









Corporation of the County of Wellington

2024 BUDGET

AND TEN YEAR PLAN

Approved for January 1 - December 31, 2024

Corporation of the County of Wellington

2024 Budget

AND TEN YEAR PLAN



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

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

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Distinguished Budget Presentation Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of Wellington
Ontario

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrill

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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COUNTY OF WELLINGTON
74 WOOLWICH STREET
GUELPH, ONTARIO

January 31, 2024

Dear Residents of Wellington County:

On January 25, County Council adopted the 2024 budget. The County continues to feel the cost impacts from inflation as well as changes to provincial funding models including the Ontario Community Infrastructure Fund. These budgetary pressures have been mitigated through a commitment to long term financial planning and reserve management. This budget protects core services and makes significant investments in infrastructure, housing, ambulance, long-term care, and the Ride Well Rural Transit Service.

Highlights of the 2024 Budget include:

- $37.4 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Arthur and funding for the reconstruction of the first of four bridges on Wellington Road 109
- Facility upgrades at the Elora and Rothsay Transfer Stations, providing similar infrastructure, working conditions and patron experience to the other four County waste facilities
- Construction of the new Erin Library Branch
- Capital investment for 24 new emergency shelter beds and 12 transitional housing units at 23 Gordon Street in Guelph. This project is supported by the Governments of Canada and Ontario.
- Ambulance service expansion including the addition of nine new paramedics to improve response times.
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Increased service levels for Ride Well Rural Transit Service to provide additional availability for residents in need

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

Andy Lennox
Wellington County Warden



Strategic Action Plan

The Strategic Action Plan is a true reflection of how the Corporation of the County of Wellington works—in an environment that promotes openness, trust and collaboration. The County takes pride in providing the best value and highest level of service to our residents and businesses, including:

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



Proudly Moving Forward Together is an update after the completion of the previous 2019-2023 'Future Focused. People Invested.' Plan. This Strategic Plan seeks to review similarities and differences from 2019 in Wellington County, then adapt and improve within the confines of the new reality. This plan seeks to offer strategic directions aimed at helping Wellington County navigate these new circumstances while ensuring the County continues to thrive.

WHAT SEEMS TO BE NEW OR DIFFERENT?

- Housing, Housing, Housing—while this was a burgeoning challenge in 2019, it is a significantly greater challenge today. A shift from planning to adapt to actionable building is considered to be needed immediately.
- COVID has accelerated the need for continued and enhanced staff well-being, safety, health and wellness.
- The waitlist across Wellington County's Long Term Care facilities is getting longer as more support is needed. This growing need is not expected to slow down in the coming years.
- People experiencing homelessness is a rising challenge, no longer being isolated to only urban areas, but moving across the entirety of the County.
- Growth is not only coming its now here – while in 2019 it was starting to become an issue it is now a significant daily challenge. Given this, how do we manage it and how do we deal with it are much more pressing questions.
- Communicating with people in a variety of mediums is more necessary – especially since the pandemic began and virtual mediums are becoming expected more often, how does the County balance traditional verses emerging virtual approaches.
- Sustainability is more prevalent in the language being used within the Corporation and the County more broadly.
- There is a more pressing shortage of workers in the community – not just general labour but identifying how to attract the right and the best people to work at the County is paramount.
- Climate Change and Mitigation Strategies are at the forefront in a much more impactful way when compared to 2019.

Strategic Action Plan

Wellington County Values

Above all, Wellington County values:

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

Wellington County Aspirations

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

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

Strategic Actions and Priority Areas

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



Tackling a Major Community Opportunity—Housing



Doing What the County Does Best—Providing Critical Daily Services to Our Residents



Making the Best Decisions for the Betterment of the Community



Cherishing the County's Most Valued Asset—its Staff

Tackling a Major Community Opportunity—Housing



In order to achieve this objective, we will:

1. Continue with the ongoing goal of finding immediate and long-term solutions to best support those people who are experiencing homelessness
2. Assist in solving the current housing crisis
3. Ensure the Wellington Terrace Recruitment Strategy remains a top priority for the County
4. Make a decision regarding whether or not to proceed with the Continuum of Care project
5. Creating an educational programme aimed at highlighting for new residents the existing culture and lifestyle of the various rural communities within Wellington County as well as the changes that the residents of these growth communities can expect due to the impending population growth.

Doing What the County Does Best—Providing Critical Daily Services to Our Residents



In order to achieve this objective, we will:

1. Work with the City of Guelph to update the Guelph-Wellington Paramedic Service Master Plan.
2. Prepare new communications and information programme aimed at ensuring a smooth transition and roll out of the Individual Producer Responsibility recycling collection programme.
3. Continue to: Assess residents' need for quality child care; identify gaps and opportunities in the provision of child care; explore opportunities to fill any gaps in the delivery of child care spaces.
4. Safeguard the continued and safe disposal of rural septage.
5. Update the County's 2019 Wellington Walks trails map and hiking guide. As a part of the update, consider adding new public spaces that are being readily accessed but not yet recognized as publicly accessible space in the past.

Making the Best Decisions for the Betterment of the Community



In order to achieve this objective, we will:

1. Continue to implement the County's Long-Term Financial Sustainability Strategy and update the Annual Budget and 10-Year Plan.
2. Accommodating Provincial regulations, continue working with all County's Departments to update the County's Long-Term Asset Management Plan
3. Continue with the implementation and progress reporting of the Future Focused climate change mitigation plan.
4. Working with member municipalities to create a set of standard criteria which member municipalities can use to evaluate their abilities to withstand extreme weather events resulting from climate change.
5. To assist in the decision-making process for major capital projects: Continuing the conversation to establish a set of benchmarks or criteria from which the County can base its decisions.

Cherishing the County's Most Valued Asset—its Staff



In order to achieve this objective, we will:

1. Ensure Recruitment and Retention remains a top priority for the County.
2. Continue reporting and build on the Human Resources Annual Report, engage County staff and build out a comprehensive Human Resources Strategy
3. Continue implementing and growing the County's Wellness Strategy and capturing and sharing the County's Corporate culture
4. Begin embedding the notions of the Wellness Strategy into the County's Human Resources policies

Message From The County Treasurer

February 1, 2024



Ken DeHart, CPA, CGA
County Treasurer

On behalf of the members of County Council, the Warden and the Senior Management Team, I am pleased to present the County of Wellington's 2024 Budget and Ten-Year Plan, which was adopted by Council on January 25, 2024.

This is the second budget of the Council term from 2022 to 2026. The County completed an update to the strategic plan from 2019-2023 'Future Focused. People Invested.' The updated plan 'Proudly Moving Forward Together' will aid in providing direction to elected officials and senior staff on County priorities, challenges and opportunities during a time of changing social, cultural, and labour dynamics facing the corporation.

After many years of low tax rate increases and a stable economy with low inflation (County tax rates increased by an average of 2.4% annually for 14 years between 2009-22), the post-pandemic recovery has brought upon many new economic challenges.

Geo-political tensions, global supply chain disruptions, an aging population, record levels of immigration, a shortage of skilled labour and an inability for new housing builds to keep up with demand have all had negative effects on the global, domestic, and local economies. The result of all these factors is a rampant increase in inflation – including labour, construction costs, service contracts and insurance rates. At the same time, demands on public services are increasing – the County's population is growing. There has been a significant drop in housing affordability, an increase in homelessness, and more demands on health care that comes with a growing and aging population – such as paramedic services and long-term care.

In order to combat inflation and housing affordability concerns, the Bank of Canada has been increasing interest rates and the provincial government has been providing additional exemptions on municipal development charges. The change in interest rates will increase the County's cost to borrow, while the drop in the County's ability to collect development charges – during a period of high-growth and increasing capital costs – means that costs will shift from new development onto existing property taxpayers.

Consistent with the County's Long-Term Financial Sustainability Strategy and Asset Management Plan, the County has taken a long-term approach to financing its capital needs by utilizing capital reserves to avoid major spikes and dips in the County tax levy. The County's approach has been to phase-in capital cost increases over a 2-3 year period utilizing (and drawing upon) reserves while costs are going up and building them back up as costs begin to stabilize. That means that the County is still phasing in significant capital cost increases from 2021-2023 (approx. 35% over that period), while preparing for the demands of the ten-year capital forecast.

The County's operating budget is $301.4 million in 2024, with capital spending of $75.6 million and a total capital investment of $574.8 million planned over the next ten-years. The average increase is 4.6% on the County portion of residential tax bills (2.6% of total tax bills) or $30 per $100,000 of assessment. New debt issues total $81.8 million over the forecast. The 2024 Budget and Ten-Year Plan protects core services and makes significant investments in infrastructure, housing, ambulance, long-term care, and the Ride Well Rural Transit Service.

Consolidated 2024-2033 Budget Summary

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

	2024 Budget	2023 Budget (Amended)	Change	
	$	$	$	%
Revenue Summary				
Operating Budget				
Taxation	132,793,600	123,924,600	8,869,000	7.2%
Government Transfers	101,375,600	95,430,600	5,945,000	6.2%
Municipal Recoveries	30,520,700	24,229,300	6,291,400	26.0%
Departmental Revenues	21,704,300	21,928,500	(224,200)	-1.0%
Other—Donations, Interest	5,526,800	4,137,300	1,389,500	33.6%
Internal Charges and Transfers from Reserves	14,107,000	10,233,500	3,873,500	37.9%
	306,028,000	279,883,800	26,144,200	9.3%
Capital Budget				
Development Charges	2,924,000	2,428,000	496,000	20.4%
Government Transfers	22,615,300	18,515,300	4,100,000	22.1%
Municipal Recoveries and Other	5,987,000	5,449,000	538,000	9.9%
Debt and Transfers from Reserves	43,467,000	48,887,500	(5,420,500)	-11.1%
	74,993,300	75,279,800	(286,500)	-0.4%
Other Budgets				
Wellington Housing Corporation	886,200	985,000	(98,000)	-10.0%
Wellington-Dufferin-Guelph Public Health	6,601,976	6,472,526	129,451	2.0%
	7,488,176	7,457,526	30,651	0.4%
Budgeted Revenues	388,509,476	362,621,126	25,888,351	7.1%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(58,431,000)	(59,819,600)	1,388,600	-2.3%
Revenues Per Financial Statements	330,078,476	302,801,526	27,276,951	9.0%
Expenditure Summary				
General Budget				
General Government Services	34,102,900	30,472,500	3,630,400	11.9%
Protection Services	20,012,800	19,793,100	219,700	1.1%
Transportation Services	44,078,700	41,291,500	2,787,200	6.8%
Solid Waste Services	17,709,500	17,213,500	496,000	2.9%
Housing, Employment, Children's Early Years, Long Term Care	163,114,700	149,457,600	13,657,100	9.1%
Health, Library, Museum and Planning Services	27,009,400	27,875,600	(866,200)	-3.1%
	306,028,000	286,103,800	19,924,200	7.0%
Capital Budget				
Capital Expenditures	74,993,300	75,279,800	(286.500)	-0.4%
Other Budgets				
Wellington Housing Corporation	410,000	449,900	(39,800)	-8.8%
Wellington-Dufferin-Guelph Public Health	6,601,976	6,472,526	129,451	2.0%
	7,012,076	6,922,426	89,651	1.3%
Budgeted Expenditures	388,033,376	368,306,026	19,727,351	5.4%
Adjustments to Annual Financial Statements				
Amortization*	26,000,000	25,300,000	700,000	2.8%
Internal Charges, Transfer to Reserves, Debt Payments	(48,420,100)	(47,718,700)	(701,400)	1.5%
Tangible Capital Asset Expenditures	(74,993,300)	(75,279,800)	286,500)	-0.4%
	(97,413,400)	(97,698,500)	285,100	-0.3%
Expenditures per Financial Statement	290,619,976	270,607,526	20,012,451	7.4%
Excess Revenues over Expenses per Financial Statements	39,458,500	32,194,000	7,264,500	22.6%

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

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

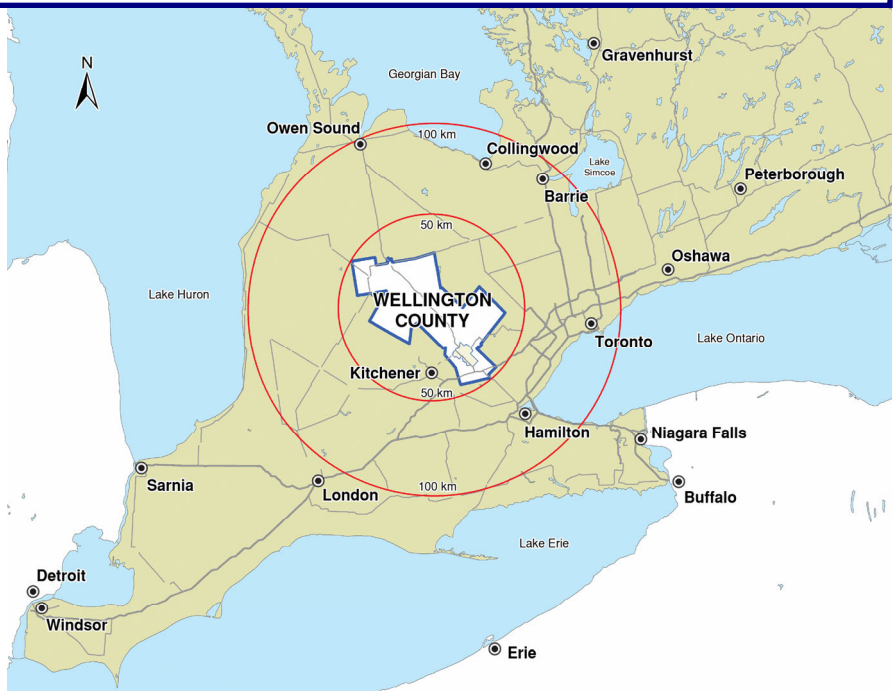
County Of Wellington At A Glace

Wellington County Quick Facts

7 Member Municipalities	105,380 Residents	3,566 Businesses
Area: 2,600km^2	37,460 Households	53,123 Jobs

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

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



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

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

Township of Centre Wellington
519.846.9691
www.centrewellington.ca

Town of Minto
519.338.2511
www.town.minto.on.ca

Town of Erin
519.855.4407
www.erin.ca

Township of Puslinch
519.763.1226
www.puslinch.ca

Township of Mapleton
519.638.3313
www.mapleton.ca

Township of Wellington North
519.848.3620
www.wellington-north.com

Township of Guelph/Eramosa
519.856.9596
www.get.on.ca

History Of The County Of Wellington

1838 The District of Wellington was set apart as a separate district and contained the counties of Wellington, Waterloo, Grey, and parts of Dufferin County.

1852 The United Counties of Waterloo, Wellington, and Grey were formed.

1853 Wellington separated from Waterloo

1854 Wellington County became an individual entity consisting of the Townships and Towns of Amaranth, Arthur, Eramosa, Erin, Guelph, Guelph (Town), Garafraxa, Maryborough, Nichol, Peel, Pilkington, and Puslinch. The first Wellington County Council meeting was held January 23, 1854.

In subsequent years, other municipalities joined the County:

1857 Arthur, Luther, and Minto

1858 Elora and Fergus

1864 Orangeville

1866 Mount Forest

1869 Garafraxa Township separated into East and West

1872 Arthur Village

1873 Harriston

1874 Clifford Village

1875 Drayton and Palmerston

1881 East Village



Wellington County was named after Arthur Wellesley,

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

1999 Amalgamation resulted in the formation of seven new municipalities:

Township of Centre Wellington

Town of Erin

Township of Guelph / Eramosa

Township of Mapleton

Town of Minto

Township of Puslinch

Township of Wellington North



County Of Wellington Lifestyle

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







Arts and Culture

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

Recreational Facilities and Activities

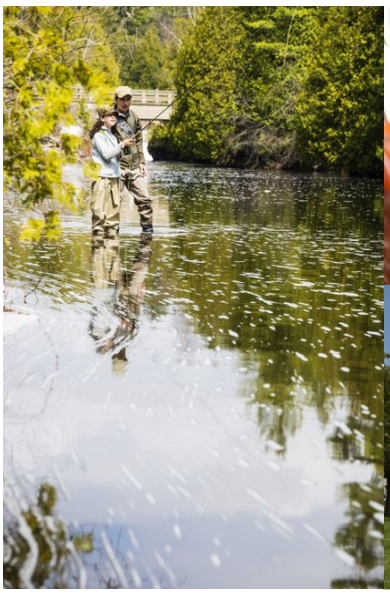
The County is an ideal place to play all year round, with indoor and outdoor recreation facilities that support a variety of sports such as soccer, baseball, rugby, swimming, hockey, curling, and more.

Conservation Areas, Parks and Trails

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

Festivals and Events

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







TOP ATTRACTIONS

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

Demographic Overview

Population

In mid-2023, Wellington County had 37,460 households and a population of 105,380. The population of Wellington County is projected to grow to 160,000 by 2051.

Wellington County Population Estimates				
	Mid Year—2022		Mid Year—2023	
Location	Population	Households	Population	Households
Centre Wellington	**33,610**	**12,510**	**34,850**	**12,950**
Fergus	17,990	6,850	18,850	7,150
Elora/Salem	8,120	3,080	8,460	3,210
Centre Wellington Rural	7,500	2,580	7,540	2,590
Erin	**12,320**	**4,280**	**12,420**	**4,320**
Erin Village / Hillsburgh	4,560	1,700	4,580	1,710
Erin Rural	7,760	2,580	7,840	2,610
Guelph/Eramosa	**14,400**	**4,880**	**14,470**	**4,920**
Rockwood	5,850	2,050	5,890	2,080
Guelph/Eramosa Rural	8,550	2,830	8,580	2,840
Mapleton	**11,430**	**3,320**	**11,510**	**3,350**
Drayton	2,530	890	2,550	900
Moorefield	560	190	560	190
Mapleton Rural	8,340	2,240	8,400	2,260
Minto	**9,700**	**3,520**	**9,880**	**3,610**
Clifford	1,000	400	1,010	410
Harriston	2,300	850	2,380	890
Palmerston	3,100	1,210	3,140	1,220
Minto Rural	3,300	1,060	3,350	1,090
Puslinch	**8,400**	**2,990**	**8,500**	**3,030**
Aberfoyle	380	210	380	210
Morriston	510	170	520	180
Puslinch Rural	7,510	2,610	7,600	2,640
Wellington North	**13,150**	**5,040**	**13,750**	**5,280**
Arthur	2,730	1,060	3,060	1,180
Mount Forest	5,720	2,450	5,960	2,560
Wellington North Rural	4,700	1,530	4,730	1,540
Wellington County	**103,010**	**36,540**	**105,380**	**37,460**

Note: numbers may not add up due to rounding
Note: based on the 2016 census and new residential unit building permits
Source: Watson and Associates Economists Ltd. and County of Wellington Planning Department, June 2023

Demographic Profile: Immigration

Immigration

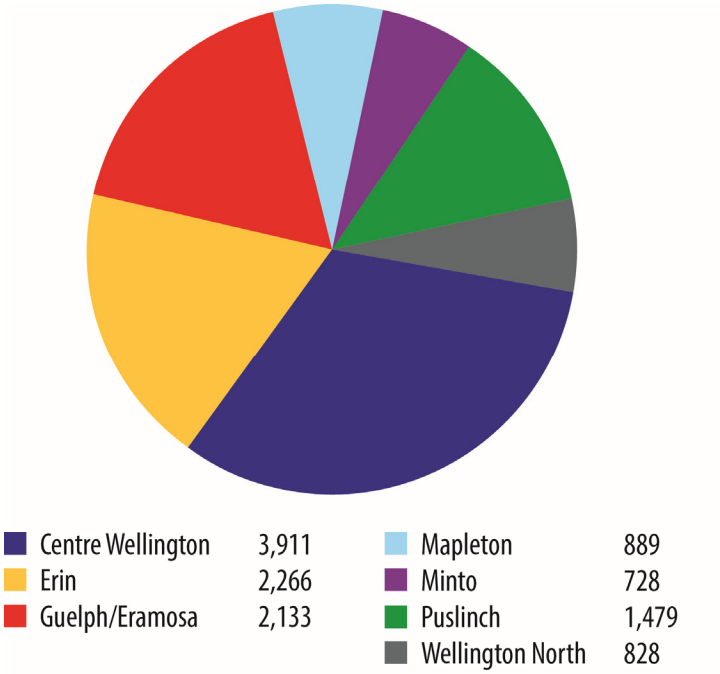
The Economic Development Division undertakes talent attraction activities and collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, and Wellington County Settlement Services to encourage newcomers and immigrants to settle in Wellington County. This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



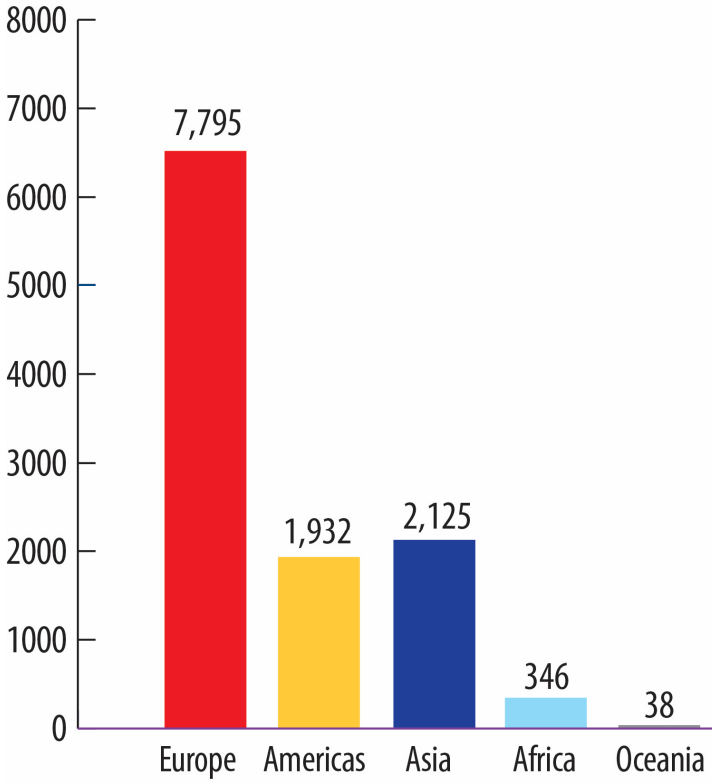
According to the 2021 census, immigrants born outside of Canada stem predominantly from Europe and Asia: 31.8% of all immigrants in Wellington County are from the United Kingdom, while 9.1% are the from the Netherlands. 67.6% of recent immigrants (those who have arrived in Canada within the last 5 years) in Wellington County arrived predominantly from four countries: 30.8% from Ukraine, 19.2% from India, 10.1% from the Philippines, and 7.5% from Syria. Of the municipalities, Erin has the highest proportional immigrant population of 17.9% compared to Wellington North which has the lowest at 6.4%. While immigrants make up 11.9% of the County's population, an additional 18.1% are second generation, meaning that they have at least one parent who was born outside of Canada.

Source: Statistics Canada, 2021, Manifold Data Mining , July 2023

IMMIGRANTS IN WELLINGTON COUNTY (2023)



WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2023)



Demographic Profile: Education

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

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

In Wellington County, 51% of the population aged 25-64 years have a college or university level education.

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

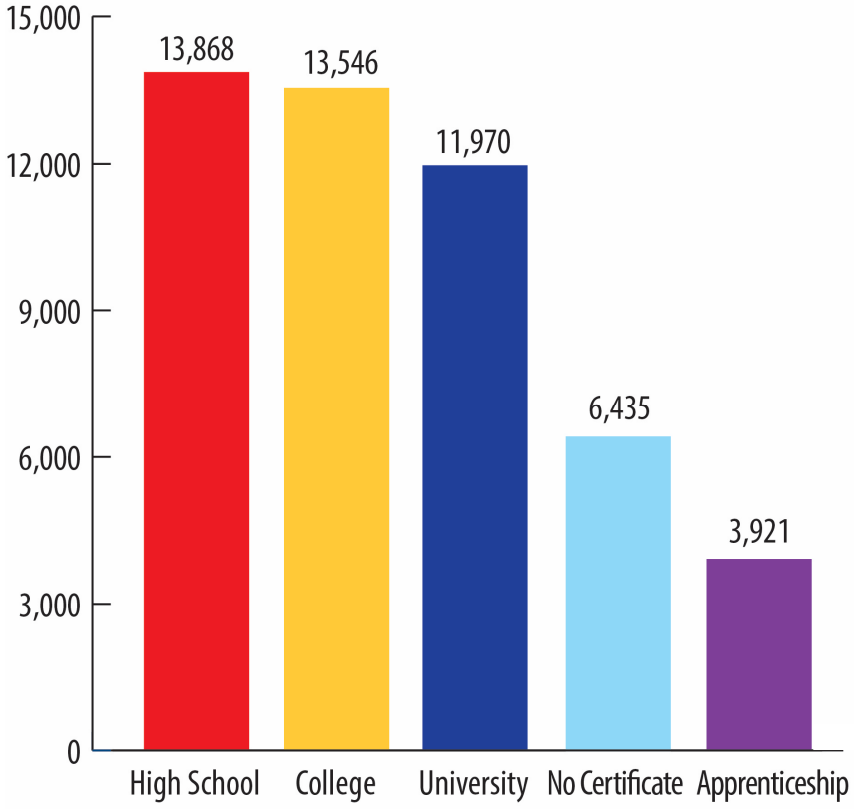
Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology,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

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

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

WELLINGTON COUNTY EDUCATION LEVEL (2023)

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



Source: Manifold Data Mining , July 2023

Affordability

Household Incomes

Wellington County has an average household income of $140,459. The average household income in the member municipalities range from $95,261 in the Township of Wellington North to $247,020 in the Township of Puslinch. Wellington County has higher average household income in comparison to Ontario as a whole, as well as its comparative regional economic areas of Dufferin, Grey and Perth County.

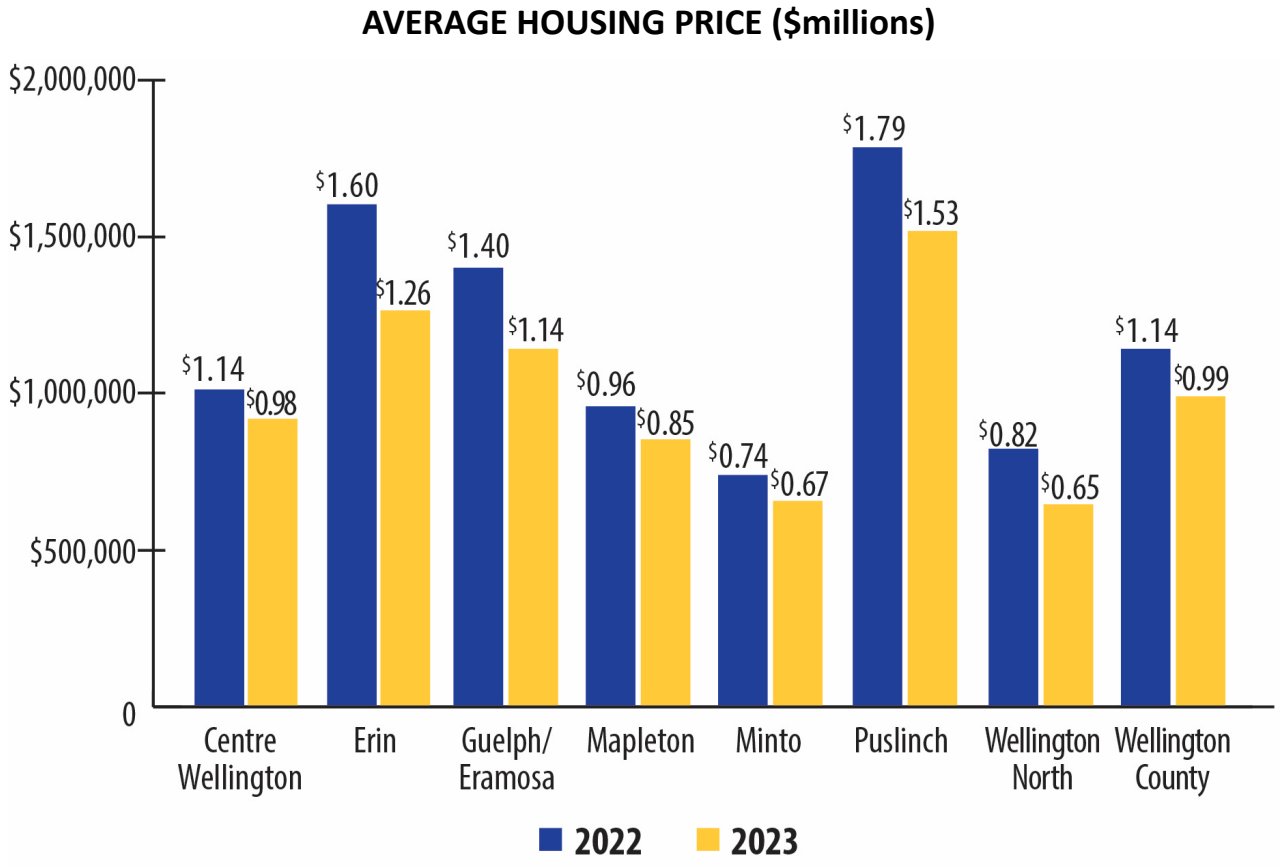
Average Household Income 2023

Municipality	Household Income
Wellington North	$ 95,261
Minto	$ 102,195
Mapleton	$ 128,020
Centre Wellington	$ 131,168
Wellington County	$ 140,459
Guelph/Eramosa	$ 161,991
Erin	$ 162,620
Puslinch	$ 247,020

Average Regional Household Incomes 2023

Region	Household Income
Perth County	$ 104,094
Grey County	$ 106,782
Ontario	$ 123,610
Dufferin County	$ 134,207
Wellington County	$ 140,459
Waterloo Region	$ 145,439
Halton Region	$ 158,660

Source: Manifold Data Mining, August 2023



Note: 2023 housing values represent up until August 2023

Source: Manifold Data Mining, 2022-2023

Local Economy: Labour Force

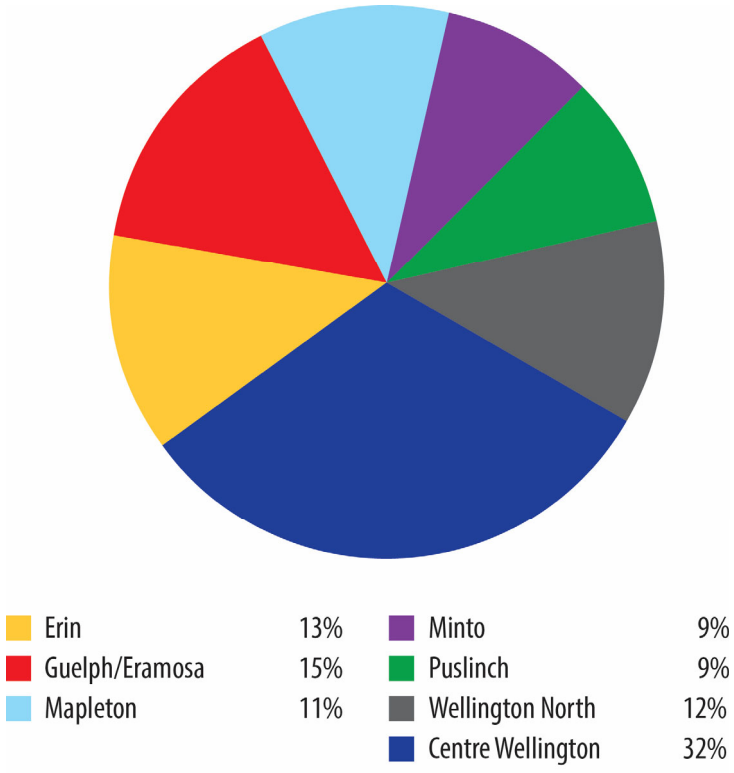
Resident Labour Force

The total labour force for the County of Wellington was 59,854 in 2023. Most of these resident workers were employed in manufacturing, construction, health care and social assistance, and retail related occupations categories (~45% of the total labour force). Centre Wellington had the largest labour force, representing 32%, followed by Guelph/ Eramosa, representing 15% of the County's labour force.

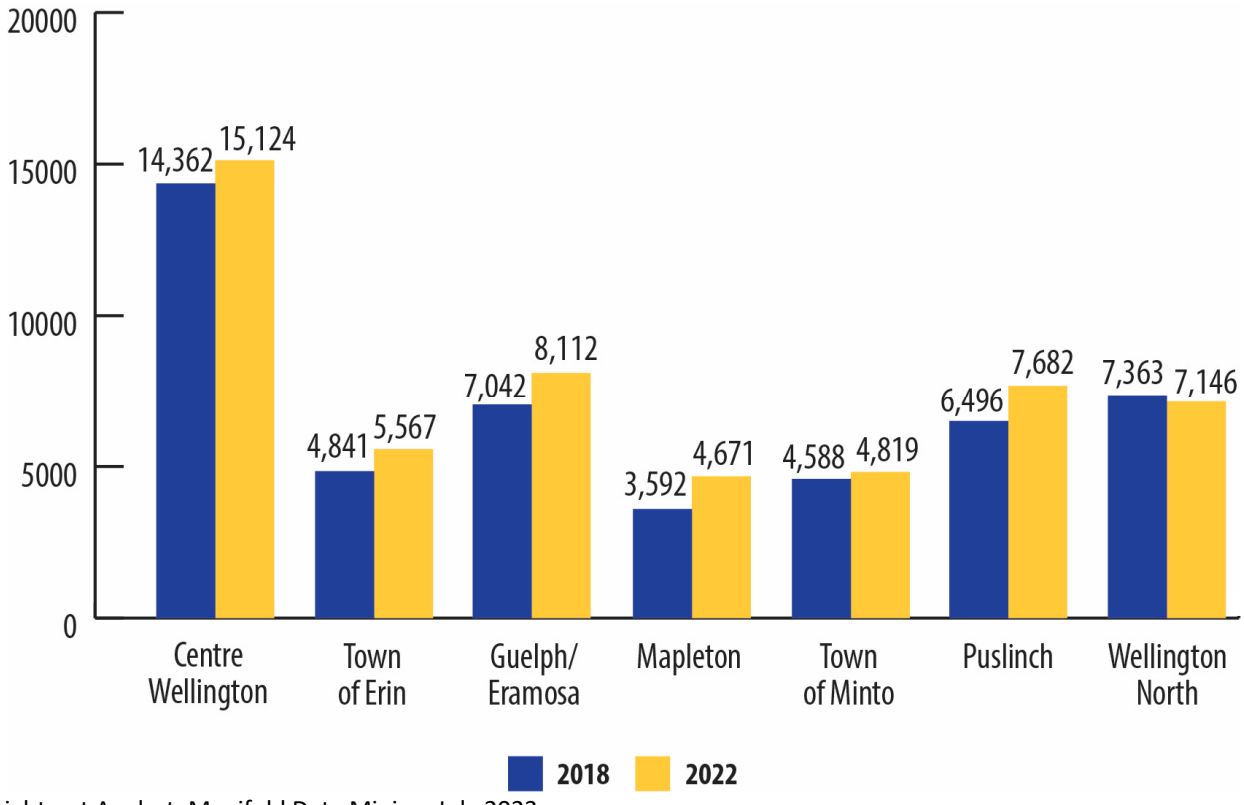
Job Growth and Distribution

Job growth from 2018-2022 occurred across most of the County. The largest job growth gains took place in Mapleton with a 30% increase, and Puslinch recording 18% growth. Job distribution in the County ranges from Centre Wellington at 28%, to Minto and Mapleton, each of whom retained 9% of the County's jobs.

LABOUR FORCE DISTRIBUTION (2023)



JOB GROWTH

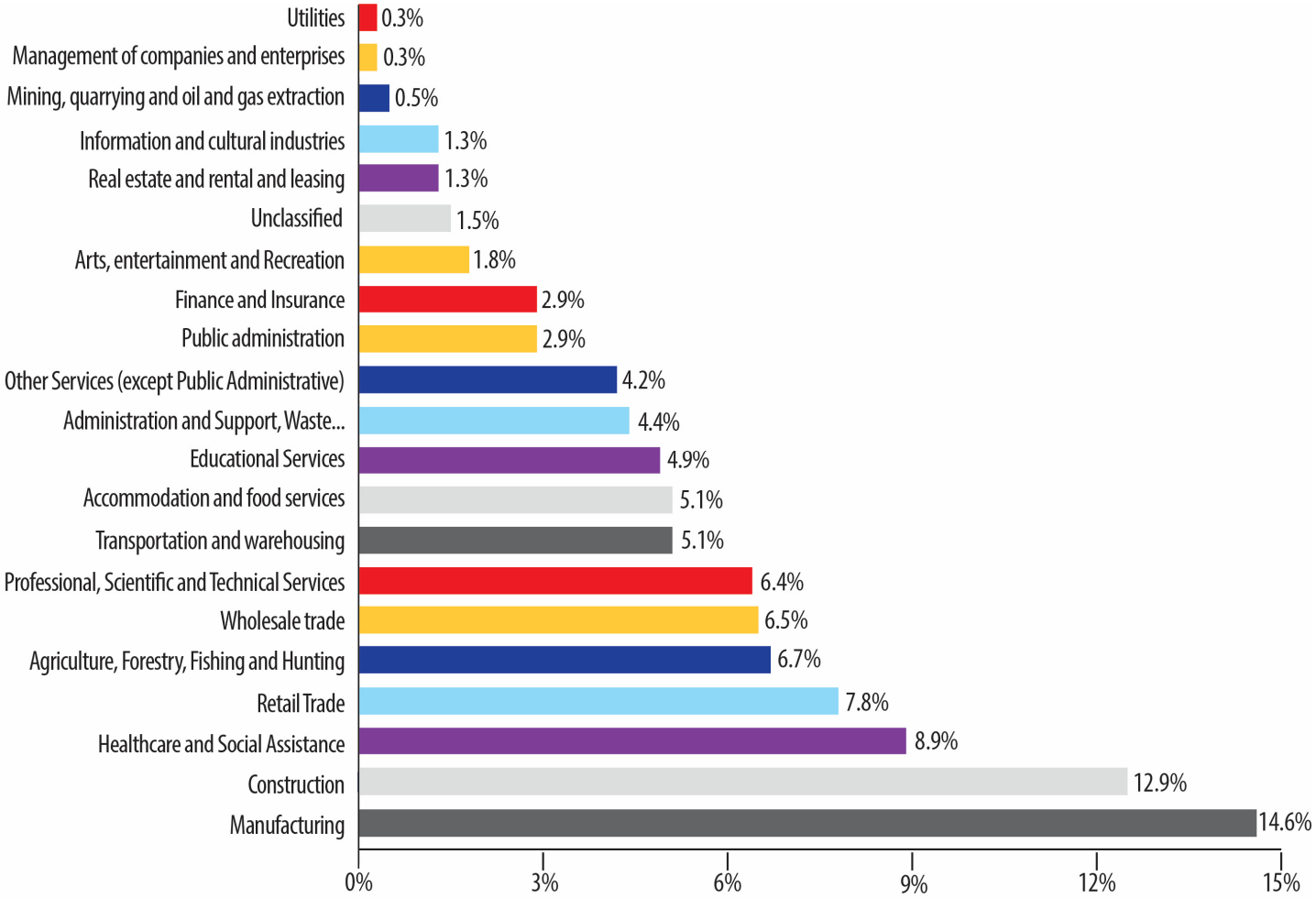


Source: Lightcast Analyst, Manifold Data Mining, July 2023

Local Economy: Major Sectors

Wellington County provided 53,123 local jobs in 2022, growing 10.0% from 2018. Manufacturing continues to be the leading sector, representing 7,762 jobs or 14.6% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in wholesale trade, construction, professional, scientific and technical services, finance and insurance, health care and social assistance, and educational services sectors. This growth represents an indication of a strong, diversified and resilient economy in Wellington County.

WELLINGTON COUNTY SECTORS OF EMPLOYMENT (2022)



TOP 3 EXPANDING AND SHRINKING SECTORS

		2018 Jobs	2022 Jobs	Change	% of Total Employment
Expanding	**Wholesale Trade**	2,754	3,470	715	6.5%
	Construction	5,948	6,655	707	12.5%
	Professional, scientific and technical	2,742	3,389	647	6.4%
Shrinking	**Agriculture, forestry, fishing and hunting**	4,413	3,564	-849	6.7%
	Accommodation and food services	2,673	2,694	21	5.1%
	Utilities	112	144	32	0.3%

Local Economy: Business Size

In 2021, small and medium-sized enterprises (SMEs) in Canada employed 88.2% of workers in the private sector. In 2019, small and medium sized businesses contributed 50.4% to Canada's gross domestic product, and large businesses contributed the remaining 49.6%. Locally, SMEs with less than 50 employees represent approximately 96.6% of Wellington County businesses. Although a significant portion of employers in Wellington County are small businesses, there are a number of large employers in the area.

Top Employers (estimated employees)
Upper Grand District School Board (1,000+)
County of Wellington (1,000+)
TG Minto (900+)
Jefferson Elora Corporation (700-799)
Musashi Auto Parts Canada Inc. (500-599)
Groves Memorial Hospital (400-499)
Township of Centre Wellington (300-399)
Elora Mill Hotel and Spa (300-399)
Royal Canin Canada (200-299)
Wallenstein Feed and Supply Ltd. (200-299)
North Wellington Health Care (200-299)
Polycorp Ltd. (200-299)
Triton Water Canada Holdings (200-299)
Dana Long Corp (200-299)
Nexans Canada Inc. (200-299)
Cascade Canada Ltd. (200-299)
Walinga Inc. (200-299)
Mammoet Crane (Assets) Inc. (200-299)
Viking-Cives Ltd. (200-299)
Capital Paving Inc. (200-299)

Top 20 Corporate Taxpayers In 2023
Jefferson Elora Corporation, Centre Wellington
TG Minto Corporation, Minto
Triton Water Canada Holdings, Puslinch (incl. Erin and CW)
Skyline Retail and Real Estate Holdings, Centre Wellington (incl. WN)
Dream Summit Industrial (Ontario) Inc., Puslinch
Wallenstein Feed and Supply, Mapleton
Musashi Auto Parts Canada, Wellington North
Royal Canin Canada Company, Puslinch
Con-Cast Pipe Ltd, Puslinch
RMM Fergus Property Inc, Centre Wellington
Coldpoint Properties and Industrial Park, Guelph/Eramosa
Darling International Canada, Mapleton
Sharon Farms and Enterprises, Wellington North
Nexans Canada Inc, Centre Wellington
Mammoet Crane (Assets) Inc., Puslinch
Nieuwland Feed and Supply, Mapleton (incl. Minto and CW)
FRG-S Holdings Ltd, Centre Wellington
7475 McLean Road East Inc, Puslinch
Pier Property Inc., Puslinch
1056469 Ontario Inc (c/o Pentalift), Puslinch



Mammoet Crane



Polycorp Ltd.

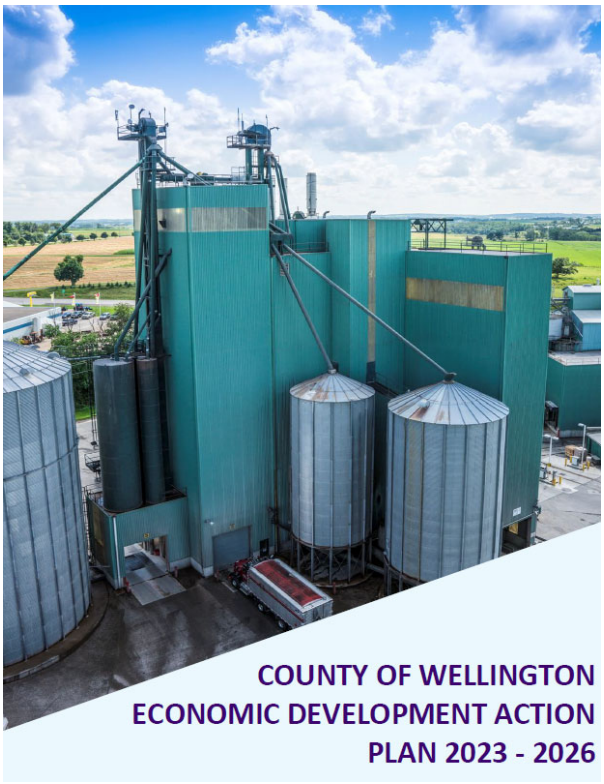
Source: Municipal EDOs.

[1]Key Small Business Statistics — 2022, Innovation, Science and Economic Development Canada.

Economic Development Highlights

Three-Year Economic Development Action Plan

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



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





Economic Development Highlights

Business Retention and Expansion (BR+E)



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

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

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

In 2024, staff from the County will begin a BR+E programme focusing on downtown businesses.

BR+E Implementation Fund

The BR+E Local Implementation Fund provides funding to municipalities for the direct execution of BR+E activities to enhance the local economy. Starting with its inception in 2014, the BR+E Implementation Fund has led to a total investment of approximately $4.8 million in Wellington County.

Invest WELL Programmes

In 2023, a review of the Invest WELL Community Improvement Programme was completed. As a result, the programme has been renamed to the “Invest WELL Programmes” to make it more relevant to the type of funding administered by the County.

The Invest WELL Programmes continue to support business revitalization, beautification, and investment attraction in Wellington County by providing top-up funding to local municipal Community Improvement Plans (CIP).

The Invest WELL programmes offer funding through tax incentives and grants to projects that align with the following countywide priorities:

1. Using land strategically
2. Improve buildings and infrastructure
3. Diversify the economy
4. Provide affordable housing
5. Promote tourism
6. Incorporate sustainability

Economic Development Highlights

Tourism

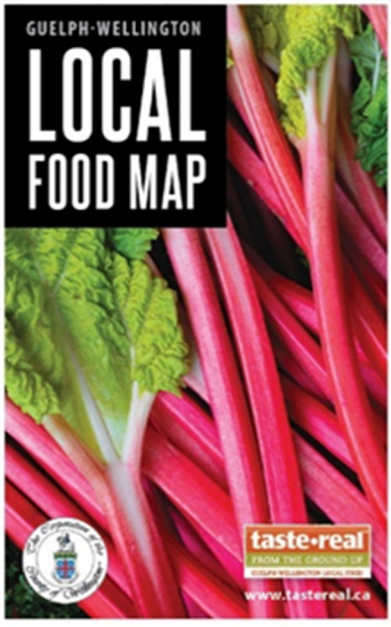


In 2023, the County of Wellington launched its first-ever Tourism Strategy to strengthen support for tourism-based businesses through networking, capacity building, and marketing. The strategy builds on the successes of several tourism-based initiatives and will guide the County's future actions and investments to strengthen the sector and establish Wellington County as a top rural tourism destination within Southwestern Ontario.

The "Pay to Play" tourism signage programme launched in 2018, promotes greater awareness of tourism-based businesses across the County and encourages visitors and locals alike to explore rural destinations. The County continues to promote year-round visitation through its Experience Wellington website, seasonal marketing initiatives such as the Winter Adventures campaign, and a suite of seasonal outdoor experiences. Staff continues to explore tourism product development opportunities to offer a greater variety of tourism experiences and attract spending. This led to a cycle tourism assessment (2022) and the development of seven signature tourism cycling routes (2023).

Taste Real

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



Guelph-Wellington is also known for its craft breweries and emerging distilleries, which complement the County's authentic food culture and led to the development of a Craft Gin Trail in 2021. Taste Real launched its first Food Experience Guide in 2022, promoting farm and food-specific outings and adventures available locally. The programme actively collaborates with local farmers' markets to facilitate the Farmers' Market Passport programme, encouraging visitors and locals to explore rural destinations and support local businesses.

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

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

Economic Development Highlights

Talent Attraction



The Talent Attraction Initiative continues to promote Wellington County as a desirable place to live and work. In 2020, Immigration, Refugee and Citizenship Canada (IRCC) funding was secured to support an Economic Development Talent Attraction position with the aim to attract newcomers to live and work in the County. Additionally, the initiative interacts with employers, encouraging them to consider hiring immigrants, newcomers, and global talent, thus helping address the labour skills shortage. The Talent Attraction Initiative supports employers, newcomers and immigrants as our businesses and communities continue to employ and welcome newcomers, and make Wellington County a more inclusive and welcoming community. 2023 highlights include the County's first multicultural festival and the Wellington Welcomes awareness campaign.

Workforce Development



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

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

Western Ontario Warden Caucus (WOWC)

The Western Wardens Caucus includes 15 upper and single-tier municipalities and 300 communities, of which the County of Wellington is an active member, with Warden Lennox being elected as vice-chair in February 2024. The current priorities of the WOWC include: affordable and attainable housing, workforce development, broadband infrastructure investment and advocacy, and mental health and addictions. The challenges facing municipalities, particularly small and rural communities, are on the rise and include housing to workforce, and mental health to homelessness. Following the WOWC Workforce Strategy completed in 2022, the ED Committee has requested the provincial government's support to develop a workforce attraction campaign website. This site would house public information to inform and build awareness of broad career opportunities, current job opportunities, and community features and amenities to attract and retain workers and residents targeted to identified personas. In addition to hosting senior staff as subject matter experts on specific municipal issues, the WOWC also hosted a Workforce Conference in 2023 to encourage regional learning opportunities. The County continues to play an active role in WOWC advocacy and projects.

Economic Development Highlights

Attainable Housing

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

Actions to Date

- Establishing a County Attainable Housing Taskforce
- Updates to the County Official Plan to permit Additional Residential Units (ARUs)
- Updates to the County Official Plan to remove policy language emphasizing dominance of single detached housing
- Updates to the County Official Plan to support the use of a Community Planning Permit System (CPPS)
- Development of a Public Awareness Campaign to express the need for a variety of housing options in Wellington County, including public impact stories on the current housing climate within the County
- Development of local stories highlighting ARU examples and their importance towards greater gentle density
- Seeking out an attainable housing pilot project





Contributed content by County of Wellington

Additional residential units adding flexibility, affordability for residents

As low housing availability and high costs continue to pose challenges for families across the province, residents in Wellington County are increasingly looking to local Additional Dwelling Unit allowances to meet their housing needs.

By adding a secondary residence to their primary properties, homeowners are enjoying having different generations closer together, avoiding the scarce rental housing market, and in some cases adding new income with rental properties of their own.

Jim Coffey, a sales representative with Royal LePage RCR Realty in Arthur, says an unexpected demand for accessory dwelling units in the new Maple Ridge Estates 19-lot rural subdivision development in Kenilworth led to an adjusted marketing strategy that focuses on promoting the option of a multi-residential building plan.

"I was getting a lot of inquiries for multi-generational housing from people coming from the GTA such as Toronto and Mississauga. We were surprised that it was such a strong point of interest. We talked it up," he says, noting that led to several commitments from customers for a two-for-one housing plan on the three-quarter to one-acre lots.

"In one example, the owners of a beautiful custom bungalow added a legal basement apartment as a source of rental income," he says. "Across the road, my brother-in-law and his wife in their early 60s live in the coach house beside their daughter and her new husband, who built a new bungalow."

His brother-in-law and family? They've never been happier.

"Our daughter had just married, and it was a time when the average home was nearly a million dollars, and at 21-years-old, most people don't have that lying around," laughs John Janssen.

"So, we discussed the option of building something together. My wife and I lived in Fergus, and the lot in Kenilworth was large enough and zoned to accommodate a second residence. It was an easy decision for all of us," he says. Within two years John and his wife were happily living in a brand-new 1,200 square foot home above the coach house complete with a deck, fully separate from the main 2,100 square foot house that is occupied by their daughter and her husband.

Janssen, a contractor by trade but for smaller renovations and not full home builds, says the approvals with the municipality were not a hurdle, and that the biggest challenge was finding the right contractor because they were all busy. Arranging financing was also more complicated than usual because two parties were involved. "Banks weren't really doing that, so we initially found a private mortgage, but the bank came around to understanding this is a new way of doing things."

He says the cost of the build was higher than it would be for a single residence due to the added living space and other factors such as requiring a larger septic system, "but it was certainly a lot less expensive than building two separate residences."

John Janssen and his wife designed and co-built two homes on their lot in Kenilworth: mom and dad live above the coach house while their newlywed daughter and her husband live in the main house.

On the other end of the multi-generational spectrum, adding a second residence on their home was ideal for Cheryll Vandepas and her husband John as they considered their options with Cheryll's elderly mother.

"We built our new house near Kenilworth 11 years ago. My mother more recently sold her home in town and was looking to still live independently, but close by. The rental she thought she'd go to was very small and very expensive. We broached the subject of building a granny flat in our home for her, and she was open to it," explains Cheryll.

Before long, the addition was under way, and the family created a beautiful, fully self-contained 1,400 square foot two-bedroom home unit above the homes garage for Cheryll's mother, complete with her own kitchen, laundry, and even an elevator. Completing the project proved to be uncomplicated and easy to coordinate with the Township.

"Some of the building code specifications are different to ensure a fully operating separate residence, but it was easy to get everything in order and in the grand scheme of things it didn't cost a lot more than if we were just building our home," she says.

The arrangement has been ideal for everyone. "I'm the only sibling who is close by so it's been great to have her this close. When it gets to the point when she requires more care, I can pop over to help out."

Realtor and Developer Jim Coffey doesn't see any sign that the demand for additional residentials units will slow down any time soon.

He is working on another development, East Ridge Landing in Arthur, which will be a 217 home site when complete. The builder, Pinestone Construction, reports that numerous buyers are interested in additional residential units, says Coffey.

"They've been surprised with the extent of requests that are coming in from folks who are interested in an accessory unit in their new home. Adding legal basement apartments in existing properties is also on the rise. Our building department is very open and receptive to the process when it's done properly. They've been great to work with."

Demand is expected to remain high as ARUs become a source of income for homeowners, he notes. "Other builders call them the "mortgage helper" but whatever you call it, they're certainly helping people. With the price of today's housing, these are going to be more common."

Specific allowances for additional residential units vary, however all municipalities in Wellington County allow for the creation of one or more additional dwelling units in an existing single detached home, as long as the total gross floor area of the additional dwelling unit or units are less than or equal to the existing dwelling.

If you are interested in renovating an existing home, or building a new home to accommodate an additional dwelling unit, consult your local municipality.

Reasons for ARU?

To add supplementary income or accommodate multi-generational families, owners of existing homes or those planning to build a new one have the option to add Additional Residential Units in basements, above garages or as separate units on their property.

Cheryll and John Vandepas added a garage to their Kenilworth home, and above it a two-bedroom, 1,400 square foot residence complete with elevator for Cheryll's aging mother.

Multi-generation family finds housing solutions right at home

When one Wellington County family faced challenges finding the right housing options in a tight real estate market, they looked no further than their own back (and side) yard for a solution.

Submitted | May 25, 2023 @ 11:37 am | Sponsored

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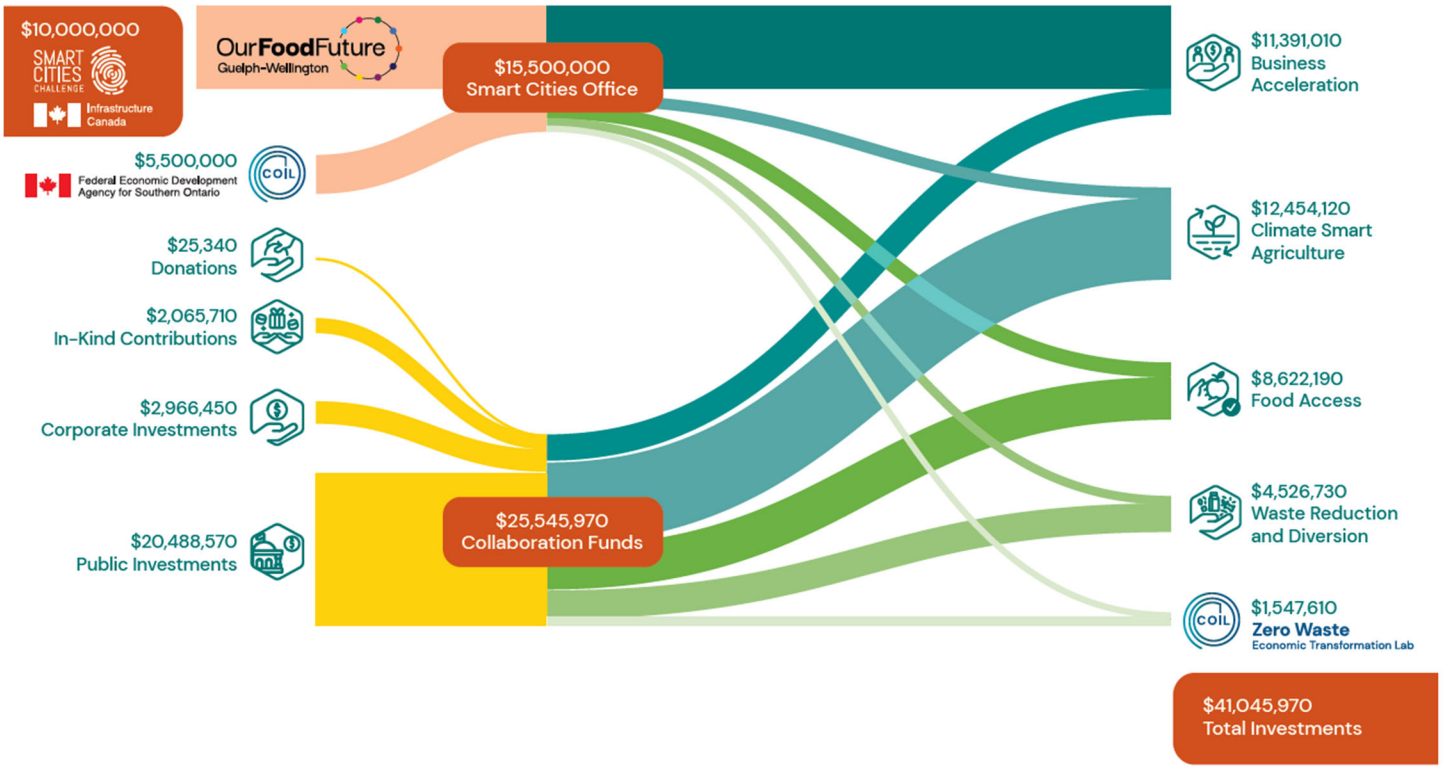
Economic Development Highlights

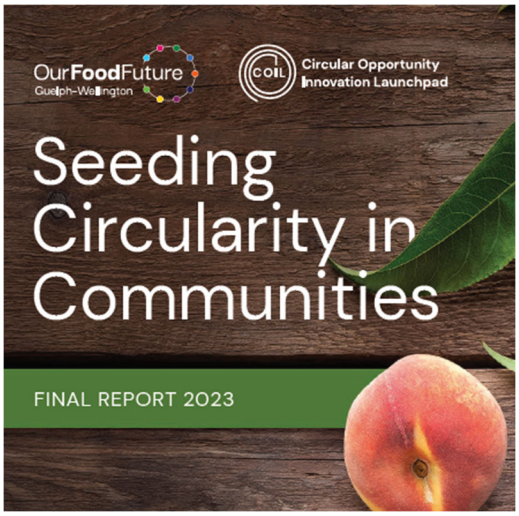
Smart Cities: Our Food Future

Our Food Future began in 2020 as a $10 million federally-funded partnership with the City of Guelph, focused on building a regional circular food economy. Completed in December 2023, this project exceeded its original goals while attracting additional investment and partnerships.

Our Food Future Guelph-Wellington

Funding + collaboration = impact





The County remains committed to the opportunities for resilience which were made clear by this project.

- The final report from Our Food Future — Seeding Circularity in Communities — is available online at foodfuture.ca.
- The Experimental Acres Handbook was released in November 2023. This document codifies the County's innovative regenerative agriculture pilot as a template to be used by other municipalities to scale climate-target solutions.
- Guelph-Wellington has been chosen as the host location for North America's first Circular Economy Hotspot, a 4-day international conference expected to attract over 400 participants from a wide range of industry sectors. The event will run June 24-27, 2024.

Economic Development Highlights

Ontario Food Cluster, Investment Attraction

As an agricultural community with many food businesses, the University of Guelph, favourable trade agreements and sector supports, the County represents its seven member municipalities within the Ontario Food Cluster. The OFC is a partnership of government and economic development organizations in southern Ontario that work together to develop sector strategies and attract agri-food company investment to the participating Ontario communities.

Rural Broadband and Southwest Integrated Fibre Technology (SWIFT)



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

SWIFT projects in Wellington County began in 2020 and completed at the end of 2023. The routes have been executed with a total project value of $12,969,036 and have offered service to 3,085 homes. The County is assisting with the commissioning phase of SWIFT, to ensure performance.

Current federal and provincial funding models promise fibreoptic broadband service completion by the end of 2025. In response, the County has formed a Rural Broadband Working Group to track expansion, and is running a public information campaign encouraging home speed tests in order to understand where improved services are needed. By collecting data to map these gains and gaps, we can direct expansion by Internet Service Providers to areas where it is most needed.

Residents can find resources and support at www.wellington.ca/internet.

RIDE WELL Rural Transportation Programme



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

The RIDE WELL service officially launched on October 1, 2019, and has grown year-over-year. In 2020 the service provided 2,248 rides, in 2021 the service provided 4,572 rides, in 2022 the service provided 5,776 rides, and in 2023 the service provided 8,861 rides. RIDE WELL offers door-to-door service in Wellington County and pick-up or drop-off into the City of Guelph for rides that start or end in Wellington County. The service operates from Monday to Friday, from 6:00 a.m. to 7:00 p.m. and rides can be booked through the RIDE WELL app, on the website, or by calling RIDE WELL phone operators.

Organizational Profile

County of Wellington Council

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

Top Row

Warden Andy Lennox
Mayor, Township of Wellington North

Councillor Shawn Watters
Mayor, Township of Centre Wellington

Councillor Gregg Davidson
Mayor, Township of Mapleton

Councillor James Seeley
Mayor, Township of Puslinch

Councillor Dave Turton
Mayor, Town of Minto

Councillor Chris White
Mayor, Township of Guelph / Eramosa

Councillor Michael Dehn
Mayor, Town of Erin

Councillor David Anderson
County Ward 1

Bottom Row

Councillor Earl Campbell
County Ward 2

Councillor Campbell Cork
County Ward 3

Councillor Steve O'Neill
County Ward 4

Councillor Mary Lloyd
County Ward 5

Councillor Diane Ballantyne
County Ward 6

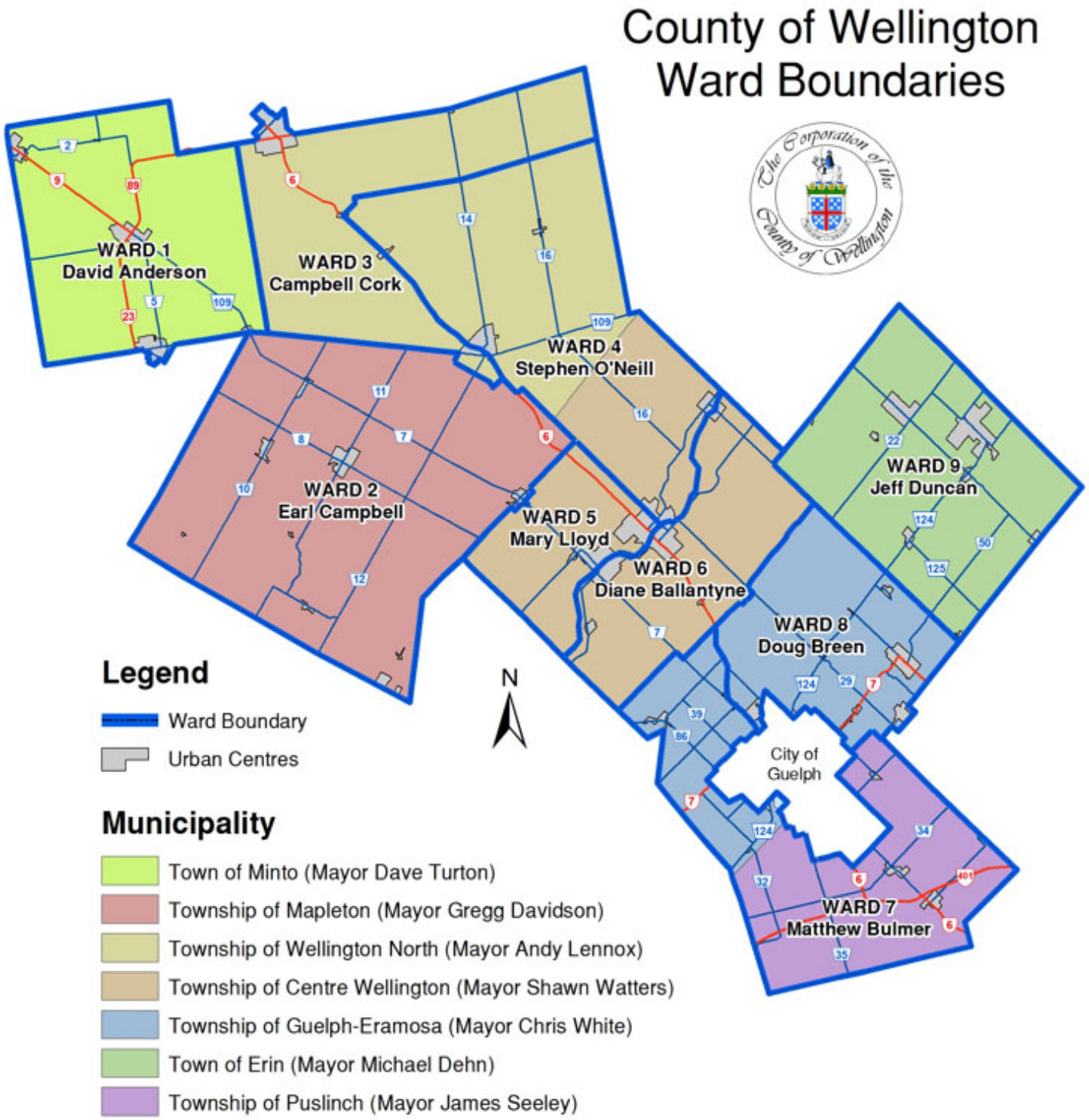
Councillor Matthew Bulmer
County Ward 7

Councillor Doug Breen
County Ward 8

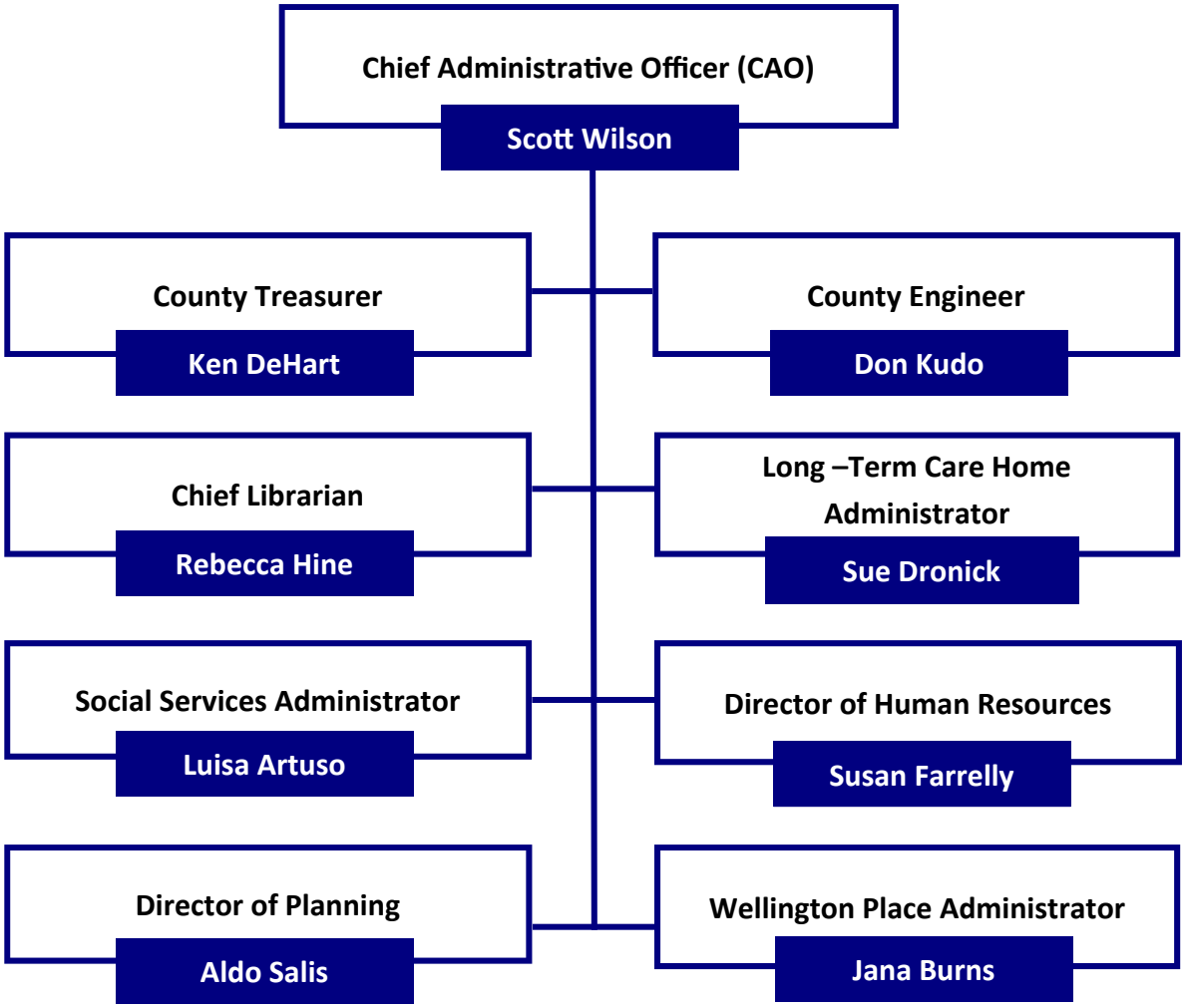
Councillor Jeff Duncan
County Ward 9



Ward Boundaries



Organizational Structure



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

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

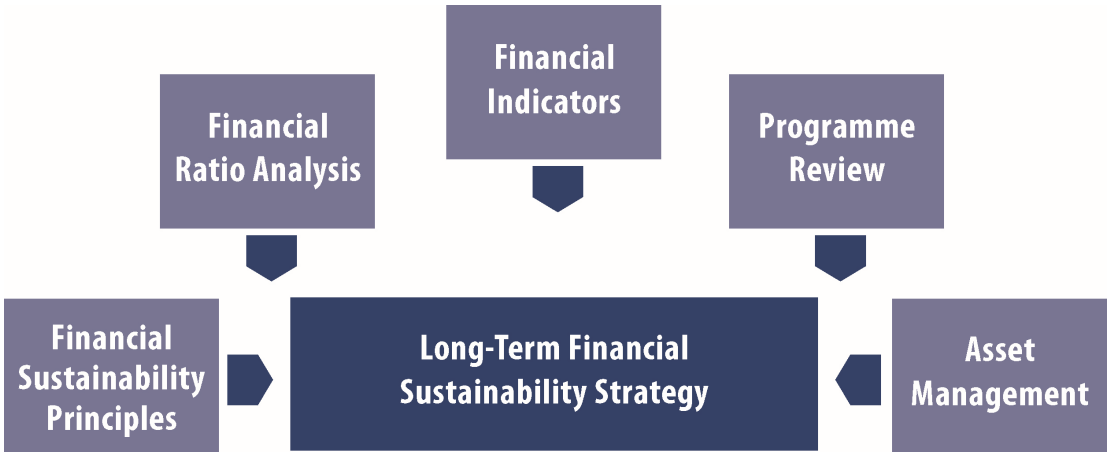
Long-Term Financial Sustainability Strategy

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

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



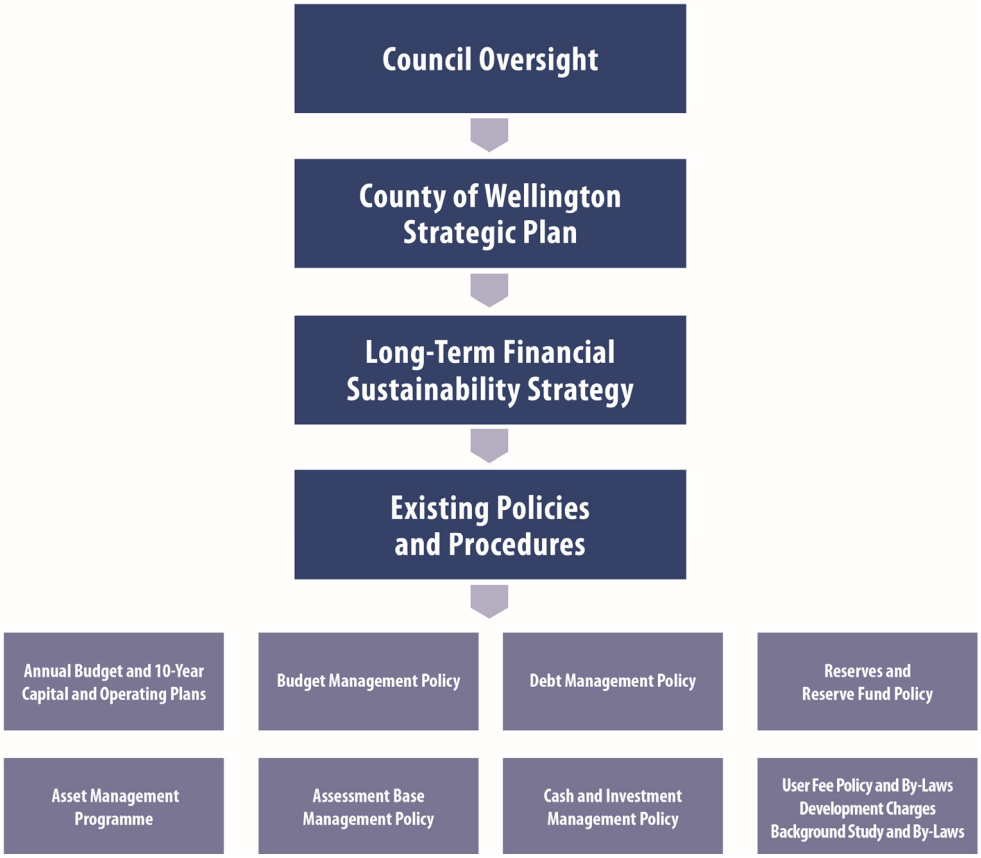
The Long-Term Financial Sustainability Strategy is iterative, and needs to be reviewed regularly to ensure that it accurately reflects the current position and future needs of the County. The review of the Long-Term Financial Plan incorporates budget variances, asset management needs, and programme evaluations,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



Financial Policies

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

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



Basis of Budgeting

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

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

Financial Policies

Assessment Base Management Policy

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

Asset Retirement Obligation Policy

The Asset Retirement Obligation - Public Sector Accounting Board (PSAB) 3280 is a new accounting standard developed to guide public sector entities on how to account for and report legal obligations associated with the retirement of tangible capital assets. The objective of this policy is to stipulate the accounting treatment for asset retirement obligations (ARO) so that users of the financial reports can discern information about these assets, and their end-of-life obligations. The principal issues in accounting for ARO's is the recognition and measurement of these obligations.

Balanced Budget

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

Budget Management Policy

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

Cash and Investment Management Policy

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

Financial Policies

Debt Management Policy

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

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

Development Charges By-Law

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

Property Tax Policy

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

Purchasing Policy

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

Reserve and Reserve Funds Policy

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

User Fee Policy

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

Budget Process

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

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

Description	Deadline / Date
Treasury staff update 10 year plan model and salary model	Summer 2023
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2024 user fees to Treasury	September 8, 2023
Staff Advisory Committee review of preliminary 10 year plan	Mid October 2023
Preliminary 10 year plan completed	Late October 2023
Staff develop detailed 2024 operating budgets	October - November 2023
Preliminary 10 year plan and 2024 user fees reviewed by all Standing Committees and Boards	November 2023
AF and HR Committee review of preliminary 10 year plan and 2024 user fees	November 21, 2023
County Council adopts 2024 user fees and receives 10 year plan for information	November 30, 2023
CAO and Department Head review of budgets	December 2023
H A P P Y N E W Y E A R	
Special meeting of County Council to review the 10 year plan and 2024 budget	January 8, 2024
Committee and Board review and approval of 2024 budgets and 10 year plan	January 2024
AF and HR review of budget and 10 year plan and recommendation to Council	January 16, 2024
Council review and approval of 2024 budget and final 10 year projection	January 25, 2024

Budget Process

Public Input

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

Budget Amendment Procedures

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

Operating Budget

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

Capital Budget

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

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Corporation of the County of Wellington



2024 BUDGET AND TEN YEAR PLAN

Section 2

Budget Overview

At the January 25 County Council meeting, Wellington County Council adopted its 2024 budget with a 4.6% increase to the County portion of property taxes. The County continues to feel the cost impacts from inflation as well as changes to provincial funding models including the Ontario Community Infrastructure Fund. These budgetary pressures have been mitigated through a commitment to long term financial planning and reserve management. This budget protects core services and makes significant investments in infrastructure, housing, ambulance, long-term care, and the Ride Well Rural Transit Service.

Highlights include:

- $37.4 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Arthur and funding for the reconstruction of the first of four bridges on Wellington Road 109
- Facility upgrades at the Elora and Rothsay Transfer Stations, providing similar infrastructure, working conditions and patron experience to the other four County waste facilities
- Construction of the new Erin Library Branch
- Capital investment for 24 new emergency shelter beds and 12 transitional housing units at 23 Gordon Street in Guelph. This project is supported by the Governments of Canada and Ontario.
- Ambulance service expansion including the addition of nine new paramedics to improve response times.
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Increased service levels for Ride Well Rural Transit Service to provide additional availability for residents in need

	2024	2025	2026	2027	2028
County Tax Levy ($000's)	$128,838	$136,960	$144,239	$151,558	$158,914
Residential Tax Impact	4.6%	4.7%	3.8%	3.5%	3.3%
	2029	**2030**	**2031**	**2032**	**2033**
County Tax Levy ($000's)	$165,596	$172,423	$179,995	$187,828	$195,440
Residential Tax Impact	2.7%	2.6%	2.8%	2.8%	2.5%

Financial Summary and Statistics	
2024 Operating Budget	**2024-33 Capital Budget Forecast**
• Operating expenditure = $301.4 million • 2024 tax levy = $128.8 million • County tax impact = 4.6%, which results in an increase of 2.6% on the average residential property tax bill • Residential tax impact per $100,000 of assessment = $30	• Total 2024 capital investment = $75.0 M • Total 10-year capital investment = $574.2 M • New debt issues are projected to be $81.8 million over ten-years and include $20.5 million in tax-supported debt and $61.3 million in growth-supported debt • Total debt outstanding peaks at $69.6 M in 2033

Budget Overview: Challenges

Challenges Facing Wellington

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

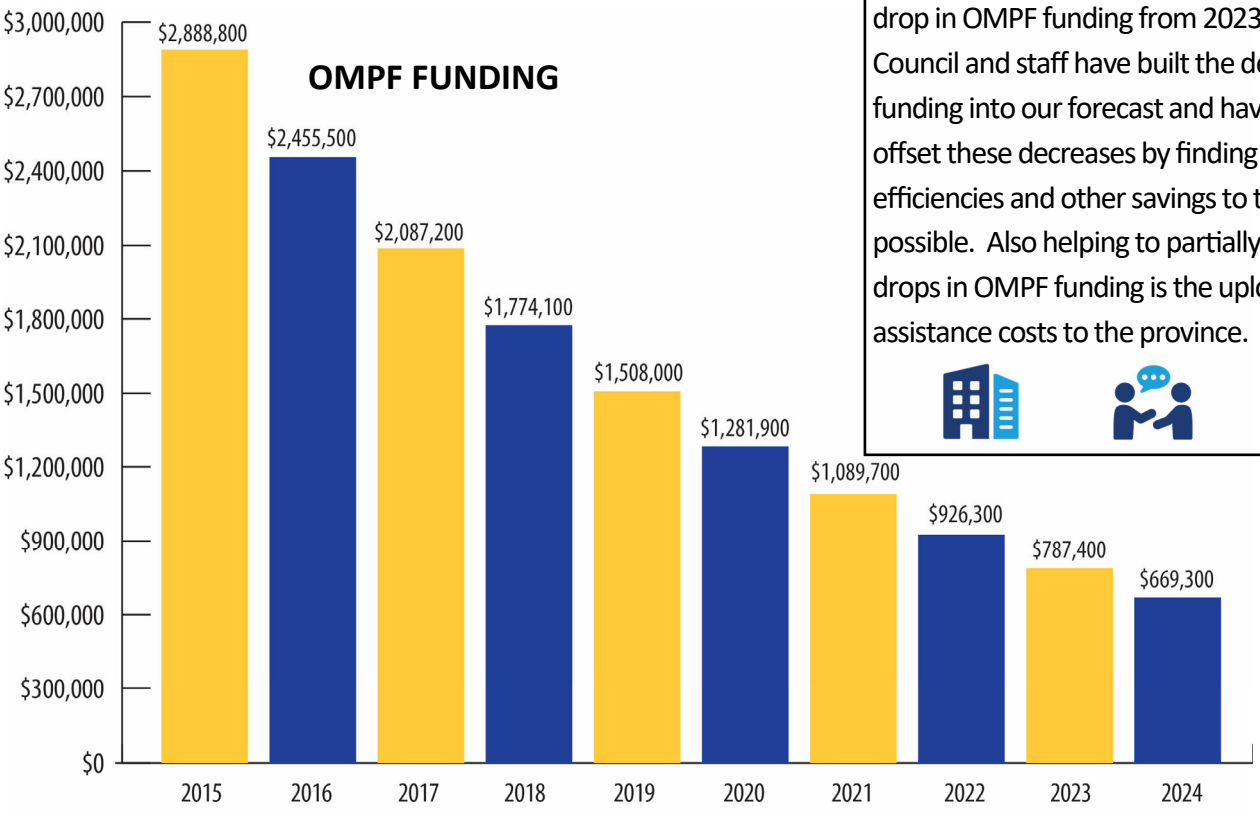
County Council and staff are taking a proactive approach to addressing these challenges. Solutions will require working with the federal and provincial governments to deal with structural policy issues. The County has adapted to some of the challenges internally, and are taking proactive measures to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

Challenge: Providing the Highest Level and Best Quality Services

Wellington County, like many other rural municipalities, must self-fund the farm tax rebate and the conservation land exemption governed by the province. These programmes were previously shared among all citizens of Ontario. The Community Reinvestment Fund (CRF) and its replacement, the Ontario Municipal Partnership Fund (OMPF) were created to help offset these costs to rural municipalities. Since 2012, the County's OMPF funding has dropped by over 85% or just over $4.0 million, which has been supplemented by increases in the County property tax levy.

Solution: Budgetary Adjustments

The 2024 Budget incorporates a further 15% drop in OMPF funding from 2023 ($118,100). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.



Farm Tax Rebate

What is it?

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

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

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

Implications for Rural Municipalities

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

The shift in taxes from farmland assessment to other property taxes is worth approximately **$48.3 million per year**.

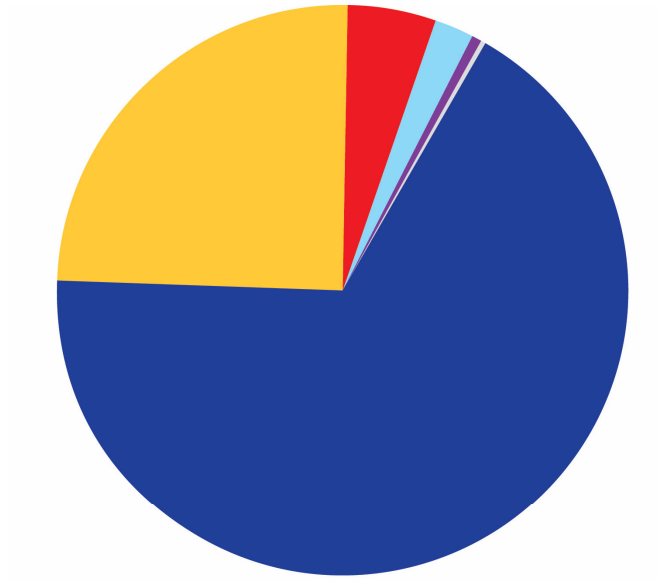
Wellington and its member municipalities now receive only **$6.0 million in OMPF funding** annually.

The difference of roughly **$42.3 million** is shifted onto other property classes. This works out to an average cost of **$1,275 per non-farm property owner** to fund the farm tax rebate.

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

2024 UNWEIGHTED ASSESSMENT BY CLASS

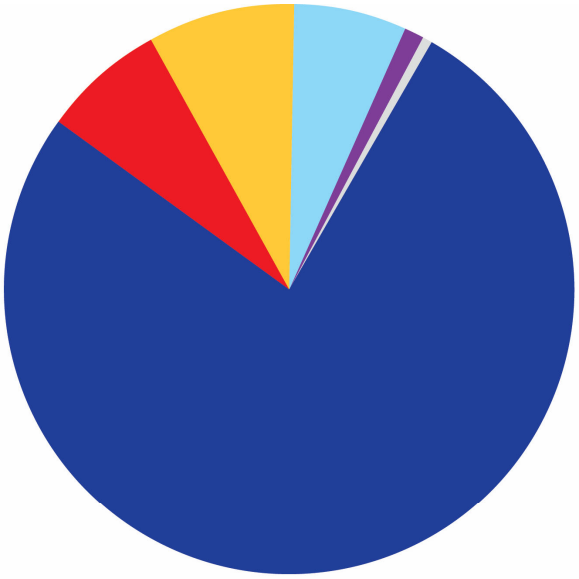
(Share of Property Values)



Residential	67.5%	Industrial	2.4%
Farmland/Managed Forest	24.6%	Multi-Residential	0.4%
Commercial	4.9%	Pipeline	0.2%

2024 WEIGHTED ASSESSMENT BY CLASS

(Share of Property Taxes)



Residential	76.8%	Industrial	6.4%
Farmland/Managed Forest	7.0%	Multi-Residential	0.9%
Commercial	8.3%	Pipeline	0.5%

Budget Overview: Challenges

Challenge: Residual impacts from 40-Year Inflationary Highs and Provincial Legislative Changes

The inflationary pressures experienced in 2023 have begun to level off and the Bank of Canada interest rate increases have brought inflation slowly closer to historical norms. However, the increased prices to goods, services and in particular construction prices remain a significant financial burden for all levels of government. While inflation has slowed, the cost of services that the County delivers now incorporates the higher amounts established during the inflationary period. The Consumer Price Index for Ontario averaged 3.8% in 2023 (low of 2.6% in June, high of 5.7% in January). Construction prices increased by double digits for the seven consecutive quarters and were at 9% through 3 quarters of 2023. The cost to complete construction of a facility or roads related construction can be expected to be significantly higher than a similar project only one year later.

The province introduced legislative and funding model changes that has significant impacts on the County's ability to fund its capital budget. These changes were communicated in November and December of 2022 and continue to impact forecasted infrastructure planning.

The More Homes Built Faster Act has significantly impacted municipalities' ability to collect development charges (DCs) and will shift the cost of growth from developers to property taxpayers. Bill 134 proposals and the affordable housing exemption put forward in Bill 23, will have a significant impact on municipal development charge revenues. Currently the County's Official Plan has a target for residential development to be 25% affordable. If 25% to 35% of new residential development will be affordable housing, a conservative development charge revenue reduction estimate over the next ten years would be $11.8 million to $19.7 million respectively. 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 and reduction to infrastructure funding amongst Wellington County municipalities. The County's 2024 allocation has been reduced by just under $500,000 annually. This results in a loss of $5.0 million in capital funding over the next 10-years and the County needed to adjust its tax levy contribution to capital reserves to account for the difference.

Solution: Reserve Fund Management and Long Term Financial Sustainability Planning

The County's approach of fully funding 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.

The County's 2024 budget and 10 year forecast continues a strong commitment towards healthy reserve balances and contributions in current years budgets towards reserves in order to be in a position to mitigate significant changes to the external financial landscape in future years. This judicious approach to long-term financial management has put the County in a position to draw on reserves in 2024 to mitigate the tax levy impact of legislative changes for residents.



Budget Overview: Challenges

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

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



Solution: Connecting People and Managing Assets

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

Municipalities own over 60% of all public infrastructure and receive only nine cents of every tax dollar collected. This requires the County to fund infrastructure improvements with limited finances. Building and maintaining infrastructure is a key objective for the County and is achieved by applying sound asset management practices, conducting regular inspections, prioritizing work needs, taking inventory of what the County owns, monitoring and reporting on asset condition and preparing appropriate asset renewal projections and programmes to address renewal needs. The County has developed a strategic asset management policy and completed the Asset Management Plan for Core Assets in compliance with the provincial regulation Asset Management Planning for Municipal Infrastructure. In addition, the County has produced Annual State of Infrastructure reports in the interim years where Asset Management Plans are not required under the legislation. The 2024 Budget and Ten-Year Plan includes $574.2 million for infrastructure-related capital requirements over the next 10 years.

To offset some of the pressure faced by municipalities in addressing the infrastructure funding gap, the province continues the Ontario Community Infrastructure Funding (OCIF) in 2024. The funding amount to the County has been further reduced by close to $500,000 in 2024, it remains an integral source of funds projects now as well as in future years budgets.



The County has contributed $880,000 of funding in prior years budgets for rural broadband improvements to assist in providing enhanced internet service and connectivity for its residents and businesses. This has resulted in enhanced service and reliability across the rural geographic areas within the County.

The County believes with anticipated assistance from the federal and provincial governments, and private investment, will be enough to support improved rural broadband service in the coming years.

Budget Overview: Challenges

Challenge: Changing Demographics

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



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

Solution: Improve Healthcare Facilities and Ambulance Response Times

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

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

The City of Guelph is the delivery agent of Land Ambulance services in Guelph and Wellington County. An Ambulance Master Plan has been completed, which forecasts significant increases in demand for services and presents opportunities for response time improvements within the County by relocating and rebuilding some of the ambulance station facilities. The County's capital forecast includes a proposal to build five new ambulance stations, and a sixth facility outside the forecast, and lease them back to the City. An updated feasibility study will determine the timing of this investment. The 2024 operating budget includes funding to support nine new paramedics with an additional nine planned for 2026.



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

Budget Overview: Challenges

Challenge: Addressing a Rise in Homelessness and Decreased Housing Affordability

Across Canada governments are facing a rise in homelessness and the appearance of encampments in most cities. There is also a significant decrease in housing affordability as the population is increasing at a faster rate than our ability to build housing. In short, the demand for housing is exceeding the supply. From a social services perspective, this brings a number of challenges. First, the cost to attain home ownership and secure rental housing continues to rise at a rate faster than income levels. This puts individuals and families at lower-income levels in a precarious situation. Ontario Works assistance rates have not increased since 2018. With rental rates rising, this means that municipalities are having to provide deeper subsidies to those on assistance to keep families housed. Second, housing stock is limited. Vacancy rates have remained low for the last several years giving residents few options when searching for accommodations. Those in social housing may struggle to move beyond their current situation because other affordable options are simply not available. Finally, limited health funding makes supporting those in our community with mental health and addictions concerns challenging. Residents with these types of increased needs have challenges being placed in traditional housing. Supportive and transitional housing options are required in the community and they must be appropriately staffed though the Ministry of Health. The County's resources have been stretched to the limit as it attempts to address the social and economic impact of a housing and homelessness crisis.



Solution: Increase the transitional and supportive housing supply and continue to advocate to all levels of government for appropriate funding levels.

The County continues to support the community by increasing housing options with the use of funding from senior levels of government. The County has committed $10.6 million in capital funding towards the 65 Delhi Street Transitional Housing project in Guelph that will provide housing and support for chronically homeless persons. An additional $3.9 million has been committed to increase the number of emergency shelter beds and creating new transitional housing spaces at the Welcome-In Drop in Centre (Stepping Stone) in Guelph. In addition, the County plans to spend $57.1 million over the next ten years on County-owned social housing units across Guelph and Wellington to ensure that the existing housing stock is adequately maintained.

The operating budget also includes an increase of $4.1 million to address the significant pressures that are being faced by the homelessness system. This investment allows for increased supports for emergency shelters, new supportive and transitional housing spaces, improved wages in shelter systems, providing stability and a greater number of rent supplements.

County Council continues to work closely with the City of Guelph to ensure that advocacy to senior levels of government is coordinated and consistent.

Budget Overview: Challenges

Challenge: Climate Change and Environmental Concerns



To truly act on the changing climate, the County is moving towards institutionalizing climate action by integrating climate considerations into our daily decisions. Moreover, as a best practice, the County is taking a holistic approach to solving problems which affords opportunity to multi-solve. That is, addressing several concerns through each singular initiative. For instance, many urban municipalities are diversifying mobility options which offers opportunity to solve air quality concerns, promote healthy lifestyle recommendations, alleviate land use planning constraints, remove barriers to equity, and achieve greenhouse gas reduction targets. A holistic approach results in incremental progress through small-scale actions nested within a larger frameworks or visions. Further, the holistic approach, whereby multidisciplinary teams assess challenges from several perspectives, results in meaningful systemic changes that can solve compounding and additive effects resulting from the interaction of multiple challenges.

Solution: Cross-disciplinary Teams

The County is investing in several initiatives through the 2024 budget that provide opportunity to multi-solve and will require cross-disciplinary input:

Green Development Standards (GDS): The GDS pulls together building inspectors, planners, developers, utilities, transportation experts, and others to establish new pathways and processes to reduce greenhouse gas emissions in new buildings and transportation through energy efficiency standards and community design. A multi-disciplinary approach will also seek ways to improve air pollution, address housing affordability, and remove barriers to equity.

Home Energy Efficiency Transition (HEET): The HEET programme design seeks to support homeowners' desire to reduce greenhouse gas emissions from existing homes. The County's Climate Change Division is working with Social Services, Treasury and energy and equity consultants to identify meaningful measures and approaches to energy efficiency and affordability for lower income homeowners, including testing the value of an Energy Coach service to improve engagement and uptake.

Climate Change Adaptation Plan: An adaptation plan will lay out a pathway for the County to prepare for the changing climate. The plan will examine the County's service areas to determine best approaches for service level continuity. The cascading and additive impacts of climate change will require system thinking across disciplines to ensure actions do not inadvertently stress interconnected systems.

Budget Overview: Challenges

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

Following the decisions of the Assessment Review Board in 2021 and the Ontario Divisional Court in 2023, the Municipal Property Assessment Corporation (MPAC) has implemented changes for the 2024 taxation year in terms of how it assesses and classifies aggregate producing properties to come into compliance with the provisions of the *Assessment Act*.

Led by the County of Wellington, municipalities filed hundreds of appeals for the 2017-2023 assessments. The purpose of the appeals was to ensure that aggregate producing properties are assessed by MPAC to be closer to the properties current value and are classified in accordance with legislation.



The decisions from the Assessment Review Board (ARB) and the Ontario Divisional Court confirm that the assessment regime for aggregate-producing properties has been deeply flawed and contrary to the legislation. From the municipalities' perspective, this decision is a modest win. The ultimate outcome—to raise the valuation of the industrial parts of aggregate properties from approximately $9,200/acre to $15,080/acre—continues several assessment issues. For example, these properties continue to be undervalued. Ultimately, the assessment of aggregate properties continues to ignore market factors that usually determine the current value of a property. This is particularly problematic for municipalities, as there are several aggregate sites located in prime industrial locations (being near urban centres and/or the provincial highway network). In Wellington County, this means that gravel pits located in an industrial park in Puslinch, are valued the same way as pits in rural areas of the County. As a result, adjacent industrial properties lands are being valued at more than ten times the price of its next-door, comparable gravel pit neighbour—creating inequities in the assessment base, and ultimately the amount of taxes these similar-sized businesses have to pay.

Solution: Membership in TAPMO and Continued Advocacy for Tax Fairness

As a member of the Top Aggregate Producing Municipalities of Ontario (TAPMO), the County has continued to work with other municipalities to ensure consistency and fairness so that aggregate producing properties do not have unfair tax advantages to other businesses.

TAPMO will continue to advocate on behalf of its member municipalities and ultimately, it's residents and businesses to ensure that the assessment regime does not benefit the aggregate industry by facilitating tax avoidance and other unintended benefits for aggregate owners to the detriment of all other taxpayers in the province who must, then take on more of a tax burden.

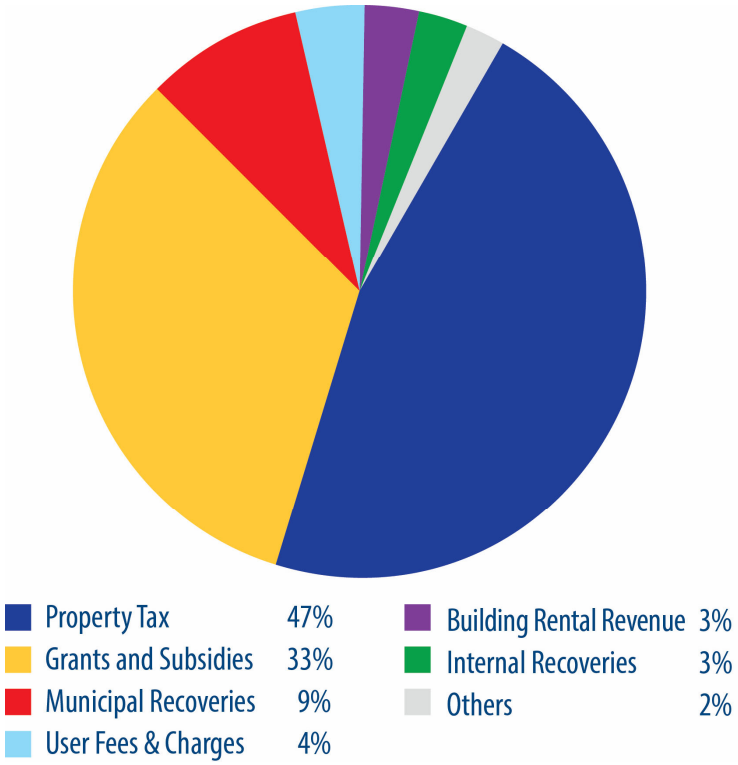
Executive Summary - Operating Budget

2024 Operating Budget Revenues

$301.4 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 33%. Municipal recoveries amounting to 9% are the next largest revenue source for the County.

2024 OPERATING BUDGET REVENUES



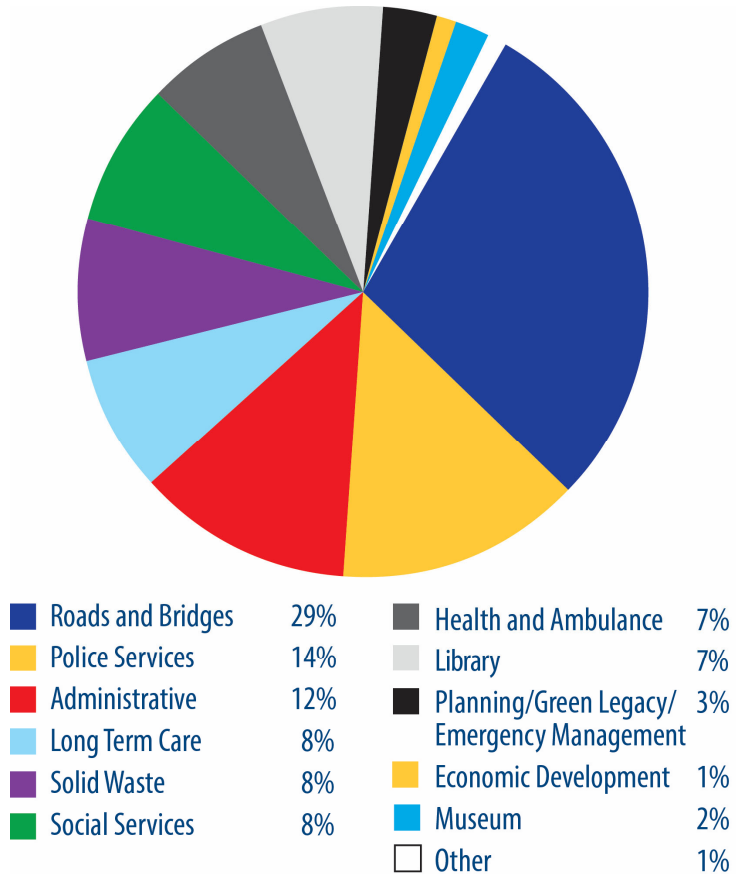
2024 County Property Tax Requirement

$128.8 Million

Property taxes remain the County's largest and most important source of revenue. Approximately 43% 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, economic development, planning, green legacy and emergency management, and administration make up the remainder.

2024 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-geared to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2024 total just under $101.4 million. Most of the subsidies received ($84.1 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 ($14.1 million). Much of the subsidies received for Social Services are received for services in the City of Guelph ($63.6 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 $20.5 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries and museum as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over $30.5 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes ($28.4 million). As well as $283,300 estimated net fine revenue from the POA court services administered by the City of Guelph. A smaller amount of revenue is received from other municipalities ($1.4 million) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services and library agreements with neighbouring municipalities.

Building Rental Revenue

Most of the County's building rental revenue is from tenants of the County's directly owned social housing units. Other building rental revenue consists of agreements with the province for the rental of the Courthouse, Crown Attorney's office and space for Provincial OPP officers at some of the County's directly owned OPP stations.

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace ($4.7 million), curbside user pay bag fees ($2.0 million) and tipping fees at County landfill sites and transfer stations ($1.8 million). Other user fees include planning and land division application fees ($1.2 million), parent fees for the provision of child care ($0.8 million) at the County's five directly operated child care centres, 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

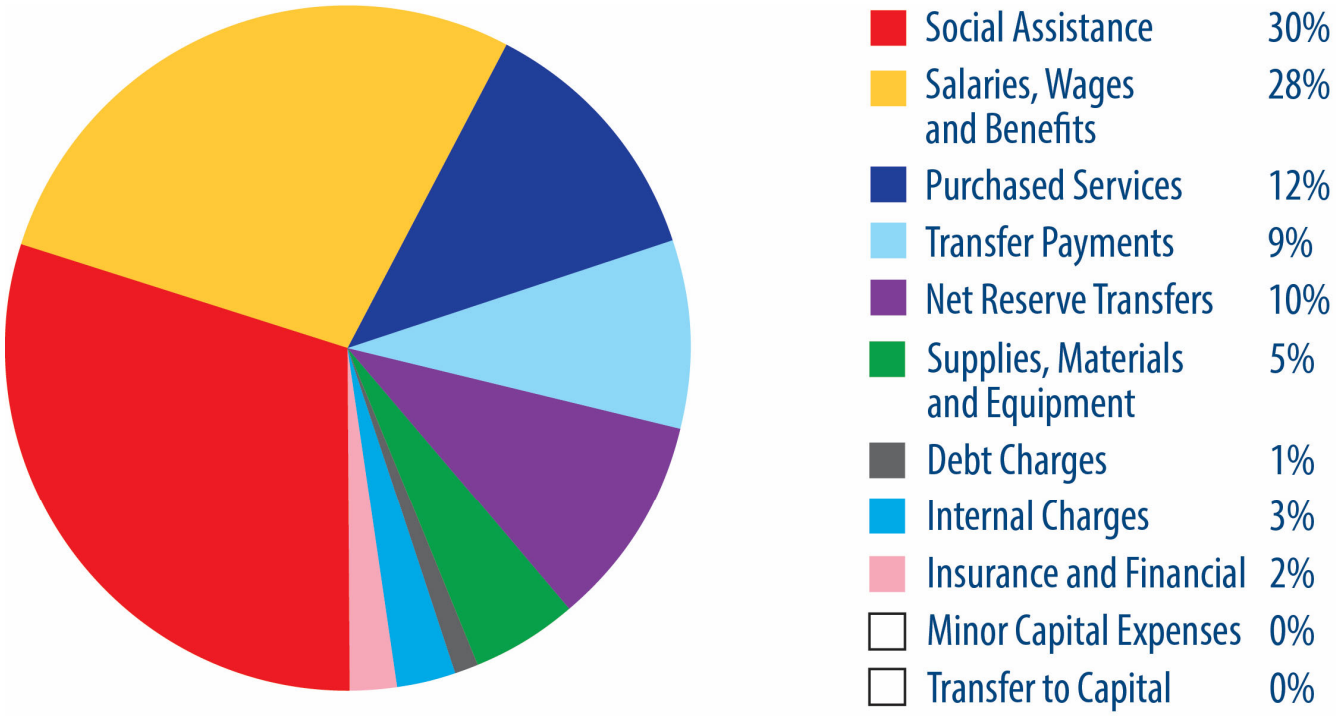
2024 Operating Budget Expenditures - $301.4 million

Salaries, Wages and Benefits
Consists of compensation costs for the County's over 1000 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 licensing; utilities and taxes; as well as building rental costs.

2024 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 Reserve Funds
Since the County budgets on a "fund accounting" basis; these transfers encompass transfers to and from the County's operating 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

2023 Staffing Adjustments

Annualization of positions approved in 2023 budget as well as departmental restructuring as well as in-year staffing adjustments.

Staffing Changes for 2024

CAO and Clerks: Communications Officer, removal of Student
Human Resources: Recruitment Specialist
Property: Maintenance Worker, Administrative Assistant
Roads: Conversion of Seasonal Winter Operators to FT Equipment Operators, Engineering Technologist
Planning: Co-op Student
Museum: Two Summer Students
Ontario Works: Restructuring, staffing reallocation for integration
Housing: Staffing reallocation for integration
Child Care: Removal of Pedagogical Leader, staffing reallocation for Integration
Housing: Housing Stability Caseworker, Trainer, Housing Data Analyst, Housing Project Manager
Terrace: Three FT Personal Support Workers, PT Personal Support Hours and Backfill, Cook and Backfill, PT Laundry ESW Hours, Scheduling Clerk

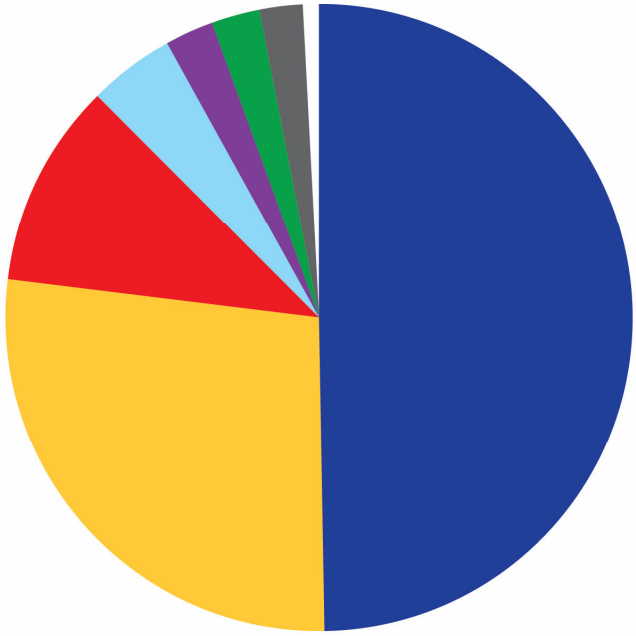
Total FTEs				
Department	2022	2023	2024	Change 2023-2024
Office of the CAO/Clerk	38.3	39.8	40.6	0.9
Economic Development	8.2	8.7	9.2	0.5
Treasury	18.2	19.0	19.2	0.2
Human Resources	13.1	14.1	16.1	2.0
Property	14.4	14.1	16.1	2.0
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	9.0	9.8	0.8
Roads Field	60.7	61.4	67.3	5.9
Solid Waste	30.4	32.5	32.7	0.2
Planning	18.6	19.5	19.5	0.0
Tree Nursery	8.2	8.2	8.2	0.0
Emergency Management	4.3	4.3	4.3	0.0
Museum	18.2	18.2	18.8	0.6
Library	60.0	60.8	61.6	0.8
Ontario Works	69.4	69.5	57.5	(12.0)
Child Care	96.4	97.5	99.4	1.9
Housing	50.2	52.7	58.8	6.1
Long-Term Care	215.5	215.9	221.7	5.8
Total	**735.2**	**747.4**	**763.2**	**15.7**

Summary Of Staffing By Department

2024 Staffing Summary				
2023 Approved staff complement (expressed as full time equivalents)	**747.4**			
Annualization of positions approved in the 2023 budget	2.2			
2023 In-Year Staffing Adjustments	**FTE**	**Gross Cost (Sal and Ben.)**	**Other Funding / Savings**	**Net County Cost**
HR Payroll Coordinator	1.0	109,000		109,000
Terrace: Backfill Hours for Personal Support Workers, Registered Practical Nurses, and Registered Nurses	4.6	427,600	(427,600)	-
Adjustments due to COVID-19				
Terrace: Remove Terrace Aide	(3.1)	(183,300)	183,300	-
Total 2023 In-Year Staffing Adjustments	**2.5**	**$353,300**	**($244,300)**	**$109,000**
Adjusted 2023 Staff Complement	**752.1**			
2024 Proposed Staffing Changes	**FTE**	**Gross Cost (Sal and Ben.)**	**Other Funding / Savings**	**Net County Cost**
CAO and Clerks: Communications Officer (Feb 1st start date), remove Student position	0.6	112,900	(14,500)	98,400
HR: Recruitment Specialist	0.8	82,000		82,000
Property: Maintenance Worker, Administrative Assistant	2.0	182,700		182,700
Roads: 10 FT Equipment Operators (April 1st start date), reduce Seasonal Winter Operators, add Engineering Technologist	6.4	755,100	(308,500)	446,600
Ontario Works Restructuring	(8.5)	(699,500)	545,100	(154,400)
Social Services Integration	1.1	96,600	(71,100)	25,500
Housing: Housing Stability Caseworker, Trainer, Housing Data Analyst, Housing Project Manager	3.5	409,300	(348,100)	61,200
Terrace: 3 FT Personal Support Workers, PT Personal Support Hours and Backfill, 1 FT Cook and Backfill (April 1st start), PT Laundry ESW Hours (April 1st start), 1 FT Scheduling Clerk (April 1st start)	4.3	382,400	(382,400)	-
Museum: 2 summer students	0.6	26,700		26,700
Planning: Co-op student	0.3	20,400		20,400
Proposed changes to Staff Complement	**11.1**	**$1,368,600**	**($579,500)**	**$789,100**
2024 Proposed Staff Complement (full time equivalents)	**763.2**			

Executive Summary - Capital Budget

2024 CAPITAL EXPENDITURES BY DEPARTMENT



Roadways	49.8%	Solid Waste Services	2.7%
Social and Affordable Housing	27.4%	CAO and Clerks	2.3%
Library Services	10.4%	Ambulance Services	2.3%
Other	4.4%	Museum	0.7%

Other includes: Planning, County Property, Early Child Care, Ontario Works, Long Term Care, and Provincial Offences Act Administration

2024 Capital Budget and Ten-Year Forecast

The County's 2024 capital budget totals $75.6 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, 48.1% is funded through own source revenues. The remainder is funded through the Canada Community Building Fund, provincial and federal subsidies, municipal recoveries, development charges and growth related debentures.

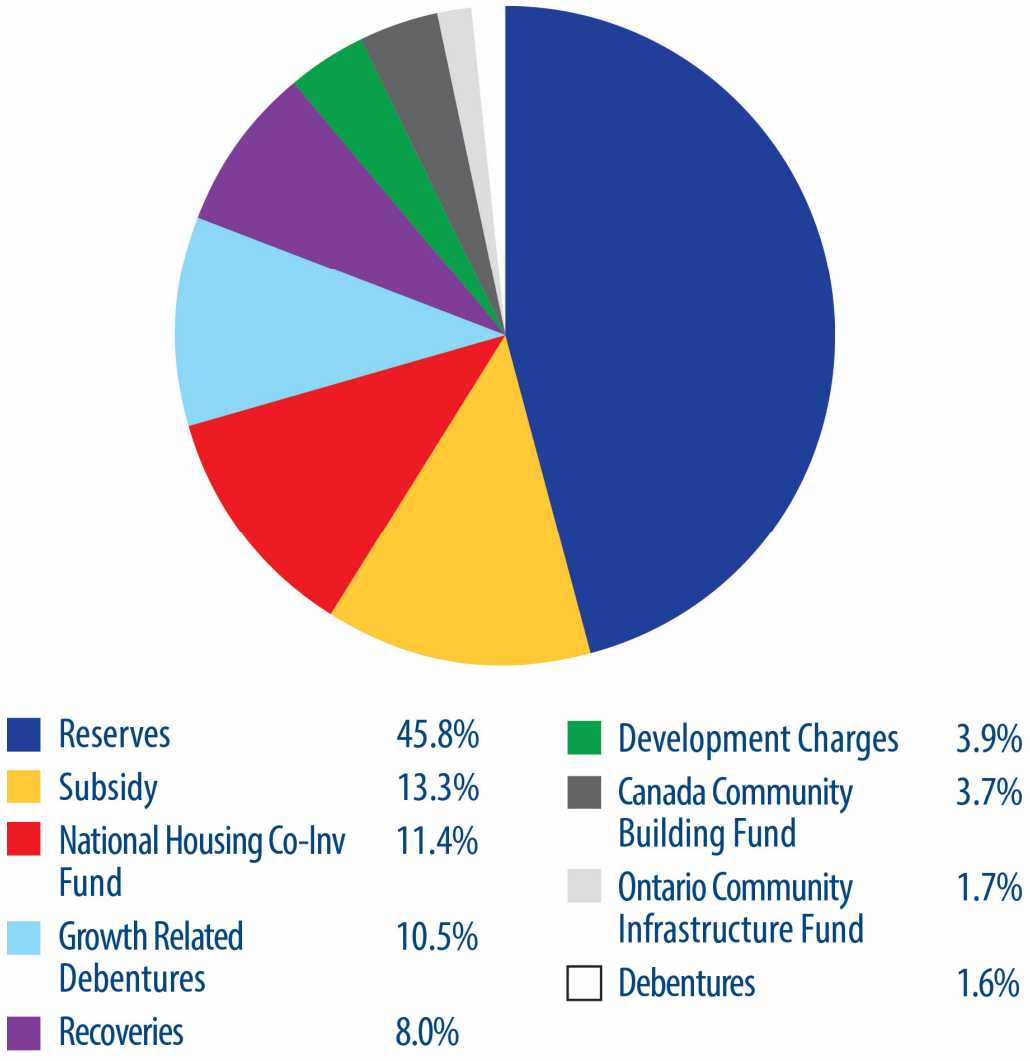
Major capital projects for the current year include:

- $37.3 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- $20.5 million in capital repairs and enhancements within its social and affordable housing units,
- $7.3 million for the construction of a new Erin Library Branch ($12.9 million total project cost).

The Ten-Year Capital Plan invests $574.8 million in infrastructure and equipment. This includes the design and construction of four ambulance stations, the development of Riverstown landfill, construction of the new Erin library branch, further investment in social housing and roads including $66.1 million to complete the design and construction of four public works facilities.

Capital Budget - Funding Sources And Cash Flow

2024 CAPITAL FUNDING SOURCES



2024 Estimated Capital Cash Flow (in $M)			
Capital Projects Carry-Forward from 2023 (A)	2024 Capital Budget (B)	Total Capital in 2024 (A+B)	2024 Projected Cash Flow
74.70	74.99	149.69	89.82

The table above shows the County's estimated projected cash flow for 2024.

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 2024 projected capital cash flow of 89.82 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 $27.6 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, two 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 $480,000 to the County. The County's allocation is $2.8 million in 2024. Staff have assumed this level of funding will continue to decline to 2027, after which the funding level is maintained through to 2033. The complete list of OCIF funded projects is shown on the following pages. Projects include: nine roads and resurfacing projects, six bridges and one culvert.

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. The introduction of definitions for affordable and attainable housing introduced by Bill 134 is projecting development charge revenue to be further reduced up to $19.7 million.

Canada Community Building Fund Projects

	2024	2025	2026	2027	2028	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 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					1,100,000	1,100,000
Total County of Wellington	2,800,000	3,170,000	1,800,000	4,300,000	2,900,000	$14,970,000

	2029	2030	2031	2032	2033	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 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
Total County of Wellington	3,000,000	3,000,000	3,000,000	1,800,000	1,800,000	$27,570,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2024	2025	2026	2027	2028	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				430,000	1,000,000	1,430,000
Bridges						
WR 11, Flax Bridge B011025 Rep	500,000					500,000
WR 32, Blatchford Bridge, Replace			1,260,000			1,260,000
WR 35, Paddock Bridge, B035087	800,000					800,000
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					2,000,000	2,000,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24		1,200,000				1,200,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 26, WR 124 to WR 18 15km						
WR 109, Hwy 6 to Dufferin 11.1 km					1,000,000	1,000,000
Total County of Wellington	1,300,000	3,400,000	3,180,000	2,380,000	4,000,000	$14,260,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2029	2030	2031	2032	2033	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						1,430,000
Bridges						
WR 11, Flax Bridge B011025 Rep						500,000
WR 32, Blatchford Bridge, Replace						1,260,000
WR 35, Paddock Bridge, B035087						800,000
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						2,000,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24						1,200,000
WR 24, 300m S of WR 50 to SR 9 2.5 km		900,000				900,000
WR 26, WR 124 to WR 18 15km			2,400,000			3,400,000
WR 109, Hwy 6 to Dufferin 11.1 km						1,000,000
Total County of Wellington	2,000,000	1,760,000	2,400,000	1,300,000	0	$21,720,000

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.

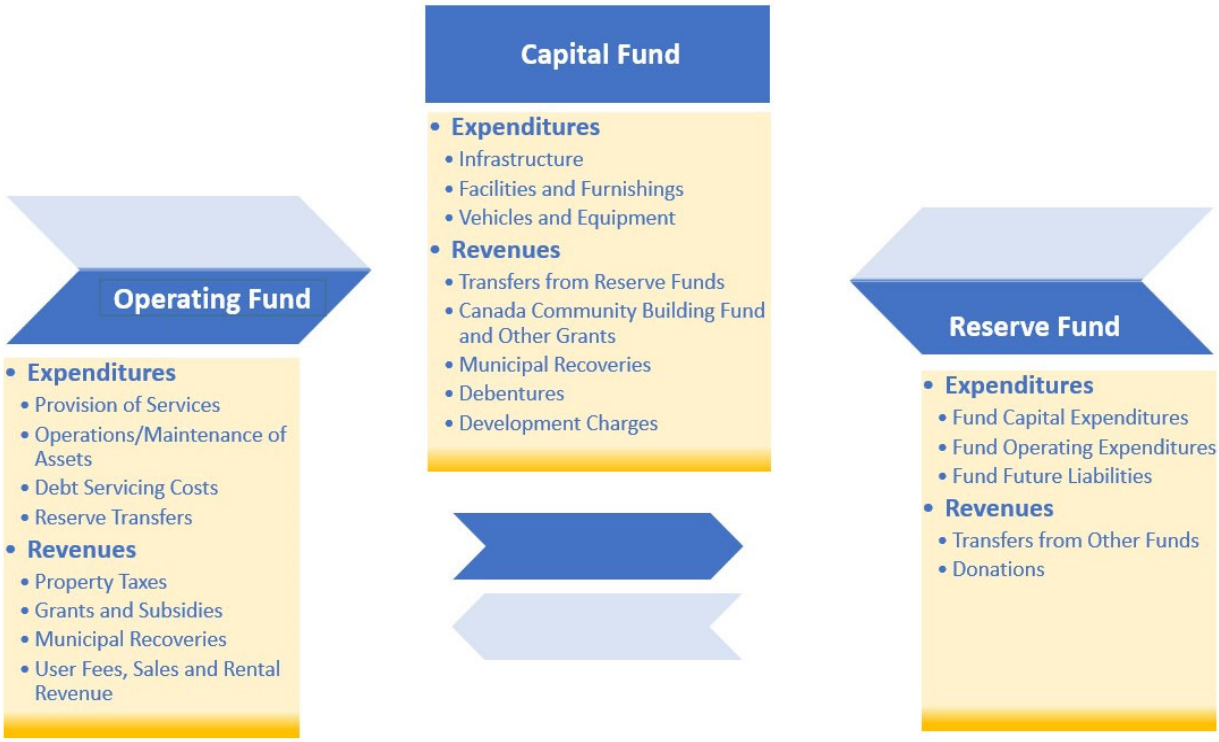
The Reserve and Reserve Fund Balances are budgeted to decrease $2.3 million in 2024.

Reserve transfers to fund major capital items in 2024 include:

- $17.8 million for road works; $3.9 million for Erin Library construction, $3.5 million for the Arthur Garage, and $4.0 million for Roads and Solid Waste Equipment

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

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



Fund Balances

Consolidated 2024 Budget Summary (000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	**-**	**38,777**	**117,765**	**156,542**
Revenues				
Property Taxation	132,794			132,794
Grants and Subsidies	101,375	22,615		123,990
Municipal Recoveries	30,521	5,987		36,508
Licenses, Permits and Rents	8 ,882			8,882
User Fees and Charges	11,806			11,806
Sales Revenue	1,015			1,015
Development Charges	1,357	2,924		4,281
Debt Proceeds		9,100		9,100
Other Revenue	5,527			5,527
Internal Recoveries	9,492			9,492
Total Revenue	**302,769**	**40,626**	**-**	**343,395**
Expenditures				
Salaries, Wages and Benefits	(83,163)			(83,163)
Supplies, Materials and Equipment	(14,113)			(14,113)
Purchased Services	(36,215)			(36,215)
Social Assistance	(89,574)			(89,574)
Transfer Payments	(28,632)			(28,632)
Minor Capital Expenses	(401)			(401)
Insurance and Financial	(5,159)			(5,159)
Debt Charges	(4,413)			(4,413)
Internal Charges	(9,336)			(9,336)
Capital Projects	-	(74,993)		(74,993)
Total Expenditures	**(271,006)**	**(74,993)**	**-**	**(345.999)**
Transfers				
Transfers from Other Funds	3,259	34,367	34,456	72,082
Transfers to Other Funds	(35,022)*		(37,625)	(72,647)
Total Transfers to (from) Other Funds	**(31,763)**	**34,367**	**(3,169)**	**(565)**
Forecasted Reserve Expenditure Not Budgeted			866	(866)
Projected Fund Balance—Ending	**-**	**38,777**	**115,462**	**154,239**

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

Reserves And Reserve Funds

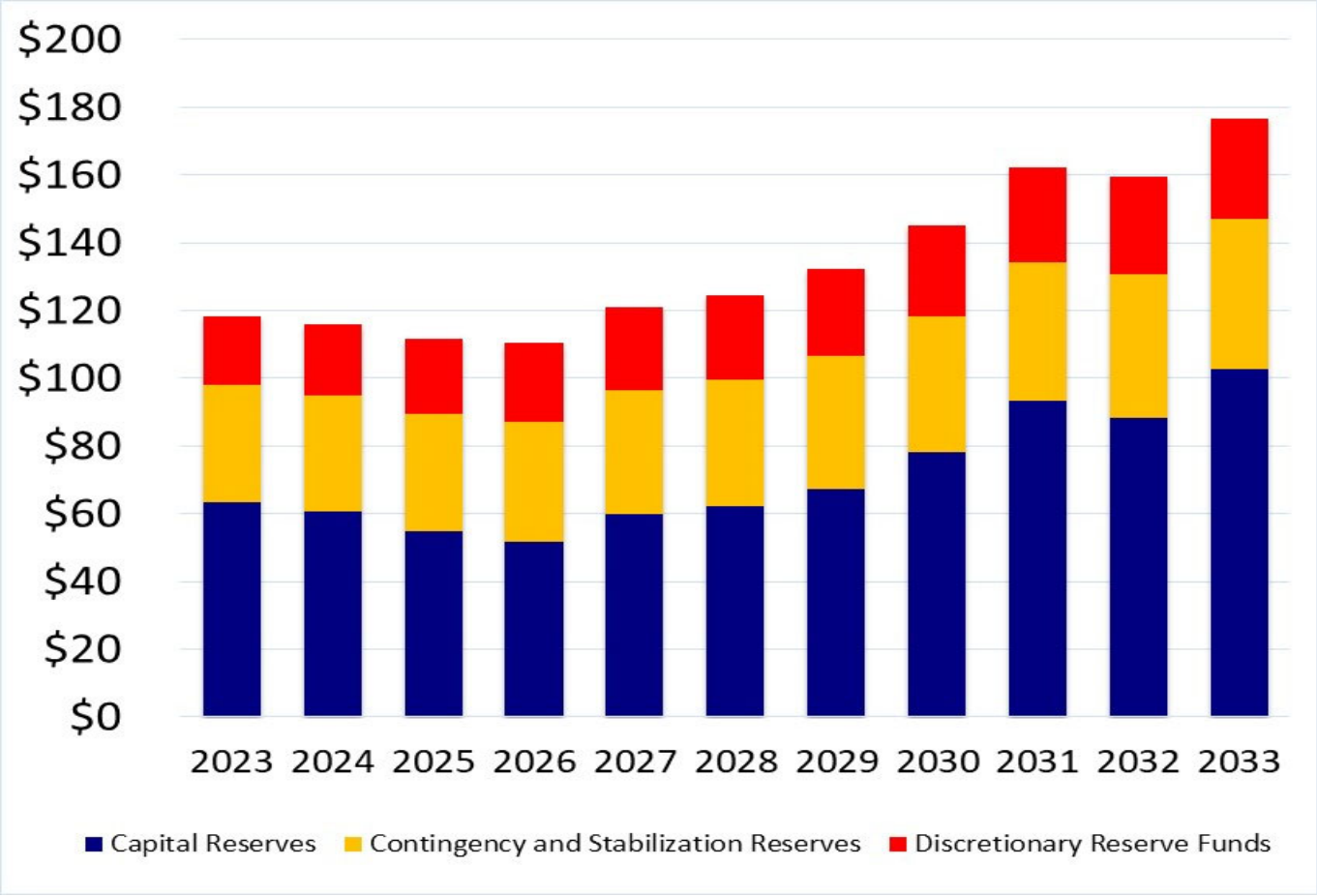
Reserves and Reserve Funds are established by County Council to improve long-term financial stability and to assist with financial planning. Under the provisions set out in the Municipal Act and the Council approved County Reserves and Reserve Fund Policy, these funds are typically used to fund capital 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 2023-2033 period.



2024 Reserves Activity

	2023 Actual	2024 Budget						2024 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	20,593	175	7314	427		(1,764)	(220)	19,944
Winter Control	6,102		235					6,337
Shared Services Stabilization	8,264		303			(405)		8,163
Subtotal Contingency and Stabiliza-tion	34,959	175	1,272	427	-	(2,169)	(220)	34,444
Capital Reserves								
Roads Equipment Replacement	3,124	3,350	100		(3,886)			2,688
SWS Equipment Replacement	945	650	49		(320)			1,325
Roads Capital	10,935	17,800	397		(18,425)			10,708
General Capital	8,289	1,660	291		(2,392)			7,848
Solid Waste Services Capital	1,460	500	29		(1,205)			784
Housing Capital	3,687	1,300	144		(1,257)			3,874
County Property Capital	8,834	1,736	184	84	(5,830)	(47)		4,961
Climate Change Mitigation	2,962	97	112		(150)			3,021
Wellington Terrace Capital	9,049	250	354		(365)			9,288
Ambulance	2,509	600	122		(537)			2,695
Continuum of Care Reserve	5,847	-	225					6,073
Housing Development (County)	5,231	1,355	306					6,892
Subtotal Capital Reserves	62,873	29,297	2,315	84	(34,367)	(47)	0	60,155
Total Reserves	97,832	29,472	3,586	511	(34,367)	(2,216)	(220)	94,599
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	4,161		148	425		(748)		3,986
Landfill Closure and Post Closure	10,696	600	424			(286)		11,433
Health Unit Debt Retirement	0							0
Post Employment Benefit	2,428		94	150				2,672
Donation Reserve Funds								
Museum and Archives Donations	121	50	7					177
Wellington Terrace Donations	47		2					48
Library Donations	370		14			(0)		384
Luella Logan Scholarship/Award	154		6			(3)		157
Specific Purpose Reserve Funds								
Housing Regeneration	1,295		35			(5)		1,325
Homeownership Loan Programme	662		18			-		680
Total Discretionary Reserve Funds	19,933	650	748	575		(1,042)		20,863
Total Reserves and Reserve Funds	**117,765**	**30,122**	**4,334**	**1,086**	**(34,367)**	**(3,258)**	**(220)**	**115,462**

Long-Term Liabilities And Debt

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with $81.8 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, 2023 County tax supported debt totals $13.1 million. The 2024 – 2033 forecast anticipates the issuance of $20.5 million for an Erin ambulance station, Elmira Road ambulance station upgrade, and Erin and Brucedale garage facilities.

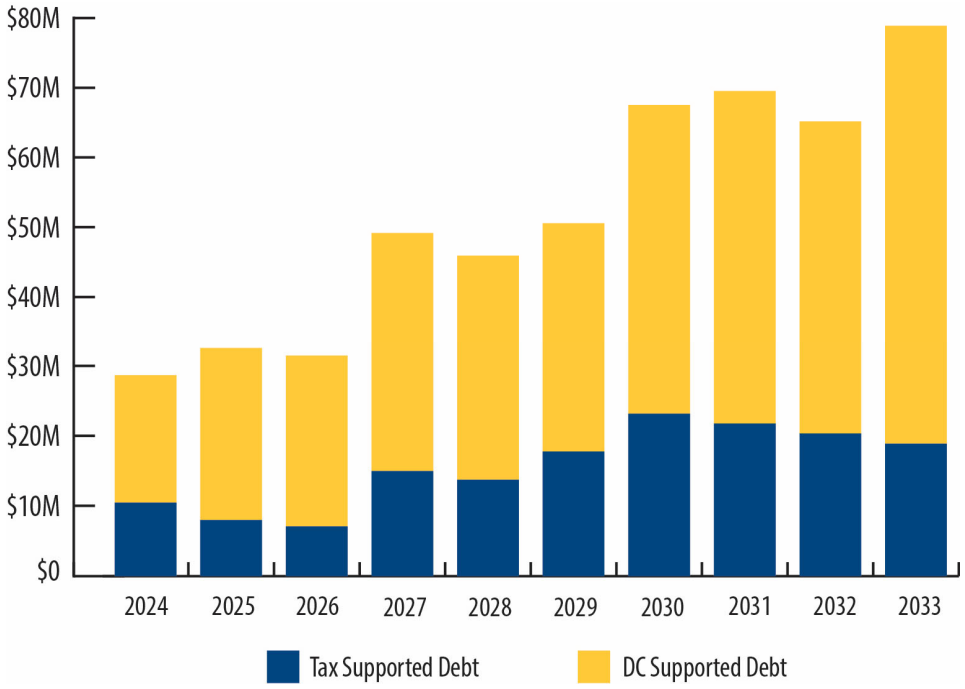
Development Charge Supported Debt

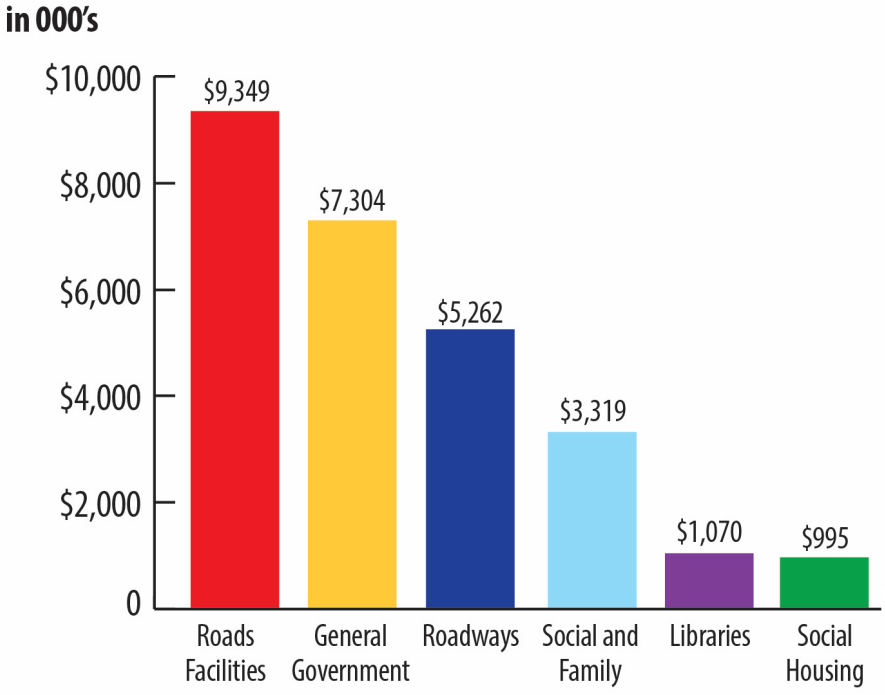
As of December 31, 2023 County development charge supported debt totals $14.2 million. The 2024 – 2033 forecast anticipates the issuance of $61.3 million of development charge supported debt related to growth related portion of four roads facilities, roads construction projects, the Erin Library, four 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 $27 million. The largest debt obligations reside within Roadways and Roads Facilities, General Government, as well as Social and Family Services which account for $25.2 million of the total in 2023. 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 (2024-2033) MILLIONS





Long-Term Liabilities And Debt

Debt Servicing Requirements

Debt servicing costs will top out at $8.0 million ($2.4 million tax supported, $5.6 million growth supported) in 2033. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.

Standard and Poor's Credit Rating: AAA

Year	Total Principal
2024	4,413,418
2025	4,859,272
2026	3,579,915
2027	4,070,544
2028	5,389,048
2029	5,233,143
2030	6,151,270
2031	7,247,784
2032	7,605,463
2033	8,067,495
2034-2042	69,173,387

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2024	2,605,201	450,925	3,056,126	797,500	559,793	1,357,293	4,413,418
2025	2,490,425	324,907	2,815,332	1,197,097	846,842	2,043,939	4,859,272
2026	873,000	227,150	1,100,150	1,455,196	1,024,568	2,479,765	3,579,915
2027	764,000	418,002	1,182,002	1,602,137	1,286,405	2,888,542	4,070,544
2028	1,270,863	610,826	1,881,689	1,999,235	1,508,124	3,507,359	5,389,048
2029	1,088,856	692,152	1,781,008	1,960,721	1,491,414	3,452,135	5,233,143
2030	1,285,286	942,550	2,227,836	2,110,713	1,812,721	3,923,434	6,151,270
2031	1,373,076	1,060,081	2,433,157	2,603,323	2,211,304	4,814,627	7,247,784
2032	1,431,080	1,002,066	2,433,146	2,940,653	2,231,664	5,172,317	7,605,463
2033	1,491,384	941,075	2,432,459	3,006,986	2,628,050	5,635,036	8,067,495
2034-2042	11,560,812	5,579,659	17,140,471	31,390,031	20,642,886	52,032,916	69,173,387

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 2022 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 2022 Own Source Revenues ($35.7 million) less all 2022 debt principal ($4.5 million) and debt interest ($1.2 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2024 is $30.0 million.

Corporate Performance Measures

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

Debt Limits

Statutory Limitations – Annual Repayment Limit (ARL)

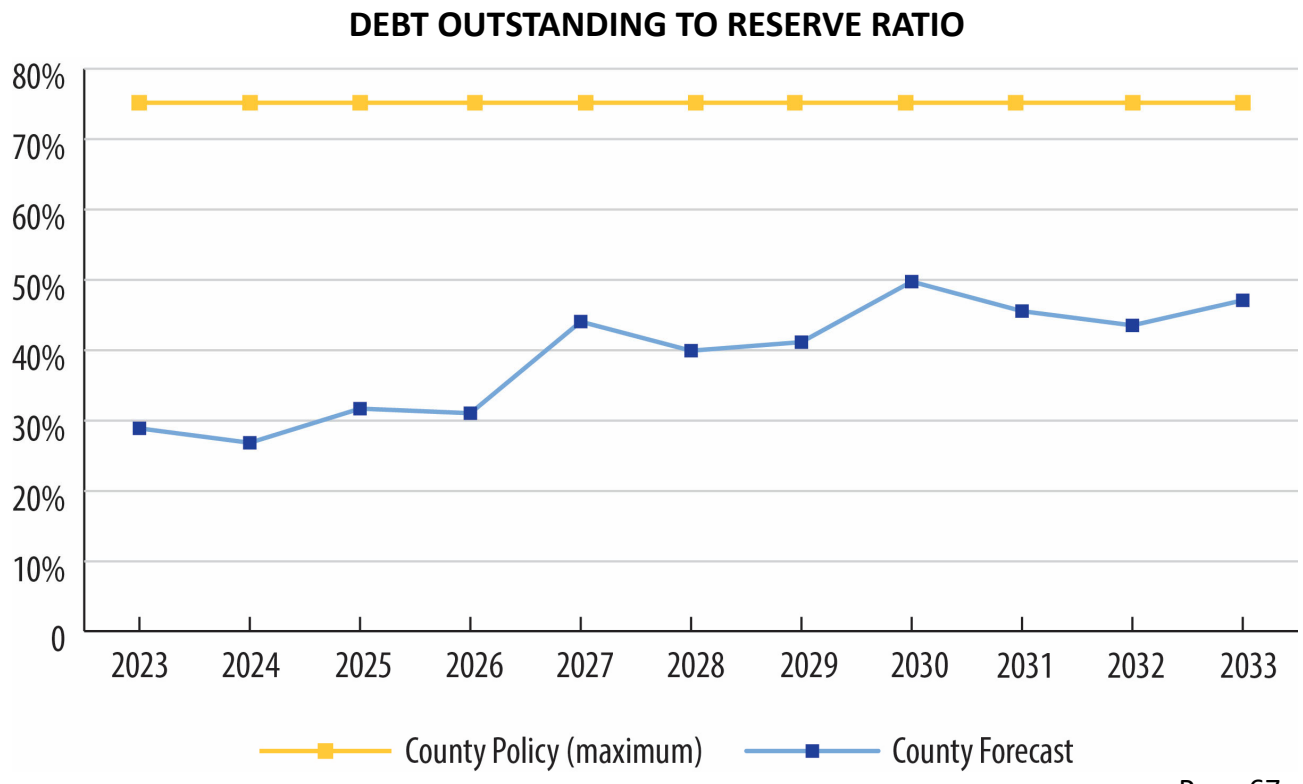
Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to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

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

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

Direct Debt to Reserve Ratio

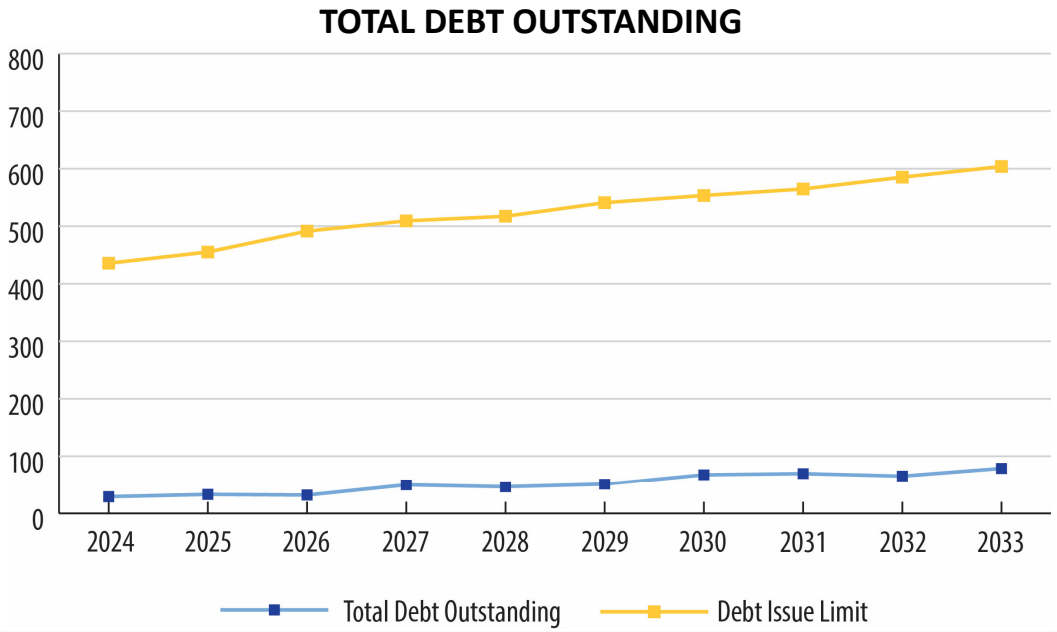
This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County's policy is to maintain its ratio below 0.75:1.



Corporate Performance Measures

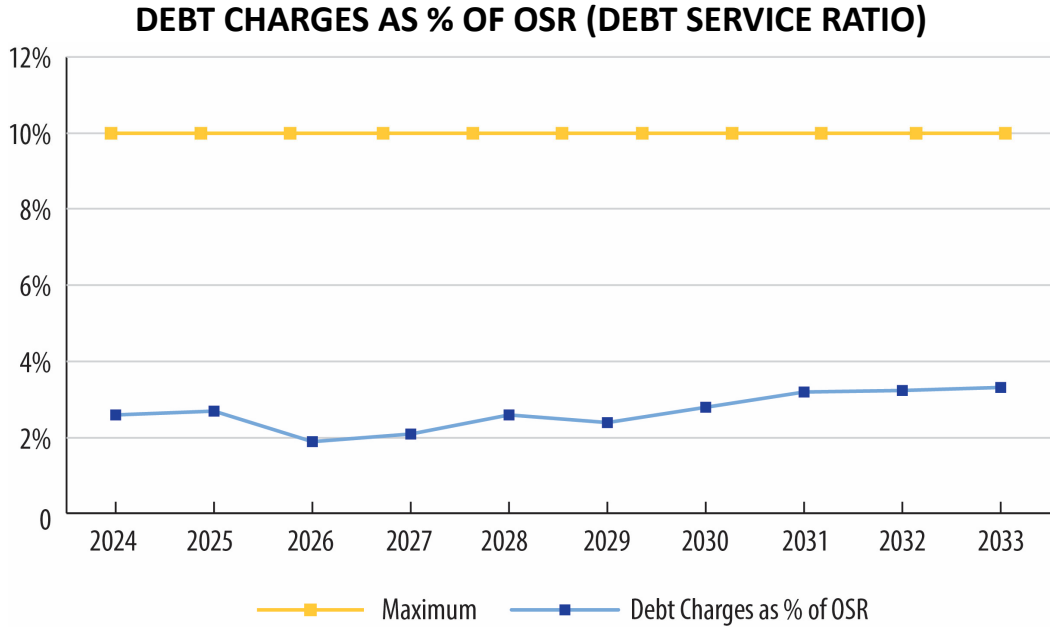
Total Debt Outstanding compared to MMAH Debt Limit

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



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

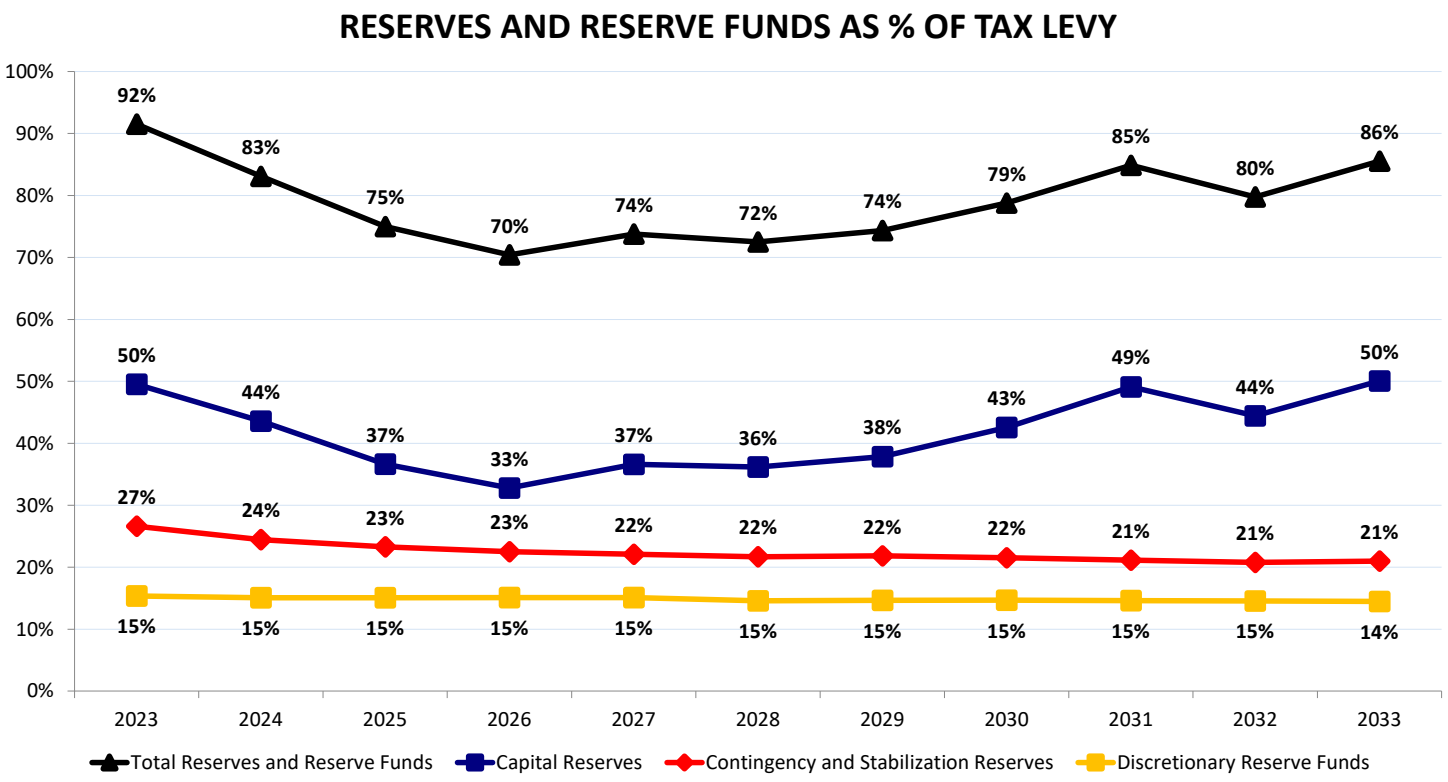
Debt service is the amount of principal and interest that a municipality must pay each year to service their debt. The greater the debt servicing required each year, the less flexibility there is for other expenses. As per the BMA Municipal Study 2022, credit rating agencies consider that principal and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



Corporate Performance Measures

Reserves and Reserve Funds as a Percentage of the Tax Levy

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



County of Wellington
2024 Operating Budget

	2022 Net Budget	2023 Net Budget	2024 Expenditure	2024 Revenue	2024 Net Budget	$ Change Budget	% Change Budget
PROGRAMMES AND SERVICES							
Roads and Bridges	$32,545,500	$35,317,600	$42,741,400	$4,785,700	$37,955,700	$2,638,100	7.5%
Police Services	18,071,100	17,997,300	18,913,300	679,800	18,233,500	$236,200	1.3%
Wellington Terrace Long-Term Care	8,827,500	9,775,400	30,062,200	18,985,700	11,076,500	$1,301,100	13.3%
Solid Waste Services	8,642,200	9,770,100	17,403,600	6,627,700	10,775,900	$1,005,800	10.3%
County Library System	7,848,600	8,095,100	8,929,200	256,900	8,672,300	$577,200	7.1%
Ambulance Services	5,709,700	5,812,000	6,586,500	55,500	6,531,000	$719,000	12.4%
Social Housing	4,807,800	5,091,100	43,128,900	37,762,200	5,366,700	$275,600	5.4%
Museum and Archives at Wellington Place	2,513,100	2,656,500	3,245,000	224,000	3,021,000	$364,500	13.7%
Public Health	2,829,300	2,564,400	2,699,400		2,699,400	$135,000	5.3%
Planning and Development	2,433,000	2,300,900	4,240,500	1,689,800	2,550,700	$249,800	10.9%
Children's Early Years	1,777,400	2,072,200	58,729,800	56,631,000	2,098,800	$26,600	1.3%
Property Assessment	1,520,200	1,522,400	1,569,600		1,569,600	$47,200	3.1%
Ontario Works	1,369,400	1,479,100	28,124,100	26,581,500	1,542,600	$63,500	4.3%
Economic Development	2,034,500	1,591,800	1,744,900	262,400	1,482,500	($109,300)	(6.9%)
Affordable Housing	1,200,000	1,200,000	2,927,700	1,527,000	1,400,700	$200,700	16.7%
Green Legacy	889,400	929,900	1,024,800	17,000	1,007,800	$77,900	8.4%
Emergency Management	786,100	855,200	898,500		898,500	$43,300	5.1%
Community Grants and Hospital Funding	459,700	461,300	469,400		469,400	$8,100	1.8%
Provincial Offences	(193,900)	(168,900)	170,000	283,300	(113,300)	$55,600	(32.9%)
Subtotal	**104,070,600**	**109,323,400**	**273,608,800**	**156,369,500**	**117,239,300**	**$7,915,900**	**7.2%**
GENERAL GOVERNMENT							
Office of the CAO and Clerk	5,532,100	6,592,100	9,269,700	2,208,100	7,061,600	$469,500	7.1%
Treasury	2,280,400	2,675,000	3,498,400	623,300	2,875,100	$200,100	7.5%
County Property	1,254,100	1,494,000	4,381,700	2,478,000	1,903,700	$409,700	27.4%
Human Resources	1,170,200	1,426,200	3,152,100	1,315,700	1,836,400	$410,200	28.8%
County Council	1,315,100	1,356,800	1,411,100		1,411,100	$54,300	4.0%
Subtotal	**11,551,900**	**13,544,100**	**21,713,000**	**6,625,100**	**15,087,900**	**$1,543,800**	**11.4%**
NON-PROGRAMME EXPENDITURES AND REVENUES							
General Expenses and Revenues	779,300	1,057,100	6,091,100	5,624,700	466,400	($590,700)	(55.9%)
PILs and Supplementary Taxes	(2,911,300)	(3,433,300)		3,956,000	(3,956,000)	($522,700)	15.2%
Subtotal	**(2,132,000)**	**(2,376,200)**	**6,091,100**	**9,580,700**	**(3,489,600)**	**($1,113,400)**	**46.9%**
TOTAL	**113,490,500**	**120,491,300**	**301,412,900**	**172,575,300**	**128,837,600**	**$8,346,300**	**6.9%**

TAX RATE CALCULATION AND IMPACT	**2022**	**2023**	**2024**	**$ Change**	**% Change**
Weighted Assessment ($M)	17,882	18,286	18,690	$405	2.2%
Real growth % from new properties					
Residential tax rate	0.634654%	0.658940%	0.689335%		
Per $100,000 of Assessment (2020)	100,000	100,000	100,000		
Taxes per $100,000 of Assessment	635	659	689	$30	4.6%

County of Wellington
10 Year Operating Budget and Tax Rate Forecast

	Approved	Projected				
	2023	2024	2025	2026	2027	2028
EXPENDITURE ($000's)						
Salaries, Wages and Benefits	$76,516	$83,163	$88,469	$92,091	$95,851	$99,835
Supplies, Material and Equipment	$13,316	$14,113	$14,333	$14,692	$15,175	$15,563
Purchased Services	$34,027	$36,215	$34,175	$32,853	$33,870	$34,712
Social Assistance	$81,318	$89,574	$90,940	$90,837	$91,480	$92,377
Transfer Payments	$27,421	$28,632	$29,637	$31,125	$32,119	$33,623
Minor Capital Expenses	$509	$401	$374	$483	$495	$397
Insurance and Financial	$4,842	$5,159	$5,505	$5,872	$6,209	$6,557
Internal Charges	$8,133	$9,336	$9,606	$9,824	$10,108	$10,265
Total Expenditures	$246,082	$266,592	$273,038	$277,776	$285,306	$293,328
yr/yr % change		8.3%	2.4%	1.7%	2.7%	2.8%
TRANSFERS ($000's)						
Debt Charges	$8,108	$4,413	$4,859	$3,580	$4,070	$5,389
Transfer from Reserves	($8,225)	($4,615)	($4,512)	($4,640)	($4,614)	($5,270)
Transfer to Reserves	$31,914	$35,022	$37,040	$40,046	$41,671	$42,345
Total Transfers	$31,797	$34,821	$37,388	$38,985	$41,127	$42,464
yr/yr % change		9.5%	7.4%	4.3%	5.5%	3.2%
REVENUE ($000's)						
Grants and Subsidies	$95,431	$101,376	$98,221	$95,723	$96,060	$95,490
Municipal Recoveries	$24,229	$30,521	$34,049	$35,360	$36,512	$38,368
Licenses, Permits and Rents	$8,803	$8,882	$8,972	$9,059	$9,151	$9,242
Fines and Penalties	$132	$132	$132	$132	$132	$132
User Fees and Charges	$11,030	$11,675	$11,996	$12,159	$12,349	$12,545
Sales Revenue	$1,963	$1,015	$1,019	$1,033	$1,047	$1,062
Other Revenue	$4,137	$5,527	$5,235	$4,849	$4,983	$5,117
Internal Recoveries	$8,229	$9,492	$9,762	$10,004	$10,312	$10,494
PILs and Supplementary Taxes	$3,433	$3,956	$4,079	$4,203	$4,328	$4,428
Total Revenue	$157,388	$172,575	$173,466	$172,523	$174,875	$176,878
yr/yr % change	9.6%	0.5%	(0.5%)	1.4%	1.1%	
TAX LEVY REQUIREMENT	$120,491	$128,838	$136,960	$144,239	$151,558	$158,914
yr/yr % change	6.2%	6.9%	6.3%	5.3%	5.1%	4.9%
Weighted Assessment	$18,286	$18,690	$19,539	$20,428	$21,356	$22,327
yr/yr % change	2.26%	2.21%	4.55%	4.55%	4.55%	4.55%
Phase in Growth %			3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	2.26%	2.21%	1.50%	1.50%	1.50%	1.50%
COUNTY TAX SUMMARY						
Residential tax rate	0.658927%	0.689340%	0.700940%	0.706101%	0.709677%	0.711770%
Per $100,000 of Assessment	$100,000	$100,000	$103,000	$106,090	$109,273	$112,551
Taxes per $100,000 of Assessment	$659	$689	$722	$749	$775	$801
yr/yr $ change	**24**	**30**	**33**	**27**	**26**	**26**
yr/yr % residential impact	**3.8%**	**4.6%**	**4.7%**	**3.8%**	**3.5%**	**3.3%**
yr/yr % budget impact	**3.8%**	**4.6%**	**4.7%**	**3.8%**	**3.5%**	**3.3%**

County of Wellington
10 Year Operating Budget and Tax Rate Forecast

All figures in 000's	Projected 2029	2030	2031	2032	2033
EXPENDITURE					
Salaries, Wages and Benefits	$103,696	$107,700	$111,838	$116,115	$120,508
Supplies, Material and Equipment	$16,021	$16,552	$16,970	$17,468	$18,054
Purchased Services	$35,961	$36,697	$37,745	$38,904	$39,886
Social Assistance	$93,407	$94,476	$95,576	$96,725	$97,978
Transfer Payments	$35,083	$36,350	$37,374	$38,779	$40,235
Minor Capital Expenses	$365	$500	$417	$354	$319
Insurance and Financial	$7,147	$7,517	$7,986	$8,616	$9,176
Internal Charges	$10,465	$10,794	$10,924	$11,090	$11,272
Total Expenditures	$302,144	$310,586	$318,829	$328,050	$337,427
yr/yr % change	3.0%	2.8%	2.7%	2.9%	2.9%
TRANSFERS					
Debt Charges	$5,233	$6,151	$7,247	$7,605	$8,067
Transfer from Reserves	($5,312)	($5,907)	($6,887)	($7,289)	($7,814)
Transfer to Reserves	$43,446	$44,572	$46,417	$48,120	$49,325
Total Transfers	$43,367	$44,815	$46,778	$48,437	$49,578
yr/yr % change	2.1%	3.3%	4.4%	3.5%	2.4%
REVENUE					
Grants and Subsidies	$96,102	$96,003	$96,497	$97,287	$98,054
Municipal Recoveries	$39,867	$41,810	$43,212	$44,700	$46,161
Licenses, Permits and Rents	$9,463	$9,842	$9,935	$10,033	$10,131
Fines and Penalties	$132	$132	$132	$132	$132
User Fees and Charges	$12,774	$13,007	$13,242	$13,452	$13,665
Sales Revenue	$1,077	$1,093	$1,110	$1,128	$1,146
Other Revenue	$5,251	$5,386	$5,521	$5,657	$5,793
Internal Recoveries	$10,720	$11,076	$11,234	$11,443	$11,655
PILs and Supplementary Taxes	$4,528	$4,628	$4,728	$4,828	$4,828
Total Revenue	$179,915	$182,978	$185,612	$188,659	$191,565
yr/yr % change	1.7%	1.7%	1.4%	1.6%	1.5%
TAX LEVY REQUIREMENT	$165,596	$172,423	$179,995	$187,828	$195,440
yr/yr % change	4.2%	4.1%	4.4%	4.4%	4.1%
Weighted Assessment	$23,341	$24,402	$25,511	$26,671	$27,883
yr/yr % change	4.55%	4.55%	4.55%	4.55%	4.55%
Phase in Growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	1.50%	1.50%	1.50%	1.50%	1.50%
COUNTY TAX SUMMARY					
Residential tax rate	0.709455%	0.706588%	0.705549%	0.704246%	0.700931%
Per $100,000 of Assessment	$115,927	$119,405	$122,987	$126,677	$130,477
Taxes per $100,000 of Assessment	$822	$844	$868	$892	$915
yr/yr $ change	**21**	**21**	**24**	**24**	**22**
yr/yr % residential impact	**2.7%**	**2.6%**	**2.8%**	**2.8%**	**2.5%**
yr/yr % budget impact	**2.7%**	**2.6%**	**2.8%**	**2.8%**	**2.5%**

County of Wellington
10 Year Capital Budget Summary

	2024	2025	2026	2027	2028	5 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	$37,375,000	$40,135,000	$45,595,000	$31,870,000	$40,090,000	$195,065,000	63.2%
Solid Waste Services	2,035,000	870,000	1,280,000	1,060,000	2,710,000	$7,955,000	2.6%
County Property	800,000	605,000	1,340,000	330,000	520,000	$3,595,000	1.2%
Planning	580,000	850,000	600,000	600,000	0	$2,630,000	0.9%
Green Legacy	0	100,000	0	30,000	130,000	$260,000	0.1%
Emergency Management	0	0	45,000	0	190,000	$235,000	0.1%
CAO and Clerks	1,740,000	1,195,000	765,000	835,000	1,385,000	$5,920,000	1.9%
Council	0	0	0	0	0	$0	0.0%
Police Services	0	55,000	295,000	130,000	100,000	$580,000	0.2%
Museum	310,000	1,690,000	1,770,000	250,000	2,125,000	$6,145,000	2.0%
Library Services	7,775,000	435,000	275,000	240,000	305,000	$9,030,000	2.9%
Housing Services	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	$44,328,000	14.4%
Affordable Housing	685,000	6,075,000	6,095,000	50,000	55,000	$12,960,000	4.2%
Wellington Terrace	365,000	1,065,000	420,000	415,000	840,000	$3,105,000	1.0%
Ambulance Services	1,737,000	533,000	3,656,000	3,483,000	5,424,000	$14,833,000	4.8%
Ontario Works	500,000	100,000	0	60,000	0	$660,000	0.2%
Child Care	695,000	0	0	0	0	$695,000	0.2%
Provincial Offences Act (POA)	545,000	65,000	65,000	30,000	51,000	$756,000	0.2%
Total Expenditure	**$74,993,300**	**$62,884,700**	**$66,936,000**	**$44,673,000**	**$59,265,000**	**$308,752,000**	**100%**
PROJECT FINANCING							
Recoveries	5,987,000	4,963,700	3,731,000	4,230,000	4,324,000	$23,235,700	7.5%
Subsidy	10,001,300	5,366,700	2,000,000	0	0	$17,368,000	5.6%
CCBF	2,800,000	3,170,000	1,800,000	4,300,000	2,900,000	$14,970,000	4.8%
OCIF	1,300,000	3,400,000	3,180,000	2,380,000	4,000,000	$14,260,000	4.6%
National Housing Co-Inv Fund	8,514,000	1,536,000	0	0	0	$10,050,000	3.3%
Reserves	34,367,000	38,584,300	39,035,000	29,723,000	36,386,000	$178,095,300	57.7%
Development Charges	2,924,000	564,000	2,290,000	940,000	1,955,000	$8,673,000	2.8%
Growth Related Debentures	7,900,000	4,100,000	8,600,000	800,000	5,200,000	$26,600,000	8.6%
Debentures	1,200,000	1,200,000	6,300,000	2,300,000	4,500,000	$15,500,000	5.0%
Total Financing	**$74,993,300**	**$62,884,700**	**$66,936,000**	**$44,673,000**	**$59,265,000**	**$308,752,000**	**100%**

County of Wellington
10 Year Capital Budget Summary

	2029	2030	2031	2032	2033	10 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	$41,600,000	$28,670,000	$28,570,000	$54,225,000	$24,510,000	$372,640,000	64.9%
Solid Waste Services	870,000	550,000	0	830,000	2,660,000	$12,865,000	2.2%
County Property	285,000	285,000	635,000	1,650,000	460,000	$6,910,000	1.2%
Planning	0	0	0	0	0	$2,630,000	0.5%
Green Legacy	0	110,000	270,000	210,000	0	$850,000	0.1%
Emergency Management	0	0	0	0	0	$235,000	0.0%
CAO and Clerks	770,000	1,945,000	1,345,000	810,000	1,010,000	$11,800,000	2.1%
Council	0	200,000	200,000	600,000	0	$1,000,000	0.2%
Police Services	380,000	240,000	840,000	25,000	35,000	$2,100,000	0.4%
Museum	915,000	35,000	324,000	0	0	$7,419,000	1.3%
Library Services	860,000	1,435,000	582,000	1,120,000	445,000	$13,472,000	2.3%
Housing Services	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	$70,753,000	12.3%
Affordable Housing	6,100,000	60,000	315,000	6,075,000	235,000	$25,745,000	4.5%
Wellington Terrace	390,000	330,000	230,000	230,000	230,000	$4,515,000	0.8%
Ambulance Services	6,122,000	5,758,000	2,268,000	5,790,000	2,415,000	$37,186,000	6.5%
Ontario Works	0	0	370,000	430,000	0	$1,460,000	0.3%
Child Care	80,000	370,000	115,000	110,000	0	$1,370,000	0.2%
Provincial Offences Act (POA)	151,000	123,000	111,000	69,000	72,000	$1,282,000	0.2%
Total Expenditure	**$63,768,000**	**$45,271,000**	**$41,055,000**	**$78,044,000**	**$37,342,000**	**$574,232,000**	**100%**
PROJECT FINANCING							
Recoveries	4,124,500	4,296,000	4,191,000	5,012,500	4,188,000	$45,047,700	7.8%
Subsidy	2,000,000	0	0	2,000,000	0	$21,368,000	3.7%
CCBF	3,000,000	3,000,000	3,000,000	1,800,000	1,800,000	$27,570,000	4.8%
OCIF	2,000,000	1,760,000	2,400,000	1,300,000	0	$21,720,000	3.8%
National Housing Co-Inv Fund	0	0	0	0	0	$10,050,000	1.8%
Reserves	33,448,500	30,570,000	26,944,000	49,731,500	30,854,000	$349,643,300	60.9%
Development Charges	2,295,000	1,345,000	0	4,720,000	0	$17,033,000	3.0%
Growth Related Debentures	11,900,000	4,300,000	4,520,000	13,480,000	500,000	$61,300,000	10.7%
Debentures	5,000,000	0	0	0	0	$20,500,000	3.6%
Total Financing	**$63,768,000**	**$45,271,000**	**$41,055,000**	**$78,044,000**	**$37,342,000**	**$574,232,000**	**100%**

County of Wellington
2022 - 2024 Capital Budget Summary

All figures in $000's	2022 Actuals	2022 Adjusted Budget	2023 Actuals	2023 Adjusted Budget	2024 Budget	$ Change Budget	% Change Budget
PROJECT EXPENDITURE							
Roadways	$20,841	$36,620	$26,678	$37,085	$37,375	$290	1%
Solid Waste Services	$478	$1,940	$1,623	$2,945	$2,035	($910)	(31%)
County Property	$579	$1,040	$6,853	$6,430	$800	($5,630)	(88%)
Planning	$220	$410	$356	$1,025	$580	($445)	(43%)
Green Legacy	$14	$95	$89	$160	$-	($160)	(100%)
Emergency Management	$28	$110	$45	$125	$-	($125)	(100%)
CAO and Clerks	$1,146	$1,590	$1,522	$1,930	$1,740	($190)	(10%)
County Council	$59	$100	$133	$-	$-	$-	100%
Police Services	$62	$25	$123	$160	$-	($160)	(100%)
Museum and Wellington Place	$1,186	$940	$2,285	$1,810	$310	($1,500)	(83%)
County Library System	$472	$1,270	$3,123	$4,250	$7,775	$3,525	83%
Housing Services	$5,344	$5,998	$5,151	$18,261	$19,851	$1,590	9%
Affordable Housing	$4,999	$4,980	$257	$76	$685	$609	801%
Wellington Terrace	$602	$395	$475	$485	$365	($120)	(25%)
Economic Development	$-	$800	$-	$-	$-	$-	0%
Hospital and Other Capital Grants	$-	$-	$-	$-	$-	$-	0%
Ambulance Service	$339	$320	$294	$324	$1,737	$1,413	436%
Ontario Works	$302	$635	$106	$-	$500	$500	100%
Child Care	$50	$-	$-	$75	$695	$620	827%
Provincial Offences Act (POA)	$47	$112	$34	$114	$545	$431	378%
Total Expenditure	**$36,768**	**$57,380**	**$49,149**	**$75,255**	**$74,993**	**($262)**	**0%**
PROJECT FINANCING							
Recoveries	$3,611	$4,213	$3,050	$5,126	$5,987	$861	17%
Subsidy	$2,071	$3,074	$7,861	$10,853	$10,001	($852)	(8%)
OCIF	$2,897	$3,780	$820	$1,680	$1,300	($380)	(23%)
CCBF	$4,457	$5,380	$4,425	$5,958	$2,800	($3,158)	(53%)
National Housing Co-Inv Fund	$-	$-	$158	$2,148	$8,514	$6,366	296%
Current Revenues	$143	$143	$-	$-	$-	$-	0%
Reserves	$33,971	$33,233	$45,725	$43,362	$34,367	($8,995)	(21%)
Development Charges	$229	$1,057	$783	$2,428	$2,924	$496	20%
Growth Related Debentures	$6,500	$6,500	$-	$3,700	$7,900	$4,200	114%
Debentures	$-	$-	$-	$-	$1,200	$1,200	100%
Total Financing	**$53,880**	**$57,380**	**$ 62,822**	**$ 75,255**	**$74,993**	**($262)**	**0%**

County of Wellington
2022 - 2024 Operating Budget Summary

All figures in 000's	2022 Actuals	2022 Budget	2023 Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
REVENUE							
Property Taxation	$117,619	$116,402	$125,204	$123,925	$132,794	$8,869	7.2%
Grants and Subsidies	$88,458	$76,538	$96,398	$95,431	$101,376	$5,945	6.2%
Municipal Recoveries	$22,036	$22,003	$25,448	$24,229	$30,521	$6,291	26.0%
Licenses, Permits and Rents	$8,782	$8,552	$9,089	$8,803	$8,882	$79	0.9%
Fines and Penalties	$127	$52	$133	$132	$132	$-	0.0%
User Fees and Charges	$11,137	$11,317	$11,275	$11,030	$11,675	$645	5.8%
Sales Revenue	$2,326	$1,364	$880	$1,963	$1,015	($948)	(48.3%)
Other Revenue	$6,828	$5,255	$7,703	$4,137	$5,527	$1,390	33.6%
Internal Recoveries	$7,619	$7,383	$8,360	$8,229	$9,492	$1,263	15.3%
Total Revenue	**$264,933**	**$248,865**	**$284,491**	**$277,879**	**$301,413**	**$23,534**	**8.5%**
EXPENDITURE							
Salaries, Wages and Benefits	$70,789	$70,363	$77,168	$76,516	$83,163	$6,648	8.7%
Supplies, Material and Equipment	$13,587	$12,427	$12,665	$13,316	$14,113	$797	6.0%
Purchased Services	$31,451	$32,481	$35,048	$34,027	$36,215	$2,188	6.4%
Social Assistance	$70,452	$61,964	$79,364	$81,318	$89,574	$8,255	10.2%
Transfer Payments	$26,704	$27,167	$27,308	$27,421	$28,632	$1,211	4.4%
Insurance and Financial	$5,125	$4,385	$5,307	$4,842	$5,159	$318	6.6%
Minor Capital Expenses Internal	$181	$579	$890	$509	$401	($109)	(21.3%)
Charges	$7,571	$7,262	$8,269	$8,133	$9,336	$1,203	14.8%
Total Expenditure	**$225,860**	**$216,629**	**$246,019**	**$246,082**	**$266,592**	**$20,510**	**8.3%**
NET OPERATING COST / (REVENUE)	**($39,072)**	**($32,237)**	**($38,471)**	**($31,797)**	**($34,821)**	**($3,024)**	**9.5%**
DEBT AND TRANSFERS							
Debt Charges	$5,591	$5,632	$8,013	$8,108	$4,413	($3,694)	(45.6%)
Transfer from Reserve	($4,700)	($4,564)	($7,662)	($8,225)	($4,615)	$3,610	(43.9%)
Transfer to Capital	$143	$143	$-	$-	$-	$-	0.0%
Transfers to Reserve	$38,038	$31,026	$36,861	$31,914	$35,022	$3,108	9.7%
Total Debt and Transfers	**$39,072**	**$32,237**	**$38,120**	**$31,797**	**$34,821**	**$3,024**	**9.5%**
NET COST / (REVENUE)	**$-**	**$-**	**$-**	**$-**	**$-**	**$-**	**0.0%**

County of Wellington
2024 Operating Budget Impacts From Capital

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

The table below summarizes the projected operating impact of capital projects scheduled to become operational in 2024, and projects that became operational during 2023 for a partial year.

Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
59, 69 and 75 Woolwich St. Purchase—Maintenance staff and building related expenses		$138,000	$138,000
HRIS Information Management System—yearly software costs		$79,000	$79,000
Expense Management Maintenance—yearly software costs		$6,000	$6,000
Energy Management Software—yearly software costs		$28,800	$28,800
Total		**$251,800**	**$251,800**

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

- The ambulance station feasibility study approved in 2018 identified the optimal location for construction of six new facilities throughout the County. An update to this plan is required, however future impacts include increased leasing revenue from the City of Guelph and increased operational expenses.
- The creation of a Continuum of Care development at Wellington Place which may include retirement home beds, life lease housing and other services to support seniors of Wellington County continues to be contemplated. Work continues to find sources of funding to move this project forward. Development would have future operating impacts.
- In 2023 the County of Wellington undertook a new Strategic Action Plan. The goal of the plan is to focus attention and provide direction on those items and actions that are most important to County Council and the Senior Management Team. Future budgets may result in future operating impacts as the County aligns the 10 year budget forecast with the priorities identified in the Strategic Action Plan.
- The Roads Master Action Plan that was completed in early 2022 will provide the County direction for future planning of its transportation network and includes a number of actions to address current road needs and future growth. Potential impacts to both the operating and capital budgets are anticipated.
- In 2022 the County completed the Climate Change Mitigation Plan which lays out a pathway to a more sustainable future by empowering our community to act on climate change now. The plan focuses on four main sources of greenhouse gas emissions; Buildings, Transportation and Streetlights, Agriculture and Solid Waste. As the recommendations from the plan begin to implemented operating impacts to these service areas are likely to emerge.

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Corporation of the County of Wellington



2024 BUDGET AND TEN YEAR PLAN

Programme Details

Programme Overview

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

Programme Description

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

2024 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at $669,300 which is a drop in funding of 118,100 (15%) from 2023
- Estimates for supplementary and omitted tax revenues have been increased by $500,000 to $3.0 million to reflect strong assessment growth figures and expectations for the current year
- Tax write-off estimates have been reduced by $300,000 to reflect improvements made by MPAC and Agricorp to the processing of applications for the Farm Tax Incentive programme
- Estimated investment interest of $4.9 million is transferred to reserves and reserve funds
- The County's share of MPAC's budget for property assessment services is estimated to be $1,569,600

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
  (Making the best decisions for the betterment of the community)
- 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 for the betterment of the community)
- To protect the assessment base from unnecessary losses
  (Making the best decisions for the betterment of the community)
- Provide a means of effectively combating the need to increase the tax rate and cut primary services when additional revenue is required
  (Doing what the County does best - providing critical daily services for our residents)

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.
  (Doing what the County does best - providing critical daily services for our residents)
- Preservation of capital in the overall portfolio though investment in minimum bond ratings of A or higher. **(Making the best decisions for the betterment of the community)**
- Maintenance of liquidity to meet cash flow requirements and minimize temporary borrowing.
  (Making the best decisions for the betterment of the community)
- Diversification of the investment portfolio by maturity, issuer and class of security.
  (Making the best decisions for the betterment of the community)
- Maximize the rate of return earned on the investment portfolio.
  (Making the best decisions for the betterment of the community)

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 2024	Projected 2023	Actual 2022	Actual 2021
County Tax Levy ($000's)	$128,838	$120,491	$113,490	$108,828
% of Property Taxes Paid by Residential Property Owners	76.84%	77.46%	77.30%	77.50%
Supplementary/Omitted Taxes Received as a % of Tax Levy	3.10%	2.60%	2.81%	2.58%
Value of Taxes Written-Off as a % of Tax Levy	0.54%	0.83%	1.16%	0.64%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.22%	1.26%	1.34%	1.40%
OMPF Grant Funding Received as a % of Tax Levy	0.61%	0.65%	0.82%	1.00%
Investment and Bank Interest Earned	$4,900,000	$3,600,000	$4,240,640	$3,121,020
Investment Portfolio Book Value and Cash and Cash Equivalents Balance ($000's) on December 31	$152,538	$188,400	$200,673	$169,685
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash and Cash Equivalents Balance	3.21%	1.91%	2.11%	1.84%

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Property Taxation	$117,618,873	$116,401,800	$125,204,141	$123,924,600	$132,793,600	$8,869,000	7.2%
Grants and Subsidies	$926,300	$926,300	$787,400	$787,400	$669,300	($118,100)	(15.0%)
Sales Revenue	$16,900	$19,600	$15,500	$20,000	$20,400	$400	2.0%
Other Revenue	$5,833,284	$4,775,000	$6,686,172	$3,600,000	$4,900,000	$1,300,000	36.1%
Internal Recoveries	$32,959	$35,000	$33,012	$35,000	$35,000	$ -	-
Total Revenue	**$124,428,316**	**$122,157,700**	**$132,726,225**	**$128,367,000**	**$138,418,300**	**$10,051,300**	**7.8%**
Expenditure							
Salaries, Wages and Benefits	$13,891	$ -	$15,646	$ -	$ -	$ -	-
Supplies, Material and Equipment	$13,239	$30,100	$12,487	$30,100	$30,900	$800	2.7%
Purchased Services	$2,184,256	$2,405,200	$2,075,137	$2,461,700	$2,463,600	$1,900	0.1%
Insurance and Financial	$2,062,237	$1,395,100	$1,410,685	$1,430,100	$1,166,200	($263,900)	(18.5%)
Total Expenditure	**$4,273,623**	**$3,830,400**	**$3,513,955**	**$3,921,900**	**$3,660,700**	**($261,200)**	**(6.7%)**
Net Operating Cost / (Revenue)	**($120,154,693)**	**($118,327,300)**	**($129,212,270)**	**($124,445,100)**	**($134,757,600)**	**($10,312,500)**	**8.3%**
Transfers							
Transfer from Reserve	($700,000)	($700,000)	($500,000)	($500,000)	($900,000)	($400,000)	80.0%
Transfers to Reserve	$9,624,130	$4,925,000	$7,919,130	$3,600,000	$4,900,000	$1,300,000	36.1%
Total Transfers	**$8,924,130**	**$4,225,000**	**$7,419,130**	**$3,100,000**	**$4,000,000**	**$900,000**	**29.0%**
NET COST / (REVENUE)	**($111,230,563)**	**($114,102,300)**	**($121,793,140)**	**($121,345,100)**	**($130,757,600)**	**($9,412,500)**	**7.8%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$669,300	$502,000	$334,700	$167,400	
Sales Revenue	$20,400	$20,800	$21,400	$22,000	$22,700
Other Revenue	$4,900,000	$4,600,000	$4,200,000	$4,320,000	$4,440,000
Internal Recoveries	$35,000	$35,000	$35,000	$35,000	$35,000
PILs and Supplementary Taxes	$132,793,600	$141,039,300	$148,442,400	$155,886,400	$163,342,400
Total Revenue	**$138,418,300**	**$146,197,100**	**$153,033,500**	**$160,430,800**	**$167,840,100**
EXPENDITURES					
Supplies, Material and Equipment	$30,900	$31,800	$32,800	$33,800	$34,800
Purchased Services	$2,463,600	$2,541,000	$2,618,800	$2,699,000	$2,781,500
Insurance and Financial	$1,166,200	$1,192,500	$1,222,700	$1,255,300	$1,290,300
Total Expenditures	**$3,660,700**	**$3,765,300**	**$3,874,300**	**$3,988,100**	**$4,106,600**
Net Operating Cost/ (Revenue)	**($134,757,600)**	**($142,431,800)**	**($149,159,200)**	**($156,442,700)**	**($163,733,500)**
DEBT AND TRANSFERS					
Transfer from Reserves	($900,000)	($900,000)			
Transfer to Reserves	$4,900,000	$4,600,000	$4,200,000	$4,320,000	$4,440,000
Total Debt and Transfers	**$4,000,000**	**$3,700,000**	**$4,200,000**	**$4,320,000**	**$4,440,000**
TAX LEVY REQUIREMENT	**($130,757,600)**	**($138,731,800)**	**($144,959,200)**	**($152,122,700)**	**($159,293,500)**
yr/yr % change	7.8%	6.1%	4.5%	4.9%	4.7%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies					
Sales Revenue	$23,400	$24,100	$24,800	$25,500	$26,300
Other Revenue	$4,560,000	$4,680,000	$4,800,000	$4,920,000	$5,040,000
Internal Recoveries	$35,000	$35,000	$35,000	$35,000	$35,000
PILs and Supplementary Taxes	$170,124,200	$177,051,000	$184,723,000	$192,656,000	$200,268,900
Total Revenue	**$174,742,600**	**$181,790,100**	**$189,582,800**	**$197,636,500**	**$205,370,200**
EXPENDITURES					
Supplies, Material and Equipment	$35,900	$37,000	$38,100	$39,200	$40,300
Purchased Services	$2,866,600	$2,954,200	$3,044,500	$3,137,500	$3,233,200
Insurance and Financial	$1,327,900	$1,368,300	$1,411,600	$1,458,200	$1,508,200
Total Expenditures	**$4,230,400**	**$4,359,500**	**$4,494,200**	**$4,634,900**	**$4,781,700**
Net Operating Cost/ (Revenue)	**($170,512,200)**	**($177,430,600)**	**($185,088,600)**	**($193,001,600)**	**($200,588,500)**
DEBT AND TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	$5,160,000	$4,680,000	$4,800,000	$4,920,000	$6,040,000
Total Debt and Transfers	**$5,160,000**	**$4,680,000**	**$4,800,000**	**$4,920,000**	**$6,040,000**
TAX LEVY REQUIREMENT	**($165,352,200)**	**($172,750,600)**	**($180,288,600)**	**($188,081,600)**	**($194,548,500)**
yr/yr % change	3.8%	4.5%	4.4%	4.3%	3.4%

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 2023 County Council approved its updated Strategic Action Plan called "Proudly Moving Forward Together." The remainder of the term will be focused on implementing the objectives identified in the Strategic Action Plan.

2024 Budget Highlights

- The 2024 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.
- A provision has been added to the capital budget to host the International Plowing Match in 2032.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Other Revenue	$ -	$ -	$1,329	$ -	$ -	$ -	-
Total Revenue	**$ -**	**$ -**	**$1,329**	**$ -**	**$ -**	**$ -**	**-**
Expenditure							
Salaries, Wages and Benefits	$991,430	$996,800	$1,075,467	$1,054,400	$1,092,600	$38,200	3.6%
Supplies, Material and Equipment	$47,557	$74,800	$49,766	$51,500	$51,600	$100	0.2%
Purchased Services	$202,930	$232,800	$265,876	$238,200	$252,100	$13,900	5.8%
Insurance and Financial	$12,154	$10,700	$16,054	$12,700	$14,800	$2,100	16.5%
Total Expenditure	**$1,254,071**	**$1,315,100**	**$1,407,163**	**$1,356,800**	**$1,411,100**	**$54,300**	**4.0%**
Net Operating Cost / (Revenue)	**$1,254,071**	**$1,315,100**	**$1,405,834**	**$1,356,800**	**$1,411,100**	**$54,300**	**4.0%**
NET COST / (REVENUE)	**$1,254,071**	**$1,315,100**	**$1,405,834**	**$1,356,800**	**$1,411,100**	**$54,300**	**4.0%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
EXPENDITURES					
Salaries, Wages and Benefits	$1,092,600	$1,131,500	$1,166,600	$1,202,700	$1,239,600
Supplies, Material and Equipment	$51,600	$53,400	$54,800	$56,300	$57,800
Purchased Services	$252,100	$260,000	$267,700	$275,600	$283,800
Insurance and Financial	$14,800	$15,400	$15,900	$16,600	$17,300
Total Expenditures	**$1,411,100**	**$1,460,300**	**$1,505,000**	**$1,551,200**	**$1,598,500**
Net Operating Cost / (Revenue)	**$1,411,100**	**$1,460,300**	**$1,505,000**	**$1,551,200**	**$1,598,500**
TAX LEVY REQUIREMENT	**$1,411,100**	**$1,460,300**	**$1,505,000**	**$1,551,200**	**$1,598,500**
yr/yr % change	4.0%	3.5%	3.1%	3.1%	3.0%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
EXPENDITURES					
Salaries, Wages and Benefits	$1,278,300	$1,318,000	$1,358,700	$1,401,000	$1,444,400
Supplies, Material and Equipment	$59,300	$61,100	$63,000	$64,900	$66,800
Purchased Services	$292,100	$300,700	$309,400	$318,400	$327,700
Insurance and Financial	$18,200	$19,000	$19,900	$20,900	$21,800
Total Expenditures	**$1,647,900**	**$1,698,800**	**$1,751,000**	**$1,805,200**	**$1,860,700**
Net Operating Cost / (Revenue)	**$1,647,900**	**$1,698,800**	**$1,751,000**	**$1,805,200**	**$1,860,700**
TAX LEVY REQUIREMENT	**$1,647,900**	**$1,698,800**	**$1,751,000**	**$1,805,200**	**$1,860,700**
yr/yr % change	3.1%	3.1%	3.1%	3.1%	3.1%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
County Council						
2032 Int'l Plowing Match						
Total						
Sources of Financing						
Reserves						
Total Financing						

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
County Council						
2032 Int'l Plowing Match		$200,000	$200,000	$600,000		$1,000,000
Total		**$200,000**	**$200,000**	**$600,000**		**$1,000,000**
Sources of Financing						
Reserves		$200,000	$200,000	$600,000		$1,000,000
Total Financing		**$200,000**	**$200,000**	**$600,000**		**$1,000,000**

Programme Overview

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

Programme Description

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

- Implementing strategic directions as approved by County Council
- General management of the operation of the corporation
- Fulfillment of statutory responsibilities as set out in the Municipal Act and other legislation, including records retention, Council/Committee agendas and minutes, by-laws, etc.
- Responsible for corporate communications function
- Hardware and software provision and maintenance
- Network administration and technical support for all County operations and work locations
- Web site development and maintenance

2024 Budget Highlights

- New staffing includes a Communications Officer, partially offset by the removal of a student position. The position will aid in maintaining a presence on social media platforms, meet increasing requests from various departments and take on new projects and initiatives at the County.
- The budget includes increases to software maintenance and licenses ($172,000)
- Accessibility grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County
- The 2024-33 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In the 2024 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)	2023	2024
CAO	1.0	1.0
Clerk's Office	7.6	8.7
Corporate Communications	6.3	6.9
Information Technology	24.8	25.0
Total	**39.8**	**41.6**
Current employee count: 40		

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. **(Doing what the County does best - providing critical daily services for your residents)**
- Ensure policies and directions of Council are implemented and advises and informs Council on the operation and affairs of the municipality. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide legislative, procedural, and administrative support to matters and decisions of Council. **(Doing what the County does best - providing critical daily services for your residents)**
- Ensure the statutory requirements of the Municipal Act are met. **(Making the best decisions for the betterment of the community)**
- Serve as the lead contact for County Councillors, members of the public, other government offices when dealing with Committee and Council issues. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide assistance in coordinating inter-departmental issues/projects. **(Cherishing the County's most valued asset - its Staff)**
- 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. **(Cherishing the County's most valued asset - its Staff)**
- 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. **(Making the best decisions for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Meeting hours - all bodies supported by the County Clerk	170	169	145.5	190
Agreements/documents executed	300	283	241	250
Freedom of Information requests	30	32	14	13
Total visitors to wellington.ca	618,000	617,104	614,465	535,178
Total page views on wellington.ca	2,450,000	2,443,456	2,810,385	2,631,397
Privacy impact statements completed	16	14	13	14
User accounts to manage (reflects support load)	1,350	1,319	1,477	1,146
Helpdesk requests closed	4,700	5,475	5,945	5,463
Devices managed by IT (laptops, desktops, phones and tablets)	1,315	1,308	1,295*	1,287

* Updated from 1,755 as desk phones and servers were included in error.

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. **(Making the best decisions for the betterment of the community)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- 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. **(Making the best decisions for the betterment of the community)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- 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 for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Graphic Design Projects (County and External)*	750	680	671	678
Photo Shoots (photos, editing, etc.)	75	45	41	38
Media Releases	80	80	75	52
Radio Plays – Regular Subscription	5,800	5,438	4,194	5,438
Newspaper Ads (52 County pages and Print Ads)	250	175	258	161
Total Social Media Followers	27,355	23,150	20,892	12,933
Number of Social Media Posts *	2,310	2,713	2,523	1,147
Social Media Reach - # of users who saw content	2,770,000	1,500,000	1,965,845	1,660,397
Social Media Engagement - # of users who interacted with content	204,682	176,662	166,363	109,360

* 2023 projection was high as we anticipated an increase in posts with the addition of Instagram. Launch was delayed due to staff vacancies.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
User Fees and Charges	$364	$600	$921	$600	$600	$ -	-
Sales Revenue	$16,588	$20,000	$5,217	$20,000	$20,000	$ -	-
Other Revenue	$24,200	$24,200	$29,800	$29,800	$38,700	$8,900	29.9%
Internal Recoveries	$1,585,700	$1,585,700	$1,785,577	$1,785,200	$2,148,800	$363,600	20.4%
Total Revenue	**$1,626,852**	**$1,630,500**	**$1,821,515**	**$1,835,600**	**$2,208,100**	**$372,500**	**20.3%**
Expenditure							
Salaries, Wages and Benefits	$4,145,292	$4,540,200	$4,847,647	$5,006,100	$5,477,400	$471,300	9.4%
Supplies, Material and Equipment	$166,717	$171,600	$200,503	$168,100	$180,800	$12,700	7.6%
Purchased Services	$1,505,085	$1,891,700	$1,660,560	$2,059,300	$2,306,000	$246,700	12.0%
Transfer Payments	$40,000	$70,000	$50,000	$70,000	$70,000	$ -	-
Insurance and Financial	$170,779	$142,000	$196,982	$222,100	$233,400	$11,300	5.1%
Internal Charges	$824	$2,100	$1,611	$2,100	$2,100	$ -	-
Total Expenditure	**$6,028,697**	**$6,817,600**	**$6,957,303**	**$7,527,700**	**$8,269,700**	**$742,000**	**9.9%**
Net Operating Cost / (Revenue)	**$4,401,845**	**$5,187,100**	**$5,135,788**	**$5,692,100**	**$6,061,600**	**$369,500**	**6.5%**
Transfers							
Transfer from Reserve	$ -	($105,000)	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$799,680	$450,000	$920,000	$900,000	$1,000,000	$100,000	11.1%
Total Transfers	**$799,680**	**$345,000**	**$920,000**	**$900,000**	**$1,000,000**	**$100,000**	**11.1%**
NET COST / (REVENUE)	**$5,201,525**	**$5,532,100**	**$6,055,788**	**$6,592,100**	**$7,061,600**	**$469,500**	**7.1%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
User Fees and Charges	$600	$600	$600	$600	$600
Sales Revenue	$20,000	$20,000	$20,000	$20,000	$20,000
Other Revenue	$38,700	$39,700	$40,800	$42,000	$43,200
Internal Recoveries	$2,148,800	$2,213,100	$2,279,300	$2,347,700	$2,418,200
Total Revenue	**$2,208,100**	**$2,273,400**	**$2,340,700**	**$2,410,300**	**$2,482,000**
EXPENDITURES					
Salaries, Wages and Benefits	$5,477,400	$5,793,200	$6,055,900	$6,301,000	$6,521,800
Supplies, Material and Equipment	$180,800	$181,400	$186,300	$191,400	$196,700
Purchased Services	$2,306,000	$2,313,400	$2,382,700	$2,453,900	$2,527,000
Transfer Payments	$70,000	$70,000	$70,000	$70,000	$70,000
Insurance and Financial	$233,400	$249,000	$265,300	$281,900	$299,000
Internal Charges	$2,100	$2,100	$2,100	$2,100	$2,100
Total Expenditures	**$8,269,700**	**$8,609,100**	**$8,962,300**	**$9,300,300**	**$9,616,600**
Net Operating Cost / (Revenue)	**$6,061,600**	**$6,335,700**	**$6,621,600**	**$6,890,000**	**$7,134,600**
DEBT AND TRANSFERS					
Transfer to Reserves	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Total Debt and Transfers	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**
TAX LEVY REQUIREMENT	**$7,061,600**	**$7,335,700**	**$7,621,600**	**$7,890,000**	**$8,134,600**
yr/yr % change	5.9%	3.9%	3.9%	3.5%	3.1%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
User Fees and Charges	$600	$600	$600	$600	$600
Sales Revenue	$20,000	$20,000	$20,000	$20,000	$20,000
Other Revenue	$44,400	$45,600	$46,900	$48,200	$49,500
Internal Recoveries	$2,491,000	$2,565,700	$2,642,600	$2,721,900	$2,803,400
Total Revenue	**$2,556,000**	**$2,631,900**	**$2,710,100**	**$2,790,700**	**$2,873,500**
EXPENDITURES					
Salaries, Wages and Benefits	$6,732,100	$6,948,200	$7,172,000	$7,402,500	$7,633,700
Supplies, Material and Equipment	$202,000	$207,400	$213,100	$219,100	$225,100
Purchased Services	$2,602,400	$2,679,900	$2,760,000	$2,842,400	$2,927,400
Transfer Payments	$70,000	$70,000	$70,000	$70,000	$70,000
Insurance and Financial	$326,500	$344,400	$365,200	$394,500	$418,500
Internal Charges	$2,100	$2,100	$2,100	$2,100	$2,100
Total Expenditures	**$9,935,100**	**$10,252,000**	**$10,582,400**	**$10,930,600**	**$11,276,800**
Net Operating Cost / (Revenue)	**$7,379,100**	**$7,620,100**	**$7,872,300**	**$8,139,900**	**$8,403,300**
DEBT AND TRANSFERS					
Transfer to Reserves	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Total Debt and Transfers	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**
TAX LEVY REQUIREMENT	**$8,379,100**	**$8,620,100**	**$8,872,300**	**$9,139,900**	**$9,403,300**
yr/yr % change	3.0%	2.9%	2.9%	3.0%	2.9%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement		$50,000			$55,000	$105,000
Computer Hardware L/C Replacement	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Datacentre Backup Improvement	$65,000					$65,000
Disaster Recovery A/C Replacement		$95,000				$95,000
Disaster Recovery UPS Replacement		$60,000				$60,000
IT Van Replacement		$110,000				$110,000
ITSM Helpdesk Replacement	$65,000					$65,000
JDE All Servers Upgrade	$200,000					$200,000
Main Core Switches						
Network Equipment UPS Replacement				$60,000		$60,000
Network Perimeter Security		$80,000		$120,000	$430,000	$630,000
Network Replacement	$265,000	$100,000	$100,000	$50,000	$100,000	$615,000
Phone Gateway Replacement				$90,000		$90,000
Phone Set Replacement	$70,000				$250,000	$320,000
Point to Point Radios Guelph				$65,000		$65,000
Server Replacement Data Centre						
Server Replacement Disaster Recovery	$400,000					$400,000
Storage Replacement		$250,000				$250,000
UPS Data Centre 138 Wyndham St			$95,000			$95,000
UPS Replacements	$40,000					$40,000
Video Security Recorder Replace	$75,000					$75,000
Wellington Place Conduit	$35,000					$35,000
Wifi Unit Replacement			$120,000			$120,000
Total Technical Services	$1,415,000	$945,000	$515,000	$585,000	$1,035,000	$4,495,000
Application Services						
Future Application System Enhancements		$100,000	$250,000	$250,000	$250,000	$850,000
HR Information Management System	$250,000					$250,000
HRIS: Health and Safety Module		$150,000				$150,000
Total Application Services	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Information Management						
County Website Upgrade					$100,000	$100,000
Intranet Upgrade	$75,000					$75,000
Total Information Management	$75,000				$100,000	$175,000
Total	**$1,740,000**	**$1,195,000**	**$765,000**	**$835,000**	**$1,385,000**	**$5,920,000**
Sources of Financing						
Recoveries	$248,000	$126,000	$64,000	$78,000	$186,000	$702,000
Reserves	$1,492,000	$1,069,000	$701,000	$757,000	$1,199,000	$5,218,000
Total Financing	**$1,740,000**	**$1,195,000**	**$765,000**	**$835,000**	**$1,385,000**	**$5,920,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement		$60,000			$60,000	$225,000
Computer Hardware L/C Replacement	$200,000	$200,000	$200,000	$200,000	$200,000	$2,000,000
Datacentre Backup Improvement			$70,000			$135,000
Disaster Recovery A/C Replacement						$95,000
Disaster Recovery UPS Replacement		$70,000				$130,000
IT Van Replacement				$120,000		$230,000
ITSM Helpdesk Replacement						$65,000
JDE All Servers Upgrade						$200,000
Main Core Switches		$240,000	$70,000	$70,000		$380,000
Network Equipment UPS Replacement						$60,000
Network Perimeter Security		$240,000	$95,000		$450,000	$1,415,000
Network Replacement	$50,000	$100,000	$50,000	$100,000	$50,000	$965,000
Phone Gateway Replacement						$90,000
Phone Set Replacement						$320,000
Point to Point Radios Guelph				$70,000		$135,000
Server Replacement Data Centre		$420,000				$420,000
Server Replacement Disaster Recovery			$420,000			$820,000
Storage Replacement	$270,000	$270,000				$790,000
UPS Data Centre 138 Wyndham St						$95,000
UPS Replacements			$50,000			$90,000
Video Security Recorder Replace						$75,000
Wellington Place Conduit						$35,000
Wifi Unit Replacement			$140,000			$260,000
Total Technical Services	$520,000	$1,600,000	$1,095,000	$560,000	$760,000	$9,030,000
Application Services						
Future Application System Enhancements	$250,000	$250,000	$250,000	$250,000	$250,000	$2,100,000
HR Information Management System						$250,000
HRIS: Health and Safety Module						$150,000
Total Application Services	$250,000	$250,000	$250,000	$250,000	$250,000	$2,500,000
Information Management						
County Website Upgrade						$100,000
Intranet Upgrade		$95,000				$170,000
Total Information Management		$95,000				$270,000
Total	**$770,000**	**$1,945,000**	**$1,345,000**	**$810,000**	**$1,010,000**	**$11,800,000**
Sources of Financing						
Recoveries	$64,000	$301,000	$180,000	$48,000	$112,000	$1,407,000
Reserves	$706,000	$1,644,000	$1,165,000	$762,000	$898,000	$10,393,000
Total Financing	**$770,000**	**$1,945,000**	**$1,345,000**	**$810,000**	**$1,010,000**	**$11,800,000**

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.

2024 Budget Highlights

- The annualization of the Budget and Accounting Coordinator added in 2023
- 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
- Funding for corporate insurance claims management, including deductibles and third party claims, offset by transfers from the Contingency and Stabilization Reserve

Staff Complement (Full time equivalents)	2023	2024
Financial Services	12.7	12.9
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	**19.0**	**19.2**
Current employee count: 23		
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 for the betterment of the community)**
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure. **(Doing what the County does best - providing critical daily services for your residents)**
- The ability to issue debt responsibly without impacting the County's credit rating or ability to generate required revenues. **(Making the best decisions for the betterment of the community)**
- Guide the strategic use of reserves and reserve funds. **(Making the best decisions for the betterment of the community)**
- Achieve reasonable and responsible property tax rates to ensure that the County Council's highest priority programmes are maintained. **(Doing what the County does best - providing critical daily services for your residents)**
- Deliver value for money by continuously seeking efficient and quality improvements in the way services are managed and delivered. **(Making the best decisions for the betterment of the community)**
- Determine appropriate funding for services. **(Making the best decisions for the betterment of the community)**
- Diversify the County's economy and enhance its assessment base. **(Making the best decisions for the betterment of the community)**
- Protect and preserve intergenerational equity by establishing fair sharing in the distribution of resources and obligations between current and future taxpayers. **(Making the best decisions for the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Credit rating of the County	AAA	AAA	AAA	AA+
Debt Outstanding to Reserve Ratio	27%	25%	28%	27%
Debt Outstanding as a % of Adjusted Operating Revenue*	11%	11%	14%	14%
Debt Interest as a % of Adjusted Operating Revenue*	0.40%	0.40%	0.50%	0.50%
Reserve and Reserve Funds as % of Tax Levy	83%	91%	107%	109%
# of Parking Tickets issued	3,500	3,600	3,970	3,226
# of False Alarms billed	250	250	296	272
Number of tenders completed	50	44	57	40

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Other Revenue	$1,806	$1,800	$30,826	$1,900	$2,000	$100	5.3%
Internal Recoveries	$581,200	$581,200	$575,800	$575,800	$621,300	$45,500	7.9%
Total Revenue	**$583,006**	**$583,000**	**$606,626**	**$577,700**	**$623,300**	**$45,600**	**7.9%**
Expenditure							
Salaries, Wages and Benefits	$2,144,806	$2,199,300	$2,262,941	$2,466,300	$2,672,300	$206,000	8.4%
Supplies, Material and Equipment	$39,468	$50,500	$40,647	$45,400	$47,200	$1,800	4.0%
Purchased Services	$514,826	$538,000	$539,938	$529,000	$561,800	$32,800	6.2%
Insurance and Financial	$105,877	$205,800	$181,765	$214,800	$223,100	$8,300	3.9%
Internal Charges	$985	$3,000	$1,052	$3,000	$3,000	$ -	-
Total Expenditure	**$2,805,962**	**$2,996,600**	**$3,026,343**	**$3,258,500**	**$3,507,400**	**$248,900**	**7.6%**
Net Operating Cost / (Revenue)	**$2,222,956**	**$2,413,600**	**$2,419,717**	**$2,680,800**	**$2,884,100**	**$203,300**	**7.6%**
Transfers							
Transfer from Reserve	($207,356)	($308,200)	($117,336)	($180,800)	($184,000)	($3,200)	1.8%
Transfers to Reserve	$175,000	$175,000	$175,000	$175,000	$175,000	$ -	-
Total Transfers	**($32,356)**	**($133,200)**	**$57,664**	**($5,800)**	**($9,000)**	**($3,200)**	**55.2%**
NET COST / (REVENUE)	**$2,190,600**	**$2,280,400**	**$2,477,381**	**$2,675,000**	**$2,875,100**	**$200,100**	**7.5%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Internal Recoveries	$621,300	$640,000	$659,300	$679,100	$699,400
Total Revenue	**$623,300**	**$642,000**	**$661,300**	**$681,100**	**$701,400**
EXPENDITURES					
Salaries, Wages and Benefits	$2,672,300	$2,803,300	$2,913,700	$3,016,300	$3,115,400
Supplies, Material and Equipment	$47,200	$47,700	$48,700	$49,700	$50,700
Purchased Services	$561,800	$572,900	$639,200	$655,900	$623,100
Insurance and Financial	$223,100	$230,200	$237,300	$251,700	$266,900
Internal Charges	$3,000	$3,000	$3,000	$3,000	$3,000
Total Expenditures	**$3,507,400**	**$3,657,100**	**$3,841,900**	**$3,976,600**	**$4,059,100**
Net Operating Cost / (Revenue)	**$2,884,100**	**$3,015,100**	**$3,180,600**	**$3,295,500**	**$3,357,700**
DEBT AND TRANSFERS					
Transfer from Reserves	($184,000)	($187,300)	($190,600)	($193,900)	($197,400)
Transfer to Reserves	$175,000	$175,000	$175,000	$175,000	$175,000
Total Debt and Transfers	**($9,000)**	**($12,300)**	**($15,600)**	**($18,900)**	**($22,400)**
TAX LEVY REQUIREMENT	**$2,875,100**	**$3,002,800**	**$3,165,000**	**$3,276,600**	**$3,335,300**
yr/yr % change	7.5%	4.4%	5.4%	3.5%	1.8%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Internal Recoveries	$720,400	$742,000	$764,300	$787,200	$810,900
Total Revenue	**$722,400**	**$744,000**	**$766,300**	**$789,200**	**$812,900**
EXPENDITURES					
Salaries, Wages and Benefits	$3,216,300	$3,320,100	$3,428,000	$3,538,700	$3,648,400
Supplies, Material and Equipment	$51,800	$53,000	$54,200	$55,500	$56,800
Purchased Services	$641,000	$659,300	$728,100	$747,700	$717,900
Insurance and Financial	$287,400	$304,600	$323,400	$346,800	$368,600
Internal Charges	$3,000	$3,000	$3,000	$3,000	$3,000
Total Expenditures	**$4,199,500**	**$4,340,000**	**$4,536,700**	**$4,691,700**	**$4,794,700**
Net Operating Cost / (Revenue)	**$3,477,100**	**$3,596,000**	**$3,770,400**	**$3,902,500**	**$3,981,800**
DEBT AND TRANSFERS					
Transfer from Reserves	($201,100)	($203,900)	($206,000)	($207,300)	($207,300)
Transfer to Reserves	$175,000	$175,000	$175,000	$175,000	$175,000
Total Debt and Transfers	**($26,100)**	**($28,900)**	**($31,000)**	**($32,300)**	**($32,300)**
TAX LEVY REQUIREMENT	**$3,451,000**	**$3,567,100**	**$3,739,400**	**$3,870,200**	**$3,949,500**
yr/yr % change	3.5%	3.4%	4.8%	3.5%	2.0%

Programme Overview

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

Programme Description

- Coordinate the recruitment and selection of all County employees
- Lead corporate learning and development initiatives
- Develop and administer human resources policies and procedures
- Implement and maintain the Human Resources Information System (HRIS)
- Administer payroll, benefits, and pension plan, conduct compensation reviews and job evaluation
- Manage Occupational Health and Safety programme
- Lead the County's Wellness Strategy – Diversity and Inclusion, Staff Recognition, Health Promotion
- Manage labour relations, including collective agreement negotiations
- Provide support in performance management, employee relations, discipline and terminations
- Develop strategic HR management initiatives (policy development and workforce planning)

2024 Budget Highlights

- Addition of a new HR Recruitment Specialist to increase participation in the community and allow the HR Generalists to put more focus towards policy research and development, investigations support, labour relations issues and the development and delivery of training initiatives.
- Maintenance and support for the new HRIS system in the amount of $79,000. This is for professional support services for the recruitment, onboarding, learning management, and employee self-serve modules in the new system.
- 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).

Staff Complement (Full time equivalents)	2023	2024
Human Resources	11.3	13.1
Health and Safety	2.0	2.0
HR/CMHAWW Partnership	0.8	1.0
Total	**14.1**	**16.1**
Current employee count: 17		
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.
  (Doing what the County does best – providing critical daily services for your residents)
- Creating opportunities to build openness, inclusion and enhance the understanding of diversity and cultural competency into the County's corporate culture.
  (Cherishing the County's most values asset – its staff)
- Focus on growth and development of County employees and the engagement of young professionals.
  (Cherishing the County's most values asset – its staff)
- Ensure a safe workplace environment and reduce workplace injuries.
  (Cherishing the County's most values asset – its staff)
- Improved accuracy in payroll through well-written payroll documentation and multiple verification steps. **(Making the best decisions for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of Workplace Safety and Insurance Board (WSIB) approved claims.	49	46	31	21
Number of staff that participated in training sessions offered through Be Well initiative and Canadian Mental Health Association (CMHA).	350	118	109*	95*
Number of interim off-cycle payrolls completed in a year – indicator of possible coding errors.	4	3	5	4
Number of students hired (Co-op, Terrace Nursing Students and Summer Students).	65	65	52	70

* Affected by COVID-19 Pandemic

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$63,955	$65,000	$ -	$ -	$ -	$ -	-
Other Revenue	$25,200	$25,200	$52,344	$57,100	$69,600	$12,500	21.9%
Internal Recoveries	$996,200	$996,200	$1,126,200	$1,126,200	$1,246,100	$119,900	10.6%
Total Revenue	**$1,085,355**	**$1,086,400**	**$1,178,544**	**$1,183,300**	**$1,315,700**	**$132,400**	**11.2%**
Expenditure							
Salaries, Wages and Benefits	$1,717,002	$1,618,700	$1,963,739	$1,879,500	$2,292,300	$412,800	22.0%
Supplies, Material and Equipment	$129,996	$145,200	$158,509	$155,900	$184,100	$28,200	18.1%
Purchased Services	$714,852	$739,800	$686,964	$792,900	$996,800	$203,900	25.7%
Transfer Payments	$20,451	$25,000	$14,772	$25,000	$25,000	$ -	-
Insurance and Financial	$308,421	$308,400	$348,658	$328,800	$400,300	$71,500	21.7%
Internal Charges	$1,964	$1,500	$3,264	$1,500	$1,500	$ -	-
Total Expenditure	**$2,892,686**	**$2,838,600**	**$3,175,906**	**$3,183,600**	**$3,900,000**	**$716,400**	**22.5%**
Net Operating Cost / (Revenue)	**$1,807,331**	**$1,752,200**	**$1,997,362**	**$2,000,300**	**$2,584,300**	**$584,000**	**29.2%**
Transfers							
Transfer from Reserve	($599,429)	($582,000)	($582,859)	($574,100)	($747,900)	($173,800)	30.3%
Total Transfers	**($599,429)**	**($582,000)**	**($582,859)**	**($574,100)**	**($747,900)**	**($173,800)**	**30.3%**
NET COST / (REVENUE)	**$1,207,902**	**$1,170,200**	**$1,414,503**	**$1,426,200**	**$1,836,400**	**$410,200**	**28.8%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Other Revenue	$69,600	$72,600	$75,600	$78,700	$81,800
Internal Recoveries	$1,246,100	$1,283,100	$1,321,200	$1,360,400	$1,400,800
Total Revenue	**$1,315,700**	**$1,355,700**	**$1,396,800**	**$1,439,100**	**$1,482,600**
EXPENDITURES					
Salaries, Wages and Benefits	$2,292,300	$2,530,400	$2,675,800	$2,794,500	$2,907,800
Supplies, Material and Equipment	$184,100	$192,400	$166,000	$169,600	$173,300
Purchased Services	$996,800	$1,056,400	$1,090,900	$1,125,600	$1,161,000
Transfer Payments	$25,000	$25,000	$25,000	$25,000	$25,000
Insurance and Financial	$400,300	$436,300	$471,100	$503,000	$537,200
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$3,900,000**	**$4,242,000**	**$4,430,300**	**$4,619,200**	**$4,805,800**
Net Operating Cost / (Revenue)	**$2,584,300**	**$2,886,300**	**$3,033,500**	**$3,180,100**	**$3,323,200**
DEBT AND TRANSFERS					
Transfer from Reserves	($747,900)	($928,200)	($1,016,700)	($1,076,900)	($1,139,800)
Total Debt and Transfers	**($747,900)**	**($928,200)**	**($1,016,700)**	**($1,076,900)**	**($1,139,800)**
TAX LEVY REQUIREMENT	**$1,836,400**	**$1,958,100**	**$2,016,800**	**$2,103,200**	**$2,183,400**
yr/yr % change	28.8%	6.6%	3.0%	4.3%	3.8%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Other Revenue	$84,900	$88,100	$91,300	$94,500	$97,800
Internal Recoveries	$1,442,400	$1,485,200	$1,529,300	$1,589,700	$1,636,500
Total Revenue	**$1,527,300**	**$1,573,300**	**$1,620,600**	**$1,684,200**	**$1,734,300**
EXPENDITURES					
Salaries, Wages and Benefits	$3,008,700	$3,107,000	$3,207,700	$3,311,500	$3,416,800
Supplies, Material and Equipment	$177,100	$181,000	$184,900	$188,900	$193,000
Purchased Services	$1,197,000	$1,233,400	$1,270,500	$1,308,200	$1,346,600
Transfer Payments	$25,000	$25,000	$25,000	$25,000	$25,000
Insurance and Financial	$577,400	$616,400	$659,000	$707,900	$757,100
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$4,986,700**	**$5,164,300**	**$5,348,600**	**$5,543,000**	**$5,740,000**
Net Operating Cost / (Revenue)	**$3,459,400**	**$3,591,000**	**$3,728,000**	**$3,858,800**	**$4,005,700**
DEBT AND TRANSFERS					
Transfer from Reserves	($1,201,500)	($1,262,000)	($1,324,500)	($1,391,500)	($1,461,000)
Total Debt and Transfers	**($1,201,500)**	**($1,262,000)**	**($1,324,500)**	**($1,391,500)**	**($1,461,000)**
TAX LEVY REQUIREMENT	**$2,257,900**	**$2,329,000**	**$2,403,500**	**$2,467,300**	**$2,544,700**
yr/yr % change	3.4%	3.1%	3.2%	2.7%	3.1%

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)
- 59, 69, and 75 Woolwich Street (former Wellington Catholic District School Board buildings)
- Clifford and Arthur Medical Centres
- Badenoch and Mount Forest Community Services Centres
- Health Unit offices at Wellington Terrace
- Douglas Street Parking Lot, 401 Gateway Signs, Solar Panels and Electric Car Charging stations at various County locations

2024 Budget Highlights

- Staffing changes include:
  - New maintenance worker to address increased workload for the division. Property services has taken over responsibility for additional facilities including the Roads garages as well as the recently acquired buildings at 59, 69 and 75 Woolwich. The positions will allow the maintenance team to dedicate more time on preventive measures at County locations and reduce future repair needs.
  - New admin assistant to assist with vendor payments, scheduling, and inventory management
- Capital projects relate to major repairs or renovations to County-owned facilities. Projects total $6.1 million and are funded from the Property Reserve
- Vehicle lifecycle replacements are included in the capital budget, with electric vehicles planned for future years

Staff Complement (Full time equivalents)	2023	2024
Property Maintenance	6.6	8.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	**14.1**	**16.1**
Current employee count: 21		

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 (BCAs) 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.
  (Doing what the County does best—providing critical daily services for your residents)
- 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. These manuals will continue to be updated as required to coincide with any Ontario Building Code (O.B.C.) updates.
  (Making the best decisions for the betterment of the community)
- Monthly Health and Safety inspections are conducted and all findings are prioritized and addressed accordingly. Regular compliance inspections and testing are conducted on systems (including but not limited to) HVAC systems and filters, fire extinguishers, sprinkler systems, and fire alarm panels.
  (Making the best decisions for the betterment of the community)
- Vendor performance reviews and quality assurance inspections are conducted to ensure best in service vendors are utilized and any necessary repairs identified are completed.
  (Doing what the County does best - providing critical daily services for your residents)

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of Customer request forms handled	N/A	1,068	1,100	835
Average condition of County facilities per BCAs*	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

*Ratings (per Stonewell Group BCAs)
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

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	$1,338,725	$1,245,800	$1,407,906	$1,317,000	$1,317,800	$800	0.1%
User Fees and Charges	$152,508	$158,000	$150,917	$158,000	$158,000	$ -	-
Other Revenue	$37,291	$34,100	$50,836	$37,100	$39,000	$1,900	5.1%
Internal Recoveries	$855,500	$855,500	$835,300	$835,300	$963,200	$127,900	15.3%
Total Revenue	**$2,384,024**	**$2,293,400**	**$2,444,959**	**$2,347,400**	**$2,478,000**	**$130,600**	**5.6%**
Expenditure							
Salaries, Wages and Benefits	$1,207,385	$1,212,400	$1,326,795	$1,315,100	$1,568,800	$253,700	19.3%
Supplies, Material and Equipment	$264,881	$223,800	$289,163	$237,600	$266,600	$29,000	12.2%
Purchased Services	$1,009,056	$965,400	$1,185,536	$1,038,900	$1,222,400	$183,500	17.7%
Insurance and Financial	$71,443	$71,300	$86,032	$79,500	$97,300	$17,800	22.4%
Minor Capital Expenses	$11,964	$54,500	$63,192	$125,500	$7,000	($118,500)	(94.4%)
Internal Charges	$3,919	$2,600	$13,529	$8,700	$10,700	$2,000	23.0%
Total Expenditure	**$2,568,648**	**$2,530,000**	**$2,964,247**	**$2,805,300**	**$3,172,800**	**$367,500**	**13.1%**
Net Operating Cost / (Revenue)	**$184,624**	**$236,600**	**$519,288**	**$457,900**	**$694,800**	**$236,900**	**51.7%**
Transfers							
Debt Charges	$289,056	$291,300	$288,839	$291,200	$291,900	$700	0.2%
Transfer from Reserve Transfers	($22,000)	($22,000)	($28,992)	($102,500)	$ -	$102,500	(100.0%)
to Reserve	$746,961	$748,200	$830,368	$847,400	$917,000	$69,600	8.2%
Total Transfers	**$1,014,017**	**$1,017,500**	**$1,090,215**	**$1,036,100**	**$1,208,900**	**$172,800**	**16.7%**
NET COST / (REVENUE)	**$1,198,641**	**$1,254,100**	**$1,609,503**	**$1,494,000**	**$1,903,700**	**$409,700**	**27.4%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Licenses, Permits and Rents	$1,317,800	$1,322,100	$1,320,100	$1,321,900	$1,322,400
User Fees and Charges	$158,000	$158,000	$158,000	$158,000	$158,000
Other Revenue	$39,000	$39,900	$40,900	$41,900	$42,900
Internal Recoveries	$963,200	$1,027,500	$1,031,300	$1,092,200	$1,086,500
Total Revenue	**$2,478,000**	**$2,547,500**	**$2,550,300**	**$2,614,000**	**$2,609,800**
EXPENDITURES					
Salaries, Wages and Benefits	$1,568,800	$1,640,000	$1,701,000	$1,763,100	$1,828,100
Supplies, Material and Equipment	$266,600	$270,900	$277,200	$283,600	$290,000
Purchased Services	$1,222,400	$1,246,700	$1,293,600	$1,339,900	$1,383,000
Insurance and Financial	$97,300	$104,100	$111,600	$119,000	$126,700
Minor Capital Expenses	$7,000	$44,000	$12,000	$56,000	$52,000
Internal Charges	$10,700	$10,700	$10,700	$10,700	$10,700
Total Expenditures	**$3,172,800**	**$3,316,400**	**$3,406,100**	**$3,572,300**	**$3,690,500**
Net Operating Cost / (Revenue)	**$694,800**	**$768,900**	**$855,800**	**$958,300**	**$1,080,700**
DEBT AND TRANSFERS					
Debt Charges	$291,900	$188,900	$188,200	$188,300	$188,200
Transfer to Reserves	$917,000	$916,700	$916,000	$915,300	$914,600
Total Debt and Transfers	**$1,208,900**	**$1,105,600**	**$1,104,200**	**$1,103,600**	**$1,102,800**
TAX LEVY REQUIREMENT	**$1,903,700**	**$1,874,500**	**$1,960,000**	**$2,061,900**	**$2,183,500**
yr/yr % change	27.4%	(1.5%)	4.6%	5.2%	5.9%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Licenses, Permits and Rents	$1,323,500	$1,327,600	$1,325,700	$1,326,800	$1,328,000
User Fees and Charges	$158,000	$158,000	$158,000	$158,000	$158,000
Other Revenue	$43,900	$45,000	$46,100	$47,200	$48,400
Internal Recoveries	$1,122,400	$1,279,300	$1,232,200	$1,246,200	$1,272,400
Total Revenue	**$2,647,800**	**$2,809,900**	**$2,762,000**	**$2,778,200**	**$2,806,800**
EXPENDITURES					
Salaries, Wages and Benefits	$1,886,500	$1,947,200	$2,009,500	$2,074,200	$2,140,900
Supplies, Material and Equipment	$296,500	$303,200	$310,200	$317,300	$324,700
Purchased Services	$1,429,600	$1,472,900	$1,516,900	$1,561,300	$1,606,000
Insurance and Financial	$139,100	$146,300	$155,700	$167,900	$178,700
Minor Capital Expenses		$129,500	$36,000	$12,000	
Internal Charges	$10,700	$10,700	$10,700	$10,700	$10,700
Total Expenditures	**$3,762,400**	**$4,009,800**	**$4,039,000**	**$4,143,400**	**$4,261,000**
Net Operating Cost / (Revenue)	**$1,114,600**	**$1,199,900**	**$1,277,000**	**$1,365,200**	**$1,454,200**
DEBT AND TRANSFERS					
Debt Charges	$193,800	$194,100	$194,200	$194,100	$193,800
Transfer to Reserves	$1,113,800	$1,112,900	$1,112,000	$1,111,000	$1,110,000
Total Debt and Transfers	**$1,307,600**	**$1,307,000**	**$1,306,200**	**$1,305,100**	**$1,303,800**
TAX LEVY REQUIREMENT	**$2,422,200**	**$2,506,900**	**$2,583,200**	**$2,670,300**	**$2,758,000**
yr/yr % change	10.9%	3.5%	3.0%	3.4%	3.3%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Property Services						
Facility Improvements						
133 Wyndham: Staircase/Parapet	$55,000					$55,000
21 Douglas: Furnace rehabilitation						
21 Douglas: HVAC Humidifiers	$35,000					$35,000
21 Douglas: HVAC Pump Replacement		$30,000				$30,000
21 Douglas: Roofing	$75,000					$75,000
25-27 Douglas: Furnace Rehabilitation						
25-27 Douglas: HVAC-furnaces/condensing unit replacement						
Admin Centre: Air Conditioners						
Admin Centre: Building Retrofits						
Admin Centre: Common Area Flooring			$45,000			$45,000
Admin Centre: Elevators						
Admin Centre: Exterior Rehab						
Admin Centre: Furniture Upgrade			$30,000			$30,000
Admin Centre: HR Office Renovation	$125,000					$125,000
Admin Centre: Lighting Upgrade		$50,000				$50,000
Admin Centre: Pedestrian Paving	$25,000					$25,000
Admin Centre: Roofing			$300,000			$300,000
Admin Centre: Wall Painting		$80,000				$80,000
Admin Centre; Security Systems				$40,000		$40,000
Building Condition Audits			$100,000			$100,000
Courthouse: Basement bathroom/Kitchen refurbishment			$75,000			$75,000
Courthouse: Building Retrofits						
Courthouse: Common Space Wall	$85,000					$85,000
Courthouse: Cooling Generating Systems						
Courthouse: Flooring			$40,000			$40,000
Courthouse: HVAC Equipment					$60,000	$60,000
Courthouse: Interior Upgrade			$95,000			$95,000
Courthouse: Lighting Upgrade		$45,000				$45,000
Courthouse: Roofing			$300,000			$300,000
Gaol: Building Retrofits						
Gaol: Common Area Wall Finish	$40,000					$40,000
Gaol: HVAC Equipment Replacements					$325,000	$325,000
Gaol: Lighting Upgrade						
Gaol: Roofing			$130,000			$130,000
Gaol: Security Replacement				$45,000		$45,000

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Property Services						
Facility Improvements						
133 Wyndham: Staircase/Parapet						$55,000
21 Douglas: Furnace rehabilitation	$25,000					$25,000
21 Douglas: HVAC Humidifiers						$35,000
21 Douglas: HVAC Pump Replacement						$30,000
21 Douglas: Roofing			$70,000			$145,000
25-27 Douglas: Furnace Rehabilitation	$30,000					$30,000
25-27 Douglas: HVAC-furnaces/condensing unit replacement	$40,000					$40,000
Admin Centre: Air Conditioners	$50,000					$50,000
Admin Centre: Building Retrofits				$310,000		$310,000
Admin Centre: Common Area Flooring						$45,000
Admin Centre: Elevators			$15,000			$15,000
Admin Centre: Exterior Rehab			$70,000			$70,000
Admin Centre: Furniture Upgrade						$30,000
Admin Centre: HR Office Renovation						$125,000
Admin Centre: Lighting Upgrade		$55,000				$105,000
Admin Centre: Pedestrian Paving						$25,000
Admin Centre: Roofing						$300,000
Admin Centre: Wall Painting						$80,000
Admin Centre; Security Systems						$40,000
Building Condition Audits						$100,000
Courthouse: Basement bathroom/Kitchen refurbishment						$75,000
Courthouse: Building Retrofits				$470,000		$470,000
Courthouse: Common Space Wall						$85,000
Courthouse: Cooling Generating Systems					$360,000	$360,000
Courthouse: Flooring			$60,000			$100,000
Courthouse: HVAC Equipment						$60,000
Courthouse: Interior Upgrade						$95,000
Courthouse: Lighting Upgrade		$50,000				$95,000
Courthouse: Roofing						$300,000
Gaol: Building Retrofits				$450,000		$450,000
Gaol: Common Area Wall Finish						$40,000
Gaol: HVAC Equipment Replacements						$325,000
Gaol: Lighting Upgrade		$70,000				$70,000
Gaol: Roofing						$130,000
Gaol: Security Replacement						$45,000

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Governor's Residence: Elevators						
Governor's Residence: Exterior Doors						
Property Building Retrofits	$250,000	$180,000	$225,000	$245,000	$135,000	$1,035,000
Total Facility Improvements	$690,000	$385,000	$1,340,000	$330,000	$520,000	$3,265,000
Vehicles and Equipment						
Property Services Pickup (new	$110,000					$110,000
Replace 1/2 Tonne Van						
Replace Maintenance Pickup EV		$110,000				$110,000
Replace Maintenance Van EV		$110,000				$110,000
Total Vehicles and Equipment	$110,000	$220,000				$330,000
Total	**$800,000**	**$605,000**	**$1,340,000**	**$330,000**	**$520,000**	**$3,595,000**
Sources of Financing						
Reserves	$800,000	$605,000	$1,340,000	$330,000	$520,000	$3,595,000
Total Financing	**$800,000**	**$605,000**	**$1,340,000**	**$330,000**	**$520,000**	**$3,595,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Governor's Residence: Elevators			$50,000			$50,000
Governor's Residence: Exterior Doors			$45,000			$45,000
Property Building Retrofits	$140,000	$110,000	$180,000	$100,000	$100,000	$1,665,000
Total Facility Improvements	$285,000	$285,000	$490,000	$1,330,000	$460,000	$6,115,000
Vehicles and Equipment						
Property Services Pickup (new						$110,000
Replace 1/2 Tonne Van			$145,000			$145,000
Replace Maintenance Pickup EV				$160,000		$270,000
Replace Maintenance Van EV				$160,000		$270,000
Total Vehicles and Equipment			$145,000	$320,000		$795,000
Total	**$285,000**	**$285,000**	**$635,000**	**$1,650,000**	**$460,000**	**$6,910,000**
Sources of Financing						
Reserves	$285,000	$285,000	$635,000	$1,650,000	$460,000	$6,910,000
Total Financing	**$285,000**	**$285,000**	**$635,000**	**$1,650,000**	**$460,000**	**$6,910,000**

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

2024 Budget Highlights

- The 2024 Community Grants budget is set at $82,800, with an additional $14,000 available for scholarships.
- Debt charges of $375,600 relate to the community hospital grants (of $5.9 million) issued in 2019.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	$85,500	$86,400	$88,742	$88,800	$96,800	$8,000	9.0%
Total Expenditure	**$85,500**	**$86,400**	**$88,742**	**$88,800**	**$96,800**	**$8,000**	**9.0%**
Net Operating Cost / (Revenue)	**$85,500**	**$86,400**	**$88,742**	**$88,800**	**$96,800**	**$8,000**	**9.0%**
Transfers							
Debt Charges	$375,744	$376,300	$374,682	$375,500	$375,600	$100	0.0%
Transfer from Reserve	($3,000)	($3,000)	($3,163)	($3,000)	($3,000)	$ -	-
Total Transfers	**$372,744**	**$373,300**	**$371,519**	**$372,500**	**$372,600**	**$100**	**0.0%**
NET COST / (REVENUE)	**$458,244**	**$459,700**	**$460,261**	**$461,300**	**$469,400**	**$8,100**	**1.8%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
EXPENDITURES					
Transfer Payments	$96,800	$99,300	$102,200	$105,200	$108,300
Total Expenditures	**$96,800**	**$99,300**	**$102,200**	**$105,200**	**$108,300**
Net Operating Cost / (Revenue)	**$96,800**	**$99,300**	**$102,200**	**$105,200**	**$108,300**
DEBT AND TRANSFERS					
Debt Charges	$375,600	$376,600	$376,400	$376,800	$376,000
Transfer from Reserves	($3,000)	($3,000)	($3,000)	($3,000)	($3,000)
Total Debt and Transfers	**$372,600**	**$373,600**	**$373,400**	**$373,800**	**$373,000**
TAX LEVY REQUIREMENT	**$469,400**	**$472,900**	**$475,600**	**$479,000**	**$481,300**
yr/yr % change	1.8%	0.7%	0.6%	0.7%	0.5%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
EXPENDITURES					
Transfer Payments	$111,600	$115,000	$118,500	$122,000	$125,500
Total Expenditures	**$111,600**	**$115,000**	**$118,500**	**$122,000**	**$125,500**
Net Operating Cost / (Revenue)	**$111,600**	**$115,000**	**$118,500**	**$122,000**	**$125,500**
DEBT AND TRANSFERS					
Debt Charges	$376,900	$377,500	$376,800	$376,900	$376,500
Transfer from Reserves	($3,000)	($3,000)	($3,000)	($3,000)	($3,000)
Total Debt and Transfers	**$373,900**	**$374,500**	**$373,800**	**$373,900**	**$373,500**
TAX LEVY REQUIREMENT	**$485,500**	**$489,500**	**$492,300**	**$495,900**	**$499,000**
yr/yr % change	0.9%	0.8%	0.6%	0.7%	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 business support, 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, Taste Real Local Food Programme and Ontario Food Cluster participation
- Support of the County broadband roll-out, including the speed test campaign, digital equity coalition and enquiries.
- 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
- Smart Cities: coordinating 10 County Experimental Acres host sites, hosting a Women in Agriculture event, coordinating two industry workshops, supporting food security activities, designing a WCMA soil exhibit and hosting the Guelph-Wellington Circular Hotspot Conference.
- The Ride Well Transportation Pilot which provides an on-demand rural transportation option from October 2019—March 2025

2024 Budget Highlights

- County-wide Business Retention and Expansion ($175,000) and Community Improvement Plan Implementation Funds ($160,000) are available annually throughout the forecast.
- Smart Cities initiative “Our Food Future” - Economic Development’s three-year plan proposes to continue elements of the Smart Cities Office including making two staff positions permanent full-time positions
- Ride Well Community Transportation initiative has been adjusted to provide additional service availability and incorporate an increase to the hourly rate for drivers
- The 2024 budget includes a $50,000 contribution towards the Ontario Health Team (of Wellington and Guelph) for doctor recruitment
- The Rural Broadband Capital Project ($1.6 million) has been closed and an allocation of $600,000 has been made to reduce the tax levy in 2024 and the remaining $1 million has been transferred to the Contingency and Stabilization Reserve to be used to offset future Ride Well budgetary impacts

Staff Complement (Full time equivalents)	2023	2024
Economic Development	8.7	9.2
Total	**8.7**	**9.2**
Current employee count: 9		

Performance Measures

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

Programme Goals and Objectives

The Economic Development Division leads and participates in activities that grow, develop, and promote Wellington County as an exceptional place to live, work and invest. Staff provide business support services, oversee county-wide programmes, engage in economic planning, and organize events to further these objectives.

In alignment with the Corporate Strategic plan and the Economic Development Action plan, staff will focus on the following goals and objectives:

- Develop and execute programmes to increase the success, competitiveness, and sustainability of Wellington County businesses. **(Making the best decisions for the betterment of the community)**
- Create a more welcoming community for newcomers, provide opportunities for cultural exchange and education, and support initiatives for workforce attraction and retention. **(Doing what the County does best - providing critical daily services for your residents)**
- Facilitate conversations, raise awareness, and map out roles for different stakeholders in addressing the shortage of attainable housing in the community. **(Making the best decisions for the betterment of the community)**
- Cultivate partnerships and encourage collaborations that advance the development of a desirable community to live, work, play, and invest in. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Strategic Partner Discussions	150	149	n/a	n/a
Economic Development division enquiries from the public	600	630	600	600
Rides provided through Ride Well Rural Transportation Pilot	10,000	9,000	5,776	4,572
Website Business Directory views	38,000	36,415	20,859	31,629
Economic Development Division website page views	200,000	193,767	183,285	188,057
Economic Development E-newsletter subscribers	5,100	4,917	4,632	4,064

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$475,977	$528,000	$577,632	$383,000	$150,400	($232,600)	(60.7%)
User Fees and Charges	$65,310	$104,200	$97,121	$86,000	$112,000	$26,000	30.2%
Other Revenue	$16,681	$ -	$111,092	$ -	$ -	$ -	-
Internal Recoveries	$ -	$ -	$2,000	$ -	$ -	$ -	-
Total Revenue	**$557,968**	**$632,200**	**$787,845**	**$469,000**	**$262,400**	**($206,600)**	**(44.1%)**
Expenditure							
Salaries, Wages and Benefits	$825,682	$840,500	$810,695	$954,500	$1,074,500	$120,000	12.6%
Supplies, Material and Equipment	$153,362	$143,300	$61,382	$39,700	$32,300	($7,400)	(18.6%)
Purchased Services	$687,212	$797,200	$1,078,702	$673,600	$804,100	$130,500	19.4%
Transfer Payments	$323,738	$462,500	$312,849	$447,500	$485,500	$38,000	8.5%
Insurance and Financial	$15,592	$15,200	$27,058	$17,500	$20,500	$3,000	17.1%
Internal Charges	$3,280	$8,000	$941	$8,000	$8,000	$ -	-
Total Expenditure	**$2,008,866**	**$2,266,700**	**$2,291,627**	**$2,140,800**	**$2,424,900**	**$284,100**	**13.3%**
Net Operating Cost / (Revenue)	**$1,450,898**	**$1,634,500**	**$1,503,782**	**$1,671,800**	**$2,162,500**	**$490,700**	**29.4%**
Transfers							
Transfer from Reserve	$ -	$ -	$ -	$ -	($600,000)	($600,000)	-
Transfers to Reserve	$416,681	$400,000	$11,092	$ -	$ -	$ -	-
Total Transfers	**$416,681**	**$400,000**	**$11,092**	**$ -**	**($600,000)**	**($600,000)**	**-**
NET COST / (REVENUE)	**$1,867,579**	**$2,034,500**	**$1,514,874**	**$1,671,800**	**$1,562,500**	**($109,300)**	**(6.5%)**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$150,400	$29,600			
User Fees and Charges	$112,000	$46,000	$24,100	$24,200	$24,300
Total Revenue	**$262,400**	**$75,600**	**$24,100**	**$24,200**	**$24,300**
EXPENDITURES					
Salaries, Wages and Benefits	$1,074,500	$1,138,200	$1,192,000	$1,246,400	$1,293,100
Supplies, Material and Equipment	$32,300	$32,800	$33,600	$34,400	$35,200
Purchased Services	$804,100	$456,500	$341,800	$351,700	$361,800
Transfer Payments	$485,500	$485,500	$499,500	$496,700	$493,900
Insurance and Financial	$20,500	$22,400	$24,300	$25,500	$26,300
Internal Charges	$8,000	$8,000	$8,000	$8,000	$8,000
Total Expenditures	**$2,424,900**	**$2,143,400**	**$2,099,200**	**$2,162,700**	**$2,218,300**
Net Operating Cost / (Revenue)	**$2,162,500**	**$2,067,800**	**$2,075,100**	**$2,138,500**	**$2,194,000**
DEBT AND TRANSFERS					
Transfer from Reserves	($680,000)	($80,000)	($80,000)	($80,000)	($80,000)
Total Debt and Transfers	**($680,000)**	**($80,000)**	**($80,000)**	**($80,000)**	**($80,000)**
TAX LEVY REQUIREMENT	**$1,482,500**	**$1,987,800**	**$1,995,100**	**$2,058,500**	**$2,114,000**
yr/yr % change	(6.9%)	34.1%	0.4%	3.2%	2.7%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies					
User Fees and Charges	$24,400	$24,500	$24,600	$24,700	$24,800
Total Revenue	**$24,400**	**$24,500**	**$24,600**	**$24,700**	**$24,800**
EXPENDITURES					
Salaries, Wages and Benefits	$1,334,800	$1,377,800	$1,422,300	$1,468,400	$1,516,000
Supplies, Material and Equipment	$36,000	$36,800	$37,600	$38,400	$39,200
Purchased Services	$372,400	$383,200	$394,200	$405,300	$416,800
Transfer Payments	$660,400	$623,800	$587,100	$616,200	$569,800
Insurance and Financial	$29,000	$29,800	$30,800	$33,200	$34,300
Internal Charges	$8,000	$8,000	$8,000	$8,000	$8,000
Total Expenditures	**$2,440,600**	**$2,459,400**	**$2,480,000**	**$2,569,500**	**$2,584,100**
Net Operating Cost / (Revenue)	**$2,416,200**	**$2,434,900**	**$2,455,400**	**$2,544,800**	**$2,559,300**
DEBT AND TRANSFERS					
Transfer from Reserves	($80,000)	($80,000)	($80,000)	($80,000)	($80,000)
Total Debt and Transfers	**($80,000)**	**($80,000)**	**($80,000)**	**($80,000)**	**($80,000)**
TAX LEVY REQUIREMENT	**$2,336,200**	**$2,354,900**	**$2,375,400**	**$2,464,800**	**$2,479,300**
yr/yr % change	10.5%	0.8%	0.9%	3.8%	0.6%

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, 101 bridges, 97 culverts, and operates 44 sets of traffic signals (at intersections and pedestrian crossings), 10 roundabouts, and approximately 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 76 licensed vehicles and 55 unlicensed vehicles and equipment.

2024 Budget Highlights

Capital works of $37.3 million planned for 2024 include:

- $12.8 million for road reconstruction; $6.9 million for bridge and culvert replacement and rehabilitation work; $3.1 million for asphalt resurfacing; $2.4 million for asset management and engineering activities; $8.1 million in facilities and $4.1 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of $58.5 million in debt. Growth-related debt of $47.5 million for four garages and roads projects. The tax-supported debt issue of $11.0 million is to support the construction of the Erin and Brucedale Garages.

Operating impacts in 2024:

- Conversion of 10 current seasonal snowplow driver positions to full-time Equipment Operator positions in order to address ongoing difficulty in hiring for the seasonal positions as well as provide improved quality of service and reduce risk.
- A new Engineering Technologist to address ongoing road safety, speeding and public enquiries.
- Inflationary impacts of:
  - $100,000 for increased costs for parts and equipment
  - $97,000 for increased insurance costs for the County fleet and garages
  - $80,000 to the line painting contract, bringing the overall amount to $900,000
- Winter Control budget of $6.8 million
- Reserve funding increases of $450,000 in Roads Equipment and $1.25 million in Roads Capital to account for capital cost increases and loss in Ontario Community Infrastructure Funding

Staff Complement (Full time equivalents)	2023	2024
Hourly (field) staff	55.4	61.3
Salaried staff	15.0	15.8
Total	**70.4**	**77.1**
Current employee count: 90		

Performance Measures

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

Programme Goals and Objectives

The County of Wellington completed a Road Master Action Plan (RMAP). 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.

- Identified improvements required to the County road network to accommodate future population and employment growth. **(Making the best decisions for the betterment of the community)**
- Examined traffic, safety, and speed management issues on the County road network and prioritize a list of improvements. **(Making the best decisions for the betterment of the community)**
- Identified how County road improvements are funded through development and the existing tax base. **(Making the best decisions for the betterment of the community)**
- Provided guidance on the role of County roads through urban downtown areas, and help us create friendly and, livable communities. **(Making the best decisions for the betterment of the community)**
- An effective County road network provides economic and social benefits, and it helps communities thrive. **(Making the best decisions for the betterment of the community)**
- Having a good plan in place for transportation means safer travel for all residents. **(Doing what the County does best—providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Average condition of the County road network (PCI)	68	69	70	71
Average condition of County bridges (BCI)	71	72	73	75
Average condition of County culverts (BCI)	71	72	73	74
Number of controlled intersections (roundabout or traffic signal)	52	49	49	48
Number of road maintenance service requests	315	283	330	NA

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	$1,338,628	$1,142,900	$1,354,373	$1,142,900	$1,335,900	$193,000	16.9%
User Fees and Charges	$422,667	$358,000	$421,900	$378,000	$488,000	$110,000	29.1%
Sales Revenue	$769,784	$420,000	$414,351	$670,000	$720,000	$50,000	7.5%
Other Revenue	$140	$ -	$ -	$ -	$ -	$ -	-
Internal Recoveries	$1,910,269	$1,974,400	$1,782,590	$2,081,800	$2,241,800	$160,000	7.7%
Total Revenue	**$4,441,488**	**$3,895,300**	**$3,973,214**	**$4,272,700**	**$4,785,700**	**$513,000**	**12.0%**
Expenditure							
Salaries, Wages and Benefits	$6,700,971	$6,666,500	$7,233,631	$7,164,800	$8,187,200	$1,022,400	14.3%
Supplies, Material and Equipment	$7,091,835	$6,061,800	$5,679,277	$6,707,400	$7,151,400	$444,000	6.6%
Purchased Services	$2,843,124	$2,957,600	$3,147,550	$3,224,800	$2,979,200	($245,600)	(7.6%)
Insurance and Financial	$684,285	$674,800	$969,111	$764,700	$938,000	$173,300	22.7%
Minor Capital Expenses Internal	$132,553	$480,000	$298,788	$300,000	$300,000	$ -	-
Charges	$1,823,571	$1,816,700	$1,517,339	$1,845,400	$1,901,800	$56,400	3.1%
Total Expenditure	**$19,276,339**	**$18,657,400**	**$18,845,696**	**$20,007,100**	**$21,457,600**	**$1,450,500**	**7.2%**
Net Operating Cost / (Revenue)	**$14,834,851**	**$14,762,100**	**$14,872,482**	**$15,734,400**	**$16,671,900**	**$937,500**	**6.0%**
Transfers							
Debt Charges	$1,866,459	$1,865,400	$1,801,874	$1,834,400	$1,471,100	($363,300)	(19.8%)
Transfer from Reserve Transfers	($1,922,119)	($1,732,000)	($1,669,096)	($1,701,200)	($1,337,300)	$363,900	(21.4%)
to Reserve	$18,001,729	$17,650,000	$20,969,255	$19,450,000	$21,150,000	$1,700,000	8.7%
Total Transfers	**$17,946,069**	**$17,783,400**	**$21,102,033**	**$19,583,200**	**$21,283,800**	**$1,700,600**	**8.7%**
NET COST / (REVENUE)	**$32,780,920**	**$32,545,500**	**$35,974,515**	**$35,317,600**	**$37,955,700**	**$2,638,100**	**7.5%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Municipal Recoveries	$1,335,900	$1,338,400	$1,340,900	$1,343,400	$1,345,900
User Fees and Charges	$488,000	$488,000	$488,000	$488,000	$488,000
Sales Revenue	$720,000	$720,000	$720,600	$721,200	$721,800
Internal Recoveries	$2,241,800	$2,303,800	$2,367,800	$2,433,800	$2,433,800
Total Revenue	**$4,785,700**	**$4,850,200**	**$4,917,300**	**$4,986,400**	**$4,989,500**
EXPENDITURES					
Salaries, Wages and Benefits	$8,187,200	$8,621,000	$8,958,000	$9,291,400	$9,637,200
Supplies, Material and Equipment	$7,151,400	$7,349,600	$7,570,800	$7,798,800	$8,033,600
Purchased Services	$2,979,200	$3,046,500	$3,116,900	$3,189,600	$3,260,600
Insurance and Financial	$938,000	$996,100	$1,067,200	$1,140,400	$1,218,700
Minor Capital Expenses	$300,000	$300,000	$300,000	$300,000	$300,000
Internal Charges	$1,901,800	$1,963,800	$2,027,800	$2,093,800	$2,094,400
Total Expenditures	**$21,457,600**	**$22,277,000**	**$23,040,700**	**$23,814,000**	**$24,544,500**
Net Operating Cost / (Revenue)	**$16,671,900**	**$17,426,800**	**$18,123,400**	**$18,827,600**	**$19,555,000**
DEBT AND TRANSFERS					
Debt Charges	$1,471,100	$1,988,500	$2,236,500	$2,619,600	$3,475,900
Transfer from Reserves	($1,337,300)	($1,855,400)	($2,103,400)	($2,512,200)	($3,131,000)
Transfer to Reserves	$21,150,000	$23,025,000	$25,745,000	$26,745,000	$27,245,000
Total Debt and Transfers	**$21,283,800**	**$23,158,100**	**$25,878,100**	**$26,852,400**	**$27,589,900**
TAX LEVY REQUIREMENT	**$37,955,700**	**$40,584,900**	**$44,001,500**	**$45,680,000**	**$47,144,900**
yr/yr % change	7.5%	6.9%	8.4%	3.8%	3.2%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Municipal Recoveries	$1,348,400	$1,350,900	$1,350,900	$1,350,900	$1,350,900
User Fees and Charges	$488,000	$488,000	$488,000	$488,000	$488,000
Sales Revenue	$722,500	$723,200	$723,900	$724,600	$725,300
Internal Recoveries	$2,433,800	$2,433,800	$2,433,800	$2,433,800	$2,433,800
Total Revenue	**$4,992,700**	**$4,995,900**	**$4,996,600**	**$4,997,300**	**$4,998,000**
EXPENDITURES					
Salaries, Wages and Benefits	$9,960,800	$10,281,900	$10,615,500	$10,961,900	$11,316,600
Supplies, Material and Equipment	$8,275,300	$8,524,300	$8,780,700	$9,044,700	$9,316,600
Purchased Services	$3,336,000	$3,410,000	$3,485,600	$3,563,000	$3,642,500
Insurance and Financial	$1,325,100	$1,405,200	$1,501,800	$1,617,300	$1,730,200
Minor Capital Expenses	$300,000	$300,000	$300,000	$300,000	$300,000
Internal Charges	$2,095,000	$2,095,000	$2,095,000	$2,095,000	$2,095,000
Total Expenditures	**$25,292,200**	**$26,016,400**	**$26,778,600**	**$27,581,900**	**$28,400,900**
Net Operating Cost / (Revenue)	**$20,299,500**	**$21,020,500**	**$21,782,000**	**$22,584,600**	**$23,402,900**
DEBT AND TRANSFERS					
Debt Charges	$3,355,700	$3,850,900	$4,994,800	$5,092,800	$5,500,600
Transfer from Reserves	($3,010,800)	($3,338,500)	($4,112,200)	($4,210,300)	($4,618,000)
Transfer to Reserves	$27,445,000	$28,545,000	$29,445,000	$30,245,000	$30,245,000
Total Debt and Transfers	**$27,789,900**	**$29,057,400**	**$30,327,600**	**$31,127,500**	**$31,127,600**
TAX LEVY REQUIREMENT	**$48,089,400**	**$50,077,900**	**$52,109,600**	**$53,712,100**	**$54,530,500**
yr/yr % change	2.0%	4.1%	4.1%	3.1%	1.5%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Roads Facilities	$8,100,000	$4,500,000	$11,900,000	$200,000	$5,200,000	$29,900,000
Roads Equipment	$4,070,000	$3,840,000	$3,465,000	$4,330,000	$4,005,000	$19,710,000
Asset Management / Engineering	$2,410,000	$2,600,000	$2,300,000	$2,680,000	$2,300,000	$12,290,000
Growth Related Construction	$7,500,000	$6,095,000	$8,850,000	$1,920,000	$4,850,000	$29,215,000
Roads Construction	$5,315,000	$3,600,000	$3,620,000	$10,740,000	$7,015,000	$30,290,000
Bridges	$6,620,000	$10,070,000	$9,320,000	$4,300,000	$5,135,000	$35,445,000
Culverts	$300,000	$2,250,000	$360,000	$300,000	$2,800,000	$6,010,000
County Bridges on Local Roads				$120,000		$120,000
Roads Resurfacing	$3,060,000	$7,180,000	$5,780,000	$7,280,000	$8,785,000	$32,085,000
Total	**$37,375,000**	**$40,135,000**	**$45,595,000**	**$31,870,000**	**$40,090,000**	**$195,065,000**
Sources of Financing						
Recoveries	$60,000	$1,585,000				$1,645,000
Subsidies	$4,160,000					$4,160,000
Canada Community Building Fund	$2,800,000	$3,170,000	$1,800,000	$4,300,000	$2,900,000	$14,970,000
Ontario Community Infrastructure Fund	$1,300,000	$3,400,000	$3,180,000	$2,380,000	$4,000,000	$14,260,000
Reserves	$22,311,000	$26,395,000	$26,625,000	$24,250,000	$26,135,000	$125,716,000
Development Charges	$2,644,000	$285,000	$2,290,000	$940,000	$1,955,000	$8,114,000
Growth Related Debenture	$4,100,000	$4,100,000	$8,600,000		$3,400,000	$20,200,000
Debenture		$1,200,000	$3,100,000		$1,700,000	$6,000,000
Total Financing	**$37,375,000**	**$40,135,000**	**$45,595,000**	**$31,870,000**	**$40,090,000**	**$195,065,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Roads Facilities	$15,300,000	$100,000	$5,740,000	$16,965,000	$100,000	$68,105,000
Roads Equipment	$4,170,000	$5,125,000	$5,320,000	$3,585,000	$3,730,000	$41,640,000
Asset Management / Engineering	$2,650,000	$2,420,000	$2,370,000	$2,300,000	$2,830,000	$24,860,000
Growth Related Construction	$7,225,000	$3,500,000		$8,000,000		$47,940,000
Roads Construction	$7,400,000	$4,000,000	$6,380,000	$7,500,000	$2,000,000	$57,570,000
Bridges	$510,000	$10,270,000	$450,000	$6,250,000	$4,750,000	$57,675,000
Culverts	$430,000	$300,000	$1,050,000	$300,000	$300,000	$8,390,000
County Bridges on Local Roads	$1,025,000					$1,145,000
Roads Resurfacing	$2,890,000	$2,955,000	$7,260,000	$9,325,000	$10,800,000	$65,315,000
Total	**$41,600,000**	**$28,670,000**	**$28,570,000**	**$54,225,000**	**$24,510,000**	**$372,640,000**
Sources of Financing						
Recoveries						$1,645,000
Subsidies						$4,160,000
Canada Community Building Fund	$3,000,000	$3,000,000	$3,000,000	$1,800,000	$1,800,000	$27,570,000
Ontario Community Infrastructure Fund	$2,000,000	$1,760,000	$2,400,000	$1,300,000		$21,720,000
Reserves	$19,105,000	$21,310,000	$19,200,000	$34,575,000	$22,710,000	$242,616,000
Development Charges	$2,295,000	$1,300,000		$4,720,000		$16,429,000
Growth Related Debenture	$10,200,000	$1,300,000	$3,970,000	$11,830,000		$47,500,000
Debenture	$5,000,000					$11,000,000
Total Financing	**$41,600,000**	**$28,670,000**	**$28,570,000**	**$54,225,000**	**$24,510,000**	**$372,640,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Roads Facilities						
Arthur Garage	$7,600,000					$7,600,000
Brucedale Garage					$5,100,000	$5,100,000
Elora Facility Rehabilitation	$400,000	$400,000				$800,000
Erin Garage Construction		$4,000,000	$11,700,000			$15,700,000
Harriston Garage						
Various Facility Repairs	$100,000	$100,000	$200,000	$200,000	$100,000	$700,000
Total	**$8,100,000**	**$4,500,000**	**$11,900,000**	**$200,000**	**$5,200,000**	**$29,900,000**
Sources of Financing						
Reserves	$4,000,000	$500,000	$200,000	$200,000	$100,000	$5,000,000
Growth Related Debenture	$4,100,000	$2,800,000	$8,600,000		$3,400,000	$18,900,000
Debenture		$1,200,000	$3,100,000		$1,700,000	$6,000,000
Total Financing	**$8,100,000**	**$4,500,000**	**$11,900,000**	**$200,000**	**$5,200,000**	**$29,900,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Roads Facilities						
Arthur Garage						$7,600,000
Brucedale Garage	$15,200,000					$20,300,000
Elora Facility Rehabilitation						$800,000
Erin Garage Construction						$15,700,000
Harriston Garage			$5,640,000	$16,865,000		$22,505,000
Various Facility Repairs	$100,000	$100,000	$100,000	$100,000	$100,000	$1,200,000
Total	**$15,300,000**	**$100,000**	**$5,740,000**	**$16,965,000**	**$100,000**	**$68,105,000**
Sources of Financing						
Reserves	$100,000	$100,000	$1,770,000	$5,135,000	$100,000	$12,205,000
Growth Related Debenture	$10,200,000		$3,970,000	$11,830,000		$44,900,000
Debenture	$5,000,000					$11,000,000
Total Financing	**$15,300,000**	**$100,000**	**$5,740,000**	**$16,965,000**	**$100,000**	**$68,105,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Roads Equipment						
2024 Radio Equipment Rpl	$150,000	$50,000				$200,000
3 Ton Dump						
6 Ton Trucks	$2,500,000	$2,320,000	$2,250,000	$2,380,000	$3,190,000	$12,640,000
Backhoe						
Bucket Truck						
Chipper						
Excavator			$535,000			$535,000
Forklift						
Grader		$700,000				$700,000
Loader	$380,000	$425,000	$400,000	$910,000	$470,000	$2,585,000
Loadster Float						
Manual Line Stripers					$35,000	$35,000
Mechanic Service Vehicle						
Miscellaneous Equipment	$350,000	$100,000	$100,000	$100,000	$100,000	$750,000
Pickup	$690,000			$940,000		$1,630,000
Roll Off Deck/Box			$180,000			$180,000
Steam Jenny						
Tractor		$200,000			$210,000	$410,000
Trailers		$45,000				$45,000
Van						
Total	**$4,070,000**	**$3,840,000**	**$3,465,000**	**$4,330,000**	**$4,005,000**	**$19,710,000**
Sources of Financing						
Reserves	$3,886,000	$3,840,000	$3,465,000	$4,330,000	$4,005,000	$19,526,000
Development Charges	$184,000					$184,000
Total Financing	**$4,070,000**	**$3,840,000**	**$3,465,000**	**$4,330,000**	**$4,005,000**	**$19,710,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Roads Equipment						
2024 Radio Equipment Rpl						$200,000
3 Ton Dump	$220,000					$220,000
6 Ton Trucks	$2,700,000	$2,930,000	$3,950,000	$2,750,000	$3,630,000	$28,600,000
Backhoe	$330,000		$380,000			$710,000
Bucket Truck		$620,000				$620,000
Chipper			$150,000			$150,000
Excavator				$650,000		$1,185,000
Forklift	$110,000					$110,000
Grader						$700,000
Loader	$500,000					$3,085,000
Loadster Float		$90,000				$90,000
Manual Line Stripers						$35,000
Mechanic Service Vehicle			$500,000			$500,000
Miscellaneous Equipment	$100,000	$100,000	$100,000	$100,000	$100,000	$1,250,000
Pickup		$1,110,000				$2,740,000
Roll Off Deck/Box	$110,000	$120,000				$410,000
Steam Jenny	$75,000			$85,000		$160,000
Tractor			$240,000			$650,000
Trailers	$25,000	$70,000				$140,000
Van		$85,000				$85,000
Total	**$4,170,000**	**$5,125,000**	**$5,320,000**	**$3,585,000**	**$3,730,000**	**$41,640,000**
Sources of Financing						
Reserves	$4,170,000	$5,125,000	$5,320,000	$3,585,000	$3,730,000	$41,456,000
Development Charges						$184,000
Total Financing	**$4,170,000**	**$5,125,000**	**$5,320,000**	**$3,585,000**	**$3,730,000**	**$41,640,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Asset Management/Engineering
Department: Engineering Services
Governance: Roads Committee

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Asset Management / Engineering						
Pavement Condition Study	$110,000			$120,000		$230,000
Pavement Preservation Programme	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Retaining Wall Inventory and Condition Study				$60,000		$60,000
Road MAP Update/Area Plan Study				$200,000		$200,000
Speed Management	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
SWMS Condition Study		$300,000				$300,000
Warranty Works	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Total	**$2,410,000**	**$2,600,000**	**$2,300,000**	**$2,680,000**	**$2,300,000**	**$12,290,000**
Sources of Financing						
Canada Community Building Fund	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$9,000,000
Reserves	$610,000	$800,000	$500,000	$880,000	$500,000	$3,290,000
Total Financing	**$2,410,000**	**$2,600,000**	**$2,300,000**	**$2,680,000**	**$2,300,000**	**$12,290,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Asset Management/Engineering
Department: Engineering Services
Governance: Roads Committee

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Asset Management / Engineering						
Pavement Condition Study		$120,000			$130,000	$480,000
Pavement Preservation Programme	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$20,000,000
Retaining Wall Inventory and Condition Study			$70,000			$130,000
Road MAP Update/Area Plan Study						$200,000
Speed Management	$200,000	$200,000	$200,000	$200,000	$200,000	$2,000,000
SWMS Condition Study	$350,000				$400,000	$1,050,000
Warranty Works	$100,000	$100,000	$100,000	$100,000	$100,000	$1,000,000
Total	**$2,650,000**	**$2,420,000**	**$2,370,000**	**$2,300,000**	**$2,830,000**	**$24,860,000**
Sources of Financing						
Canada Community Building Fund	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$18,000,000
Reserves	$850,000	$620,000	$570,000	$500,000	$1,030,000	$6,860,000
Total Financing	**$2,650,000**	**$2,420,000**	**$2,370,000**	**$2,300,000**	**$2,830,000**	**$24,860,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Growth Related Construction
Department: Engineering Services
Governance: Roads Committee

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Growth Related Construction						
WR 7 at WR18 Roundabout						
WR 7 PL Rothsay S for 2km				$120,000		$120,000
WR 8 at WR 9, Roundabout		$1,675,000				$1,675,000
WR 10 at WR 8, Intersection Improvements and Overlay					$100,000	$100,000
WR 17 at WR 8 Intersection Improvement						
WR 18 at WR 26 Intersection	$1,650,000					$1,650,000
WR 18 at WR 29 Intersection	$1,700,000					$1,700,000
WR 19 at Second Line, Intersection Improvement						
WR 22 at WR 29 Realignment						
WR 30 Intersection at Guelph Rd 3		$120,000		$1,800,000		$1,920,000
WR 124 at WR 32 Intersection			$4,800,000			$4,800,000
WR 124 Guelph to Whitelaw	$4,150,000					$4,150,000
WR 124 PL Ospringe to Guelph 10km					$4,750,000	$4,750,000
WR 124 WR 32 to Guelph Rd 1 1.7km		$4,300,000				$4,300,000
WR 124 Whitelaw Int to E of 32			$4,050,000			$4,050,000
Total	**$7,500,000**	**$6,095,000**	**$8,850,000**	**$1,920,000**	**$4,850,000**	**$29,215,000**
Sources of Financing						
Recoveries		$835,000				$835,000
Ontario Community Infrastructure Fund		$1,000,000				$1,000,000
Reserves	$5,040,000	$2,675,000	$6,560,000	$980,000	$2,895,000	$18,150,000
Development Charges	$2,460,000	$285,000	$2,290,000	$940,000	$1,955,000	$7,930,000
Growth Related Debenture		$1,300,000				$1,300,000
Total Financing	**$7,500,000**	**$6,095,000**	**$8,850,000**	**$1,920,000**	**$4,850,000**	**$29,215,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Growth Related Construction
Department: Engineering Services
Governance: Roads Committee

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Growth Related Construction						
WR 7 at WR18 Roundabout	$150,000			$2,000,000		$2,150,000
WR 7 PL Rothsay S for 2km	$1,275,000					$1,395,000
WR 8 at WR 9, Roundabout						$1,675,000
WR 10 at WR 8, Intersection Improvements and Overlay		$3,000,000				$3,100,000
WR 17 at WR 8 Intersection Improvement		$250,000		$2,000,000		$2,250,000
WR 18 at WR 26 Intersection						$1,650,000
WR 18 at WR 29 Intersection						$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						$1,920,000
WR 124 at WR 32 Intersection						$4,800,000
WR 124 Guelph to Whitelaw						$4,150,000
WR 124 PL Ospringe to Guelph 10km	$4,800,000					$9,550,000
WR 124 WR 32 to Guelph Rd 1 1.7km						$4,300,000
WR 124 Whitelaw Int to E of 32						$4,050,000
Total	**$7,225,000**	**$3,500,000**		**$8,000,000**		**$47,940,000**
Sources of Financing						
Recoveries						$835,000
Ontario Community Infrastructure Fund						$1,000,000
Reserves	$4,930,000	$900,000		$3,280,000		$27,260,000
Development Charges	$2,295,000	$1,300,000		$4,720,000		$16,245,000
Growth Related Debenture		$1,300,000				$2,600,000
Total Financing	**$7,225,000**	**$3,500,000**		**$8,000,000**		**$47,940,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Roads Construction
Department: Engineering Services
Governance: Roads Committee

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Roads Construction						
Erin Linear Works	$60,000					$60,000
WR 7 at WR 11 Roundabout						
WR 7 at WR 12, Intersection			$120,000	$1,780,000		$1,900,000
WR 9, WR 109 to WR 8 (Perth) 5	$25,000	$2,000,000				$2,025,000
WR 12, WR 7 to 300m East of 16th Line					$125,000	$125,000
WR 12, WR 7 to WR 86 Phase 1						
WR 16, Hwy 89 to WR 109				$60,000		$60,000
WR 16, WR 109 to WR 19					$65,000	$65,000
WR 18 Geddes St Elora, RtngWall		$1,500,000				$1,500,000
WR 25, WR 52 to WR 42, 7 km			$2,000,000	$2,000,000	$2,000,000	$6,000,000
WR 50, Railway Tracks to WR 125 6km						
WR 109 at WR 16 Intersection					$1,825,000	$1,825,000
WR 109 TEV to HAR 10km	$5,000,000					$5,000,000
WR 123, Palmerston WR 5 to Hwy	$230,000		$1,500,000	$3,000,000	$3,000,000	$7,730,000
WR 124 at WR 24, Intersection				$100,000		$100,000
WR 124, WR 24 to Ospringe 6km		$100,000		$3,800,000		$3,900,000
Total	**$5,315,000**	**$3,600,000**	**$3,620,000**	**$10,740,000**	**$7,015,000**	**$30,290,000**
Sources of Financing						
Recoveries	$60,000					$60,000
Canada Community Building Fund				$2,500,000		$2,500,000
Ontario Community Infrastructure Fund				$430,000	$1,000,000	$1,430,000
Reserves	$5,255,000	$3,600,000	$3,620,000	$7,810,000	$6,015,000	$26,300,000
Total Financing	**$5,315,000**	**$3,600,000**	**$3,620,000**	**$10,740,000**	**$7,015,000**	**$30,290,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - Roads Construction
Department: Engineering Services
Governance: Roads Committee

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Roads Construction						
Erin Linear Works						$60,000
WR 7 at WR 11 Roundabout			$120,000		$2,000,000	$2,120,000
WR 7 at WR 12, Intersection						$1,900,000
WR 9, WR 109 to WR 8 (Perth) 5						$2,025,000
WR 12, WR 7 to 300m East of 16th Line	$2,550,000					$2,675,000
WR 12, WR 7 to WR 86 Phase 1			$6,130,000	$3,500,000		$9,630,000
WR 16, Hwy 89 to WR 109	$2,250,000					$2,310,000
WR 16, WR 109 to WR 19		$4,000,000				$4,065,000
WR 18 Geddes St Elora, RtngWall						$1,500,000
WR 25, WR 52 to WR 42, 7 km						$6,000,000
WR 50, Railway Tracks to WR 125 6km			$130,000	$4,000,000		$4,130,000
WR 109 at WR 16 Intersection						$1,825,000
WR 109 TEV to HAR 10km						$5,000,000
WR 123, Palmerston WR 5 to Hwy						$7,730,000
WR 124 at WR 24, Intersection	$2,600,000					$2,700,000
WR 124, WR 24 to Ospringe 6km						$3,900,000
Total	**$7,400,000**	**$4,000,000**	**$6,380,000**	**$7,500,000**	**$2,000,000**	**$57,570,000**
Sources of Financing						
Recoveries						$60,000
Canada Community Building Fund	$1,200,000					$3,700,000
Ontario Community Infrastructure Fund	$2,000,000	$860,000		$1,300,000		$5,590,000
Reserves	$4,200,000	$3,140,000	$6,380,000	$6,200,000	$2,000,000	$48,220,000
Total Financing	**$7,400,000**	**$4,000,000**	**$6,380,000**	**$7,500,000**	**$2,000,000**	**$57,570,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Bridges						
Various Bridge Patches		$250,000		$250,000		$500,000
WR 6, O'Dwyer's Bridge, 006008 Rehab					$65,000	$65,000
WR 7, Rothsay Bridge, 07019, Rehab					$120,000	$120,000
WR 11, Flax Bridge B011025 Replace	$500,000					$500,000
WR 11, Flax Bridge Replacement (B011025)						
WR 12, Bridge B012100 Replace		$970,000				$970,000
WR 12, Princess Elizabeth Bridge			$120,000		$4,950,000	$5,070,000
WR 32, Blatchford Bridge, Replace	$220,000		$5,200,000			$5,420,000
WR 34, Bridge B034123, Rehab	$800,000					$800,000
WR 36, Bridge B036086, Replace		$1,125,000				$1,125,000
WR 36, Bridge B036122, Replace		$1,125,000				$1,125,000
WR 38, Bridge B038078, Replace		$1,500,000				$1,500,000
WR 43, Caldwell Bridge, Replace						
WR 109, CR Bridge 4, B109133			$4,000,000			$4,000,000
WR 109, CR Bridge 5, C109123		$5,100,000				$5,100,000
WR 109,CR Bridge 6 B109132	$5,100,000					$5,100,000
WR 109,CR Bridge 10 B109134				$4,050,000		$4,050,000
Total	**$6,620,000**	**$10,070,000**	**$9,320,000**	**$4,300,000**	**$5,135,000**	**$35,445,000**
Sources of Financing						
Recoveries		$750,000				$750,000
Subsidies	$4,160,000					$4,160,000
Canada Community Building Fund		$800,000				$870,000
Ontario Community Infrastructure Fund	$1,300,000	$1,200,000	$3,180,000	$1,950,000		$7,700,000
Reserves	$1,160,000	$7,320,000	$6,140,000	$2,350,000	$5,135,000	$22,205,000
Total Financing	**$6,620,000**	**$10,070,000**	**$9,320,000**	**$4,300,000**	**$5,135,000**	**$35,445,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Bridges						
Various Bridge Patches	$250,000		$250,000		$250,000	$1,250,000
WR 6, O'Dwyer's Bridge, 006008 Rehab		$5,000,000				$5,065,000
WR 7, Rothsay Bridge, 07019, Rehab		$5,270,000				$5,390,000
WR 11, Flax Bridge B011025 Replace						$500,000
WR 11, Flax Bridge Replacement (B011025)			$200,000		$4,500,000	$4,700,000
WR 12, Bridge B012100 Replace						$970,000
WR 12, Princess Elizabeth Bridge						$5,070,000
WR 32, Blatchford Bridge, Replace						$5,420,000
WR 34, Bridge B034123, Rehab						$800,000
WR 36, Bridge B036086, Replace						$1,125,000
WR 36, Bridge B036122, Replace						$1,125,000
WR 38, Bridge B038078, Replace						$1,500,000
WR 43, Caldwell Bridge, Replace	$260,000			$6,250,000		$6,510,000
WR 109, CR Bridge 4, B109133						$4,000,000
WR 109, CR Bridge 5, C109123						$5,100,000
WR 109,CR Bridge 6 B109132						$5,100,000
WR 109,CR Bridge 10 B109134						$4,050,000
Total	**$510,000**	**$10,270,000**	**$450,000**	**$6,250,000**	**$4,750,000**	**$57,675,000**
Sources of Financing						
Recoveries						$750,000
Subsidies						$4,160,000
Canada Community Building Fund		$1,200,000				$2,070,000
Ontario Community Infrastructure Fund						$7,700,000
Reserves	$510,000	$9,070,000	$450,000	$6,250,000	$4,750,000	$43,135,000
Total Financing	**$510,000**	**$10,270,000**	**$450,000**	**$6,250,000**	**$4,750,000**	**$57,675,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Culverts						
Municipal Drains	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Various Culvert Needs	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
WR 10, Clvrt C100970, Replace		$650,000				$650,000
WR 10, Clvrt C101000, Replace		$1,000,000				$1,000,000
WR 11, Clvrt C110930, Replace			$60,000		$2,500,000	$2,560,000
WR 109, Clvrt C109142, Replace		$300,000				$300,000
WR 124, Clvrt C124124, Replace						
Total	**$300,000**	**$2,250,000**	**$360,000**	**$300,000**	**$2,800,000**	**$6,010,000**
Sources of Financing						
Ontario Community Infrastructure Fund					$2,000,000	$2,000,000
Reserves	$300,000	$2,250,000	$360,000	$300,000	$800,000	$4,010,000
Total Financing	**$300,000**	**$2,250,000**	**$360,000**	**$300,000**	**$2,800,000**	**$6,010,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Culverts						
Municipal Drains	$100,000	$100,000	$100,000	$100,000	$100,000	$1,000,000
Various Culvert Needs	$200,000	$200,000	$200,000	$200,000	$200,000	$2,000,000
WR 10, Clvrt C100970, Replace						$650,000
WR 10, Clvrt C101000, Replace						$1,000,000
WR 11, Clvrt C110930, Replace						$2,560,000
WR 109, Clvrt C109142, Replace						$300,000
WR 124, Clvrt C124124, Replace	$130,000		$750,000			$880,000
Total	**$430,000**	**$300,000**	**$1,050,000**	**$300,000**	**$300,000**	**$8,390,000**
Sources of Financing						
Ontario Community Infrastructure Fund						$2,000,000
Reserves	$430,000	$300,000	$1,050,000	$300,000	$300,000	$6,390,000
Total Financing	**$430,000**	**$300,000**	**$1,050,000**	**$300,000**	**$300,000**	**$8,390,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - County Bridges on Local Roads
Department: Engineering Services
Governance: Roads Committee

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab				$120,000		$120,000
Total				**$120,000**		**$120,000**
Sources of Financing						
Reserves				$120,000		$120,000
Total Financing				**$120,000**		**$120,000**

County of Wellington

2024 - 2033 Capital Budget

Programme/Service: Roads - County Bridges on Local Roads
Department: Engineering Services
Governance: Roads Committee

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab	$1,025,000					$1,145,000
Total	**$1,025,000**					**$1,145,000**
Sources of Financing						
Reserves	$1,025,000					$1,145,000
Total Financing	**$1,025,000**					**$1,145,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Roads and Engineering						
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km						
WR 7, Between PL at Ponsonby, 1km				$30,000	$580,000	$610,000
WR 7, Rothsay to 700 m south of Side-road 3, 2.6 km	$25,000	$1,150,000				$1,175,000
WR 7, Rothsay to WR 11, 5.2 km			$2,170,000			$2,170,000
WR 11, 300mS 16th Line - WR109	$1,250,000					$1,250,000
WR 11, Drayton South Resurfacing						
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km					$130,000	$130,000
WR 18, Fergus to Dufferin PH	$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 22, from WR 26 to WR 29						
WR 22, WR 26 to 300m S of WR24		$1,500,000				$1,500,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 24, WR 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						
WR 32, WR 34 to WR 124, 5 km						
WR 33, WR 34 to Hwy 401, 1.8 km						
WR 34, WR 33 to WR32, 2km		$1,000,000				$1,000,000
WR 35, WR 34 to Hamilton bound	$25,000	$3,250,000				$3,275,000
WR 51, WR 39 to WR 7 2.2km						
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		$1,500,000	$1,560,000
WR 86, COG to ROW 7.9 km		$50,000		$2,400,000	$2,500,000	$4,950,000
WR 109, Hwy6 to Dufferin, 11k					$3,075,000	$3,075,000
WR 124, 400m N of WR 23 to WR 25 2.5 km		$110,000		$1,300,000		$1,410,000
Total	**$3,060,000**	**$7,180,000**	**$5,780,000**	**$7,280,000**	**$8,785,000**	**$32,085,000**
Sources of Financing						
Canada Community Building Fund	$1,000,000	$570,000			$1,100,000	$2,670,000
Ontario Community Infrastructure Fund		$1,200,000			$1,000,000	$2,200,000
Reserves	$2,060,000	$5,410,000	$5,780,000	$7,280,000	$6,685,000	$27,215,000
Total Financing	**$3,060,000**	**$7,180,000**	**$5,780,000**	**$7,280,000**	**$8,785,000**	**$32,085,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering						
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km	$130,000		$1,500,000			$1,630,000
WR 7, Between PL at Ponsonby, 1km						$610,000
WR 7, Rothsay to 700 m south of Side-road 3, 2.6 km						$1,175,000
WR 7, Rothsay to WR 11, 5.2 km						$2,170,000
WR 11, 300mS 16th Line - WR109						$1,250,000
WR 11, Drayton South Resurfacing			$75,000		$4,000,000	$4,075,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km	$2,550,000					$2,680,000
WR 18, Fergus to Dufferin PH						$1,650,000
WR 18, WR 7 to ROW boundary, 6.3 km						$3,560,000
WR 22, from WR 26 to WR 29			$60,000	$2,500,000	$2,500,000	$5,060,000
WR 22, WR 26 to 300m S of WR24						$1,500,000
WR 24, 300m S of WR 50 to SR 9 2.5 km	$60,000	$2,900,000				$2,960,000
WR 24, WR 42 to 1.2 km N of WR 42						$1,060,000
WR 25, WR 124 to WR 22 3.2 km						$1,800,000
WR 26, WR 124 to WR 18 15km	$150,000		$5,500,000	$5,500,000		$11,150,000
WR 32, WR 34 to WR 124, 5 km			$125,000		$3,000,000	$3,125,000
WR 33, WR 34 to Hwy 401, 1.8 km		$55,000		$1,250,000		$1,305,000
WR 34, WR 33 to WR32, 2km						$1,000,000
WR 35, WR 34 to Hamilton bound						$3,275,000
WR 51, WR 39 to WR 7 2.2km				$75,000	$1,300,000	$1,375,000
WR 51, WR 86 to 800m E of WR 39						$1,910,000
WR 52, 9th Line to WR 25 2.8 km						$1,560,000
WR 86, COG to ROW 7.9 km						$4,950,000
WR 109, Hwy6 to Dufferin, 11k						$3,075,000
WR 124, 400m N of WR 23 to WR 25 2.5 km						$1,410,000
Total	**$2,890,000**	**$2,955,000**	**$7,260,000**	**$9,325,000**	**$10,800,000**	**$65,315,000**
Sources of Financing						
Canada Community Building Fund			$1,200,000			$3,870,000
Ontario Community Infrastructure Fund		$900,000	$2,400,000			$5,500,000
Reserves	$2,890,000	$2,055,000	$3,660,000	$9,325,000	$10,800,000	$55,945,000
Total Financing	**$2,890,000**	**$2,955,000**	**$7,260,000**	**$9,325,000**	**$10,800,000**	**$65,315,000**

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.

2024 Budget Highlights

Capital Budget:

- A total of $12.9 million in expenditures is projected over the ten-year period
- Planned facility upgrades at the Elora and Rothsay Transfer Stations continue in 2024
- 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 totaling $4.4 million.

Operating Budget:

- Significant increases to the waste, blue box, organics and leaf and yard waste collections contracts due to the rise in inflation, amounting to a 9.1% cost increase or $617,200.
- Changes to the blue box processing contract are reflected in the budget and result in removal of the recyclable sales revenues, offset by a lower processing cost. The net impact of this change is an increase to the budget of $247,400
- Recommended changes to the user pay bag fee by $0.50 as of July 1, 2024 will increase projected overall net revenues by $220,000 when factoring in lower disposal volumes expected in 2024

Staff Complement (Full time equivalents)	2023	2024
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	13.1	13.1
Disposal	4.2	4.4
Total	**32.5**	**32.7**
Current employee count: 50		

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 ongoing 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 **(Making the best decisions for the betterment of the community)**
- Treating landfill as an asset, a resource to be protected **(Making the best decisions for the betterment of the community)**
- Maximizing diversion from landfill **(Doing what the County does best - providing critical daily services for your residents)**
- Focusing on long-term planning horizons **(Making the best decisions for the betterment of the community)**
- Minimizing greenhouse gas (GHG) emissions associated with operations **(Doing what the County does best - providing critical daily services for your residents)**
- Enhancing promotion and education offerings **(Doing what the County does best - providing critical daily services for your residents)**
- Supporting circular economy principles within programmes, practices and operations **(Making the best decisions for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Residential Waste Diversion Rate	52.00%	51.50%	51.20%	50.20%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	13,600	13,500	13,553	13,930
Estimated remaining years of Landfill Capacity	26	27	28	29
Number of Outreach Products/Presentations	425	400	377	457

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$1,724,345	$1,734,600	$1,949,146	$1,734,600	$1,886,900	$152,300	8.8%
Licenses, Permits and Rents	$30,869	$19,100	$30,869	$31,100	$31,100	$ -	-
User Fees and Charges	$3,495,982	$3,436,200	$3,438,660	$3,543,200	$3,762,400	$219,200	6.2%
Sales Revenue	$1,411,759	$814,500	$345,725	$1,136,600	$153,000	($983,600)	(86.5%)
Other Revenue	$1,740	$ -	$ -	$ -	$ -	$ -	-
Internal Recoveries	$738,193	$734,000	$770,969	$734,000	$794,300	$60,300	8.2%
Total Revenue	**$7,402,888**	**$6,738,400**	**$6,535,369**	**$7,179,500**	**$6,627,700**	**($551,800)**	**(7.7%)**
Expenditure							
Salaries, Wages and Benefits	$2,865,394	$2,846,300	$3,256,085	$3,228,500	$3,409,100	$180,600	5.6%
Supplies, Material and Equipment	$1,244,218	$1,200,700	$1,222,626	$1,348,900	$1,381,100	$32,200	2.4%
Purchased Services	$8,912,373	$9,025,300	$9,598,318	$9,880,400	$9,952,000	$71,600	0.7%
Insurance and Financial	$293,637	$265,300	$330,760	$297,300	$348,800	$51,500	17.3%
Internal Charges	$739,697	$733,300	$856,138	$793,900	$848,500	$54,600	6.9%
Total Expenditure	**$14,055,319**	**$14,070,900**	**$15,255,927**	**$15,549,000**	**$15,939,500**	**$390,500**	**2.5%**
Net Operating Cost / (Revenue)	**$6,652,431**	**$7,332,500**	**$8,720,558**	**$8,369,500**	**$9,311,800**	**$942,300**	**11.3%**
Transfers							
Debt Charges	$ -	$ -	$ -	$14,500	$20,000	$5,500	37.9%
Transfer from Reserve	($201,557)	($240,300)	($238,233)	($263,900)	($305,900)	($42,000)	15.9%
Transfers to Reserve	$1,550,000	$1,550,000	$1,663,925	$1,650,000	$1,750,000	$100,000	6.1%
Total Transfers	**$1,348,443**	**$1,309,700**	**$1,425,692**	**$1,400,600**	**$1,464,100**	**$63,500**	**4.5%**
NET COST / (REVENUE)	**$8,000,874**	**$8,642,200**	**$10,146,250**	**$9,770,100**	**$10,775,900**	**$1,005,800**	**10.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$1,886,900	$961,200	$35,400	$35,400	$35,400
Licenses, Permits and Rents	$31,100	$31,100	$31,100	$31,100	$31,100
User Fees and Charges	$3,762,400	$4,021,500	$4,073,200	$4,127,700	$4,182,200
Sales Revenue	$153,000	$153,000	$158,900	$164,800	$170,800
Internal Recoveries	$794,300	$794,300	$818,100	$842,600	$867,800
Total Revenue	**$6,627,700**	**$5,961,100**	**$5,116,700**	**$5,201,600**	**$5,287,300**
EXPENDITURES					
Salaries, Wages and Benefits	$3,409,100	$3,554,100	$3,672,200	$3,792,100	$3,912,400
Supplies, Material and Equipment	$1,381,100	$1,376,900	$1,384,400	$1,424,900	$1,466,500
Purchased Services	$9,952,000	$8,042,800	$6,064,000	$6,214,700	$6,368,300
Insurance and Financial	$348,800	$375,300	$395,300	$416,700	$423,800
Internal Charges	$848,500	$848,500	$848,500	$848,500	$848,500
Total Expenditures	**$15,939,500**	**$14,197,600**	**$12,364,400**	**$12,696,900**	**$13,019,500**
Net Operating Cost / (Revenue)	**$9,311,800**	**$8,236,500**	**$7,247,700**	**$7,495,300**	**$7,732,200**
DEBT AND TRANSFERS					
Debt Charges	$20,000	$103,600	$103,600	$103,600	$103,600
Transfer from Reserves	($305,900)	($399,000)	($409,700)	($420,700)	($431,900)
Transfer to Reserves	$1,750,000	$1,750,000	$1,850,000	$1,850,000	$1,950,000
Total Debt and Transfers	**$1,464,100**	**$1,454,600**	**$1,543,900**	**$1,532,900**	**$1,621,700**
TAX LEVY REQUIREMENT	**$10,775,900**	**$9,691,100**	**$8,791,600**	**$9,028,200**	**$9,353,900**
yr/yr % change	10.3%	(10.1%)	(9.3%)	2.7%	3.6%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$35,400	$35,400	$35,400	$35,400	$35,400
Licenses, Permits and Rents	$31,100	$31,100	$31,100	$31,100	$31,100
User Fees and Charges	$4,236,700	$4,291,200	$4,345,700	$4,400,200	$4,454,700
Sales Revenue	$177,100	$183,600	$190,200	$197,100	$204,300
Internal Recoveries	$893,800	$920,500	$948,000	$976,400	$1,005,600
Total Revenue	**$5,374,100**	**$5,461,800**	**$5,550,400**	**$5,640,200**	**$5,731,100**
EXPENDITURES					
Salaries, Wages and Benefits	$4,037,000	$4,165,600	$4,298,600	$4,436,500	$4,577,700
Supplies, Material and Equipment	$1,509,400	$1,553,500	$1,598,800	$1,645,500	$1,693,700
Purchased Services	$6,527,000	$6,689,400	$6,855,700	$7,027,700	$7,204,500
Insurance and Financial	$455,700	$475,300	$501,100	$532,700	$562,500
Internal Charges	$848,500	$848,500	$848,500	$848,500	$848,500
Total Expenditures	**$13,377,600**	**$13,732,300**	**$14,102,700**	**$14,490,900**	**$14,886,900**
Net Operating Cost / (Revenue)	**$8,003,500**	**$8,270,500**	**$8,552,300**	**$8,850,700**	**$9,155,800**
DEBT AND TRANSFERS					
Debt Charges	$103,600	$103,600	$103,600	$103,600	$103,600
Transfer from Reserves	($443,400)	($455,400)	($467,700)	($480,300)	($493,400)
Transfer to Reserves	$1,950,000	$1,950,000	$1,950,000	$1,950,000	$2,050,000
Total Debt and Transfers	**$1,610,200**	**$1,598,200**	**$1,585,900**	**$1,573,300**	**$1,660,200**
TAX LEVY REQUIREMENT	**$9,613,700**	**$9,868,700**	**$10,138,200**	**$10,424,000**	**$10,816,000**
yr/yr % change	2.8%	2.7%	2.7%	2.8%	3.8%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Solid Waste Services						
Equipment						
2024 SWS Equipment	$320,000		$970,000	$440,000	$1,790,000	$3,520,000
SWS Electric Vehicles		$220,000	$110,000	$120,000		$450,000
Total Equipment	$320,000	$220,000	$1,080,000	$560,000	$1,790,000	$3,970,000
Active Landfill Sites and Transfer Stations						
Elora Remedial Work	$25,000					$25,000
Elora Waste Facility Upgrade	$500,000					$500,000
Riverstown - North Pond Dev		$650,000				$650,000
Riverstown Cell Dev PH2	$870,000			$500,000		$1,370,000
Riverstown: Pre Excavation PH2	$120,000		$200,000			$320,000
Rothsay Waste Facility Upgrade	$200,000					$200,000
Site Imp: Road Maint All Sites					$130,000	$130,000
Site Improvements - Buildings all sites						
Total Active Landfill Sites and Transfer Stations	$1,715,000	$650,000	$200,000	$500,000	$130,000	$3,195,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site					$790,000	$790,000
Total Closed Landfill Sites					$790,000	$790,000
Total	**$2,035,000**	**$870,000**	**$1,280,000**	**$1,060,000**	**$2,710,000**	**$7,955,000**
Sources of Financing						
Reserves	$1,525,000	$870,000	$1,280,000	$1,060,000	$2,710,000	$7,445,000
Development Charges	$110,000					$110,000
Growth Related Debenture	$400,000					$400,000
Total Financing	**$2,035,000**	**$870,000**	**$1,280,000**	**$1,060,000**	**$2,710,000**	**$7,955,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Solid Waste Services						
Equipment						
2024 SWS Equipment	$440,000			$490,000	$1,600,000	$6,050,000
SWS Electric Vehicles	$280,000			$340,000	$110,000	$1,180,000
Total Equipment	$720,000			$830,000	$1,710,000	$7,230,000
Active Landfill Sites and Transfer Stations						
Elora Remedial Work						$25,000
Elora Waste Facility Upgrade						$500,000
Riverstown - North Pond Dev						$650,000
Riverstown Cell Dev PH2					$750,000	$2,120,000
Riverstown: Pre Excavation PH2	$150,000	$150,000			$200,000	$820,000
Rothsay Waste Facility Upgrade						$200,000
Site Imp: Road Maint All Sites						$130,000
Site Improvements - Buildings all sites		$400,000				$400,000
Total Active Landfill Sites and Transfer Stations	$150,000	$550,000			$950,000	$4,845,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site						$790,000
Total Closed Landfill Sites						$790,000
Total	**$870,000**	**$550,000**		**$830,000**	**$2,660,000**	**$12,865,000**
Sources of Financing						
Reserves	$870,000	$550,000		$830,000	$2,660,000	$12,355,000
Development Charges						$110,000
Growth Related Debenture						$400,000
Total Financing	**$870,000**	**$550,000**		**$830,000**	**$2,660,000**	**$12,865,000**

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 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. Goal setting conversations and the completion of common assessment tools are used to develop action plans with recipients. Support and community referrals are provided to assist recipients in accessing counseling, life skills workshops, educational programmes, and Employment Ontario services.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include file audits, eligibility review investigations, pursuit of benefit reimbursements, overpayment recovery and administration of client appeal processes.
- Emergency Assistance and discretionary health benefits provide eligible, low income individuals with assistance to meet urgent financial and medical needs.
- Social Services Help Centre: Assists residents in accessing Social Services information and programmes and provides referrals to support services in the community. Free access is provided to computers, online resources, photocopying, public telephones.
- 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 provides local agencies and collaborative groups resources to address important social issues such as domestic violence, substance misuse, elder abuse and poverty reduction.
- 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.

2024 Budget Highlights

- The grants and subsidies line is decreasing by approximately $504,000 in 2024. This budget adjustment reflects a reduction of $1.1 million in provincial funding connected to the Employment Services Transformation, offset by a projected 3% increase in OW benefits costs.
- The Salaries, Wages and Benefits line reflects a decrease of $760,000 as a result of restructuring related to the loss of $1.1 million in provincial funding (reduction of 8.5 FTE).
- The ten-year capital plan includes facility improvements at the administration office located at 129 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is $1.46 million. The County's portion of $464,000 is funded from the Property Reserve.

Staff Complement (Full time equivalents)	2023	2024
Ontario Works	69.5	57.5
Total	**69.5**	**57.5**
Current employee count: 68		

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 referrals to employment activities. **(Doing what the County does best – providing critical daily services for your residents)**
- Provide financial assistance to those most in need while they meet participation obligations of the Ontario Works programme. **(Doing what the County does best – providing critical daily services for your residents)**
- Effectively serve low-income people that need assistance. **(Doing what the County does best - providing critical daily services for your residents)**
- Ensure accountability in service delivery to provincial and local taxpayers. **(Doing what the County does best - providing critical daily services for your residents)**

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. **(Making the best decisions for the betterment of the community)**
- To facilitate the connection of newcomers to the communities they live in. **(Doing what the County does best - providing critical daily services for your residents)**
- To enhance the capacity of local employers to hire and retain newcomers. **(Cherishing the County's most valued asset - its Staff)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Ontario Works adults with participation requirements that have an Action Plan	100%	N/A**	N/A	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	N/A**	N/A	N/A
Ontario Works cases that exit to employment	14%	N/A**	N/A	N/A
Cases that exit Ontario Works do not return to the programme within one year	19%	N/A**	N/A	N/A
Number of new settlement* clients assisted with a settlement and referral plan	150	146	150	203
Number of settlement* group sessions	70	67	42	61
Number of employers participating in the County's newcomer/immigrant recruitment programme	30	43	13	22

*Note: Settlement Services are 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.
**Note: The Province of Ontario is implementing a new set of Ontario Works performance outcome targets in 2024. Outcomes on previously used performance measures can be obtained by contacting the Social Services Department.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$22,147,450	$24,032,900	$23,470,670	$23,498,400	$22,994,100	($504,300)	(2.1%)
Municipal Recoveries	$2,784,566	$3,195,800	$3,044,324	$3,391,200	$3,525,100	$133,900	3.9%
Other Revenue	$109	$ -	$1,779	$ -	$ -	$ -	-
Internal Recoveries	$56,350	$83,000	$61,115	$51,400	$62,300	$10,900	21.2%
Total Revenue	**$24,988,475**	**$27,311,700**	**$26,577,888**	**$26,941,000**	**$26,581,500**	**($359,500)**	**(1.3%)**
Expenditure							
Salaries, Wages and Benefits	$6,517,497	$6,850,100	$6,786,958	$7,076,400	$6,317,500	($758,900)	(10.7%)
Supplies, Material and Equipment	$145,389	$164,800	$190,752	$205,100	$167,300	($37,800)	(18.4%)
Purchased Services	$374,393	$463,400	$560,019	$499,900	$446,600	($53,300)	(10.7%)
Social Assistance	$17,573,642	$19,553,800	$18,731,233	$18,979,800	$19,320,700	$340,900	1.8%
Transfer Payments	$428,001	$478,400	$344,274	$367,300	$325,000	($42,300)	(11.5%)
Insurance and Financial	$101,494	$109,300	$120,046	$120,200	$111,000	($9,200)	(7.7%)
Minor Capital Expenses	$8,949	$10,000	$ -	$ -	$5,000	$5,000	-
Internal Charges	$1,303,602	$1,331,300	$1,349,149	$1,336,400	$1,501,800	$165,400	12.4%
Total Expenditure	**$26,452,967**	**$28,961,100**	**$28,082,431**	**$28,585,100**	**$28,194,900**	**($390,200)**	**(1.4%)**
Net Operating Cost / (Revenue)	**$1,464,492**	**$1,649,400**	**$1,504,543**	**$1,644,100**	**$1,613,400**	**($30,700)**	**(1.9%)**
Transfers							
Transfer from Reserve	($230,000)	($280,000)	($115,000)	($165,000)	($90,800)	$74,200	(45.0%)
Transfers to Reserve	$ -	$ -	$ -	$ -	$20,000	$20,000	-
Total Transfers	**($230,000)**	**($280,000)**	**($115,000)**	**($165,000)**	**($70,800)**	**$94,200**	**(57.1%)**
NET COST / (REVENUE)	**$1,234,492**	**$1,369,400**	**$1,389,543**	**$1,479,100**	**$1,542,600**	**$63,500**	**4.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$22,994,100	$23,555,900	$24,139,900	$24,737,000	$25,380,300
Municipal Recoveries	$3,525,100	$3,834,600	$4,062,000	$4,313,600	$4,493,500
Internal Recoveries	$62,300	$58,900	$55,200	$53,800	$53,200
Total Revenue	**$26,581,500**	**$27,449,400**	**$28,257,100**	**$29,104,400**	**$29,927,000**
EXPENDITURES					
Salaries, Wages and Benefits	$6,317,500	$6,652,100	$6,886,400	$7,113,900	$7,337,400
Supplies, Material and Equipment	$167,300	$193,300	$197,200	$201,600	$205,500
Purchased Services	$446,600	$420,700	$433,200	$442,500	$445,400
Social Assistance	$19,320,700	$19,884,100	$20,465,200	$21,062,300	$21,711,900
Transfer Payments	$325,000	$238,900	$243,900	$248,900	$253,900
Insurance and Financial	$111,000	$120,100	$129,900	$134,700	$139,400
Minor Capital Expenses	$5,000		$15,000	$18,000	
Internal Charges	$1,501,800	$1,561,800	$1,584,100	$1,663,200	$1,676,800
Total Expenditures	**$28,194,900**	**$29,071,000**	**$29,954,900**	**$30,885,100**	**$31,770,300**
Net Operating Cost / (Revenue)	**$1,613,400**	**$1,621,600**	**$1,697,800**	**$1,780,700**	**$1,843,300**
DEBT AND TRANSFERS					
Transfer from Reserves	($90,800)		($15,000)	($18,000)	
Transfer to Reserves	$20,000	$20,000	$20,000	$20,000	$20,000
Total Debt and Transfers	**($70,800)**	**$20,000**	**$5,000**	**$2,000**	**$20,000**
TAX LEVY REQUIREMENT	**$1,542,600**	**$1,641,600**	**$1,702,800**	**$1,782,700**	**$1,863,300**
yr/yr % change	4.3%	6.4%	3.7%	4.7%	4.5%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$26,050,800	$26,742,900	$27,455,800	$28,193,000	$28,908,200
Municipal Recoveries	$4,715,700	$4,992,100	$5,224,400	$5,447,800	$5,684,700
Internal Recoveries	$49,100	$49,200	$49,900	$49,300	$49,000
Total Revenue	**$30,815,600**	**$31,784,200**	**$32,730,100**	**$33,690,100**	**$34,641,900**
EXPENDITURES					
Salaries, Wages and Benefits	$7,550,400	$7,796,400	$8,036,500	$8,284,200	$8,539,000
Supplies, Material and Equipment	$209,500	$213,700	$217,600	$221,700	$225,900
Purchased Services	$456,400	$472,500	$485,800	$499,900	$514,500
Social Assistance	$22,381,100	$23,068,800	$23,777,100	$24,494,500	$25,189,300
Transfer Payments	$258,900	$264,300	$269,900	$275,500	$281,100
Insurance and Financial	$154,100	$159,000	$164,600	$178,000	$184,100
Minor Capital Expenses			$38,000		
Internal Charges	$1,723,200	$1,818,200	$1,828,000	$1,892,500	$1,936,900
Total Expenditures	**$32,733,600**	**$33,792,900**	**$34,817,500**	**$35,846,300**	**$36,870,800**
Net Operating Cost / (Revenue)	**$1,918,000**	**$2,008,700**	**$2,087,400**	**$2,156,200**	**$2,228,900**
DEBT AND TRANSFERS					
Transfer from Reserves			($38,000)		
Transfer to Reserves	$20,000	$20,000	$20,000	$20,000	$20,000
Total Debt and Transfers	**$20,000**	**$20,000**	**($18,000)**	**$20,000**	**$20,000**
TAX LEVY REQUIREMENT	**$1,938,000**	**$2,028,700**	**$2,069,400**	**$2,176,200**	**$2,248,900**
yr/yr % change	4.0%	4.7%	2.0%	5.2%	3.3%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Social Services						
Ontario Works						
129 Wyndham: Building Retrofits						
129 Wyndham: Renovations	$500,000					$500,000
129 Wyndham: Roofing						
129 Wyndham: Security				$60,000		$60,000
Fergus OW: Roof Replacement		$100,000				$100,000
Fergus OW: Rooftop Air Conditioners						
Total Ontario Works	$500,000	$100,000		$60,000		$660,000
Total	**$500,000**	**$100,000**		**$60,000**		**$660,000**
Sources of Financing						
Recoveries	$375,000			$47,000		$422,000
Reserves	$125,000	$100,000		$13,000		$238,000
Total Financing	**$500,000**	**$100,000**		**$60,000**		**$660,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Social Services						
Ontario Works						
129 Wyndham: Building Retrofits				$430,000		$430,000
129 Wyndham: Renovations						$500,000
129 Wyndham: Roofing			$300,000			$300,000
129 Wyndham: Security						$60,000
Fergus OW: Roof Replacement						$100,000
Fergus OW: Rooftop Air Conditioners			$70,000			$70,000
Total Ontario Works			$370,000	$430,000		$1,460,000
Total			**$370,000**	**$430,000**		**$1,460,000**
Sources of Financing						
Recoveries			$234,000	$340,000		$996,000
Reserves			$136,000	$90,000		$464,000
Total Financing			**$370,000**	**$430,000**		**$1,460,000**

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 management of the child care and early years family supports system for the service delivery area. Provision of Canada-Wide Early Learning and Child Care System (CWELCC) general operating grants, fee subsidies, special needs resourcing, capacity building, EarlyON Programmes, wage enhancement/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 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 with the County of Wellington.
- Special Needs Resources: Provides enhanced support services which supports the inclusion of children with special needs in licensed child care settings, including home child care, camps and children's recreation programmes, at no additional cost to parents or guardians. Supports may include resource consultation, supplemental staffing, connections to specialized supports, professional development opportunities to support staff.
- 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 a licensed home child care agency that provides access throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.

2024 Budget Highlights

- The funding allocation for 2024 reflects a significant increase in federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC) requiring no municipal cost share. A $1.042 million one-time transitional grant was removed from the budget, directly impacting the tax levy.
- Capital includes a project for an EarlyON grant for Centre Wellington ($160,000), and funding for generators at three directly operated child care centres ($485,000).

Staff Complement (Full time equivalents)	2023	2024
Child Care Services	34.3	36.2
Child Care Centres	63.2	63.2
Total	**97.5**	**99.4**
Current employee count: 145		

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. **(Making the best decisions for the betterment of the community)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals.
  (Cherishing the County's most valued asset - its Staff)
- 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.
  (Cherishing the County's most valued asset - its Staff)
- Stabilize current child care and EarlyON service levels during the pandemic.
  (Doing what the County does best - providing critical daily services for your residents)
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Making the best decisions for the betterment of the community)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(Making the best decisions for the betterment of the community)**
- Improve awareness and facilitate parents' access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy.
  (Doing what the County does best - providing critical daily services for your residents)

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 2024	Actual 2023	Actual 2022	Actual 2021
# of active contracted home child care providers	42	34	27	30
# of participants accessing EarlyON Centre programmes	7,000	5,854	3,370	2,047
# educators participating in professional learning	700	564	348	365
# of spaces available for child care fee subsidies	5,200	4,938	4,857	4,752
# of children in receipt of child care fee subsidies	900	812	976	914

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$30,365,966	$23,693,900	$42,795,614	$45,360,500	$49,570,500	$4,210,000	9.3%
Municipal Recoveries	$2,940,328	$3,025,200	$2,606,852	$3,462,400	$4,895,800	$1,433,400	41.4%
Licenses, Permits and Rents	$17,650	$ -	$5,780	$16,300	$16,300	$ -	-
User Fees and Charges	$1,210,209	$1,261,000	$855,761	$635,300	$856,000	$220,700	34.7%
Other Revenue	$61,347	$ -	$29,469	$ -	$55,000	$55,000	-
Internal Recoveries	$674,203	$330,700	$1,257,191	$881,500	$1,237,400	$355,900	40.4%
Total Revenue	**$35,269,703**	**$28,310,800**	**$47,550,667**	**$50,356,000**	**$56,631,000**	**$6,275,000**	**12.5%**
Expenditure							
Salaries, Wages and Benefits	$8,083,577	$8,615,500	$9,082,201	$9,285,700	$9,951,300	$665,600	7.2%
Supplies, Material and Equipment	$406,764	$561,500	$434,191	$597,300	$582,900	($14,400)	(2.4%)
Purchased Services	$791,746	$799,100	$1,173,999	$874,200	$1,000,000	$125,800	14.4%
Social Assistance	$25,714,336	$18,695,500	$35,350,509	$39,530,900	$44,343,600	$4,812,700	12.2%
Insurance and Financial	$154,853	$149,100	$182,810	$183,200	$206,700	$23,500	12.8%
Minor Capital Expenses	$7,276	$12,500	$492,925	$ -	$41,500	$41,500	-
Internal Charges	$1,657,104	$1,315,600	$2,329,181	$1,956,900	$2,603,800	$646,900	33.1%
Total Expenditure	**$36,815,656**	**$30,148,800**	**$49,045,816**	**$52,428,200**	**$58,729,800**	**$6,301,600**	**12.0%**
Net Operating Cost / (Revenue)	**$1,545,953**	**$1,838,000**	**$1,495,149**	**$2,072,200**	**$2,098,800**	**$26,600**	**1.3%**
Transfers							
Transfer from Reserve	$ -	($60,600)	$ -	$ -	$ -	$ -	-
Total Transfers	**$ -**	**($60,600)**	$ -	**$ -**	**$ -**	**$ -**	**-**
NET COST / (REVENUE)	**$1,545,953**	**$1,777,400**	**$1,495,149**	**$2,072,200**	**$2,098,800**	**$26,600**	**1.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$49,570,500	$49,570,500	$49,570,500	$49,570,500	$49,570,500
Municipal Recoveries	$4,895,800	$5,184,100	$5,448,700	$5,676,300	$5,873,900
Licenses, Permits and Rents	$16,300	$16,300	$16,300	$16,300	$16,300
User Fees and Charges	$856,000	$882,100	$908,800	$936,100	$963,900
Other Revenue	$55,000	$55,000	$55,000	$55,000	$55,000
Internal Recoveries	$1,237,400	$1,263,500	$1,290,200	$1,317,500	$1,345,300
Total Revenue	**$56,631,000**	**$56,971,500**	**$57,289,500**	**$57,571,700**	**$57,824,900**
EXPENDITURES					
Salaries, Wages and Benefits	$9,951,300	$10,486,800	$10,871,600	$11,225,200	$11,579,000
Supplies, Material and Equipment	$582,900	$573,300	$591,500	$610,000	$629,000
Purchased Services	$1,000,000	$1,017,600	$1,045,600	$1,074,200	$1,103,300
Social Assistance	$44,343,600	$44,271,300	$44,199,600	$44,135,300	$44,077,700
Insurance and Financial	$206,700	$223,800	$240,500	$249,200	$258,200
Minor Capital Expenses	$41,500		$63,000	$92,000	$39,700
Internal Charges	$2,603,800	$2,672,600	$2,743,100	$2,805,400	$2,874,100
Total Expenditures	**$58,729,800**	**$59,245,400**	**$59,754,900**	**$60,191,300**	**$60,561,000**
Net Operating Cost / (Revenue)	**$2,098,800**	**$2,273,900**	**$2,465,400**	**$2,619,600**	**$2,736,100**
TAX LEVY REQUIREMENT	**$2,098,800**	**$2,273,900**	**$2,465,400**	**$2,619,600**	**$2,736,100**
yr/yr % change	1.3%	8.3%	8.4%	6.3%	4.4%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$49,570,500	$49,570,500	$49,570,500	$49,570,500	$49,570,500
Municipal Recoveries	$6,125,200	$6,350,200	$6,574,700	$6,830,100	$7,096,600
Licenses, Permits and Rents	$16,300	$16,300	$16,300	$16,300	$16,300
User Fees and Charges	$992,300	$1,021,200	$1,050,700	$1,050,700	$1,050,700
Other Revenue	$55,000	$55,000	$55,000	$55,000	$55,000
Internal Recoveries	$1,373,700	$1,402,600	$1,432,100	$1,432,100	$1,432,100
Total Revenue	**$58,133,000**	**$58,415,800**	**$58,699,300**	**$58,954,700**	**$59,221,200**
EXPENDITURES					
Salaries, Wages and Benefits	$11,939,300	$12,310,200	$12,694,000	$13,089,100	$13,492,800
Supplies, Material and Equipment	$648,200	$668,100	$688,500	$708,300	$728,500
Purchased Services	$1,133,300	$1,164,300	$1,195,900	$1,227,300	$1,260,100
Social Assistance	$44,019,000	$43,960,900	$43,900,900	$43,868,200	$43,835,500
Insurance and Financial	$295,300	$292,200	$302,600	$326,100	$337,500
Minor Capital Expenses	$40,500				
Internal Charges	$2,948,400	$3,087,900	$3,137,300	$3,154,300	$3,204,700
Total Expenditures	**$61,024,000**	**$61,483,600**	**$61,919,200**	**$62,373,300**	**$62,859,100**
Net Operating Cost / (Revenue)	**$2,891,000**	**$3,067,800**	**$3,219,900**	**$3,418,600**	**$3,637,900**
TAX LEVY REQUIREMENT	**$2,891,000**	**$3,067,800**	**$3,219,900**	**$3,418,600**	**$3,637,900**
yr/yr % change	5.7%	6.1%	5.0%	6.2%	6.4%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Social Services						
Children's Early Years Division						
133 Wyndham: Building Retrofits						
Billing and Waitlist Software	$50,000					$50,000
Centre Wellington Early Years Grant	$160,000					$160,000
Mount Forest: Air Conditioning						
Mount Forest: Flooring						
Mount Forest: Generator	$165,000					$165,000
Mount Forest: Parking Lot						
Wellington Place: Generator	$170,000					$170,000
Willowdale: Generator	$150,000					$150,000
Total Children's Early Years Division	$695,000					$695,000
Total	**$695,000**					**$695,000**
Sources of Financing						
Recoveries	$188,000					$188,000
Reserves	$507,000					$507,000
Total Financing	**$695,000**					**$695,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Social Services						
Children's Early Years Division						
133 Wyndham: Building Retrofits				$110,000		$110,000
Billing and Waitlist Software						$50,000
Centre Wellington Early Years Grant						$160,000
Mount Forest: Air Conditioning		$370,000				$370,000
Mount Forest: Flooring	$80,000					$80,000
Mount Forest: Generator						$165,000
Mount Forest: Parking Lot			$115,000			$115,000
Wellington Place: Generator						$170,000
Willowdale: Generator						$150,000
Total Children's Early Years Division	$80,000	$370,000	$115,000	$110,000		$1,370,000
Total	**$80,000**	**$370,000**	**$115,000**	**$110,000**		**$1,370,000**
Sources of Financing						
Recoveries				$74,500		$262,500
Reserves	$80,000	$370,000	$115,000	$35,500		$1,107,500
Total Financing	**$80,000**	**$370,000**	**$115,000**	**$110,000**		**$1,370,000**

Programme Overview

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

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 690 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 Programme – 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.

2024 Budget Highlights

- The budget supports a significant investment to support rent supplement and homelessness initiatives.
- Staff updates include the addition of a Housing Data Analyst, Housing Stability Caseworker, Housing Trainer (one-year contract), and a Housing Project Manager (two-year contract).
- An increase to our county-owned units due to the rising costs of the material and labour required to maintain units in addition to the significantly damaged units and/or asbestos related repairs at the time of move-out.
- A reduction of $500,000 in the transfer to the County's Shared Services Stabilization Reserve.
- Capital spending on County-owned social housing units totals $57.1 million over the ten-year forecast.

Staff Complement (Full time equivalents)	2023	2024
Social Housing	51.4	57.6
Total	**51.4**	**57.6**
Current employee count: 51		

Performance Measures

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

Programme Goals and Objectives

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

- Help low-income households close the gap between their incomes and housing expenses. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention. **(Doing what the County does best - providing critical daily services for your residents)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Doing what the County does best - providing critical daily services for your residents)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a major community opportunity – housing)**
- End chronic homelessness. **(Tackling a major community opportunity – housing)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Making the best decisions for the betterment of the community)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of households that receive rent supports per year.	750	708	580	454
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%	95%	96%	94%
Number of Households participating in/accessing partnered /direct de-livery support services in social/affordable housing.	350	300	360	233
Number of households in affordable housing per year.	436	436	436	434
Number of people actively experiencing chronic homelessness.*	125	147	137	125
Number of households in service level rent geared to income units.	2,505	2,495	2,508	2,501

* Affordable Housing data updated to reflect County owned units + Housing Provider units (named in HSA 2011 Regs
**2023 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$17,151,773	$13,302,700	$12,245,356	$10,806,200	$11,325,300	$519,100	4.8%
Municipal Recoveries	$14,006,868	$14,045,200	$17,553,257	$15,495,200	$20,007,500	$4,512,300	29.1%
Licenses, Permits and Rents	$5,823,615	$5,727,000	$6,014,621	$5,812,800	$5,900,000	$87,200	1.5%
User Fees and Charges	$30,684	$18,200	$34,685	$18,200	$18,200	$ -	-
Other Revenue	$276,516	$351,800	$315,453	$368,400	$369,500	$1,100	0.3%
Internal Recoveries	$179,006	$207,400	$130,710	$122,700	$141,700	$19,000	15.5%
Total Revenue	**$37,468,462**	**$33,652,300**	**$36,294,082**	**$32,623,500**	**$37,762,200**	**$5,138,700**	**15.8%**
Expenditure							
Salaries, Wages and Benefits	$4,616,495	$4,839,400	$5,162,497	$5,401,200	$6,324,400	$923,200	17.1%
Supplies, Material and Equipment	$590,489	$581,200	$877,429	$625,800	$627,000	$1,200	0.2%
Purchased Services	$6,488,818	$6,289,800	$7,696,454	$6,400,700	$7,582,300	$1,181,600	18.5%
Social Assistance	$27,163,911	$23,714,800	$25,251,370	$22,807,500	$25,909,200	$3,101,700	13.6%
Transfer Payments	$264,088	$264,100	$208,198	$208,200	$117,900	($90,300)	(43.4%)
Insurance and Financial	$444,848	$376,200	$572,442	$421,900	$514,800	$92,900	22.0%
Internal Charges	$889,721	$929,600	$930,190	$927,700	$1,004,500	$76,800	8.3%
Total Expenditure	**$40,458,370**	**$36,995,100**	**$40,698,580**	**$36,793,000**	**$42,080,100**	**$5,287,100**	**14.4%**
Net Operating Cost / (Revenue)	**$2,989,908**	**$3,342,800**	**$4,404,498**	**$4,169,500**	**$4,317,900**	**$148,400**	**3.6%**
Transfers							
Transfer from Reserve	($638,363)	($135,000)	($705,931)	($678,400)	($51,200)	$627,200	(92.5%)
Transfers to Reserve	$2,387,100	$1,600,000	$1,717,790	$1,600,000	$1,100,000	($500,000)	(31.3%)
Total Transfers	**$1,748,737**	**$1,465,000**	**$1,011,859**	**$921,600**	**$1,048,800**	**$127,200**	**13.8%**
NET COST / (REVENUE)	**$4,738,645**	**$4,807,800**	**$5,416,357**	**$5,091,100**	**$5,366,700**	**$275,600**	**5.4%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$11,325,300	$8,986,500	$7,732,400	$7,587,900	$6,487,000
Municipal Recoveries	$20,007,500	$22,920,200	$23,721,300	$24,375,800	$25,835,700
Licenses, Permits and Rents	$5,900,000	$5,959,200	$6,019,000	$6,079,300	$6,139,900
User Fees and Charges	$18,200	$18,200	$18,200	$18,200	$18,200
Other Revenue	$369,500	$373,200	$381,500	$389,900	$398,700
Internal Recoveries	$141,700	$142,400	$146,200	$150,200	$154,300
Total Revenue	**$37,762,200**	**$38,399,700**	**$38,018,600**	**$38,601,300**	**$39,033,800**
EXPENDITURES					
Salaries, Wages and Benefits	$6,324,400	$6,557,400	$6,491,400	$6,680,100	$6,800,600
Supplies, Material and Equipment	$627,000	$630,500	$649,000	$667,900	$687,100
Purchased Services	$7,582,300	$7,573,700	$7,805,100	$8,106,400	$8,225,500
Social Assistance	$25,909,200	$26,784,900	$26,172,400	$26,281,900	$26,587,300
Transfer Payments	$117,900				
Insurance and Financial	$514,800	$574,000	$635,800	$705,300	$784,800
Internal Charges	$1,004,500	$1,043,200	$1,063,200	$1,097,300	$1,127,800
Total Expenditures	**$42,080,100**	**$43,163,700**	**$42,816,900**	**$43,538,900**	**$44,213,100**
Net Operating Cost / (Revenue)	**$4,317,900**	**$4,764,000**	**$4,798,300**	**$4,937,600**	**$5,179,300**
DEBT AND TRANSFERS					
Transfer from Reserves	($51,200)	($43,600)	($13,800)	($8,000)	($9,200)
Transfer to Reserves	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000
Total Debt and Transfers	**$1,048,800**	**$1,056,400**	**$1,086,200**	**$1,092,000**	**$1,090,800**
TAX LEVY REQUIREMENT	**$5,366,700**	**$5,820,400**	**$5,884,500**	**$6,029,600**	**$6,270,100**
yr/yr % change	5.4%	8.5%	1.1%	2.5%	4.0%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$6,378,000	$5,538,100	$5,431,500	$5,431,800	$5,431,800
Municipal Recoveries	$26,842,900	$28,266,800	$29,195,500	$30,188,500	$31,129,800
Licenses, Permits and Rents	$6,201,200	$6,263,100	$6,325,600	$6,389,100	$6,453,100
User Fees and Charges	$18,200	$18,200	$18,200	$18,200	$18,200
Other Revenue	$407,900	$417,300	$427,000	$437,100	$447,300
Internal Recoveries	$158,500	$162,700	$167,000	$171,400	$176,100
Total Revenue	**$40,006,700**	**$40,666,200**	**$41,564,800**	**$42,636,100**	**$43,656,300**
EXPENDITURES					
Salaries, Wages and Benefits	$6,990,400	$7,192,300	$7,414,700	$7,643,200	$7,877,700
Supplies, Material and Equipment	$706,900	$727,100	$747,800	$768,900	$791,100
Purchased Services	$8,754,000	$8,761,700	$8,984,700	$9,348,700	$9,562,300
Social Assistance	$27,006,700	$27,446,000	$27,897,900	$28,362,700	$28,953,000
Transfer Payments					
Insurance and Financial	$884,400	$987,600	$1,106,600	$1,249,600	$1,404,400
Internal Charges	$1,161,500	$1,209,600	$1,233,100	$1,267,600	$1,304,600
Total Expenditures	**$45,503,900**	**$46,324,300**	**$47,384,800**	**$48,640,700**	**$49,893,100**
Net Operating Cost / (Revenue)	**$5,497,200**	**$5,658,100**	**$5,820,000**	**$6,004,600**	**$6,236,800**
DEBT AND TRANSFERS					
Transfer from Reserves	($10,600)	($12,200)	($14,000)	($16,100)	($18,500)
Transfer to Reserves	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000
Total Debt and Transfers	**$1,089,400**	**$1,087,800**	**$1,086,000**	**$1,083,900**	**$1,081,500**
TAX LEVY REQUIREMENT	**$6,586,600**	**$6,745,900**	**$6,906,000**	**$7,088,500**	**$7,318,300**
yr/yr % change	5.0%	2.4%	2.4%	2.6%	3.2%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Social Services						
Social Housing						
138 Wyndham: Building Retrofits						
138 Wyndham: Carpet Replacement		$70,000				$70,000
138 Wyndham: Renovations		$250,000				$250,000
138 Wyndham: Replace Heat Exchanger				$80,000		$80,000
138 Wyndham: Roof Top AC				$80,000	$120,000	$200,000
138 Wyndham: Roofing						
COCHI Community Housing Unit	$1,800,300	$2,222,200				$4,022,500
County Owned Housing Units	$13,780,000	$5,150,000	$4,375,000	$4,835,000	$4,970,000	$33,110,000
GHG Initiatives	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Housing Sites IT Replacements	$60,000	$25,000	$70,000	$45,000		$200,000
Housing WiFi Replacements			$40,000			$40,000
OPHI Ont Priorities Housing Initiative	$20,000	$1,144,500				$1,164,500
Stepping Stone Capital Grant	$3,941,000					$3,941,000
Total Social Housing	$19,851,300	$9,111,700	$4,735,000	$5,290,000	$5,340,000	$44,328,000
Total	**$19,851,300**	**$9,111,700**	**$4,735,000**	**$5,290,000**	**$5,340,000**	**$44,328,000**
Sources of Financing						
Recoveries	$5,016,000	$3,252,700	$3,667,000	$4,105,000	$4,138,000	$20,178,700
Subsidies	$5,761,300	$3,366,700				$9,128,000
National Housing Co-Investment Fund	$7,676,000	$1,536,000				$9,212,000
Reserves	$1,398,000	$956,300	$1,068,000	$1,185,000	$1,202,000	$5,809,300
Total Financing	**$19,851,300**	**$9,111,700**	**$4,735,000**	**$5,290,000**	**$5,340,000**	**$44,328,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Social Services						
Social Housing						
138 Wyndham: Building Retrofits				$680,000		$680,000
138 Wyndham: Carpet Replacement						$70,000
138 Wyndham: Renovations						$250,000
138 Wyndham: Replace Heat Exchanger						$80,000
138 Wyndham: Roof Top AC						$200,000
138 Wyndham: Roofing			$210,000			$210,000
COCHI Community Housing Unit						$4,022,500
County Owned Housing Units	$4,995,000	$4,910,000	$4,290,000	$4,905,000	$4,920,000	$57,130,000
GHG Initiatives	$250,000	$250,000	$250,000	$250,000	$250,000	$2,500,000
Housing Sites IT Replacements			$85,000	$35,000	$100,000	$420,000
Housing WiFi Replacements			$45,000			$85,000
OPHI Ont Priorities Housing Initiative						$1,164,500
Stepping Stone Capital Grant						$3,941,000
Total Social Housing	$5,245,000	$5,160,000	$4,880,000	$5,870,000	$5,270,000	$70,753,000
Total	**$5,245,000**	**$5,160,000**	**$4,880,000**	**$5,870,000**	**$5,270,000**	**$70,753,000**
Sources of Financing						
Recoveries	$4,060,500	$3,995,000	$3,777,000	$4,550,000	$4,076,000	$40,637,200
Subsidies						$9,128,000
National Housing Co-Investment Fund						$9,212,000
Reserves	$1,184,500	$1,165,000	$1,103,000	$1,320,000	$1,194,000	$11,775,800
Total Financing	**$5,245,000**	**$5,160,000**	**$4,880,000**	**$5,870,000**	**$5,270,000**	**$70,753,000**

Social Housing Major Capital Project Details

Project Description	2024	2025	2026	2027	2028
Vancouver / Edmonton Full Reno	$160,000	$170,000			
Vancouver / Edmonton Window Replacement			$130,000		
Vancouver/Edmonton Site Improvements					
Total Vancouver/Edmonton - 23 Houses	$160,000	$170,000	$130,000		
Mohawk/Delaware Site Improvement Phase 1		$90,000			
Mohawk Delaware Site Improvements					$15,000
Mohawk/Delaware Furnace Replacement					
Total Mohawk/Delaware - 50 Houses		$90,000			$15,000
263 Speedvale Roof Rpl	$990,000				
263 Speedvale Window Replace	$460,000				
263 Speedvale Unit Panel Repl	$205,000				
263 Speedvale MUA Installation					
Total 263 Speedvale - 62 Apartments	$1,655,000				
Algonquin/Ferndale Metal Roof	$600,000				
Algonquin/Ferndale Site Dev Phase 3		$30,000	$565,000		
Algonquin Ferndale Furnace Replacement					
Total Algonquin/Ferndale - 47 Houses	$600,000	$30,000	$565,000		
Applewood / Sunset Furnace Replacements					
Total Applewood/Sunset -47 Townhomes					
576 Woolwich Parking Lot			$685,000		
576 Woolwich Window/Mansard	$450,000				
576 Woolwich Common Space Flooring Replacement		$140,000			
576 Woolwich Solar Panels					
576 Woolwich Roof Replacement					$70,000
Total 576 Woolwich - 100 Apartments	$450,000	$140,000	$685,000		$70,000
33 Marlborough Roofing Replace	$830,000				
33 Marlborough Parking Lot Replacement		$155,000			
232 Delhi Parking Lot Replace	$115,000				
232 Delhi Roofing Replacement		$35,000	$755,000		
33 Marlborough Electric Heat				$1,035,000	
232 Delhi Electric Heat Conv				$1,050,000	
Total 232 Delhi/33 Marlborough - 109 Apartments	$945,000	$190,000	$755,000	$2,085,000	
Willow Dawson Site Dev	$400,000				
Willow/Dawson Deep Energy Retrofit					$2,490,000
Total Willow/Dawson - 85 Townhomes	$400,000				$2,490,000
229 Dublin Carport Ceiling Replacement		$20,000	$295,000		
229 Dublin Electric Heat Conv	$25,000	$1,285,000			
229 Dublin Generator Install		$355,000			
229 Dublin Corridor Improvements		$315,000			
229 Dublin Windows, Doors and Siding Replacement		$510,000			
229 Dublin Balcony Replacement			$25,000	$415,000	
229 Dublin EIFS Rehab					
Total 229 Dublin - 74 Apartments	$25,000	$2,485,000	$320,000	$415,000	

Social Housing Major Capital Project Details

Project Description	2029	2030	2031	2032	2033
Vancouver / Edmonton Full Reno					
Vancouver / Edmonton Window Replacement					
Vancouver/Edmonton Site Improvements		$10,000	$245,000		
Total Vancouver/Edmonton - 23 Houses		$10,000	$245,000		
Mohawk/Delaware Site Improvement Phase 1					
Mohawk Delaware Site Improvements	$465,000				
Mohawk/Delaware Furnace Replacement			$240,000		
Total Mohawk/Delaware - 50 Houses	$465,000		$240,000		
263 Speedvale Roof Rpl					
263 Speedvale Window Replace					
263 Speedvale Unit Panel Repl					
263 Speedvale MUA Installation					
Total 263 Speedvale - 62 Apartments					
Algonquin/Ferndale Metal Roof					
Algonquin/Ferndale Site Dev Phase 3					
Algonquin Ferndale Furnace Replacement				$240,000	
Total Algonquin/Ferndale - 47 Houses				$240,000	
Applewood / Sunset Furnace Replacements					$330,000
Total Applewood/Sunset -47 Townhomes					$330,000
576 Woolwich Parking Lot					
576 Woolwich Window/Mansard					
576 Woolwich Common Space Flooring Replacement					
576 Woolwich Solar Panels	$595,000				
576 Woolwich Roof Replacement	$1,500,000				
Total 576 Woolwich - 100 Apartments	$2,095,000				
33 Marlborough Roofing Replace					
33 Marlborough Parking Lot Replacement					
232 Delhi Parking Lot Replace					
232 Delhi Roofing Replacement					
33 Marlborough Electric Heat					
232 Delhi Electric Heat Conv					
Total 232 Delhi/33 Marlborough - 109 Apartments					
Willow Dawson Site Dev					
Willow/Dawson Deep Energy Retrofit	$405,000	$1,830,000		$1,165,000	
Total Willow/Dawson - 85 Townhomes	$405,000	$1,830,000		$1,165,000	
229 Dublin Carport Ceiling Replacement					
229 Dublin Electric Heat Conv					
229 Dublin Generator Install					
229 Dublin Corridor Improvements					
229 Dublin Windows, Doors and Siding Replacement					
229 Dublin Balcony Replacement					
229 Dublin EIFS Rehab				$675,000	
Total 229 Dublin - 74 Apartments				$675,000	

Social Housing Major Capital Project Details

Project Description	2024	2025	2026	2027	2028
387 Waterloo Window Replacemen	$605,000				
387 Waterloo Roofing Repl	$1,400,000				
387 Waterloo Parking Lot					
Total 387 Waterloo - 72 Apartments	$2,005,000				
130 Grange Light/Clng/Rcrc					
130 Grange Window Replace	$475,000				
130 Grange Electric Heat Conv	$1,240,000				
130 Grange Generator Install	$350,000				
130 Grange Parking Lot	$20,000	$420,000			
130 Grange MUA Replacement					
130 Grange Flat Roof Replace					
Total 130 Grange - 72 Apartments	$2,085,000	$420,000			
411 Waterloo Window Repl	$270,000				
411 Waterloo Roofing Repl.	$805,000				
411 Waterloo Elevator Modernization				$10,000	$185,000
Total 411 Waterloo - 41 Apartments	$1,075,000			$10,000	$185,000
32 Hadati Elevator Modernization			$10,000	$175,000	
32 Hadati Retaining Wall				$30,000	$510,000
32 Hadati Balcony Replacements					
Total 32 Hadati - 89 Apartments			$10,000	$205,000	$510,000
110 Edward Roofing Replacement					
Total Edward St. Arthur - 14 Apartments					
133 Frederick Metal Roof install					
Total Frederick St Arthur - 10 Apartments					
221 Mary Window Replace	$170,000				
221 Mary Roofing Replacement					
221 Mary Elevator Mod					
221 Mary Wood Balcony Rebuild					
Total 221 Mary St. Elora - 20 Apartments	$170,000				
14 Center Metal Roof Install		$20,000	$305,000		
14 Centre Window Replacement		$145,000			
14 Center Solar Panels			$120,000		
14 Centre Elevator Modernization				$10,000	$185,000
221 Mary MUA Replacement					
Total 14 Centre St. Erin - 16 Apartments		$165,000	$425,000	$10,000	$185,000
Edinburgh Roof Replacement					
Total Edinburgh Ave. Fergus - 18 Townhomes					
450 Ferrier Elevator Mod.	$150,000				
450 Ferrier Balcony Replacement					
450 Ferrier Flat Roof Replacement					
Total 450 Ferrier Ct. Fergus - 41 Apartments	$150,000				

Social Housing Major Capital Project Details

Project Description	2029	2030	2031	2032	2033
387 Waterloo Window Replacemen					
387 Waterloo Roofing Repl					
387 Waterloo Parking Lot		$305,000			
Total 387 Waterloo - 72 Apartments		$305,000			
130 Grange Light/Clng/Rcrc					
130 Grange Window Replace					
130 Grange Electric Heat Conv					
130 Grange Generator Install					
130 Grange Parking Lot					
130 Grange MUA Replacement				$20,000	$260,000
130 Grange Flat Roof Replace					$930,000
Total 130 Grange - 72 Apartments				$20,000	$1,190,000
411 Waterloo Window Repl					
411 Waterloo Roofing Repl.					
411 Waterloo Elevator Modernization					
Total 411 Waterloo - 41 Apartments					
32 Hadati Elevator Modernization					
32 Hadati Retaining Wall					
32 Hadati Balcony Replacements			$410,000		
Total 32 Hadati - 89 Apartments			$410,000		
110 Edward Roofing Replacement		$45,000	$680,000		
Total Edward St. Arthur - 14 Apartments		$45,000	$680,000		
133 Frederick Metal Roof install			$445,000		
Total Frederick St Arthur - 10 Apartments			$445,000		
221 Mary Window Replace					
221 Mary Roofing Replacement		$20,000	$560,000		
221 Mary Elevator Mod	$10,000	$200,000			
221 Mary Wood Balcony Rebuild				$240,000	
Total 221 Mary St. Elora - 20 Apartments	$10,000	$220,000	$560,000	$240,000	
14 Center Metal Roof Install					
14 Centre Window Replacement					
14 Center Solar Panels					
14 Centre Elevator Modernization					
221 Mary MUA Replacement			$115,000		
Total 14 Centre St. Erin - 16 Apartments			$115,000		
Edinburgh Roof Replacement					$500,000
Total Edinburgh Ave. Fergus - 18 Townhomes					$500,000
450 Ferrier Elevator Mod.					
450 Ferrier Balcony Replacement		$205,000			
450 Ferrier Flat Roof Replacement					$735,000
Total 450 Ferrier Ct. Fergus - 41 Apartments		$205,000			$735,000

Social Housing Major Capital Project Details

Project Description	2024	2025	2026	2027	2028
500 Ferrier Elevator Modernization				$10,000	$185,000
500 Ferrier Balcony Replacement					
500 Ferrier Flat Roof Replacement					
Total 500 Ferrier Ct. Fergus - 41 Apartments				$10,000	$185,000
38 Elizabeth Metal Roof					
Total Elizabeth St. Harriston - 12 Apartments					
51 John St Window Replacement		$115,000			
51 John Corridor Improvements		$90,000			
51 John Elevator modernization					
51 John Site Improvements					
Total 51 John St. Harriston - 16 Apartments		$205,000			
450 Albert Elevator Modernization		$10,000	$165,000		
450 Albert Recirc Line Replace	$165,000				
450 Albert Window Replacement					
Total 450 Albert St. Mt. Forest - 31 Apartments	$165,000	$10,000	$165,000		
235 Egremont Roof Replacement					
Total 235 Egremont St. Mt. Forest -11 Apartments					
212 Whites Lghtng/Clng/Rcrc	$150,000				
212 Whites Roofing Repl				$620,000	
212 Whites Solar Panels				$205,000	
212 Whites Windows/Doors/Side	$20,000	$225,000			
212 Whites Elevator Modernization		$10,000	$165,000		
Total 212 Whites Rd. Palmerston -32 Apartments	$170,000	$235,000	$165,000	$825,000	
360 Derby Windows/Doors/Side	$20,000	$110,000			
360 Derby Metal Roof Install					
Derby/Prospect Furnace Replacements					
Total Derby St. Palmerston - 12 Apartments	$20,000	$110,000			
Housing Building Retrofit	$190,000	$285,000	$330,000	$380,000	$275,000
Various Kitchen Replacements	$385,000	$425,000	$470,000	$515,000	$565,000
Various Bathroom Replacements	$180,000	$190,000	$205,000	$300,000	$320,000
Attic Insulation					
Accessible unit Renovations/Upgrades	$785,000		$150,000	$80,000	$170,000
Various Install WasteContainer	$315,000				
Various Unit Door/Fob Replace	$1,850,000				
Total Social Housing Various Locations	$3,705,000	$900,000	$1,155,000	$1,275,000	$1,330,000
Total County Owned Units	$13,780,000	$5,150,000	$4,375,000	$4,835,000	$4,970,000

Social Housing Major Capital Project Details

Project Description	2029	2030	2031	2032	2033
500 Ferrier Elevator Modernization					
500 Ferrier Balcony Replacement		$185,000			
500 Ferrier Flat Roof Replacement					$495,000
Total 500 Ferrier Ct. Fergus - 41 Apartments		$185,000			$495,000
38 Elizabeth Metal Roof	$25,000	$395,000			
Total Elizabeth St. Harriston - 12 Apartments	$25,000	$395,000			
51 John St Window Replacement					
51 John Corridor Improvements					
51 John Elevator modernization			$15,000	$220,000	
51 John Site Improvements					$20,000
Total 51 John St. Harriston - 16 Apartments			$15,000	$220,000	$20,000
450 Albert Elevator Modernization					
450 Albert Recirc Line Replace					
450 Albert Window Replacement				$285,000	
Total 450 Albert St. Mt. Forest - 31 Apartments				$285,000	
235 Egremont Roof Replacement	$55,000				
Total 235 Egremont St. Mt. Forest -11 Apartments	$55,000				
212 Whites Lghtng/Clng/Rcrc					
212 Whites Roofing Repl					
212 Whites Solar Panels					
212 Whites Windows/Doors/Side					
212 Whites Elevator Modernization					
Total 212 Whites Rd. Palmerston -32 Apartments					
360 Derby Windows/Doors/Side					
360 Derby Metal Roof Install			$35,000	$505,000	
Derby/Prospect Furnace Replacements					$105,000
Total Derby St. Palmerston - 12 Apartments			$35,000	$505,000	$105,000
Housing Building Retrofit	$900,000	$590,000	$425,000	$335,000	$220,000
Various Kitchen Replacements	$620,000	$680,000	$750,000	$825,000	$910,000
Various Bathroom Replacements	$335,000	$350,000	$370,000	$395,000	$415,000
Attic Insulation					
Accessible unit Renovations/Upgrades	$85,000	$95,000			
Various Install WasteContainer					
Various Unit Door/Fob Replace					
Total Social Housing Various Locations	$1,940,000	$1,715,000	$1,545,000	$1,555,000	$1,545,000
Total County Owned Units	$4,995,000	$4,910,000	$4,290,000	$4,905,000	$4,920,000

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

2024 Budget Highlights

Operating Budget:

- Budgeted rent collections from our Affordable Housing units are increasing by $8,500.
- The transfer to the Housing Development Reserve is increased by $200,000 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 $1.7 million over the ten-years and are funded through the Housing Capital Reserve and a portion of the National Housing Co-Investment Funding Grant.

Staff Complement (Full time equivalents)	2023	2024
Affordable Housing	1.3	1.3
Total	**1.3**	**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). The goals and objectives of this strategy help prioritize the community's response to housing and homelessness issues in our community at the Service Manager level. It also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develop and maintain the County owned 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. **(Tackling a major community opportunity – housing)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Making the best decisions for the betterment of the community)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a Major Community Opportunity – Housing; Making the best decisions for the betterment of the community)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Tackling a major community opportunity – housing)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of affordable households that receive rent supports per year.*	35	30*	35*	29*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	0	0	4
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.**	135	135**	135**	131**

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

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

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$176,105	$176,100	$175,200	$175,200	$174,000	($1,200)	(0.7%)
Licenses, Permits and Rents	$1,309,805	$1,261,500	$1,339,796	$1,321,500	$1,330,000	$8,500	0.6%
User Fees and Charges	$24,468	$22,000	$25,371	$23,000	$23,000	$ -	-
Other Revenue	$425,000	$ -	$ -	$ -	$ -	$ -	-
Total Revenue	**$1,935,378**	**$1,459,600**	**$1,540,367**	**$1,519,700**	**$1,527,000**	**$7,300**	**0.5%**
Expenditure							
Salaries, Wages and Benefits	$99,684	$104,300	$115,640	$120,000	$123,400	$3,400	2.8%
Supplies, Material and Equipment	$103,386	$65,300	$126,205	$84,800	$118,700	$33,900	40.0%
Purchased Services	$712,400	$622,500	$794,507	$709,900	$779,300	$69,400	9.8%
Insurance and Financial	$31,641	$31,500	$49,185	$36,200	$58,500	$22,300	61.6%
Internal Charges	$96,100	$96,100	$103,900	$103,900	$118,900	$15,000	14.4%
Total Expenditure	**$1,043,211**	**$919,700**	**$1,189,437**	**$1,054,800**	**$1,198,800**	**$144,000**	**13.7%**
Net Operating Cost / (Revenue)	**($892,167)**	**($539,900)**	**($350,930)**	**($464,900)**	**($328,200)**	**$136,700**	**(29.4%)**
Transfers							
Debt Charges	$175,676	$176,100	$174,712	$175,200	$174,000	($1,200)	(0.7%)
Transfer from Reserve	$ -	$ -	($5,251)	$ -	$ -	$ -	-
Transfers to Reserve	$1,916,484	$1,563,800	$1,250,000	$1,489,700	$1,554,900	$65,200	4.4%
Total Transfers	**$2,092,160**	**$1,739,900**	**$1,550,933**	**$1,664,900**	**$1,728,900**	**$64,000**	**3.8%**
NET COST / (REVENUE)	**$1,199,993**	**$1,200,000**	**$1,200,003**	**$1,200,000**	**$1,400,700**	**$200,700**	**16.7%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$174,000	$172,500	$170,600	$168,400	$170,800
Licenses, Permits and Rents	$1,330,000	$1,356,600	$1,383,800	$1,411,500	$1,439,700
User Fees and Charges	$23,000	$23,000	$23,000	$23,000	$23,000
Total Revenue	**$1,527,000**	**$1,552,100**	**$1,577,400**	**$1,602,900**	**$1,633,500**
EXPENDITURES					
Salaries, Wages and Benefits	$123,400	$128,600	$134,000	$137,800	$142,200
Supplies, Material and Equipment	$118,700	$120,400	$123,900	$127,400	$130,900
Purchased Services	$779,300	$777,000	$800,300	$824,100	$910,400
Insurance and Financial	$58,500	$67,100	$76,800	$88,000	$101,300
Internal Charges	$118,900	$122,400	$126,000	$129,800	$133,700
Total Expenditures	**$1,198,800**	**$1,215,500**	**$1,261,000**	**$1,307,100**	**$1,418,500**
Net Operating Cost / (Revenue)	**($328,200)**	**($336,600)**	**($316,400)**	**($295,800)**	**($215,000)**
DEBT AND TRANSFERS					
Debt Charges	$174,000	$172,500	$170,600	$168,400	$170,700
Transfer to Reserves	$1,554,900	$1,568,200	$1,554,600	$1,540,300	$1,495,300
Total Debt and Transfers	**$1,728,900**	**$1,740,700**	**$1,725,200**	**$1,708,700**	**$1,666,000**
TAX LEVY REQUIREMENT	**$1,400,700**	**$1,404,100**	**$1,408,800**	**$1,412,900**	**$1,451,000**
yr/yr % change	16.7%	0.2%	0.3%	0.3%	2.7%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$167,700	$164,300			
Licenses, Permits and Rents	$1,468,500	$1,497,800	$1,527,800	$1,558,300	$1,589,600
User Fees and Charges	$23,000	$23,000	$23,000	$23,000	$23,000
Total Revenue	**$1,659,200**	**$1,685,100**	**$1,550,800**	**$1,581,300**	**$1,612,600**
EXPENDITURES					
Salaries, Wages and Benefits	$146,400	$151,000	$155,400	$160,400	$165,800
Supplies, Material and Equipment	$134,600	$138,400	$142,400	$146,400	$150,500
Purchased Services	$905,600	$899,600	$926,500	$954,300	$982,400
Insurance and Financial	$116,300	$133,500	$153,200	$176,100	$201,900
Internal Charges	$137,800	$141,900	$146,100	$150,400	$154,900
Total Expenditures	**$1,440,700**	**$1,464,400**	**$1,523,600**	**$1,587,600**	**$1,655,500**
Net Operating Cost / (Revenue)	**($218,500)**	**($220,700)**	**($27,200)**	**$6,300**	**$42,900**
DEBT AND TRANSFERS					
Debt Charges	$167,600	$164,200			
Transfer to Reserves	$1,476,800	$1,483,200	$1,459,900	$1,443,600	$1,429,600
Total Debt and Transfers	**$1,644,400**	**$1,647,400**	**$1,459,900**	**$1,443,600**	**$1,429,600**
TAX LEVY REQUIREMENT	**$1,425,900**	**$1,426,700**	**$1,432,700**	**$1,449,900**	**$1,472,500**
yr/yr % change	(1.7%)	0.1%	0.4%	1.2%	1.6%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Social Services						
Affordable Housing						
165 - 169 Security Upgrades	$580,000					$580,000
182 George Roof Replacement						
182 George Window and Door Replacement						
Affordable Housing Retrofits	$45,000	$75,000	$95,000	$50,000	$55,000	$320,000
Gordon St Waste Container Installation	$60,000					$60,000
Provision for New County Afd Housing Units		$6,000,000	$6,000,000			$12,000,000
Total Affordable Housing	$685,000	$6,075,000	$6,095,000	$50,000	$55,000	$12,960,000
Total	**$685,000**	**$6,075,000**	**$6,095,000**	**$50,000**	**$55,000**	**$12,960,000**
Sources of Financing						
Subsidies		$2,000,000	$2,000,000			$4,000,000
National Housing Co-Investment Fund	$640,000					$640,000
Reserves	$45,000	$4,075,000	$4,095,000	$50,000	$55,000	$8,320,000
Total Financing	**$685,000**	**$6,075,000**	**$6,095,000**	**$50,000**	**$55,000**	**$12,960,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Social Services						
Affordable Housing						
165 - 169 Security Upgrades						$580,000
182 George Roof Replacement			$250,000			$250,000
182 George Window and Door Replacement					$145,000	$145,000
Affordable Housing Retrofits	$100,000	$60,000	$65,000	$75,000	$90,000	$710,000
Gordon St Waste Container Installation						$60,000
Provision for New County Afd Housing Units	$6,000,000			$6,000,000		$24,000,000
Total Affordable Housing	$6,100,000	$60,000	$315,000	$6,075,000	$235,000	$25,745,000
Total	**$6,100,000**	**$60,000**	**$315,000**	**$6,075,000**	**$235,000**	**$25,745,000**
Sources of Financing						
Subsidies	$2,000,000			$2,000,000		$8,000,000
National Housing Co-Investment Fund						$640,000
Reserves	$4,100,000	$60,000	$315,000	$4,075,000	$235,000	$17,105,000
Total Financing	**$6,100,000**	**$60,000**	**$315,000**	**$6,075,000**	**$235,000**	**$25,745,000**

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."

2024 Budget Highlights

Operating Budget:

- Grants and subsidies are increasing by $1.9 million. This increase comes as a result of a continuation of a funding commitment from the province to increase direct hours of care ($817,000), the inclusion of the PSW Wage Enhancement ($563,000) and an increase in the level of care funding ($382,000).
- Increases in salaries and wages include the following new positions: 2.6 Personal Support Worker (PSW) staff for Apple Valley, a Scheduling and Administration Clerk, increased hours for both the Environmental Services Worker and Cook positions. In addition to new positions, the budget includes PSW Wage Enhancement costs and adjustments to backfill and part time benefit assumptions.

Capital Budget:

- Staff continue to plan for lifecycle replacements and repairs on building components and equipment. Projects for replacements total $4.5 million over the ten years and are funding from the Wellington Terrace Capital reserve.

Staff Complement (Full time equivalents)	2023	2024
Wellington Terrace Administration	7.5	7.5
Housekeeping	20.2	20.2
Laundry	3.0	3.5
Maintenance	3.4	3.4
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	6.0	6.8
Nursing Direct Care	125.9	133.4
Nutrition	34.1	35.2
COVID-19 Related	4.1	0
Total	**215.9**	**221.7**
Current employee count: 354		

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. **(Doing what the County does best - providing critical daily services for your residents)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- Monitor data reported through the Canadian Institute for Health Information (CIHI) to benchmark performance and set quality improvement targets. **(Making the best decisions for the betterment of the community)**
- 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 for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	95%	96%	95%	100%
Percentage of residents responding, "Excellent or Good" to: My satisfaction of how well staff listen to me."	95%	93%	N/A	N/A

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$14,970,241	$11,334,800	$13,970,203	$12,209,900	$14,130,500	$1,920,600	15.7%
User Fees and Charges	$4,242,084	$4,817,800	$4,722,510	$4,769,000	$4,758,800	($10,200)	(0.2%)
Sales Revenue	$53,019	$69,400	$62,502	$58,100	$61,400	$3,300	5.7%
Other Revenue	$93,363	$25,000	$101,009	$25,000	$35,000	$10,000	40.0%
Total Revenue	**$19,358,707**	**$16,247,000**	**$18,856,224**	**$17,062,000**	**$18,985,700**	**$1,923,700**	**11.3%**
Expenditure							
Salaries, Wages and Benefits	$20,824,023	$18,970,500	$22,317,726	$20,576,400	$22,949,500	$2,373,100	11.5%
Supplies, Material and Equipment	$1,770,648	$1,582,900	$1,839,554	$1,645,400	$1,821,700	$176,300	10.7%
Purchased Services	$1,472,895	$1,307,200	$1,518,311	$1,514,300	$1,479,800	($34,500)	(2.3%)
Insurance and Financial	$399,405	$364,900	$478,402	$408,800	$479,500	$70,700	17.3%
Internal Charges	$999,126	$995,500	$1,087,801	$1,087,000	$1,232,000	$145,000	13.3%
Total Expenditure	**$25,466,097**	**$23,221,000**	**$27,242,574**	**$25,231,900**	**$27,962,500**	**$2,730,600**	**10.8%**
Net Operating Cost / (Revenue)	**$6,107,390**	**$6,974,000**	**$8,386,350**	**$8,169,900**	**$8,976,800**	**$806,900**	**9.9%**
Transfers							
Debt Charges	$1,814,877	$1,849,700	$1,814,057	$1,849,700	$1,849,700	$ -	-
Transfer from Reserve	($28,075)	($246,200)	($286,715)	($494,200)	$ -	$494,200	(100.0%)
Transfers to Reserve	$250,000	$250,000	$250,000	$250,000	$250,000	$ -	-
Total Transfers	**$2,036,802**	**$1,853,500**	**$1,777,342**	**$1,605,500**	**$2,099,700**	**$494,200**	**30.8%**
NET COST / (REVENUE)	**$8,144,192**	**$8,827,500**	**$10,162,912**	**$9,775,400**	**$11,076,500**	**$1,301,100**	**13.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$14,130,500	$14,136,600	$13,490,100	$13,543,500	$13,596,600
User Fees and Charges	$4,758,800	$4,853,200	$4,949,500	$5,047,700	$5,147,900
Sales Revenue	$61,400	$64,700	$70,000	$75,600	$81,600
Other Revenue	$35,000	$35,000	$35,000	$35,000	$35,000
Total Revenue	**$18,985,700**	**$19,089,500**	**$18,544,600**	**$18,701,800**	**$18,861,100**
EXPENDITURES					
Salaries, Wages and Benefits	$22,949,500	$24,035,900	$24,770,900	$25,528,600	$26,303,000
Supplies, Material and Equipment	$1,821,700	$1,788,800	$1,845,500	$1,954,000	$1,957,800
Purchased Services	$1,479,800	$1,514,400	$1,558,600	$1,604,000	$1,650,700
Insurance and Financial	$479,500	$525,500	$576,100	$599,200	$623,900
Internal Charges	$1,232,000	$1,268,500	$1,306,100	$1,344,800	$1,384,700
Total Expenditures	**$27,962,500**	**$29,133,100**	**$30,057,200**	**$31,030,600**	**$31,920,100**
Net Operating Cost / (Revenue)	**$8,976,800**	**$10,043,600**	**$11,512,600**	**$12,328,800**	**$13,059,000**
DEBT AND TRANSFERS					
Debt Charges	$1,849,700	$1,713,000			
Transfer to Reserves	$250,000	$250,000	$300,000	$300,000	$300,000
Total Debt and Transfers	**$2,099,700**	**$1,963,000**	**$300,000**	**$300,000**	**$300,000**
TAX LEVY REQUIREMENT	**$11,076,500**	**$12,006,600**	**$11,812,600**	**$12,628,800**	**$13,359,000**
yr/yr % change	13.3%	8.4%	(1.6%)	6.9%	5.8%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$13,649,400	$13,702,000	$13,754,400	$13,806,400	$13,858,200
User Fees and Charges	$5,250,000	$5,354,200	$5,460,500	$5,569,000	$5,679,500
Sales Revenue	$87,700	$94,200	$101,300	$108,800	$116,700
Other Revenue	$35,000	$35,000	$35,000	$35,000	$35,000
Total Revenue	**$19,022,100**	**$19,185,400**	**$19,351,200**	**$19,519,200**	**$19,689,400**
EXPENDITURES					
Salaries, Wages and Benefits	$27,101,600	$27,927,000	$28,779,700	$29,662,600	$30,572,700
Supplies, Material and Equipment	$2,020,200	$2,144,900	$2,143,900	$2,212,500	$2,356,200
Purchased Services	$1,698,600	$1,748,100	$1,799,100	$1,851,200	$1,906,500
Insurance and Financial	$702,000	$729,400	$759,000	$833,400	$867,400
Internal Charges	$1,425,800	$1,468,100	$1,511,700	$1,556,600	$1,602,800
Total Expenditures	**$32,948,200**	**$34,017,500**	**$34,993,400**	**$36,116,300**	**$37,305,600**
Net Operating Cost / (Revenue)	**$13,926,100**	**$14,832,100**	**$15,642,200**	**$16,597,100**	**$17,616,200**
DEBT AND TRANSFERS					
Debt Charges					
Transfer to Reserves	$300,000	$300,000	$350,000	$350,000	$350,000
Total Debt and Transfers	**$300,000**	**$300,000**	**$350,000**	**$350,000**	**$350,000**
TAX LEVY REQUIREMENT	**$14,226,100**	**$15,132,100**	**$15,992,200**	**$16,947,100**	**$17,966,200**
yr/yr % change	6.5%	6.4%	5.7%	6.0%	6.0%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Long-Term Care Homes						
Equipment and Technology						
Nursing Equip Replacements	$100,000	$110,000	$110,000	$110,000	$120,000	$550,000
Nutritional Services Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Resident Van Replacement				$85,000		$85,000
Steam Wells (2) Replacement	$25,000					$25,000
Tablet Replacements		$35,000				$35,000
Terrace Network				$120,000		$120,000
Wireless Phone Replacements						
Total Equipment and Technology	$175,000	$195,000	$160,000	$365,000	$170,000	$1,065,000
Facility Improvements						
Courtyard Door Replacement						
Garbage Compactor Replacement						
Roof Waterproofing			$210,000			$210,000
Terrace AC Replacement		$820,000				$820,000
Terrace Outdoor Garden Refresh	$100,000					$100,000
Terrace Parking Lot					$620,000	$620,000
Terrace Staff Space Refresh	$40,000					$40,000
WT Building Retrofits	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Total Facility Improvements	$190,000	$870,000	$260,000	$50,000	$670,000	$2,040,000
Total	**$365,000**	**$1,065,000**	**$420,000**	**$415,000**	**$840,000**	**$3,105,000**
Sources of Financing						
Reserves	$365,000	$1,065,000	$420,000	$415,000	$840,000	$3,105,000
Total Financing	**$365,000**	**$1,065,000**	**$420,000**	**$415,000**	**$840,000**	**$3,105,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Long-Term Care Homes						
Equipment and Technology						
Nursing Equip Replacements	$120,000	$120,000	$130,000	$130,000	$130,000	$1,180,000
Nutritional Services Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$500,000
Resident Van Replacement						$85,000
Steam Wells (2) Replacement						$25,000
Tablet Replacements	$40,000					$75,000
Terrace Network						$120,000
Wireless Phone Replacements	$130,000					$130,000
Total Equipment and Technology	$340,000	$170,000	$180,000	$180,000	$180,000	$2,115,000
Facility Improvements						
Courtyard Door Replacement		$50,000				$50,000
Garbage Compactor Replacement		$60,000				$60,000
Roof Waterproofing						$210,000
Terrace AC Replacement						$820,000
Terrace Outdoor Garden Refresh						$100,000
Terrace Parking Lot						$620,000
Terrace Staff Space Refresh						$40,000
WT Building Retrofits	$50,000	$50,000	$50,000	$50,000	$50,000	$500,000
Total Facility Improvements	$50,000	$160,000	$50,000	$50,000	$50,000	$2,400,000
Total	**$390,000**	**$330,000**	**$230,000**	**$230,000**	**$230,000**	**$4,515,000**
Sources of Financing						
Reserves	$390,000	$330,000	$230,000	$230,000	$230,000	$4,515,000
Total Financing	**$390,000**	**$330,000**	**$230,000**	**$230,000**	**$230,000**	**$4,515,000**

Programme Overview

Programme/Service: Country 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.

2024 Budget Highlights

Operating Budget:

- A full year of the Information Services Librarian added in late 2023 to increase community outreach and promotion of library programmes and services
- Increased building maintenance costs related to air quality improvements made during the pandemic

Capital Branch Improvements:

- The remaining $7.3 million of a $12.9 million budget is included for the construction of a new Erin Branch (2023-2024).
- Lifecycle replacement for building components at various branches total $5.2 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier Van is scheduled for replacement in 2030. The budget accounts for an electric vehicle purchase reflecting preliminary Corporate Climate Change initiatives.
- 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)	2023	2024
Library Administration	8.3	9.1
Library Branch Staff	52.5	52.5
Total	**60.8**	**61.6**
Current employee count: 114		

Performance Measures

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

Programme Goals and Objectives

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

- To provide a collection of books and other materials that is responsive to the needs and interests of the community. **(Doing what the County does best - providing critical daily services for your residents)**
- To ensure that people can access the information they need. **(Doing what the County does best - providing critical daily services for your residents)**
- To provide the highest level of service to our community by providing access to new and emerging technology. **(Doing what the County does best - providing critical daily services for your residents)**
- To focus on using technology to improve library service making it easier and more convenient for patrons to engage with their public library. **(Doing what the County does best - providing critical daily services for your residents)**
- To deliver programming that enhances education and promotes lifelong learning as well as building community. **(Making the best decisions for the betterment of the community)**
- To use library space as community hubs promoting social interaction and recreational opportunities. **(Making the best decisions for the betterment of the community)**
- To maintain a motivated, skilled and technically expert staff able to provide the public with the highest level of service. **(Cherishing the County's most valued asset - its Staff)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of materials circulated	975,000	962,289	848,589	725,562
Library website traffic including database, catalogue, and calendar usage	900,000	850,797	698,440	598,046
Number of programmes offered	2,825	2,810	2,168	1,291
Number of people attending programmes	37,000	35,612	40,791	33,635

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$141,275	$148,500	$141,275	$141,500	$141,500	$ -	-
Municipal Recoveries	$34,320	$30,000	$31,680	$30,000	$32,000	$2,000	6.7%
Licenses, Permits and Rents	$36,492	$50,000	$49,462	$47,500	$49,500	$2,000	4.2%
User Fees and Charges	$16,000	$23,400	$26,141	$17,900	$23,800	$5,900	33.0%
Sales Revenue	$7,444	$8,100	$11,417	$8,100	$10,100	$2,000	24.7%
Other Revenue	$5,253	$ -	$270,124	$ -	$ -	$ -	-
Total Revenue	**$240,784**	**$260,000**	**$530,099**	**$245,000**	**$256,900**	**$11,900**	**4.9%**
Expenditure							
Salaries, Wages and Benefits	$4,929,517	$4,947,000	$5,423,595	$5,313,100	$5,681,700	$368,600	6.9%
Supplies, Material and Equipment	$1,022,443	$975,000	$1,053,539	$958,600	$1,025,600	$67,000	7.0%
Purchased Services	$1,257,514	$1,208,100	$1,388,489	$1,248,300	$1,369,300	$121,000	9.7%
Insurance and Financial	$122,660	$116,900	$162,620	$134,600	$155,900	$21,300	15.8%
Minor Capital Expenses	$ -	$ -	$5,801	$43,500	$ -	($43,500)	(100.0%)
Internal Charges	$26,087	$3,000	$41,158	$25,700	$25,700	$ -	-
Total Expenditure	**$7,358,221**	**$7,250,000**	**$8,075,202**	**$7,723,800**	**$8,258,200**	**$534,400**	**6.9%**
Net Operating Cost / (Revenue)	**$7,117,437**	**$6,990,000**	**$7,545,103**	**$7,478,800**	**$8,001,300**	**$522,500**	**7.0%**
Transfers							
Debt Charges	$504,478	$506,600	$371,028	$371,800	$231,000	($140,800)	(37.9%)
Transfer from Reserve	($128,000)	($128,000)	($157,801)	($195,500)	$ -	$195,500	(100.0%)
Transfer to Capital	$120,000	$120,000	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$360,000	$360,000	$697,640	$440,000	$440,000	$ -	-
Total Transfers	**$856,478**	**$858,600**	**$910,867**	**$616,300**	**$671,000**	**$54,700**	**8.9%**
NET COST / (REVENUE)	**$7,973,915**	**$7,848,600**	**$8,455,970**	**$8,095,100**	**$8,672,300**	**$577,200**	**7.1%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$141,500	$141,500	$141,500	$141,500	$141,500
Municipal Recoveries	$32,000	$32,000	$32,000	$32,000	$32,000
Licenses, Permits and Rents	$49,500	$49,500	$49,900	$50,300	$50,700
User Fees and Charges	$23,800	$23,800	$24,100	$24,400	$24,700
Sales Revenue	$10,100	$10,100	$10,100	$10,100	$10,100
Total Revenue	**$256,900**	**$256,900**	**$257,600**	**$258,300**	**$259,000**
EXPENDITURES					
Salaries, Wages and Benefits	$5,681,700	$6,088,100	$6,358,800	$6,576,400	$6,787,600
Supplies, Material and Equipment	$1,025,600	$1,051,900	$1,081,200	$1,111,400	$1,142,400
Purchased Services	$1,369,300	$1,509,800	$1,559,700	$1,610,900	$1,660,300
Insurance and Financial	$155,900	$168,300	$181,900	$191,100	$200,000
Internal Charges	$25,700	$25,700	$25,700	$25,700	$25,700
Total Expenditures	**$8,258,200**	**$8,843,800**	**$9,207,300**	**$9,515,500**	**$9,816,000**
Net Operating Cost / (Revenue)	**$8,001,300**	**$8,586,900**	**$8,949,700**	**$9,257,200**	**$9,557,000**
DEBT AND TRANSFERS					
Debt Charges	$231,000	$316,000	$504,400	$503,600	$504,500
Transfer from Reserves		($85,000)	($272,800)	($272,800)	($272,800)
Transfer to Reserves	$440,000	$730,000	$730,000	$730,000	$730,000
Total Debt and Transfers	**$671,000**	**$961,000**	**$961,600**	**$960,800**	**$961,700**
TAX LEVY REQUIREMENT	**$8,672,300**	**$9,547,900**	**$9,911,300**	**$10,218,000**	**$10,518,700**
yr/yr % change	7.1%	10.1%	3.8%	3.1%	2.9%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$141,500	$141,500	$141,500	$141,500	$141,500
Municipal Recoveries	$32,000	$32,000	$32,000	$32,000	$32,000
Licenses, Permits and Rents	$51,100	$51,500	$51,900	$52,300	$52,700
User Fees and Charges	$25,000	$25,300	$25,600	$25,900	$26,200
Sales Revenue	$10,100	$10,100	$10,100	$10,100	$10,100
Total Revenue	**$259,700**	**$260,400**	**$261,100**	**$261,800**	**$262,500**
EXPENDITURES					
Salaries, Wages and Benefits	$7,001,600	$7,225,500	$7,455,700	$7,691,100	$7,937,100
Supplies, Material and Equipment	$1,174,300	$1,207,200	$1,240,800	$1,275,500	$1,311,100
Purchased Services	$1,713,700	$1,764,800	$1,817,200	$1,870,700	$1,925,600
Insurance and Financial	$241,900	$229,700	$241,000	$260,600	$272,700
Internal Charges	$25,700	$25,700	$25,700	$25,700	$25,700
Total Expenditures	**$10,157,200**	**$10,452,900**	**$10,780,400**	**$11,123,600**	**$11,472,200**
Net Operating Cost / (Revenue)	**$9,897,500**	**$10,192,500**	**$10,519,300**	**$10,861,800**	**$11,209,700**
DEBT AND TRANSFERS					
Debt Charges	$272,800	$272,800	$272,800	$272,800	$272,800
Transfer from Reserves	($272,800)	($272,800)	($272,800)	($272,800)	($272,800)
Transfer to Reserves	$730,000	$730,000	$730,000	$730,000	$730,000
Total Debt and Transfers	**$730,000**	**$730,000**	**$730,000**	**$730,000**	**$730,000**
TAX LEVY REQUIREMENT	**$10,627,500**	**$10,922,500**	**$11,249,300**	**$11,591,800**	**$11,939,700**
yr/yr % change	1.0%	2.8%	3.0%	3.0%	3.0%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Library Services						
Programming						
Branch Improvements FFE	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
Catalogue Software Replacement		$35,000				$35,000
Collection Enhancement		$55,000				$55,000
Future Technology Advancements		$35,000	$35,000	$35,000	$35,000	$140,000
Library Courier Electric Van						
Library Master Plan		$50,000				$50,000
Total Programming	$30,000	$205,000	$65,000	$65,000	$65,000	$430,000
Facilities						
Aboyne Branch: Interior Upgrades						
Aboyne Branch: Roof Replacement						
Arthur Branch: Common Area Floor Finishes						
Arthur Branch: Elevator Modernization					$140,000	$140,000
Arthur Branch: Exterior Doors						
Arthur Branch: Exterior Wall						
Arthur Branch: HVAC Replacements						
Arthur Branch: Parking Lot						
Arthur Branch: Roofing Rehabilitation						
Arthur Branch: Security Systems		$30,000				$30,000
Clifford Branch: AC Replacement			$80,000			$80,000
Clifford Branch: Common Area Floor Finishes			$30,000			$30,000
Clifford Branch: Domestic Water Distribution						
Clifford Branch: Roof Replace		$80,000				$80,000
Clifford Branch: Site Lighting						
Drayton Branch: Flooring						
Drayton Branch: HVAC Replacements						
Drayton Branch: Parking Lot						
Drayton Branch: Site Lighting						
Elora Branch: Elevator Modern	$250,000					$250,000
Elora Branch: Fire Alarm Systems						
Elora Branch: Packaged Air Conditioner Units						
Elora Branch: Roofing Rehabilitation						
Erin Branch: New Construction	$7,340,000					$7,340,000
Fergus Branch: Flooring						
Harriston Branch: Common Area Wall Finishes				$30,000		$30,000
Harriston Branch: Common Areas Floor Finishes						
Harriston Branch: Elevator Rehabilitation						

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Library Services						
Programming						
Branch Improvements FFE	$30,000	$30,000	$30,000	$30,000	$30,000	$300,000
Catalogue Software Replacement	$40,000					$75,000
Collection Enhancement		$55,000				$110,000
Future Technology Advancements	$35,000	$35,000	$35,000	$35,000	$35,000	$315,000
Library Courier Electric Van		$105,000				$105,000
Library Master Plan						$50,000
Total Programming	$105,000	$225,000	$65,000	$65,000	$65,000	$955,000
Facilities						
Aboyne Branch: Interior Upgrades		$65,000				$65,000
Aboyne Branch: Roof Replacement			$220,000			$220,000
Arthur Branch: Common Area Floor Finishes	$50,000					$50,000
Arthur Branch: Elevator Modernization						$140,000
Arthur Branch: Exterior Doors			$30,000			$30,000
Arthur Branch: Exterior Wall					$100,000	$100,000
Arthur Branch: HVAC Replacements	$110,000					$110,000
Arthur Branch: Parking Lot	$50,000					$50,000
Arthur Branch: Roofing Rehabilitation					$155,000	$155,000
Arthur Branch: Security Systems						$30,000
Clifford Branch: AC Replacement						$80,000
Clifford Branch: Common Area Floor Finishes						$30,000
Clifford Branch: Domestic Water Distribution			$27,000			$27,000
Clifford Branch: Roof Replace						$80,000
Clifford Branch: Site Lighting			$30,000			$30,000
Drayton Branch: Flooring	$50,000					$50,000
Drayton Branch: HVAC Replacements	$50,000					$50,000
Drayton Branch: Parking Lot	$110,000					$110,000
Drayton Branch: Site Lighting	$20,000					$20,000
Elora Branch: Elevator Modern						$250,000
Elora Branch: Fire Alarm Systems	$40,000					$40,000
Elora Branch: Packaged Air Conditioner Units		$35,000				$35,000
Elora Branch: Roofing Rehabilitation	$30,000					$30,000
Erin Branch: New Construction						$7,340,000
Fergus Branch: Flooring	$120,000					$120,000
Harriston Branch: Common Area Wall Finishes						$30,000
Harriston Branch: Common Areas Floor Finishes				$30,000		$30,000
Harriston Branch: Elevator Rehabilitation				$235,000		$235,000

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Harriston Branch: Exterior Rehabilitation						
Harriston Branch: HVAC Rehabilitation						
Harriston Branch: Plumbing Upgrades						
Harriston Branch: Rain Water Drainage						
Harriston Branch: Roofing Rehabilitation						
Harriston Branch: Tele. Sys. and Fire Sys. Upgrade						
Library Building Retrofits	$125,000	$120,000	$100,000	$110,000	$100,000	$555,000
Marden Branch: Bathroom Refurbishment						
Marden Branch: Packaged Air Conditioner Units				$35,000		$35,000
Marden Branch: Parking Lot Rehabilitation						
MF Branch: Elevator Modernization						
MF Branch: Exterior Rehab						
MF Branch: HVAC Upgrades						
Palmerston Branch: Air Conditioning						
Palmerston Branch: Domestic Water Distribution						
Palmerston Branch: Interior Upgrades						
Puslinch Branch: Air Conditioning						
Puslinch Branch: Domestic Water Distribution						
Puslinch Branch: Flooring Replacements						
Puslinch Branch: Parking Lot	$30,000					$30,000
Puslinch Branch: Water Heater						
Total Facilities	$7,745,000	$230,000	$210,000	$175,000	$240,000	$8,600,000
Total	**$7,775,000**	**$435,000**	**$275,000**	**$240,000**	**$305,000**	**$9,030,000**
Sources of Financing						
Reserves	$4,375,000	$356,000	$275,000	$240,000	$305,000	$5,551,000
Development Charges		$79,000				$79,000
Growth Related Debenture	$3,400,000					$3,400,000
Total Financing	**$7,775,000**	**$435,000**	**$275,000**	**$240,000**	**$305,000**	**$9,030,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Harriston Branch: Exterior Rehabilitation				$150,000		$150,000
Harriston Branch: HVAC Rehabilitation				$210,000		$210,000
Harriston Branch: Plumbing Upgrades		$60,000				$60,000
Harriston Branch: Rain Water Drainage		$40,000				$40,000
Harriston Branch: Roofing Rehabilitation				$45,000		$45,000
Harriston Branch: Tele. Sys. and Fire Sys. Upgrade				$95,000		$95,000
Library Building Retrofits	$125,000	$180,000	$160,000	$100,000	$125,000	$1,245,000
Marden Branch: Bathroom Refurbishment				$25,000		$25,000
Marden Branch: Packaged Air Conditioner Units						$35,000
Marden Branch: Parking Lot Rehabilitation				$165,000		$165,000
MF Branch: Elevator Modernization		$350,000				$350,000
MF Branch: Exterior Rehab		$50,000				$50,000
MF Branch: HVAC Upgrades		$40,000				$40,000
Palmerston Branch: Air Conditioning		$75,000				$75,000
Palmerston Branch: Domestic Water Distribution		$55,000				$55,000
Palmerston Branch: Interior Upgrades		$70,000				$70,000
Puslinch Branch: Air Conditioning		$110,000				$110,000
Puslinch Branch: Domestic Water Distribution		$35,000				$35,000
Puslinch Branch: Flooring Replacements			$50,000			$50,000
Puslinch Branch: Parking Lot						$30,000
Puslinch Branch: Water Heater		$45,000				$45,000
Total Facilities	$755,000	$1,210,000	$517,000	$1,055,000	$380,000	$12,517,000
Total	**$860,000**	**$1,435,000**	**$582,000**	**$1,120,000**	**$445,000**	**$13,472,000**
Sources of Financing						
Reserves	$860,000	$1,390,000	$582,000	$1,120,000	$445,000	$9,948,000
Development Charges		$45,000				$124,000
Growth Related Debenture						$3,400,000
Total Financing	**$860,000**	**$1,435,000**	**$582,000**	**$1,120,000**	**$445,000**	**$13,472,000**

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 rural 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.

2024 Budget Highlights

Operating Budget

- Includes a one-time allocation for the Dinosaur Exhibit in 2024
- The addition of two summer students to assist with activities, events and programming at the Museum.

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 ($4.9 million over 2024-2029)
- Project to improve Wi-Fi connectivity on Museum Property
- Construction of Samual Honey Drive to connect Charles Allen Way and Frederick Campbell Street (2028)
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)	2023	2024
Museum and Archives	18.2	18.2
Total	**18.2**	**18.8**
Current employee count: 24		

Performance Measures

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

Programme Goals and Objectives

Goal 1: Being accessible and inclusive to the residents and tourists of Wellington County. **Objectives:** Optimize hours of operation, online presence, and partnerships with libraries. **(Doing what the County does best - providing critical daily services for your residents)**

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. **(Doing what the County does best - providing critical daily services for your residents)**

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.
(Doing what the County does best - providing critical daily services for your residents)

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. **(Making the best decisions for the betterment of the community)**

Goal 5: Public awareness of WCMA services. **Objectives:** Effective communication of our events, programmes and exhibits. **(Doing what the County does best - providing critical daily services for your residents)**

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.
(Doing what the County does best - providing critical daily services for your residents)

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.
(**Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
# of attendees	30,000	34,348	37,854*	8,767
# of interactive pieces in exhibits	20	18	3	1
# of speaking engagements to businesses	6	7	6	5
# of consultations with key audiences to guide new exhibits	7	6	5	N/A
# of public events for targeted audiences	8	7	7	6
# of new promotion initiatives	2	3	3	2
% of patrons likely to return and recommend (customer satisfaction score)	97%	97%	97%	97%
# of capital improvements to historic site	5	6	5	4

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

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$51,064	$51,100	$51,064	$51,100	$51,100	$ -	-
Licenses, Permits and Rents	$30,509	$52,100	$30,004	$52,100	$52,100	$ -	-
User Fees and Charges	$116,971	$80,100	$102,888	$80,500	$105,400	$24,900	30.9%
Sales Revenue	$24,137	$10,200	$13,890	$15,300	$15,400	$100	0.7%
Other Revenue	$10,551	$ -	$10,947	$ -	$ -	$ -	-
Total Revenue	**$233,232**	**$193,500**	**$208,793**	**$199,000**	**$224,000**	**$25,000**	**12.6%**
Expenditure							
Salaries, Wages and Benefits	$1,552,813	$1,586,600	$1,657,118	$1,720,600	$1,808,400	$87,800	5.1%
Supplies, Material and	$159,597	$168,400	$178,893	$174,000	$185,800	$11,800	6.8%
Equipment Purchased Services	$461,329	$457,100	$456,176	$459,300	$519,000	$59,700	13.0%
Transfer Payments	$5,425	$ -	$6,000	$ -	$ -	$ -	-
Insurance and Financial	$52,446	$57,500	$67,440	$64,600	$71,800	$7,200	11.1%
Minor Capital Expenses	$ -	$ -	$4,350	$ -	$ -	$ -	-
Internal Charges	$14,626	$10,000	$18,232	$10,000	$10,000	$ -	-
Total Expenditure	**$2,246,236**	**$2,279,600**	**$2,388,209**	**$2,428,500**	**$2,595,000**	**$166,500**	**6.9%**
Net Operating Cost / (Revenue)	**$2,013,004**	**$2,086,100**	**$2,179,416**	**$2,229,500**	**$2,371,000**	**$141,500**	**6.3%**
Transfers							
Transfers to Reserve	$475,786	$427,000	$453,893	$427,000	$650,000	$223,000	52.2%
Total Transfers	**$475,786**	**$427,000**	**$453,893**	**$427,000**	**$650,000**	**$223,000**	**52.2%**
NET COST / (REVENUE)	**$2,488,790**	**$2,513,100**	**$2,633,309**	**$2,656,500**	**$3,021,000**	**$364,500**	**13.7%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$51,100	$51,100	$51,100	$51,100	$51,100
Licenses, Permits and Rents	$52,100	$52,100	$53,700	$55,300	$57,000
User Fees and Charges	$105,400	$105,400	$107,400	$109,400	$111,500
Sales Revenue	$15,400	$15,600	$16,000	$16,400	$16,800
Total Revenue	**$224,000**	**$224,200**	**$228,200**	**$232,200**	**$236,400**
EXPENDITURES					
Salaries, Wages and Benefits	$1,808,400	$1,904,400	$1,989,700	$2,072,900	$2,150,300
Supplies, Material and Equipment	$185,800	$173,800	$178,900	$184,100	$189,300
Purchased Services	$519,000	$485,200	$503,300	$522,100	$539,600
Insurance and Financial	$71,800	$77,300	$83,300	$87,900	$92,800
Internal Charges	$10,000	$10,000	$10,000	$10,000	$10,000
Total Expenditures	**$2,595,000**	**$2,650,700**	**$2,765,200**	**$2,877,000**	**$2,982,000**
Net Operating Cost / (Revenue)	**$2,371,000**	**$2,426,500**	**$2,537,000**	**$2,644,800**	**$2,745,600**
DEBT AND TRANSFERS					
Transfer to Reserves	$650,000	$750,000	$750,000	$750,000	$750,000
Total Debt and Transfers	**$650,000**	**$750,000**	**$750,000**	**$750,000**	**$750,000**
TAX LEVY REQUIREMENT	**$3,021,000**	**$3,176,500**	**$3,287,000**	**$3,394,800**	**$3,495,600**
yr/yr % change	13.7%	5.1%	3.5%	3.3%	3.0%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$51,100	$51,100	$51,100	$51,100	$51,100
Licenses, Permits and Rents	$58,700	$60,500	$62,300	$64,200	$66,100
User Fees and Charges	$113,700	$115,900	$118,100	$120,400	$122,800
Sales Revenue	$17,200	$17,600	$18,000	$18,400	$18,800
Total Revenue	**$240,700**	**$245,100**	**$249,500**	**$254,100**	**$258,800**
EXPENDITURES					
Salaries, Wages and Benefits	$2,222,000	$2,296,300	$2,373,600	$2,453,300	$2,534,200
Supplies, Material and Equipment	$194,600	$200,000	$205,500	$211,200	$216,900
Purchased Services	$558,800	$577,100	$595,400	$614,100	$632,900
Insurance and Financial	$101,700	$105,900	$111,700	$120,100	$126,700
Internal Charges	$10,000	$10,000	$10,000	$10,000	$10,000
Total Expenditures	**$3,087,100**	**$3,189,300**	**$3,296,200**	**$3,408,700**	**$3,520,700**
Net Operating Cost / (Revenue)	**$2,846,400**	**$2,944,200**	**$3,046,700**	**$3,154,600**	**$3,261,900**
DEBT AND TRANSFERS					
Transfer to Reserves	$750,000	$750,000	$750,000	$750,000	$750,000
Total Debt and Transfers	**$750,000**	**$750,000**	**$750,000**	**$750,000**	**$750,000**
TAX LEVY REQUIREMENT	**$3,596,400**	**$3,694,200**	**$3,796,700**	**$3,904,600**	**$4,011,900**
yr/yr % change	2.9%	2.7%	2.8%	2.8%	2.7%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Museum and Archives at WP						
Facilities						
Aboyne Hall Flooring Replacement		$30,000				$30,000
Aboyne Hall Kitchen						
Archives Reading Room Flooring		$30,000				$30,000
Archives Roof Replacement						
Exhibit Hall Flooring Replacement		$30,000				$30,000
Fire Alarm Panel					$85,000	$85,000
Main Elec Panel Replacement					$40,000	$40,000
Museum Air Conditioning				$210,000		$210,000
Museum Exterior Entrance	$15,000					$15,000
Museum Property WiFi	$50,000					$50,000
Replace Boilers			$65,000			$65,000
Replace Humidification Units						
WP - Museum Building Renovations			$1,705,000			$1,705,000
Total Facilities	$65,000	$90,000	$1,770,000	$210,000	$125,000	$2,260,000
Wellington Place						
East Park Lot/Vehicle Access	$125,000					$125,000
Front Mount Lawn Mower				$40,000		$40,000
Museum Tractor	$90,000					$90,000
Museum Trail	$30,000					$30,000
Samuel Honey Drive Construction					$2,000,000	$2,000,000
WP - Commons Recreation Area						
WP - Storage Building, Bicycle/Water Stations		$1,600,000				$1,600,000
Total Wellington Place	$245,000	$1,600,000		$40,000	$2,000,000	$3,885,000
Total	**$310,000**	**$1,690,000**	**$1,770,000**	**$250,000**	**$2,125,000**	**$6,145,000**
Sources of Financing						
Reserves	$310,000	$1,690,000	$1,770,000	$250,000	$2,125,000	$6,145,000
Total Financing	**$310,000**	**$1,690,000**	**$1,770,000**	**$250,000**	**$2,125,000**	**$6,145,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Museum and Archives at WP						
Facilities						
Aboyne Hall Flooring Replacement						$30,000
Aboyne Hall Kitchen	$65,000					$65,000
Archives Reading Room Flooring						$30,000
Archives Roof Replacement			$204,000			$204,000
Exhibit Hall Flooring Replacement						$30,000
Fire Alarm Panel						$85,000
Main Elec Panel Replacement						$40,000
Museum Air Conditioning						$210,000
Museum Exterior Entrance						$15,000
Museum Property WiFi						$50,000
Replace Boilers			$120,000			$185,000
Replace Humidification Units		$35,000				$35,000
WP - Museum Building Renovations						$1,705,000
Total Facilities	$65,000	$35,000	$324,000			$2,684,000
Wellington Place						
East Park Lot/Vehicle Access						$125,000
Front Mount Lawn Mower						$40,000
Museum Tractor						$90,000
Museum Trail						$30,000
Samuel Honey Drive Construction						$2,000,000
WP - Commons Recreation Area	$850,000					$850,000
WP - Storage Building, Bicycle/Water Stations						$1,600,000
Total Wellington Place	$850,000					$4,735,000
Total	**$915,000**	**$35,000**	**$324,000**			**$7,419,000**
Sources of Financing						
Reserves	$915,000	$35,000	$324,000			$7,419,000
Total Financing	**$915,000**	**$35,000**	**$324,000**			**$7,419,000**

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 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.

2024 Budget Highlights

Operating Budget:

- User fees and charges have been increased by $48,100 to reflect 2024 rates
- The addition of a co-op student to assist in planning activities during the year
- The budget includes an increase towards the Source Water Protection programme ($80,000), to account for the annualization of the Source Water Protection Coordinator added in 2023, additional funding to the Waterloo Wellington Children's Groundwater Festival, as well as additional monitoring and analysis projects in 2024.

Capital Budget:

- Continued investment in updates to the Official Plan to ensure conformity with provincial policy
- An Economic Development Area Study (2024) to identify areas for future employment development and other uses in Puslinch
- Corporate Climate Change related capital initiatives total $2.0 million and are included in 2024-2027 of the forecast.

Staff Complement (Full time equivalents)	2023	2024
Planning and Development	14.0	14.3
Land Division Committee	2.0	2.0
Climate Change	2.5	2.0
Weed Inspection/Tree Cutting	1.0	1.2
Total	**19.5**	**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 for the betterment of the community)
- **Land Stewardship** recognizes that preserving natural features and protecting the environment is a shared value between government, community groups and land owners. County Council believes that all landowners are entitled to reasonable use and enjoyment of their land but they are also stewards of the land with responsibility to the community for the long term environmental health of their land.
  (Making the best decisions for the betterment of the community)
- **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.
  (Doing what the County does best - providing critical daily services for your residents)

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. **(Making the best decisions for the betterment of the community)**
- **Connect** - leverage and expand interconnections across all levels of the community and corporation to build social infrastructure and support climate change action.
  (Making the best decisions for the betterment of the community)
- **Build** - create policy, tools and programmes to support and amplify climate change action
  (Making the best decisions for the betterment of the community)
- **Act** - implement actions to support climate change prevention and preparedness by and for community members and the corporation.
  (Doing what the County does best - providing critical daily services for your residents)
- **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 for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Percent of new residential units from building permits in settlement areas	85%	85%	88%	86%
Percent of agriculturally designated land retained since year 2000*	99.60%	99.60%	99.60%	99.60%
Number of new residential units from building permits	750	640	853	814
Corporate greenhouse gas emission % reduction yr/yr	1.00%	1.00%	-18.60%	7.80%
Community greenhouse gas emissions % reduction yr/yr	1.00%	1.00%	-1.20%	-0.60%

*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

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$51,516	$405,000	$ -	$ -	$ -	$ -	-
Municipal Recoveries	$453,816	$290,000	$400,125	$418,700	$441,100	$22,400	5.3%
User Fees and Charges	$1,243,216	$957,000	$1,265,078	$1,200,600	$1,248,700	$48,100	4.0%
Other Revenue	$452	$ -	$126	$ -	$ -	$ -	-
Internal Recoveries	$9,243	$ -	$ -	$ -	$ -	$ -	-
Total Revenue	**$1,758,243**	**$1,652,000**	**$1,665,329**	**$1,619,300**	**$1,689,800**	**$70,500**	**4.4%**
Expenditure							
Salaries, Wages and Benefits	$2,260,123	$2,317,000	$2,526,379	$2,655,500	$2,842,000	$186,500	7.0%
Supplies, Material and Equipment	$48,505	$54,500	$34,485	$43,000	$46,200	$3,200	7.4%
Purchased Services	$221,799	$918,900	$182,277	$392,800	$418,900	$26,100	6.6%
Transfer Payments	$610,883	$725,000	$788,690	$785,000	$865,000	$80,000	10.2%
Insurance and Financial	$41,779	$40,000	$48,916	$47,300	$51,800	$4,500	9.5%
Internal Charges	$4,811	$6,600	$6,663	$6,600	$6,600	$ -	-
Total Expenditure	**$3,187,900**	**$4,062,000**	**$3,587,410**	**$3,930,200**	**$4,230,500**	**$300,300**	**7.6%**
Net Operating Cost / (Revenue)	**$1,429,657**	**$2,410,000**	**$1,922,081**	**$2,310,900**	**$2,540,700**	**$229,800**	**9.9%**
Transfers							
Transfer from Reserve	$ -	$ -	($924)	($20,000)	$ -	$20,000	(100.0%)
Transfer to Capital	$23,000	$23,000	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$308,027	$ -	$58,334	$10,000	$10,000	$ -	-
Total Transfers	**$331,027**	**$23,000**	**$57,410**	**($10,000)**	**$10,000**	**$20,000**	**(200.0%)**
NET COST / (REVENUE)	**$1,760,684**	**$2,433,000**	**$1,979,491**	**$2,300,900**	**$2,550,700**	**$249,800**	**10.9%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Municipal Recoveries	$441,100	$450,800	$460,500	$470,200	$479,900
User Fees and Charges	$1,248,700	$1,286,500	$1,324,300	$1,362,100	$1,402,300
Total Revenue	**$1,689,800**	**$1,737,300**	**$1,784,800**	**$1,832,300**	**$1,882,200**
EXPENDITURES					
Salaries, Wages and Benefits	$2,842,000	$2,995,700	$3,107,600	$3,214,300	$3,318,000
Supplies, Material and Equipment	$46,200	$46,800	$47,800	$48,800	$49,800
Purchased Services	$418,900	$402,200	$413,700	$425,700	$437,700
Transfer Payments	$865,000	$878,500	$892,000	$906,000	$920,500
Insurance and Financial	$51,800	$56,200	$60,800	$62,700	$64,800
Internal Charges	$6,600	$6,600	$6,600	$6,600	$6,600
Total Expenditures	**$4,230,500**	**$4,386,000**	**$4,528,500**	**$4,664,100**	**$4,797,400**
Net Operating Cost / (Revenue)	**$2,540,700**	**$2,648,700**	**$2,743,700**	**$2,831,800**	**$2,915,200**
DEBT AND TRANSFERS					
Transfer to Reserves	$10,000	$10,000	$10,000	$30,000	$30,000
Total Debt and Transfers	**$10,000**	**$10,000**	**$10,000**	**$30,000**	**$30,000**
TAX LEVY REQUIREMENT	**$2,550,700**	**$2,658,700**	**$2,753,700**	**$2,861,800**	**$2,945,200**
yr/yr % change	10.9%	4.2%	3.6%	3.9%	2.9%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Municipal Recoveries	$489,600	$499,300	$509,000	$518,700	$528,400
User Fees and Charges	$1,444,500	$1,486,700	$1,528,900	$1,573,100	$1,618,300
Total Revenue	**$1,934,100**	**$1,986,000**	**$2,037,900**	**$2,091,800**	**$2,146,700**
EXPENDITURES					
Salaries, Wages and Benefits	$3,423,600	$3,533,200	$3,644,700	$3,760,300	$3,876,700
Supplies, Material and Equipment	$50,800	$51,800	$52,800	$54,000	$55,200
Purchased Services	$450,200	$463,200	$476,400	$490,200	$504,200
Transfer Payments	$935,500	$950,500	$966,000	$981,500	$997,500
Insurance and Financial	$71,500	$73,600	$76,100	$82,100	$84,900
Internal Charges	$6,600	$6,600	$6,600	$6,600	$6,600
Total Expenditures	**$4,938,200**	**$5,078,900**	**$5,222,600**	**$5,374,700**	**$5,525,100**
Net Operating Cost / (Revenue)	**$3,004,100**	**$3,092,900**	**$3,184,700**	**$3,282,900**	**$3,378,400**
DEBT AND TRANSFERS					
Transfer to Reserves	$30,000	$30,000	$30,000	$30,000	$30,000
Total Debt and Transfers	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**
TAX LEVY REQUIREMENT	**$3,034,100**	**$3,122,900**	**$3,214,700**	**$3,312,900**	**$3,408,400**
yr/yr % change	3.0%	2.9%	2.9%	3.1%	2.9%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Planning						
Planning and Trails						
Economic Development Area Study	$350,000					$350,000
Official Plan Review/Update		$250,000				$250,000
Total Planning and Trails	$350,000	$250,000				$600,000
Climate Change Initiatives						
Adaptation Plan	$130,000	$100,000				$230,000
Corporate EV Infrastructure		$500,000	$500,000	$500,000		$1,500,000
Green Energy Mapping				$100,000		$100,000
Home Energy Retrofit Programme	$100,000					$100,000
ICI Energy Retrofit Programme			$100,000			$100,000
Total Climate Change Initiatives	$230,000	$600,000	$600,000	$600,000		$2,030,000
Total	**$580,000**	**$850,000**	**$600,000**	**$600,000**		**$2,630,000**
Sources of Financing						
Recoveries	$100,000					$100,000
Subsidies	$80,000					$80,000
Reserves	$230,000	$650,000	$600,000	$600,000		$2,080,000
Development Charges	$170,000	$200,000				$370,000
Total Financing	**$580,000**	**$850,000**	**$600,000**	**$600,000**		**$2,630,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Planning						
Planning and Trails						
Economic Development Area Study						$350,000
Official Plan Review/Update						$250,000
Total Planning and Trails						$600,000
Climate Change Initiatives						
Adaptation Plan						$230,000
Corporate EV Infrastructure						$1,500,000
Green Energy Mapping						$100,000
Home Energy Retrofit Programme						$100,000
ICI Energy Retrofit Programme						$100,000
Total Climate Change Initiatives						$2,030,000
Total						**$2,630,000**
Sources of Financing						
Recoveries						$100,000
Subsidies						$80,000
Reserves						$2,080,000
Development Charges						$370,000
Total Financing						**$2,630,000**

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.

2024 Budget Highlights

Operating Budget:

- Seedling sales revenue from the Green Legacy programme have been decreased by $20,000 in 2024 as the County had anticipated supplying more trees to the City of Guelph than has occurred.
- The budget includes increases to staffing costs as a portion of seasonal tree nursery workers were offered additional hours to meet minimum requirements to qualify for full-time benefits. This will assist in recruitment and retention of these positions going forward.

Capital Budget:

- The 2024-2033 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling $515,000.
- Future years plan for the replacement of vehicles with electric vehicles.
- Rehabilitation projects for the parking lot and HVAC System at the Southern Tree Nursery ($285,000)

Staff Complement (Full time equivalents)	2023	2024
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: 9		

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. **(Doing what the County does best - providing critical daily services for your residents)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide volunteer opportunities for residents of Wellington County to assist in the production of Green Legacy trees. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide trees and expertise to Wellington County member municipalities, conservation authorities and service groups. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
# of high quality trees planted per year	175,000	166,050*	156,318*	173,628
# of students (grades K-8) involved in Green Legacy events	8,000	7,580*	2,818*	0*
# of volunteers involved in Green Legacy events	550	507*	144*	0*
# of trees provided to municipalities, conservation authorities and service	30,000	26,623*	29,454*	28,050

*COVID-19 Restrictions adversely affected volunteer opportunities and community projects

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$ -	$ -	$383	$ -	$ -	$ -	-
Sales Revenue	$26,545	$2,000	$11,744	$35,000	$15,000	($20,000)	(57.1%)
Other Revenue	$4,010	$1,500	$100	$2,000	$2,000	$ -	-
Total Revenue	**$30,555**	**$3,500**	**$12,227**	**$37,000**	**$17,000**	**($20,000)**	**(54.1%)**
Expenditure							
Salaries, Wages and Benefits	$634,144	$647,900	$698,652	$676,500	$730,000	$53,500	7.9%
Supplies, Material and Equipment	$105,030	$99,500	$87,716	$110,300	$109,400	($900)	(0.8%)
Purchased Services	$62,604	$85,300	$64,718	$79,500	$80,600	$1,100	1.4%
Insurance and Financial	$23,504	$24,600	$28,191	$27,600	$31,800	$4,200	15.2%
Minor Capital Expenses	$ -	$ -	$ -	$ -	$16,000	$16,000	-
Internal Charges	$3,215	$5,600	$6,726	$13,000	$13,000	$ -	-
Total Expenditure	**$828,497**	**$862,900**	**$886,003**	**$906,900**	**$980,800**	**$73,900**	**8.1%**
Net Operating Cost / (Revenue)	**$797,942**	**$859,400**	**$873,776**	**$869,900**	**$963,800**	**$93,900**	**10.8%**
Transfers							
Transfer from Reserve	$ -	$ -	$ -	$ -	($16,000)	($16,000)	-
Transfers to Reserve	$30,000	$30,000	$60,000	$60,000	$60,000	$ -	-
Total Transfers	**$30,000**	**$30,000**	**$60,000**	**$60,000**	**$44,000**	**($16,000)**	**(26.7%)**
NET COST / (REVENUE)	**$827,942**	**$889,400**	**$933,776**	**$929,900**	**$1,007,800**	**$77,900**	**8.4%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Sales Revenue	$15,000	$15,000	$16,100	$17,200	$18,300
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$17,000**	**$17,000**	**$18,100**	**$19,200**	**$20,300**
EXPENDITURES					
Salaries, Wages and Benefits	$730,000	$768,100	$803,700	$837,300	$865,800
Supplies, Material and Equipment	$109,400	$112,900	$115,800	$118,800	$121,900
Purchased Services	$80,600	$83,500	$85,900	$88,500	$91,300
Insurance and Financial	$31,800	$34,000	$36,800	$38,900	$41,300
Minor Capital Expenses	$16,000	$12,000	$18,000	$28,500	
Internal Charges	$13,000	$13,000	$13,000	$13,000	$13,000
Total Expenditures	**$980,800**	**$1,023,500**	**$1,073,200**	**$1,125,000**	**$1,133,300**
Net Operating Cost / (Revenue)	**$963,800**	**$1,006,500**	**$1,055,100**	**$1,105,800**	**$1,113,000**
DEBT AND TRANSFERS					
Transfer from Reserves	($16,000)	($12,000)	($18,000)	($28,500)	
Transfer to Reserves	$60,000	$100,000	$100,000	$100,000	$100,000
Total Debt and Transfers	**$44,000**	**$88,000**	**$82,000**	**$71,500**	**$100,000**
TAX LEVY REQUIREMENT	**$1,007,800**	**$1,094,500**	**$1,137,100**	**$1,177,300**	**$1,213,000**
yr/yr % change	8.4%	8.6%	3.9%	3.5%	3.0%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Sales Revenue	$19,400	$20,600	$21,800	$23,100	$24,400
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$21,400**	**$22,600**	**$23,800**	**$25,100**	**$26,400**
EXPENDITURES					
Salaries, Wages and Benefits	$894,300	$923,800	$954,300	$985,900	$1,018,900
Supplies, Material and Equipment	$125,000	$128,200	$131,600	$135,100	$138,800
Purchased Services	$94,100	$96,900	$99,800	$102,900	$106,000
Insurance and Financial	$45,500	$47,400	$50,300	$54,400	$57,600
Minor Capital Expenses		$7,000	$11,000		
Internal Charges	$13,000	$13,000	$13,000	$13,000	$13,000
Total Expenditures	**$1,171,900**	**$1,216,300**	**$1,260,000**	**$1,291,300**	**$1,334,300**
Net Operating Cost / (Revenue)	**$1,150,500**	**$1,193,700**	**$1,236,200**	**$1,266,200**	**$1,307,900**
DEBT AND TRANSFERS					
Transfer from Reserves		($7,000)	($11,000)		
Transfer to Reserves	$100,000	$100,000	$100,000	$100,000	$100,000
Total Debt and Transfers	**$100,000**	**$93,000**	**$89,000**	**$100,000**	**$100,000**
TAX LEVY REQUIREMENT	**$1,250,500**	**$1,286,700**	**$1,325,200**	**$1,366,200**	**$1,407,900**
yr/yr % change	3.1%	2.9%	3.0%	3.1%	3.1%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Green Legacy						
Green Legacy Pick up Replacement		$100,000				$100,000
Green Legacy Van Replacement						
Northern Nursery Pick Up Replacement					$130,000	$130,000
Northern Nursery: Green Roof membrane and HVAC equipment						
Northern Nursery: Irrigation system and Parking lot repair						
South Tree Nursery: Exhaust Ventilation Systems				$30,000		$30,000
South Tree Nursery: HVAC Rehabilitation						
South Tree Nursery: Parking Lots						
Total		**$100,000**		**$30,000**	**$130,000**	**$260,000**
Sources of Financing						
Reserves		$100,000		$30,000	$130,000	$260,000
Total Financing		**$100,000**		**$30,000**	**$130,000**	**$260,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Green Legacy						
Green Legacy Pick up Replacement			$175,000			$275,000
Green Legacy Van Replacement		$110,000				$110,000
Northern Nursery Pick Up Replacement						$130,000
Northern Nursery: Green Roof membrane and HVAC equipment			$25,000			$25,000
Northern Nursery: Irrigation system and Parking lot repair			$25,000			$25,000
South Tree Nursery: Exhaust Ventilation Systems						$30,000
South Tree Nursery: HVAC Rehabilitation				$210,000		$210,000
South Tree Nursery: Parking Lots			$45,000			$45,000
Total		**$110,000**	**$270,000**	**$210,000**		**$850,000**
Sources of Financing						
Reserves		$110,000	$270,000	$210,000		$850,000
Total Financing		**$110,000**	**$270,000**	**$210,000**		**$850,000**

Programme Overview

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

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.

2024 Budget Highlights

Operating Budget:

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2024-2033
- Purchased services includes a one-time increase of $7,500 towards the Rural Green Sign replacement project - as approved at the October 2023 Planning Committee
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget:

- Continued programme funding for paging site batteries, generator replacements and radio replacements ($235,000 in 2026 - 2028)
- Vehicle replacement with an electric vehicle scheduled for 2028

Staff Complement (Full time equivalents)	2023	2024
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

Programme Goals and Objectives

The 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. **(Doing what the County does best - providing critical daily services for your residents)**
- Training for members of the Municipal Emergency Control Groups (MECG), support staff, and partner agencies and organizations. **(Cherishing the County's most valued asset - its Staff)**
- Public awareness and education on municipal risks to public safety and on personal preparedness for emergencies. **(Doing what the County does best - providing critical daily services for your residents)**
- Conduct exercises to test all or portions of the Emergency Response Plan, municipal specific plans/ procedures and/or its partner response agencies plans/procedures.
  (Making the best decisions for the betterment of the community)

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 2024	Actual 2023	Actual 2022	Actual 2021
ER Plans developed or updated	16	15	20	15
New MECG members trained	15	24	15	16
Public educational engagements conducted	18	18	20	16
Training exercises completed	15	19	16	9

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	$425,620	$414,600	$432,534	$455,000	$484,800	$29,800	6.5%
Supplies, Material and Equipment	$42,261	$10,900	$19,861	$21,800	$21,800	$ -	-
Purchased Services	$310,230	$198,500	$172,165	$193,300	$200,800	$7,500	3.9%
Transfer Payments	$155,791	$151,200	$163,765	$151,200	$155,700	$4,500	3.0%
Insurance and Financial	$13,175	$10,900	$12,995	$12,400	$13,900	$1,500	12.1%
Internal Charges	$27	$ -	$ -	$1,500	$1,500	$ -	-
Total Expenditure	**$947,104**	**$786,100**	**$801,320**	**$835,200**	**$878,500**	**$43,300**	**5.2%**
Net Operating Cost / (Revenue)	**$947,104**	**$786,100**	**$801,320**	**$835,200**	**$878,500**	**$43,300**	**5.2%**
Transfers							
Transfers to Reserve	$ -	$ -	$20,000	$20,000	$20,000	$ -	-
Total Transfers	**$ -**	**$ -**	**$20,000**	**$20,000**	**$20,000**	**$ -**	**-**
NET COST / (REVENUE)	**$947,104**	**$786,100**	**$821,320**	**$855,200**	**$898,500**	**$43,300**	**5.1%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
EXPENDITURES					
Salaries, Wages and Benefits	$484,800	$513,300	$538,700	$558,800	$577,300
Supplies, Material and Equipment	$21,800	$21,900	$22,400	$22,900	$23,400
Purchased Services	$200,800	$199,800	$205,800	$211,900	$218,000
Transfer Payments	$155,700	$160,700	$165,700	$170,700	$175,700
Insurance and Financial	$13,900	$15,000	$16,300	$17,100	$17,900
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$878,500**	**$912,200**	**$950,400**	**$982,900**	**$1,013,800**
Net Operating Cost / (Revenue)	**$878,500**	**$912,200**	**$950,400**	**$982,900**	**$1,013,800**
DEBT AND TRANSFERS					
Transfer to Reserves	$20,000	$20,000	$20,000	$20,000	$20,000
Total Debt and Transfers	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
TAX LEVY REQUIREMENT	**$898,500**	**$932,200**	**$970,400**	**$1,002,900**	**$1,033,800**
yr/yr % change	5.1%	3.8%	4.1%	3.3%	3.1%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
EXPENDITURES					
Salaries, Wages and Benefits	$596,200	$615,600	$636,100	$657,100	$678,900
Supplies, Material and Equipment	$24,000	$24,600	$25,200	$25,800	$26,400
Purchased Services	$224,600	$231,400	$238,300	$245,500	$252,800
Transfer Payments	$181,200	$186,700	$192,700	$198,700	$204,700
Insurance and Financial	$19,700	$20,500	$21,500	$23,200	$24,400
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$1,047,200**	**$1,080,300**	**$1,115,300**	**$1,151,800**	**$1,188,700**
Net Operating Cost / (Revenue)	**$1,047,200**	**$1,080,300**	**$1,115,300**	**$1,151,800**	**$1,188,700**
DEBT AND TRANSFERS					
Transfer to Reserves	$20,000	$20,000	$20,000	$20,000	$20,000
Total Debt and Transfers	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
TAX LEVY REQUIREMENT	**$1,067,200**	**$1,100,300**	**$1,135,300**	**$1,171,800**	**$1,208,700**
yr/yr % change	3.2%	3.1%	3.2%	3.2%	3.1%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Emergency Management						
CEM Vehicle Replacement					$95,000	$95,000
EM Portable and Mobile Radio Replacement					$40,000	$40,000
Generator Replacement Programme					$55,000	$55,000
Replace Paging Site Batteries			$45,000			$45,000
Total			**$45,000**		**$190,000**	**$235,000**
Sources of Financing						
Reserves			$45,000		$190,000	$235,000
Total Financing			**$45,000**		**$190,000**	**$235,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Emergency Management						
CEM Vehicle Replacement						$95,000
EM Portable and Mobile Radio Replacement						$40,000
Generator Replacement Programme						$55,000
Replace Paging Site Batteries						$45,000
Total						**$235,000**
Sources of Financing						
Reserves						$235,000
Total Financing						**$235,000**

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.

2024 Budget Highlights

- The 2024 policing contract estimate of $17,895,500 is up by 1.5% from 2023. The transfer payment line has been reduced by $450,000 as a provision for the OPP contract reconciliation.
- Due to the moratorium on new 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 2024 be redirected to a new civilian media position with an April 2024 start date. The new Media Relations Coordinator is expected to cost just under $107,000 in the 2024 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 2024-2033 capital budget includes facility improvements and equipment replacements at the three County-owned detachments.

Staff Complement (Full time equivalents)	2023	2024
Purchasing and Risk Analysts	0.7	0.7
Cleaners—Rockwood/Fergus	1.4	1.4
Total	**2.1**	**2.1**
Current employee count: 4		

Performance Measures

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

Programme Goals and Objectives

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

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

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

- Reduce the victimization from instances of sexual violence in our communities. **(Doing what the County does best - providing critical daily services for your residents)**
- To address and prevent illicit drug crimes in our communities. **(Doing what the County does best - providing critical daily services for your residents)**
- To address and prevent property crime. **(Doing what the County does best - providing critical daily services for your residents)**
- Sustain a continuous year-round focus on the causal factors of motorized vehicle collisions. **(Doing what the County does best - providing critical daily services for your residents)**
- To identify co-response solutions for non-police-related demands for service that impact police resourcing. **(Making the best decisions for the betterment of the community)**
- To develop transfer of care protocols with relevant healthcare facilities. **(Making the best decisions for the betterment of the community)**
- To streamline collision reporting **(Making the best decisions for the betterment of the community)**

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 2024	Actual 2023	Actual 2022	Actual 2021
# of completed Investigations*	39	80	104	109
# of mental health associated calls for service that include the support/involvement of the IMPACT team	N/A	683	647	596
# of Memorandums of Understanding with local hospitals and other care facilities	2	1	1**	4
% of collisions that use the Collision Reporting Centres	61%	49%	37%	32%
Total # of calls from the public for service	34,258	37,823	33,687	31,072

*Note: Completed investigations includes sexual violence and illicit drug crimes
** Note: 2022 MOU encompassed three hospitals

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	$212,308	$139,300	$236,156	$282,800	$282,000	($800)	(0.3%)
Municipal Recoveries	$34,093	$ -	$40,983	$ -	$ -	$ -	-
Licenses, Permits and Rents	$127,250	$129,800	$127,597	$129,800	$129,800	$ -	-
Fines and Penalties	$126,606	$52,000	$132,614	$132,000	$132,000	$ -	-
User Fees & Charges	$116,899	$80,000	$132,916	$120,000	$120,000	$ -	-
Other Revenue	$11,496	$16,000	$11,404	$16,000	$16,000	$ -	-
Total Revenue	**$628,652**	**$417,100**	**$681,670**	**$680,600**	**$679,800**	**($800)**	**(0.1%)**
Expenditure							
Salaries, Wages and Benefits	$148,762	$149,800	$170,571	$166,000	$175,900	$9,900	6.0%
Supplies, Material & Equipment	$87,260	$61,400	$104,090	$65,400	$80,600	$15,200	23.2%
Purchased Services	$670,204	$577,800	$780,324	$756,200	$800,100	$43,900	5.8%
Transfer Payments	$17,145,025	$17,311,000	$17,094,775	$17,430,000	$17,593,000	$163,000	0.9%
Insurance & Financial	$13,177	$15,800	$16,728	$17,200	$21,100	$3,900	22.7%
Minor Capital Expenses	$20,342	$22,000	$25,135	$40,000	$31,000	($9,000)	(22.5%)
Internal Charges	$2,311	$1,600	$2,368	$1,900	$42,600	$40,700	2,142.1%
Total Expenditure	**$18,087,081**	**$18,139,400**	**$18,193,991**	**$18,476,700**	**$18,744,300**	**$267,600**	**1.4%**
Net Operating Cost / (Revenue)	**$17,458,429**	**$17,722,300**	**$17,512,321**	**$17,796,100**	**$18,064,500**	**$268,400**	**1.5%**
Transfers							
Debt Charges	$219,668	$220,800	$140,882	$141,200	$ -	($141,200)	(100.0%)
Transfer from Reserve	($20,342)	($22,000)	($124,545)	($140,000)	($31,000)	$109,000	(77.9%)
Transfers to Reserve	$250,000	$150,000	$200,000	$200,000	$200,000	$ -	-
Total Transfers	**$449,326**	**$348,800**	**$216,337**	**$201,200**	**$169,000**	**($32,200)**	**(16.0%)**
NET COST / (REVENUE)	**$17,907,755**	**$18,071,100**	**$17,728,658**	**$17,997,300**	**$18,233,500**	**$236,200**	**1.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Grants and Subsidies	$282,000	$113,400	$57,200	$57,200	$57,200
Licenses, Permits and Rents	$129,800	$129,800	$129,800	$129,800	$129,800
Fines and Penalties	$132,000	$132,000	$132,000	$132,000	$132,000
User Fees and Charges	$120,000	$90,000	$60,000	$30,000	
Other Revenue	$16,000	$16,000	$16,000	$16,000	$16,000
Total Revenue	**$679,800**	**$481,200**	**$395,000**	**$365,000**	**$335,000**
EXPENDITURES					
Salaries, Wages and Benefits	$175,900	$184,600	$191,900	$197,900	$204,000
Supplies, Material and Equipment	$80,600	$82,000	$83,800	$85,600	$87,400
Purchased Services	$800,100	$655,300	$626,000	$653,600	$680,000
Transfer Payments	$17,593,000	$18,229,000	$18,847,000	$19,459,000	$20,100,000
Insurance and Financial	$21,100	$22,100	$23,200	$24,500	$25,900
Minor Capital Expenses Internal	$31,000	$18,000	$75,000		$5,000
Charges	$42,600	$42,600	$42,600	$42,600	$42,600
Total Expenditures	**$18,744,300**	**$19,233,600**	**$19,889,500**	**$20,463,200**	**$21,144,900**
Net Operating Cost / (Revenue)	**$18,064,500**	**$18,752,400**	**$19,494,500**	**$20,098,200**	**$20,809,900**
DEBT AND TRANSFERS					
Transfer from Reserves	($31,000)	($18,000)	($75,000)		($5,000)
Transfer to Reserves	$200,000	$200,000	$200,000	$200,000	$200,000
Total Debt and Transfers	**$169,000**	**$182,000**	**$125,000**	**$200,000**	**$195,000**
TAX LEVY REQUIREMENT	**$18,233,500**	**$18,934,400**	**$19,619,500**	**$20,298,200**	**$21,004,900**
yr/yr % change	1.3%	3.8%	3.6%	3.5%	3.5%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Grants and Subsidies	$57,200	$57,200	$57,200	$57,200	$57,200
Licenses, Permits and Rents	$129,800	$129,800	$129,800	$129,800	$129,800
Fines and Penalties	$132,000	$132,000	$132,000	$132,000	$132,000
User Fees and Charges					
Other Revenue	$16,000	$16,000	$16,000	$16,000	$16,000
Total Revenue	**$335,000**	**$335,000**	**$335,000**	**$335,000**	**$335,000**
EXPENDITURES					
Salaries, Wages and Benefits	$210,700	$217,700	$224,200	$231,800	$238,900
Supplies, Material and Equipment	$89,200	$91,000	$92,900	$94,800	$96,900
Purchased Services	$707,900	$734,200	$760,800	$788,100	$815,600
Transfer Payments	$20,758,000	$21,445,000	$22,128,000	$22,840,000	$23,568,000
Insurance and Financial	$28,300	$29,300	$30,800	$32,700	$34,600
Minor Capital Expenses	$24,000	$63,500	$31,500	$41,500	$19,000
Internal Charges	$42,600	$42,600	$42,600	$42,600	$42,600
Total Expenditures	**$21,860,700**	**$22,623,300**	**$23,310,800**	**$24,071,500**	**$24,815,600**
Net Operating Cost / (Revenue)	**$21,525,700**	**$22,288,300**	**$22,975,800**	**$23,736,500**	**$24,480,600**
DEBT AND TRANSFERS					
Transfer from Reserves	($24,000)	($63,500)	($31,500)	($41,500)	($19,000)
Transfer to Reserves	$200,000	$200,000	$200,000	$200,000	$200,000
Total Debt and Transfers	**$176,000**	**$136,500**	**$168,500**	**$158,500**	**$181,000**
TAX LEVY REQUIREMENT	**$21,701,700**	**$22,424,800**	**$23,144,300**	**$23,895,000**	**$24,661,600**
yr/yr % change	3.3%	3.3%	3.2%	3.2%	3.2%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Police Services						
Equipment						
Radar Detection Replacements				$40,000		$40,000
Rockwood OPP: Generator						
Total Equipment				$40,000		$40,000
Facilities						
Aboyne OPP: Elevator Modernization						
Aboyne OPP: Furniture Replacements				$90,000		$90,000
Aboyne OPP: Interior Upgrades		$55,000				$55,000
Aboyne OPP: Plumbing Replacements						
Aboyne OPP: Rehab Air Handling Units			$65,000			$65,000
Aboyne OPP: Replace HVAC Control System						
Constable Chair Replacements			$30,000			$30,000
Rockwood OPP: Elevator Modernization			$200,000			$200,000
Rockwood OPP: Fire Alarm System						
Rockwood OPP: Flooring Replacements						
Rockwood OPP: Heating and Cooling						
Rockwood OPP: HVAC Replacements					$45,000	$45,000
Rockwood OPP: Lockup Cell Plumbing Fixtures					$55,000	$55,000
Rockwood OPP: Parking Lot						
Rockwood OPP: Site Lighting						
Teviotdale OPP: Air Conditioning						
Teviotdale OPP: Building Retrofits						
Teviotdale OPP: Interior Upgrades						
Teviotdale OPP: Security Camera Replacement						
Total Facilities		$55,000	$295,000	$90,000	$100,000	$540,000
Total		**$55,000**	**$295,000**	**$130,000**	**$100,000**	**$580,000**
Sources of Financing						
Reserves		$55,000	$295,000	$130,000	$100,000	$580,000
Total Financing		**$55,000**	**$295,000**	**$130,000**	**$100,000**	**$580,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Police Services						
Equipment						
Radar Detection Replacements						$40,000
Rockwood OPP: Generator			$130,000			$130,000
Total Equipment			$130,000			$170,000
Facilities						
Aboyne OPP: Elevator Modernization		$150,000				$150,000
Aboyne OPP: Furniture Replacements						$90,000
Aboyne OPP: Interior Upgrades						$55,000
Aboyne OPP: Plumbing Replacements	$130,000					$130,000
Aboyne OPP: Rehab Air Handling Units						$65,000
Aboyne OPP: Replace HVAC Control System	$140,000					$140,000
Constable Chair Replacements			$35,000			$65,000
Rockwood OPP: Elevator Modernization						$200,000
Rockwood OPP: Fire Alarm System			$100,000			$100,000
Rockwood OPP: Flooring Replacements			$65,000			$65,000
Rockwood OPP: Heating and Cooling			$260,000			$260,000
Rockwood OPP: HVAC Replacements						$45,000
Rockwood OPP: Lockup Cell Plumbing Fixtures						$55,000
Rockwood OPP: Parking Lot			$250,000			$250,000
Rockwood OPP: Site Lighting					$35,000	$35,000
Teviotdale OPP: Air Conditioning		$90,000				$90,000
Teviotdale OPP: Building Retrofits				$25,000		$25,000
Teviotdale OPP: Interior Upgrades	$70,000					$70,000
Teviotdale OPP: Security Camera Replacement	$40,000					$40,000
Total Facilities	$380,000	$240,000	$710,000	$25,000	$35,000	$1,930,000
Total	**$380,000**	**$240,000**	**$840,000**	**$25,000**	**$35,000**	**$2,100,000**
Sources of Financing						
Reserves	$380,000	$240,000	$840,000	$25,000	$35,000	$2,100,000
Total Financing	**$380,000**	**$240,000**	**$840,000**	**$25,000**	**$35,000**	**$2,100,000**

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.

2024 Budget Highlights

- Net fine revenue to the County has been estimated at $283,300. These estimates based on information received from the City of Guelph.
- The 2024 – 2033 capital budget includes the County's portion of:
    - Court Services Facility renewal project at $500,000. This project will continue masonry restoration above and below grade, complete with window repairs and other work to maintain heritage attributes.
    - Capital equipment replacements totalling $782,000 over ten years.
    - POA capital is funded through the General Capital Reserve.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	$443,834	$273,900	$212,985	$288,900	$283,300	($5,600)	(1.9%)
Total Revenue	**$443,834**	**$273,900**	**$212,985**	**$288,900**	**$283,300**	**($5,600)**	**(1.9%)**
Net Operating Cost / (Revenue)	**($443,834)**	**($273,900)**	**($212,985)**	**($288,900)**	**($283,300)**	**$5,600**	**(1.9%)**
Transfers							
Transfers to Reserve	$80,000	$80,000	$120,000	$120,000	$170,000	$50,000	41.7%
Total Transfers	**$80,000**	**$80,000**	**$120,000**	**$120,000**	**$170,000**	**$50,000**	**41.7%**
NET COST / (REVENUE)	**($363,834)**	**($193,900)**	**($92,985)**	**($168,900)**	**($113,300)**	**$55,600**	**(32.9%)**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Municipal Recoveries	$283,300	$289,000	$294,800	$300,700	$306,700
Total Revenue	**$283,300**	**$289,000**	**$294,800**	**$300,700**	**$306,700**
Net Operating Cost / (Revenue)	**($283,300)**	**($289,000)**	**($294,800)**	**($300,700)**	**($306,700)**
DEBT AND TRANSFERS					
Transfer to Reserves	$170,000	$170,000	$170,000	$170,000	$170,000
Total Debt and Transfers	**$170,000**	**$170,000**	**$170,000**	**$170,000**	**$170,000**
TAX LEVY REQUIREMENT	**($113,300)**	**($119,000)**	**($124,800)**	**($130,700)**	**($136,700)**
yr/yr % change	(32.9%)	5.0%	4.9%	4.7%	4.6%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Municipal Recoveries	$312,800	$319,100	$325,500	$332,000	$338,600
Total Revenue	**$312,800**	**$319,100**	**$325,500**	**$332,000**	**$338,600**
Net Operating Cost / (Revenue)	**($312,800)**	**($319,100)**	**($325,500)**	**($332,000)**	**($338,600)**
DEBT AND TRANSFERS					
Transfer to Reserves	$170,000	$170,000	$170,000	$170,000	$170,000
Total Debt and Transfers	**$170,000**	**$170,000**	**$170,000**	**$170,000**	**$170,000**
TAX LEVY REQUIREMENT	**($142,800)**	**($149,100)**	**($155,500)**	**($162,000)**	**($168,600)**
yr/yr % change	4.5%	4.4%	4.3%	4.2%	4.1%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
POA Administration						
Court Services Facility Renewal	$500,000					$500,000
POA Replacements	$45,000	$65,000	$65,000	$30,000	$51,000	$256,000
Total	**$545,000**	**$65,000**	**$65,000**	**$30,000**	**$51,000**	**$756,000**
Sources of Financing						
Reserves	$545,000	$65,000	$65,000	$30,000	$51,000	$756,000
Total Financing	**$545,000**	**$65,000**	**$65,000**	**$30,000**	**$51,000**	**$756,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
POA Administration						
Court Services Facility Renewal						$500,000
POA Replacements	$515,000	$123,000	$111,000	$69,000	$72,000	$782,000
Total	**$515,000**	**$123,000**	**$111,000**	**$69,000**	**$72,000**	**$1,282,000**
Sources of Financing						
Reserves	$515,000	$123,000	$111,000	$69,000	$72,000	$782,000
Total Financing	**$515,000**	**$123,000**	**$111,000**	**$69,000**	**$72,000**	**$1,282,000**

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 provides grants for ambulance services based on 50% of the prior year's operating expenditures.
- The City and County share the net municipal cost based on the proportion of call codes 1-4 in each municipality.

2024 Budget Highlights

Operating Budget

- The budget includes hiring nine additional paramedics in each of 2024 and 2026. The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets. The County's share of the increased costs are funded reserves until provincial funding increases (province funds 50% of land ambulance services based on prior years' budget).
- The decrease in the transfer to reserve line reflects the completion of the paramedic site renovations in Drayton where the costs were covered by the City through a one-time grant.
- The County funds approximately 37.4% (2023 budget—38.1%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of $6.5 million in 2024.

Capital Budget

- The capital forecast includes a proposal to build four 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 until the City's Ambulance Master Plan is completed (2027).
- Proposed locations include: Erin (2027/28), Guelph/Eramosa (2029/30), Arthur (2031/32), Drayton (2033/34). Design and construction for the four stations in the current 10 year plan is budgeted at $27.1 million.
- In addition, there are two station rehabilitation projects located within the City of Guelph: Elmira Road and Gordon Street with the County's share at $4.8 million, funded through a mix of Ambulance Reserve contributions and debt.
- 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 $5.3 million is funded through the Ambulance Reserve.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	$66,700	$66,700	$83,300	$75,000	$55,500	($19,500)	(26.0%)
Total Revenue	**$66,700**	**$66,700**	**$83,300**	**$75,000**	**$55,500**	**($19,500)**	**(26.0%)**
Expenditure							
Purchased Services	$14,865	$ -	$3,288	$ -	$ -	$ -	-
Transfer Payments	$5,141,700	$5,109,700	$5,357,155	$5,338,000	$6,199,000	$861,000	16.1%
Total Expenditure	**$5,156,565**	**$5,109,700**	**$5,360,443**	**$5,338,000**	**$6,199,000**	**$861,000**	**16.1%**
Net Operating Cost / (Revenue)	**$5,089,865**	**$5,043,000**	**$5,277,143**	**$5,263,000**	**$6,143,500**	**$880,500**	**16.7%**
Transfers							
Transfer from Reserve	$ -	$ -	($126,000)	($126,000)	($268,000)	($142,000)	112.7%
Transfers to Reserve	$666,700	$666,700	$675,000	$675,000	$655,500	($19,500)	(2.9%)
Total Transfers	**$666,700**	**$666,700**	**$549,000**	**$549,000**	**$387,500**	**($161,500)**	**(29.4%)**
NET COST / (REVENUE)	**$5,756,565**	**$5,709,700**	**$5,826,143**	**$5,812,000**	**$6,531,000**	**$719,000**	**12.4%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
REVENUE					
Licenses, Permits and Rents	$55,500	$55,500	$55,500	$55,500	$55,500
Total Revenue	**$55,500**	**$55,500**	**$55,500**	**$55,500**	**$55,500**
EXPENDITURES					
Transfer Payments	$6,199,000	$6,323,000	$7,028,000	$7,256,000	$7,958,600
Total Expenditures	**$6,199,000**	**$6,323,000**	**$7,028,000**	**$7,256,000**	**$7,958,600**
Net Operating Cost / (Revenue)	**$6,143,500**	**$6,267,500**	**$6,972,500**	**$7,200,500**	**$7,903,100**
DEBT AND TRANSFERS					
Debt Charges				$110,000	$569,800
Transfer from Reserves	($268,000)		($442,400)		
Transfer to Reserves	$655,500	$655,500	$1,205,500	$1,705,500	$1,705,500
Total Debt and Transfers	**$387,500**	**$655,500**	**$763,100**	**$1,815,500**	**$2,275,300**
TAX LEVY REQUIREMENT	**$6,531,000**	**$6,923,000**	**$7,735,600**	**$9,016,000**	**$10,178,400**
yr/yr % change	12.4%	6.0%	11.7%	16.6%	12.9%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
REVENUE					
Licenses, Permits and Rents	$183,000	$464,700	$464,700	$464,700	$464,700
Total Revenue	**$183,000**	**$464,700**	**$464,700**	**$464,700**	**$464,700**
EXPENDITURES					
Transfer Payments	$8,424,600	$8,865,600	$9,060,600	$9,535,600	$10,114,600
Total Expenditures	**$8,424,600**	**$8,865,600**	**$9,060,600**	**$9,535,600**	**$10,114,600**
Net Operating Cost / (Revenue)	**$8,241,600**	**$8,400,900**	**$8,595,900**	**$9,070,900**	**$9,649,900**
DEBT AND TRANSFERS					
Debt Charges	$762,300	$1,187,600	$1,305,100	$1,564,700	$1,619,700
Transfer from Reserves	($65,000)	($208,600)	($326,100)	($585,700)	($640,700)
Transfer to Reserves	$1,705,500	$2,205,500	$3,005,500	$3,805,500	$3,805,500
Total Debt and Transfers	**$2,402,800**	**$3,184,500**	**$3,984,500**	**$4,784,500**	**$4,784,500**
TAX LEVY REQUIREMENT	**$10,644,400**	**$11,585,400**	**$12,580,400**	**$13,855,400**	**$14,434,400**
yr/yr % change	4.6%	8.8%	8.6%	10.1%	4.2%

County of Wellington

2024 - 2033 Capital Budget

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

	2024	2025	2026	2027	2028	5 Year Total
Land Ambulance						
County of Wellington Led Projects						
Arthur Ambulance Station						
Drayton Ambulance Station						
Erin Ambulance Station				$3,100,000	$4,600,000	$7,700,000
Guelph/Eramosa Ambulance Station						
Total County of Wellington Led Projects				$3,100,000	$4,600,000	$7,700,000
City of Guelph Led Projects						
34 Gordon St Station Upgrade						
Ambulance Equipment		$70,000	$31,000	$62,000	$260,000	$423,000
Ambulance IT Implementations	$77,000	$63,000	$52,000	$62,000	$52,000	$306,000
COG Amb Facilities and Studies				$73,000		$73,000
Elmira Rd Station Upgrade	$1,200,000		$3,200,000			$4,400,000
Replacement Ambulances	$460,000	$400,000	$373,000	$186,000	$512,000	$1,931,000
Total City of Guelph Led Projects	$1,737,000	$533,000	$3,656,000	$383,000	$824,000	$7,133,000
Total	**$1,737,000**	**$533,000**	**$3,656,000**	**$3,483,000**	**$5,424,000**	**$14,833,000**
Sources of Financing						
Reserves	$537,000	$533,000	$456,000	$383,000	$824,000	$2,733,000
Growth Related Debenture				$800,000	$1,800,000	$2,600,000
Debenture	$1,200,000		$3,200,000	$2,300,000	$2,800,000	$9,500,000
Total Financing	**$1,737,000**	**$533,000**	**$3,656,000**	**$3,483,000**	**$5,424,000**	**$14,833,000**

County of Wellington

2024 - 2033 Capital Budget

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

	2029	2030	2031	2032	2033	10 Year Total
Land Ambulance						
County of Wellington Led Projects						
Arthur Ambulance Station			$1,750,000	$5,250,000		$7,000,000
Drayton Ambulance Station					$1,875,000	$1,875,000
Erin Ambulance Station						$7,700,000
Guelph/Eramosa Ambulance Station	$5,500,000	$5,000,000				$10,500,000
Total County of Wellington Led Projects	$5,500,000	$5,000,000	$1,750,000	$5,250,000	$1,875,000	$27,075,000
City of Guelph Led Projects						
34 Gordon St Station Upgrade		$400,000				$400,000
Ambulance Equipment	$47,000	$73,000	$62,000	$78,000	$78,000	$761,000
Ambulance IT Implementations	$57,000	$62,000	$41,000	$62,000	$62,000	$590,000
COG Amb Facilities and Studies						$73,000
Elmira Rd Station Upgrade						$4,400,000
Replacement Ambulances	$518,000	$223,000	$415,000	$400,000	$400,000	$3,887,000
Total City of Guelph Led Projects	$622,000	$758,000	$518,000	$540,000	$540,000	$10,111,000
Total	**$6,122,000**	**$5,758,000**	**$2,268,000**	**$5,790,000**	**$2,415,000**	**$37,186,000**
Sources of Financing						
Reserves	$4,422,000	$2,758,000	$1,718,000	$4,140,000	$1,915,000	$17,686,000
Growth Related Debenture	$1,700,000	$3,000,000	$550,000	$1,650,000	$500,000	$10,000,000
Debenture						$9,500,000
Total Financing	**$6,122,000**	**$5,758,000**	**$2,268,000**	**$5,790,000**	**$2,415,000**	**$37,186,000**

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 loan will be completely repaid in 2024, with a blended payment of $306,176 to the County of Wellington.

2024 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2024 is $3,005,606. The annual loan repayment of $306,176 is deducted from that amount, for a net transfer in 2024 of $2,699,427.
- This represents an increase of 2.6% ($76,165) from the 2023 gross levy.
- The County's debt issue for the funds loaned to public health to build the Guelph and Orangeville facilities was fully paid off in 2023 using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately $346,000 in annual principal and interest payments from the operating budget.

County of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Prelim. Actuals	2023 Budget	2024 Budget	$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	$84,774	$ -	$ -	$ -	$ -	$ -	-
Supplies, Material and Equipment	($45,955)	$ -	$4,047	$ -	$ -	$ -	-
Purchased Services	$38,518	$ -	$5,658	$ -	$ -	$ -	-
Transfer Payments	$2,483,370	$2,483,400	$2,510,349	$2,510,300	$2,699,400	$189,100	7.5%
Insurance and Financial	$1,926	$ -	$ -	$ -	$ -	$ -	-
Total Expenditure	**$2,562,633**	**$2,483,400**	**$2,520,054**	**$2,510,300**	**$2,699,400**	**$189,100**	**7.5%**
Net Operating Cost / (Revenue)	**$2,562,633**	**$2,483,400**	**$2,520,054**	**$2,510,300**	**$2,699,400**	**$189,100**	**7.5%**
Transfers							
Debt Charges	$345,388	$345,900	$3,046,697	$3,054,100	$ -	($3,054,100)	(100.0%)
Transfer from Reserve	$ -	$ -	($3,000,000)	($3,000,000)	$ -	$3,000,000	(100.0%)
Total Transfers	**$345,388**	**$345,900**	**$46,697**	**$54,100**	**$ -**	**($54,100)**	**(100.0%)**
NET COST / (REVENUE)	**$2,908,021**	**$2,829,300**	**$2,566,751**	**$2,564,400**	**$2,699,400**	**$135,000**	**5.3%**

County of Wellington

2024 - 2033 Operating Budget

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

	2024	2025	2026	2027	2028
EXPENDITURES					
Transfer Payments	$2,699,400	$3,126,800	$3,251,800	$3,381,800	$3,517,000
Total Expenditures	**$2,699,400**	**$3,126,800**	**$3,251,800**	**$3,381,800**	**$3,517,000**
Net Operating Cost / (Revenue)	**$2,699,400**	**$3,126,800**	**$3,251,800**	**$3,381,800**	**$3,517,000**
TAX LEVY REQUIREMENT	**$2,699,400**	**$3,126,800**	**$3,251,800**	**$3,381,800**	**$3,517,000**
yr/yr % change	5.3%	15.8%	4.0%	4.0%	4.0%

County of Wellington

2024 - 2033 Operating Budget

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

	2029	2030	2031	2032	2033
EXPENDITURES					
Transfer Payments	$3,657,600	$3,803,900	$3,956,000	$4,114,200	$4,278,700
Total Expenditures	**$3,657,600**	**$3,803,900**	**$3,956,000**	**$4,114,200**	**$4,278,700**
Net Operating Cost / (Revenue)	**$3,657,600**	**$3,803,900**	**$3,956,000**	**$4,114,200**	**$4,278,700**
TAX LEVY REQUIREMENT	**$3,657,600**	**$3,803,900**	**$3,956,000**	**$4,114,200**	**$4,278,700**
yr/yr % change	4.0%	4.0%	4.0%	4.0%	4.0%

Glossary Of Terms

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

AF and HR: Administration, Finance and Human Resources Committee

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

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

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

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

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

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

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

BCGW: Business Centre Guelph-Wellington

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

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

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

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

CAO: Chief Administrative Officer

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

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

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

Glossary Of Terms

CEMC: Community Emergency Management Coordinator

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

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

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

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

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

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

HHW: Household Hazardous Waste

HST: Harmonized Sales Tax

HVAC: Heating, Ventilation and Air Conditioning

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

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

IT: Information Technology

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

MPAC: Municipal Property Assessment Corporation

OMPF: Ontario Municipal Partnership Fund

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

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

OPP: Ontario Provincial Police

OW: Ontario Works

POA: Provincial Offences Act

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

Glossary Of Terms

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

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

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

SWIFT: Southwestern Integrated Fibre Technology

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

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

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

WCMA: Wellington County Museum and Archives

WDGPH: Wellington-Dufferin-Guelph Public Health

WDO: Waste Diversion Ontario

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

WSIB: Workplace Safety and Insurance Board

WWCFDC: Wellington-Waterloo Community Futures Development Corporation

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