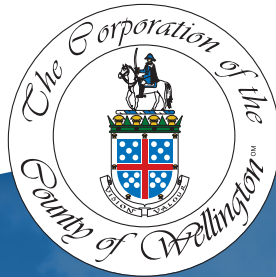
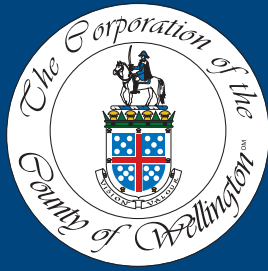


2025 BUDGET AND TEN YEAR PLAN



Approved for
January 1 - December 31,
2025

Corporation of the County of Wellington



2025 BUDGET AND TEN YEAR PLAN

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

The County of Wellington
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www.wellington.ca

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

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Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**County of Wellington
Ontario**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2024. 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.



OFFICE OF THE WARDEN
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COUNTY OF WELLINGTON
74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

January 31, 2025

Dear Residents of Wellington County:

At the January 30 County Council meeting, Wellington County Council adopted its 2025 budget. The budget makes significant investments in infrastructure, waste facilities, the housing and homelessness system, ambulance, long-term care, child care services, and the Ride Well Rural Transportation Service.

Highlights of the 2025 Budget include:

- \$44.3 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Erin in 2025/26 and funding for the reconstruction of four bridges on Wellington Road 109 in Arthur over the next two years
- Facility upgrades at the Elora Transfer Station, providing similar infrastructure, working conditions and patron experience to the other four County waste facilities
- \$9.7 million in capital repairs and enhancements within its social and affordable housing units
- Funding for land acquisition for new Ambulance Station facilities to be located in the County
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Significant investment by the Government of Canada into Children's Early Years as a step towards more affordable child care for parents.
- Investment toward Ride Well Rural Transportation, the County's on-demand ride sharing service as supported by Government of Ontario Gas Tax funding
- Adoption of a Diversion Centre model for waste facilities to divert more materials at the sites
- Implementation of the Home Energy Efficiency Transition (HEET) Programme to provide low-cost loans to support residential energy efficiency projects

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

Chris White
 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

Wellington County

Strategic Action Plan

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. Complete the \$10.6 million construction of the 65 Delhi Street Transitional Housing project in Guelph that will provide housing and support for chronically homeless persons.
4. Finalize the \$3.9 million renovation at the Welcome-In Drop In Centre (Stepping Stone) in Guelph to increase the number of emergency shelter beds and create new transitional housing spaces.



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

In order to achieve this objective, we will:

1. Continue working with the City of Guelph and invest in land acquisitions for new Ambulance Station facilities to be located within the County.
2. Leverage the significant investment by the Federal Government into Children's Early Years towards more affordable child care for parents
3. Adopt a Diversion Centre model for waste facilities to divert more materials at the sites
4. Provide enhanced direct care hours at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
5. Make a Long-term commitment towards Ride Well Rural Transportation, the County's on-demand ride sharing service as supported by Provincial Gas Tax funding.



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. Implement the Home Energy Efficiency Transition (HEET) Programme to provide low-cost loans to support residential energy efficiency projects
4. 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. Implement Facility upgrades at the Elora Transfer Station, providing similar infrastructure, working conditions and patron experience to the other four County waste facilities



Message From The County Treasurer

February 1, 2025



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 2025 Budget and Ten-Year Plan, which was adopted by Council on January 30, 2025.

This is the third budget of the Council term from 2022 to 2026. The County continues to implement its priorities identified in this term's strategic plan, 'Proudly Moving Forward Together,' while making these investments in a fiscally responsible manner.

Although general inflation and construction prices are starting to return to historical norms, the County is still phasing in some of the major capital cost increases experienced over the last couple of years. The County's strategy was to avoid major spikes in its tax rates by utilizing its reserves to phase-in major construction price increases over a three-to-four-year period, rather than realizing them all at once.

This strategy was utilized to mitigate the impact of these large cost increases on its residents and ratepayers. As a result, the County continues to play a bit of catch up on the capital cost increases from the past two-to-three-years. However, the County was able to avoid the larger tax increases experienced by some of its municipal neighbours (many were as high as 8-10%) over this period.

A significant portion of this year's budgetary increase can be attributed to the County's two largest services, being Roads and Bridges, and Police Services. The Roads increase is almost entirely to be invested in infrastructure and continues to phase-in capital cost increases. For Police, the County received an O.P.P. contract increase that was much higher than anticipated in the 10-Year Plan. The O.P.P. contract was higher due to a catch-up on officer salary increases that capped public sector salary increases at 1% through Bill 124, but was ultimately overturned in the courts. This resulted in an updated collective bargaining agreement with salary adjustments retroactive back to 2023. The contract came in at \$20.5 million, which was an increase of \$2.5 million over 2024. In December, the Province provided one-time relief to municipalities to offset this significant and unexpected increase on municipalities. The one-time relief amounts to just over \$2.0 million. However, the County is expecting that the 2026 O.P.P. contract increase will be significant at \$2.9 million. As a result, the County is directing the one-time relief to be put towards land acquisition for new ambulance station builds in the County in 2025. This will help phase-in the O.P.P. contract increase in 2026, while utilizing the funds for a need in Emergency Services.

In addition, the County has made a long-term commitment to the Ride Well Rural Transportation service in order to access Provincial Gas Tax funding that will recover transportation-related costs in Ontario Works and Economic Development that weren't previously funded. This saves approximately \$100,000 in the 2025 budget.

The County's operating budget is \$362.5 million in 2025, with capital spending of \$63.7 million and a total capital investment of \$627.8 million planned over the next ten-years. The average increase is 3.9% on the County portion of residential tax bills (2.2% of total tax bills) or \$27 per \$100,000 of assessment. New debt issues total \$84.0 million over the forecast. The 2025 Budget and Ten-Year Plan protects core services and makes significant investments in infrastructure, housing, childcare, ambulance, long-term care, and the Home Energy Efficiency Transition (HEET) programme.

Consolidated 2025 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.

	2025 Budget	2024 Budget (Amended)	Change	
	\$	\$	\$	%
Revenue Summary				
Operating Budget				
Taxation	144,598,300	132,793,600	11,804,700	8.9%
Government Transfers	144,137,000	101,375,600	42,761,400	42.2%
Municipal Recoveries	35,038,800	30,520,700	4,518,100	14.8%
Departmental Revenues	24,388,900	21,704,300	2,684,600	12.4%
Other—Donations, Interest	5,200,500	5,526,800	(326,300)	-5.9%
Internal Charges and Transfers from Reserves	11,998,800	14,107,000	(2,108,200)	-14.9%
	365,362,300	306,028,000	59,334,300	19.4%
Capital Budget				
Development Charges	1,571,600	3,258,000	(1,686,400)	-51.8%
Government Transfers	13,334,700	22,082,300	(8,747,600)	-39.6%
Municipal Recoveries & Other	6,585,000	6,308,400	276,600	4.4%
Debt & Transfers from Reserves	42,173,400	44,019,000	(1,845,600)	-4.2%
	63,664,700	75,667,700	(12,003,000)	-15.9%
Other Budgets				
Wellington Housing Corporation	-	886,200	(886,200)	-100.0%
Wellington-Dufferin-Guelph Public Health	6,734,016	6,601,976	132,040	2.0%
	6,734,016	7,488,176	(754,160)	-10.1%
Budgeted Revenues	435,761,016	389,183,876	46,577,140	12.0%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(55,149,200)	(58,233,000)	3,083,800	-5.3%
Revenues Per Financial Statements	380,611,816	330,950,876	49,660,940	15.0%
Expenditure Summary				
General Budget				
General Government Services	36,528,900	34,102,900	2,426,000	7.1%
Protection Services	20,898,400	20,012,800	885,600	4.4%
Transportation Services	47,953,700	44,078,700	3,875,000	8.8%
Solid Waste Services	17,002,900	17,709,500	(706,600)	-4.0%
Housing, Employment, Children's Early Years, Long Term Care	210,916,900	163,114,700	47,802,200	29.3%
Health, Library, Museum and Planning Services	32,061,500	27,009,400	5,052,100	18.7%
	365,362,300	306,028,000	59,334,300	19.4%
Capital Budget				
Capital Expenditures	63,664,700	75,667,700	(12,003,000)	-15.9%
Other Budgets				
Wellington Housing Corporation	-	410,000	(410,100)	-100.0%
Wellington-Dufferin-Guelph Public Health	6,734,016	6,601,976	132,040	2.0%
	6,734,016	7,012,076	(278,060)	-4.0%
Budgeted Expenditures	435,761,016	388,707,776	47,053,240	12.1%
Adjustments to Annual Financial Statements				
Amortization*	27,250,000	26,000,000	1,250,000	4.8%
Internal Charges, Transfer to Reserves, Debt Payments	(54,185,000)	(48,420,211)	(5,764,789)	11.9%
Tangible Capital Asset Expenditures	(63,664,700)	(75,667,700)	12,003,000	-15.9%
	(90,599,700)	(98,087,911)	7,484,211	-7.6%
Expenditures per Financial Statement	345,161,316	290,619,865	54,541,451	18.8%
Excess Revenues over Expenses per Financial Statements**	35,450,500	40,331,011	(4,880,511)	-12.1%

*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 Glance

Wellington County Quick Facts

7 Member Municipalities	106,320 Residents	3,876 Businesses
Area: 2,600km ²	37,750 Households	54,765 Jobs

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

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



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

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



Township of Centre Wellington

519.846.9691

www.centrewellington.ca



Town of Erin

519.855.4407

www.erin.ca



Township of Mapleton

519.638.3313

www.mapleton.ca



Town of Minto

519.338.2511

www.town.minto.on.ca



TOWNSHIP OF PUSLINCH

Township of Puslinch

519.763.1226

www.puslinch.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



- 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-2024, Wellington County had 37,750 households and a population of 106,320. The population of Wellington County is projected to grow to 160,000 by 2051.

Wellington County Population Estimates				
	Mid Year—2023		Mid Year—2024	
Location	Population	Households	Population	Households
Centre Wellington	34,850	12,950	35,040	13,230
Fergus	18,850	7,150	19,200	7,360
Elora/Salem	8,460	3,210	8,580	3,360
Centre Wellington Rural	7,540	2,590	7,260	2,510
Erin	12,420	4,320	12,650	4,320
Erin Village / Hillsburgh	4,580	1,710	4,830	1,720
Erin Rural	7,840	2,610	7,820	2,600
Guelph/Eramosa	14,470	4,920	14,550	4,920
Rockwood	5,890	2,080	5,780	1,980
Guelph/Eramosa Rural	8,580	2,840	8,770	2,940
Mapleton	11,510	3,350	11,480	3,330
Drayton	2,550	900	2,550	850
Moorefield	560	190	450	170
Mapleton Rural	8,400	2,260	8,480	2,310
Minto	9,880	3,610	9,740	3,570
Clifford	1,010	410	920	390
Harriston	2,380	890	2,320	850
Palmerston	3,140	1,220	3,270	1,260
Minto Rural	3,350	1,090	3,230	1,070
Puslinch	8,500	3,030	8,500	2,970
Aberfoyle	380	210	330	110
Morrison	520	180	610	200
Puslinch Rural	7,600	2,640	7,560	2,660
Wellington North	13,750	5,280	14,340	5,440
Arthur	3,060	1,180	3,510	1,290
Mount Forest	5,960	2,560	6,090	2,610
Wellington North Rural	4,730	1,540	4,740	1,540
Wellington County	105,380	37,460	106,320	37,750

Note: numbers may not add up due to rounding

Note: based on the 2016 census and new residential unit building permits

Source: Watson & Associates Economists Ltd. and County of Wellington Planning Department, June 2024

Demographic Profile: Immigration

Immigration

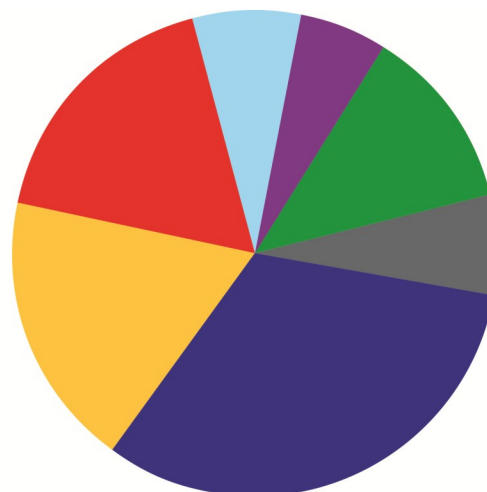
The Economic Development Division undertakes talent attraction activities and collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, and Wellington County Settlement Services to encourage newcomers and immigrants to settle in Wellington County. This 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 Asia and Europe. 32% of all immigrants in Wellington County are from the United Kingdom, while 9% are from Netherlands. 63% of recent immigrants (those who have arrived in Canada within the last 5 years) in Wellington County arrived predominantly from four countries: 23% from India, 21% from Ukraine, 12% from the Philippines, and 9% from Syria. Of the municipalities, Erin has the highest proportional immigrant population of 18% compared to Wellington North which has the lowest at 6%. While immigrants make up 12% of the County's population, an additional 18% are second generation, meaning that they have at least one parent who was born outside of Canada

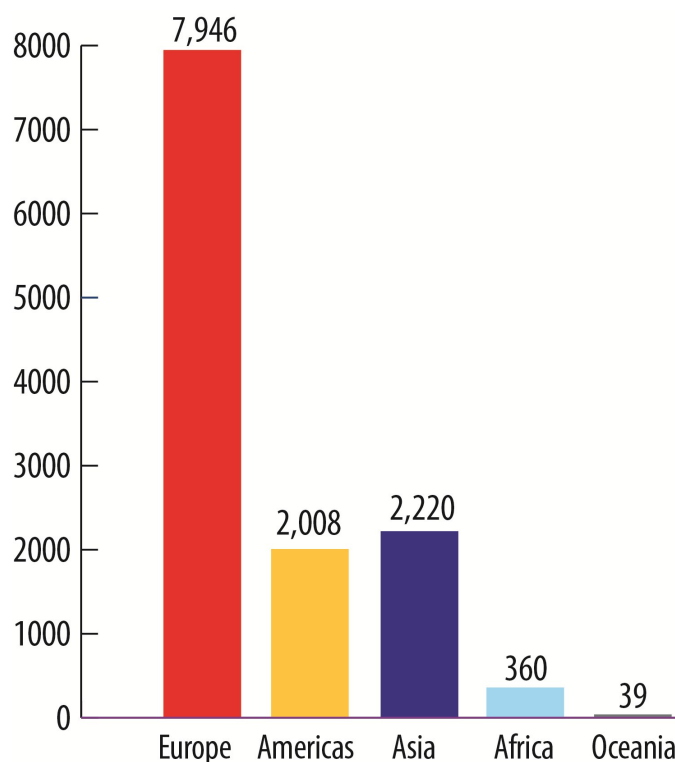
Source: Statistics Canada, 2021, Manifold Data Mining, July 2024

IMMIGRANTS IN WELLINGTON COUNTY (2024)



Centre Wellington	4,084	Mapleton	896
Erin	2,284	Minto	739
Guelph/Eramosa	2,211	Puslinch	1,525
		Wellington North	834

WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2024)



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.

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.

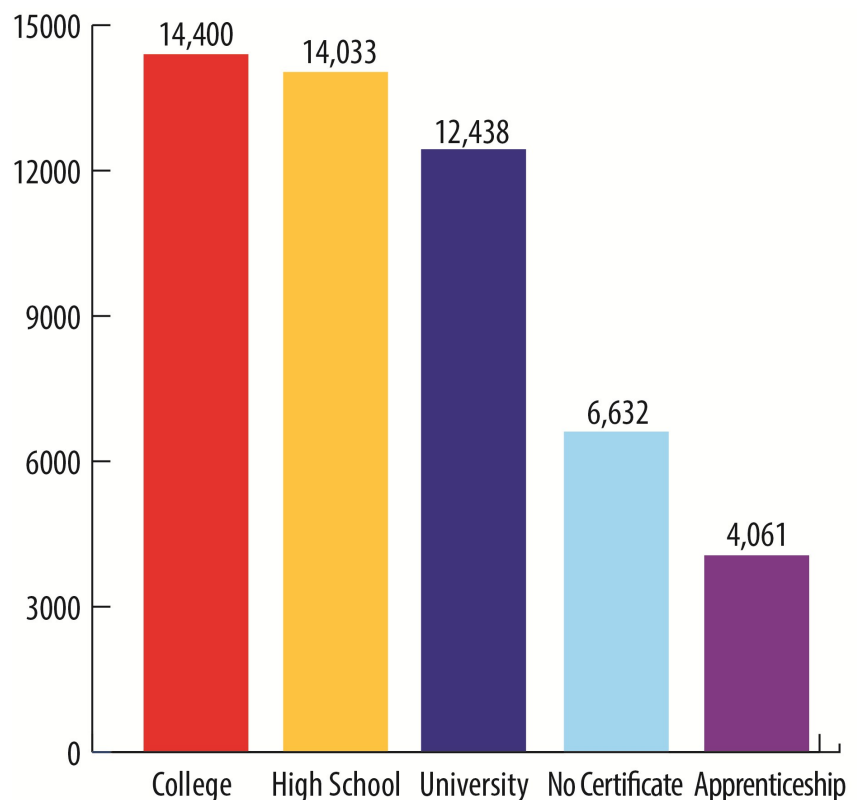
In Wellington County, 51% of the population aged 25-64 years have a college or university level education.

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

WELLINGTON COUNTY EDUCATION LEVEL (2024)

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



Source: Manifold Data Mining, July 2023

Affordability

Household Incomes

Wellington County had an average household income of \$145,100 in 2024. The average household income in the member municipalities ranged from \$98,628 in the Township of Wellington North to \$257,424 in the Township of Puslinch. Wellington County had a higher average household income in 2024 in comparison to Ontario as a whole, as well as its comparative regional economic areas of Dufferin, Perth and Grey County.

Average Household Income 2024

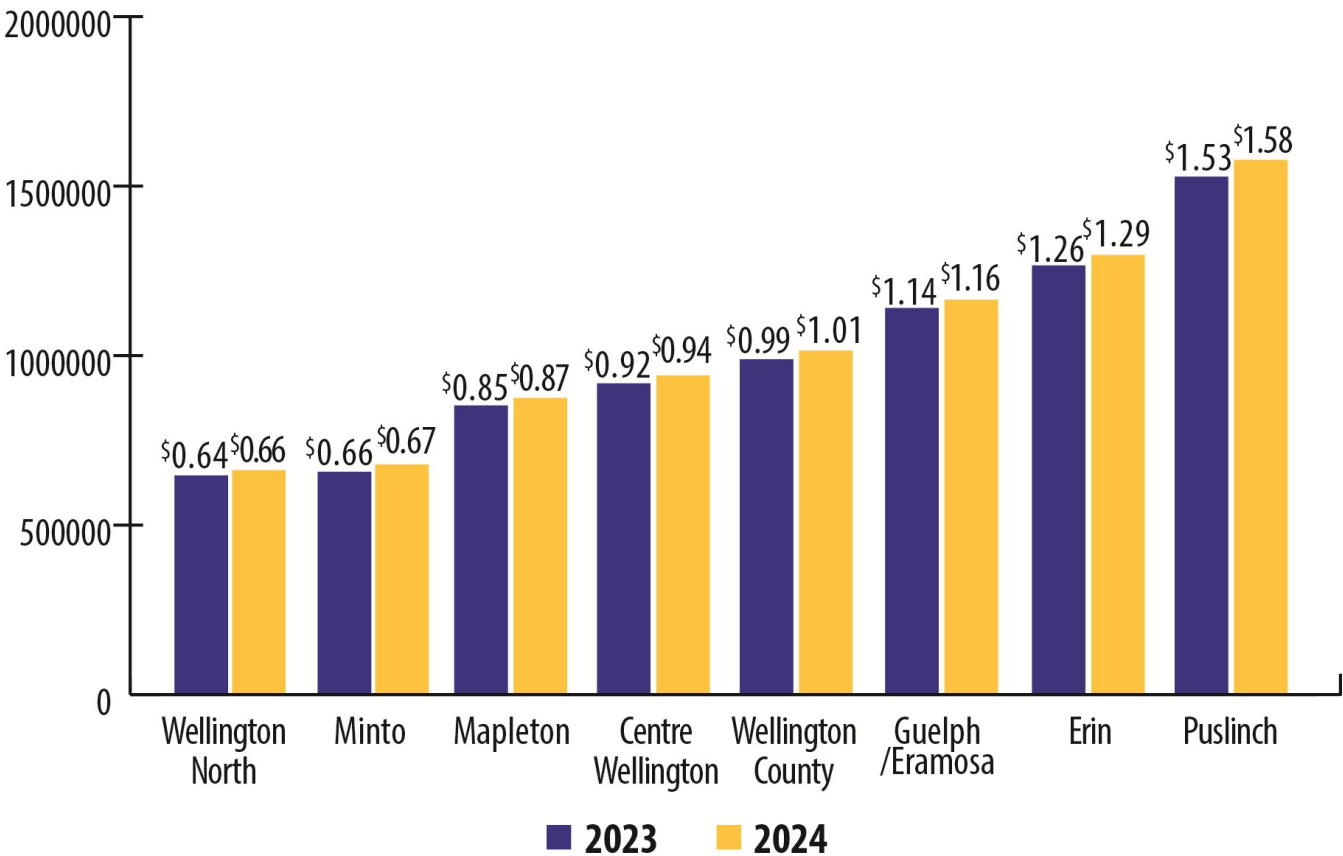
Municipality	Household Income
Wellington North	\$ 98,628
Minto	\$ 105,814
Mapleton	\$ 130,416
Centre Wellington	\$ 135,649
Wellington County	\$ 145,100
Guelph/Eramosa	\$ 166,340
Erin	\$ 167,965
Puslinch	\$ 257,424

Average Regional Household Incomes 2024

Region	Household Income
Perth County	\$ 106,953
Grey County	\$ 110,873
Ontario	\$ 126,890
Dufferin County	\$ 137,865
Wellington County	\$ 145,100
Waterloo Region	\$ 150,227
Halton Region	\$ 163,622

Source: Manifold Data Mining, August 2023

AVERAGE HOUSING PRICE (\$millions)



Note: 2023 housing values represent up until August 2024

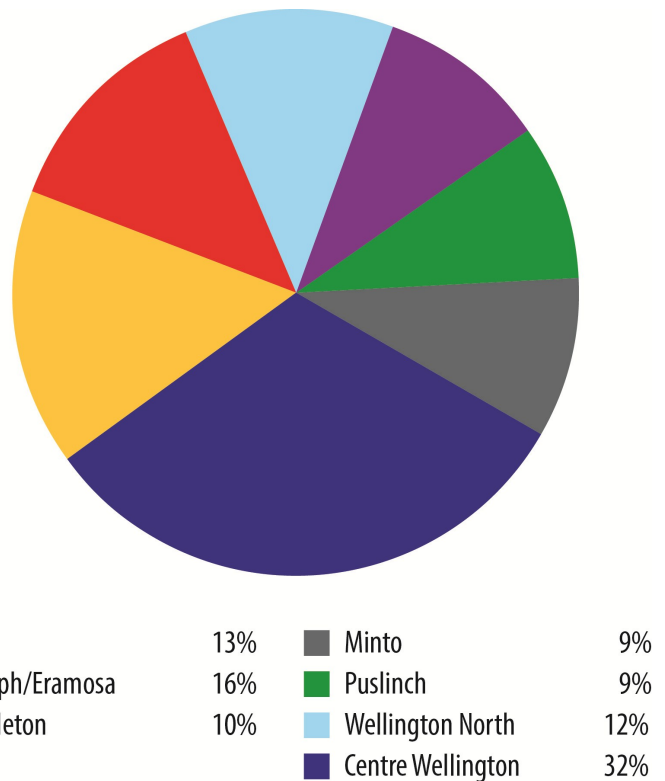
Source: Manifold Data Mining, 2023-2024

Local Economy: Labour Force

Resident Labour Force

The total labour force for Wellington County was 61,213 in 2024. 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 16% of the County's labour force.

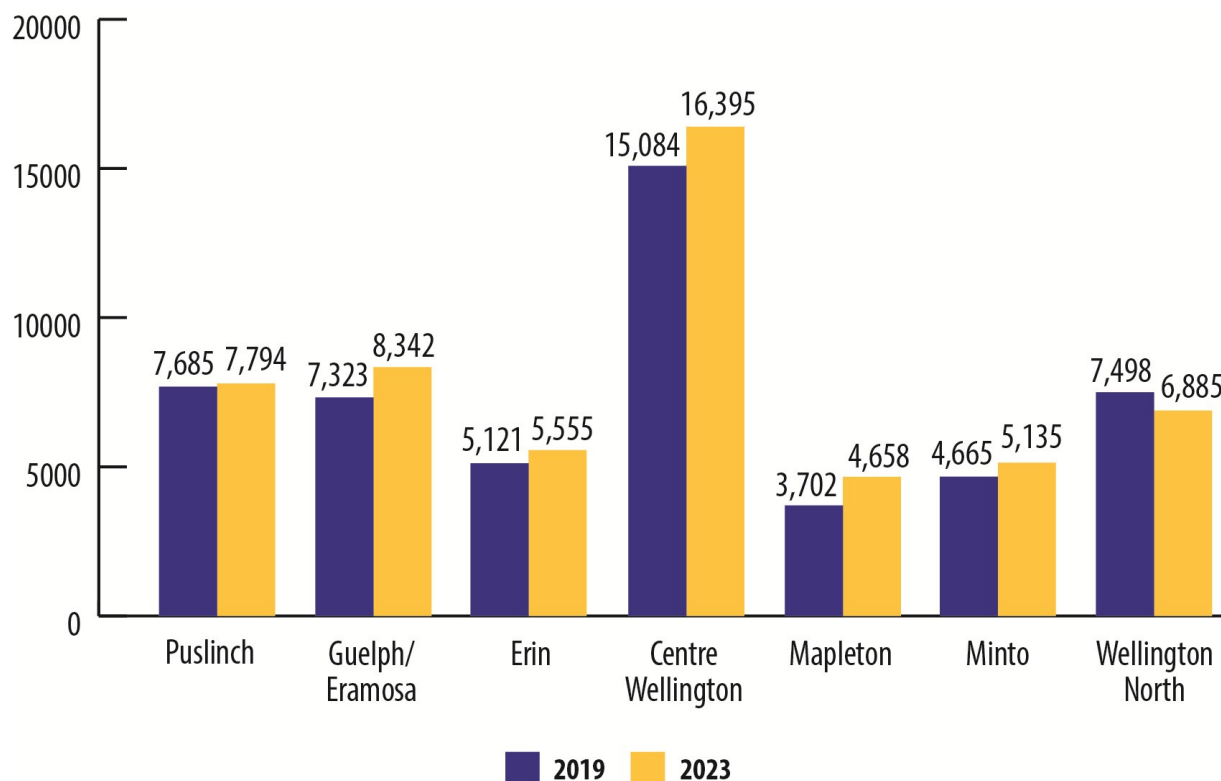
LABOUR FORCE DISTRIBUTION (2024)



Job Growth and Distribution

Job growth from 2019-2023 occurred across most of the County. The largest job growth gains took place in Mapleton with a 26% increase, and Guelph/Eramosa recording 14% growth. Job distribution in the County ranges from Centre Wellington at 30%, to Minto and Mapleton, each of whom retained 9% of the County's jobs.

JOB GROWTH

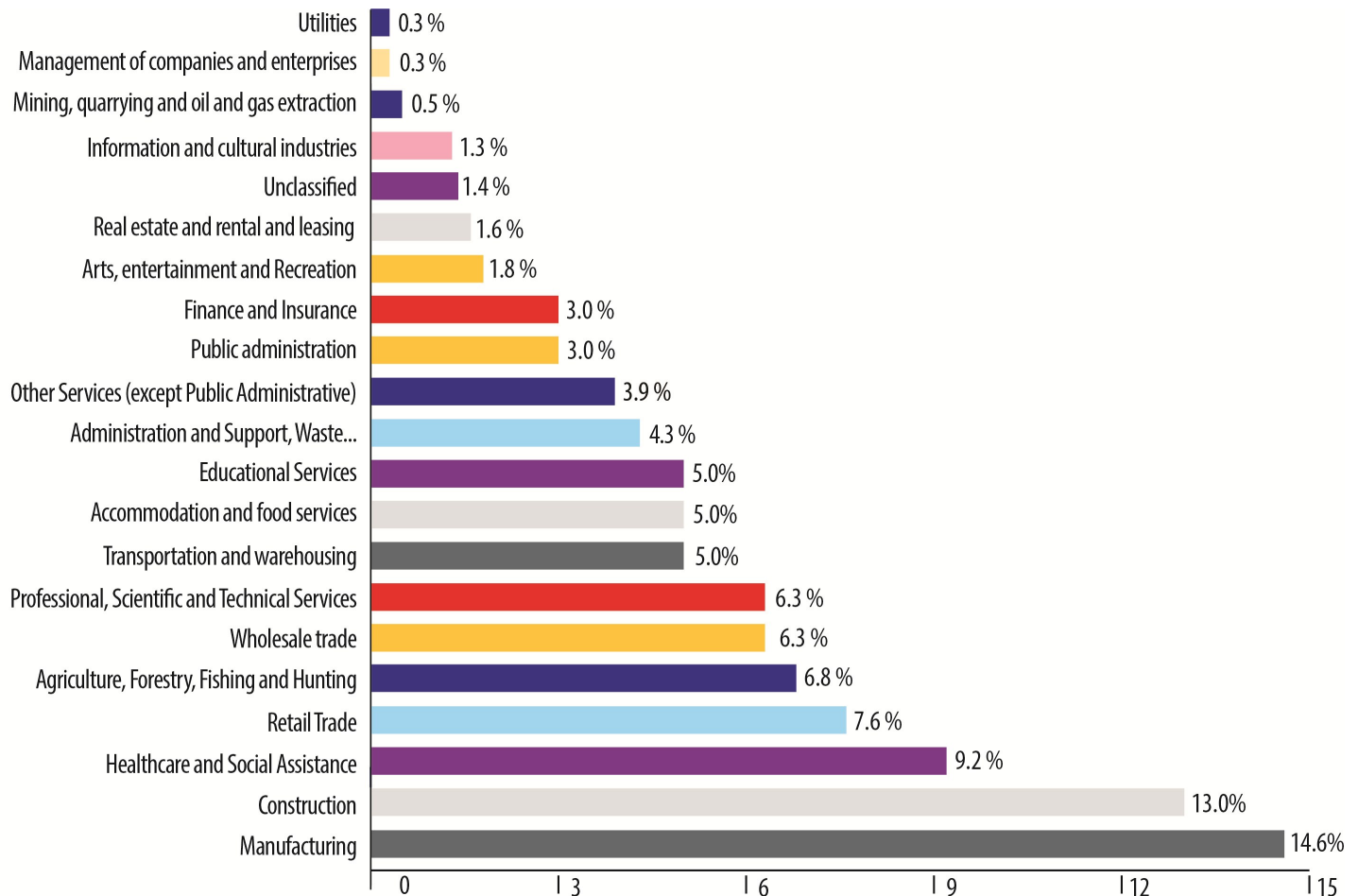


Source: Lightcast Analyst, Manifold Data Mining, July 2023

Local Economy: Major Sectors

Wellington County provided 54,765 local jobs in 2023, growing 7% from 2019. Manufacturing continues to be the leading sector, representing 7,985 jobs or 15% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in health care and social assistance, construction, educational services, finance and insurance, wholesale trade and professional, scientific and technical services. This growth represents an indication of a strong, diversified and resilient economy in Wellington County.

WELLINGTON COUNTY SECTORS OF EMPLOYMENT (2023)



TOP 3 EXPANDING AND SHRINKING SECTORS

		2019 Jobs	2023 Jobs	Change	% of Total Employment
Expanding	Health care and social assistance	4,083	5,014	931	9.2%
	Construction	6,443	7,133	690	13%
	Educational services	2,184	2,743	559	5%
Shrinking	Agriculture, forestry, fishing and hunting	4,102	3,714	-388	6.8%
	Transportation and warehousing	2,941	2,713	-228	5%
	Arts, entertainment and recreation	1,219	1,001	-218	1.8%

Local Economy: Business Size

In 2023, small and medium-sized enterprises (SMEs) in Canada employed 64% of workers in the private sector. From 2016 to 2020, small and medium sized businesses contributed an average of 48% to Canada's gross domestic product, and large businesses contributed 45%. Locally, SMEs with less than 50 employees represent approximately 96% 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 & Spa (300-399)
Royal Canin Canada (200-299)
Wallenstein Feed & Supply Ltd. (200-299)
North Wellington Health Care (200-299)
Polycorp Ltd. (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)
Con-Cast Pipe Ltd. (200-299)
Cooley Group (200-299)



Mammoet Crane

Top 20 Corporate Taxpayers In 2024

Jefferson Elora Corporation
Triton Water Canada Holdings
MH Star Canada Holdings Inc. (Aosom)
Skyline Retail Holdings/ Skyline Real Estate Holdings
TG Minto Corporation
Wallenstein Feed & Supply
Dream Summit Industrial (Ontario) Inc
Musashi Auto Parts Canada
Royal Canin Canada Company
Con-Cast Pipe Ltd
RMM Fergus Property Inc
Coldpoint Properties & Industrial Park
Hammond Manufacturing
Darling International Canada
Sharon Farms & Enterprises
Wallenstein Holdings Inc.
Nexans Canada Inc
Mammoet Crane (Assets) Inc
Nieuwland Feed & Supply
FRG-S Holdings Ltd



Polycorp Ltd.

Source: Municipal EDOs.

¹Key Small Business Statistics — 2023, Innovation, Science and Economic Development Canada.

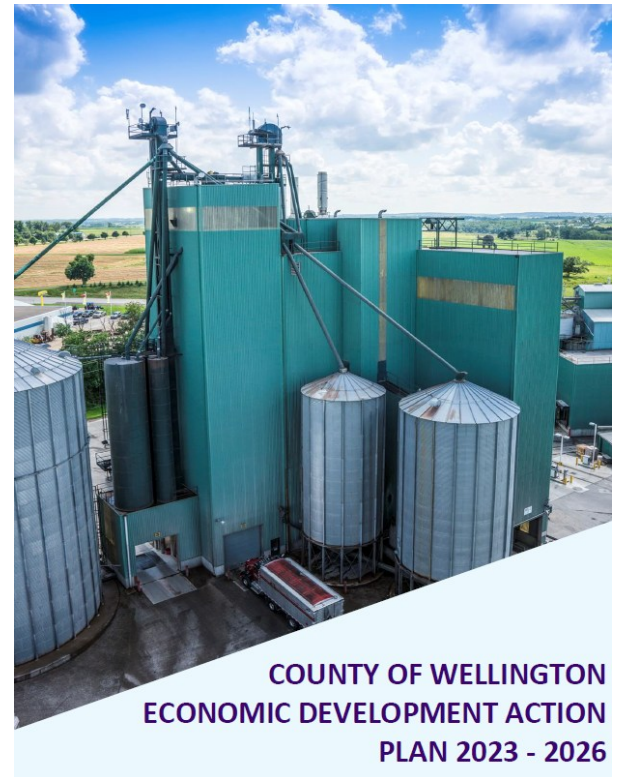
Economic Development Highlights

Three-Year Economic Development Action Plan

The County Economic Development team has successfully completed the second year of implementing the Wellington County Three-Year Economic Development Action Plan. The plan outlines key areas of focus designed to support local businesses, strengthen communities, address local challenges, and proactively prepare the local economy for greater resilience.

The activities planned for the final year of this initiative aim to be both innovative and actionable, with efforts concentrated on the following priority 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)

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, the County staff started a BR+E programme focusing on downtown businesses. This work so far has covered Guelph/Eramosa, Puslinch, and Erin businesses. In 2024, 55 business interviews were completed in the townships of Guelph/Eramosa, Puslinch, and the Town of Erin.

BR+E Implementation Fund

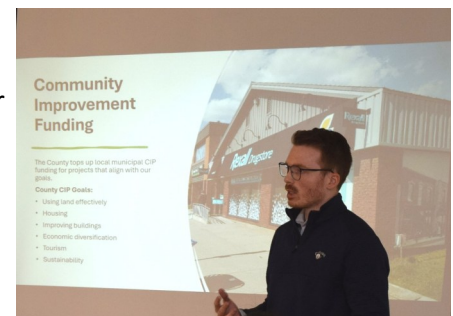
The BR+E Local Implementation Fund provides funding to municipalities for the direct execution of BR+E activities to enhance the local economy. Starting with its inception in 2014, the BR+E Implementation Fund has led to a total investment of approximately \$5.5 million in Wellington County.

Community Improvement Funding

The County's Community Improvement Funding continues to support business revitalization, beautification, and investment attraction in Wellington County by providing top-up funding to local municipal Community Improvement Plans (CIP).

The County funding programmes offer support 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



COMMUNITY IMPROVEMENT FUNDING BY THE NUMBERS		
	2024	2023
Number of Businesses	6	5
Total County Investment	\$64,260.15	\$32,300
Total member-municipal Investments	\$31,091.46	\$26,413.48
Total Private Investment	\$5,964,622.20	\$2,705,712.60
Total Return on Investment (ROI)	\$1.00 : \$62.55	\$1.00 : \$46.07
Total Study Grants	1	0
Total Invest MORE Grants	0	4
Total Minor Activity Grants	5	1
Total Major Activity Grants	0	0
Number of member-municipalities that participated	3	3

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 continues to guide the County's future actions and investments to strengthen the sector and establish Wellington County as an exciting 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 the Dating Our Downtowns campaign (2024), as well as a suite of seasonal outdoor experiences. The updated

Wellington County Visitor Map (2024) places a strong emphasis on promoting local events and experiences throughout the County.

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 most recently to the development of seven signature tourism cycling routes (2023).

Taste Real

Wellington County has a rich agricultural heritage and 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 (2023).

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's Farmers' Market Trail and Food Experience Guide (updated 2024), promotes 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 residents to shop locally for their gifts and ingredients for their holiday meals 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

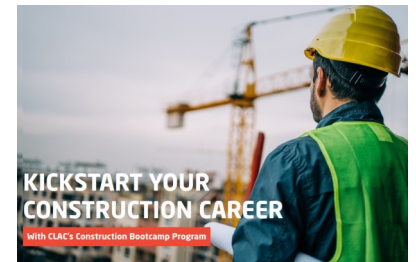
The Talent Attraction Initiative continues to promote Wellington County as a desirable place to live and work. In 2020, Immigration, Refugee and Citizenship Canada (IRCC) funding was secured to support an Economic Development Talent Attraction position with the aim to attract newcomers to live and work 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. 2024 highlights include a webinar for employers on Hiring and Keeping Talent, resources for jobseekers and employers, the 2nd annual Multicultural Festival, Explore Wellington newcomer bus tour and Welcoming Week social media 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. 2024 highlights include a collaboration with Christian Labour Association of Canada (CLAC) and Conestoga College to offer a two-week construction bootcamp.



Western Ontario Warden Caucus (WOWC)

The Western Wardens Caucus (WOWC) represents 15 upper and single-tier municipalities and 300 communities, and elected former Wellington County Warden Lennox as the vice-chair for 2024. The WOWC's current priorities are housing, infrastructure investment, workforce development, and mental health and addictions.

To address these priorities, the WOWC has conducted extensive research and is proposing concrete solutions to the challenges facing rural Western Ontario. The WOWC asks the Province of Ontario to:

1. Reinstate housing services and land costs as eligible development charges.
2. Ensure equitable housing infrastructure funding and clarify plans for utility investments (e.g., hydro, natural gas, water, wastewater).
3. Address workforce development needs to support economic growth and stabilize the regional economy.
4. Allocate a dedicated portion of Homelessness Prevention Program (HPP) funding for small and rural communities.

The WOWC also hosted the Ontario West Municipal Conference to provide dynamic programming, share knowledge, and promote networking opportunities to enhance municipal successes.

Economic Development Highlights

Attainable Housing

The County recognizes that there is a need for rentals and below market housing locally. The housing shortage diminishes the ability of the County to retain and attract business opportunities and residents that will support growth and economic development. In 2019, an Attainable Housing Strategy was developed to explore ways to increase the housing supply and mechanisms needed to encourage public and private sector organizations to build housing that is more affordable. Thereafter the County struck a Housing Taskforce consisting of elected officials and senior staff to undertake the review, validation and implementation of the Strategy recommendations.



Actions to date include:

- 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 the 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 density
- Consultations with member municipalities to discuss building trends, take-up on ARUs, examples of successful intensification, and what actions they would like to see to support intensification
- Exploration of a housing forum and pilot project.

Ontario Food Cluster, Investment Attraction



**ONTARIO
FOOD
CLUSTER**

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.

Economic Development Highlights

Smart Cities Office

The Smart Cities Office managed Our Food Future, a \$10 million federally-funded project run in partnership with the City of Guelph, which ran from 2020-2023. Building on this experience and the project's strong stakeholder network, this office continues to work on circular economy supports and future-ready food systems.

Events

- In 2024 Guelph-Wellington was host to North America's first Circular Economy Hotspot, a multi-day conference which attracted international delegates. A Hotspot tour day included stops at County farms and businesses.
- Smart Cities staff contributed to the Wellington County Museum and Archives exhibit Not Just Dirt: Digging into the Science of Soil (2024-2025). Senator Rob Black spoke at the exhibit opening, which was timed to complement the release of Critical Ground, the Canadian Senate's report on the essential role healthy soil plays in Canada's ability to thrive.



Agriculture Support

Provincial Grant

In September the County was approved for a \$22,500 Rural Economic Development (RED) grant to develop support materials to assist in farm ownership transition. As the farming population ages, the agriculture sector will see an increase in the transition of farms into new hands; in 2025-2026 the County will offer a workbook, online information and a series of workshops to help families plan.

Experimental Acres



The County's climate-focused agricultural initiative — Experimental Acres — transitioned from pilot phase to full implementation, supporting ten hosts in 2024. Well received by local farmers, this programme received the 2024 Awards of Excellence in the category of Excellence in Rural Economic Development awarded by the Economic Developers Council of Ontario.

The Experimental Acres has also been featured in the January edition of [Municipal World Magazine](#). The article presents the history, partnerships, and

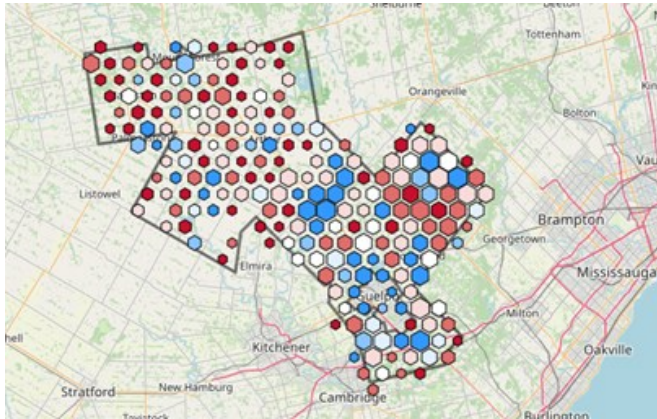
successes of this unique support, and also notes its scalability. The Experimental Acres Handbook is available to other municipalities as a resource and template.

Economic Development Highlights

Rural Broadband and Southwest Integrated Fibre Technology (SWIFT)

In 2011, the Western Wardens' initiated the SWIFT project with the goal of providing improved high-speed internet service to Ontario communities. The County of Wellington was one of twenty municipal partners, and built a total commitment of \$880,000 into our Economic Development budget over five years.

SWIFT projects serving Wellington County began in 2020 and were completed in 2024. Four SWIFT routes were installed Mapleton, Centre Wellington and Guelph/Eramosa, with a total project value of \$12,969,036, offering service to over 3000 homes.



In 2022, the Province named Rogers Communications as the Internet Service Provider contracted to complete hook-up for most of the remaining Wellington households who do not yet have high-speed service.

The County continues to track service expansion, and works with Canadian Internet Registration Authority's data to better understand where connectivity has improved, or has yet to meet provincial standards.

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. 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. In 2024, an additional \$ 227,196 was awarded to the County to introduce service enhancements and prepare to graduate the service beyond its pilot phase ending in March 2025.



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.

The Ride Well service officially launched in October 2019 and has grown year-over-year. This trend continued in 2024, servicing 9,757, a 10% increase from the 8,861 rides serviced in 2023. The more modest increase is in part due to strategic direction to operate in zones, which spread the driver supply across the entire County; this slightly reduced Ride Well's overall capacity but improved its availability in more peripheral areas. In addition, Ride Well restricted longer distance trips and encouraged passengers to access Guelph Owen Sound Transportation (GOST) for those journeys.

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 Chris White

Mayor, Township of Guelph/Eramosa

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 Andy Lennox

Mayor, Township of Wellington North

Councillor Michael Dehn

Mayor, Town of Erin

Councillor David Anderson

County Ward 1

Bottom Row

Councillor Earl Campbell

County Ward 2

Councillor Campbell Cork

County Ward 3

Councillor Steve O'Neill

County Ward 4

Councillor Mary Lloyd

County Ward 5

Councillor Diane Ballantyne

County Ward 6

Councillor Matthew Bulmer

County Ward 7

Councillor Doug Breen

County Ward 8

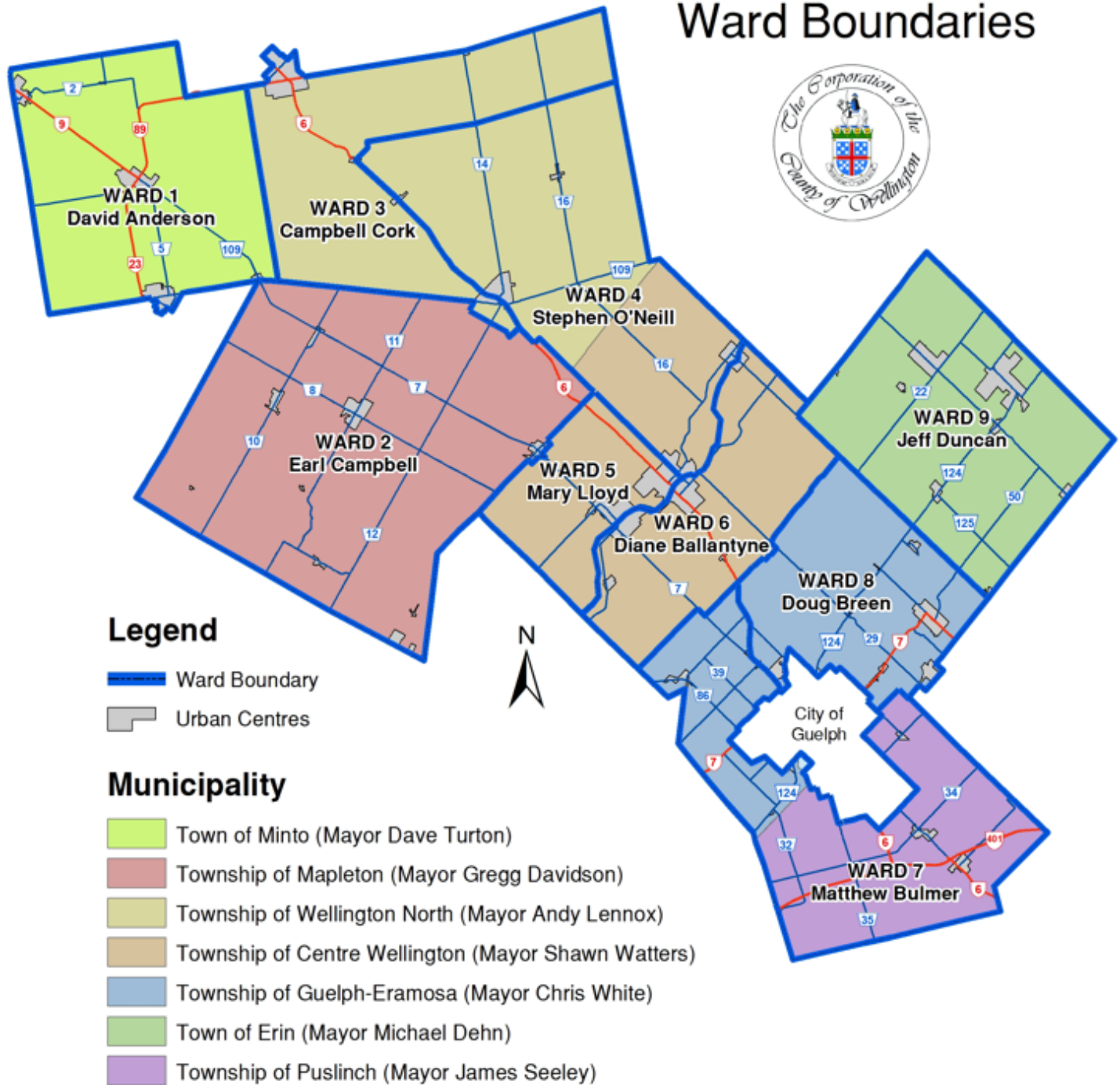
Councillor Jeff Duncan

County Ward 9

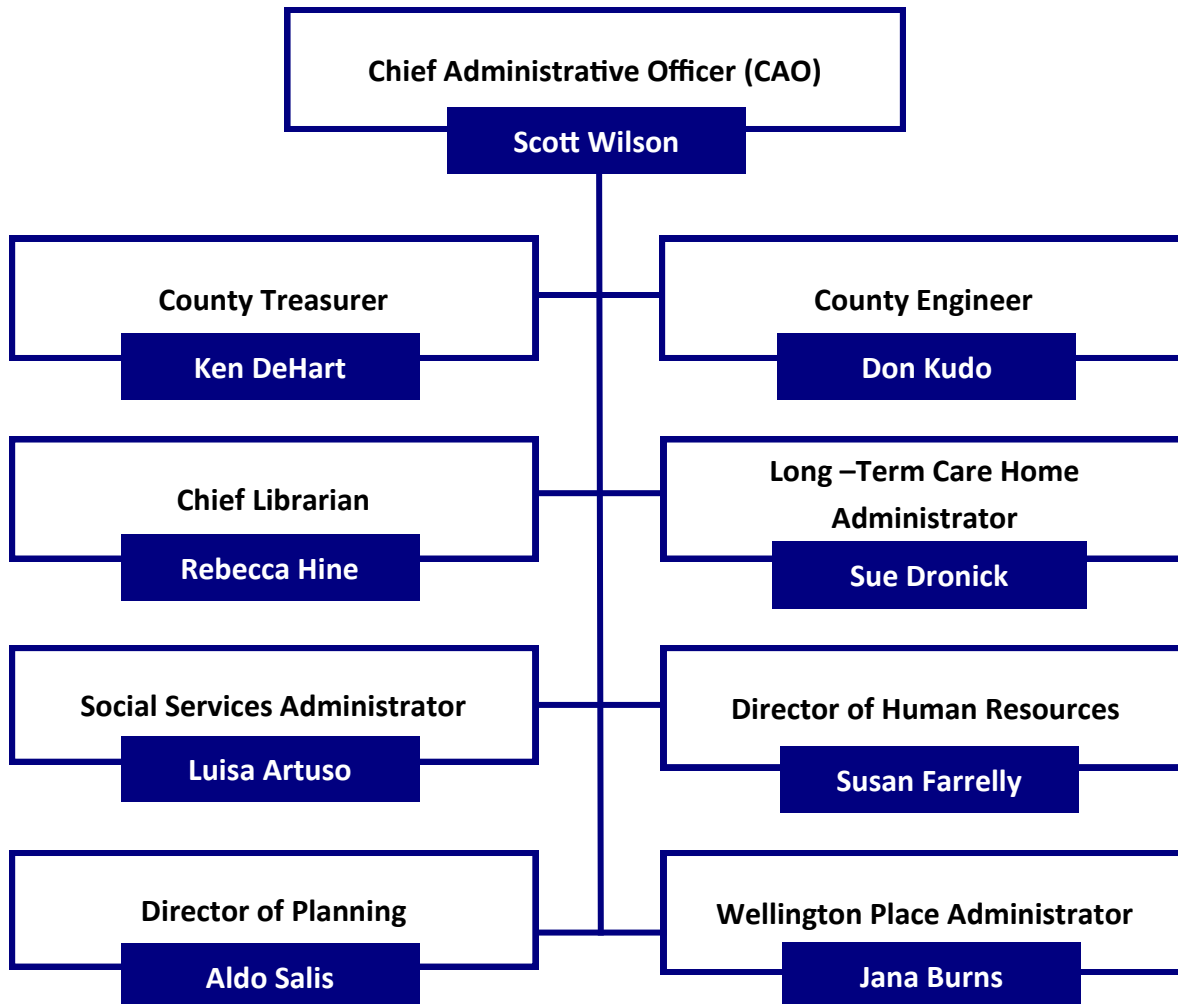


Ward Boundaries

County of Wellington Ward Boundaries



Organizational Structure



The County of Wellington has the Chief Administrative Officer (CAO) system of management. The CAO reports to the Warden and Council on all major initiatives and issues affecting the County. The Chief Administrative Officer attends all Council, Standing Committee, Police Services Board and Library Board meetings and provides advice and information on operations as required. 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.

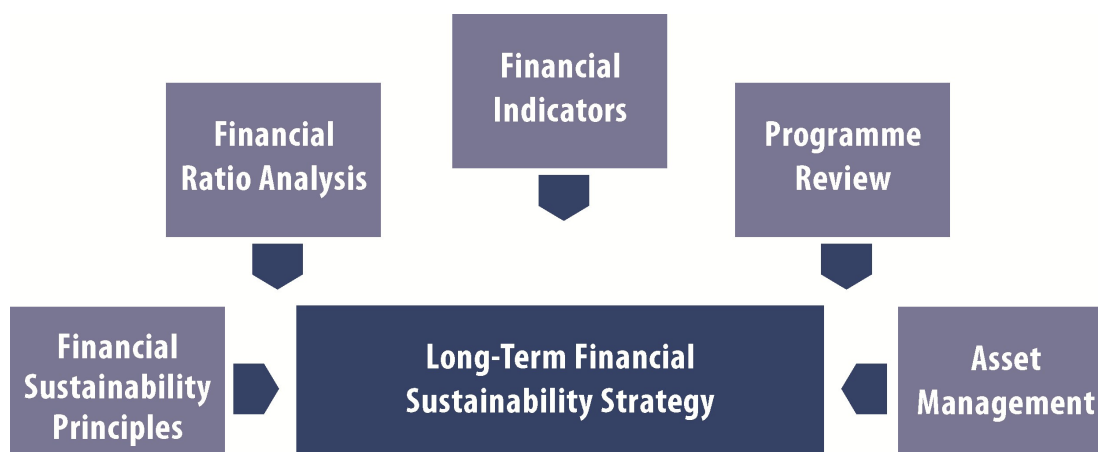
Long-Term Financial Sustainability Strategy

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, as well as the charitable tax rebate programme. 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 2024
Departments submit major 10 year operating budget items, draft 10 year capital forecast and proposed 2024 user fees to Treasury	September 6, 2024
Staff Advisory Committee review of preliminary 10 year plan	Mid-October 2024
Preliminary 10 year plan completed	Late October 20234
Staff develop detailed 2024 operating budgets	October - November 2024
Preliminary 10 year plan and 2024 user fees reviewed by all Standing Committees and Boards	November 2024
AF and HR Committee review of preliminary 10 year plan and 2024 user fees	November 19, 2024
County Council adopts 2024 user fees and receives 10 year plan for information	November 28, 2024
CAO and Department Head review of budgets	December 2024
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 6, 2025
Committee and Board review and approval of 2024 budgets and 10 year plan	January 2025
AF and HR review of budget and 10 year plan and recommendation to Council	January 27, 2025
Council review and approval of 2025 budget and final 10 year projection	January 30, 2025

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

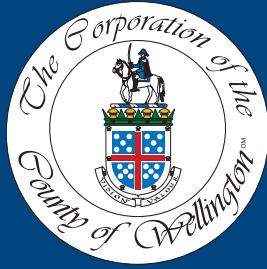
The Operating Budget is amended only under exceptional circumstances which require a change to the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with the Budget Management Policy, and are not subject to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



2025 BUDGET AND TEN YEAR PLAN



Section 2

Budget Overview

At the January 30 County Council meeting, Wellington County Council adopted its 2025 budget with a 3.9% increase to the County portion of property taxes. The budget makes significant investments in infrastructure, waste facilities, the housing and homelessness system, ambulance, long-term care, child care services, and the Ride Well Rural Transportation Service. Highlights of the 2025 Budget include:

- \$44.3 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Erin in 2025/26 and funding for the reconstruction of four bridges on Wellington Road 109 in Arthur over the next two years
- Facility upgrades at the Elora Transfer Station, providing similar infrastructure, working conditions and patron experience to the other four County waste facilities
- \$9.7 million in capital repairs and enhancements within its social and affordable housing units
- Funding for land acquisition for new Ambulance Station facilities to be located in the County
- Enhanced direct care hours at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Significant investment by the Federal government into Children's Early Years as a step towards more affordable child care for parents.
- Long-term commitment towards Ride Well Rural Transportation, the County's on-demand ride sharing service as supported by Provincial Gas Tax funding
- Adoption of a Diversion Centre model for waste facilities to divert more materials at the sites
- Implementation of the Home Energy Efficiency Transition (HEET) Programme to provide low-cost loans to support residential energy efficiency projects

	2025	2026	2027	2028	2029
County Tax Levy (\$000's)	\$139,580	\$147,297	\$155,315	\$163,207	\$171,122
Residential Tax Impact	3.9%	3.7%	3.6%	3.3%	3.0%
	2030	2031	2032	2033	2034
County Tax Levy (\$000's)	\$179,143	\$187,786	\$196,365	\$205,526	\$215,420
Residential Tax Impact	2.9%	3.0%	2.8%	2.9%	3.0%

Financial Summary and Statistics

2025 Operating Budget	2025-34 Capital Budget Forecast
<ul style="list-style-type: none"> • Operating expenditure = \$362.5 million • 2025 tax levy = \$139.6 million • County tax impact = 3.9%, which results in an increase of 2.2% on the average residential property tax bill • Residential tax impact per \$100,000 of assessment = \$27 	<ul style="list-style-type: none"> • Total 2025 capital investment = \$63.7 M • Total 10-year capital investment = \$627.8 M • New debt issues are projected to be \$84.0 million over ten-years and include \$18.8 million in tax-supported debt and \$65.2 million in growth-supported debt • Total debt outstanding peaks at \$75.0 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.

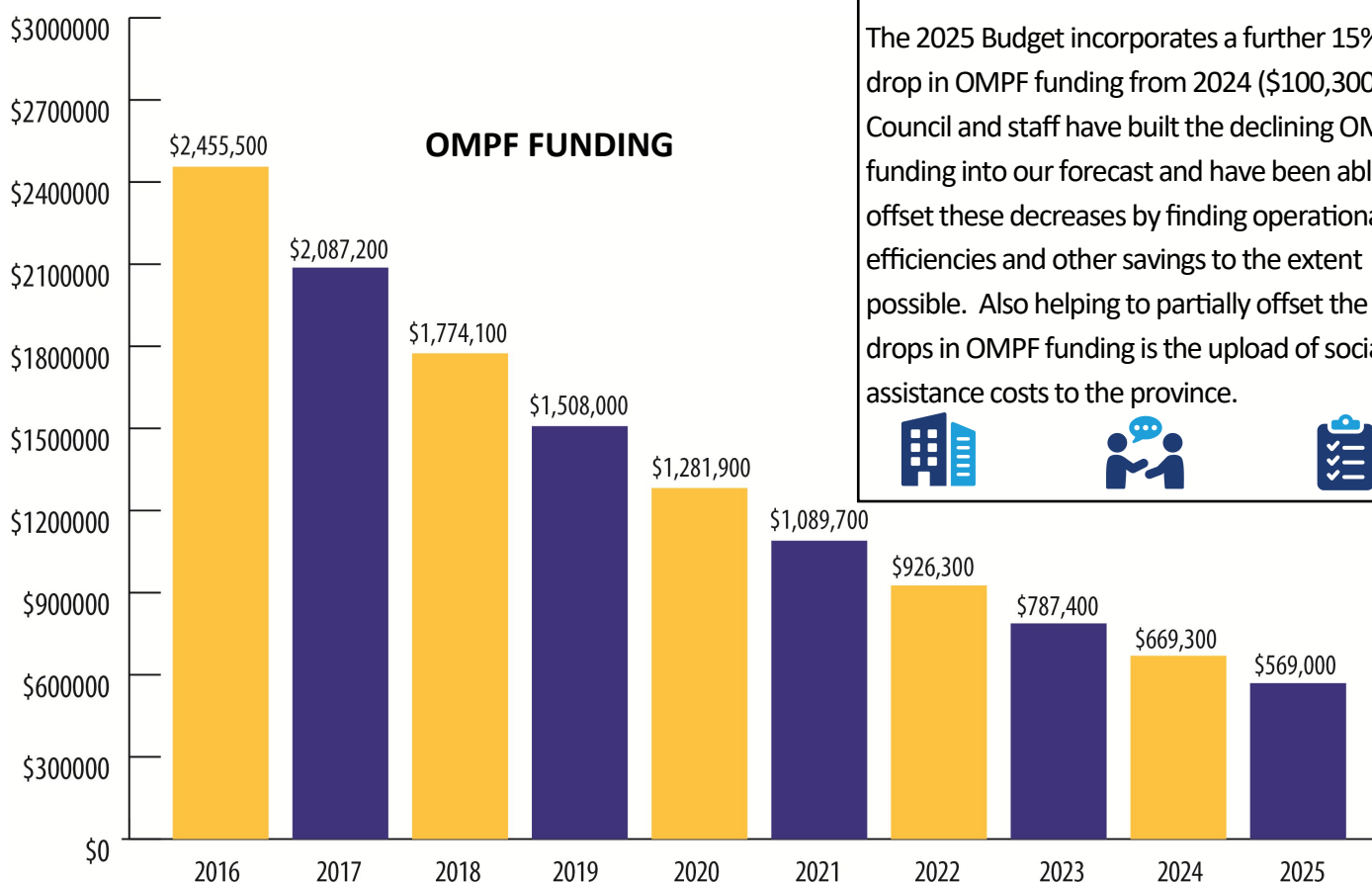
County Council and staff are taking a proactive approach to addressing these challenges. Solutions will require working with the federal and provincial governments to deal with structural policy issues. The County has adapted to some of the challenges internally, and are taking proactive measures to 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 under \$4.2 million, which has been supplemented by increases in the County property tax levy.

Solution: Budgetary Adjustments

The 2025 Budget incorporates a further 15% drop in OMPF funding from 2024 (\$100,300). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.



Farm Tax Rebate

What is it?

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

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

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

Implications for Rural Municipalities

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

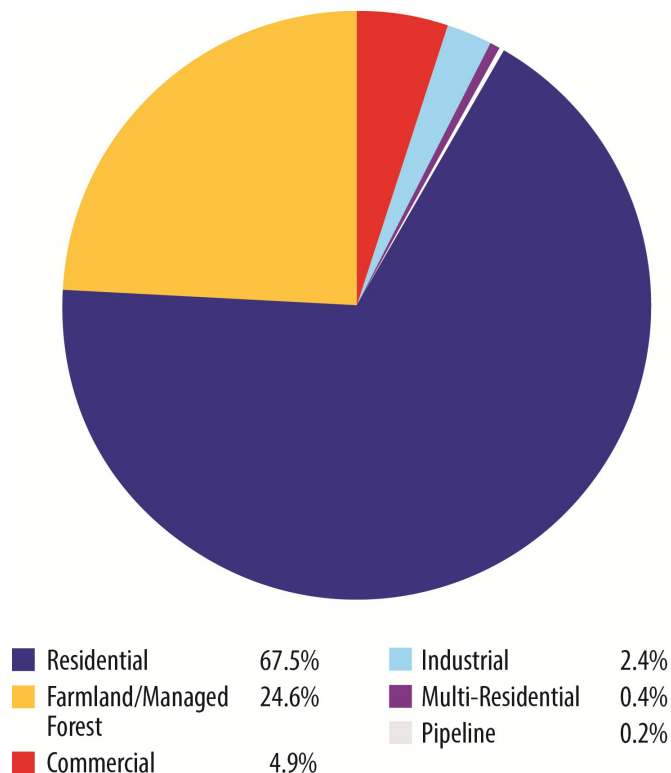
The shift in taxes from farmland assessment to other property taxes is worth approximately **\$44.7 million per year**.

Wellington and its member municipalities now receive only **\$6.4 million in OMPF funding** annually.

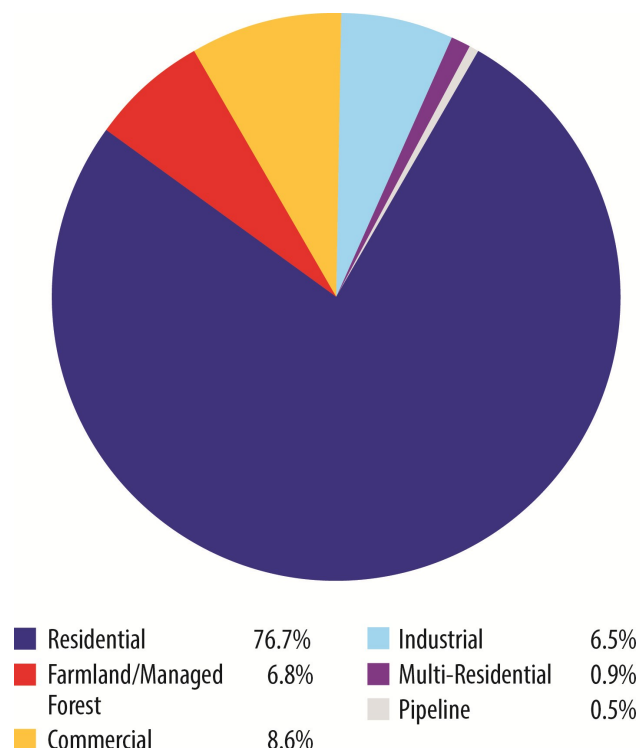
The difference of roughly **\$38.3 million** is shifted onto other property classes. This works out to an average cost of **\$1,096 per non-farm property owner** to fund the farm tax rebate.

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.

2025 UNWEIGHTED ASSESSMENT BY CLASS (Share of Property Values)



2025 WEIGHTED ASSESSMENT BY CLASS (Share of Property Taxes)



Budget Overview: Challenges

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



Although general inflation and construction prices are starting to return to historical norms, the County is still phasing in some of the major capital cost increases experienced over the last couple of years. 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 2.4% in 2024 (low of 1.8% in December, high of 2.8 % in November). Construction prices continue to increase, though at a slower pace than in previous years, and will result in ongoing financial impacts that the County must plan to mitigate.

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 was repealed in June 2024, but not before the County saw an estimated \$2.6 million reduction in development charges collected, shifting these costs 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. The introduction of definitions for affordable and attainable housing introduced by Bill 134 is projecting development charge revenue to be reduced by up to \$21.2 million. These changes will create pressure on the County's reserves to make up the difference and will add additional costs to the tax levy in the years ahead.

In 2023, the Province revised the formula used to distribute funding to municipalities through the Ontario Community Infrastructure Fund (OCIF), resulting in a reduction in annual funding of \$995,000 between 2023-2024 and an additional loss in 2025 of over \$410,000 to the County. The County's allocation is \$2.3 million in 2025. It is assumed this level of funding will continue to decline to 2028, after which the funding level is maintained through to 2034. It is anticipated that the changes will result in a loss of over \$7.0 million in funding over this period.

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 2025 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 2025 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 km² and a population density of 40.9 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 2025 Budget and Ten-Year Plan includes \$627.8 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 2025. The funding amount to the County has been further reduced by over \$410,000 in 2025, 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.



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 2025 budget includes another significant investment by the provincial government to support Long Term Care. The province has not provided direction on further targeted increases to hours of care for residents. This investment is focused on maintaining direct hours of care at a minimum of four hours per resident per day, and the average working hours of allied health professionals at 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. An updated feasibility study has proposed new timing of this investment. The County's capital forecast includes a proposal to build four new ambulance stations, with an additional four facilities outside the forecast, and lease them back to the City. The City of Guelph's multi-year operating budget includes the addition of twelve new paramedics (eight in 2026 and four in 2027) and two superintendents (one in each of 2026 and 2027) to mitigate the pressure of increased call volumes and assist with improving response times.

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 through 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 \$50.8 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 \$3.8 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: Addressing the impacts of extreme weather on our community's most vulnerable.

Central to climate change action is addressing the impacts on our vulnerable community members. Those who are already in precarious health and living circumstances; unhoused or underhoused, low-income households, those with pre-existing medical conditions, and others that are more likely to be harmed by the extreme weather conditions and least able to address these impacts on their own. Of particular concern for Wellington County are impacts associated with changes in temperature (e.g. more extreme heat events in the summer) and precipitation (e.g. more potential for flooding).

Solution: To ensure that there is fairness in our climate change initiatives.

The County is pursuing and continuing to support initiatives through the 2025 budget that help address climate change impacts of those most at risk:



Weather-Ready Wellington Climate Change Adaptation Plan: Climate change adaptation planning seeks to reduce or avoid the impacts of extreme weather events. The County is pursuing funding to develop a climate change adaptation plan that addresses impacts to those most at risk. For example, some community members such as seniors are at risk of health impacts due to prolonged exposure to high temperatures. An adaptation plan will identify if this issue is prevalent in Wellington County and identify strategies to reduce this risk.

Low-Income Energy Coach Pilot and Home Energy Tool Kit: The County continues to offer Energy Coach services for low-income households. Working in partnership with the programme delivery agent and funders, the Energy Coach prequalifies applicants and facilitates their applications to Provincial home energy savings programmes. The Home Energy Tool Kit, available to County of Wellington libraries, is free to borrow and comes with a workbook to guide residents' exploration of energy usage in their home. The workbook includes low and no-cost tips to reduce energy usage to help reduce energy bills.

Home Energy Efficiency Transition (HEET): The County is pursuing funding to support the launch of the HEET programme. This financing programme seeks to accelerate the adoption of home energy efficiency retrofits. Considerations for low-income households have been integrated in the programme design and continue to be explored. The terms of these loans help protect those most vulnerable to fraudulent actors as well as those who may be burdened by taking on loan due to their financial situation.

Budget Overview: Challenges

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



Based on appeals filed by the County of Wellington from 2017-2023, the decisions from the Assessment Review Board (ARB) and the Ontario Divisional Court were implemented by the Municipal Property Assessment Corporation (MPAC) in 2024. Following these decisions, Provincial consultations were held with the Top Aggregate Producing Municipalities of Ontario (TAPMO) and the Ontario Stone, Sand and Gravel Association (OSSGA).

As a result of these discussions, the Province announced the introduction of a new property class for aggregate producing sites through O. Reg. 370/24. This new tax class comes into effect for the 2025 tax year. Contrary to recommendations from municipalities to simplify the classification of these properties, only the industrial portion of the property related to aggregate activity would be included into the class, regardless of the licensed area. This means that there is still room for operators to be inconsistent in their reporting of active areas of aggregate activities and forces municipalities to persist in performing their own due diligence in how these properties are classified, costing significant staff time and consulting dollars to ensure accuracy, or face losses due to incorrect reporting by the industry.



In December 2024, the Province filed O. Reg. 510/24 which set new tax ratios for the aggregate extraction class across Ontario. The County's 2025 tax ratio was set at 1.952895, which is approximately 19% lower than the prior year, resulting in estimated tax losses for the County and its member municipalities of over \$150,000 annually. The aggregate industry continues to receive tax breaks that are not afforded to other properties across Ontario.

Despite the modest win in the assessment appeal process, aggregate properties continue to be undervalued. For example, 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. This creates 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.

The County will revisit the valuation of aggregate producing properties by the 401 next reassessment cycle, which continue to be undervalued according to market conditions. To date, the Province has not yet announced a new reassessment date.

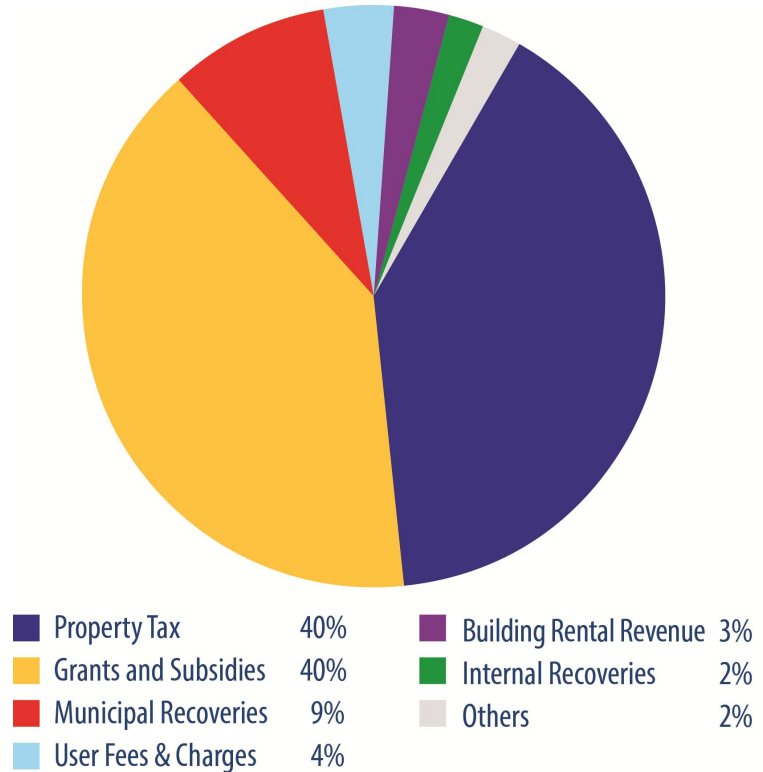
Executive Summary - Operating Budget

2025 Operating Budget Revenues

\$362.5 Million

Property taxes make up 40% of the County's revenues with grants and subsidies totaling an additional 40%. Municipal recoveries amounting to 9% are the next largest revenue source for the County.

2025 OPERATING BUDGET REVENUES



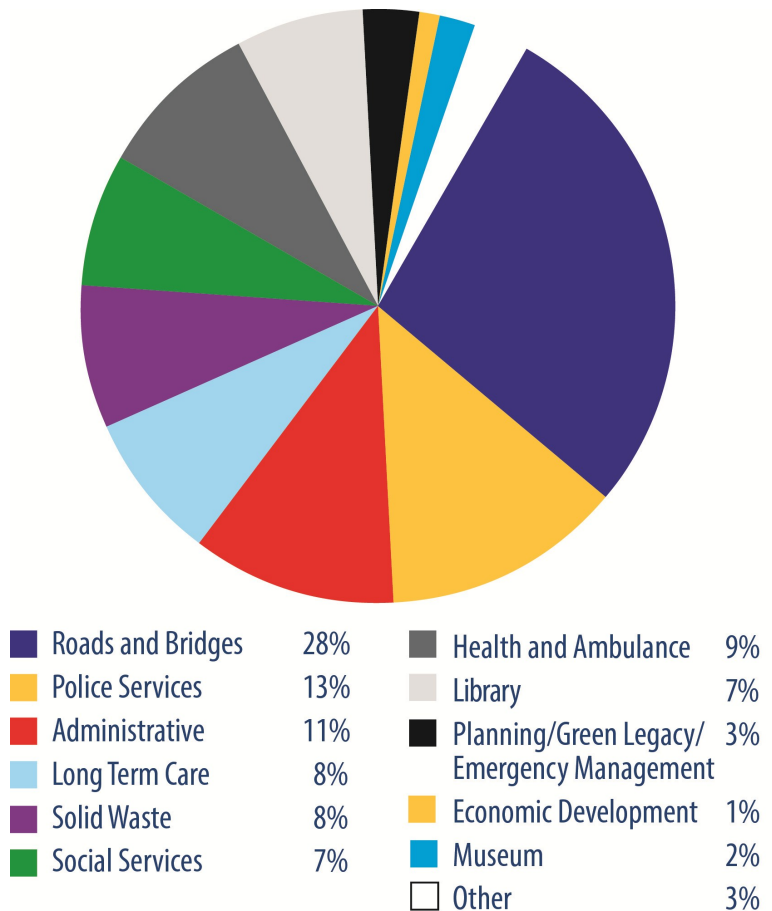
2025 County Property Tax Requirement

\$139.6 Million

Property taxes remain the County's largest and most important source of revenue. Approximately 41% 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 32%.

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.

2025 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 2025 total just under \$144.2 million. Most of the subsidies received (\$125.4 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 (\$15.7 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$90.4 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 \$35.0 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries, museum, economic development and planning 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 \$35.0 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$32.9 million). As well as \$300,000 estimated net fine revenue from the POA court services administered by the City of Guelph and \$134,300 towards funding of Water Quality and Source Water Protection. A smaller amount of revenue is received from other municipalities (\$1.3 million) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services, solid waste 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 O.P.P. officers at some of the County's directly owned O.P.P. stations.

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$5.2 million), curbside user pay bag fees (\$2.2 million) and tipping fees at County landfill sites and transfer stations (\$1.9 million). Other user fees include planning and land division application fees (\$1.3 million), parent fees for the provision of child care (\$0.9 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

2025 Operating Budget Expenditures - \$362.5 million

Salaries, Wages and Benefits

Consists of compensation costs for the County's over 1,000 employees. This includes overtime, shift and standby premiums, vacation pay, clothing allowances as well as the County's share of employee paid benefits.

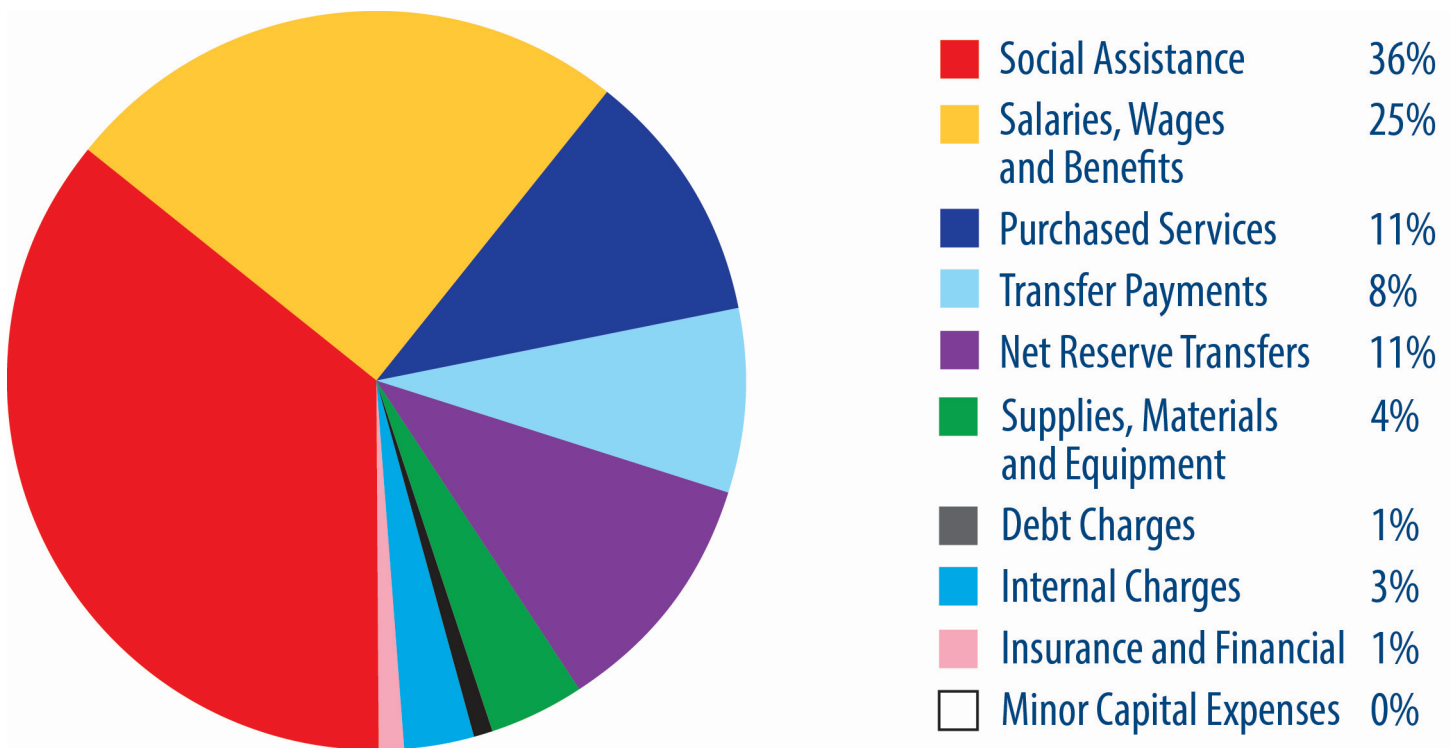
Supplies, Materials and Equipment

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.

2025 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 (O.P.P.) contract; 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 65-66.

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

2024 Staffing Adjustments

Annualization of positions approved in 2024 budget as well as departmental restructuring and in-year staffing adjustments.

Staffing Changes for 2025

CAO and Clerks: Information Management Analyst

Human Resources: Health and Safety Specialist

Economic Development: Student, removal of Talent Attraction position (IRCC)

Treasury: Accounting Analyst - Child Care

Library: Erin Library additional Assistant Branch Supervisor hours and Library Page hours

Ontario Works: Staff Restructuring due to IRCC funding loss, Remove Help Centre Support Coordinator Position

Child Care: Funding Analyst

Housing: Maintenance Coordinator

Terrace: Part-Time Environmental Services Supervisor, Maintenance Worker Backfill, additional PSW hours, night shift hours

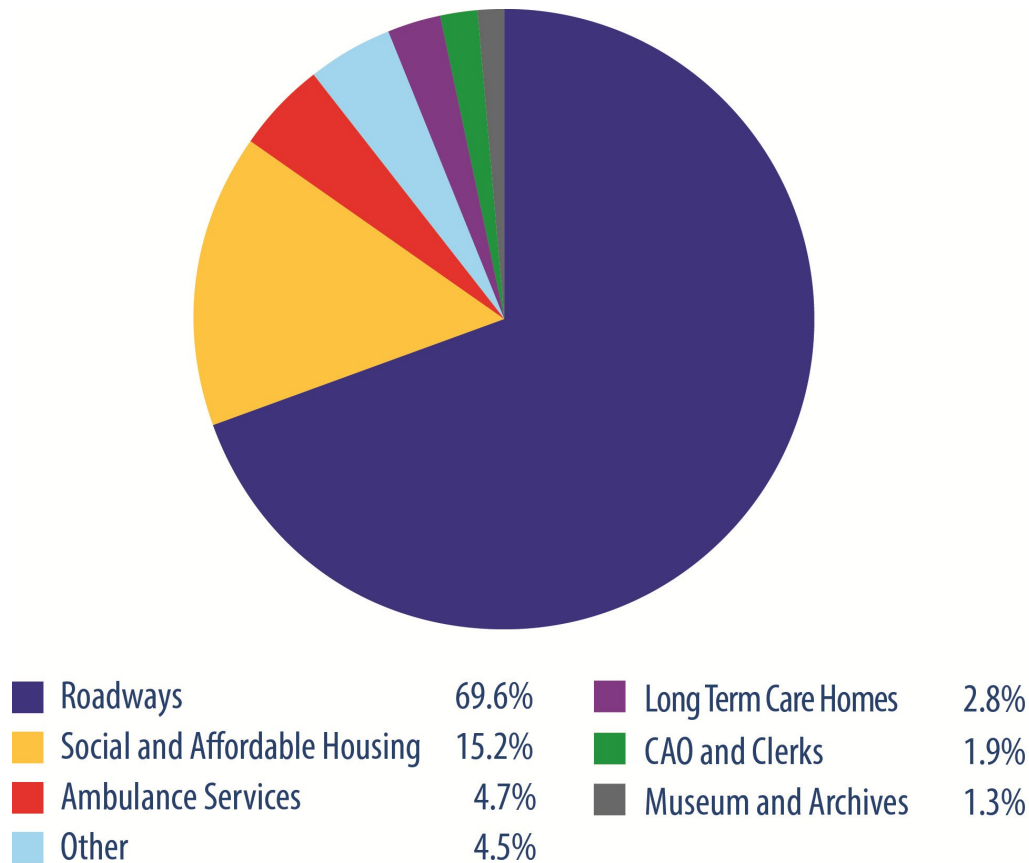
Department	Total FTEs			Change 2024-2025
	2023	2024	2025	
Office of the CAO/Clerk	39.8	40.6	41.4	0.8
Economic Development	8.7	9.2	9.3	0.1
Treasury	19.0	19.2	19.3	0.1
Human Resources	14.1	16.1	18.1	2.0
Property	14.1	16.1	16.1	0.0
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	9.8	10.0	0.3
Roads Field	61.4	67.3	67.3	0.0
Solid Waste	32.5	32.7	32.7	0.0
Planning	19.5	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	18.8	18.8	0.0
Library	60.8	61.6	64.4	2.8
Ontario Works	69.5	57.5	54.8	(2.7)
Child Care	97.5	99.4	99.6	0.2
Housing	52.7	58.8	59.5	0.7
Long-Term Care	215.9	221.7	231.0	9.3
Total	747.4	763.2	776.7	13.5

Summary Of Staffing By Department

2025 Staffing Summary				
2024 Approved staff complement (expressed as full time equivalents)	763.2			
Annualization of positions approved in the 2024 budget	2.6			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2024 In-Year Staffing Adjustments				
Long-Term Care: Nurse Practitioner	1.0	183,800	(183,800)	-
Long-Term Care: Backfill hours for Personal Support Workers, Registered Practical Nurses, Cook, NSW & Dietary Porter, and Environmental Services Worker (Occupational and Non-occupational health coverage needs)	3.6	378,000	(378,000)	-
Library: additional ABS and Library Page hours Clifford, Marden, Rockwood, Mt. Forest (Working Alone Policy, adjust vacation coverage for FT Branch Supervisors)	1.2	90,000	-	90,000
Human Resources: Disability Management Coordinator	1.0	123,700	(25,300)	98,400
Child Care: remove PT Willowdale Cleaner position and Quality Child Care Visitor position	(1.7)	(157,800)	157,800	-
Total 2024 In-Year Staffing Adjustments	5.0	\$617,700	(\$429,300)	\$188,400
Adjusted 2024 Staff Complement	770.8			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2025 Proposed Staffing Changes				
CAO & Clerks: Information Management Analyst	0.8	87,500	(17,200)	70,300
Human Resources: Health and Safety Specialist	0.8	93,200	(19,000)	74,200
Economic Development: new Student, removal of Talent Attraction position (IRCC) as of March 2025	0.1	(11,300)		(11,300)
Treasury: Accounting Analyst - Child Care (April 1st start)	0.8	93,200	(67,900)	25,300
Children's Early Years: Funding Analyst (May 1st start)	0.7	69,200	(51,200)	18,000
Housing: Maintenance Coordinator	0.8	79,000	(79,000)	-
Library: Erin Library additional ABS hours and Library Page hours (June 1st start date)	1.7	123,700	-	123,700
Long-Term Care: Part-Time Environmental Services Supervisor (April 1st start date), Maintenance Worker Backfill (March 1st), additional PSW hours and backfill Apple Valley, night shift hours (April 1st)	3.1	296,500	(296,500)	-
OW: Remove Help Centre Support Coordinator Position	(1.0)	(93,700)	73,900	(19,800)
OW: Staff Restructuring due to IRCC funding loss	(1.7)	(63,000)	101,400	38,400
Proposed changes to Staff Complement	5.9	\$737,300	(\$456,900)	\$280,400
2025 Proposed Staff Complement (full time equivalents)	776.7			

Executive Summary - Capital Budget

2025 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Child Care, Council, County Property, Economic Development, Emergency Management, Green Legacy, Library Services, Ontario Works, Planning, Police Services, Provincial Offenses Act, Solid Waste Services

2025 Capital Budget and Ten-Year Forecast

The County's 2025 capital budget totals \$63.7 million. The County's investment in its roadway network and social and affordable housing make up 85% of the current year's capital budget. Of the current year's capital budget, 59.9% is funded through own source revenues. The remainder is funded through the Canada Community Building Fund, provincial and federal subsidies, municipal recoveries, development charges, tax-supported and growth-related debentures.

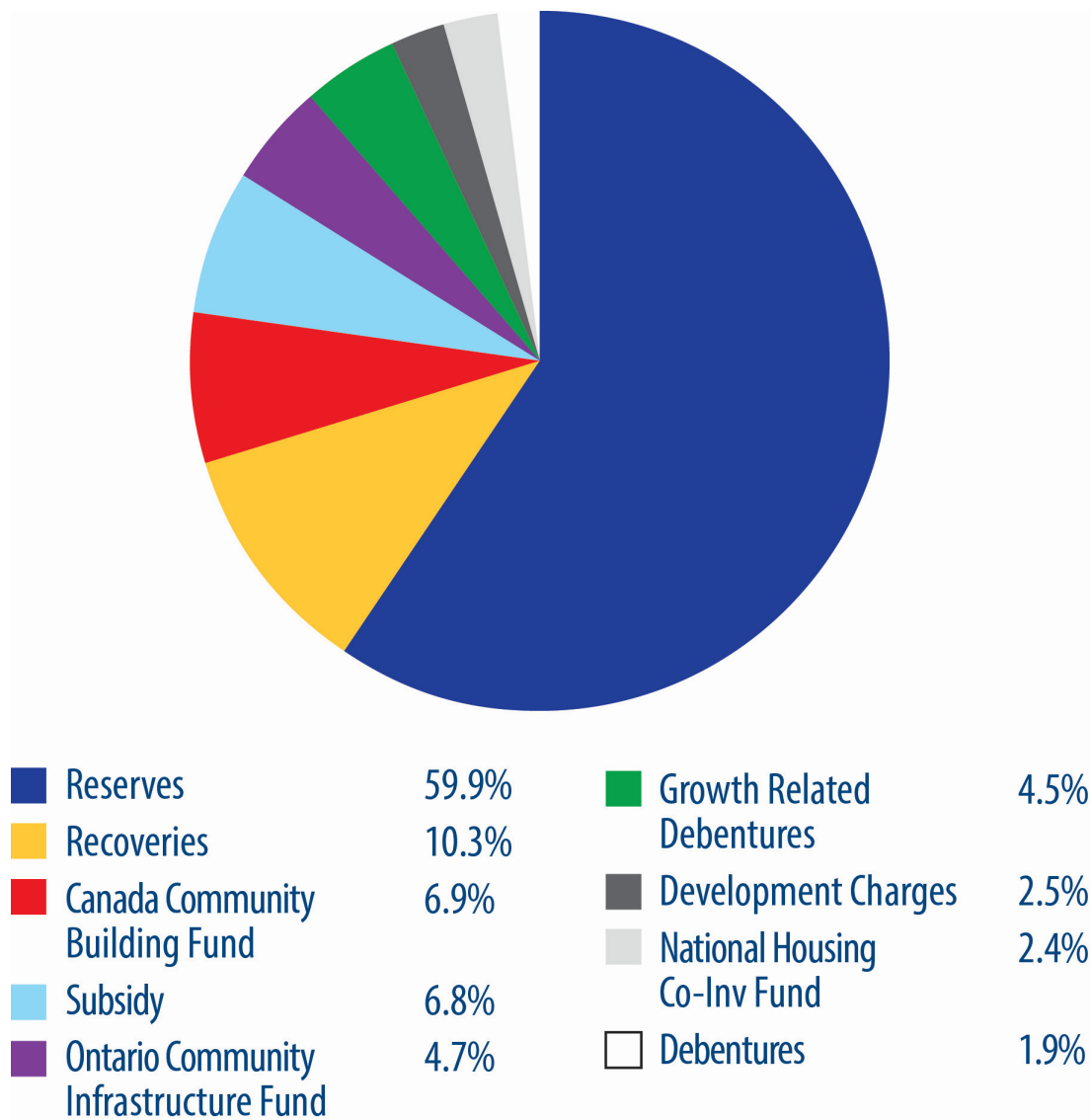
Major capital projects for the current year include:

- \$44.3 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$9.7 million in capital repairs and enhancements within its social and affordable housing units,

The Ten-Year Capital Plan invests \$627.8 million in infrastructure and equipment. This includes the design and construction of four ambulance stations, the development of Riverstown landfill, further investment in social housing and roads including \$70.4 million to complete the design and construction of four public works facilities.

Capital Budget - Funding Sources And Cash Flow

2025 CAPITAL FUNDING SOURCES



2025 Estimated Capital Cash Flow (in \$M)

Capital Projects Carry-Forward from 2024 (A)	2025 Capital Budget (B)	Total Capital in 2025 (A+B)	2025 Projected Cash Flow
\$71.66	\$63.66	\$135.32	\$81.96

The table above shows the County's estimated projected cash flow for 2025.

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 2025 projected capital cash flow of \$81.96 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.

Subsidy

The County is eligible to receive grant funding from Federal and Provincial Governments through a combination of one-time funding agreements and successful grant applications. The 10-year plan includes \$16.8 million in subsidy funding for Police Services, Roads, Social Services and Long-Term Care homes.

Canada Community Building Fund

The County has planned to utilize \$34.9 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 bridges, ten 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. In 2023, the Province has revised the formula used to distribute funding to municipalities, resulting in a reduction in annual funding for 2025 of over \$410,000 to the County. The County's allocation is \$2.3 million in 2025. Staff have assumed this level of funding will continue to decline to 2028, after which the funding level is maintained through to 2034. The complete list of OCIF funded projects is shown on the following pages. Projects include: eight roads and resurfacing projects, nine bridges and three culverts.

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. Bill 185, *Cutting Red Tape to Build More Homes Faster*, repealed the requirement to phase-in of development charges as required by Bill 23. The introduction of definitions for affordable and attainable housing introduced by Bill 134 is projecting development charge revenue to be reduced by up to \$21.2 million.

Canada Community Building Fund Projects

	2025	2026	2027	2028	2029	5 Year Total
Asset Management / Engineering						
Pavement Preservation Programme	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	\$11,250,000
Roads Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km		1,250,000				1,250,000
WR 7 at WR 11, Roundabout					1,100,000	1,100,000
WR 16, Hwy 89 to WR 109						0
WR 123, Palmerston WR 5 to Hwy			1,150,000			1,150,000
WR 124, WR 24 to Ospringe 6km				1,000,000		1,000,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab						0
WR 36, Bridge B036122, Replace	1,500,000					1,500,000
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km						0
WR 11, Drayton South Resurfacing						0
WR 26, WR 124 to WR 18 15km						0
WR 35, WR 34 to Hamilton bound	670,000					670,000
WR 109, Arthur to Teviotdale (17km)						0
Total County of Wellington	4,420,000	3,500,000	3,400,000	3,250,000	3,350,000	\$17,920,000

	2030	2031	2032	2033	2034	10 Year Total
Asset Management / Engineering						
Pavement Preservation Programme	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	\$22,500,000
Roads Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,250,000
WR 7 at WR 11, Roundabout						1,100,000
WR 16, Hwy 89 to WR 109		50,000				50,000
WR 123, Palmerston WR 5 to Hwy						1,150,000
WR 124, WR 24 to Ospringe 6km						1,000,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab	1,160,000					1,160,000
WR 36, Bridge B036122, Replace						1,500,000
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km		1,150,000				1,150,000
WR 11, Drayton South Resurfacing				1,150,000		1,150,000
WR 26, WR 124 to WR 18 15km			1,100,000			1,100,000
WR 35, WR 34 to Hamilton bound						670,000
WR 109, Arthur to Teviotdale (17km)					1,150,000	1,150,000
Total County of Wellington	3,410,000	3,450,000	3,350,000	3,400,000	3,400,000	\$34,930,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2025	2026	2027	2028	2029	5 Year Total
Road Construction						
WR 9, WR 109 to WR 8 (Perth) 5	500,000					\$500,000
WR 16, WR 109 to WR 19						0
WR 50, Railway Tracks to WR 125 6km						0
Bridges						
WR 11, Flax Bridge B011025 Rep						0
WR 12, Bridge B012100 Replace	500,000					500,000
WR 17, Bridge B017098 Replacement						0
WR 36, Bridge B036086, Replace				900,000		900,000
WR 36, Bridge B036122, Replace				800,000		800,000
WR 43, Caldwell Bridge, Replace						0
WR 109, CR Bridge 4, B109133		1,180,000				1,180,000
WR 109, CR Bridge 10 B109134		1,250,000				1,250,000
WR 109, CR Bridge 5, C109123	1,500,000					1,500,000
Culverts						
WR 10, Clvrt C101000, Replace	500,000					500,000
WR 12, Clvrt C120210, Replace		500,000				500,000
WR 19, Clvrt C191070, Replace						0
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24					1,600,000	1,600,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						0
WR 26, WR 124 to WR 18 15km						0
WR 34, WR 33 to WR32, 2km			1,000,000			1,000,000
WR 51, WR 86 to 800m E of WR 39			1,100,000			1,100,000
Total County of Wellington	3,000,000	2,930,000	2,100,000	1,700,000	1,600,000	\$11,330,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2030	2031	2032	2033	2034	5 Year Total
Road Construction						
WR 9, WR 109 to WR 8 (Perth) 5						\$500,000
WR 16, WR 109 to WR 19	350,000					350,000
WR 50, Railway Tracks to WR 125 6km			750,000			750,000
Bridges						
WR 11, Flax Bridge B011025 Rep				1,341,000		1,341,000
WR 12, Bridge B012100 Replace						500,000
WR 17, Bridge B017098 Replacement					380,000	380,000
WR 36, Bridge B036086, Replace						900,000
WR 36, Bridge B036122, Replace						800,000
WR 43, Caldwell Bridge, Replace			650,000			650,000
WR 109, CR Bridge 4, B109133						1,180,000
WR 109, CR Bridge 10 B109134						1,250,000
WR 109, CR Bridge 5, C109123						1,500,000
Culverts						
WR 10, Clvrt C101000, Replace						500,000
WR 12, Clvrt C120210, Replace						500,000
WR 19, Clvrt C191070, Replace					1,000,000	1,000,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24						1,600,000
WR 24, 300m S of WR 50 to SR 9 2.5 km	1,050,000					1,050,000
WR 26, WR 124 to WR 18 15km		1,350,000				1,350,000
WR 34, WR 33 to WR32, 2km						1,000,000
WR 51, WR 86 to 800m E of WR 39						1,100,000
Total County of Wellington	1,400,000	1,350,000	1,400,000	1,341,000	1,380,000	\$18,201,000

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.

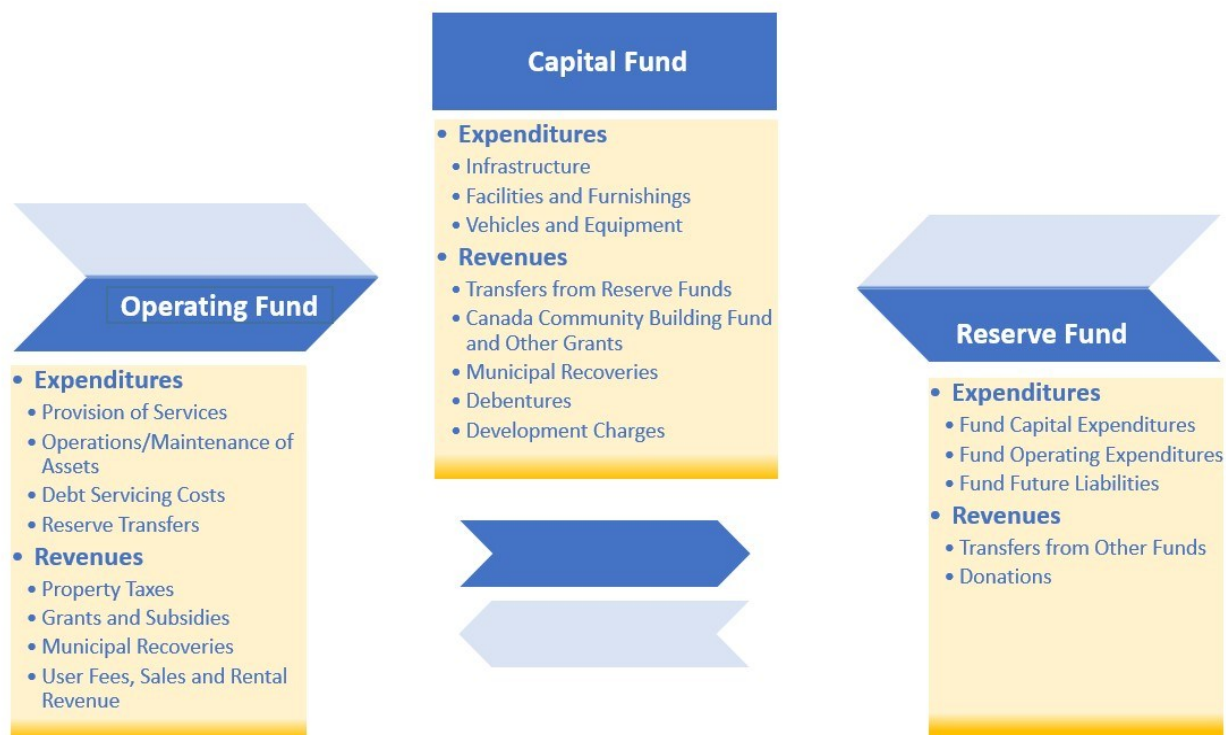
The Reserve and Reserve Fund Balances are budgeted to increase \$3.0 million in 2025.

Reserve transfers to fund major capital items in 2025 include:

- \$13.1 million for road works; \$9.7 million for bridge and culvert works, \$3.0 million for ambulance equipment and facility improvements as well as land purchase for new ambulance stations, and \$4.6 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, Housing, Police Services, Land Ambulance, Emergency Management, Library Services, Museum, Green Legacy, Child Care and Property



Fund Balances

Consolidated 2025 Budget Summary (000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	-	27,301	126,247	175,426
Revenues				
Property Taxation	144,598			144,598
Grants and Subsidies	144,137	13,335		157,472
Municipal Recoveries	35,039	6,585		41,624
Licenses, Permits and Rents	9,906			9,906
User Fees and Charges	13,603			13,603
Sales Revenue	827			827
Development Charges	1,467	1,572		3,039
Debt Proceeds		4,060		4,060
Other Revenue	5,255			5,255
Internal Recoveries	9,112			9,112
Total Revenue	363,944	25,551	-	389,495
Expenditures				
Salaries, Wages and Benefits	(89,815)			(89,815)
Supplies, Materials and Equipment	(14,661)			(14,661)
Purchased Services	(38,367)			(38,367)
Social Assistance	(131,750)			(131,750)
Transfer Payments	(29,847)			(29,847)
Minor Capital Expenses	(474)			(474)
Insurance and Financial	(5,283)			(5,283)
Debt Charges	(4,282)			(4,282)
Internal Charges	(9,033)			(9,033)
Capital Projects	-	(63,665)		(63,665)
Total Expenditures	(323,512)	(63,665)	-	(387,177)
Transfers				
Transfers from Other Funds	1,418	38,113	41,125	80,656
Transfers to Other Funds	(41,850)*		(39,452)	(81,302)
Total Transfers to (from) Other Funds	(40,432)	38,113	1,673	(646)
Forecasted Reserve Expenditure Not Budgeted			1,418	1,418
Projected Fund Balance—Ending	-	27,301	129,338	156,639

*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

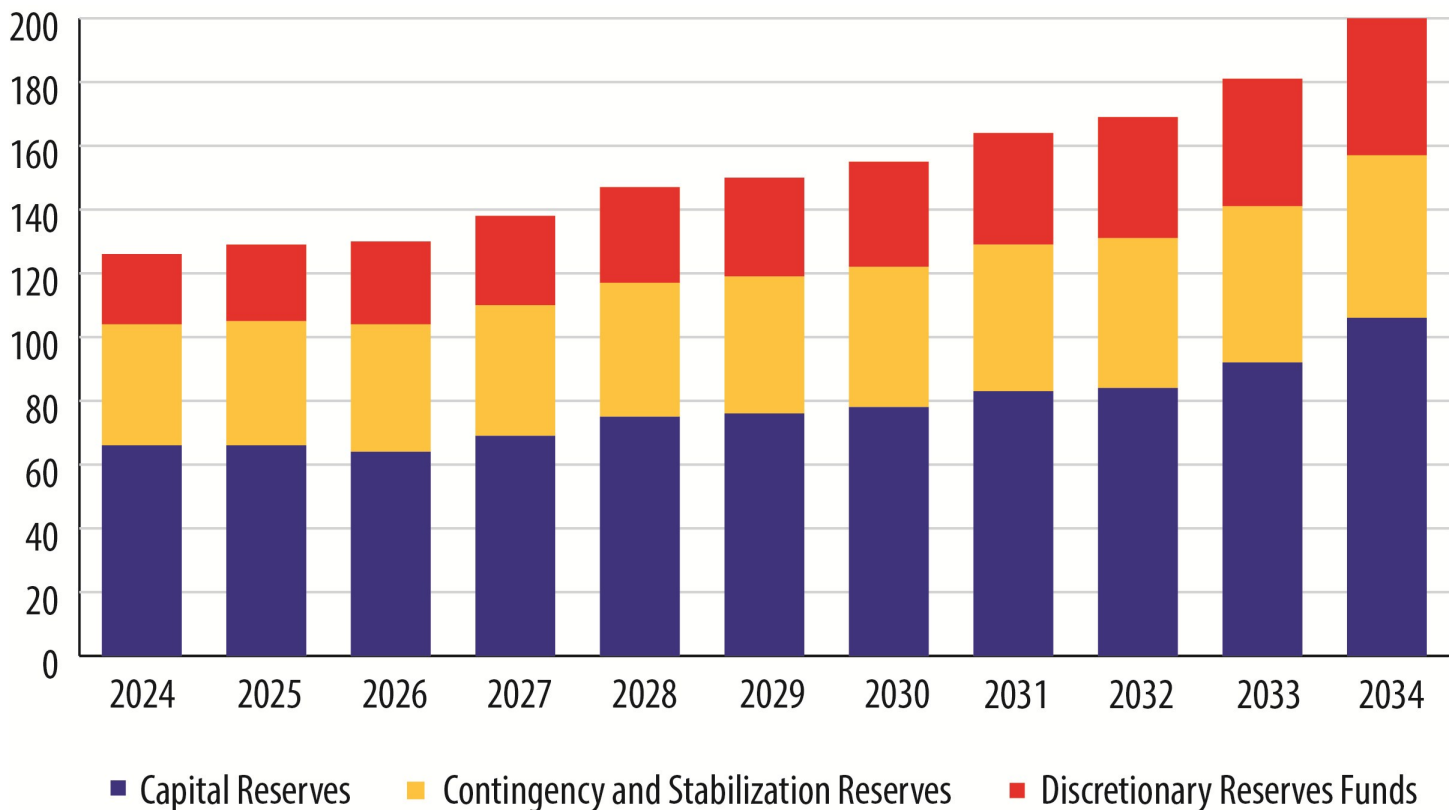
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining 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 2024-2034 period.



2025 Reserves Activity

	2024 Projection	2025 Budget						2025 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	21,035	175	641	427		(184)	(220)	21,874
Winter Control	8,392		255					8,647
Shared Services Stabilization	8,458	179	267			(38)		8,866
Subtotal Contingency and Stabilization Reserves	37,885	354	1,163	427		(222)	(220)	39,387
Capital Reserves								
Roads Equipment Replacement	2,880	3,800	79		(4,070)			2,690
SWS Equipment Replacement	1,357	850	51		(530)			1,728
Roads Capital	15,560	20,400	357		(24,217)			12,099
General Capital	8,402	1,770	241		(2,242)			8,171
Solid Waste Services Capital	938	600	47					1,585
Housing Capital	3,991	1,700	143		(1,005)			4,829
County Property Capital	5,242	4,386	192	103	(3,389)	(30)		6,504
Climate Change Mitigation	3,146	87	89		(320)			3,002
Wellington Terrace Capital	9,549	250	265		(1,340)			8,724
Ambulance	1,534	600	53		(1,000)			1,187
Continuum of Care Reserve	0		0					0
Housing Development (County)	13,793	1,317	500					15,609
Subtotal Capital Reserves	66,392	35,759	2,017	103	(38,113)	(30)		66,128
Total Reserves	104,276	36,113	3,180	530	(38,113)	(252)	(220)	105,515
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	1,674		56	958		(777)		1,912
WSIB Excess Compensation	2,528	387	89					3,004
Landfill Closure and Post Closure	12,052	600	376			(308)		12,720
Post Employment Benefit	2,538	100	83	150				2,871
Donation Reserve Funds								
Museum and Archives Donations	235	50	9					293
Wellington Terrace Donations	30		1					31
Library Donations	391		12			(0)		403
Luella Logan Scholarship/Award	161		5			(3)		163
Specific Purpose Reserve Funds								
Housing Regeneration	1,656		45					1,701
Homeownership Loan Programme	706		19					726
Total Discretionary Reserve Funds	21,971	1,137	695	1,108	0	(1,088)	0	23,822
Total Reserves and Reserve Funds	126,247	37,250	3,875	1,638	(38,113)	(1,340)	(220)	129,338

Long-Term Liabilities And Debt

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$84.0 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from reserves (64.1%).

Tax Supported Debt

As of December 31, 2024 County tax supported debt totals \$10.5 million. The 2025–2034 forecast anticipates the issuance of \$18.8 million for Erin and Mount Forest ambulance stations, Elmira Road ambulance station upgrade, and Erin garage facility.

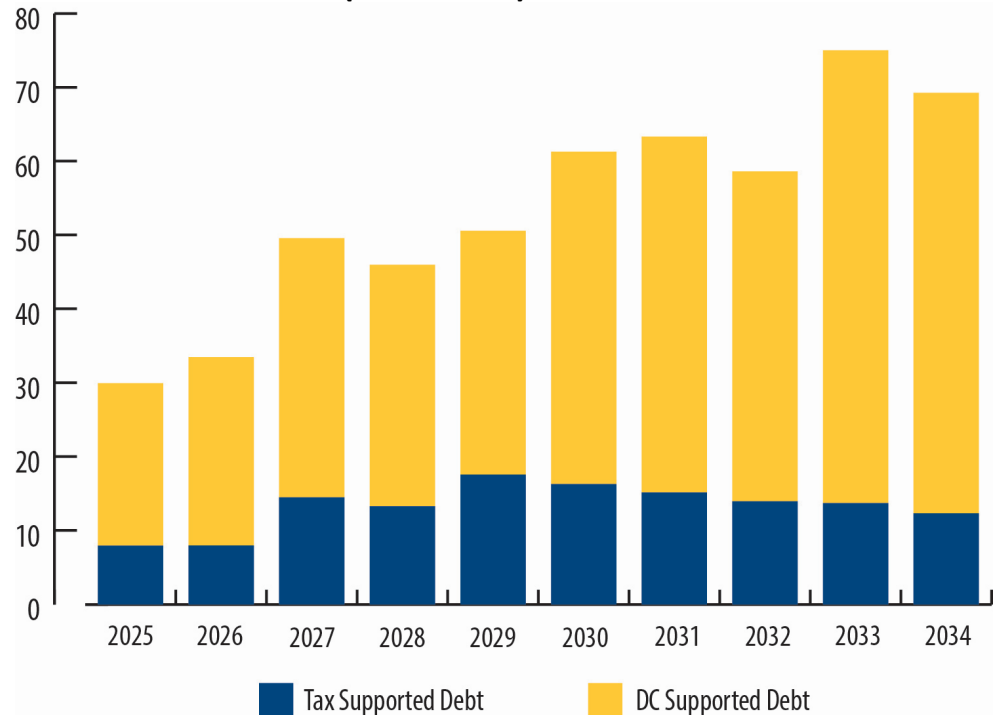
Development Charge Supported Debt

As of December 31, 2024 County development charge supported debt totals \$13.4 million. The 2025 – 2034 forecast anticipates the issuance of \$65.3 million of development charge supported debt related to growth related portion of four roads facilities, roads construction projects, and four ambulance stations.

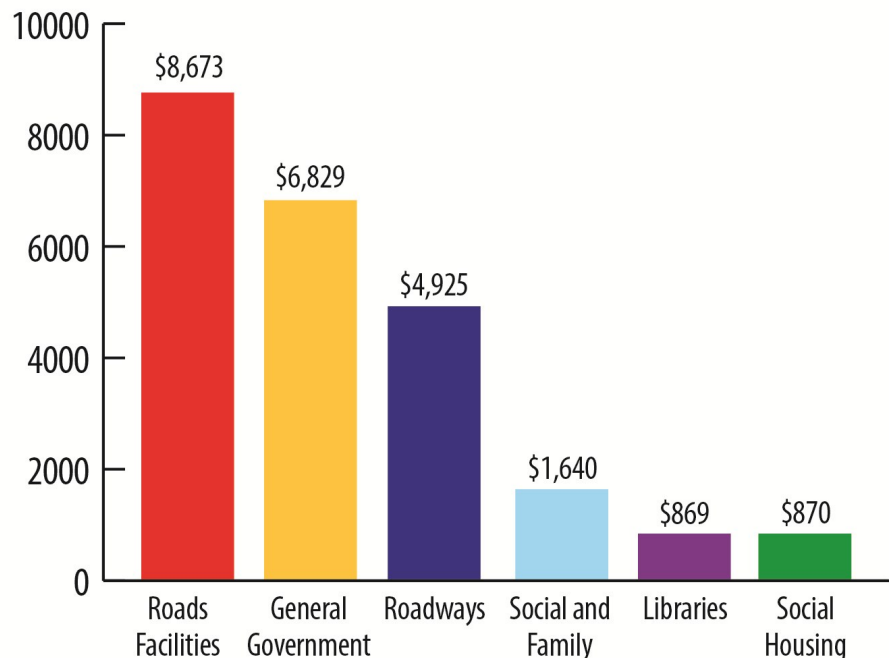
Current Debt Obligations

The County's current debt obligation in 2024 sits at just under \$24 million. The largest debt obligations reside within Roadways and Roads Facilities, General Government, as well as Social and Family Services which account for \$22.2 million of the total in 2024. 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
(2025-2034) MILLIONS**



in 000's



Long-Term Liabilities And Debt

Debt Servicing Requirements

Debt servicing costs hit a high of \$8.9 million (\$1.9 million tax supported, \$7.0 million growth supported) in 2034. Debt charges do not exceed 4.2% of the County tax levy over the ten-year plan.

Standard and Poor's Credit Rating: AAA

Year	Total Principal and Interest
2025	4,282,268
2026	3,578,458
2027	4,388,628
2028	5,585,639
2029	5,419,934
2030	6,172,978
2031	6,925,759
2032	7,299,447
2033	7,784,728
2034	8,987,597
2035-2043	68,432,437

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2025	2,490,425	324,907	2,815,332	811,500	655,436	1,466,936	4,282,268
2026	873,000	239,994	1,112,994	1,618,500	846,965	2,465,465	3,578,458
2027	822,000	385,358	1,207,358	2,029,500	1,151,770	3,181,270	4,388,628
2028	1,262,000	517,661	1,779,661	2,462,500	1,343,478	3,805,978	5,585,639
2029	1,074,000	598,305	1,672,305	2,427,500	1,320,129	3,747,629	5,419,934
2030	1,281,000	680,896	1,961,896	2,592,500	1,618,582	4,211,082	6,172,978
2031	1,161,000	636,092	1,797,092	3,141,500	1,987,168	5,128,668	6,925,759
2032	1,201,000	596,080	1,797,080	3,512,093	1,990,274	5,502,367	7,299,447
2033	1,244,000	571,144	1,815,144	3,582,348	2,387,237	5,969,585	7,784,728
2034	1,372,000	545,936	1,917,936	4,372,889	2,696,773	7,069,661	8,987,597
2035-2043	10,444,000	4,478,325	14,922,325	33,667,171	19,842,941	53,510,112	68,432,437

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)

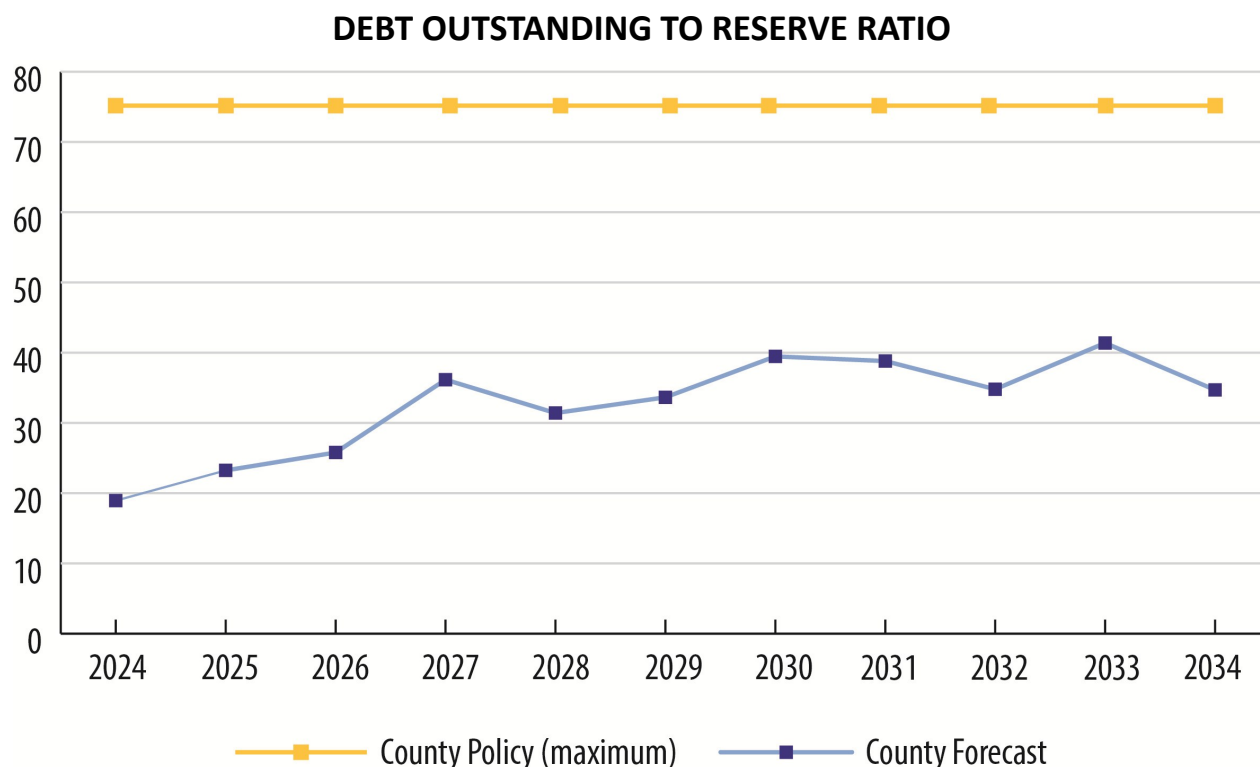
Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to 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

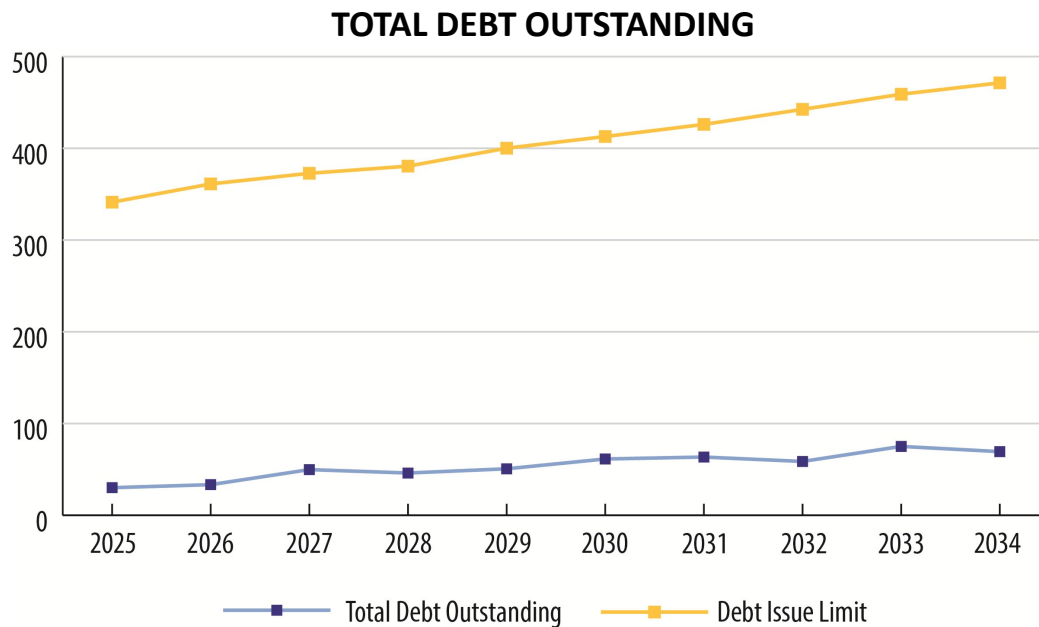
This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County's policy is to maintain its ratio below 0.75:1.



Corporate Performance Measures

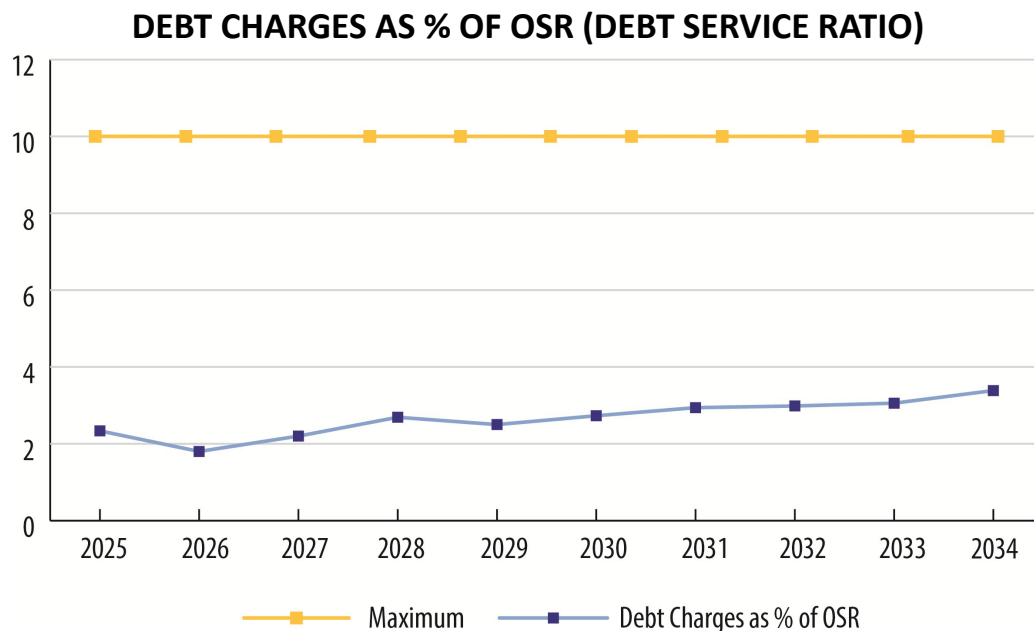
Total Debt Outstanding compared to MMAH Debt Limit

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 10 year term and 3.75% 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.

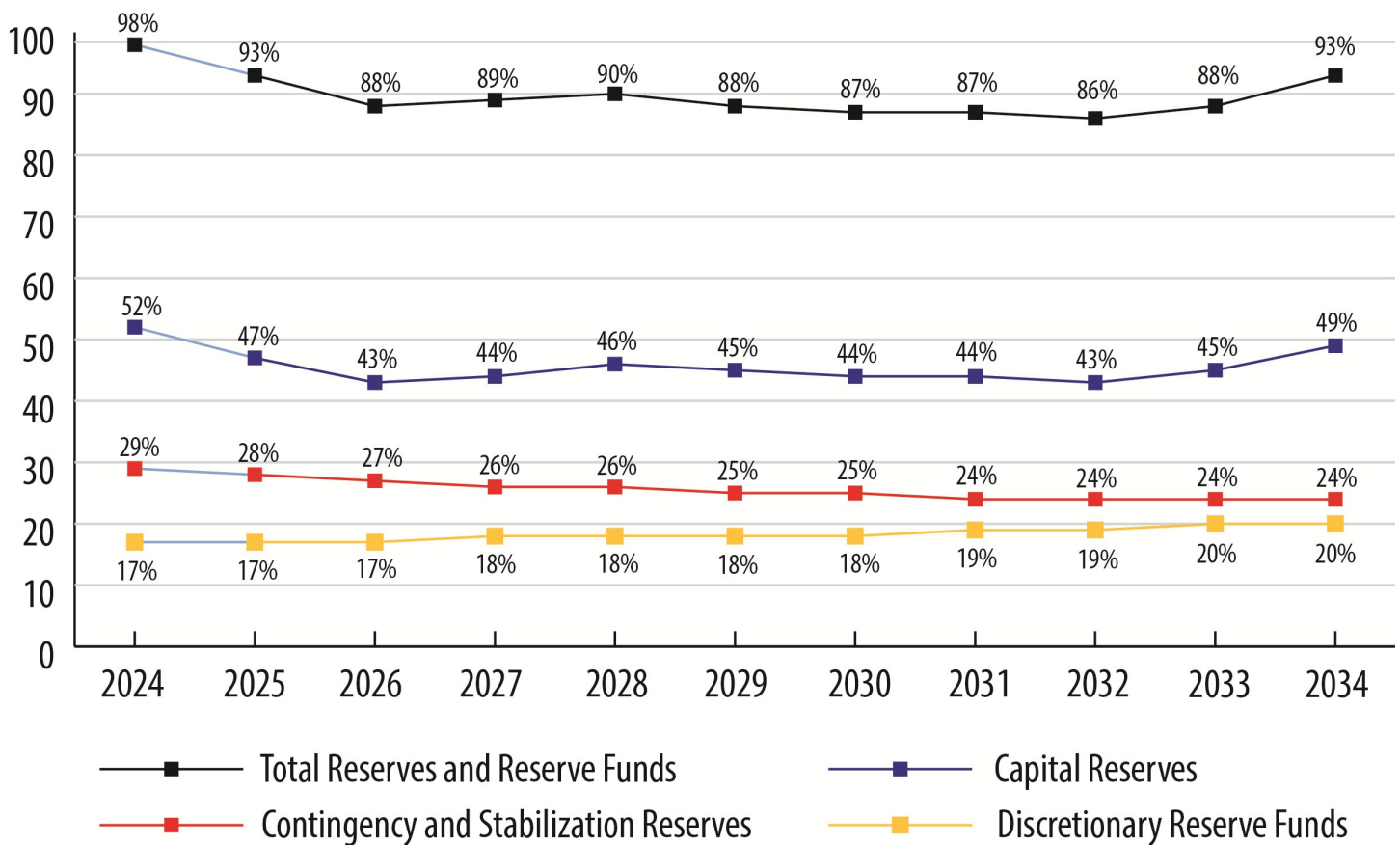


Corporate Performance Measures

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.

RESERVES AND RESERVE FUNDS AS % OF TAX LEVY





County of Wellington 2025 Operating Budget

	2023 Net Budget	2024 Net Budget	2025 Expenditure	2025 Revenue	2025 Net Budget	\$ Change Budget	% Change Budget
PROGRAMMES AND SERVICES							
Roads and Bridges	\$35,317,600	\$37,955,700	\$46,571,700	\$5,763,700	\$40,808,000	\$2,852,300	7.5%
Police Services	17,997,300	18,233,500	19,736,900	818,600	18,918,300	\$684,800	3.8%
Wellington Terrace Long-Term Care	9,775,400	11,076,500	32,620,800	21,035,000	11,585,800	\$509,300	4.6%
Solid Waste Services	9,770,100	10,775,900	16,694,600	6,081,200	10,613,400	(\$162,500)	(-1.5%)
County Library System	8,095,100	8,672,300	9,944,300	306,300	9,638,000	\$965,700	11.1%
Ambulance Services	5,812,000	6,531,000	9,524,500	55,500	9,469,000	\$2,938,000	45.0%
Social Housing	5,091,100	5,366,700	48,110,900	42,140,700	5,970,200	\$603,500	11.2%
Museum and Archives at Wellington Place	2,656,500	3,021,000	3,503,900	268,300	3,235,600	\$214,600	7.1%
Public Health	2,564,400	2,699,400	3,093,000		3,093,000	\$393,600	14.6 %
Planning and Development	2,300,900	2,550,700	4,783,900	2,025,200	2,758,700	\$208,000	8.2%
Property Assessment	1,522,400	1,569,600	1,916,900	150,100	1,766,800	\$197,200	12.6%
Economic Development	1,591,800	1,108,900	1,650,300		1,650,300	\$541,400)	48.8%
Children's Early Years	2,072,200	2,098,700	96,745,600	95,301,600	1,444,000	(\$654,700)	(-31.2%)
Affordable Housing	1,200,000	1,400,700	2,978,900	1,558,300	1,420,600	\$19,900	1.4%
Ontario Works	1,479,100	1,326,600	30,423,200	29,035,500	1,387,700	\$61,100	4.6%
Green Legacy	929,900	1,007,800	1,114,900	9,000	1,105,900	\$98,100	9.7%
Emergency Management	855,200	898,500	973,500		973,500	\$75,000	8.3%
Rural Transportation		589,600	1,022,500	534,600	487,900	(\$101,700)	(-17.2%)
Community Grants and Hospital Funding	461,300	469,400	473,000		473,000	\$3,600	0.8%
Provincial Offences	(168,900)	(113,300)	170,000	300,000	(\$130,000)	(\$16,700)	14.7%
Subtotal	109,323,400	117,239,200	332,053,300	205,383,600	126,669,700	\$9,430,500	8.0%
GENERAL GOVERNMENT							
Office of the CAO and Clerk	6,512,900	7,061,600	9,926,100	2,400,900	7,525,200	\$463,600	6.6%
Treasury	2,675,000	2,875,100	3,738,800	672,200	3,066,700	\$191,500	6.7%
County Property	1,494,000	1,903,700	4,777,800	2,672,700	2,105,100	\$201,400	10.6%
Human Resources	1,505,400	1,836,400	3,532,000	1,523,600	2,008,400	\$172,000	9.4%
County Council	1,356,800	1,411,100	1,598,800		1,598,800	\$187,700	13.3%
Subtotal	13,544,100	15,088,000	23,573,600	7,269,400	16,304,200	\$1,216,200	8.1%
NON-PROGRAMME EXPENDITURES AND REVENUES							
General Expenses and Revenues	1,057,100	466,400	6,848,800	5,224,400	1,624,400	\$1,158,000	248.3%
PILs and Supplementary Taxes	(3,433,300)	(3,956,000)		5,018,700	(5,018,700)	(\$1,062,700)	26.9%
Subtotal	(2,376,200)	(3,489,600)	6,928,800	10,243,100	(3,314,300)	\$95,300	(-2.7%)
TOTAL	120,491,300	128,837,600	362,475,700	222,896,100	139,579,600	\$10,742,000	8.3%

TAX RATE CALCULATION AND IMPACT

	2023	2024	2025	\$ Change	% Change
Weighted Assessment (\$M)	\$18,286	\$18,690	\$19,482	\$792	4.3%
Real growth % from new properties					
Residential tax rate	0.658940%	0.689335%	0.716471%		
Per \$100,000 of Assessment (2020)	\$100,000	\$100,000	\$100,000		
Taxes per \$100,000 of Assessment	\$659	\$689	\$716	\$27	3.9%



County of Wellington

10 Year Operating Budget and Tax Rate Forecast

	Approved	Projected				
	2024	2025	2026	2027	2028	2029
EXPENDITURE (\$000's)						
Salaries, Wages and Benefits	83,166,000	89,815,300	93,973,200	98,211,900	102,666,800	106,826,000
Supplies, Material & Equipment	14,113,000	14,660,500	14,728,800	15,207,900	15,591,700	16,044,700
Purchased Services	36,427,800	38,366,900	37,079,000	38,150,300	38,982,200	40,337,900
Social Assistance	89,357,500	131,750,000	134,592,500	135,556,700	134,964,100	134,976,500
Transfer Payments	28,632,300	29,847,400	34,101,800	35,282,700	36,228,600	37,798,100
Minor Capital Expenses	400,500	473,800	509,500	573,800	401,700	357,000
Insurance & Financial	5,159,200	5,283,100	5,649,000	5,958,100	6,270,600	6,625,700
Internal Charges	9,438,500	9,032,700	9,085,600	9,369,800	9,545,000	9,796,100
Total Expenditures	266,694,800	319,229,700	329,719,400	338,311,200	344,650,700	352,762,000
yr/yr % change		19.7%	3.3%	2.6%	1.9%	2.4%
TRANSFERS (\$000's)						
Debt Charges	4,413,300	4,282,200	3,578,400	4,388,600	5,585,400	5,419,800
Transfer from Reserves	(4,615,100)	(2,886,600)	(4,621,300)	(4,565,900)	(5,134,500)	(5,113,100)
Transfer to Reserves	35,022,400	41,850,400	42,153,500	43,681,400	44,906,000	46,843,000
Total Transfers	34,820,600	43,246,000	41,110,600	43,504,100	45,356,900	47,149,700
yr/yr % change		24.2%	(4.9%)	5.8%	4.3%	4.0%
REVENUE (\$000's)						
Grants & Subsidies	101,375,600	144,137,000	142,659,500	143,447,900	141,360,300	141,488,500
Municipal Recoveries	30,520,700	35,038,800	37,981,300	39,304,300	40,972,500	41,878,100
Licenses, Permits and Rents	8,882,100	9,905,500	10,015,600	10,117,900	10,215,100	10,437,600
Fines and Penalties	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	11,624,900	13,470,700	12,647,600	12,827,300	13,010,000	13,225,500
Sales Revenue	1,015,300	826,700	834,500	842,400	850,400	858,700
Other Revenue	5,576,800	5,254,500	4,923,800	5,054,800	5,186,200	5,317,700
Internal Recoveries	9,594,400	9,112,200	9,196,400	9,505,900	9,706,800	9,984,500
PILs and Supplementary Taxes	3,956,000	5,018,700	5,142,700	5,267,500	5,367,500	5,467,500
Total Revenue	172,677,800	222,896,100	223,533,400	226,500,000	226,800,800	228,790,100
yr/yr % change		29.1%	0.3%	1.3%	0.1%	0.9%
TAX LEVY REQUIREMENT						
yr/yr % change	128,837,600 6.9%	139,579,600 8.3%	147,296,600 5.5%	155,315,300 5.4%	163,206,800 5.1%	171,121,600 4.8%
Weighted Assessment	18,690	19,482	20,814	22,237	23,757	25,382
yr/yr % change	2.21%	4.23%	6.84%	6.84%	6.84%	6.84%
Phase in Growth %			5.00%	5.00%	5.00%	5.00%
Real Growth % from new properties	2.21%	4.24%	1.75%	1.75%	1.75%	1.75%
COUNTY TAX SUMMARY						
Residential tax rate	0.689335%	0.716471%	0.707695%	0.698463%	0.686980%	0.674197%
Per \$100,000 of Assessment	100,000	100,000	105,000	110,250	115,763	121,551
Taxes per \$100,000 of Assessment	689.33	716.47	743.08	770.06	795.27	819.49
yr/yr \$ change	30	27	27	27	25	24
yr/yr % residential impact	4.6%	3.9%	3.7%	3.6%	3.3%	3.0%
yr/yr % budget impact	4.6%	3.9%	3.7%	3.6%	3.3%	3.0%



County of Wellington

10 Year Operating Budget and Tax Rate Forecast

	Projected				
	2030	2031	2032	2033	2034
EXPENDITURE (\$000's)					
Salaries, Wages and Benefits	111,162,300	116,072,600	120,761,300	125,631,300	131,157,900
Supplies, Material & Equipment	16,571,600	16,983,400	17,476,000	18,055,900	18,583,000
Purchased Services	40,927,700	42,016,200	43,283,900	44,392,100	45,828,200
Social Assistance	135,841,400	137,034,500	138,251,800	139,593,900	140,940,000
Transfer Payments	38,797,900	39,956,300	41,470,500	43,052,000	44,607,400
Minor Capital Expenses	555,200	455,100	396,000	319,000	370,000
Insurance & Financial	6,963,100	7,333,100	7,832,100	8,331,000	8,817,600
Internal Charges	10,174,400	10,360,500	10,646,800	10,875,200	11,149,400
Total Expenditures	360,993,600	370,211,700	380,118,400	390,250,400	401,453,500
yr/yr % change	2.3%	2.6%	2.7%	2.7%	2.9%
TRANSFERS (\$000's)					
Debt Charges	6,172,800	6,925,600	7,299,400	7,784,700	8,987,400
Transfer from Reserves	(5,641,600)	(6,549,900)	(6,942,100)	(7,407,000)	(8,499,600)
Transfer to Reserves	48,402,400	50,710,800	52,717,100	54,822,100	56,677,600
Total Transfers	48,933,600	51,086,500	53,074,400	55,199,800	57,165,400
yr/yr % change	3.8%	4.4%	3.9%	4.0%	3.6%
REVENUE (\$000's)					
Grants & Subsidies	140,561,300	141,145,100	142,026,100	142,838,500	143,668,600
Municipal Recoveries	43,607,600	44,972,800	46,516,000	47,974,900	49,477,600
Licenses, Permits and Rents	10,804,400	10,907,300	11,018,400	11,121,700	11,147,100
Fines and Penalties	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	13,442,100	13,662,900	13,886,400	14,108,100	14,344,600
Sales Revenue	867,400	876,100	885,100	894,500	903,400
Other Revenue	5,412,100	5,544,400	5,677,100	5,810,100	5,939,600
Internal Recoveries	10,390,100	10,604,200	10,919,500	11,177,400	11,618,900
PILs and Supplementary Taxes	5,567,500	5,667,500	5,767,500	5,867,500	5,967,500
Total Revenue	230,784,500	233,512,300	236,828,100	239,924,700	243,199,300
yr/yr % change	0.9%	1.2%	1.4%	1.3%	1.4%
TAX LEVY REQUIREMENT					
	179,142,700	187,785,900	196,364,700	205,525,500	215,419,600
yr/yr % change	4.7%	4.8%	4.6%	4.7%	4.8%
Weighted Assessment	26,600	27,878	29,217	30,620	32,090
yr/yr % change	4.80%	4.80%	4.80%	4.80%	4.80%
Phase in Growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	1.75%	1.75%	1.75%	1.75%	1.75%
COUNTY TAX SUMMARY					
Residential tax rate	0.673456%	0.673599%	0.672095%	0.671214%	0.671288%
Per \$100,000 of Assessment	125,197	128,953	132,822	136,806	140,910
Taxes per \$100,000 of Assessment	843.15	868.63	892.69	918.26	945.92
yr/yr \$ change	24	25	24	26	28
yr/yr % residential impact	2.9%	3.0%	2.8%	2.9%	3.0%
yr/yr % budget impact	2.9%	3.0%	2.8%	2.9%	3.0%



County of Wellington

10 Year Capital Budget Summary

	2025	2026	2027	2028	2029	5 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	\$44,295,000	\$52,880,000	\$38,360,000	\$41,835,000	\$41,355,000	\$218,725,000	68.5%
Solid Waste Services	530,000	680,000	3,220,000	2,445,000	2,295,000	\$9,170,000	2.9%
County Property	512,000	1,008,000	273,000	600,000	582,000	\$2,975,000	0.9%
Planning	570,000	0	100,000	0	0	\$670,000	0.2%
Green Legacy	85,000	0	31,000	100,000	0	\$216,000	0.1%
Emergency Management	0	0	0	260,000	0	\$260,000	0.1%
CAO and Clerks	1,220,000	1,120,000	965,000	980,000	805,000	\$5,090,000	1.6%
Council	250,000	0	0	0	0	\$250,000	0.1%
Police Services	100,000	335,000	140,000	125,000	475,000	\$1,175,000	0.4%
Museum	835,000	1,775,000	2,030,000	135,000	2,195,000	\$6,970,000	2.2%
Library Services	445,000	320,000	290,000	410,000	985,000	\$2,450,000	0.8%
Housing Services	9,610,700	4,708,000	5,345,000	5,544,000	5,184,000	\$30,391,700	9.5%
Affordable Housing	55,000	6,096,000	49,000	54,000	6,107,000	\$12,361,000	3.9%
Wellington Terrace	1,790,000	730,000	640,000	895,000	405,000	\$4,460,000	1.4%
Economic Development	40,000	0	0	0	0	\$40,000	0.0%
Ambulance Services	3,000,000	3,915,000	3,670,000	5,725,000	6,640,000	\$22,950,000	7.2%
Ontario Works	151,000	0	80,000	0	190,000	\$421,000	0.1%
Child Care	35,000	125,000	0	0	145,000	\$305,000	0.1%
Provincial Offences Act (POA)	141,000	60,000	60,000	105,000	175,000	\$541,000	0.2%
Total Expenditure	\$63,664,700	\$73,752,000	\$55,253,000	\$59,213,000	\$67,538,000	\$319,420,700	100.0%
PROJECT FINANCING							
Recoveries	6,585,000	4,522,000	5,423,000	4,714,000	4,315,000	\$25,559,000	8.0%
Subsidy	4,356,700	4,145,000	3,400,000	910,000	2,000,000	\$14,811,700	4.6%
Canada Community Building Fund	4,420,000	3,500,000	3,400,000	3,250,000	3,350,000	\$17,920,000	5.6%
Ontario Community Infrastructure Fund	3,000,000	2,930,000	2,100,000	1,700,000	1,600,000	\$11,330,000	3.5%
National Housing Co-Inv Fund	1,558,000	0	0	0	0	\$1,558,000	0.5%
Reserves	38,113,400	40,865,000	34,480,000	35,344,000	42,283,000	\$191,085,400	59.8%
Development Charges	1,571,600	1,240,000	3,210,000	4,815,000	1,265,000	\$12,101,600	3.8%
Growth Related Debentures	2,840,000	10,150,000	840,000	5,510,000	12,725,000	\$32,065,000	10.0%
Debentures	1,220,000	6,400,000	2,400,000	2,970,000	0	\$12,990,000	4.1%
Total Financing	\$63,664,700	\$73,752,000	\$55,253,000	\$59,213,000	\$67,538,000	\$319,420,700	100.0%



County of Wellington

10 Year Capital Budget Summary

	2030	2031	2032	2033	2034	10 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	\$39,450,000	\$41,700,000	\$52,185,000	\$36,830,000	\$43,108,000	\$431,998,000	68.8%
Solid Waste Services	605,000	0	810,000	3,140,000	805,000	\$14,530,000	2.3%
County Property	416,000	1,305,000	2,109,000	660,000	404,000	\$7,869,000	1.3%
Planning	400,000	0	0	0	0	\$1,070,000	0.2%
Green Legacy	0	103,000	360,000	135,000	0	\$814,000	0.1%
Emergency Management	0	0	0	65,000	0	\$325,000	0.1%
CAO and Clerks	1,975,000	1,335,000	770,000	1,100,000	645,000	\$10,915,000	1.7%
Council	0	0	0	0	0	\$250,000	0.0%
Police Services	325,000	1,265,000	30,000	35,000	925,000	\$3,755,000	0.6%
Museum	960,000	365,000	0	0	0	\$8,295,000	1.3%
Library Services	1,725,000	870,000	1,020,000	215,000	1,550,000	\$7,830,000	1.2%
Housing Services	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	\$59,248,700	9.4%
Affordable Housing	61,000	324,000	6,074,000	266,000	226,000	\$19,312,000	3.1%
Wellington Terrace	345,000	230,000	230,000	500,000	230,000	\$5,995,000	1.0%
Economic Development	200,000	200,000	600,000	0	0	\$1,040,000	0.2%
Ambulance Services	6,105,000	3,575,000	6,465,000	4,035,000	7,340,000	\$50,470,000	8.0%
Ontario Works	30,000	510,000	420,000	0	0	\$1,381,000	0.2%
Child Care	515,000	325,000	0	0	520,000	\$1,665,000	0.3%
Provincial Offences Act (POA)	135,000	145,000	55,000	85,000	100,000	\$1,061,000	0.2%
Total Expenditure	\$58,434,000	\$58,179,000	\$77,047,000	\$52,760,000	\$61,983,000	\$627,823,700	100.0%
PROJECT FINANCING							
Recoveries	4,412,000	5,181,000	4,985,000	4,589,000	5,365,000	\$50,091,000	8.0%
Subsidy	0	0	2,000,000	0	0	\$16,811,700	2.7%
Canada Community Building Fund	3,410,000	3,450,000	3,350,000	3,400,000	3,400,000	\$34,930,000	5.6%
Ontario Community Infrastructure Fund	1,400,000	1,350,000	1,400,000	1,341,000	1,380,000	\$18,201,000	2.9%
National Housing Co-Inv Fund	0	0	0	0	0	\$1,558,000	0.2%
Reserves	42,967,000	42,070,000	46,937,000	41,485,000	38,008,000	\$402,552,400	64.1%
Development Charges	1,665,000	1,118,000	3,185,000	370,000	1,200,000	\$19,639,600	3.1%
Growth Related Debentures	4,580,000	5,010,000	15,190,000	575,000	7,840,000	\$65,260,000	10.4%
Debentures	0	0	0	1,000,000	4,790,000	\$18,780,000	3.0%
Total Financing	\$58,434,000	\$58,179,000	\$77,047,000	\$52,760,000	\$61,983,000	\$627,823,700	100.0%



County of Wellington

2023 - 2025 Capital Budget Summary

	2023		2024		2024		\$	%
	2023	Adjusted	Preliminary	Adjusted	2025		Change	Change
All figures in \$000's	Actuals	Budget	Actuals	Budget	Budget		Budget	Budget
PROJECT EXPENDITURE								
Roadways	\$26,678	\$37,085	\$ 41,158	\$ 35,861	\$ 44,295	\$	8,434	24%
Solid Waste Services	1,623	2,945	1,262	3,555	530		(3,025)	-85%
County Property	6,853	6,430	796	800	512		(288)	-36%
Planning	356	1,025	421	510	570		60	12%
Green Legacy	89	160	58	0	85		85	100%
Emergency Management	45	125	2	0	0		0	100%
CAO and Clerks	1,522	1,930	1,203	1,770	1,220		(550)	-31%
County Council	133	-		0	250		250	100%
Police Services	123	160		0	100		100	100%
Museum and Wellington Place	2,285	1,810	932	435	835		400	92%
County Library System	3,123	4,250	3,127	7,775	445		(7,330)	-94%
Housing Services	5,151	18,261	19,597	20,298	9,611		(10,687)	-53%
Affordable Housing	257	76	98	685	55		(630)	-92%
Wellington Terrace	475	485	404	470	1,790		1,320	281%
Economic Development	-	-		0	40		40	0%
Hospital and Other Capital Grants	-	-		0	0		0	100%
Ambulance Service	294	324	1,529	1,737	3,000		1,263	73%
Ontario Works	106	-	293	500	151		(349)	0%
Child Care	-	75	272	727	35		(692)	100%
Provincial Offences Act (POA)	\$34	\$114	83	545	141		(404)	-74%
Total Expenditure	\$ 49,149	\$ 75,255	\$ 71,237	\$ 75,668	\$ 63,665	\$	(12,003)	-16%
PROJECT FINANCING								
Recoveries	\$ 3,050	\$ 5,126	\$ 5,360	\$ 6,308	\$ 6,585		277	4%
Subsidy	7,861	10,853	3,162	10,106	4,357		(5,750)	-57%
OCIF	820	1,680	2,366	2,084	3,000		916	44%
CCBF	4,425	5,958	4,686	1,400	4,420		3,020	216%
National Housing Co-Inv Fund	158	2,148	2,822	8,492	1,558		(6,934)	-82%
Reserves	45,725	43,362	39,430	34,599	38,113		3,514	10%
Development Charges	783	2,428	2,554	3,258	1,572		(1,686)	-52%
Growth Related Debentures	-	3,700	0	8,735	2,840		(5,895)	-67%
Debentures	-	-	0	685	1,220		535	
Total Financing	\$ 62,822	\$ 75,255	\$ 60,381	\$ 75,668	\$ 63,665	\$	(12,003)	-16%



County of Wellington

2023 - 2025 Operating Budget Summary

			2024			\$ Change	% Change
	2023	2023	Preliminary	2024	2025	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Property Taxation	\$125,204,141	\$123,924,600	\$137,963,924	\$132,793,600	\$144,598,300	\$11,804,700	8.9%
Grants & Subsidies	\$96,400,099	\$95,430,600	\$105,527,548	\$101,375,600	\$144,137,000	\$42,761,400	42.2%
Municipal Recoveries	\$25,448,427	\$24,229,300	\$30,230,034	\$30,520,700	\$35,038,800	\$4,518,100	14.8%
Licenses, Permits and Rents	\$9,089,335	\$8,803,100	\$9,464,504	\$8,882,100	\$9,905,500	\$1,023,400	11.5%
Fines and Penalties	\$132,614	\$132,000	\$150,684	\$132,000	\$132,000	\$ -	-
User Fees & Charges	\$11,274,869	\$11,030,300	\$12,283,037	\$11,624,900	\$13,470,700	\$1,845,800	15.9%
Sales Revenue	\$880,346	\$1,963,100	\$849,728	\$1,015,300	\$826,700	(\$188,600)	(18.6%)
Other Revenue	\$7,702,810	\$4,137,300	\$9,901,280	\$5,576,800	\$5,254,500	(\$322,300)	(5.8%)
Internal Recoveries	\$8,360,464	\$8,228,900	\$10,162,244	\$9,594,400	\$9,112,200	(\$482,200)	(5.0%)
Total Revenue	\$284,493,105	\$277,879,200	\$316,532,983	\$301,515,400	\$362,475,700	\$60,960,300	20.2%
Expenditure							
Salaries, Wages and Benefits	\$77,167,517	\$76,515,600	\$83,499,453	\$83,166,000	\$89,815,300	\$6,649,300	8.0%
Supplies, Material & Equipment	\$12,665,122	\$13,316,100	\$13,398,039	\$14,113,000	\$14,660,500	\$547,500	3.9%
Purchased Services	\$35,047,967	\$34,027,200	\$36,256,384	\$36,427,800	\$38,366,900	\$1,939,100	5.3%
Social Assistance	\$79,364,421	\$81,318,200	\$90,420,353	\$89,357,500	\$131,750,000	\$42,392,500	47.4%
Transfer Payments	\$27,307,958	\$27,421,300	\$28,591,757	\$28,632,300	\$29,847,400	\$1,215,100	4.2%
Insurance & Financial	\$5,306,880	\$4,841,500	\$4,784,356	\$5,159,200	\$5,283,100	\$123,900	2.4%
Minor Capital Expenses	\$890,191	\$509,000	\$270,645	\$400,500	\$473,800	\$73,300	18.3%
Internal Charges	\$8,269,242	\$8,133,200	\$9,862,161	\$9,438,500	\$9,032,700	(\$405,800)	(4.3%)
Total Expenditure	\$246,019,298	\$246,082,100	\$267,083,148	\$266,694,800	\$319,229,700	\$52,534,900	19.7%
Net Operating Cost / (Revenue)	(\$38,473,807)	(\$31,797,100)	(\$49,449,835)	(\$34,820,600)	(\$43,246,000)	(\$8,425,400)	24.2%
Debt and Transfers							
Debt Charges	\$8,012,771	\$8,107,600	\$4,248,347	\$4,413,300	\$4,282,200	(\$131,100)	(3.0%)
Transfer from Reserve	(\$7,661,846)	(\$8,224,600)	(\$3,982,110)	(\$4,615,100)	(\$2,886,600)	\$1,728,500	(37.5%)
Transfers to Reserve	\$38,122,882	\$31,914,100	\$41,072,443	\$35,022,400	\$41,850,400	\$6,828,000	19.5%
Total Debt and Transfers	\$38,473,807	\$31,797,100	\$41,338,680	\$34,820,600	\$43,246,000	\$8,425,400	24.2%
NET COST / (REVENUE)	\$ -	\$ -	(\$8,111,155)	\$ -	\$ -	\$ -	-



County of Wellington

2025 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 2025, and projects that became operational during 2024 for a partial year.

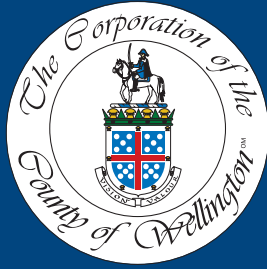
Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
Erin Library—Staff expenses		123,700	123,700
65 Delhi Street—Staff and building related expenses	(1,248,600)	1,366,000	117,400
OHSMS and HRIS —yearly software costs		10,000	10,000
CEMC Software — increase in software costs		15,000	15,000
Total	(1,248,600)	1,514,700	266,100

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

- The ambulance station feasibility study, updated in 2024, identifies the optimal location for construction of eight new facilities throughout the County. Many decisions remain to be made, however future impacts include increased leasing revenue from the City of Guelph and increased operational expenses.
- 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 be implemented, operating impacts to these service areas are likely to emerge.

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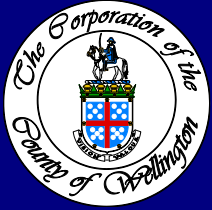
Corporation of the County of Wellington



2025 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

2025 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$569,000 which is a drop in funding of 100,300 (15%) from 2024
- Estimates for supplementary and omitted tax revenues have been increased by \$1.0 million to \$4.0 million to reflect strong assessment growth figures and expectations for the current year
- Tax write-off estimates have been maintained at \$700,000
- Estimated investment interest of \$4.6 million is transferred to reserves and reserve funds
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,650,300



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)

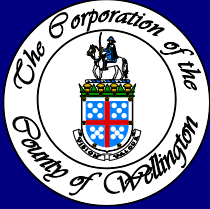
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

- 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 2025	Preliminary 2024	Actual 2023	Actual 2022
County Tax Levy (\$000's)	\$139,580	\$128,838	\$120,491	\$113,490
% of Property Taxes Paid by Residential Property Owners	76.69%	76.84%	77.46%	77.30%
Supplementary/Omitted Taxes Received as a % of Tax Levy	2.86%	6.27%	3.10%	2.81%
Value of Taxes Written-Off as a % of Tax Levy	0.50%	0.52%	0.83%	1.16%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.18%	1.22%	1.26%	1.34%
OMPF Grant Funding Received as a % of Tax Levy	0.41%	0.52%	0.65%	0.82%
Investment and Bank Interest Earned	\$4,600,000	\$7,260,694	\$6,686,172	\$4,240,640
Investment Portfolio Book Value and Cash & Cash Equivalents Balance (\$000's) on December 31	\$206,490	\$222,795	\$212,104	\$196,128
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash & Cash Equivalents Balance	2.23%	3.26%	3.15%	2.16%



County of Wellington

2025 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

			2024			\$ Change	%
	2023	2023	Preliminary	2024	2025	Budget	Change
	Actuals	Budget	Actuals	Budget	Budget		Budget
Revenue							
Property Taxation	\$125,204,141	\$123,924,600	\$137,963,924	\$132,793,600	\$144,598,300	\$11,804,700	8.9%
Grants & Subsidies	\$787,400	\$787,400	\$669,300	\$669,300	\$569,000	(\$100,300)	(15.0%)
Sales Revenue	\$15,500	\$20,000	\$11,350	\$20,400	\$20,400	\$ -	-
Other Revenue	\$6,686,172	\$3,600,000	\$8,643,605	\$4,900,000	\$4,600,000	(\$300,000)	(6.1%)
Internal Recoveries	\$33,012	\$35,000	\$22,129	\$35,000	\$35,000	\$ -	-
Total Revenue	\$132,726,225	\$128,367,000	\$147,310,308	\$138,418,300	\$149,822,700	\$11,404,400	8.2%
Expenditure							
Salaries, Wages and Benefits	\$15,646	\$ -	(\$31,465)	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$12,487	\$30,100	\$12,552	\$30,900	\$31,000	\$100	0.3%
Purchased Services	\$2,075,137	\$2,461,700	\$2,191,327	\$2,463,600	\$2,565,000	\$101,400	4.1%
Insurance & Financial	\$1,410,685	\$1,430,100	\$601,028	\$1,166,200	\$1,203,100	\$36,900	3.2%
Total Expenditure	\$3,513,955	\$3,921,900	\$2,773,442	\$3,660,700	\$3,799,100	\$138,400	3.8%
Net Operating Cost / (Revenue)	(\$129,212,270)	(\$124,445,100)	(\$144,536,866)	(\$134,757,600)	(\$146,023,600)	(\$11,266,000)	8.4%
Debt and Transfers							
Transfer from Reserve	(\$500,000)	(\$500,000)	(\$900,000)	(\$900,000)	\$ -	\$900,000	(100.0%)
Transfers to Reserve	\$7,919,130	\$3,600,000	\$8,663,139	\$4,900,000	\$4,700,000	(\$200,000)	(4.1%)
Total Debt and Transfers	\$7,419,130	\$3,100,000	\$7,763,139	\$4,000,000	\$4,700,000	\$700,000	17.5%
NET COST / (REVENUE)	(\$121,793,140)	(\$121,345,100)	(\$136,773,727)	(\$130,757,600)	(\$141,323,600)	(\$10,566,000)	8.1%



County of Wellington

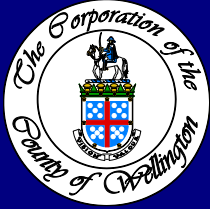
2025 - 2034 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Property Taxation	\$144,598,300	\$152,439,300	\$160,258,500	\$168,263,100	\$176,216,700
Grants & Subsidies	\$569,000	\$426,700	\$284,400	\$142,100	
Sales Revenue	\$20,400	\$21,000	\$21,600	\$22,300	\$23,000
Other Revenue	\$4,600,000	\$4,200,000	\$4,320,000	\$4,440,000	\$4,560,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Revenue	\$149,822,700	\$157,122,000	\$164,919,500	\$172,902,500	\$180,834,700
EXPENDITURES					
Supplies, Material & Equipment	\$31,000	\$32,000	\$33,000	\$34,000	\$35,100
Purchased Services	\$2,565,000	\$2,642,800	\$2,723,000	\$2,805,500	\$2,890,600
Insurance & Financial	\$1,203,100	\$1,233,300	\$1,265,900	\$1,300,900	\$1,338,500
Total Expenditures	\$3,799,100	\$3,908,100	\$4,021,900	\$4,140,400	\$4,264,200
Net Operating Cost / (Revenue)	(\$146,023,600)	(\$153,213,900)	(\$160,897,600)	(\$168,762,100)	(\$176,570,500)
DEBT AND TRANSFERS					
Transfer from Reserves		(\$200,000)			
Transfer to Reserves	\$4,700,000	\$4,300,000	\$4,420,000	\$4,540,000	\$5,110,000
Total Debt and Transfers	\$4,700,000	\$4,100,000	\$4,420,000	\$4,540,000	\$5,110,000
TAX LEVY REQUIREMENT	(\$141,323,600)	(\$149,113,900)	(\$156,477,600)	(\$164,222,100)	(\$171,460,500)
yr/yr % change	8.1%	5.5%	4.9%	4.9%	4.4%



County of Wellington

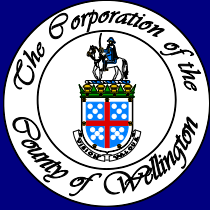
2025 - 2034 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Property Taxation	\$184,276,800	\$193,047,000	\$201,752,600	\$210,973,600	\$220,927,200
Grants & Subsidies					
Sales Revenue	\$23,700	\$24,400	\$25,100	\$25,900	\$26,700
Other Revenue	\$4,680,000	\$4,800,000	\$4,920,000	\$5,040,000	\$5,160,000
Internal Recoveries	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Revenue	\$189,015,500	\$197,906,400	\$206,732,700	\$216,074,500	\$226,148,900
EXPENDITURES					
Supplies, Material & Equipment	\$36,200	\$37,300	\$38,400	\$39,500	\$40,700
Purchased Services	\$2,978,200	\$3,068,500	\$3,161,500	\$3,257,200	\$3,354,100
Insurance & Financial	\$1,378,900	\$1,422,200	\$1,468,800	\$1,518,800	\$1,568,900
Total Expenditures	\$4,393,300	\$4,528,000	\$4,668,700	\$4,815,500	\$4,963,700
Net Operating Cost / (Revenue)	(\$184,622,200)	(\$193,378,400)	(\$202,064,000)	(\$211,259,000)	(\$221,185,200)
DEBT AND TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$4,780,000	\$4,900,000	\$5,020,000	\$6,040,000	\$6,060,000
Total Debt and Transfers	\$4,780,000	\$4,900,000	\$5,020,000	\$6,040,000	\$6,060,000
TAX LEVY REQUIREMENT	(\$179,842,200)	(\$188,478,400)	(\$197,044,000)	(\$205,219,000)	(\$215,125,200)
yr/yr % change	4.9%	4.8%	4.5%	4.1%	4.8%



Programme Overview

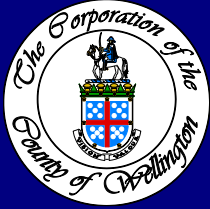
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

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; Joint Social Services and Land Ambulance; Roads; Solid Waste Services; Planning and Land Division; Information, Heritage and Seniors; Wellington County Library Board; Wellington County O.P.P. Detachment 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.

2025 Budget Highlights

- The 2025 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.
- \$100,000 has been added to the budget to reflect an increasing level of responsibility for staff towards the Indigenous Advisory Committee
- \$250,000 capital project to enable livestreaming of County Council meetings to the public

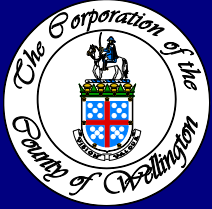


County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$1,329	\$ -	\$79	\$ -	\$ -	\$ -	-
Total Revenue	\$1,329	\$ -	\$79	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$1,075,467	\$1,054,400	\$1,113,939	\$1,092,600	\$1,144,700	\$52,100	4.8%
Supplies, Material & Equipment	\$49,766	\$51,500	\$34,052	\$51,600	\$151,600	\$100,000	193.8%
Purchased Services	\$265,876	\$238,200	\$287,250	\$252,100	\$286,900	\$34,800	13.8%
Insurance & Financial	\$16,054	\$12,700	\$15,953	\$14,800	\$15,600	\$800	5.4%
Total Expenditure	\$1,407,163	\$1,356,800	\$1,451,194	\$1,411,100	\$1,598,800	\$187,700	13.3%
Net Operating Cost / (Revenue)	\$1,405,834	\$1,356,800	\$1,451,115	\$1,411,100	\$1,598,800	\$187,700	13.3%
NET COST / (REVENUE)	\$1,405,834	\$1,356,800	\$1,451,115	\$1,411,100	\$1,598,800	\$187,700	13.3%



County of Wellington

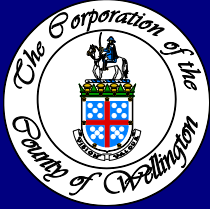
2025 - 2034 Operating Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
EXPENDITURES					
Salaries, Wages and Benefits	\$1,144,700	\$1,180,700	\$1,214,600	\$1,252,400	\$1,291,600
Supplies, Material & Equipment	\$151,600	\$153,000	\$154,500	\$156,000	\$157,500
Purchased Services	\$286,900	\$294,600	\$302,500	\$310,700	\$319,000
Insurance & Financial	\$15,600	\$16,200	\$16,900	\$17,600	\$18,400
Total Expenditures	\$1,598,800	\$1,644,500	\$1,688,500	\$1,736,700	\$1,786,500
Net Operating Cost / (Revenue)	\$1,598,800	\$1,644,500	\$1,688,500	\$1,736,700	\$1,786,500
TAX LEVY REQUIREMENT	\$1,598,800	\$1,644,500	\$1,688,500	\$1,736,700	\$1,786,500
yr/yr % change	13.3%	2.9%	2.7%	2.9%	2.9%



County of Wellington

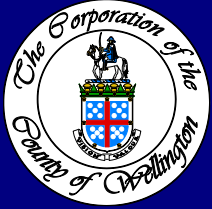
2025 - 2034 Operating Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
EXPENDITURES					
Salaries, Wages and Benefits	\$1,331,700	\$1,373,400	\$1,416,300	\$1,460,600	\$1,506,200
Supplies, Material & Equipment	\$159,300	\$161,200	\$163,100	\$165,000	\$169,900
Purchased Services	\$327,600	\$336,300	\$345,300	\$354,600	\$364,500
Insurance & Financial	\$19,300	\$20,200	\$21,100	\$22,100	\$23,100
Total Expenditures	\$1,837,900	\$1,891,100	\$1,945,800	\$2,002,300	\$2,063,700
Net Operating Cost / (Revenue)	\$1,837,900	\$1,891,100	\$1,945,800	\$2,002,300	\$2,063,700
TAX LEVY REQUIREMENT	\$1,837,900	\$1,891,100	\$1,945,800	\$2,002,300	\$2,063,700
yr/yr % change	2.9%	2.9%	2.9%	2.9%	3.1%



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
County Council						
Council Chambers—Telecommunication	\$250,000					\$250,000
Total	\$250,000					\$250,000
Sources of Financing						
Reserves	\$250,000					\$250,000
Total Financing	\$250,000					\$250,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: County Council

Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
County Council						
Council Chambers—Telecommunication						\$250,000
Total						\$250,000
Sources of Financing						
Reserves						\$250,000
Total Financing						\$250,000



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

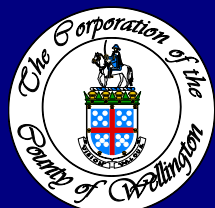
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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

2025 Budget Highlights

- New staffing includes an Information Management Analyst. The position will aid in the County's transition to a cloud-based record management system.
- Accessibility grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County.
- The 2025-34 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In 2025, the implementation of the Human Resources Information System continues which will provide efficiencies in current corporate practices.

Staff Complement (Full time equivalents)	2024	2025
CAO	1.0	1.0
Clerk's Office	7.7	8.4
Corporate Communications	6.9	7.0
Information Technology	25.0	25.0
Total	40.6	41.4
Current employee count: 41		



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

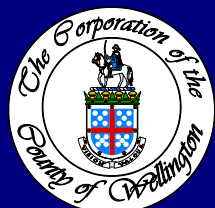
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- 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 2025	Actual 2024	Actual 2023	Actual 2022
Meeting hours - all bodies supported by the County Clerk	160	182.5	169	145.5
Council Contracts and Agreements executed	250	133	283	241
Freedom of Information requests	30	24	32	14
Total visitors to wellington.ca	650,000	641,128	617,104	614,465
Total page views on wellington.ca	2,400,000	1,883,144	2,443,456	2,810,385
Privacy impact statements completed	18	19	14	13
User accounts to manage (reflects support load)	1,370	1,343	1,319	1,477
Helpdesk requests closed	7,343	5,730	5,475	5,945
Devices managed by IT (laptops, desktops, phones and tablets)	1,310	1,305	1,308	1,295



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)**

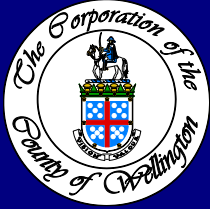
Performance Measures

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 2025	Actual 2024	Actual 2023	Actual 2022
Graphic Design Projects (County & External)	700	1,015*	680	671
Photo Shoots (photos, editing, etc.)	45	52	45	41
Media Releases	80	76	80	75
Radio Plays – Regular Subscription	7,800	7,853	5,438	4,194
Newspaper Ads (52 County pages & Print Ads)	255	256	175	258
Total Social Media Followers	30,000	28,322	23,150	20,892
Number of Social Media Posts **	2,700	2,578	2,713	2,523
Social Media Reach - # of users who saw content	2,940,000	3,060,060	1,500,000	1,965,845
Social Media Engagement - # of users who interacted with content	270,000	253,424	176,662	166,363

*2024 Graphic Design Projects and Photo shoot numbers are higher due to the increased work done on the new website (one-time significant project). We have adjusted for 2025.

**In response to changing social algorithms (which favour quality over quantity), we strategically reduced the number of posts in 2024, focusing on higher-impact content like the Dating Our Downtowns series and Wellington Wishes. This approach, along with County service changes like the user pay garbage bag price increase, Automatic Speed Enforcement, and the ongoing housing crisis—has led to a notable increase in engagement and reach.



County of Wellington

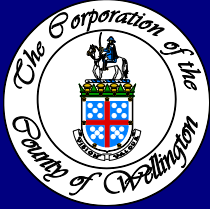
2025 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees & Charges	\$921	\$600	\$153	\$600	\$600	\$ -	-
Sales Revenue	\$5,217	\$20,000	\$5,318	\$20,000	\$10,000	(\$10,000)	(50.0%)
Other Revenue	\$29,800	\$29,800	\$38,700	\$38,700	\$39,000	\$300	0.8%
Internal Recoveries	\$1,785,577	\$1,785,200	\$2,148,800	\$2,148,800	\$2,351,300	\$202,500	9.4%
Total Revenue	\$1,821,515	\$1,835,600	\$2,192,971	\$2,208,100	\$2,400,900	\$192,800	8.7%
Expenditure							
Salaries, Wages and Benefits	\$4,847,647	\$5,006,100	\$5,380,634	\$5,477,400	\$6,000,700	\$523,300	9.6%
Supplies, Material & Equipment	\$200,503	\$168,100	\$185,825	\$180,800	\$208,200	\$27,400	15.2%
Purchased Services	\$1,660,560	\$2,059,300	\$2,031,878	\$2,306,000	\$2,397,900	\$91,900	4.0%
Transfer Payments	\$50,000	\$70,000	\$50,000	\$70,000	\$70,000	\$ -	-
Insurance & Financial	\$196,982	\$222,100	\$218,028	\$233,400	\$247,200	\$13,800	5.9%
Internal Charges	\$1,611	\$2,100	\$1,652	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$6,957,303	\$7,527,700	\$7,868,017	\$8,269,700	\$8,926,100	\$656,400	7.9%
Net Operating Cost / (Revenue)	\$5,135,788	\$5,692,100	\$5,675,046	\$6,061,600	\$6,525,200	\$463,600	7.6%
Debt and Transfers							
Transfers to Reserve	\$920,000	\$900,000	\$1,020,000	\$1,000,000	\$1,000,000	\$ -	-
Total Debt and Transfers	\$920,000	\$900,000	\$1,020,000	\$1,000,000	\$1,000,000	\$ -	-
NET COST / (REVENUE)	\$6,055,788	\$6,592,100	\$6,695,046	\$7,061,600	\$7,525,200	\$463,600	6.6%



County of Wellington

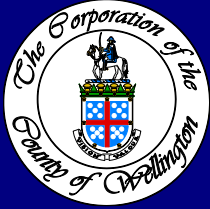
2025 - 2034 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Other Revenue	\$39,000	\$40,200	\$41,400	\$42,600	\$43,800
Internal Recoveries	\$2,351,300	\$2,421,800	\$2,494,500	\$2,569,400	\$2,646,600
Total Revenue	\$2,400,900	\$2,472,600	\$2,546,500	\$2,622,600	\$2,701,000
EXPENDITURES					
Salaries, Wages and Benefits	\$6,000,700	\$6,391,100	\$6,692,600	\$6,940,200	\$7,189,100
Supplies, Material & Equipment	\$208,200	\$189,100	\$194,200	\$199,500	\$204,800
Purchased Services	\$2,397,900	\$2,387,200	\$2,428,400	\$2,501,500	\$2,576,900
Transfer Payments	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Insurance & Financial	\$247,200	\$270,600	\$288,100	\$305,800	\$324,100
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$8,926,100	\$9,310,100	\$9,675,400	\$10,019,100	\$10,367,000
Net Operating Cost / (Revenue)	\$6,525,200	\$6,837,500	\$7,128,900	\$7,396,500	\$7,666,000
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	\$7,525,200	\$7,837,500	\$8,128,900	\$8,396,500	\$8,666,000
yr/yr % change	6.6%	4.2%	3.7%	3.3%	3.2%



County of Wellington

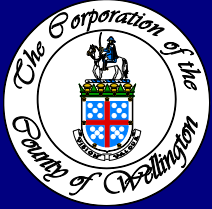
2025 - 2034 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Other Revenue	\$45,000	\$46,300	\$47,600	\$48,900	\$48,900
Internal Recoveries	\$2,726,000	\$2,807,800	\$2,892,100	\$2,979,000	\$3,157,800
Total Revenue	\$2,781,600	\$2,864,700	\$2,950,300	\$3,038,500	\$3,217,300
EXPENDITURES					
Salaries, Wages and Benefits	\$7,435,300	\$7,679,200	\$7,930,300	\$8,188,900	\$8,455,000
Supplies, Material & Equipment	\$210,200	\$215,900	\$221,900	\$227,900	\$234,100
Purchased Services	\$2,654,400	\$2,734,500	\$2,816,900	\$2,901,900	\$2,989,600
Transfer Payments	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Insurance & Financial	\$343,900	\$364,700	\$387,100	\$411,100	\$435,200
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$10,715,900	\$11,066,400	\$11,428,300	\$11,801,900	\$12,186,000
Net Operating Cost / (Revenue)	\$7,934,300	\$8,201,700	\$8,478,000	\$8,763,400	\$8,968,700
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	\$8,934,300	\$9,201,700	\$9,478,000	\$9,763,400	\$9,968,700
yr/yr % change	3.1%	3.0%	3.0%	3.0%	2.1%



County of Wellington

2025- 2034 Capital Budget

Programme/Service:

Information Technology

Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
Office of the CAO/Clerk						
Technical Services						
Wifi Unit Replacement		\$125,000				\$125,000
Server Replacement Disaster Re						
Server Replacement Data Centre						
Datacentre Backup Improvement						
Network Perimeter Security	\$80,000		\$120,000	\$430,000		\$630,000
Computer Hardware L/C Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
IT Van Replacement EV		\$115,000				\$115,000
CISCO NAC Security	\$120,000					\$120,000
SAC FOBs and Door Locks	\$110,000					\$110,000
2025 UPS Replacements	\$65,000					\$65,000
Main Core Switches						
Storage Replacement			\$175,000			\$175,000
Video Security Recorder Replacement						
UPS Replacements		\$65,000	\$40,000	\$40,000	\$40,000	\$185,000
Video Security Recorder Rplace	\$50,000					\$50,000
Network Switches Replacement	\$275,000	\$100,000	\$50,000	\$100,000	\$50,000	\$575,000
Point to Point Radios Guelph			\$70,000			\$70,000
UPS Data Centre 138 Wyndham St		\$100,000				\$100,000
Disaster Recovery UPS Replacement			\$65,000			\$65,000
Disaster Recovery A/C Replacem	\$100,000					\$100,000
Phone Set Replacement		\$65,000			\$265,000	\$330,000
Phone Gateway Replacement			\$95,000			\$95,000
Main Core Switches-Admin Centre						
Archive Storage Replacement	\$55,000			\$60,000		\$115,000
Total Technical Services	\$1,055,000	\$770,000	\$815,000	\$830,000	\$555,000	\$4,025,000
Application Services						
HRIS: Health and Safety Module	\$165,000					\$165,000
Future Application System Enhancements			\$150,000	\$150,000	\$150,000	\$450,000
Kronos Upgrade		\$350,000				\$350,000
Total Application Services	\$165,000	\$350,000	\$150,000	\$150,000	\$150,000	\$965,000



County of Wellington

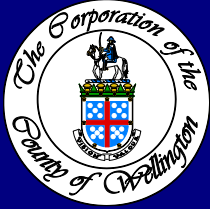
2025- 2034 Capital Budget

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
Office of the CAO/Clerk						
Information Management						
Intranet Upgrade						
County Website Upgrade					\$100,000	\$100,000
Total Information Management					\$100,000	\$100,000
Total	\$1,220,000	\$1,120,000	\$965,000	\$980,000	\$805,000	\$5,090,000
Sources of Financing						
Recoveries	\$129,000	\$91,000	\$124,000	\$125,000	\$96,000	\$565,000
Reserves	\$1,091,000	\$1,029,000	\$841,000	\$855,000	\$709,000	\$4,525,000
Total Financing	\$1,220,000	\$1,120,000	\$965,000	\$980,000	\$805,000	\$5,090,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Information Technology

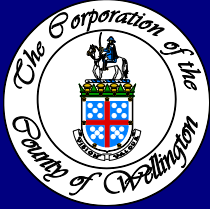
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
Office of the CAO/Clerk						
Technical Services						
Wifi Unit Replacement		\$155,000				\$280,000
Server Replacement Disaster Re		\$470,000				\$470,000
Server Replacement Data Centre	\$460,000					\$460,000
Datacentre Backup Improvement		\$80,000				\$80,000
Network Perimeter Security	\$240,000	\$95,000		\$450,000		\$1,415,000
Computer Hardware L/C Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
IT Van Replacement EV			\$160,000			\$275,000
CISCO NAC Security						\$120,000
SAC FOBs and Door Locks						\$110,000
2025 UPS Replacements						\$65,000
Main Core Switches	\$275,000					\$275,000
Storage Replacement				\$180,000		\$355,000
Video Security Recorder Replacement					\$75,000	\$75,000
UPS Replacements	\$40,000	\$55,000				\$280,000
Video Security Recorder Rplace						\$50,000
Network Switches Replacement	\$100,000	\$50,000	\$100,000	\$50,000	\$100,000	\$975,000
Point to Point Radios Guelph			\$80,000			\$150,000
UPS Data Centre 138 Wyndham St						\$100,000
Disaster Recovery UPS Replacement	\$80,000					\$145,000
Disaster Recovery A/C Replacem						\$100,000
Phone Set Replacement						\$330,000
Phone Gateway Replacement						\$95,000
Main Core Switches-Admin Centre	\$265,000	\$80,000	\$80,000			\$425,000
Archive Storage Replacement	\$65,000			\$70,000		\$250,000
Total Technical Services	\$1,725,000	\$1,185,000	\$620,000	\$950,000	\$375,000	\$8,880,000
Application Services						
HRIS: Health and Safety Module						\$165,000
Future Application System Enhancements	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,200,000
Kronos Upgrade						\$350,000
Total Application Services	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,715,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
Office of the CAO/Clerk						
Information Management						
Intranet Upgrade	\$100,000					\$100,000
County Website Upgrade					\$120,000	\$220,000
Total Information Management	\$100,000				\$120,000	\$320,000
Total	\$1,975,000	\$1,335,000	\$770,000	\$1,100,000	\$645,000	\$10,915,000
Sources of Financing						
Recoveries	\$345,000	\$198,000	\$52,000	\$150,000	\$65,000	\$1,375,000
Reserves	\$1,630,000	\$1,137,000	\$718,000	\$950,000	\$580,000	\$9,540,000
Total Financing	\$1,975,000	\$1,335,000	\$770,000	\$1,100,000	\$645,000	\$10,915,000



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.

2025 Budget Highlights

- The addition of an Accounting Analyst primarily allocated to Child Care
- Consulting assignment to establish proposed levels of service for asset management planning, fully funded by the Canada Community Building Fund.
- 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)	2024	2025
Financial Services	12.9	13.0
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	19.2	19.3
Current employee count: 25		
The current employee count includes four 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:

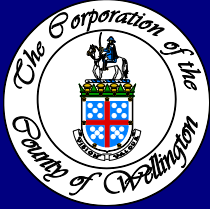
- Ensure the long-term financial health of the County.
(Making the best decisions for the betterment of the community)
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure.
(Doing what the County does best - providing 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.

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 2025	Preliminary 2024	Actual 2023	Actual 2022
Credit rating of the County	AAA	AAA	AAA	AAA
Debt Outstanding to Reserve Ratio	23%	19%	24%	28%
Debt Outstanding as a % of Adjusted Operating Revenue	11%	9%	11%	14%
Debt Interest as a % of Adjusted Operating Revenue	0.40%	0.30%	0.40%	0.50%
Reserve and Reserve Funds as % of Tax Levy	93%	98%	98%	107%
# of Parking Tickets issued	750	708*	3,900	3,970
# of False Alarms billed	300	304*	310	296
Number of tenders completed	60	53*	44	57

* 2024 actuals



County of Wellington

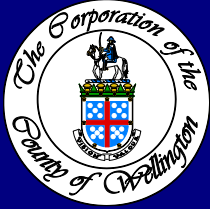
2025 Operating Budget

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Other Revenue	\$30,826	\$1,900	\$2,000	\$2,000	\$2,000	\$ -	-
Internal Recoveries	\$575,800	\$575,800	\$621,300	\$621,300	\$670,200	\$48,900	7.9%
Total Revenue	\$606,626	\$577,700	\$623,300	\$623,300	\$672,200	\$48,900	7.8%
Expenditure							
Salaries, Wages and Benefits	\$2,262,941	\$2,466,300	\$2,545,007	\$2,672,400	\$2,888,700	\$216,300	8.1%
Supplies, Material & Equipment	\$40,647	\$45,400	\$42,791	\$47,200	\$50,500	\$3,300	7.0%
Purchased Services	\$539,938	\$529,000	\$468,425	\$561,800	\$653,000	\$91,200	16.2%
Insurance & Financial	\$181,765	\$214,800	\$181,610	\$223,100	\$232,800	\$9,700	4.3%
Internal Charges	\$1,052	\$3,000	\$642	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$3,026,343	\$3,258,500	\$3,238,475	\$3,507,500	\$3,828,000	\$320,500	9.1%
Net Operating Cost / (Revenue)	\$2,419,717	\$2,680,800	\$2,615,175	\$2,884,200	\$3,155,800	\$271,600	9.4%
Debt and Transfers							
Transfer from Reserve	(\$117,336)	(\$180,800)	(\$140,189)	(\$184,000)	(\$264,100)	(\$80,100)	43.5%
Transfers to Reserve	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$ -	-
Total Debt and Transfers	\$57,664	(\$5,800)	\$34,811	(\$9,000)	(\$89,100)	(\$80,100)	890.0%
NET COST / (REVENUE)	\$2,477,381	\$2,675,000	\$2,649,986	\$2,875,200	\$3,066,700	\$191,500	6.7%



County of Wellington

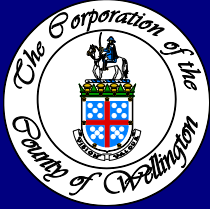
2025 - 2034 Operating Budget

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Internal Recoveries	\$670,200	\$690,300	\$711,200	\$732,500	\$754,400
Total Revenue	\$672,200	\$692,300	\$713,200	\$734,500	\$756,400
EXPENDITURES					
Salaries, Wages and Benefits	\$2,888,700	\$3,001,600	\$3,116,100	\$3,224,700	\$3,335,600
Supplies, Material & Equipment	\$50,500	\$51,400	\$52,300	\$53,200	\$54,200
Purchased Services	\$653,000	\$639,300	\$656,000	\$623,200	\$641,100
Insurance & Financial	\$232,800	\$243,000	\$251,300	\$259,200	\$267,600
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$3,828,000	\$3,938,300	\$4,078,700	\$4,163,300	\$4,301,500
Net Operating Cost / (Revenue)	\$3,155,800	\$3,246,000	\$3,365,500	\$3,428,800	\$3,545,100
DEBT AND TRANSFERS					
Transfer from Reserves	(\$264,100)	(\$240,100)	(\$246,400)	(\$202,700)	(\$209,100)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Debt and Transfers	(\$89,100)	(\$65,100)	(\$71,400)	(\$27,700)	(\$34,100)
TAX LEVY REQUIREMENT	\$3,066,700	\$3,180,900	\$3,294,100	\$3,401,100	\$3,511,000
yr/yr % change	6.7%	3.7%	3.6%	3.2%	3.2%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Internal Recoveries	\$777,000	\$800,300	\$824,300	\$849,000	\$899,300
Total Revenue	\$779,000	\$802,300	\$826,300	\$851,000	\$901,300
EXPENDITURES					
Salaries, Wages and Benefits	\$3,444,300	\$3,556,900	\$3,673,600	\$3,794,100	\$3,917,500
Supplies, Material & Equipment	\$55,200	\$56,200	\$57,300	\$58,400	\$59,700
Purchased Services	\$659,400	\$728,200	\$747,800	\$718,000	\$739,600
Insurance & Financial	\$276,100	\$284,600	\$293,400	\$302,400	\$311,500
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$4,438,000	\$4,628,900	\$4,775,100	\$4,875,900	\$5,031,300
Net Operating Cost / (Revenue)	\$3,659,000	\$3,826,600	\$3,948,800	\$4,024,900	\$4,130,000
DEBT AND TRANSFERS					
Transfer from Reserves	(\$215,700)	(\$222,300)	(\$229,100)	(\$236,100)	(\$236,100)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Debt and Transfers	(\$40,700)	(\$47,300)	(\$54,100)	(\$61,100)	(\$61,100)
TAX LEVY REQUIREMENT					
	\$3,618,300	\$3,779,300	\$3,894,700	\$3,963,800	\$4,068,900
yr/yr % change	3.1%	4.4%	3.1%	1.8%	2.7%



Programme Overview

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

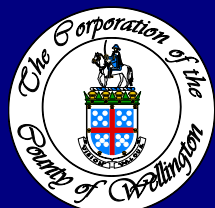
Programme Description

- 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)

2025 Budget Highlights

- Annualization of the HR Recruitment Specialist added in 2024
- Addition of a new Health and Safety Specialist and Disability Management Coordinator to strengthen the County's Disability Management Programme and address recommendations in the Workplace Disability Management Assessment (WDMA)
- The CMHAWW partnership funding is ending as of July 1, 2025 as well a portion of the associated expenses
- Eliminate the occupational accident and excess indemnity insurance premiums and self-insure any catastrophic injury claims through a transfer to a new WSIB Excess Compensation Reserve Fund.

Staff Complement (Full time equivalents)	2024	2025
Human Resources	13.1	13.3
Health and Safety	2.0	3.8
HR/CMHAWW Partnership	1.0	1.0
Total	16.1	18.1
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

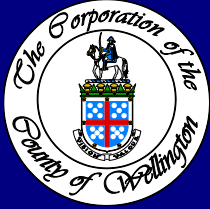
The mission of the County of Wellington Human Resources (HR) Department is to attract, retain and develop a dynamic, diverse and respectful team working together to deliver excellent customer service to our community. Honesty, integrity, fairness and the legislative framework are guiding factors that assist us in advancing the strategic goals of the County. The following goals have been developed in our strong belief in the capacity for employees to be supported throughout their employment and excel in their careers:

- Ensuring total compensation continues to be competitive for our employees by monitoring opportunities and promoting available benefits and pension provisions to employees
([Cherishing the County's Most Valued Asset – its Staff](#)).
- The wealth of opportunities available for employment at the County of Wellington are showcased and recruitment continues to remain a top priority ([Cherishing the County's Most Valued Asset – its Staff](#)).
- Creation of a healthy and safe workplace to ensure that employees are provided with a supportive work environment and accommodation for a safe and early return to work
([Cherishing the County's Most Valued Asset – its Staff](#)).
- Redevelop the management orientation and leadership development programme to provide growth and development of our people-leaders to ensure employees are supported consistently throughout all Departments ([Cherishing the County's Most Valued Asset – its Staff](#)).
- Continued mobilization of technology through the launch of Phase II of the Human Resources Information System (HRIS) and the implementation of a Health and Safety module to improve the employee experience and provide important tools for managers and enhancing statistical reporting
([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 2025	Actual 2024	Actual 2023	Actual 2022
Number of employees enrolled in the group benefits plan	861	852	842	821
Number of OMERS enrollees	904	886	836	706
Number of applications received for positions	7,200	8,738	5,380	3,901
Number of interviews conducted for positions	1,000	960	1,052	1,091
Percentage of employees on sick leave for more than 14 consecutive days	10.45%	14.52%	12.74%	11.31%
Percentage of employees on modified work (non-occupational or occupational) at any point during the year	14.18%	8.60%	7.10%	6.91%



County of Wellington

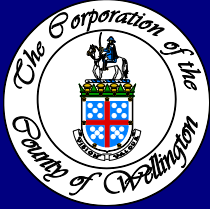
2025 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Other Revenue	\$52,344	\$57,100	\$51,737	\$69,600	\$39,200	(\$30,400)	(43.7%)
Internal Recoveries	\$1,126,200	\$1,126,200	\$1,246,100	\$1,246,100	\$1,484,400	\$238,300	19.1%
Total Revenue	\$1,178,544	\$1,183,300	\$1,297,837	\$1,315,700	\$1,523,600	\$207,900	15.8%
Expenditure							
Salaries, Wages and Benefits	\$1,963,739	\$1,879,500	\$2,334,474	\$2,292,300	\$2,762,200	\$469,900	20.5%
Supplies, Material & Equipment	\$158,509	\$155,900	\$170,344	\$184,100	\$146,300	(\$37,800)	(20.5%)
Purchased Services	\$659,990	\$792,900	\$909,329	\$996,800	\$934,500	(\$62,300)	(6.3%)
Transfer Payments	\$14,772	\$25,000	\$24,623	\$25,000	\$25,000	\$ -	-
Insurance & Financial	\$348,658	\$328,800	\$427,218	\$400,300	\$52,200	(\$348,100)	(87.0%)
Internal Charges	\$3,264	\$1,500	\$1,342	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$3,148,932	\$3,183,600	\$3,867,330	\$3,900,000	\$3,921,700	\$21,700	0.6%
Net Operating Cost / (Revenue)	\$1,970,388	\$2,000,300	\$2,569,493	\$2,584,300	\$2,398,100	(\$186,200)	(7.2%)
Debt and Transfers							
Transfer from Reserve	(\$582,859)	(\$574,100)	(\$779,012)	(\$747,900)	(\$776,700)	(\$28,800)	3.9%
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$387,000	\$387,000	-
Total Debt and Transfers	(\$582,859)	(\$574,100)	(\$779,012)	(\$747,900)	(\$389,700)	\$358,200	(47.9%)
NET COST / (REVENUE)	\$1,387,529	\$1,426,200	\$1,790,481	\$1,836,400	\$2,008,400	\$172,000	9.4%



County of Wellington

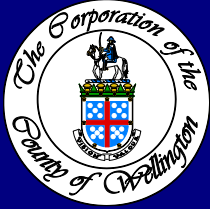
2025 - 2034 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Other Revenue	\$39,200	\$40,400	\$41,500	\$42,600	\$43,700
Internal Recoveries	\$1,484,400	\$1,528,900	\$1,574,800	\$1,622,000	\$1,670,600
Total Revenue	\$1,523,600	\$1,569,300	\$1,616,300	\$1,664,600	\$1,714,300
EXPENDITURES					
Salaries, Wages and Benefits	\$2,762,200	\$2,920,700	\$3,061,200	\$3,190,000	\$3,304,300
Supplies, Material & Equipment	\$146,300	\$106,500	\$108,700	\$110,900	\$113,200
Purchased Services	\$934,500	\$1,016,800	\$1,046,400	\$1,076,900	\$1,107,800
Transfer Payments	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Insurance & Financial	\$52,200	\$57,300	\$59,900	\$62,300	\$64,500
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$3,921,700	\$4,127,800	\$4,302,700	\$4,466,600	\$4,616,300
Net Operating Cost / (Revenue)	\$2,398,100	\$2,558,500	\$2,686,400	\$2,802,000	\$2,902,000
DEBT AND TRANSFERS					
Transfer from Reserves	(\$776,700)	(\$776,700)	(\$776,700)	(\$776,700)	(\$776,700)
Transfer to Reserves	\$387,000	\$387,000	\$387,000	\$387,000	\$387,000
Total Debt and Transfers	(\$389,700)	(\$389,700)	(\$389,700)	(\$389,700)	(\$389,700)
TAX LEVY REQUIREMENT	\$2,008,400	\$2,168,800	\$2,296,700	\$2,412,300	\$2,512,300
yr/yr % change	9.4%	8.0%	5.9%	5.0%	4.1%



County of Wellington

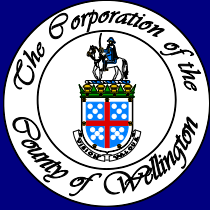
2025 - 2034 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Other Revenue	\$44,900	\$46,100	\$47,300	\$48,600	\$48,600
Internal Recoveries	\$1,720,700	\$1,772,300	\$1,825,400	\$1,880,100	\$1,936,500
Total Revenue	\$1,765,600	\$1,818,400	\$1,872,700	\$1,928,700	\$1,985,100
EXPENDITURES					
Salaries, Wages and Benefits	\$3,412,400	\$3,522,700	\$3,636,700	\$3,754,500	\$3,877,000
Supplies, Material & Equipment	\$115,500	\$117,800	\$120,100	\$122,400	\$125,500
Purchased Services	\$1,139,100	\$1,171,200	\$1,203,800	\$1,237,000	\$1,276,600
Transfer Payments	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Insurance & Financial	\$66,700	\$69,000	\$71,100	\$73,600	\$76,000
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$4,760,200	\$4,907,200	\$5,058,200	\$5,214,000	\$5,381,600
Net Operating Cost / (Revenue)	\$2,994,600	\$3,088,800	\$3,185,500	\$3,285,300	\$3,396,500
DEBT AND TRANSFERS					
Transfer from Reserves	(\$776,700)	(\$776,700)	(\$776,700)	(\$776,700)	(\$776,700)
Transfer to Reserves	\$387,000	\$387,000	\$387,000	\$387,000	\$387,000
Total Debt and Transfers	(\$389,700)	(\$389,700)	(\$389,700)	(\$389,700)	(\$389,700)
TAX LEVY REQUIREMENT	\$2,604,900	\$2,699,100	\$2,795,800	\$2,895,600	\$3,006,800
yr/yr % change	3.7%	3.6%	3.6%	3.6%	3.8%



Programme Overview

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

Programme Description

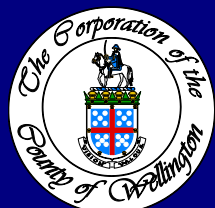
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (Social Housing and Employment Services)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, Children's Early Years, 12 apartments)
- 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

2025 Budget Highlights

- The budget provides for rent and operating expenses associated with the above noted properties
- Capital projects relate to major repairs or renovations to County-owned facilities. Projects total \$7.9 million and are funded from the Property Reserve
- Vehicle lifecycle replacement in 2026 is for a hybrid vehicle, with future year replacements in the capital budget planned as electric vehicles planned for future years

Staff Complement (Full time equivalents)	2024	2025
Property Maintenance	8.6	8.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	16.1	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 extends 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:

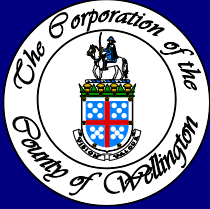
	Projected 2025	Actuals 2024	Actual 2023	Actual 2022
Number of Customer request forms handled	N/A	1,192	1,068	1,100
Average condition of County facilities per BCAs*	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

*Ratings (per Stonewell Group BCA's)

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

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

Poor - observable deterioration requiring immediate capital care

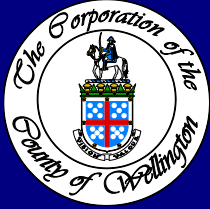


County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	\$1,407,906	\$1,317,000	\$1,398,042	\$1,317,800	\$1,326,000	\$8,200	0.6%
User Fees & Charges	\$150,917	\$158,000	\$157,296	\$158,000	\$150,000	(\$8,000)	(5.1%)
Other Revenue	\$50,836	\$37,100	\$33,918	\$39,000	\$40,800	\$1,800	4.6%
Internal Recoveries	\$835,300	\$835,300	\$963,200	\$963,200	\$1,155,900	\$192,700	20.0%
Total Revenue	\$2,444,959	\$2,347,400	\$2,552,456	\$2,478,000	\$2,672,700	\$194,700	7.9%
Expenditure							
Salaries, Wages and Benefits	\$1,326,795	\$1,315,100	\$1,597,354	\$1,568,800	\$1,732,700	\$163,900	10.4%
Supplies, Material & Equipment	\$289,163	\$237,600	\$286,362	\$266,600	\$306,400	\$39,800	14.9%
Purchased Services	\$1,185,536	\$1,038,900	\$1,139,792	\$1,222,400	\$1,264,500	\$42,100	3.4%
Insurance & Financial	\$86,032	\$79,500	\$104,383	\$97,300	\$105,800	\$8,500	8.7%
Minor Capital Expenses	\$63,192	\$125,500	\$9,741	\$7,000	\$103,800	\$96,800	1,382.9%
Internal Charges	\$13,529	\$8,700	\$26,873	\$10,700	\$28,700	\$18,000	168.2%
Total Expenditure	\$2,964,247	\$2,805,300	\$3,164,505	\$3,172,800	\$3,541,900	\$369,100	11.6%
Net Operating Cost / (Revenue)	\$519,288	\$457,900	\$612,049	\$694,800	\$869,200	\$174,400	25.1%
Debt and Transfers							
Debt Charges	\$288,839	\$291,200	\$289,489	\$291,900	\$188,900	(\$103,000)	(35.3%)
Transfer from Reserve	(\$28,992)	(\$102,500)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$830,368	\$847,400	\$919,805	\$917,000	\$1,047,000	\$130,000	14.2%
Total Debt and Transfers	\$1,090,215	\$1,036,100	\$1,209,294	\$1,208,900	\$1,235,900	\$27,000	2.2%
NET COST / (REVENUE)	\$1,609,503	\$1,494,000	\$1,821,343	\$1,903,700	\$2,105,100	\$201,400	10.6%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Licenses, Permits and Rents	\$1,326,000	\$1,320,900	\$1,325,100	\$1,323,200	\$1,324,300
User Fees & Charges	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Other Revenue	\$40,800	\$41,900	\$42,900	\$43,900	\$44,900
Internal Recoveries	\$1,155,900	\$1,112,800	\$1,216,200	\$1,178,200	\$1,211,800
Total Revenue	\$2,672,700	\$2,625,600	\$2,734,200	\$2,695,300	\$2,731,000
EXPENDITURES					
Salaries, Wages and Benefits	\$1,732,700	\$1,786,900	\$1,843,000	\$1,902,100	\$1,963,800
Supplies, Material & Equipment	\$306,400	\$297,700	\$304,100	\$310,500	\$317,000
Purchased Services	\$1,264,500	\$1,311,400	\$1,357,700	\$1,400,800	\$1,447,400
Insurance & Financial	\$105,800	\$113,400	\$120,700	\$128,400	\$136,600
Minor Capital Expenses	\$103,800	\$12,000	\$123,300	\$57,000	
Internal Charges	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700
Total Expenditures	\$3,541,900	\$3,550,100	\$3,777,500	\$3,827,500	\$3,893,500
Net Operating Cost / (Revenue)	\$869,200	\$924,500	\$1,043,300	\$1,132,200	\$1,162,500
DEBT AND TRANSFERS					
Debt Charges	\$188,900	\$188,200	\$188,300	\$188,200	\$193,800
Transfer to Reserves	\$1,047,000	\$1,046,300	\$1,045,600	\$1,044,900	\$1,244,100
Total Debt and Transfers	\$1,235,900	\$1,234,500	\$1,233,900	\$1,233,100	\$1,437,900
TAX LEVY REQUIREMENT	\$2,105,100	\$2,159,000	\$2,277,200	\$2,365,300	\$2,600,400
yr/yr % change	10.6%	2.6%	5.5%	3.9%	9.9%



County of Wellington

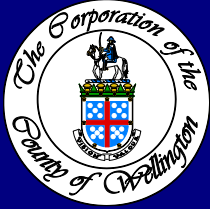
2025 - 2034 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Licenses, Permits and Rents	\$1,327,100	\$1,326,500	\$1,332,300	\$1,328,800	\$1,329,200
User Fees & Charges	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Other Revenue	\$46,000	\$47,100	\$48,200	\$49,400	\$49,400
Internal Recoveries	\$1,368,000	\$1,327,300	\$1,382,100	\$1,373,500	\$1,429,100
Total Revenue	\$2,891,100	\$2,850,900	\$2,912,600	\$2,901,700	\$2,957,700
EXPENDITURES					
Salaries, Wages and Benefits	\$2,027,500	\$2,093,300	\$2,161,100	\$2,231,400	\$2,304,000
Supplies, Material & Equipment	\$323,700	\$330,700	\$337,800	\$345,200	\$353,000
Purchased Services	\$1,490,700	\$1,534,700	\$1,579,100	\$1,623,800	\$1,668,900
Insurance & Financial	\$145,500	\$155,000	\$165,100	\$175,900	\$186,700
Minor Capital Expenses	\$124,700	\$41,600	\$54,500		
Internal Charges	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700
Total Expenditures	\$4,140,800	\$4,184,000	\$4,326,300	\$4,405,000	\$4,541,300
Net Operating Cost / (Revenue)	\$1,249,700	\$1,333,100	\$1,413,700	\$1,503,300	\$1,583,600
DEBT AND TRANSFERS					
Debt Charges	\$194,100	\$194,200	\$194,100	\$193,800	\$193,300
Transfer to Reserves	\$1,243,200	\$1,242,300	\$1,241,300	\$1,240,300	\$1,240,100
Total Debt and Transfers	\$1,437,300	\$1,436,500	\$1,435,400	\$1,434,100	\$1,433,400
TAX LEVY REQUIREMENT	\$2,687,000	\$2,769,600	\$2,849,100	\$2,937,400	\$3,017,000
yr/yr % change	3.3%	3.1%	2.9%	3.1%	2.7%



County of Wellington

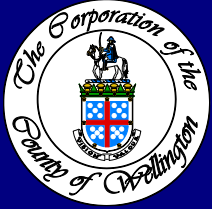
2025 - 2034 Capital Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
Property Services						
Facility Improvements						
Gaol: Lighting Upgrade						
Courthouse: Interior Upgrade		\$98,000				\$98,000
Admin Centre: Elevators						
Courthouse: Flooring		\$80,000				\$80,000
Admin Centre: Exterior Rehab						
Governor's Residence: Elevators						
Courthouse: Roofing						
Governor's Residence: Exterior Doors						
Gaol: Building Retrofits						
Courthouse: Cooling Generating Systems						
Admin Centre: Furniture Upgrade		\$31,000				\$31,000
Courthouse: Lighting Upgrade	\$73,000					\$73,000
Admin Centre: Lighting Upgrade	\$73,000					\$73,000
21 Douglas: HVAC Pump Replacem	\$45,000					\$45,000
Admin Centre: Wall Painting	\$81,000					\$81,000
Admin Centre: Plumbing Fixtures Common Areas Rehab						
Admin Centre: Domestic Water Distribution Rehab						
Admin Centre: Hydronic Distribution System Rehab						
Admin Centre: Fire Alarm System Rehab						
Admin Centre: Pedestrian Paving Rehab						
Courthouse: Domestic Water Distribution Rehab						
Courthouse: Fire Alarm System Rehab						
Courthouse: Hydronic Distribution Systems Rehab						
Courthouse: Security Systems Rehab						
Gaol: Hydronic Distribution System Rehab						
Gaol: Domestic Water Distribution Rehab						
Gaol: Fire Alarm System Rehab						
Gaol: Pedestrian Paving Rehab						
21 Douglas Roofing						
131/133 Wyndham Residential Retrofits	\$15,000	\$16,000	\$18,000	\$20,000	\$22,000	\$91,000
Building Condition Audits		\$250,000				\$250,000
Admin Centre: Roofing					\$300,000	\$300,000
Admin Centre: Common Area Flooring		\$46,000				\$46,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Property Services

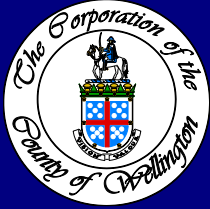
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
Property Services						
Facility Improvements						
Gaol: Roofing		\$125,000				\$125,000
Courthouse: Basement bathroom/Kitchen refurbishment		\$77,000				\$77,000
Gaol: Security Replacement			\$65,000			\$65,000
Admin Centre: Security Systems			\$40,000			\$40,000
Courthouse: HVAC Equipment				\$100,000		\$100,000
Gaol: HVAC Equipment Replacements				\$290,000		\$290,000
Property Building Retrofits	\$150,000	\$200,000	\$150,000	\$100,000	\$100,000	\$700,000
15 Douglas: Furnace rehabilitation					\$25,000	\$25,000
25-27 Douglas: Furnace Rehabilitation					\$31,000	\$31,000
Admin Centre: Air Conditioners					\$52,000	\$52,000
25-27 Douglas: HVAC-furnaces/condensing					\$52,000	\$52,000
Total Facility Improvements	\$437,000	\$923,000	\$273,000	\$510,000	\$582,000	\$2,725,000
Vehicles and Equipment						
Replace Maintenance Van	\$75,000					\$75,000
Replace 1/2 Tonne Van						
Replace Maintenance Pickup Hybrid		\$85,000				\$85,000
Future replacement of Pickups				\$90,000		\$90,000
Total Vehicles and Equipment	\$75,000	\$85,000		\$90,000		\$250,000
Total	\$512,000	\$1,008,000	\$273,000	\$600,000	\$582,000	\$2,975,000
Sources of Financing						
Reserves	\$512,000	\$1,008,000	\$273,000	\$600,000	\$582,000	\$2,975,000
Total Financing	\$512,000	\$1,008,000	\$273,000	\$600,000	\$582,000	\$2,975,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Property Services

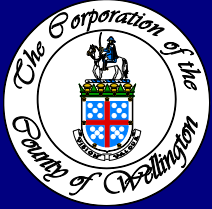
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
Property Services						
Facility Improvements						
Gaol: Lighting Upgrade	\$110,000					\$110,000
Courthouse: Interior Upgrade						\$98,000
Admin Centre: Elevators		\$225,000				\$225,000
Courthouse: Flooring		\$95,000				\$175,000
Admin Centre: Exterior Rehab		\$115,000				\$115,000
Governor's Residence: Elevators		\$80,000				\$80,000
Courthouse: Roofing		\$365,000				\$365,000
Governor's Residence: Exterior Doors		\$45,000				\$45,000
Gaol: Building Retrofits			\$507,000			\$507,000
Courthouse: Cooling Generating Systems				\$360,000		\$360,000
Admin Centre: Furniture Upgrade						\$31,000
Courthouse: Lighting Upgrade	\$86,000					\$159,000
Admin Centre: Lighting Upgrade	\$86,000					\$159,000
21 Douglas: HVAC Pump Replacem						\$45,000
Admin Centre: Wall Painting						\$81,000
Admin Centre: Plumbing Fixtures Common Areas Rehab			\$34,000			\$34,000
Admin Centre: Domestic Water Distribution Rehab			\$46,000			\$46,000
Admin Centre: Hydronic Distribution System Rehab			\$69,000			\$69,000
Admin Centre: Fire Alarm System Rehab			\$93,000			\$93,000
Admin Centre: Pedestrian Paving Rehab					\$37,000	\$37,000
Courthouse: Domestic Water Distribution Rehab			\$70,000			\$70,000
Courthouse: Fire Alarm System Rehab			\$95,000			\$95,000
Courthouse: Hydronic Distribution Systems Rehab			\$125,000			\$125,000
Courthouse: Security Systems Rehab			\$175,000			\$175,000
Gaol: Hydronic Distribution System Rehab			\$46,000			\$46,000
Gaol: Domestic Water Distribution Rehab			\$46,000			\$46,000
Gaol: Fire Alarm System Rehab			\$105,000			\$105,000
Gaol: Pedestrian Paving Rehab					\$25,000	\$25,000
21 Douglas Roofing		\$110,000				\$110,000
131/133 Wyndham Residential Retrofits	\$24,000	\$26,000	\$28,000	\$30,000	\$32,000	\$231,000
Building Condition Audits						\$250,000
Admin Centre: Roofing						\$300,000
Admin Centre: Common Area Flooring		\$54,000				\$100,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Property Services

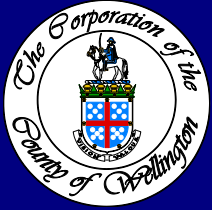
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
Property Services						
Facility Improvements						
Gaol: Roofing						\$125,000
Courthouse: Basement bathroom/Kitchen refurbishment						\$77,000
Gaol: Security Replacement						\$65,000
Admin Centre: Security Systems						\$40,000
Courthouse: HVAC Equipment						\$100,000
Gaol: HVAC Equipment Replacements			\$185,000			\$475,000
Property Building Retrofits	\$110,000	\$190,000	\$100,000	\$100,000	\$190,000	\$1,390,000
15 Douglas: Furnace rehabilitation						\$25,000
25-27 Douglas: Furnace Rehabilitation						\$31,000
Admin Centre: Air Conditioners						\$52,000
25-27 Douglas: HVAC-furnaces/condensing						\$52,000
Total Facility Improvements	\$416,000	\$1,305,000	\$1,724,000	\$490,000	\$284,000	\$6,944,000
Vehicles and Equipment						
Replace Maintenance Van			\$160,000			\$235,000
Replace 1/2 Tonne Van				\$170,000		\$170,000
Replace Maintenance Pickup Hybrid			\$115,000			\$200,000
Future replacement of Pickups			\$110,000		\$120,000	\$320,000
Total Vehicles and Equipment			\$385,000	\$170,000	\$120,000	\$925,000
Total	\$416,000	\$1,305,000	\$2,109,000	\$660,000	\$404,000	\$7,869,000
Sources of Financing						
Reserves	\$416,000	\$1,305,000	\$2,109,000	\$660,000	\$404,000	\$7,869,000
Total Financing	\$416,000	\$1,305,000	\$2,109,000	\$660,000	\$404,000	\$7,869,000



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

2025 Budget Highlights

- The 2025 Community Grants budget is set at \$85,300, with an additional \$14,000 available for scholarships.
- Debt charges of \$376,700 relate to the community hospital grants (of \$5.9 million) issued in 2019.



County of Wellington

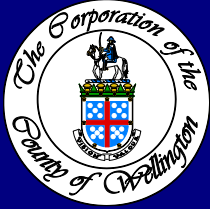
2025 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$88,742	\$88,800	\$96,730	\$96,800	\$99,300	\$2,500	2.6%
Total Expenditure	\$88,742	\$88,800	\$96,730	\$96,800	\$99,300	\$2,500	2.6%
Net Operating Cost / (Revenue)	\$88,742	\$88,800	\$96,730	\$96,800	\$99,300	\$2,500	2.6%
Debt and Transfers							
Debt Charges	\$374,682	\$375,500	\$375,006	\$375,600	\$376,700	\$1,100	0.3%
Transfer from Reserve	(\$3,163)	(\$3,000)	(\$3,179)	(\$3,000)	(\$3,000)	\$ -	-
Total Debt and Transfers	\$371,519	\$372,500	\$371,827	\$372,600	\$373,700	\$1,100	0.3%
NET COST / (REVENUE)	\$460,261	\$461,300	\$468,557	\$469,400	\$473,000	\$3,600	0.8%



County of Wellington

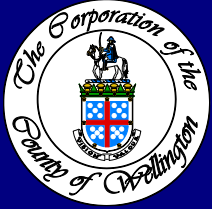
2025 - 2034 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
EXPENDITURES					
Transfer Payments	\$99,300	\$102,200	\$105,200	\$108,300	\$111,600
Total Expenditures	\$99,300	\$102,200	\$105,200	\$108,300	\$111,600
Net Operating Cost / (Revenue)	\$99,300	\$102,200	\$105,200	\$108,300	\$111,600
DEBT AND TRANSFERS					
Debt Charges	\$376,700	\$376,600	\$377,000	\$376,200	\$377,100
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Debt and Transfers	\$373,700	\$373,600	\$374,000	\$373,200	\$374,100
TAX LEVY REQUIREMENT	\$473,000	\$475,800	\$479,200	\$481,500	\$485,700
yr/yr % change	0.8%	0.6%	0.7%	0.5%	0.9%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
EXPENDITURES					
Transfer Payments	\$115,000	\$118,500	\$122,000	\$125,500	\$126,000
Total Expenditures	\$115,000	\$118,500	\$122,000	\$125,500	\$126,000
Net Operating Cost / (Revenue)	\$115,000	\$118,500	\$122,000	\$125,500	\$126,000
DEBT AND TRANSFERS					
Debt Charges	\$377,800	\$377,100	\$377,200	\$376,700	\$377,000
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Debt and Transfers	\$374,800	\$374,100	\$374,200	\$373,700	\$374,000
TAX LEVY REQUIREMENT	\$489,800	\$492,600	\$496,200	\$499,200	\$500,000
yr/yr % change	0.8%	0.6%	0.7%	0.6%	0.2%



Programme Overview

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

Programme Description

The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market intelligence and the status of existing business continues to be a focus, while 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 10-12 County Experimental Acres host sites, supporting local food security and digital access activities, hosting an Agriculture community support event, co-hosting a participation event for the federal Living Lab – Ontario, and leading a Farm Transition Planning project.

2025 Budget Highlights

- Talent Attraction Coordinator position ends March 31, 2025 with the end of IRCC funding, new student position is added
- County-wide Business Retention and Expansion (\$175,000) and Community Improvement Plan Implementation Funds (\$80,000) are available annually throughout the forecast.
- Capital project for the implementation of a customer relationship management solution

Staff Complement (Full time equivalents)	2024	2025
Economic Development	9.2	9.3
Total	9.2	9.3
Current employee count: 8		



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.

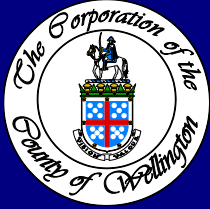
In alignment with the Corporate Strategic plan and the Economic Development Action plan, staff will focus on the following goals and objectives:

- 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 2025	Actual 2024	Actual 2023	Actual 2022
Strategic Partner Discussions	180	194	149	n/a
Economic Development division enquiries from the public	930	933	698	600
Website Business Directory views	65,000	64,019	36,415	20,859
Economic Development Division website page views	205,000	202,496	193,767	183,285
Economic Development E-newsletter subscribers	7,100	7,167	4,917	4,632

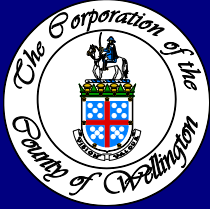


County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$434,632	\$240,000	\$24,553	\$25,000	\$16,300	(\$8,700)	(34.8%)
User Fees & Charges	\$24,614	\$31,000	\$17,791	\$24,000	\$24,000	\$ -	-
Other Revenue	\$111,092	\$ -	\$7,170	\$ -	\$ -	\$ -	-
Internal Recoveries	\$2,000	\$ -	\$103,640	\$102,500	\$109,800	\$7,300	7.1%
Total Revenue	\$572,338	\$271,000	\$153,154	\$151,500	\$150,100	(\$1,400)	(0.9%)
Expenditure							
Salaries, Wages and Benefits	\$810,695	\$954,500	\$1,023,364	\$1,074,500	\$1,123,400	\$48,900	4.6%
Supplies, Material & Equipment	\$61,382	\$39,700	\$35,127	\$32,300	\$47,300	\$15,000	46.4%
Purchased Services	\$731,077	\$448,300	\$344,843	\$319,600	\$311,200	(\$8,400)	(2.6%)
Transfer Payments	\$312,849	\$447,500	\$374,986	\$485,500	\$405,500	(\$80,000)	(16.5%)
Insurance & Financial	\$27,058	\$17,500	\$19,046	\$20,500	\$21,500	\$1,000	4.9%
Internal Charges	\$941	\$8,000	\$850	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,944,002	\$1,915,500	\$1,798,216	\$1,940,400	\$1,916,900	(\$23,500)	(1.2%)
Net Operating Cost / (Revenue)	\$1,371,664	\$1,644,500	\$1,645,062	\$1,788,900	\$1,766,800	(\$22,100)	(1.2%)
Debt and Transfers							
Transfer from Reserve	\$ -	(\$80,000)	(\$600,000)	(\$680,000)	\$ -	\$680,000	(100.0%)
Transfers to Reserve	\$11,092	\$ -	\$7,170	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$11,092	(\$80,000)	(\$592,830)	(\$680,000)	\$ -	\$680,000	(100.0%)
NET COST / (REVENUE)	\$1,382,756	\$1,564,500	\$1,052,232	\$1,108,900	\$1,766,800	\$657,900	59.3%



County of Wellington

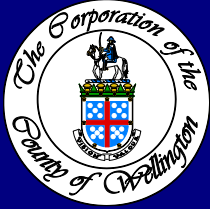
2025 - 2034 Operating Budget

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$16,300	\$6,200			
User Fees & Charges	\$24,000	\$24,100	\$24,200	\$24,300	\$24,400
Internal Recoveries	\$109,800	\$30,100	\$2,000	\$2,000	\$2,000
Total Revenue	\$150,100	\$60,400	\$26,200	\$26,300	\$26,400
EXPENDITURES					
Salaries, Wages and Benefits	\$1,123,400	\$1,170,600	\$1,227,300	\$1,273,100	\$1,316,000
Supplies, Material & Equipment	\$47,300	\$48,100	\$48,900	\$49,700	\$50,500
Purchased Services	\$311,200	\$320,900	\$330,800	\$340,900	\$351,500
Transfer Payments	\$405,500	\$419,500	\$416,700	\$413,900	\$580,400
Insurance & Financial	\$21,500	\$23,100	\$24,400	\$25,200	\$26,200
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$1,916,900	\$1,990,200	\$2,056,100	\$2,110,800	\$2,332,600
Net Operating Cost / (Revenue)	\$1,766,800	\$1,929,800	\$2,029,900	\$2,084,500	\$2,306,200
DEBT AND TRANSFERS					
Transfer to Reserves		\$150,000	\$150,000	\$150,000	\$150,000
Total Debt and Transfers		\$150,000	\$150,000	\$150,000	\$150,000
TAX LEVY REQUIREMENT	\$1,766,800	\$2,079,800	\$2,179,900	\$2,234,500	\$2,456,200
yr/yr % change	59.3%	17.7%	4.8%	2.5%	9.9%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies					
User Fees & Charges	\$24,500	\$24,600	\$24,700	\$24,800	\$24,900
Internal Recoveries	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Revenue	\$26,500	\$26,600	\$26,700	\$26,800	\$26,900
EXPENDITURES					
Salaries, Wages and Benefits	\$1,358,200	\$1,401,200	\$1,446,700	\$1,493,200	\$1,541,200
Supplies, Material & Equipment	\$51,300	\$52,100	\$52,900	\$53,700	\$54,500
Purchased Services	\$362,300	\$373,300	\$384,400	\$395,900	\$408,700
Transfer Payments	\$543,800	\$507,100	\$536,200	\$489,800	\$507,800
Insurance & Financial	\$27,000	\$27,900	\$28,900	\$29,800	\$30,700
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$2,350,600	\$2,369,600	\$2,457,100	\$2,470,400	\$2,550,900
Net Operating Cost / (Revenue)	\$2,324,100	\$2,343,000	\$2,430,400	\$2,443,600	\$2,524,000
DEBT AND TRANSFERS					
Transfer to Reserves	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Debt and Transfers	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
TAX LEVY REQUIREMENT					
yr/yr % change	0.7%	0.8%	3.5%	0.5%	3.1%



County of Wellington

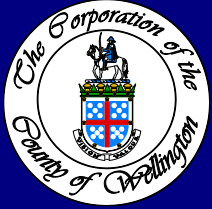
2025 - 2034 Capital Budget

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2025	2026	2027	2028	2029	5 Year Total
Economic Development						
2032 Int'l Plowing Match						
Customer Relationship Management	\$40,000					\$40,000
Total	\$40,000					\$40,000
Sources of Financing						
Reserves	\$40,000					\$40,000
Total Financing	\$40,000					\$40,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2030	2031	2032	2033	2034	10 Year Total
Economic Development						
2032 Int'l Plowing Match	\$200,000	\$200,000	\$600,000			\$1,000,000
Customer Relationship Management						\$40,000
Total	\$200,000	\$200,000	\$600,000			\$1,040,000
Sources of Financing						
Reserves	\$200,000	\$200,000	\$600,000			\$1,040,000
Total Financing	\$200,000	\$200,000	\$600,000			\$1,040,000



Programme Overview

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

Programme Description

The County of Wellington's Transportation Programmes provide transportation options for its residents and visitors.

The Ride Well programme is a ride-sharing public transit service that operates across all municipalities within the County and provides connections to and from the City of Guelph. The service runs on weekdays from 6:00 a.m. to 7:00 p.m., with rides bookable in advance through the Ride Well mobile app or by phone.

Launched as a rural transit pilot in 2019, the Ride Well programme was partially funded by the Province's Community Transportation Grant, which is set to conclude in March 2025. Initially developed to support rural employers by offering transportation options for their employees, the service has since grown to meet a wide range of needs. Over the past five years, it has become evident that users depend on the service for diverse purposes, including healthcare, recreation, shopping, and accessing other services.

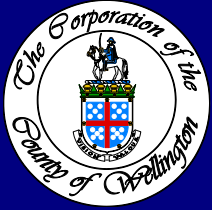
The programme has undergone several expansions and operational updates, such as the introduction of a zonal structure to improve vehicle availability across Wellington County. By committing to the ongoing support of the programme, the County will become eligible for Provincial Gas Tax funding starting in April 2025, to offset transportation-related expenses.

Social Services Community Services Transportation Programme supports no-cost transportation service for low income individuals and families to access required social service, medical and legal appointments as well as some activities of daily living. The funding supports the administration of the service as well as mileage reimbursements based upon programme usage.

2025 Budget Highlights

- Rural Transportation division has been created to facilitate reporting and auditing and to maximize funding available from Provincial Gas Taxes. Highlights of the Rural Transportation budget include:
 - Community Services Transportation Programme (reallocated from Ontario Works to Ride Well)
 - Service based on status quo (on-demand ride sharing), plus some enhancements to the availability of accessible rides
 - The County needs to commit to "long-term funding" of the programme to be eligible
 - Economic Development staff time is to be charged to this division until a new Transit Coordinator can be hired to oversee the programme, this new position is proposed to be added in April 2026.

Staff Complement (Full time equivalents)	2024	2025
Rural Transportation	0.0	0.0
Total	0.0	0.0
Current employee count: 0		
The current employee count does not include Economic Development Staff time towards the programme		



Performance Measures

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

Programme Goals and Objectives

The County's transportation programmes focus on providing sustainable mobility options accessible to all residents in the County. The Ride Well Rural Transit Service aims to provide a financially responsible public transportation option to permit mobility for residents of all demographics, abilities, and incomes.

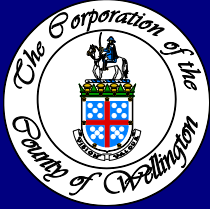
In alignment with the Corporate Strategic plan staff will focus on the following goals and objectives:

- Monitor, evaluate, and refine the Ride Well Service to best serve Wellington County residents.
(Doing what the County does best - providing critical daily services for your residents)
- Explore partnerships with other transportation providers to create a more integrated transit system and enhance the rider experience. **(Making the best decisions for the betterment of the community)**
- Maximize funding opportunities and implement service adjustments to support a financially responsible future for the service. **(Making the best decisions for the betterment of the community)**
- Effectively serve low-income individuals that need assistance.
(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 2025	Actual 2024	Actual 2023	Actual 2022
Number of Ride Well Rides	12,000	9,757	8,861	5,776
Number of Ride Well Passengers	15,000	10,218	9,380	5,945
Number of Ride Well accounts registered	460	457	447	289

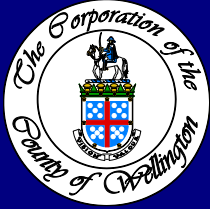


County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$143,000	\$143,000	\$352,539	\$125,400	\$420,000	\$294,600	234.9%
User Fees & Charges	\$72,507	\$55,000	\$74,063	\$88,000	\$114,600	\$26,600	30.2%
Total Revenue	\$215,507	\$198,000	\$426,602	\$213,400	\$534,600	\$321,200	150.5%
Expenditure							
Purchased Services	\$347,625	\$225,300	\$751,196	\$700,500	\$914,700	\$214,200	30.6%
Internal Charges	\$ -	\$ -	\$101,640	\$102,500	\$107,800	\$5,300	5.2%
Total Expenditure	\$347,625	\$225,300	\$852,836	\$803,000	\$1,022,500	\$219,500	27.3%
Net Operating Cost / (Revenue)	\$132,118	\$27,300	\$426,234	\$589,600	\$487,900	(\$101,700)	(17.2%)
NET COST / (REVENUE)	\$132,118	\$27,300	\$426,234	\$589,600	\$487,900	(\$101,700)	(17.2%)



County of Wellington

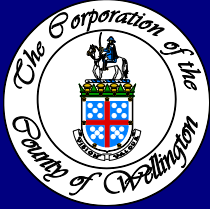
2025 - 2034 Operating Budget

Programme/Service: Rural Transportation

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$420,000	\$371,700	\$451,900	\$531,900	\$494,600
User Fees & Charges	\$114,600	\$118,700	\$122,300	\$126,000	\$129,800
Total Revenue	\$534,600	\$490,400	\$574,200	\$657,900	\$624,400
EXPENDITURES					
Salaries, Wages and Benefits		\$90,700	\$128,000	\$136,900	\$146,600
Purchased Services	\$914,700	\$960,200	\$980,800	\$1,002,000	\$1,023,800
Insurance & Financial		\$1,900	\$2,600	\$2,900	\$3,000
Internal Charges	\$107,800	\$28,100			
Total Expenditures	\$1,022,500	\$1,080,900	\$1,111,400	\$1,141,800	\$1,173,400
Net Operating Cost / (Revenue)	\$487,900	\$590,500	\$537,200	\$483,900	\$549,000
TAX LEVY REQUIREMENT	\$487,900	\$590,500	\$537,200	\$483,900	\$549,000
yr/yr % change	(17.2%)	21.0%	(9.0%)	(9.9%)	13.5%



County of Wellington

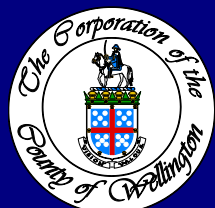
2025 - 2034 Operating Budget

Programme/Service: Rural Transportation

Department: Wellington County Museum and Archives

Governance: Economic Development Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$457,400	\$509,100	\$561,800	\$545,600	\$528,200
User Fees & Charges	\$133,700	\$137,700	\$141,800	\$146,100	\$150,500
Total Revenue	\$591,100	\$646,800	\$703,600	\$691,700	\$678,700
EXPENDITURES					
Salaries, Wages and Benefits	\$157,000	\$163,900	\$169,400	\$175,000	\$181,000
Purchased Services	\$1,046,300	\$1,069,400	\$1,093,200	\$1,117,700	\$1,143,000
Insurance & Financial	\$3,200	\$3,300	\$3,400	\$3,600	\$3,600
Internal Charges					
Total Expenditures	\$1,206,500	\$1,236,600	\$1,266,000	\$1,296,300	\$1,327,600
Net Operating Cost / (Revenue)	\$615,400	\$589,800	\$562,400	\$604,600	\$648,900
TAX LEVY REQUIREMENT	\$615,400	\$589,800	\$562,400	\$604,600	\$648,900
yr/yr % change	12.1%	(4.2%)	(4.6%)	7.5%	7.3%



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, 102 culverts, and operates 46 sets of traffic signals (at intersections and pedestrian crossings), 12 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 83 licensed vehicles and 60 unlicensed pieces of equipment.

2025 Budget Highlights

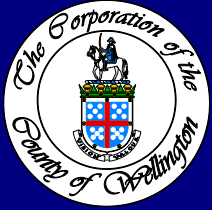
Capital works of \$44.3 million planned for 2025 include:

- \$11.1 million for road reconstruction; \$14.5 million for bridge and culvert replacement and rehabilitation work; \$6.8 million for asphalt resurfacing; \$3.2 million for asset management and engineering activities; \$4.6 million in facilities and \$4.1 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$57.0 million in debt. Growth-related debt of \$52.6 million for four garages and roads projects. The tax-supported debt issue of \$4.4 million is to support the construction of the Erin Garage.

Operating impacts in 2025:

- Annualization of the Engineering Technologist added in 2024
- One-time allocation of revenue in the amount of \$1 million to be received from the Automated Speed Enforcement (ASE) pilot project. This amount will be transferred to reserve to facilitate future traffic improvements.
- Winter Control budget reallocation of \$600,000, reducing the budget down to \$6.05 million to better align with the 5 year average spending on County roads in the Winter.
- Reserve funding increases of \$425,000 in Roads Equipment and \$2.6 million in Roads Capital to account for capital cost increases

Staff Complement (Full time equivalents)	2024	2025
Hourly (field) staff	61.3	61.3
Salaried staff	15.8	16.0
Total	77.1	77.3
Current employee count: 92		



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 2025	Actual 2024	Actual 2023	Actual 2022
Average condition of the County road network (PCI)	68	72	69	70
Average condition of County bridges (BCI)	68	71	72	73
Average condition of County culverts (BCI)	70	71	72	73
Number of controlled intersections (roundabout or traffic signal)	57	52	49	49
Number of road maintenance service requests	200	207	283	330



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
Revenue							
Municipal Recoveries	\$1,354,373	\$1,142,900	\$1,353,885	\$1,335,900	\$1,335,900	\$ -	-
User Fees & Charges	\$421,900	\$378,000	\$483,883	\$488,000	\$1,491,000	\$1,003,000	205.5%
Sales Revenue	\$414,351	\$670,000	\$588,363	\$720,000	\$595,000	(\$125,000)	(17.4%)
Internal Recoveries	\$1,782,590	\$2,081,800	\$2,354,553	\$2,241,800	\$2,341,800	\$100,000	4.5%
Total Revenue	\$3,973,214	\$4,272,700	\$4,780,684	\$4,785,700	\$5,763,700	\$978,000	20.4%
Expenditure							
Salaries, Wages and Benefits	\$7,233,631	\$7,164,800	\$8,525,641	\$8,187,200	\$8,809,800	\$622,600	7.6%
Supplies, Material & Equipment	\$5,679,277	\$6,707,400	\$6,040,029	\$7,151,400	\$7,198,900	\$47,500	0.7%
Purchased Services	\$3,147,550	\$3,224,800	\$2,810,335	\$2,979,200	\$3,060,300	\$81,100	2.7%
Insurance & Financial	\$969,111	\$764,700	\$938,387	\$938,000	\$953,700	\$15,700	1.7%
Minor Capital Expenses	\$298,788	\$300,000	\$207,064	\$300,000	\$300,000	\$ -	-
Internal Charges	\$1,517,339	\$1,845,400	\$1,688,115	\$1,901,800	\$1,915,900	\$14,100	0.7%
Total Expenditure	\$18,845,696	\$20,007,100	\$20,209,571	\$21,457,600	\$22,238,600	\$781,000	3.6%
Net Operating Cost / (Revenue)	\$14,872,482	\$15,734,400	\$15,428,887	\$16,671,900	\$16,474,900	(\$197,000)	(1.2%)
Debt and Transfers							
Debt Charges	\$1,801,874	\$1,834,400	\$1,367,869	\$1,471,100	\$1,515,100	\$44,000	3.0%
Transfer from Reserve	(\$1,669,096)	(\$1,701,200)	(\$1,190,726)	(\$1,337,300)	(\$1,382,000)	(\$44,700)	3.3%
Transfers to Reserve	\$20,969,255	\$19,450,000	\$22,832,468	\$21,150,000	\$24,200,000	\$3,050,000	14.4%
Total Debt and Transfers	\$21,102,033	\$19,583,200	\$23,009,611	\$21,283,800	\$24,333,100	\$3,049,300	14.3%
NET COST / (REVENUE)	\$35,974,515	\$35,317,600	\$38,438,498	\$37,955,700	\$40,808,000	\$2,852,300	7.5%

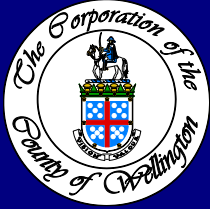


County of Wellington

2025- 2034 Operating Budget

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

	2025	2026	2027	2028	2029
REVENUE					
Municipal Recoveries	\$1,335,900	\$1,338,400	\$1,340,900	\$1,343,400	\$1,345,900
User Fees & Charges	\$1,491,000	\$491,000	\$491,000	\$491,000	\$491,000
Sales Revenue	\$595,000	\$595,600	\$596,200	\$596,800	\$597,500
Internal Recoveries	\$2,341,800	\$2,405,800	\$2,471,800	\$2,537,800	\$2,603,800
Total Revenue	\$5,763,700	\$4,830,800	\$4,899,900	\$4,969,000	\$5,038,200
EXPENDITURES					
Salaries, Wages and Benefits	\$8,809,800	\$9,162,500	\$9,508,900	\$9,878,200	\$10,220,100
Supplies, Material & Equipment	\$7,198,900	\$7,419,900	\$7,647,700	\$7,882,300	\$8,123,800
Purchased Services	\$3,060,300	\$3,130,700	\$3,203,400	\$3,274,400	\$3,349,800
Insurance & Financial	\$953,700	\$1,026,300	\$1,100,000	\$1,179,000	\$1,263,500
Minor Capital Expenses	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Internal Charges	\$1,915,900	\$1,979,900	\$2,045,900	\$2,111,900	\$2,177,900
Total Expenditures	\$22,238,600	\$23,019,300	\$23,805,900	\$24,625,800	\$25,435,100
Net Operating Cost / (Revenue)	\$16,474,900	\$18,188,500	\$18,906,000	\$19,656,800	\$20,396,900
DEBT AND TRANSFERS					
Debt Charges	\$1,515,100	\$2,151,000	\$2,718,400	\$3,583,400	\$3,463,300
Transfer from Reserves	(\$1,382,000)	(\$2,017,800)	(\$2,619,000)	(\$3,243,600)	(\$3,123,400)
Transfer to Reserves	\$24,200,000	\$26,050,000	\$27,050,000	\$28,050,000	\$29,050,000
Total Debt and Transfers	\$24,333,100	\$26,183,200	\$27,149,400	\$28,389,800	\$29,389,900
TAX LEVY REQUIREMENT	\$40,808,000	\$44,371,700	\$46,055,400	\$48,046,600	\$49,786,800
yr/yr % change	7.5%	8.7%	3.8%	4.3%	3.6%

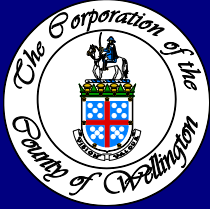


County of Wellington

2025- 2034 Operating Budget

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

	2030	2031	2032	2033	2034
REVENUE					
Municipal Recoveries	\$1,348,400	\$1,348,400	\$1,348,400	\$1,348,400	\$1,348,400
User Fees & Charges	\$491,000	\$491,000	\$491,000	\$491,000	\$491,000
Sales Revenue	\$598,200	\$598,900	\$599,600	\$600,300	\$601,100
Internal Recoveries	\$2,669,800	\$2,735,800	\$2,801,800	\$2,867,800	\$2,933,800
Total Revenue	\$5,107,400	\$5,174,100	\$5,240,800	\$5,307,500	\$5,374,300
EXPENDITURES					
Salaries, Wages and Benefits	\$10,554,600	\$10,902,000	\$11,262,600	\$11,635,600	\$12,021,600
Supplies, Material & Equipment	\$8,372,600	\$8,628,800	\$8,892,600	\$9,164,300	\$9,443,100
Purchased Services	\$3,423,800	\$3,499,400	\$3,576,800	\$3,656,300	\$3,741,900
Insurance & Financial	\$1,353,500	\$1,450,900	\$1,555,300	\$1,668,300	\$1,782,200
Minor Capital Expenses	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Internal Charges	\$2,243,900	\$2,309,900	\$2,375,900	\$2,441,900	\$2,507,900
Total Expenditures	\$26,248,400	\$27,091,000	\$27,963,200	\$28,866,400	\$29,796,700
Net Operating Cost / (Revenue)	\$21,141,000	\$21,916,900	\$22,722,400	\$23,558,900	\$24,422,400
DEBT AND TRANSFERS					
Debt Charges	\$3,777,200	\$4,579,900	\$4,676,100	\$5,087,800	\$6,053,400
Transfer from Reserves	(\$3,437,300)	(\$4,239,800)	(\$4,336,000)	(\$4,747,700)	(\$5,713,500)
Transfer to Reserves	\$30,450,000	\$31,850,000	\$32,950,000	\$33,650,000	\$35,000,000
Total Debt and Transfers	\$30,789,900	\$32,190,100	\$33,290,100	\$33,990,100	\$35,339,900
TAX LEVY REQUIREMENT	\$51,930,900	\$54,107,000	\$56,012,500	\$57,549,000	\$59,762,300
yr/yr % change	4.3%	4.2%	3.5%	2.7%	3.8%



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Summary

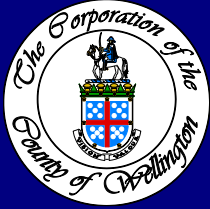
Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Roads Facilities	\$4,560,000	\$12,250,000	\$200,000	\$5,500,000	\$16,400,000	\$38,910,000
Roads Equipment	\$4,070,000	\$3,555,000	\$4,590,000	\$4,195,000	\$4,145,000	\$20,555,000
Asset Management / Engineering	\$3,150,000	\$2,800,000	\$3,180,000	\$2,800,000	\$3,150,000	\$15,080,000
Growth Related Construction	\$4,585,000	\$9,200,000	\$9,950,000	\$7,500,000	\$6,570,000	\$37,805,000
Roads Construction	\$6,605,000	\$6,725,000	\$14,340,000	\$7,755,000	\$6,785,000	\$42,210,000
Bridges	\$11,920,000	\$13,100,000	\$250,000	\$9,905,000	\$510,000	\$35,685,000
Culverts	\$2,575,000	\$1,800,000	\$1,050,000	\$2,600,000	\$430,000	\$8,455,000
County Bridges on Local Roads			\$120,000		\$1,025,000	\$1,145,000
Roads Resurfacing	\$6,830,000	\$3,450,000	\$4,680,000	\$1,580,000	\$2,340,000	\$18,880,000
Total	\$44,295,000	\$52,880,000	\$38,360,000	\$41,835,000	\$41,355,000	\$218,725,000
Sources of Financing						
Recoveries	\$2,741,000	\$675,000	\$1,080,000	\$270,000		\$4,766,000
Subsidies	\$495,000	\$2,145,000	\$3,400,000	\$910,000		\$6,950,000
Canada Community Building Fund	\$4,420,000	\$3,500,000	\$3,400,000	\$3,250,000	\$3,350,000	\$17,920,000
Ontario Community Infrastructure Fund	\$3,000,000	\$2,930,000	\$2,100,000	\$1,700,000	\$1,600,000	\$11,330,000
Reserves	\$28,287,400	\$29,040,000	\$25,280,000	\$27,400,000	\$24,240,000	\$134,247,400
Development Charges	\$1,291,600	\$1,240,000	\$3,100,000	\$4,705,000	\$1,265,000	\$11,601,600
Growth Related Debenture	\$2,840,000	\$10,150,000		\$3,600,000	\$10,900,000	\$27,490,000
Debenture	\$1,220,000	\$3,200,000				\$4,420,000
Total Financing	\$44,295,000	\$52,880,000	\$38,360,000	\$41,835,000	\$41,355,000	\$218,725,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Summary

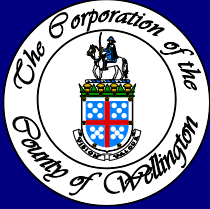
Department:

Engineering Services

Governance:

Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Roads Facilities	\$100,000	\$6,350,000	\$19,100,000	\$100,000	\$7,400,000	\$71,960,000
Roads Equipment	\$5,355,000	\$4,990,000	\$4,585,000	\$5,420,000	\$4,608,000	\$45,513,000
Asset Management / Engineering	\$2,920,000	\$2,870,000	\$3,000,000	\$3,330,000	\$2,800,000	\$30,000,000
Growth Related Construction	\$8,300,000	\$1,800,000	\$5,150,000		\$2,000,000	\$55,055,000
Roads Construction	\$4,000,000	\$6,930,000	\$4,000,000	\$6,130,000	\$3,500,000	\$66,770,000
Bridges	\$13,020,000	\$6,450,000	\$6,350,000	\$4,750,000	\$1,500,000	\$67,755,000
Culverts	\$2,800,000	\$1,050,000	\$400,000	\$300,000	\$2,300,000	\$15,305,000
County Bridges on Local Roads						\$1,145,000
Roads Resurfacing	\$2,955,000	\$11,260,000	\$9,600,000	\$16,800,000	\$19,000,000	\$78,495,000
Total	\$39,450,000	\$41,700,000	\$52,185,000	\$36,830,000	\$43,108,000	\$431,998,000
Sources of Financing						
Recoveries						\$4,766,000
Subsidies						\$6,950,000
Canada Community Building Fund	\$3,410,000	\$3,450,000	\$3,350,000	\$3,400,000	\$3,400,000	\$34,930,000
Ontario Community Infrastructure Fund	\$1,400,000	\$1,350,000	\$1,400,000	\$1,341,000	\$1,380,000	\$18,201,000
Reserves	\$32,040,000	\$31,382,000	\$30,920,000	\$32,089,000	\$31,028,000	\$291,706,400
Development Charges	\$1,300,000	\$1,118,000	\$3,185,000		\$1,200,000	\$18,404,600
Growth Related Debenture	\$1,300,000	\$4,400,000	\$13,330,000		\$6,100,000	\$52,620,000
Debenture						\$4,420,000
Total Financing	\$39,450,000	\$41,700,000	\$52,185,000	\$36,830,000	\$43,108,000	\$431,998,000



County of Wellington

2025 - 2034 Capital Budget

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

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Roads Facilities						
Various Facility Repairs	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$700,000
Bruce Dale Garage				\$5,400,000	\$16,300,000	\$21,700,000
Elora Facility Rehabilitation	\$400,000					\$400,000
Harriston Garage						
Erin Garage	\$4,060,000	\$12,050,000				\$16,110,000
Aberfoyle Garage						
Total Roads Facilities	\$4,560,000	\$12,250,000	\$200,000	\$5,500,000	\$16,400,000	\$38,910,000
Total	\$4,560,000	\$12,250,000	\$200,000	\$5,500,000	\$16,400,000	\$38,910,000
Sources of Financing						
Reserves	\$500,000	\$200,000	\$200,000	\$1,900,000	\$5,500,000	\$8,300,000
Growth Related Debenture	\$2,840,000	\$8,850,000		\$3,600,000	\$10,900,000	\$26,190,000
Debenture	\$1,220,000	\$3,200,000				\$4,420,000
Total Financing	\$4,560,000	\$12,250,000	\$200,000	\$5,500,000	\$16,400,000	\$38,910,000



County of Wellington

2025 - 2034 Capital Budget

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

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Roads Facilities						
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,200,000
Brucedale Garage						\$21,700,000
Elora Facility Rehabilitation						\$400,000
Harriston Garage		\$6,250,000	\$19,000,000			\$25,250,000
Erin Garage						\$16,110,000
Aberfoyle Garage					\$7,300,000	\$7,300,000
Total Roads Facilities	\$100,000	\$6,350,000	\$19,100,000	\$100,000	\$7,400,000	\$71,960,000
Total	\$100,000	\$6,350,000	\$19,100,000	\$100,000	\$7,400,000	\$71,960,000
Sources of Financing						
Reserves	\$100,000	\$1,950,000	\$5,770,000	\$100,000	\$1,300,000	\$17,520,000
Growth Related Debenture		\$4,400,000	\$13,330,000		\$6,100,000	\$50,020,000
Debenture						\$4,420,000
Total Financing	\$100,000	\$6,350,000	\$19,100,000	\$100,000	\$7,400,000	\$71,960,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Equipment

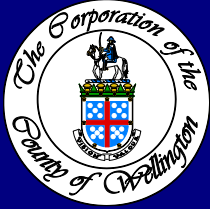
Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Roads Equipment						
Pickup Electric Vehicle			\$1,200,000			\$1,200,000
3 Ton Dump					\$220,000	\$220,000
6 Ton Trucks	\$2,320,000	\$2,340,000	\$2,380,000	\$3,190,000	\$2,700,000	\$12,930,000
Loader	\$425,000	\$400,000	\$910,000	\$470,000	\$500,000	\$2,705,000
Grader	\$700,000					\$700,000
Forklift					\$110,000	\$110,000
Trailers	\$45,000					\$45,000
Tractor	\$230,000			\$240,000		\$470,000
Bucket Truck						
Backhoe					\$330,000	\$330,000
Manual Line Stripers				\$35,000		\$35,000
Loadster Float						
Chipper						
Excavator	\$200,000	\$535,000				\$735,000
Van						
Asphalt Reclaimer						
JD Dozer						
Mechanic Service Vehicle						
Utility Truck						
Steam Jenny					\$75,000	\$75,000
Vermeer Stump Grinder						
Roll Off Deck/Box		\$180,000			\$110,000	\$290,000
Mower				\$160,000		\$160,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Roads Radio Equipment						
Other Equipment	\$50,000					\$50,000
Total Roads Equipment	\$4,070,000	\$3,555,000	\$4,590,000	\$4,195,000	\$4,145,000	\$20,555,000
Total	\$4,070,000	\$3,555,000	\$4,590,000	\$4,195,000	\$4,145,000	\$20,555,000
Sources of Financing						
Reserves	\$4,070,000	\$3,555,000	\$4,590,000	\$4,195,000	\$4,145,000	\$20,555,000
Total Financing	\$4,070,000	\$3,555,000	\$4,590,000	\$4,195,000	\$4,145,000	\$20,555,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Equipment

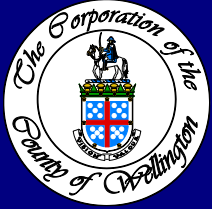
Department:

Engineering Services

Governance:

Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Roads Equipment						
Pickup Electric Vehicle	\$1,160,000	\$245,000		\$1,610,000		\$4,215,000
3 Ton Dump					\$240,000	\$460,000
6 Ton Trucks	\$2,930,000	\$3,663,000	\$2,930,000	\$2,930,000	\$3,000,000	\$28,383,000
Loader			\$580,000		\$500,000	\$3,785,000
Grader						\$700,000
Forklift						\$110,000
Trailers	\$70,000		\$75,000	\$80,000		\$270,000
Tractor		\$250,000			\$260,000	\$980,000
Bucket Truck	\$620,000					\$620,000
Backhoe		\$380,000				\$710,000
Manual Line Strippers					\$40,000	\$75,000
Loadster Float	\$90,000					\$90,000
Chipper		\$112,000				\$112,000
Excavator				\$445,000		\$1,180,000
Van	\$145,000					\$145,000
Asphalt Reclaimer	\$120,000				\$120,000	\$240,000
JD Dozer			\$900,000			\$900,000
Mechanic Service Vehicle		\$240,000				\$240,000
Utility Truck					\$198,000	\$198,000
Steam Jenny				\$95,000		\$170,000
Vermeer Stump Grinder					\$80,000	\$80,000
Roll Off Deck/Box	\$120,000					\$410,000
Mower				\$160,000	\$70,000	\$390,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Roads Radio Equipment						
Other Equipment						\$50,000
Total Roads Equipment	\$5,355,000	\$4,990,000	\$4,585,000	\$5,420,000	\$4,608,000	\$45,513,000
Total	\$5,355,000	\$4,990,000	\$4,585,000	\$5,420,000	\$4,608,000	\$45,513,000
Sources of Financing						
Reserves	\$5,355,000	\$4,990,000	\$4,585,000	\$5,420,000	\$4,608,000	\$45,513,000
Total Financing	\$5,355,000	\$4,990,000	\$4,585,000	\$5,420,000	\$4,608,000	\$45,513,000



County of Wellington

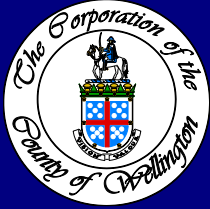
2025 - 2034 Capital Budget

Programme/Service: Roads - Asset Management/Engineering

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Asset Management / Engineering						
Speed Management	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
SWMS Condition Study	\$300,000				\$350,000	\$650,000
Road MAP Update/Area Plan Study	\$50,000		\$200,000			\$250,000
Pavement Condition Study			\$120,000			\$120,000
Pavement Preservation Programme	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,500,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Retaining Wall Inventory & Condition Study			\$60,000			\$60,000
Total Asset Management / Engineering	\$3,150,000	\$2,800,000	\$3,180,000	\$2,800,000	\$3,150,000	\$15,080,000
Total	\$3,150,000	\$2,800,000	\$3,180,000	\$2,800,000	\$3,150,000	\$15,080,000
Sources of Financing						
Canada Community Building Fund	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000	\$11,250,000
Reserves	\$850,000	\$550,000	\$730,000	\$550,000	\$900,000	\$3,580,000
Development Charges	\$50,000		\$200,000			\$250,000
Total Financing	\$3,150,000	\$2,800,000	\$3,180,000	\$2,800,000	\$3,150,000	\$15,080,000



County of Wellington

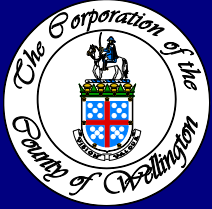
2025 - 2034 Capital Budget

Programme/Service: Roads - Asset Management/Engineering

Department: Engineering Services

Governance: Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Asset Management / Engineering						
Speed Management	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
SWMS Condition Study				\$400,000		\$1,050,000
Road MAP Update/Area Plan Study			\$200,000			\$450,000
Pavement Condition Study	\$120,000			\$130,000		\$370,000
Pavement Preservation Programme	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$25,000,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Retaining Wall Inventory &		\$70,000				\$130,000
Total Asset Management /	\$2,920,000	\$2,870,000	\$3,000,000	\$3,330,000	\$2,800,000	\$30,000,000
Total	\$2,920,000	\$2,870,000	\$3,000,000	\$3,330,000	\$2,800,000	\$30,000,000
Sources of Financing						
Canada Community Building Fund	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000	\$22,500,000
Reserves	\$670,000	\$620,000	\$550,000	\$1,080,000	\$550,000	\$7,050,000
Development Charges			\$200,000			\$450,000
Total Financing	\$2,920,000	\$2,870,000	\$3,000,000	\$3,330,000	\$2,800,000	\$30,000,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Growth Related Construction

Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Growth Related Construction						
WR 8 at WR 9, Roundabout	\$1,675,000					\$1,675,000
WR 19 at Second Line, Intersection Improvement						
WR 17 at WR 8, Intersection Improvement						
WR 124, Guelph to Whitelaw	\$2,000,000					\$2,000,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km		\$4,300,000				\$4,300,000
WR124, Whitelaw Int to E of 32			\$4,050,000			\$4,050,000
WR 124, PL Ospringe to Guelph					\$4,750,000	\$4,750,000
WR 86, COG to ROW 7.9 km	\$50,000		\$5,900,000	\$2,500,000		\$8,450,000
WR 109 at WR 16, RAB + 4km				\$4,900,000		\$4,900,000
WR 124 at WR 32 Intersection		\$4,800,000				\$4,800,000
WR 25, WR 124 to WR 22 3.2 km		\$100,000			\$1,700,000	\$1,800,000
WR 30, Intersection at Guelph Rd 3					\$120,000	\$120,000
WR 10 at WR 8, Intersection Improvements and Overlay				\$100,000		\$100,000
WR 7 @ 1st Line Roundabout	\$660,000					\$660,000
WR 42 at WR 24 Intersection	\$200,000					\$200,000
WR 7 at WR 18, Roundabout						
WR 22 at WR 29, Realignment						
Total Growth Related Construction	\$4,585,000	\$9,200,000	\$9,950,000	\$7,500,000	\$6,570,000	\$37,805,000
Total	\$4,585,000	\$9,200,000	\$9,950,000	\$7,500,000	\$6,570,000	\$37,805,000
Sources of Financing						
Recoveries	\$836,000					\$836,000
Canada Community Building Fund		\$1,250,000				\$1,250,000
Reserves	\$2,535,000	\$5,410,000	\$7,050,000	\$2,795,000	\$5,305,000	\$23,095,000
Development Charges	\$1,214,000	\$1,240,000	\$2,900,000	\$4,705,000	\$1,265,000	\$11,324,000
Growth Related Debenture		\$1,300,000				\$1,300,000
Total Financing	\$4,585,000	\$9,200,000	\$9,950,000	\$7,500,000	\$6,570,000	\$37,805,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Growth Related Construction

Department:

Engineering Services

Governance:

Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Growth Related Construction						
WR 8 at WR 9, Roundabout						\$1,675,000
WR 19 at Second Line, Intersection Improvement	\$250,000		\$2,000,000			\$2,250,000
WR 17 at WR 8, Intersection Improvement	\$250,000		\$2,000,000			\$2,250,000
WR 124, Guelph to Whitelaw						\$2,000,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$4,300,000
WR124, Whitelaw Int to E of 32						\$4,050,000
WR 124, PL Ospringe to Guelph	\$4,800,000					\$9,550,000
WR 86, COG to ROW 7.9 km						\$8,450,000
WR 109 at WR 16, RAB + 4km						\$4,900,000
WR 124 at WR 32 Intersection						\$4,800,000
WR 25, WR 124 to WR 22 3.2 km						\$1,800,000
WR 30, Intersection at Guelph Rd 3		\$1,800,000				\$1,920,000
WR 10 at WR 8, Intersection Improvements and Overlay	\$3,000,000					\$3,100,000
WR 7 @ 1st Line Roundabout						\$660,000
WR 42 at WR 24 Intersection						\$200,000
WR 7 at WR 18, Roundabout			\$150,000		\$2,000,000	\$2,150,000
WR 22 at WR 29, Realignment			\$1,000,000			\$1,000,000
Total Growth Related Construction	\$8,300,000	\$1,800,000	\$5,150,000		\$2,000,000	\$55,055,000
Total	\$8,300,000	\$1,800,000	\$5,150,000		\$2,000,000	\$55,055,000
Sources of Financing						
Recoveries						\$836,000
Canada Community Building Fund						\$1,250,000
Reserves	\$5,700,000	\$910,000	\$2,165,000		\$800,000	\$32,670,000
Development Charges	\$1,300,000	\$890,000	\$2,985,000		\$1,200,000	\$17,699,000
Growth Related Debenture	\$1,300,000					\$2,600,000
Total Financing	\$8,300,000	\$1,800,000	\$5,150,000		\$2,000,000	\$55,055,000



County of Wellington

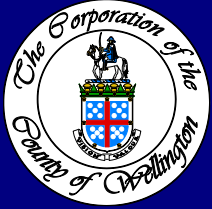
2025 - 2034 Capital Budget

Programme/Service: Roads - Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Roads Construction						
WR 12, WR 7 to WR 86 Phase 1						
WR 124 at WR 24, Intersection			\$100,000		\$2,600,000	\$2,700,000
WR 7 at WR 12, Intersection		\$120,000	\$4,780,000			\$4,900,000
WR 124, WR 24 to Ospringe 6km	\$100,000			\$3,800,000		\$3,900,000
WR 7 at WR 11, Roundabout			\$120,000		\$4,000,000	\$4,120,000
WR18 Geddes St Elora, RtnngWall	\$1,500,000					\$1,500,000
WR 124, Stage 2 Preparation	\$2,000,000					\$2,000,000
WR 124 at WR 25, Intersection	\$175,000					\$175,000
WR 123/Main St E & W, Palmerst	\$50,000	\$215,000	\$340,000	\$90,000		\$695,000
WR 25, WR 52 to WR 42, 7 km		\$2,000,000	\$2,000,000	\$2,000,000		\$6,000,000
WR 16, Hwy 89 to WR 109					\$60,000	\$60,000
WR 123, Palmerston WR 5 to Hwy	\$780,000	\$4,390,000	\$7,000,000	\$1,800,000		\$13,970,000
WR 16, WR 109 to WR 19				\$65,000		\$65,000
WR 12, WR 7 to 300m East of 16th					\$125,000	\$125,000
WR 50, Railway Tracks to WR 125						
WR 9, WR 109 to WR 8 (Perth) 5	\$2,000,000					\$2,000,000
Total Roads Construction	\$6,605,000	\$6,725,000	\$14,340,000	\$7,755,000	\$6,785,000	\$42,210,000
Total	\$6,605,000	\$6,725,000	\$14,340,000	\$7,755,000	\$6,785,000	\$42,210,000
Sources of Financing						
Recoveries	\$1,155,000	\$675,000	\$1,080,000	\$270,000		\$3,180,000
Subsidies	\$495,000	\$2,145,000	\$3,400,000	\$910,000		\$6,950,000
Canada Community Building Fund			\$1,150,000	\$1,000,000	\$1,100,000	\$3,250,000
Ontario Community Infrastructure	\$500,000					\$500,000
Reserves	\$4,455,000	\$3,905,000	\$8,710,000	\$5,575,000	\$5,685,000	\$28,330,000
Total Financing	\$6,605,000	\$6,725,000	\$14,340,000	\$7,755,000	\$6,785,000	\$42,210,000



County of Wellington

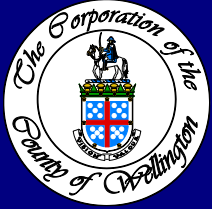
2025 - 2034 Capital Budget

Programme/Service: Roads - Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Roads Construction						
WR 12, WR 7 to WR 86 Phase 1				\$6,130,000	\$3,500,000	\$9,630,000
WR 124 at WR 24, Intersection						\$2,700,000
WR 7 at WR 12, Intersection						\$4,900,000
WR 124, WR 24 to Ospringe 6km						\$3,900,000
WR 7 at WR 11, Roundabout						\$4,120,000
WR18 Geddes St Elora, RtnngWall						\$1,500,000
WR 124, Stage 2 Preparation						\$2,000,000
WR 124 at WR 25, Intersection						\$175,000
WR 123/Main St E & W, Palmerst						\$695,000
WR 25, WR 52 to WR 42, 7 km						\$6,000,000
WR 16, Hwy 89 to WR 109		\$4,250,000				\$4,310,000
WR 123, Palmerston WR 5 to Hwy						\$13,970,000
WR 16, WR 109 to WR 19	\$4,000,000					\$4,065,000
WR 12, WR 7 to 300m East of 16th		\$2,550,000				\$2,675,000
WR 50, Railway Tracks to WR 125		\$130,000	\$4,000,000			\$4,130,000
WR 9, WR 109 to WR 8 (Perth) 5						\$2,000,000
Total Roads Construction	\$4,000,000	\$6,930,000	\$4,000,000	\$6,130,000	\$3,500,000	\$66,770,000
Total	\$4,000,000	\$6,930,000	\$4,000,000	\$6,130,000	\$3,500,000	\$66,770,000
Sources of Financing						
Recoveries						\$3,180,000
Subsidies						\$6,950,000
Canada Community Building Fund		\$50,000				\$3,300,000
Ontario Community Infrastructure	\$350,000		\$750,000			\$1,600,000
Reserves	\$3,650,000	\$6,880,000	\$3,250,000	\$6,130,000	\$3,500,000	\$51,740,000
Total Financing	\$4,000,000	\$6,930,000	\$4,000,000	\$6,130,000	\$3,500,000	\$66,770,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Bridges

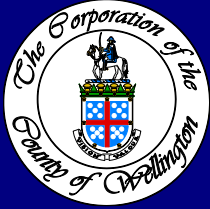
Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Bridges						
WR 109, CR Bridge 4, B109133		\$6,000,000				\$6,000,000
WR 109, CR Bridge 10 B109134		\$6,000,000				\$6,000,000
Various Bridge Patches	\$250,000		\$250,000		\$250,000	\$750,000
WR 11, Flax Bridge B011025 Rep	\$500,000					\$500,000
WR 6, O'Dwyer's Bridge, 006008 Rehab				\$65,000		\$65,000
WR 12, Bridge B012100 Replace	\$970,000					\$970,000
WR 32, Blatchford Bridge, Repl				\$6,500,000		\$6,500,000
WR 7, Bosworth Bridge, B007028	\$500,000					\$500,000
WR 43, Caldwell Bridge, Replace					\$260,000	\$260,000
WR 109, CR Bridge 5, C109123	\$5,100,000					\$5,100,000
WR 36, Bridge B036086, Replace				\$1,500,000		\$1,500,000
WR 36, Bridge B036122, Replace				\$1,500,000		\$1,500,000
WR 5, Bramwell Bridge B005015	\$100,000	\$1,100,000				\$1,200,000
WR 8, Bridge B008116 Replacement				\$100,000		\$100,000
WR 17, Bridge B017098 Replacement						
WR 12, Princess Elizabeth Bridge				\$120,000		\$120,000
WR 7, Rothsay Bridge, 07019, Rehab				\$120,000		\$120,000
WR 38, Bridge B038078, Replace	\$1,500,000					\$1,500,000
WR 11, Simmons Bridge (B011029	\$3,000,000					\$3,000,000
Total Bridges	\$11,920,000	\$13,100,000	\$250,000	\$9,905,000	\$510,000	\$35,685,000
Total	\$11,920,000	\$13,100,000	\$250,000	\$9,905,000	\$510,000	\$35,685,000
Sources of Financing						
Recoveries	\$750,000					\$750,000
Canada Community Building Fund	\$1,500,000					\$1,500,000
Ontario Community Infrastructure Fund	\$2,000,000	\$2,430,000		\$1,700,000		\$6,130,000
Reserves	\$7,670,000	\$10,670,000	\$250,000	\$8,205,000	\$510,000	\$27,305,000
Total Financing	\$11,920,000	\$13,100,000	\$250,000	\$9,905,000	\$510,000	\$35,685,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Bridges

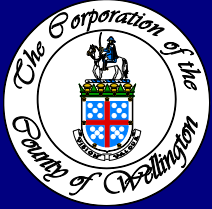
Department:

Engineering Services

Governance:

Roads Committee

	2030	2031	2032	2033	2034	10 Year
Roads and Engineering						
Bridges						
WR 109, CR Bridge 4, B109133						\$6,000,000
WR 109, CR Bridge 10 B109134						\$6,000,000
Various Bridge Patches		\$250,000		\$250,000		\$1,250,000
WR 11, Flax Bridge B011025 Rep		\$200,000		\$4,500,000		\$5,200,000
WR 6, O'Dwyer's Bridge, 006008 Rehab	\$5,000,000					\$5,065,000
WR 12, Bridge B012100 Replace						\$970,000
WR 32, Blatchford Bridge, Repl						\$6,500,000
WR 7, Bosworth Bridge, B007028						\$500,000
WR 43, Caldwell Bridge, Replace			\$6,250,000			\$6,510,000
WR 109, CR Bridge 5, C109123						\$5,100,000
WR 36, Bridge B036086, Replace						\$1,500,000
WR 36, Bridge B036122, Replace						\$1,500,000
WR 5, Bramwell Bridge B005015						\$1,200,000
WR 8, Bridge B008116 Replacement	\$1,250,000					\$1,350,000
WR 17, Bridge B017098 Replacement			\$100,000		\$1,500,000	\$1,600,000
WR 12, Princess Elizabeth Bridge		\$6,000,000				\$6,120,000
WR 7, Rothsay Bridge, 07019, Rehab	\$6,770,000					\$6,890,000
WR 38, Bridge B038078, Replace						\$1,500,000
WR 11, Simmons Bridge (B011029						\$3,000,000
Total Bridges	\$13,020,000	\$6,450,000	\$6,350,000	\$4,750,000	\$1,500,000	\$67,755,000
Total	\$13,020,000	\$6,450,000	\$6,350,000	\$4,750,000	\$1,500,000	\$67,755,000
Sources of Financing						
Recoveries						\$750,000
Canada Community Building Fund	\$1,160,000					\$2,660,000
Ontario Community Infrastructure Fund			\$650,000	\$1,341,000	\$380,000	\$8,501,000
Reserves	\$11,860,000	\$6,450,000	\$5,700,000	\$3,409,000	\$1,120,000	\$55,844,000
Total Financing	\$13,020,000	\$6,450,000	\$6,350,000	\$4,750,000	\$1,500,000	\$67,755,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Culverts

Department:

Engineering Services

Governance:

Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Culverts						
WR 124, Clvrt C124124, Replace					\$130,000	\$130,000
WR 10, Clvrt C101000, Replace	\$1,000,000					\$1,000,000
WR 109, Clvrt C109142, Replace	\$400,000					\$400,000
WR 109, Clvrt C109143, Replace		\$100,000		\$1,500,000		\$1,600,000
WR 12, Clvrt C120210, Replace		\$750,000				\$750,000
WR 12, Clvrt C120200, Replace			\$750,000			\$750,000
WR 19, Clvrt C191070, Replace						
WR 12, Clvrt C120239, Replace				\$800,000		\$800,000
WR 22, Clvrt C220010, Replace	\$750,000					\$750,000
WR 10, Clvrt C100970, Replace		\$650,000				\$650,000
WR 11, Clvrt C110930, Replace	\$125,000					\$125,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total Culverts	\$2,575,000	\$1,800,000	\$1,050,000	\$2,600,000	\$430,000	\$8,455,000
Total	\$2,575,000	\$1,800,000	\$1,050,000	\$2,600,000	\$430,000	\$8,455,000
Sources of Financing						
Ontario Community Infrastructure	\$500,000	\$500,000				\$1,000,000
Reserves	\$2,075,000	\$1,300,000	\$1,050,000	\$2,600,000	\$430,000	\$7,455,000
Total Financing	\$2,575,000	\$1,800,000	\$1,050,000	\$2,600,000	\$430,000	\$8,455,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service:

Roads - Culverts

Department:

Engineering Services

Governance:

Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Culverts						
WR 124, Clvrt C124124, Replace		\$750,000				\$880,000
WR 10, Clvrt C101000, Replace						\$1,000,000
WR 109, Clvrt C109142, Replace						\$400,000
WR 109, Clvrt C109143, Replace						\$1,600,000
WR 12, Clvrt C120210, Replace						\$750,000
WR 12, Clvrt C120200, Replace						\$750,000
WR 19, Clvrt C191070, Replace			\$100,000		\$2,000,000	\$2,100,000
WR 12, Clvrt C120239, Replace						\$800,000
WR 22, Clvrt C220010, Replace						\$750,000
WR 10, Clvrt C100970, Replace						\$650,000
WR 11, Clvrt C110930, Replace	\$2,500,000					\$2,625,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Total Culverts	\$2,800,000	\$1,050,000	\$400,000	\$300,000	\$2,300,000	\$15,305,000
Total	\$2,800,000	\$1,050,000	\$400,000	\$300,000	\$2,300,000	\$15,305,000
Sources of Financing						
Ontario Community Infrastructure					\$1,000,000	\$2,000,000
Reserves	\$2,800,000	\$1,050,000	\$400,000	\$300,000	\$1,300,000	\$13,305,000
Total Financing	\$2,800,000	\$1,050,000	\$400,000	\$300,000	\$2,300,000	\$15,305,000



County of Wellington

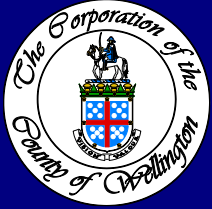
2025 - 2034 Capital Budget

Programme/Service: Roads - County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab			\$120,000		\$1,025,000	\$1,145,000
Total County Bridges on Local Roads			\$120,000		\$1,025,000	\$1,145,000
Total			\$120,000		\$1,025,000	\$1,145,000
Sources of Financing						
Reserves			\$120,000		\$1,025,000	\$1,145,000
Total Financing			\$120,000		\$1,025,000	\$1,145,000



County of Wellington

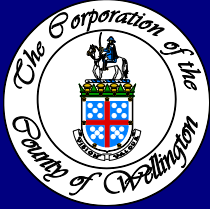
2025 - 2034 Capital Budget

Programme/Service: Roads - County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2030	2031	2032	2033	2034	10 Year
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge,						\$1,145,000
Total County Bridges on Local Roads						\$1,145,000
Total						\$1,145,000
Sources of Financing						
Reserves						\$1,145,000
Total Financing						\$1,145,000



County of Wellington

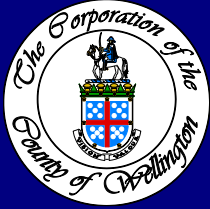
2025 - 2034 Capital Budget

Programme/Service: Roads - Resurfacing

Department: Engineering Services

Governance: Roads Committee

	2025	2026	2027	2028	2029	5 Year Total
Roads and Engineering						
Roads Resurfacing						
WR 33, WR 34 to Hwy 401, 1.8 km						
WR 34, WR 33 to WR32, 2km	\$100,000		\$1,500,000			\$1,600,000
WR 7, Between PL at Ponsonby, 1km			\$30,000	\$580,000		\$610,000
WR 7, 1st Line to WR 18, 3.3 km					\$130,000	\$130,000
WR 51, WR 86 to 800m E of WR 3	\$120,000		\$1,790,000			\$1,910,000
WR 124, 400m N of WR 23 to WR	\$110,000		\$1,300,000			\$1,410,000
WR 11, Drayton South Resurfacing						
WR 22, from WR 26 to WR 29						
WR 51, WR 39 to WR 7 2.2km						
WR 7, Rothsay to Sideroad 3	\$1,750,000					\$1,750,000
WR 18, WR 7 to ROW boundary		\$3,450,000				\$3,450,000
WR 24, 300m S of WR 50 to					\$60,000	\$60,000
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
Various Facility Repairs						
WR 109, Arthur to Teviotdale (17km)						
WR 21, ROW to WR 7 (8km)						
WR 22, Hwy 6 to WR 29 (4km)						
WR 6, WR 109 to HWY 89						
WR 34, HWY 6 to WR 33 (9km)						
WR 30, Maryhill to HWY 6 (6km)						
WR 26, WR 124 to WR 18 15km					\$150,000	\$150,000
WR 52, WR 124 to WR 25	\$1,500,000					\$1,500,000
WR 35, WR 34 to Hamilton bound	\$3,250,000					\$3,250,000
WR 22, WR 26 to 300m S of WR24					\$2,000,000	\$2,000,000
Total Roads Resurfacing	\$6,830,000	\$3,450,000	\$4,680,000	\$1,580,000	\$2,340,000	\$18,880,000
Total	\$6,830,000	\$3,450,000	\$4,680,000	\$1,580,000	\$2,340,000	\$18,880,000
Sources of Financing						
Canada Community Building Fund	\$670,000					\$670,000
Ontario Community Infrastructure Fund			\$2,100,000		\$1,600,000	\$3,700,000
Reserves	\$6,132,400	\$3,450,000	\$2,580,000	\$1,580,000	\$740,000	\$14,482,400
Development Charges	\$27,600					\$27,600
Total Financing	\$6,830,000	\$3,450,000	\$4,680,000	\$1,580,000	\$2,340,000	\$18,880,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Roads - Resurfacing

Department: Engineering Services

Governance: Roads Committee

	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering						
Roads Resurfacing						
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						\$1,600,000
WR 7, Between PL at Ponsonby, 1km						\$610,000
WR 7, 1st Line to WR 18, 3.3 km		\$1,500,000				\$1,630,000
WR 51, WR 86 to 800m E of WR 3						\$1,910,000
WR 124, 400m N of WR 23 to WR						\$1,410,000
WR 11, Drayton South Resurfacing		\$75,000		\$4,000,000		\$4,075,000
WR 22, from WR 26 to WR 29		\$60,000	\$2,500,000	\$2,500,000		\$5,060,000
WR 51, WR 39 to WR 7 2.2km			\$75,000	\$1,300,000		\$1,375,000
WR 7, Rothsay to Sideroad 3						\$1,750,000
WR 18, WR 7 to ROW boundary						\$3,450,000
WR 24, 300m S of WR 50 to	\$2,900,000					\$2,960,000
SR 9 2.5 km						
WR 24, WR 42 to 1.2 km N of WR 42						\$1,060,000
Various Facility Repairs		\$125,000		\$3,000,000		\$3,125,000
WR 109, Arthur to Teviotdale (17km)			\$100,000		\$8,000,000	\$8,100,000
WR 21, ROW to WR 7 (8km)			\$100,000		\$4,000,000	\$4,100,000
WR 22, Hwy 6 to WR 29 (4km)			\$75,000		\$2,000,000	\$2,075,000
WR 6, WR 109 to HWY 89					\$5,000,000	\$5,000,000
WR 34, HWY 6 to WR 33 (9km)				\$6,000,000		\$6,000,000
WR 30, Maryhill to HWY 6 (6km)		\$4,000,000				\$4,000,000
WR 26, WR 124 to WR 18 15km		\$5,500,000	\$5,500,000			\$11,150,000
WR 52, WR 124 to WR 25						\$1,500,000
WR 35, WR 34 to Hamilton bound						\$3,250,000
WR 22, WR 26 to 300m S of WR24						\$2,000,000
Total Roads Resurfacing	\$2,955,000	\$11,260,000	\$9,600,000	\$16,800,000	\$19,000,000	\$78,495,000
Total	\$2,955,000	\$11,260,000	\$9,600,000	\$16,800,000	\$19,000,000	\$78,495,000
Sources of Financing						
Canada Community Building Fund		\$1,150,000	\$1,100,000	\$1,150,000	\$1,150,000	\$5,220,000
Ontario Community Infrastructure	\$1,050,000	\$1,350,000				\$6,100,000
Reserves	\$1,905,000	\$8,532,000	\$8,500,000	\$15,650,000	\$17,850,000	\$66,919,400
Development Charges		\$228,000				\$255,600
Total Financing	\$2,955,000	\$11,260,000	\$9,600,000	\$16,800,000	\$19,000,000	\$78,495,000



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 County-wide in both urban and rural areas
- 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.

2025 Budget Highlights

Capital Budget:

- A total of \$14.5 million in expenditures is projected over the ten-year period
- Planned facility upgrades at the Elora continue in 2025
- Riverstown landfill is the County's one remaining active landfill site with expected capacity through 2049. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$5.1 million.

Operating Budget:

- The move to full-producer responsibility for the Blue Box programme is reflected in the budget and includes reductions to the Blue Box collection contract and processing costs offset by a reduction to RPRA grant funding resulting in a net budget reduction of \$2.1 million over 2025/26
- Recycling collection for downtown businesses of \$130K over 2025/2026 is included to replace loss of service from transition to producer responsibility (residential only)
- Service enhancements includes additional budget of \$210,000 towards diversion of additional materials at the waste facilities (mattresses, shingles, drywall, carpet)
- Effective February 1, 2025, tipping fees at the waste facilities are increasing from \$130 to \$145 per tonne resulting in additional tipping fee revenue of just under \$100,000
- User pay bag revenue increased by just over \$200,000 to reflect a full year of the bag fee increase from 2024

Staff Complement (Full time equivalents)	2024	2025
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	4.4	4.4
Total	32.7	32.7
Current employee count: 49		



Performance Measures

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

Programme Goals and Objectives

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

Excellent Customer Service

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

Sound Financial Management

- Deliver programmes and services that are evaluated on an 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:

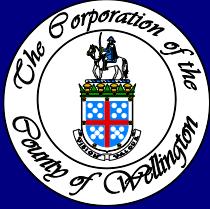
- Adopting triple bottom line (people, planet, prosperity) approach
(Making the best decisions for the betterment of the community)
- Treating landfill as an asset, a resource to be protected
(Making the best decisions for the betterment of the community)
- Maximizing diversion from landfill
(Doing what 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 2025	Actual 2024	Projected 2023	Actual 2022
Residential Waste Diversion Rate	38.00%*	52.50%	51.50%	51.20%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	10,300*	13,704	13,792	13,553
Estimated remaining years of Landfill Capacity	25	26	27	28
Number of Outreach Products/Presentations	600	527	391	377

* Blue box programme transitioning to producers July 1, 2025



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
Revenue							
Grants & Subsidies	\$1,949,146	\$1,734,600	\$2,083,366	\$1,886,900	\$1,063,200	(\$823,700)	(43.7%)
Municipal Recoveries	\$ -	\$ -	\$31,859	\$ -	\$26,000	\$26,000	-
Licenses, Permits and Rents	\$30,869	\$31,100	\$30,869	\$31,100	\$31,100	\$ -	-
User Fees & Charges	\$3,438,660	\$3,543,200	\$4,018,483	\$3,762,400	\$4,062,700	\$300,300	8.0%
Sales Revenue	\$345,725	\$1,136,600	\$135,275	\$153,000	\$103,900	(\$49,100)	(32.1%)
Internal Recoveries	\$770,969	\$734,000	\$726,587	\$794,300	\$794,300	\$ -	-
Total Revenue	\$6,535,369	\$7,179,500	\$7,026,439	\$6,627,700	\$6,081,200	(\$546,500)	(8.2%)
Expenditure							
Salaries, Wages and Benefits	\$3,257,085	\$3,228,500	\$3,463,866	\$3,409,100	\$3,622,300	\$213,200	6.3%
Supplies, Material & Equipment	\$1,222,626	\$1,348,900	\$1,148,544	\$1,381,100	\$1,348,900	(\$32,200)	(2.3%)
Purchased Services	\$9,589,318	\$9,880,400	\$9,679,597	\$9,952,000	\$8,630,300	(\$1,321,700)	(13.3%)
Insurance & Financial	\$330,760	\$297,300	\$380,561	\$348,800	\$398,700	\$49,900	14.3%
Internal Charges	\$856,138	\$793,900	\$901,445	\$848,500	\$952,700	\$104,200	12.3%
Total Expenditure	\$15,255,927	\$15,549,000	\$15,574,013	\$15,939,500	\$14,952,900	(\$986,600)	(6.2%)
Net Operating Cost / (Revenue)	\$8,720,558	\$8,369,500	\$8,547,574	\$9,311,800	\$8,871,700	(\$440,100)	(4.7%)
Debt and Transfers							
Debt Charges	\$ -	\$14,500	\$ -	\$20,000	\$ -	(\$20,000)	(100.0%)
Transfer from Reserve	(\$238,233)	(\$263,900)	\$ -	(\$305,900)	(\$308,300)	(\$2,400)	0.8%
Transfers to Reserve	\$1,663,925	\$1,650,000	\$1,876,387	\$1,750,000	\$2,050,000	\$300,000	17.1%
Total Debt and Transfers	\$1,425,692	\$1,400,600	\$1,876,387	\$1,464,100	\$1,741,700	\$277,600	19.0%
NET COST / (REVENUE)	\$10,146,250	\$9,770,100	\$10,423,961	\$10,775,900	\$10,613,400	(\$162,500)	(1.5%)



County of Wellington

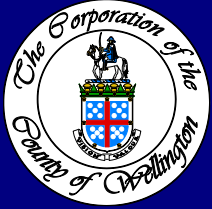
2025 - 2034 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$1,063,200	\$45,400	\$45,400	\$45,400	\$45,400
Municipal Recoveries	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
Licenses, Permits and Rents	\$31,100	\$31,100	\$31,100	\$31,100	\$31,100
User Fees & Charges	\$4,062,700	\$4,174,400	\$4,288,900	\$4,403,400	\$4,517,900
Sales Revenue	\$103,900	\$107,800	\$111,700	\$115,600	\$119,700
Internal Recoveries	\$794,300	\$818,100	\$842,600	\$867,800	\$893,800
Total Revenue	\$6,081,200	\$5,202,800	\$5,345,700	\$5,489,300	\$5,633,900
EXPENDITURES					
Salaries, Wages and Benefits	\$3,622,300	\$3,738,300	\$3,858,000	\$3,981,000	\$4,109,100
Supplies, Material & Equipment	\$1,348,900	\$1,327,400	\$1,367,900	\$1,409,500	\$1,452,400
Purchased Services	\$8,630,300	\$6,833,500	\$7,025,200	\$7,219,800	\$7,419,500
Insurance & Financial	\$398,700	\$419,600	\$440,600	\$447,800	\$470,500
Internal Charges	\$952,700	\$952,700	\$952,700	\$952,700	\$952,700
Total Expenditures	\$14,952,900	\$13,271,500	\$13,644,400	\$14,010,800	\$14,404,200
Net Operating Cost / (Revenue)	\$8,871,700	\$8,068,700	\$8,298,700	\$8,521,500	\$8,770,300
DEBT AND TRANSFERS					
Debt Charges		\$46,500	\$231,700	\$231,700	\$231,700
Transfer from Reserves	(\$308,300)	(\$352,700)	(\$478,300)	(\$489,500)	(\$501,000)
Transfer to Reserves	\$2,050,000	\$2,050,000	\$2,050,000	\$2,200,000	\$2,200,000
Total Debt and Transfers	\$1,741,700	\$1,743,800	\$1,803,400	\$1,942,200	\$1,930,700
TAX LEVY REQUIREMENT	\$10,613,400	\$9,812,500	\$10,102,100	\$10,463,700	\$10,701,000
yr/yr % change	(1.5%)	(7.5%)	3.0%	3.6%	2.3%



County of Wellington

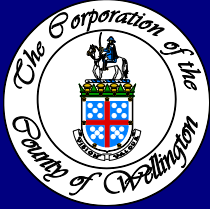
2025 - 2034 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$45,400	\$45,400	\$45,400	\$45,400	\$45,400
Municipal Recoveries	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
Licenses, Permits and Rents	\$31,100	\$31,100	\$31,100	\$31,100	\$31,100
User Fees & Charges	\$4,632,900	\$4,751,500	\$4,870,100	\$4,985,100	\$5,110,700
Sales Revenue	\$124,000	\$128,300	\$132,800	\$137,600	\$142,300
Internal Recoveries	\$920,500	\$948,000	\$976,400	\$1,005,600	\$1,035,700
Total Revenue	\$5,779,900	\$5,930,300	\$6,081,800	\$6,230,800	\$6,391,200
EXPENDITURES					
Salaries, Wages and Benefits	\$4,242,400	\$4,378,700	\$4,521,700	\$4,668,000	\$4,820,000
Supplies, Material & Equipment	\$1,496,500	\$1,541,800	\$1,588,500	\$1,636,700	\$1,685,800
Purchased Services	\$7,622,900	\$7,830,200	\$8,043,200	\$8,261,000	\$8,482,700
Insurance & Financial	\$494,600	\$520,200	\$547,500	\$576,800	\$593,600
Internal Charges	\$952,700	\$952,700	\$952,700	\$952,700	\$952,700
Total Expenditures	\$14,809,100	\$15,223,600	\$15,653,600	\$16,095,200	\$16,534,800
Net Operating Cost / (Revenue)	\$9,029,200	\$9,293,300	\$9,571,800	\$9,864,400	\$10,143,600
DEBT AND TRANSFERS					
Debt Charges	\$231,700	\$231,700	\$231,700	\$231,700	\$231,700
Transfer from Reserves	(\$513,000)	(\$525,300)	(\$537,900)	(\$551,000)	(\$562,500)
Transfer to Reserves	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000
Total Debt and Transfers	\$1,918,700	\$1,906,400	\$1,893,800	\$1,880,700	\$1,869,200
TAX LEVY REQUIREMENT					
yr/yr % change	2.3%	2.3%	2.4%	2.4%	2.3%



County of Wellington

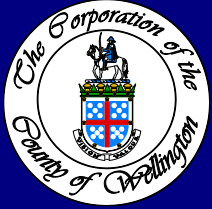
2025 - 2034 Capital Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2025	2026	2027	2028	2029	5 Year Total
Solid Waste Services						
Equipment						
SWS Electric Vehicles		\$120,000	\$100,000		\$220,000	\$440,000
Mobile HHW Depot Replacement	\$30,000					\$30,000
SWS Equipment	\$500,000		\$1,495,000	\$1,905,000	\$475,000	\$4,375,000
Total Equipment	\$530,000	\$120,000	\$1,595,000	\$1,905,000	\$695,000	\$4,845,000
Active Landfill Sites and Transfer Stations						
Site Improvements - Buildings all sites						
Site Imp: Road Maint All Sites				\$140,000		\$140,000
Riverstown Cell Dev PH2			\$525,000			\$525,000
Riverstown - North Pond Dev			\$700,000			\$700,000
Riverstown PhaseIII-Studies			\$400,000	\$400,000		\$800,000
Riverstown: Pre Excavation PH2		\$210,000			\$160,000	\$370,000
Belwood Retaining Wall Replacement		\$350,000				\$350,000
Total Active Landfill Sites and Transfer Stations		\$560,000	\$1,625,000	\$540,000	\$160,000	\$2,885,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site					\$840,000	\$840,000
Riverstown - Landfill Gas System					\$600,000	\$600,000
Total Closed Landfill Sites					\$1,440,000	\$1,440,000
Total	\$530,000	\$680,000	\$3,220,000	\$2,445,000	\$2,295,000	\$9,170,000
Sources of Financing						
Reserves	\$530,000	\$680,000	\$3,110,000	\$2,335,000	\$2,295,000	\$8,950,000
Development Charges			\$110,000	\$110,000		\$220,000
Total Financing	\$530,000	\$680,000	\$3,220,000	\$2,445,000	\$2,295,000	\$9,170,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2030	2031	2032	2033	2034	10 Year Total
Solid Waste Services						
Equipment						
SWS Electric Vehicles			\$260,000	\$170,000	\$145,000	\$1,015,000
Mobile HHW Depot Replacement				\$45,000		\$75,000
SWS Equipment			\$550,000	\$1,835,000	\$520,000	\$7,280,000
Total Equipment			\$810,000	\$2,050,000	\$665,000	\$8,370,000
Active Landfill Sites and Transfer Stations						
Site Improvements - Buildings all sites	\$440,000					\$440,000
Site Imp: Road Maint All Sites					\$140,000	\$280,000
Riverstown Cell Dev PH2				\$860,000		\$1,385,000
Riverstown - North Pond Dev						\$700,000
Riverstown PhaseIII-Studies						\$800,000
Riverstown: Pre Excavation PH2	\$165,000			\$230,000		\$765,000
Belwood Retaining Wall Replacement						\$350,000
Total Active Landfill Sites and Transfer Stations	\$605,000			\$1,090,000	\$140,000	\$4,720,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site						\$840,000
Riverstown - Landfill Gas System						\$600,000
Total Closed Landfill Sites						\$1,440,000
Total	\$605,000		\$810,000	\$3,140,000	\$805,000	\$14,530,000
Sources of Financing						
Reserves	\$605,000		\$810,000	\$3,140,000	\$805,000	\$14,310,000
Development Charges						\$220,000
Total Financing	\$605,000		\$810,000	\$3,140,000	\$805,000	\$14,530,000



Programme Overview

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Joint Social Services and Land Ambulance 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.

2025 Budget Highlights

- The grants and subsidies line is increasing by approximately \$2 million in 2025. This budget adjustment reflects a increase of \$251,000 in provincial administration funding—the first increase since 2018. Immigration Refugees and Citizenship Canada funding is ending March 31,2025 resulting in a loss of \$437,000 in funding.
- Staffing changes in 2025 include removal of a Housing Help Centre Support position (1.0 FTE), addition of a Newcomer Caseworker position (0.75 FTE), and staff restructuring related to loss of federal funding.
- A total of \$250,000 in Rural Transportation costs have been reallocated from the Ontario Works budget to Rural Transportation.

Staff Complement (Full time equivalents)	2024	2025
Ontario Works	57.5	54.8
Total	57.5	54.8
Current employee count: 59		



Performance Measures

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance 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)

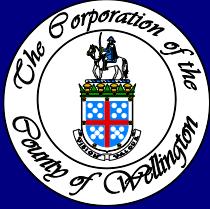
Performance Measures

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 2025	Actual 2024	Actual 2023	Actual 2022
Ontario Works adults with participation requirements that have an Action Plan	100%	77%	N/A	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	32%	N/A	N/A
Ontario Works cases that exit to employment	14%	8.5%	N/A	N/A
Cases that exit Ontario Works do not return to the programme within one year	35%	37%	N/A	N/A
Number of new settlement* clients assisted with a settlement and referral plan	0	149**	146	150
Number of settlement* group sessions	0	66**	67	42
Number of employers participating in the County's newcomer/immigrant recruitment programme	0	137**	43	13

*Note: Settlement Services are funded through Immigration, Refugees and Citizenship Canada (IRCC), ending March 2025. The mandate of this programme is to assist newcomers to Canada access community services and adjust to life in their new community.

**Note: Settlement Service actuals for 2024 are based on current contribution agreement ending March 2025.



County of Wellington

2025 Operating Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Budget
Revenue							
Grants & Subsidies	\$23,470,670	\$23,498,400	\$24,696,669	\$22,994,100	\$25,034,700	\$2,040,600	8.9%
Municipal Recoveries	\$3,061,916	\$3,391,200	\$3,436,551	\$3,525,100	\$3,980,800	\$455,700	12.9%
Other Revenue	\$1,779	\$ -	\$1,000	\$ -	\$ -	\$ -	-
Internal Recoveries	\$61,115	\$51,400	\$75,848	\$62,300	\$20,000	(\$42,300)	(67.9%)
Total Revenue	\$26,595,480	\$26,941,000	\$28,210,068	\$26,581,500	\$29,035,500	\$2,454,000	9.2%
Expenditure							
Salaries, Wages and Benefits	\$6,786,958	\$7,076,400	\$6,278,850	\$6,317,500	\$6,408,600	\$91,100	1.4%
Supplies, Material & Equipment	\$190,752	\$205,100	\$316,279	\$167,300	\$191,100	\$23,800	14.2%
Purchased Services	\$582,956	\$499,900	\$459,474	\$446,600	\$442,700	(\$3,900)	(0.9%)
Social Assistance	\$18,731,233	\$18,979,800	\$20,545,622	\$19,104,700	\$21,349,200	\$2,244,500	11.7%
Transfer Payments	\$344,274	\$367,300	\$258,794	\$325,000	\$210,400	(\$114,600)	(35.3%)
Insurance & Financial	\$120,046	\$120,200	\$110,498	\$111,000	\$132,200	\$21,200	19.1%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$5,000	\$13,000	\$ 8,000	160.0%
Internal Charges	\$1,349,149	\$1,336,400	\$1,514,598	\$1,501,800	\$1,656,000	\$154,200	10.3%
Total Expenditure	\$28,105,368	\$28,585,100	\$29,484,115	\$27,978,900	\$30,403,200	\$2,424,300	8.7%
Net Operating Cost / (Revenue)	\$1,509,888	\$1,644,100	\$1,274,047	\$1,397,400	\$1,359,700	(\$37,700)	(2.7%)
Debt and Transfers							
Transfer from Reserve	(\$115,000)	(\$165,000)	(\$45,718)	(\$90,800)	\$ -	\$90,800	(100.0%)
Transfers to Reserve	\$ -	\$ -	\$20,000	\$20,000	\$20,000	\$ -	-
Total Debt and Transfers	(\$115,000)	(\$165,000)	(\$25,718)	(\$70,800)	\$20,000	\$90,800	(128.2%)
NET COST / (REVENUE)	\$1,394,888	\$1,479,100	\$1,248,329	\$1,326,600	\$1,387,700	\$61,100	4.6%



County of Wellington

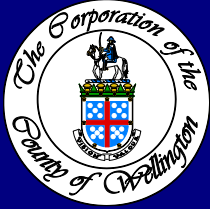
2025 - 2034 Operating Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$25,034,700	\$25,497,900	\$26,128,900	\$26,777,000	\$27,443,500
Municipal Recoveries	\$3,980,800	\$4,238,700	\$4,538,300	\$4,715,700	\$4,954,500
Internal Recoveries	\$20,000				
Total Revenue	\$29,035,500	\$29,736,600	\$30,667,200	\$31,492,700	\$32,398,000
EXPENDITURES					
Salaries, Wages and Benefits	\$6,408,600	\$6,571,600	\$6,802,700	\$7,036,500	\$7,262,800
Supplies, Material & Equipment	\$191,100	\$195,000	\$199,400	\$203,300	\$207,300
Purchased Services	\$442,700	\$444,800	\$458,800	\$472,000	\$483,800
Social Assistance	\$21,349,200	\$21,974,900	\$22,615,000	\$23,272,800	\$23,949,100
Transfer Payments	\$210,400	\$215,400	\$220,400	\$225,400	\$230,400
Insurance & Financial	\$132,200	\$126,200	\$131,100	\$135,900	\$140,700
Minor Capital Expenses	\$13,000	\$23,500	\$30,000		
Internal Charges	\$1,656,000	\$1,621,600	\$1,734,100	\$1,726,300	\$1,775,100
Total Expenditures	\$30,403,200	\$31,173,000	\$32,191,500	\$33,072,200	\$34,049,200
Net Operating Cost / (Revenue)	\$1,367,700	\$1,436,400	\$1,524,300	\$1,579,500	\$1,651,200
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					
yr/yr % change	4.6%	5.0%	6.0%	3.6%	4.5%



County of Wellington

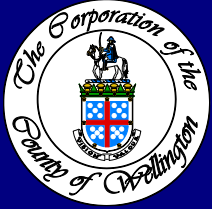
2025 - 2034 Operating Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$28,129,000	\$28,834,300	\$29,563,100	\$30,292,400	\$31,040,200
Municipal Recoveries	\$5,237,100	\$5,489,700	\$5,737,500	\$5,975,700	\$6,242,700
Total Revenue	\$33,366,100	\$34,324,000	\$35,300,600	\$36,268,100	\$37,282,900
EXPENDITURES					
Salaries, Wages and Benefits	\$7,489,900	\$7,725,700	\$7,967,900	\$8,217,900	\$8,473,800
Supplies, Material & Equipment	\$211,500	\$215,400	\$219,500	\$223,700	\$228,700
Purchased Services	\$500,300	\$514,700	\$529,300	\$544,400	\$561,100
Social Assistance	\$24,644,700	\$25,360,500	\$26,094,000	\$26,828,100	\$27,580,700
Transfer Payments	\$235,800	\$241,400	\$247,000	\$252,600	\$258,200
Insurance & Financial	\$145,700	\$137,400	\$156,000	\$161,600	\$167,200
Minor Capital Expenses		\$55,000			
Internal Charges	\$1,873,400	\$1,885,400	\$1,974,900	\$2,001,900	\$2,057,200
Total Expenditures	\$35,101,300	\$36,135,500	\$37,188,600	\$38,230,200	\$39,326,900
Net Operating Cost / (Revenue)	\$1,735,200	\$1,811,500	\$1,888,000	\$1,962,100	\$2,044,000
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	\$1,755,200	\$1,831,500	\$1,908,000	\$1,982,100	\$2,064,000
yr/yr % change	5.0%	4.3%	4.2%	3.9%	4.1%



County of Wellington

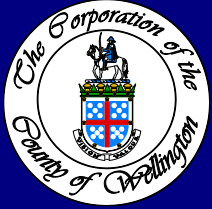
2025 - 2034 Capital Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029	5 Year
Social Services						
Ontario Works						
Fergus OW: Roof Replacement	\$101,000					\$101,000
129 Wyndham: Roofing						
Fergus OW: Rooftop Air Conditioners						
129 Wyndham: Interior Renovations	\$50,000					\$50,000
Fergus OW: Parking Lot Rehab						
129 Wyndham: Rehab Emergency Power System					\$190,000	\$190,000
129 Wyndham: Exterior Door Replacement						
129 Wyndham: Security			\$80,000			\$80,000
Total Ontario Works	\$151,000		\$80,000		\$190,000	\$421,000
Total	\$151,000		\$80,000		\$190,000	\$421,000
Sources of Financing						
Recoveries	\$39,000		\$54,000		\$147,000	\$240,000
Reserves	\$112,000		\$26,000		\$43,000	\$181,000
Total Financing	\$151,000		\$80,000		\$190,000	\$421,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034	10 Year
Social Services						
Ontario Works						
Fergus OW: Roof Replacement						\$101,000
129 Wyndham: Roofing		\$385,000				\$385,000
Fergus OW: Rooftop Air Conditioners		\$100,000				\$100,000
129 Wyndham: Interior Renovations			\$420,000			\$470,000
Fergus OW: Parking Lot Rehab		\$25,000				\$25,000
129 Wyndham: Rehab Emergency Power System						\$190,000
129 Wyndham: Exterior Door Replacement	\$30,000					\$30,000
129 Wyndham: Security						\$80,000
Total Ontario Works	\$30,000	\$510,000	\$420,000			\$1,381,000
Total	\$30,000	\$510,000	\$420,000			\$1,381,000
Sources of Financing						
Recoveries	\$23,000	\$298,000	\$325,000			\$886,000
Reserves	\$7,000	\$212,000	\$95,000			\$495,000
Total Financing	\$30,000	\$510,000	\$420,000			\$1,381,000



Programme Overview

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Joint Social Services and Land Ambulance 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.

2025 Budget Highlights

- An increase of more than \$41 million in federal funding under the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC) has been reflected. The majority of this funding will be sent directly to child care providers and our directly operated centres.
- Staffing changes include annualization of prior year additions and the removal of a Quality Child Care Visitor. Two full time positions have been added to the budget (Child Care Funding Analyst and Accounting Analyst) to support the significant increase in both funding responsibility and oversight requirements.

Staff Complement (Full time equivalents)	2024	2025
Child Care Services	36.2	35.7
Child Care Centres	63.2	63.9
Total	99.4	99.6
Current employee count: 148		



Performance Measures

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Joint Social Services and Land Ambulance Committee

Programme Goals and Objectives

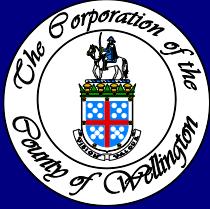
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under 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 2025	Actual 2024	Actual 2023	Actual 2022
# of active contracted home child care providers	60	44	34	27
# of participants accessing EarlyON Centre programmes	10,717	8,143	5,854	3,370
# educators participating in professional learning	917	727	564	348
# of spaces available for child care fee subsidies	5,348	5,089	4,938	4,857
# of children in receipt of child care fee subsidies	865	715	812	976



County of Wellington

2025 Operating Budget

Programme/Service: Children's Early Years Division
 Department: Social Services
 Governance: Joint Social Services and Land Ambulance Committee

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
Revenue							
Grants & Subsidies	\$42,795,614	\$45,360,500	\$48,989,023	\$49,570,500	\$90,641,700	\$41,071,200	82.9%
Municipal Recoveries	\$2,622,971	\$3,462,400	\$4,508,402	\$4,895,800	\$3,689,800	(\$1,197,000)	(24.4%)
Licenses, Permits and Rents	\$5,780	\$16,300	\$16,292	\$16,300	\$16,300	\$ -	-
User Fees & Charges	\$855,761	\$635,300	\$874,240	\$856,000	\$889,800	\$33,800	3.9%
Other Revenue	\$29,469	\$ -	\$27,074	\$55,000	\$55,000	\$ -	-
Internal Recoveries	\$1,257,191	\$881,500	\$1,719,283	\$1,237,400	\$ -	(\$1,237,400)	(100.0%)
Total Revenue	\$47,566,786	\$50,356,000	\$56,134,314	\$56,631,000	\$95,301,600	\$38,670,600	68.3%
Expenditure							
Salaries, Wages and Benefits	\$9,082,201	\$9,285,700	\$9,845,247	\$9,953,100	\$10,570,300	\$617,200	6.2%
Supplies, Material & Equipment	\$434,191	\$597,300	\$471,463	\$582,900	\$602,700	\$19,800	3.4%
Purchased Services	\$1,198,319	\$874,200	\$991,408	\$998,100	\$1,058,800	\$60,700	6.1%
Social Assistance	\$35,350,509	\$39,530,900	\$43,583,355	\$44,343,600	\$82,494,800	\$38,151,200	86.0%
Insurance & Financial	\$182,810	\$183,200	\$192,609	\$206,700	\$247,100	\$40,400	19.5%
Minor Capital Expenses	\$492,925	\$ -	\$39,212	\$41,500	\$27,000	(\$14,500)	(34.9%)
Internal Charges	\$2,329,181	\$1,956,900	\$3,093,458	\$2,603,800	\$1,565,700	(\$1,038,100)	(39.9%)
Total Expenditure	\$49,070,136	\$52,428,200	\$58,216,752	\$58,729,700	\$96,566,400	\$37,836,700	64.4%
Net Operating Cost / (Revenue)	\$1,503,350	\$2,072,200	\$2,082,438	\$2,098,700	\$1,264,800	(\$833,900)	(39.7%)
Debt and Transfers							
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$179,200	\$179,200	-
Total Debt and Transfers	\$ -	\$ -	\$ -	\$ -	\$179,200	\$179,200	-
NET COST / (REVENUE)	\$1,503,350	\$2,072,200	\$2,082,438	\$2,098,700	\$1,444,000	(\$654,700)	(31.2%)



County of Wellington

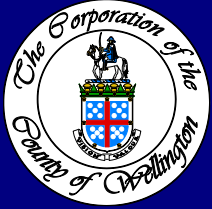
2025 - 2034 Operating Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$90,641,700	\$90,641,700	\$90,641,700	\$90,641,700	\$90,641,700
Municipal Recoveries	\$3,698,800	\$3,779,100	\$3,851,500	\$3,898,200	\$3,942,100
Licenses, Permits and Rents	\$16,300	\$16,300	\$16,300	\$16,300	\$16,300
User Fees & Charges	\$889,800	\$889,800	\$889,800	\$889,800	\$889,800
Other Revenue	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Total Revenue	\$95,301,600	\$95,381,900	\$95,454,300	\$95,501,000	\$95,544,900
EXPENDITURES					
Salaries, Wages and Benefits	\$10,570,300	\$11,032,300	\$11,417,700	\$11,816,700	\$12,208,800
Supplies, Material & Equipment	\$602,700	\$601,900	\$620,400	\$639,400	\$658,600
Purchased Services	\$1,058,800	\$1,094,500	\$1,118,300	\$1,142,500	\$1,167,500
Social Assistance	\$82,494,800	\$82,239,700	\$82,009,500	\$81,744,400	\$81,433,700
Insurance & Financial	\$247,100	\$248,200	\$257,500	\$267,300	\$277,100
Minor Capital Expenses	\$27,000	\$81,000	\$92,000	\$39,700	\$33,000
Internal Charges	\$1,565,700	\$1,611,600	\$1,653,400	\$1,697,500	\$1,747,800
Total Expenditures	\$96,566,400	\$96,909,200	\$97,168,800	\$97,347,500	\$97,526,500
Net Operating Cost / (Revenue)	\$1,264,800	\$1,527,300	\$1,714,500	\$1,846,500	\$1,981,600
DEBT AND TRANSFERS					
Transfer to Reserves	\$179,200	\$76,600			
Total Debt and Transfers	\$179,200	\$76,600			
TAX LEVY REQUIREMENT					
yr/yr % change	(31.2%)	11.1%	6.9%	7.7%	7.3%



County of Wellington

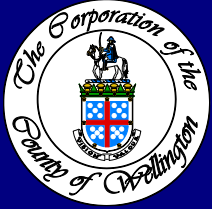
2025 - 2034 Operating Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$90,641,700	\$90,641,700	\$90,641,700	\$90,641,700	\$90,641,700
Municipal Recoveries	\$3,883,100	\$4,054,800	\$4,244,400	\$4,435,600	\$4,702,700
Licenses, Permits and Rents	\$16,300	\$16,300	\$16,300	\$16,300	\$16,300
User Fees & Charges	\$889,800	\$889,800	\$889,800	\$889,800	\$889,800
Other Revenue	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Total Revenue	\$95,485,900	\$95,657,600	\$95,847,200	\$96,038,400	\$96,305,500
EXPENDITURES					
Salaries, Wages and Benefits	\$12,593,400	\$12,989,000	\$13,398,400	\$13,819,900	\$14,252,500
Supplies, Material & Equipment	\$678,500	\$698,900	\$718,700	\$738,900	\$759,100
Purchased Services	\$1,193,300	\$1,219,600	\$1,245,500	\$1,272,600	\$1,301,000
Social Assistance	\$81,070,200	\$80,999,200	\$80,918,500	\$80,838,800	\$80,756,900
Insurance & Financial	\$286,600	\$278,500	\$307,800	\$318,600	\$330,300
Minor Capital Expenses	\$60,000	\$16,000			\$70,000
Internal Charges	\$1,864,300	\$1,888,700	\$1,911,100	\$1,967,100	\$2,023,900
Total Expenditures	\$97,746,300	\$98,089,900	\$98,500,000	\$98,955,900	\$99,493,700
Net Operating Cost / (Revenue)	\$2,260,400	\$2,432,300	\$2,652,800	\$2,917,500	\$3,188,200
TAX LEVY REQUIREMENT	\$2,260,400	\$2,432,300	\$2,652,800	\$2,917,500	\$3,188,200
yr/yr % change	14.1%	7.6%	9.1%	10.0%	9.3%



County of Wellington

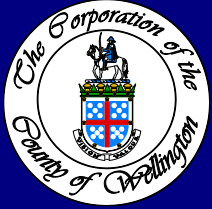
2025 - 2034 Capital Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029	5 Year Total
Social Services						
Children's Early Years Division						
Mount Forest: Air Conditioning						
Mount Forest: Parking Lot						
133 Wyndham: HVAC Air Conditioning Units						
Mount Forest: Water Heater Replacement						
Mount Forest: Fire Alarm System Upgrade						
Mount Forest: Commercial Equipment Replacement						
Mount Forest: Exterior Door Rehab						
Willowdale: Common Area Flooring Rehab					\$30,000	\$30,000
Willowdale: Fire Alarm System Upgrade						
Willowdale: Parking Lot Rehab						
Willowdale: HVAC Air Conditioner Units						
133 Wyndham: Interior Upgrades	\$35,000					\$35,000
133 Wyndham: Bathroom/Kitchen Refurbishments		\$90,000				\$90,000
133 Wyndham: Exterior Wall Rehab		\$35,000				\$35,000
Mount Forest: Flooring					\$115,000	\$115,000
Total Children's Early Years Division	\$35,000	\$125,000			\$145,000	\$305,000
Total	\$35,000	\$125,000			\$145,000	\$305,000
Sources of Financing						
Recoveries	\$24,000	\$83,000			\$30,000	\$137,000
Reserves	\$11,000	\$42,000			\$115,000	\$168,000
Total Financing	\$35,000	\$125,000			\$145,000	\$305,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034	10 Year Total
Social Services						
Children's Early Years Division						
Mount Forest: Air Conditioning	\$400,000					\$400,000
Mount Forest: Parking Lot		\$180,000				\$180,000
133 Wyndham: HVAC Air Conditioning Units		\$100,000				\$100,000
Mount Forest: Water Heater Replacement	\$30,000					\$30,000
Mount Forest: Fire Alarm System Upgrade	\$35,000					\$35,000
Mount Forest: Commercial Equipment Replacement	\$50,000					\$50,000
Mount Forest: Exterior Door Rehab		\$45,000				\$45,000
Willowdale: Common Area Flooring Rehab						\$30,000
Willowdale: Fire Alarm System Upgrade					\$40,000	\$40,000
Willowdale: Parking Lot Rehab					\$145,000	\$145,000
Willowdale: HVAC Air Conditioner Units					\$335,000	\$335,000
133 Wyndham: Interior Upgrades						\$35,000
133 Wyndham: Bathroom/Kitchen Refurbishments						\$90,000
133 Wyndham: Exterior Wall Rehab						\$35,000
Mount Forest: Flooring						\$115,000
Total Children's Early Years Division	\$515,000	\$325,000			\$520,000	\$1,665,000
Total	\$515,000	\$325,000			\$520,000	\$1,665,000
Sources of Financing						
Recoveries		\$67,000			\$520,000	\$724,000
Reserves	\$515,000	\$258,000				\$941,000
Total Financing	\$515,000	\$325,000			\$520,000	\$1,665,000



Programme Overview

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Joint Social Services and Land Ambulance 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.

2025 Budget Highlights

- The budget supports an increase of \$2.1 million for the operation of 128 Norfolk, Guelph as a Temporary Accommodation Site.
- Staff updates include the addition of a Maintenance Coordinator in response to the additional oversight at several buildings including 65 Delhi and 128 Norfolk.
- A total investment of \$379,000 is included to funding winter shelter response.
- The transfer of two non-profit providers (Wellington Housing Corporation and New Hope) to be directly operated by the County. Resulting budgetary changes are incorporated, including a reduction in social assistance transfers and an increase in the transfer to the County's Housing Capital Reserve of \$400,000 since the County is now directly responsible for capital improvements for those properties.
- Capital spending on County-owned social housing units totals \$50.8 million over the ten-year forecast.

Staff Complement (Full time equivalents)	2024	2025
Social Housing	57.6	58.2
Total	57.6	58.2
Current employee count: 54		



Performance Measures

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance 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)

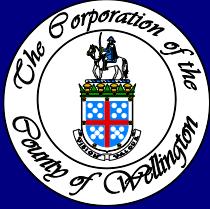
Performance Measures

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 2025	Actual 2024	Actual 2023	Actual 2022
Number of households that receive rent supports per year.	781	781	708	580
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%	94%	95%	96%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	510	460	300	360
Number of households in affordable housing per year.*	436	436	436	436
Number of people actively experiencing chronic homelessness.**	220	202	147	137
Number of households in service level rent geared to income units.	2,575	2,575	2,495	2,508

* Affordable Housing data updated to reflect County owned units + Housing Provider units (named in HSA 2011 Regs)

**2024 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)



County of Wellington

2025 Operating Budget

Programme/Service: Social Housing
Department: Social Services
Governance: Joint Social Services and Land Ambulance Committee

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$12,245,356	\$10,806,200	\$12,438,517	\$11,325,300	\$9,541,800	(\$1,783,500)	(15.7%)
Municipal Recoveries	\$17,585,344	\$15,495,200	\$19,969,714	\$20,007,500	\$25,236,200	\$5,228,700	26.1%
Licenses, Permits and Rents	\$6,014,621	\$5,812,800	\$6,351,345	\$5,900,000	\$6,845,800	\$945,800	16.0%
User Fees & Charges	\$34,685	\$18,200	\$37,322	\$18,200	\$18,200	\$ -	-
Other Revenue	\$315,453	\$368,400	\$831,145	\$369,500	\$349,200	(\$20,300)	(5.5%)
Internal Recoveries	\$130,710	\$122,700	\$167,588	\$141,700	\$149,500	\$7,800	5.5%
Total Revenue	\$36,326,169	\$32,623,500	\$39,795,631	\$37,762,200	\$42,140,700	\$4,378,500	11.6%
Expenditure							
Salaries, Wages and Benefits	\$5,162,497	\$5,401,200	\$5,846,160	\$6,324,400	\$6,775,400	\$451,000	7.1%
Supplies, Material & Equipment	\$877,429	\$625,800	\$1,120,577	\$627,000	\$722,700	\$95,700	15.3%
Purchased Services	\$7,697,392	\$6,400,700	\$8,563,699	\$7,582,300	\$9,477,200	\$1,894,900	25.0%
Social Assistance	\$25,282,679	\$22,807,500	\$26,291,376	\$25,909,200	\$27,906,000	\$1,996,800	7.7%
Transfer Payments	\$208,198	\$208,200	\$117,854	\$117,900	\$ -	(\$117,900)	(100.0%)
Insurance & Financial	\$572,442	\$421,900	\$693,523	\$514,800	\$667,700	\$152,900	29.7%
Internal Charges	\$930,190	\$927,700	\$1,036,606	\$1,004,500	\$1,099,400	\$94,900	9.4%
Total Expenditure	\$40,730,827	\$36,793,000	\$43,669,795	\$42,080,100	\$46,648,400	\$4,568,300	10.9%
Net Operating Cost / (Revenue)	\$4,404,658	\$4,169,500	\$3,874,164	\$4,317,900	\$4,507,700	\$189,800	4.4%
Debt and Transfers							
Transfer from Reserve	(\$705,931)	(\$678,400)	(\$17,009)	(\$51,200)	(\$37,500)	\$13,700	(26.8%)
Transfers to Reserve	\$1,717,790	\$1,600,000	\$1,375,858	\$1,100,000	\$1,500,000	\$400,000	36.4%
Total Debt and Transfers	\$1,011,859	\$921,600	\$1,358,849	\$1,048,800	\$1,462,500	\$413,700	39.4%
NET COST / (REVENUE)	\$5,416,517	\$5,091,100	\$5,233,013	\$5,366,700	\$5,970,200	\$603,500	11.2%



County of Wellington

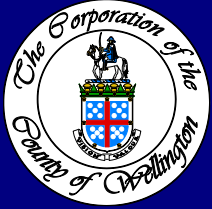
2025 - 2034 Operating Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$9,541,800	\$9,231,400	\$9,438,500	\$6,949,600	\$6,377,900
Municipal Recoveries	\$25,236,200	\$27,822,300	\$28,755,000	\$30,180,700	\$30,785,000
Licenses, Permits and Rents	\$6,845,800	\$6,931,800	\$7,000,200	\$7,069,000	\$7,138,700
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$349,200	\$357,400	\$365,100	\$373,200	\$381,400
Internal Recoveries	\$149,500	\$153,600	\$157,800	\$162,100	\$166,500
Total Revenue	\$42,140,700	\$44,514,700	\$45,734,800	\$44,752,800	\$44,867,700
EXPENDITURES					
Salaries, Wages and Benefits	\$6,775,400	\$6,986,600	\$7,393,600	\$7,609,900	\$7,848,200
Supplies, Material & Equipment	\$722,700	\$701,700	\$722,300	\$743,300	\$765,000
Purchased Services	\$9,477,200	\$9,598,500	\$9,986,100	\$10,155,900	\$10,599,600
Social Assistance	\$27,906,000	\$30,377,900	\$30,932,200	\$29,946,900	\$29,593,700
Insurance & Financial	\$667,700	\$727,200	\$801,000	\$881,600	\$973,300
Internal Charges	\$1,099,400	\$1,109,900	\$1,153,900	\$1,177,400	\$1,212,500
Total Expenditures	\$46,648,400	\$49,501,800	\$50,989,100	\$50,515,000	\$50,992,300
Net Operating Cost / (Revenue)	\$4,507,700	\$4,987,100	\$5,254,300	\$5,762,200	\$6,124,600
DEBT AND TRANSFERS					
Transfer from Reserves	(\$37,500)	(\$6,800)			
Transfer to Reserves	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Total Debt and Transfers	\$1,462,500	\$1,493,200	\$1,500,000	\$1,500,000	\$1,500,000
TAX LEVY REQUIREMENT	\$5,970,200	\$6,480,300	\$6,754,300	\$7,262,200	\$7,624,600
yr/yr % change	11.2%	8.5%	4.2%	7.5%	5.0%



County of Wellington

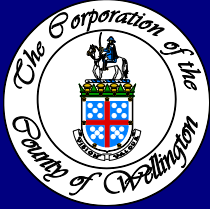
2025 - 2034 Operating Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$5,538,000	\$5,431,300	\$5,432,100	\$5,431,700	\$5,431,700
Municipal Recoveries	\$32,272,200	\$33,196,800	\$34,286,100	\$35,299,000	\$36,260,600
Licenses, Permits and Rents	\$7,209,200	\$7,280,500	\$7,353,000	\$7,426,200	\$7,435,500
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$389,900	\$398,600	\$407,700	\$416,900	\$426,400
Internal Recoveries	\$171,100	\$175,700	\$180,400	\$185,400	\$189,700
Total Revenue	\$45,598,600	\$46,501,100	\$47,677,500	\$48,777,400	\$49,762,100
EXPENDITURES					
Salaries, Wages and Benefits	\$8,105,500	\$8,361,800	\$8,623,600	\$8,894,700	\$9,171,700
Supplies, Material & Equipment	\$787,100	\$809,700	\$832,800	\$857,100	\$881,100
Purchased Services	\$10,845,000	\$11,076,000	\$11,496,700	\$11,768,700	\$12,250,900
Social Assistance	\$30,126,500	\$30,674,800	\$31,239,300	\$31,927,000	\$32,602,400
Insurance & Financial	\$1,077,800	\$1,182,000	\$1,330,800	\$1,486,100	\$1,640,500
Internal Charges	\$1,257,600	\$1,287,300	\$1,340,100	\$1,362,200	\$1,399,300
Total Expenditures	\$52,199,500	\$53,391,600	\$54,863,300	\$56,295,800	\$57,945,900
Net Operating Cost / (Revenue)	\$6,600,900	\$6,890,500	\$7,185,800	\$7,518,400	\$8,183,800
DEBT AND TRANSFERS					
Transfer to Reserves	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Total Debt and Transfers	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
TAX LEVY REQUIREMENT	\$8,100,900	\$8,390,500	\$8,685,800	\$9,018,400	\$9,683,800
yr/yr % change	6.2%	3.6%	3.5%	3.8%	7.4%



County of Wellington

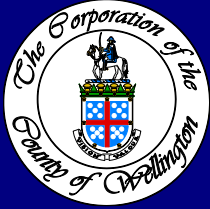
2025 - 2034 Capital Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029	5 Year Total
Social Services						
Social Housing						
County Owned Housing Units	\$5,550,000	\$4,345,000	\$4,798,000	\$5,064,000	\$4,904,000	\$24,661,000
138 Wyndham: Carpet Replacemen	\$95,000					\$95,000
138 Wyndham: Replace Heat Exchanger			\$60,000			\$60,000
COCHI Community Housing Init	\$2,222,200					\$2,222,200
OPHI Ont Priorities Housing In	\$1,144,500					\$1,144,500
138 Wyndham: Roofing						
GHG Initiatives	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Housing Sites IT Replacements	\$25,000	\$72,000	\$47,000			\$144,000
138 Wyndham: Renovations	\$254,000					\$254,000
138 Wyndham: HVAC: Heat Cirula	\$30,000					\$30,000
138 Wyndham: Fire Alarm System Upgrade			\$40,000			\$40,000
138 Wyndham: Exterior Door Replacement						
138 Wyndham: HVAC: Water Distribution						
138 Wyndham: Security System Upgrade						
138 Wyndham: Elevator Modernization						
65 Delhi Parking Lot Top Coat	\$40,000					\$40,000
138 Wyndham: Rehab Emergency Power System			\$80,000			\$80,000
Housing WiFi Replacements		\$41,000				\$41,000
138 Wyndham: Roof Top AC			\$70,000	\$230,000	\$30,000	\$330,000
Total Social Housing	\$9,610,700	\$4,708,000	\$5,345,000	\$5,544,000	\$5,184,000	\$30,391,700
Total	\$9,610,700	\$4,708,000	\$5,345,000	\$5,544,000	\$5,184,000	\$30,391,700
Sources of Financing						
Recoveries	\$3,652,000	\$3,673,000	\$4,165,000	\$4,319,000	\$4,042,000	\$19,851,000
Subsidies	\$3,366,700					\$3,366,700
National Housing Co-Investment Fund	\$1,558,000					\$1,558,000
Reserves	\$1,034,000	\$1,035,000	\$1,180,000	\$1,225,000	\$1,142,000	\$5,616,000
Total Financing	\$9,610,700	\$4,708,000	\$5,345,000	\$5,544,000	\$5,184,000	\$30,391,700



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034	10 Year Total
Social Services						
Social Housing						
County Owned Housing Units	\$4,877,000	\$5,203,000	\$4,960,000	\$5,295,000	\$5,845,000	\$50,841,000
138 Wyndham: Carpet Replacemen						\$95,000
138 Wyndham: Replace Heat Exchanger						\$60,000
COCHI Community Housing Init						\$2,222,200
OPHI Ont Priorities Housing In						\$1,144,500
138 Wyndham: Roofing		\$300,000				\$300,000
GHG Initiatives	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000
Housing Sites IT Replacements		\$94,000	\$39,000	\$114,000		\$391,000
138 Wyndham: Renovations						\$254,000
138 Wyndham: HVAC: Heat Cirula						\$30,000
138 Wyndham: Fire Alarm System Upgrade						\$40,000
138 Wyndham: Exterior Door Replacement	\$30,000					\$30,000
138 Wyndham: HVAC: Water Distribution			\$60,000			\$60,000
138 Wyndham: Security System Upgrade			\$60,000			\$60,000
138 Wyndham: Elevator Modernization			\$230,000			\$230,000
65 Delhi Parking Lot Top Coat						\$40,000
138 Wyndham: Rehab Emergency Power System						\$80,000
Housing WiFi Replacements		\$50,000				\$91,000
138 Wyndham: Roof Top AC	\$30,000	\$30,000	\$320,000	\$35,000	\$35,000	\$780,000
Total Social Housing	\$5,187,000	\$5,927,000	\$5,919,000	\$5,694,000	\$6,130,000	\$59,248,700
Total	\$5,187,000	\$5,927,000	\$5,919,000	\$5,694,000	\$6,130,000	\$59,248,700
Sources of Financing						
Recoveries	\$4,044,000	\$4,618,000	\$4,608,000	\$4,439,000	\$4,780,000	\$42,340,000
Subsidies						\$3,366,700
National Housing Co-Investment Fund						\$1,558,000
Reserves	\$1,143,000	\$1,309,000	\$1,311,000	\$1,255,000	\$1,350,000	\$11,984,000
Total Financing	\$5,187,000	\$5,927,000	\$5,919,000	\$5,694,000	\$6,130,000	\$59,248,700

Social Housing Major Capital Project Details

Project Description	2025	2026	2027	2028	2029
County Owned Units					
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno	\$170,000	\$295,000			
Vancouver / Edmonton Window Replacement					
Vancouver/Edmonton Site Improvements					
Total Vancouver/Edmonton - 23 Houses	\$170,000	\$295,000			
Mohawk/Delaware - 50 Houses					
Mohawk/Delaware Site Improvement Phase 1					
Mohawk Delaware Site Improvements				\$15,000	\$632,000
Mohawk/Delaware Furnace Replacement					
Total Mohawk/Delaware - 50 Houses				\$15,000	\$632,000
263 Speedvale - 62 Apartments					
263 Speedvale Ltg/Clnb/Rcrc					
263 Speedvale Roof Rpl					
263 Speedvale Window Replace					
263 Speedvale Unit Panel Repl	\$60,000				
263 Speedvale MUA Installation					
263 Speedvale Roof (west) Replacement					
Total 263 Speedvale - 62 Apartments	\$60,000				
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Site Dev Ph	\$30,000	\$715,000			
Algonquin Ferndale Furnace Replacement					
Total Algonquin/Ferndale - 47 Houses	\$30,000	\$715,000			
Applewood/Sunset -47 Townhomes					
12 Sunset Parking Lot Paving		\$105,000			
Applewood / Sunset Furnace Replacements					
4 Applewood Parking Lot Paving					
Total Applewood/Sunset -47 Townhomes		\$105,000			
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot		\$685,000			
576 Woolwich Common Space Floo	\$140,000				\$595,000
576 Woolwich Solar Panels					
576 Woolwich Roof Replacement				\$106,000	\$1,765,000
Total 576 Woolwich - 100 Apartments	\$140,000	\$685,000		\$106,000	\$2,360,000
232 Delhi/33 Marlborough - 109 Apartments					
33 Marlborough Roofing Replace					
232 Delhi Lights/Ceiling/Recrc					
33 Marlborough Parking Lot Rep	\$155,000				
232 Delhi Roofing Replacement		\$51,000	\$915,000		
33 Marlborough HVAC Upgrades		\$62,000	\$1,035,000		
232 Delhi HVAC Upgrades			\$66,000	\$1,186,000	
Total 232 Delhi/33 Marlborough - 109 Apartments	\$155,000	\$113,000	\$2,016,000	\$1,186,000	

Social Housing Major Capital Project Details

Project Description	2030	2031	2032	2033	2034
County Owned Units					
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno					
Vancouver / Edmonton Window Replacement					
Vancouver/Edmonton Site Improvements	\$15,000	\$398,000			
Total Vancouver/Edmonton - 23 Houses	\$15,000	\$398,000			
Mohawk/Delaware - 50 Houses					
Mohawk/Delaware Site Improvement Phase 1					
Mohawk Delaware Site Improvements					
Mohawk/Delaware Furnace Replacement		\$240,000			
Total Mohawk/Delaware - 50 Houses		\$240,000			
263 Speedvale - 62 Apartments					
263 Speedvale Ltg/Clnb/Rcrr					
263 Speedvale Roof Rpl					
263 Speedvale Window Replace					
263 Speedvale Unit Panel Repl					
263 Speedvale MUA Installation					
263 Speedvale Roof (west) Replacement					\$843,000
Total 263 Speedvale - 62 Apartments					\$843,000
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Site Dev Ph					
Algonquin Ferndale Furnace Replacement			\$240,000		
Total Algonquin/Ferndale - 47 Houses			\$240,000		
Applewood/Sunset -47 Townhomes					
12 Sunset Parking Lot Paving					
Applewood / Sunset Furnace Replacements				\$332,000	
4 Applewood Parking Lot Paving					\$245,000
Total Applewood/Sunset -47 Townhomes				\$332,000	\$245,000
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot					
576 Woolwich Common Space Floo					
576 Woolwich Solar Panels					
576 Woolwich Roof Replacement					
Total 576 Woolwich - 100 Apartments					
232 Delhi/33 Marlborough - 109 Apartments					
33 Marlborough Roofing Replace					
232 Delhi Lights/Ceiling/Recrc					
33 Marlborough Parking Lot Rep					
232 Delhi Roofing Replacement					
33 Marlborough HVAC Upgrades					
232 Delhi HVAC Upgrades					
Total 232 Delhi/33 Marlborough - 109					

Social Housing Major Capital Project Details

Project Description	2025	2026	2027	2028	2029
County Owned Units					
Willow/Dawson - 85 Townhomes					
Willow/Dawson Deep Energy Retrofit					
Total Willow/Dawson - 85 Townhomes					
229 Dublin - 74 Apartments					
229 Dublin Carport Ceiling Rep	\$20,000	\$295,000			
229 Dublin Electric Heat Conv	\$1,561,000				
229 Dublin Generator Install					
229 Dublin Corridor Improvement	\$310,000				
229 Dublin Windows, Doors and Siding Replacement		\$670,000			
229 Dublin Balcony Replacement		\$25,000	\$415,000		
229 Dublin Parking Lot Repaving					
229 Dublin EIFS Rehab					
Total 229 Dublin - 74 Apartments	\$1,891,000	\$990,000	\$415,000		
387 Waterloo - 72 Apartments					
387 Waterloo Roofing Repl					
387 Waterloo Parking Lot					
387 Waterloo Common Space Flooring					
Total 387 Waterloo - 72 Apartments					
130 Grange - 72 Apartments					
130 Grange Light/Clng/Rcrg	\$193,000				
130 Grange Electric Heat Conv					
130 Grange Generator Install					
130 Grange Parking Lot	\$420,000				
130 Grange MUA Replacement					
130 Grange Flat Roof Replace					
Total 130 Grange - 72 Apartments	\$613,000				
411 Waterloo - 41 Apartments					
411 Waterloo Roofing Repl.					
411 Waterloo Elevator Modernization			\$12,000	\$195,000	
411 Waterloo Common Space Flooring					
Total 411 Waterloo - 41 Apartments			\$12,000	\$195,000	
32 Hadati - 89 Apartments					
32 Hadati Lght/Clng/Rcrg Repl					
Scattered Hadati Driveway Repa	\$55,000				
32 Hadati Elevator Modernization		\$12,000	\$185,000		
32 Hadati Retaining Wall			\$30,000	\$885,000	
32 Hadati Windows, Doors and Siding Replacement					
32 Hadati Balcony Replacements					
Total 32 Hadati - 89 Apartments	\$55,000	\$12,000	\$215,000	\$885,000	

Social Housing Major Capital Project Details

Project Description	2030	2031	2032	2033	2034
County Owned Units					
Willow/Dawson - 85 Townhomes					
Willow/Dawson Deep Energy Retrofit	\$1,130,000	\$1,065,000	\$1,245,000	\$785,000	
Total Willow/Dawson - 85 Townhomes	\$1,130,000	\$1,065,000	\$1,245,000	\$785,000	
229 Dublin - 74 Apartments					
229 Dublin Carport Ceiling Rep					
229 Dublin Electric Heat Conv					
229 Dublin Generator Install					
229 Dublin Corridor Improvement					
229 Dublin Windows, Doors and Siding Replacement					
229 Dublin Balcony Replacement					
229 Dublin Parking Lot Repaving	\$100,000				
229 Dublin EIFS Rehab			\$675,000		
Total 229 Dublin - 74 Apartments	\$100,000		\$675,000		
387 Waterloo - 72 Apartments					
387 Waterloo Roofing Repl					
387 Waterloo Parking Lot	\$305,000				
387 Waterloo Common Space Flooring		\$125,000			
Total 387 Waterloo - 72 Apartments	\$305,000	\$125,000			
130 Grange - 72 Apartments					
130 Grange Light/Clng/Rcrr					
130 Grange Electric Heat Conv					
130 Grange Generator Install					
130 Grange Parking Lot					
130 Grange MUA Replacement			\$20,000	\$310,000	
130 Grange Flat Roof Replace			\$101,000	\$1,675,000	
Total 130 Grange - 72 Apartments			\$121,000	\$1,985,000	
411 Waterloo - 41 Apartments					
411 Waterloo Roofing Repl.					
411 Waterloo Elevator Modernization					
411 Waterloo Common Space Flooring	\$80,000				
Total 411 Waterloo - 41 Apartments	\$80,000				
32 Hadati - 89 Apartments					
32 Hadati Lght/Clng/Rcrr Repl					
Scattered Hadati Driveway Repa					
32 Hadati Elevator Modernization					
32 Hadati Retaining Wall					
32 Hadati Windows, Doors and Siding Replacement	\$845,000				
32 Hadati Balcony Replacements		\$410,000			
Total 32 Hadati - 89 Apartments	\$845,000	\$410,000			

Social Housing Major Capital Project Details

Project Description	2025	2026	2027	2028	2029
County Owned Units					
Edward St. Arthur - 14 Apartments					
110 Edward Windows Replacement	\$105,000				
110 Edward Roofing Replacement			\$35,000	\$585,000	
110 Edward Corridor & Electrical Improvements			\$125,000		
Total Edward St. Arthur - 14 Apartments	\$105,000		\$160,000	\$585,000	
Frederick St Arthur - 10 Apartments					
133 Frederick Window Replaceme	\$75,000				
133 Frederick Corridor & Electrical Improvements			\$135,000		
133 Frederick Metal Roof install			\$23,000	\$385,000	
Total Frederick St Arthur - 10 Apartments	\$75,000		\$158,000	\$385,000	
221 Mary St. Elora - 20 Apartments					
221 Mary Corridor & Electrical Improvements		\$150,000			
221 Mary Roofing Replacement					
221 Mary Elevator Mod					\$13,000
221 Mary Wood Balcony Rebuild					
Total 221 Mary St. Elora - 20 Apartments		\$150,000			\$13,000
22 Church St. Erin - 11 Apartments					
22 Church & 235 Egremont Elect	\$40,000				
22 Church Metal Roof Install				\$195,000	
Total 22 Church St. Erin - 11 Apartments	\$40,000			\$195,000	
14 Centre St. Erin - 16 Apartments					
14 Centre Metal Roof Install		\$19,000	\$320,000		
14 Centre Window Replacement	\$150,000				
14 Centre Solar Panels				\$120,000	
14 Centre Elevator Modernization			\$12,000	\$195,000	
221 Mary MUA Replacement					
Total 14 Centre St. Erin - 16 Apartments	\$150,000	\$19,000	\$332,000	\$315,000	
Edinburgh Ave. Fergus - 18 Townhomes					
Edinburgh Roof Replacement					
Total Edinburgh Ave. Fergus - 18 Townhomes					
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Common Space Flooring					\$70,000
450 Ferrier Balcony Replacement					
450 Ferrier Flat Roof Replacement					
450 Ferrier Windows, Doors and Siding Replacement					
Total 450 Ferrier Ct. Fergus - 41 Apartments					\$70,000
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Elevator Modernization			\$12,000	\$195,000	
500 Ferrier Balcony Replacement					
500 Ferrier Flat Roof Replacement					
Total 500 Ferrier Ct. Fergus - 41 Apartments			\$12,000	\$195,000	

Social Housing Major Capital Project Details

Project Description	2030	2031	2032	2033	2034
County Owned Units					
Edward St. Arthur - 14 Apartments					
110 Edward Windows Replacement					
110 Edward Roofing Replacement					
110 Edward Corridor & Electrical Improvements					
Total Edward St. Arthur - 14 Apartments					
Frederick St Arthur - 10 Apartments					
133 Frederick Window Replaceme					
133 Frederick Corridor & Electrical Improvements					
133 Frederick Metal Roof install					
Total Frederick St Arthur - 10 Apartments					
221 Mary St. Elora - 20 Apartments					
221 Mary Corridor & Electrical Improvements					
221 Mary Roofing Replacement	\$32,000	\$635,000			
221 Mary Elevator Mod	\$215,000				
221 Mary Wood Balcony Rebuild			\$240,000		
Total 221 Mary St. Elora - 20 Apartments	\$247,000	\$635,000	\$240,000		
22 Church St. Erin - 11 Apartments					
22 Church & 235 Egremont Elect					
22 Church Metal Roof Install					
Total 22 Church St. Erin - 11 Apartments					
14 Centre St. Erin - 16 Apartments					
14 Centre Metal Roof Install					
14 Centre Window Replacement					
14 Centre Solar Panels					
14 Centre Elevator Modernization					
221 Mary MUA Replacement		\$135,000			
Total 14 Centre St. Erin - 16 Apartments		\$135,000			
Edinburgh Ave. Fergus - 18 Townhomes					
Edinburgh Roof Replacement			\$30,000	\$500,000	
Total Edinburgh Ave. Fergus - 18 Townhomes			\$30,000	\$500,000	
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Common Space Flooring					
450 Ferrier Balcony Replacement	\$205,000				
450 Ferrier Flat Roof Replacement					\$1,180,000
450 Ferrier Windows, Doors and Siding Replacement					\$425,000
Total 450 Ferrier Ct. Fergus - 41 Apartments	\$205,000				\$1,605,000
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Elevator Modernization					
500 Ferrier Balcony Replacement	\$185,000				
500 Ferrier Flat Roof Replacement					\$845,000
Total 500 Ferrier Ct. Fergus - 41 Apartments	\$185,000				\$845,000

Social Housing Major Capital Project Details

Project Description	2025	2026	2027	2028	2029
County Owned Units					
Elizabeth St. Harriston - 12 Apartments					
38 Elizabeth Metal Roof					\$24,000
Total Elizabeth St. Harriston - 12 Apartments					\$24,000
51 John St. Harriston - 16 Apartments					
51 John St Window Replacement	\$150,000				
51 John Corridor Improvements	\$166,000				
51 John MUA Replacement					
51 John Elevator modernization					
51 John Site Improvements					
Total 51 John St. Harriston - 16 Apartments	\$316,000				
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernizat	\$11,000	\$175,000			
450 Albert Recirc Line Replace					
450 Albert Common Space Flooring					\$70,000
450 Albert Window Replacement					
Total 450 Albert St. Mt. Forest - 31 Apartments	\$11,000	\$175,000			\$70,000
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Roof Replacement					\$55,000
235 Egremont Windows Replaceme	\$85,000				
Total 235 Egremont St. Mt. Forest 11 Apartments	\$85,000				\$55,000
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Lghtng/Clng/Rcrc					
212 Whites Solar Panels					
212 Whites Windows/Doors/Side	\$240,000				
212 Whites Metal Roof Install					
212 Whites Elevator Modernizat	\$11,000	\$175,000			
212 Whites Balcony/Railing Replacement					
212 Whites MUA replacement					
212 Whites Parking Lot Paving					
Total 212 Whites Rd. Palmerston 32 Apartments	\$251,000	\$175,000			
Derby St. Palmerston - 12 Apartments					
360 Derby Windows/Doors/Side	\$115,000				
360 Derby Metal Roof Install					
Derby/Prospect Furnace Replacements					
Total Derby St. Palmerston - 12 Apartments	\$115,000				

Social Housing Major Capital Project Details

Project Description	2030	2031	2032	2033	2034
County Owned Units					
Elizabeth St. Harriston - 12 Apartments					
38 Elizabeth Metal Roof	\$395,000				
Total Elizabeth St. Harriston - 12 Apartments	\$395,000				
51 John St. Harriston - 16 Apartments					
51 John St Window Replacement					
51 John Corridor Improvements					
51 John MUA Replacement					\$155,000
51 John Elevator modernization		\$15,000	\$235,000		
51 John Site Improvements				\$20,000	\$150,000
Total 51 John St. Harriston - 16 Apartments		\$15,000	\$235,000	\$20,000	\$305,000
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernizat					
450 Albert Recirc Line Replace					
450 Albert Common Space Flooring					
450 Albert Window Replacement			\$325,000		
Total 450 Albert St. Mt. Forest - 31 Apartments			\$325,000		
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Roof Replacement					
235 Egremont Windows Replaceme					
Total 235 Egremont St. Mt. Forest 11 Apartments					
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Lghtng/Clng/Rcrc					
212 Whites Solar Panels		\$205,000			
212 Whites Windows/Doors/Side					
212 Whites Metal Roof Install	\$45,000	\$755,000			
212 Whites Elevator Modernizat					
212 Whites Balcony/Railing Replacement					\$188,000
212 Whites MUA replacement					\$155,000
212 Whites Parking Lot Paving					\$145,000
Total 212 Whites Rd. Palmerston 32 Apartments	\$45,000	\$960,000			\$488,000
Derby St. Palmerston - 12 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	

Social Housing Major Capital Project Details

Project Description	2025	2026	2027	2028	2029
County Owned Units					
Social Housing Various Locations					
Housing Building Retrofit	\$223,000	\$101,000	\$233,000	\$112,000	\$325,000
Various Kitchen Replacements	\$335,000	\$370,000	\$405,000	\$445,000	\$490,000
Various Bathroom Replacements	\$190,000	\$205,000	\$300,000	\$320,000	\$335,000
Accessible unit Renovations/Upgrades					
Various Camera Installations	\$240,000				
Various Unit Door/Fob Replace					
2023 Accessible Unit Reno					
County Corridor Handrail Rpl	\$85,000				
2024 Various Kitchen Replaceme					
2024 Housing Building Retro					
Electrical Switchgear Replacem	\$100,000	\$120,000	\$420,000		
Appliance Replacements	\$115,000	\$115,000	\$120,000	\$125,000	\$130,000
Various Lounge Furniture Replacements					\$400,000
Total Social Housing Various Locations	\$1,288,000	\$911,000	\$1,478,000	\$1,002,000	\$1,680,000
Total County Owned Units	\$5,550,000	\$4,345,000	\$4,798,000	\$5,064,000	\$4,904,000

Social Housing Major Capital Project Details

Project Description	2030	2031	2032	2033	2034
County Owned Units					
Social Housing Various Locations					
Housing Building Retrofit	\$85,000	\$25,000	\$154,000	\$288,000	\$138,000
Various Kitchen Replacements	\$540,000	\$595,000	\$655,000	\$720,000	\$790,000
Various Bathroom Replacements	\$350,000	\$370,000	\$395,000	\$415,000	\$436,000
Accessible unit Renovations/Upgrades					
Various Camera Installations					
Various Unit Door/Fob Replace					
2023 Accessible Unit Reno					
County Corridor Handrail Rpl					
2024 Various Kitchen Replaceme					
2024 Housing Building Retro					
Electrical Switchgear Replacem					
Appliance Replacements	\$130,000	\$135,000	\$140,000	\$145,000	\$150,000
Various Lounge Furniture Replacements	\$220,000	\$60,000			
Total Social Housing Various Locations	\$1,325,000	\$1,185,000	\$1,344,000	\$1,568,000	\$1,514,000
Total County Owned Units	\$4,877,000	\$5,203,000	\$4,960,000	\$5,295,000	\$5,845,000



Programme Overview

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Joint Social Services and Land Ambulance 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

2025 Budget Highlights

Operating Budget:

- Budget adjustments have been made to rent revenue and expenditure lines to reflect actual spending in 2024.
- Insurance costs have increased significantly with an impact of \$17,000 in 2025.

Capital Budget:

- Facility improvements for County-owned affordable housing total \$1.3 million over the ten-year forecast and are funded through the Housing Capital Reserve and a portion of the National Housing Co-Investment Funding Grant.

Staff Complement (Full time equivalents)	2024	2025
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: Joint Social Services and Land Ambulance 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)

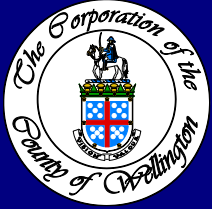
Performance Measures

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 2025	Actual 2024	Actual 2023	Actual 2022
Number of affordable households that receive rent supports per year.*	35	35*	30*	35*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	0	0	0
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.**	0	135**	135**	135**

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

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



County of Wellington

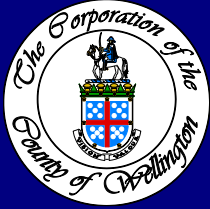
2025 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2023	2023	2024	2024	2025	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
Revenue							
Grants & Subsidies	\$175,200	\$175,200	\$174,014	\$174,000	\$172,500	(\$1,500)	(0.9%)
Licenses, Permits and Rents	\$1,339,796	\$1,321,500	\$1,345,413	\$1,330,000	\$1,362,800	\$32,800	2.5%
User Fees & Charges	\$25,371	\$23,000	\$24,493	\$23,000	\$23,000	\$ -	-
Total Revenue	\$1,540,367	\$1,519,700	\$1,543,920	\$1,527,000	\$1,558,300	\$31,300	2.0%
Expenditure							
Salaries, Wages and Benefits	\$115,640	\$120,000	\$80,580	\$123,400	\$130,600	\$7,200	5.8%
Supplies, Material & Equipment	\$126,205	\$84,800	\$162,674	\$118,700	\$142,700	\$24,000	20.2%
Purchased Services	\$794,507	\$709,900	\$728,870	\$779,300	\$808,300	\$29,000	3.7%
Insurance & Financial	\$49,185	\$36,200	\$48,248	\$58,500	\$75,500	\$17,000	29.1%
Internal Charges	\$103,900	\$103,900	\$118,900	\$118,900	\$132,600	\$13,700	11.5%
Total Expenditure	\$1,189,437	\$1,054,800	\$1,139,272	\$1,198,800	\$1,289,700	\$90,900	7.6%
Net Operating Cost / (Revenue)	(\$350,930)	(\$464,900)	(\$404,648)	(\$328,200)	(\$268,600)	\$59,600	(18.2%)
Transfers							
Debt Charges	\$174,712	\$175,200	\$173,550	\$174,000	\$172,500	(\$1,500)	(0.9%)
Transfer from Reserve	(\$5,251)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$1,381,472	\$1,489,700	\$1,634,784	\$1,554,900	\$1,516,700	(\$38,200)	(2.5%)
Total Transfers	\$1,550,933	\$1,664,900	\$1,808,334	\$1,728,900	\$1,689,200	(\$39,700)	(2.3%)
NET COST / (REVENUE)	\$1,200,003	\$1,200,000	\$1,403,686	\$1,400,700	\$1,420,600	\$19,900	1.4%



County of Wellington

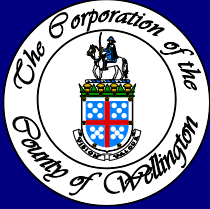
2025 - 2034 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$172,500	\$170,600	\$168,400	\$170,800	\$167,700
Licenses, Permits and Rents	\$1,362,800	\$1,390,000	\$1,417,700	\$1,445,900	\$1,474,700
User Fees & Charges	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Total Revenue	\$1,558,300	\$1,583,600	\$1,609,100	\$1,639,700	\$1,665,400
EXPENDITURES					
Salaries, Wages and Benefits	\$130,600	\$135,600	\$139,400	\$143,400	\$148,200
Supplies, Material & Equipment	\$142,700	\$146,200	\$149,700	\$153,200	\$156,900
Purchased Services	\$808,300	\$816,600	\$840,400	\$905,700	\$921,900
Insurance & Financial	\$75,500	\$84,800	\$96,000	\$109,100	\$124,100
Internal Charges	\$132,600	\$136,600	\$140,700	\$144,900	\$149,200
Total Expenditures	\$1,289,700	\$1,319,800	\$1,366,200	\$1,456,300	\$1,500,300
Net Operating Cost / (Revenue)	(\$268,600)	(\$263,800)	(\$242,900)	(\$183,400)	(\$165,100)
DEBT AND TRANSFERS					
Debt Charges	\$172,500	\$170,600	\$168,400	\$170,700	\$167,600
Transfer to Reserves	\$1,516,700	\$1,503,100	\$1,488,300	\$1,443,600	\$1,461,400
Total Debt and Transfers	\$1,689,200	\$1,673,700	\$1,656,700	\$1,614,300	\$1,629,000
TAX LEVY REQUIREMENT	\$1,420,600	\$1,409,900	\$1,413,800	\$1,430,900	\$1,463,900
yr/yr % change	1.4%	(0.8%)	0.3%	1.2%	2.3%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$164,300				
Licenses, Permits and Rents	\$1,504,000	\$1,534,000	\$1,564,500	\$1,595,800	\$1,609,100
User Fees & Charges	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Total Revenue	\$1,691,300	\$1,557,000	\$1,587,500	\$1,618,800	\$1,632,100
EXPENDITURES					
Salaries, Wages and Benefits	\$152,400	\$157,400	\$162,400	\$167,800	\$172,800
Supplies, Material & Equipment	\$160,700	\$164,700	\$168,700	\$172,800	\$177,300
Purchased Services	\$934,900	\$942,800	\$970,600	\$1,015,700	\$1,098,900
Insurance & Financial	\$141,300	\$160,200	\$183,300	\$209,300	\$235,300
Internal Charges	\$153,700	\$158,300	\$163,000	\$167,900	\$172,900
Total Expenditures	\$1,543,000	\$1,583,400	\$1,648,000	\$1,733,500	\$1,857,200
Net Operating Cost / (Revenue)	(\$148,300)	\$26,400	\$60,500	\$114,700	\$225,100
DEBT AND TRANSFERS					
Debt Charges	\$164,200				
Transfer to Reserves	\$1,451,700	\$1,441,000	\$1,428,300	\$1,414,300	\$1,400,000
Total Debt and Transfers	\$1,615,900	\$1,441,000	\$1,428,300	\$1,414,300	\$1,400,000
TAX LEVY REQUIREMENT	\$1,467,600	\$1,467,400	\$1,488,800	\$1,529,000	\$1,625,100
yr/yr % change	0.3%		1.5%	2.7%	6.3%



County of Wellington

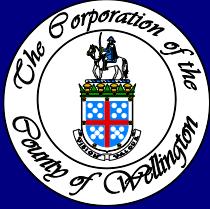
2025 - 2034 Capital Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2025	2026	2027	2028	2029	5 Year Total
Social Services						
Affordable Housing						
182 George Roof Replacement						
182 George Window and Door Replacement						
Provision for New County Afd Housing Units		\$6,000,000			\$6,000,000	\$12,000,000
Affordable Housing Retrofits	\$55,000	\$96,000	\$49,000	\$54,000	\$107,000	\$361,000
Total Affordable Housing	\$55,000	\$6,096,000	\$49,000	\$54,000	\$6,107,000	\$12,361,000
Total	\$55,000	\$6,096,000	\$49,000	\$54,000	\$6,107,000	\$12,361,000
Sources of Financing						
Subsidies		\$2,000,000			\$2,000,000	\$4,000,000
Reserves	\$55,000	\$4,096,000	\$49,000	\$54,000	\$4,107,000	\$8,361,000
Total Financing	\$55,000	\$6,096,000	\$49,000	\$54,000	\$6,107,000	\$12,361,000



County of Wellington

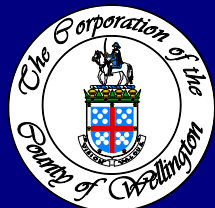
2025 - 2034 Capital Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2030	2031	2032	2033	2034	10 Year
Social Services						
Affordable Housing						
182 George Roof Replacement		\$260,000				\$260,000
182 George Window and Door Replacement				\$157,000		\$157,000
Provision for New County Afd Housing Units			\$6,000,000			\$18,000,000
Affordable Housing Retrofits	\$61,000	\$64,000	\$74,000	\$109,000	\$226,000	\$895,000
Total Affordable Housing	\$61,000	\$324,000	\$6,074,000	\$266,000	\$226,000	\$19,312,000
Total	\$61,000	\$324,000	\$6,074,000	\$266,000	\$226,000	\$19,312,000
Sources of Financing						
Subsidies			\$2,000,000			\$6,000,000
Reserves	\$61,000	\$324,000	\$4,074,000	\$266,000	\$226,000	\$13,312,000
Total Financing	\$61,000	\$324,000	\$6,074,000	\$266,000	\$226,000	\$19,312,000



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.”

2025 Budget Highlights

Operating Budget:

- Grants and subsidies are increasing by \$1.6 million. This increase comes as a result of a continuation of a funding commitment from the province to increase direct hours of care (\$1.1 million), an increase in the level of care funding (\$320,000) and the inclusion of the Nurse Practitioner funding (\$150,000).
- Increases in salaries and wages include the following new positions: Personal Support Worker (PSW) staff for Apple Valley (1.7 FTE), Personal Support Worker hours to the night shift (1.7 FTE), a full time Nurse Practitioner, Environmental Services Supervisor (0.6 FTE) and Maintenance Worker backfill hours. In addition to new positions, the budget includes adjustments to backfill assumptions.

Capital Budget:

- Staff continue to plan for lifecycle replacements and repairs on building components and equipment. Projects for replacements total \$6 million over the ten years and are funding from the Wellington Terrace Capital reserve.

Staff Complement (Full time equivalents)	2024	2025
Wellington Terrace Administration	7.5	9.2
Housekeeping	20.2	20.9
Laundry	3.5	3.6
Maintenance	3.4	3.5
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	6.8	5.0
Nursing Direct Care	133.4	140.5
Nutrition	35.2	36.6
Total	221.7	231.0
Current employee count: 361		



Performance Measures

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

Programme Goals and Objectives

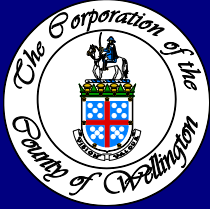
Wellington Terrace's mission is to provide compassionate care, honouring the unique needs of each individual. The following are included in the goals and objectives of Wellington Terrace's Quality Improvement Programme (QIP).

- 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 2025	Actual 2024	Actual 2023	Actual 2022
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	95%	96%	96%	95%
Percentage of residents responding, "Excellent or Good" to: My satisfaction of how well staff listen to me."	95%	93%	93%	N/A

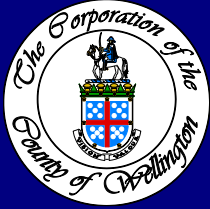


County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
Revenue							
Grants & Subsidies	\$13,970,203	\$12,209,900	\$15,338,738	\$14,130,500	\$15,720,600	\$1,590,100	11.3%
User Fees & Charges	\$4,722,510	\$4,769,000	\$5,104,299	\$4,758,800	\$5,207,700	\$448,900	9.4%
Sales Revenue	\$62,502	\$58,100	\$56,677	\$61,400	\$56,700	(\$4,700)	(7.7%)
Other Revenue	\$101,009	\$25,000	\$123,188	\$35,000	\$50,000	\$15,000	42.9%
Total Revenue	\$18,856,224	\$17,062,000	\$20,622,902	\$18,985,700	\$21,035,000	\$2,049,300	10.8%
Expenditure							
Salaries, Wages and Benefits	\$22,317,726	\$20,576,400	\$23,791,703	\$22,950,500	\$25,090,400	\$2,139,900	9.3%
Supplies, Material & Equipment	\$1,839,554	\$1,645,400	\$1,870,946	\$1,821,700	\$1,959,000	\$137,300	7.5%
Purchased Services	\$1,519,091	\$1,514,300	\$1,582,302	\$1,478,800	\$1,624,500	\$145,700	9.9%
Insurance & Financial	\$478,402	\$408,800	\$498,913	\$479,500	\$548,500	\$69,000	14.4%
Internal Charges	\$1,087,801	\$1,087,000	\$1,242,665	\$1,232,000	\$1,435,400	\$203,400	16.5%
Total Expenditure	\$27,242,574	\$25,231,900	\$28,986,529	\$27,962,500	\$30,657,800	\$2,695,300	9.6%
Net Operating Cost / (Revenue)	\$8,386,350	\$8,169,900	\$8,363,627	\$8,976,800	\$9,622,800	\$646,000	7.2%
Debt and Transfers							
Debt Charges	\$1,814,057	\$1,849,700	\$1,811,932	\$1,849,700	\$1,713,000	(\$136,700)	(7.4%)
Transfer from Reserve	(\$286,715)	(\$494,200)	(\$19,649)	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$ -	-
Total Debt and Transfers	\$1,777,342	\$1,605,500	\$2,042,283	\$2,099,700	\$1,963,000	(\$136,700)	(6.5%)
NET COST / (REVENUE)	\$10,163,692	\$9,775,400	\$10,405,910	\$11,076,500	\$11,585,800	\$509,300	4.6%



County of Wellington

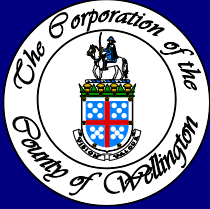
2025 - 2034 Operating Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$15,720,600	\$14,973,300	\$15,049,400	\$15,144,200	\$15,240,100
User Fees & Charges	\$5,207,700	\$5,259,400	\$5,311,600	\$5,364,300	\$5,417,600
Sales Revenue	\$56,700	\$57,900	\$59,200	\$60,500	\$61,800
Other Revenue	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Revenue	\$21,035,000	\$20,340,600	\$20,470,200	\$20,619,000	\$20,769,500
EXPENDITURES					
Salaries, Wages and Benefits	\$25,090,400	\$25,926,000	\$26,688,700	\$27,510,300	\$28,353,700
Supplies, Material & Equipment	\$1,959,000	\$1,892,500	\$1,997,100	\$1,997,000	\$2,055,200
Purchased Services	\$1,624,500	\$1,666,900	\$1,710,400	\$1,755,100	\$1,801,100
Insurance & Financial	\$548,500	\$600,500	\$624,500	\$649,600	\$676,100
Internal Charges	\$1,435,400	\$1,478,000	\$1,521,900	\$1,567,100	\$1,613,700
Total Expenditures	\$30,657,800	\$31,563,900	\$32,542,600	\$33,479,100	\$34,499,800
Net Operating Cost / (Revenue)	\$9,622,800	\$11,223,300	\$12,072,400	\$12,860,100	\$13,730,300
DEBT AND TRANSFERS					
Debt Charges	\$1,713,000				
Transfer to Reserves	\$250,000	\$400,000	\$400,000	\$400,000	\$550,000
Total Debt and Transfers	\$1,963,000	\$400,000	\$400,000	\$400,000	\$550,000
TAX LEVY REQUIREMENT					
	\$11,585,800	\$11,623,300	\$12,472,400	\$13,260,100	\$14,280,300
yr/yr % change	4.6%	0.3%	7.3%	6.3%	7.7%



County of Wellington

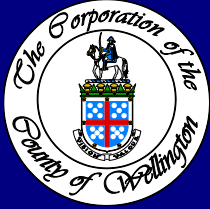
2025 - 2034 Operating Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$15,336,800	\$15,434,600	\$15,533,300	\$15,633,000	\$15,732,700
User Fees & Charges	\$5,471,400	\$5,525,700	\$5,580,600	\$5,636,000	\$5,692,000
Sales Revenue	\$63,200	\$64,600	\$66,000	\$67,400	\$68,900
Other Revenue	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Revenue	\$20,921,400	\$21,074,900	\$21,229,900	\$21,386,400	\$21,543,600
EXPENDITURES					
Salaries, Wages and Benefits	\$29,224,500	\$30,124,700	\$31,054,800	\$32,017,400	\$33,012,200
Supplies, Material & Equipment	\$2,175,600	\$2,169,600	\$2,233,300	\$2,371,500	\$2,440,700
Purchased Services	\$1,848,500	\$1,897,200	\$1,947,100	\$2,000,100	\$2,051,200
Insurance & Financial	\$703,500	\$732,300	\$762,400	\$794,500	\$826,500
Internal Charges	\$1,661,600	\$1,711,000	\$1,761,900	\$1,814,300	\$1,868,300
Total Expenditures	\$35,613,700	\$36,634,800	\$37,759,500	\$38,997,800	\$40,198,900
Net Operating Cost / (Revenue)	\$14,692,300	\$15,559,900	\$16,529,600	\$17,611,400	\$18,655,300
DEBT AND TRANSFERS					
Debt Charges					
Transfer to Reserves	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
Total Debt and Transfers	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
TAX LEVY REQUIREMENT	\$15,242,300	\$16,109,900	\$17,079,600	\$18,161,400	\$19,205,300
yr/yr % change	6.7%	5.7%	6.0%	6.3%	5.7%



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2025	2026	2027	2028	2029	5 Year Total
Long-Term Care Homes						
Equipment and Technology						
Terrace Network			\$125,000			\$125,000
Nursing Equip Replacements	\$110,000	\$110,000	\$110,000	\$120,000	\$120,000	\$570,000
Resident Van Replacement			\$125,000			\$125,000
Wireless Phone Replacements					\$140,000	\$140,000
Nutritional Services Equipment	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Tablet Replacements	\$40,000				\$45,000	\$85,000
Telecommunications Upgrades	\$200,000	\$300,000				\$500,000
Mower/Snow Blower Replacement						
Terrace Bus Replacement			\$180,000			\$180,000
Total Equipment and Technology	\$400,000	\$460,000	\$590,000	\$170,000	\$355,000	\$1,975,000
Facility Improvements						
Courtyard Door Replacement						
Garbage Compactor Replacement						
WT Building Retrofits	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Air Handling Unit Upgrades	\$850,000					\$850,000
Outdoor Refresh - Staff Area	\$40,000					\$40,000
WT Building Upgrades and Repair	\$450,000					\$450,000
Terrace Parking Lot				\$675,000		\$675,000
Roof Waterproofing		\$220,000				\$220,000
Total Facility Improvements	\$1,390,000	\$270,000	\$50,000	\$725,000	\$50,000	\$2,485,000
Total	\$1,790,000	\$730,000	\$640,000	\$895,000	\$405,000	\$4,460,000
Sources of Financing						
Subsidies	\$450,000					\$450,000
Reserves	\$1,340,000	\$730,000	\$640,000	\$895,000	\$405,000	\$4,010,000
Total Financing	\$1,790,000	\$730,000	\$640,000	\$895,000	\$405,000	\$4,460,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2030	2031	2032	2033	2034	10 Year Total
Long-Term Care Homes						
Equipment and Technology						
Terrace Network				\$150,000		\$275,000
Nursing Equip Replacements	\$120,000	\$130,000	\$130,000	\$130,000	\$130,000	\$1,210,000
Resident Van Replacement						\$125,000
Wireless Phone Replacements						\$140,000
Nutritional Services Equipment	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Tablet Replacements				\$50,000		\$135,000
Telecommunications Upgrades						\$500,000
Mower/Snow Blower Replacement				\$70,000		\$70,000
Terrace Bus Replacement						\$180,000
Total Equipment and Technology	\$170,000	\$180,000	\$180,000	\$450,000	\$180,000	\$3,135,000
Facility Improvements						
Courtyard Door Replacement	\$55,000					\$55,000
Garbage Compactor Replacement	\$70,000					\$70,000
WT Building Retrofits	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Air Handling Unit Upgrades						\$850,000
Outdoor Refresh - Staff Area						\$40,000
WT Building Upgrades and Repai						\$450,000
Terrace Parking Lot						\$675,000
Roof Waterproofing						\$220,000
Total Facility Improvements	\$175,000	\$50,000	\$50,000	\$50,000	\$50,000	\$2,860,000
Total	\$345,000	\$230,000	\$230,000	\$500,000	\$230,000	\$5,995,000
Sources of Financing						
Subsidies						\$450,000
Reserves	\$345,000	\$230,000	\$230,000	\$500,000	\$230,000	\$5,545,000
Total Financing	\$345,000	\$230,000	\$230,000	\$500,000	\$230,000	\$5,995,000



Programme Overview

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

Programme Description

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

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

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

2025 Budget Highlights

Operating Budget:

- Additional municipal recoveries based on updated cost recovery rates
- Staffing increases includes additional hours at Clifford library as well various locations to ensure staff are not working alone, as well providing coverage for Branch supervisors time off. Additional assistant branch supervisor and library page hours will commence in June to provide the required staffing levels for the opening of the new Erin branch.

Capital Branch Improvements:

- Lifecycle replacement for building components at various branches total \$6.8 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)	2024	2025
Library Administration	9.1	9.1
Library Branch Staff	52.5	55.3
Total	61.6	64.4
Current employee count: 113		



Performance Measures

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

Programme Goals and Objectives

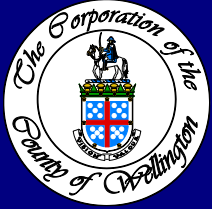
The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- 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 2025	Actual 2024	Actual 2023	Actual 2022
Number of materials circulated	1,035,000	1,037,067	962,289	848,589
Library website traffic including database, catalogue, and calendar usage	950,000	941,678	850,797	698,440
Number of programmes offered	2,700	2,834	2,810	2,168
Number of people attending programmes	39,000	38,689	35,612	40,791

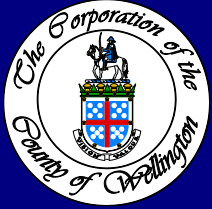


County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$141,275	\$141,500	\$141,275	\$141,500	\$141,500	\$ -	-
Municipal Recoveries	\$31,680	\$30,000	\$41,760	\$32,000	\$52,000	\$20,000	62.5%
Licenses, Permits and Rents	\$49,462	\$47,500	\$59,044	\$49,500	\$56,100	\$6,600	13.3%
User Fees & Charges	\$26,141	\$17,900	\$39,366	\$23,800	\$37,100	\$13,300	55.9%
Sales Revenue	\$11,417	\$8,100	\$12,431	\$10,100	\$11,800	\$1,700	16.8%
Other Revenue	\$270,124	\$ -	\$13,930	\$ -	\$7,800	\$7,800	-
Total Revenue	\$530,099	\$245,000	\$307,806	\$256,900	\$306,300	\$49,400	19.2%
Expenditure							
Salaries, Wages and Benefits	\$5,423,595	\$5,313,100	\$5,860,098	\$5,681,700	\$6,256,500	\$574,800	10.1%
Supplies, Material & Equipment	\$1,053,539	\$958,600	\$1,094,138	\$1,025,600	\$1,090,100	\$64,500	6.3%
Purchased Services	\$1,388,489	\$1,248,300	\$1,315,537	\$1,369,300	\$1,430,500	\$61,200	4.5%
Insurance & Financial	\$162,620	\$134,600	\$162,294	\$155,900	\$170,500	\$14,600	9.4%
Minor Capital Expenses	\$5,801	\$43,500	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$41,158	\$25,700	\$32,372	\$25,700	\$25,700	\$ -	-
Total Expenditure	\$8,075,202	\$7,723,800	\$8,464,439	\$8,258,200	\$8,973,300	\$715,100	8.7%
Net Operating Cost / (Revenue)	\$7,545,103	\$7,478,800	\$8,156,633	\$8,001,300	\$8,667,000	\$665,700	8.3%
Debt and Transfers							
Debt Charges	\$371,028	\$371,800	\$230,501	\$231,000	\$316,000	\$85,000	36.8%
Transfer from Reserve	(\$157,801)	(\$195,500)	(\$4,000)	\$ -	(\$85,000)	(\$85,000)	-
Transfers to Reserve	\$697,640	\$440,000	\$440,000	\$440,000	\$740,000	\$300,000	68.2%
Total Debt and Transfers	\$910,867	\$616,300	\$666,501	\$671,000	\$971,000	\$300,000	44.7%
NET COST / (REVENUE)	\$8,455,970	\$8,095,100	\$8,823,134	\$8,672,300	\$9,638,000	\$965,700	11.1%



County of Wellington

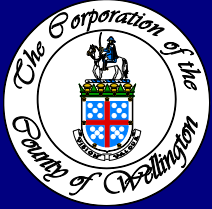
2025 - 2034 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$141,500	\$141,500	\$141,500	\$141,500	\$141,500
Municipal Recoveries	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
Licenses, Permits and Rents	\$56,100	\$56,500	\$56,900	\$57,300	\$57,700
User Fees & Charges	\$37,100	\$37,400	\$37,700	\$38,000	\$38,300
Sales Revenue	\$11,800	\$11,800	\$11,800	\$11,800	\$11,800
Other Revenue	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800
Total Revenue	\$306,300	\$307,000	\$307,700	\$308,400	\$309,100
EXPENDITURES					
Salaries, Wages and Benefits	\$6,256,500	\$6,561,200	\$6,776,700	\$6,993,300	\$7,216,800
Supplies, Material & Equipment	\$1,090,100	\$1,119,400	\$1,149,600	\$1,180,600	\$1,212,500
Purchased Services	\$1,430,500	\$1,580,400	\$1,631,600	\$1,681,000	\$1,734,400
Insurance & Financial	\$170,500	\$184,900	\$193,300	\$202,500	\$213,000
Internal Charges	\$25,700	\$25,700	\$25,700	\$25,700	\$25,700
Total Expenditures	\$8,973,300	\$9,471,600	\$9,776,900	\$10,083,100	\$10,402,400
Net Operating Cost / (Revenue)	\$8,667,000	\$9,164,600	\$9,469,200	\$9,774,700	\$10,093,300
DEBT AND TRANSFERS					
Debt Charges	\$316,000	\$645,500	\$644,800	\$645,600	\$414,000
Transfer from Reserves	(\$85,000)	(\$414,000)	(\$414,000)	(\$414,000)	(\$414,000)
Transfer to Reserves	\$740,000	\$740,000	\$740,000	\$740,000	\$740,000
Total Debt and Transfers	\$971,000	\$971,500	\$970,800	\$971,600	\$740,000
TAX LEVY REQUIREMENT	\$9,638,000	\$10,136,100	\$10,440,000	\$10,746,300	\$10,833,300
yr/yr % change	11.1%	5.2%	3.0%	2.9%	0.8%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$141,500	\$141,500	\$141,500	\$141,500	\$141,500
Municipal Recoveries	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
Licenses, Permits and Rents	\$58,100	\$58,500	\$58,900	\$59,300	\$59,700
User Fees & Charges	\$38,600	\$38,900	\$39,200	\$39,500	\$39,900
Sales Revenue	\$11,800	\$11,800	\$11,800	\$11,800	\$11,800
Other Revenue	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800
Total Revenue	\$309,800	\$310,500	\$311,200	\$311,900	\$312,700
EXPENDITURES					
Salaries, Wages and Benefits	\$7,444,800	\$7,682,900	\$7,926,100	\$8,179,900	\$8,440,600
Supplies, Material & Equipment	\$1,245,400	\$1,279,000	\$1,313,700	\$1,349,300	\$1,386,300
Purchased Services	\$1,785,500	\$1,837,900	\$1,891,400	\$1,946,300	\$2,003,600
Insurance & Financial	\$223,600	\$234,800	\$245,900	\$259,100	\$271,600
Internal Charges	\$25,700	\$25,700	\$25,700	\$25,700	\$25,700
Total Expenditures	\$10,725,000	\$11,060,300	\$11,402,800	\$11,760,300	\$12,127,800
Net Operating Cost / (Revenue)	\$10,415,200	\$10,749,800	\$11,091,600	\$11,448,400	\$11,815,100
DEBT AND TRANSFERS					
Debt Charges	\$414,000	\$414,000	\$414,000	\$414,000	\$414,000
Transfer from Reserves	(\$414,000)	(\$414,000)	(\$414,000)	(\$414,000)	(\$414,000)
Transfer to Reserves	\$740,000	\$740,000	\$740,000	\$740,000	\$740,000
Total Debt and Transfers	\$740,000	\$740,000	\$740,000	\$740,000	\$740,000
TAX LEVY REQUIREMENT	\$11,155,200	\$11,489,800	\$11,831,600	\$12,188,400	\$12,555,100
yr/yr % change	3.0%	3.0%	3.0%	3.0%	3.0%



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2025	2026	2027	2028	2029	5 Year Total
Library Services						
Programming						
Branch Improvements FFE	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Library Master Plan	\$50,000					\$50,000
Catalogue Software Replacement		\$40,000				\$40,000
Collection Enhancement	\$55,000					\$55,000
Circulating/Programming Techno	\$35,000					\$35,000
Library Courier Electric Van						
Future Technology Advancements			\$35,000	\$35,000	\$35,000	\$105,000
Total Programming	\$170,000	\$70,000	\$65,000	\$65,000	\$65,000	\$435,000
Facilities						
MF Branch: Elevator Modernization						
MF Branch: HVAC Upgrades						
Puslinch Branch: Air Conditioning						
Puslinch Branch: Water Heater						
Palmerston Branch: Interior Upgrades						
Palmerston Branch: Air Conditioning						
Harriston Branch: Plumbing Upgrades						
Aboyne Branch: Interior Upgrades						
MF Branch: Exterior Doors Replacement						
Elora Branch: Packaged Air Conditioner Units						
Harriston Branch: Rain Water Drainage						
Palmerston Branch: Domestic Water Distribution						
Puslinch Branch: Domestic Water Distribution						
Aboyne Branch: Roof Replacement						
Puslinch Branch: Flooring Replacements						
Arthur Branch: Exterior Doors						
Clifford Branch: Domestic Water Distribution						
Clifford Branch: Site Lighting						
Harriston Branch: Parking Lot Rehabilitation						
Marden Branch: Bathroom Refurbishment						
Marden Branch: Parking Lot Rehabilitation						
Harriston Branch: Common Areas Floor Finishes						
Harriston Branch: Elevator Rehabilitation						



County of Wellington

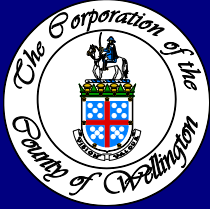
2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2030	2031	2032	2033	2034	10 Year Total
Library Services						
Programming						
Branch Improvements FFE	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
Library Master Plan						\$50,000
Catalogue Software Replacement	\$45,000					\$85,000
Collection Enhancement	\$55,000					\$110,000
Circulating/Programming Techno						\$35,000
Library Courier Electric Van	\$145,000					\$145,000
Future Technology Advancements	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$280,000
Total Programming	\$310,000	\$65,000	\$65,000	\$65,000	\$65,000	\$1,005,000
Facilities						
MF Branch: Elevator Modernization	\$480,000					\$480,000
MF Branch: HVAC Upgrades	\$50,000					\$50,000
Puslinch Branch: Air Conditioning	\$150,000					\$150,000
Puslinch Branch: Water Heater	\$65,000					\$65,000
Palmerston Branch: Interior Upgrades	\$85,000					\$85,000
Palmerston Branch: Air Conditioning	\$30,000					\$30,000
Harriston Branch: Plumbing Upgrades	\$50,000					\$50,000
Aboyne Branch: Interior Upgrades	\$70,000					\$70,000
MF Branch: Exterior Doors Replacement	\$30,000					\$30,000
Elora Branch: Packaged Air Conditioner Units	\$35,000				\$25,000	\$60,000
Harriston Branch: Rain Water Drainage	\$35,000					\$35,000
Palmerston Branch: Domestic Water Distribution	\$55,000					\$55,000
Puslinch Branch: Domestic Water Distribution	\$35,000					\$35,000
Aboyne Branch: Roof Replacement		\$300,000				\$300,000
Puslinch Branch: Flooring Replacements		\$65,000				\$65,000
Arthur Branch: Exterior Doors		\$30,000				\$30,000
Clifford Branch: Domestic Water Distribution		\$30,000				\$30,000
Clifford Branch: Site Lighting		\$30,000				\$30,000
Harriston Branch: Parking Lot Rehabilitation			\$80,000			\$80,000
Marden Branch: Bathroom Refurbishment			\$25,000			\$25,000
Marden Branch: Parking Lot Rehabilitation			\$160,000			\$160,000
Harriston Branch: Common Areas Floor Finishes			\$30,000			\$30,000
Harriston Branch: Elevator Rehabilitation			\$230,000			\$230,000



County of Wellington

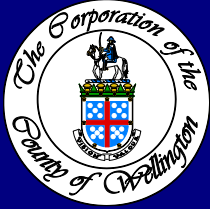
2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2025	2026	2027	2028	2029	5 Year Total
Harriston Branch: HVAC Rehabilitation						
Harriston Branch: Fire System Upgrades						
Harriston Branch: Roofing Rehabilitation						
Arthur Branch: Exterior Wall						
Arthur Branch: Roofing Rehabilitation						
Clifford Branch: Roof Replace	\$90,000					\$90,000
Arthur Branch: Security System	\$30,000					\$30,000
Arthur Branch: Site Lighting Rehab						
Arthur Branch: Domestic Water Distribution Rehab						
Drayton Branch: Lighting Equipment-Units Replacement						
Drayton Branch: Site Rehabilitation						
Drayton Branch: Roof Rehab						
Fergus Branch: Common Area Wall Finishes					\$65,000	\$65,000
Fergus Branch: Exterior Doors Replacement						
Fergus Branch: Exterior Windows Replacement						
Fergus Branch: Roofing Replacement						
Harriston Branch: Site Lighting Rehab						
Hillsburgh Branch: Exterior Window Replacement				\$45,000		\$45,000
Hillsburgh Branch: Common Areas Walls & Floors Rehab						
Hillsburgh Branch: HVAC Rehab						
Palmerston Branch: Elevator Modernization						
Puslinch Branch: HDS-Snow Melting Rehab						
Clifford Branch: AC Replacement		\$110,000				\$110,000
Clifford Branch: Common Area Floor Finishes		\$30,000				\$30,000
Harriston Branch: Common Area Wall Finishes			\$35,000			\$35,000
Marden Branch: Packaged Air Conditioner Units			\$40,000			\$40,000
Arthur Branch: Elevator Modernization				\$200,000		\$200,000
Fergus Branch: Flooring					\$100,000	\$100,000
Drayton Branch: Parking Lot					\$155,000	\$155,000
Drayton Branch: HVAC Replacements					\$45,000	\$45,000



County of Wellington

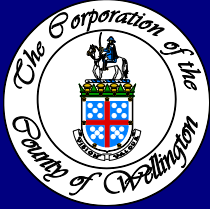
2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2030	2031	2032	2033	2034	10 Year Total
Harriston Branch: HVAC Rehabilitation			\$190,000			\$190,000
Harriston Branch: Fire System Upgrades			\$60,000			\$60,000
Harriston Branch: Roofing Rehabilitation			\$45,000			\$45,000
Arthur Branch: Exterior Wall					\$100,000	\$100,000
Arthur Branch: Roofing Rehabilitation					\$155,000	\$155,000
Clifford Branch: Roof Replace						\$90,000
Arthur Branch: Security System						\$30,000
Arthur Branch: Site Lighting Rehab					\$50,000	\$50,000
Arthur Branch: Domestic Water Distribution Rehab					\$40,000	\$40,000
Drayton Branch: Lighting Equipment-Units Replacement					\$35,000	\$35,000
Drayton Branch: Site Rehabilitation					\$50,000	\$50,000
Drayton Branch: Roof Rehab					\$240,000	\$240,000
Fergus Branch: Common Area Wall Finishes						\$65,000
Fergus Branch: Exterior Doors Replacement					\$40,000	\$40,000
Fergus Branch: Exterior Windows Replacement					\$80,000	\$80,000
Fergus Branch: Roofing Replacement					\$200,000	\$200,000
Harriston Branch: Site Lighting Rehab					\$50,000	\$50,000
Hillsburgh Branch: Exterior Window Replacement						\$45,000
Hillsburgh Branch: Common Areas Walls & Floors Rehab		\$75,000				\$75,000
Hillsburgh Branch: HVAC Rehab		\$60,000				\$60,000
Palmerston Branch: Elevator Modernization					\$140,000	\$140,000
Puslinch Branch: HDS-Snow Melting Rehab				\$50,000		\$50,000
Clifford Branch: AC Replacement						\$110,000
Clifford Branch: Common Area Floor Finishes						\$30,000
Harriston Branch: Common Area Wall Finishes						\$35,000
Marden Branch: Packaged Air Conditioner Units						\$40,000
Arthur Branch: Elevator Modernization						\$200,000
Fergus Branch: Flooring					\$45,000	\$145,000
Drayton Branch: Parking Lot						\$155,000
Drayton Branch: HVAC Replacements						\$45,000



County of Wellington

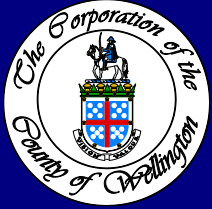
2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2025	2026	2027	2028	2029	5 Year Total
Drayton Branch: Flooring					\$60,000	\$60,000
Arthur Branch: HVAC Replacements					\$150,000	\$150,000
Arthur Branch: Parking Lot					\$65,000	\$65,000
Library Building Retrofits	\$155,000	\$110,000	\$150,000	\$100,000	\$135,000	\$650,000
Arthur Branch: Common Area Floor Finishes					\$50,000	\$50,000
Elora Branch: Roofing Rehabilitation					\$30,000	\$30,000
Drayton Branch: Site Lighting					\$25,000	\$25,000
Elora Branch: Fire Alarm Systems					\$40,000	\$40,000
Total Facilities	\$275,000	\$250,000	\$225,000	\$345,000	\$920,000	\$2,015,000
Total	\$445,000	\$320,000	\$290,000	\$410,000	\$985,000	\$2,450,000
Sources of Financing						
Reserves	\$365,000	\$320,000	\$290,000	\$410,000	\$985,000	\$2,370,000
Development Charges	\$80,000					\$80,000
Total Financing	\$445,000	\$320,000	\$290,000	\$410,000	\$985,000	\$2,450,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2030	2031	2032	2033	2034	10 Year Total
Drayton Branch: Flooring						\$60,000
Arthur Branch: HVAC Replacements						\$150,000
Arthur Branch: Parking Lot						\$65,000
Library Building Retrofits	\$245,000	\$215,000	\$135,000	\$100,000	\$175,000	\$1,520,000
Arthur Branch: Common Area Floor Finishes						\$50,000
Elora Branch: Roofing Rehabilitation						\$30,000
Drayton Branch: Site Lighting					\$60,000	\$85,000
Elora Branch: Fire Alarm Systems						\$40,000
Total Facilities	\$1,415,000	\$805,000	\$955,000	\$150,000	\$1,485,000	\$6,825,000
Total	\$1,725,000	\$870,000	\$1,020,000	\$215,000	\$1,550,000	\$7,830,000
Sources of Financing						
Reserves	\$1,680,000	\$870,000	\$1,020,000	\$215,000	\$1,550,000	\$7,705,000
Development Charges	\$45,000					\$125,000
Total Financing	\$1,725,000	\$870,000	\$1,020,000	\$215,000	\$1,550,000	\$7,830,000



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.

2025 Budget Highlights

Operating Budget

- Includes \$30,000 revenue for land that is rented to Holtz Grain Limited until 2029.

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 (\$4.3 million over 2025-2030)
- Project to provide a dedicated Children's space for child oriented programming
- Construction of Samuel Honey Drive to connect Charles Allen Way and Frederick Campbell Street (2029)
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)	2024	2025
Museum and Archives	18.8	18.8
Total	18.8	18.8
Current employee count: 25		



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. **Objectives:** 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.

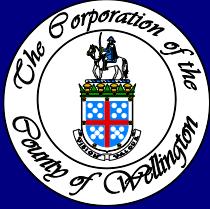
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
# of attendees	38,000	55,379*	34,348	37,854*
# of interactive pieces in exhibits	25	33	18	3
# of speaking engagements	52	52	7	6
# of consultations with key audiences to guide new exhibits	8	7	6	5
# of public events for targeted audiences	12	8	7	7
# of new promotion initiatives	1	2	3	3
% of patrons likely to return and recommend (customer satisfaction score)	97%	97%	97%	97%
# of capital improvements to historic site	4	5	6	5

* Note: Includes significant attendance to Dinosaur Exhibit



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$51,064	\$51,100	\$51,064	\$51,100	\$51,100	\$ -	-
Licenses, Permits and Rents	\$30,004	\$52,100	\$81,249	\$52,100	\$82,100	\$30,000	57.6%
User Fees & Charges	\$102,888	\$80,500	\$65,865	\$55,400	\$63,200	\$7,800	14.1%
Sales Revenue	\$13,890	\$15,300	\$25,283	\$15,400	\$21,900	\$6,500	42.2%
Other Revenue	\$10,947	\$ -	\$107,056	\$50,000	\$50,000	\$ -	-
Total Revenue	\$208,793	\$199,000	\$330,517	\$224,000	\$268,300	\$44,300	19.8%
Expenditure							
Salaries, Wages and Benefits	\$1,657,118	\$1,720,600	\$1,810,107	\$1,808,400	\$1,957,900	\$149,500	8.3%
Supplies, Material & Equipment	\$178,893	\$174,000	\$163,730	\$185,800	\$193,800	\$8,000	4.3%
Purchased Services	\$456,176	\$459,300	\$501,077	\$519,000	\$510,200	(\$8,800)	(1.7%)
Transfer Payments	\$6,000	\$ -	\$500	\$ -	\$ -	\$ -	-
Insurance & Financial	\$67,440	\$64,600	\$77,245	\$71,800	\$79,500	\$7,700	10.7%
Minor Capital Expenses	\$4,350	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$18,232	\$10,000	\$18,582	\$10,000	\$12,500	\$2,500	25.0%
Total Expenditure	\$2,388,209	\$2,428,500	\$2,571,241	\$2,595,000	\$2,753,900	\$158,900	6.1%
Net Operating Cost / (Revenue)	\$2,179,416	\$2,229,500	\$2,240,724	\$2,371,000	\$2,485,600	\$114,600	4.8%
Debt and Transfers							
Transfers to Reserve	\$453,893	\$427,000	\$707,556	\$650,000	\$750,000	\$100,000	15.4%
Total Debt and Transfers	\$453,893	\$427,000	\$707,556	\$650,000	\$750,000	\$100,000	15.4%
NET COST / (REVENUE)	\$2,633,309	\$2,656,500	\$2,948,280	\$3,021,000	\$3,235,600	\$214,600	7.1%

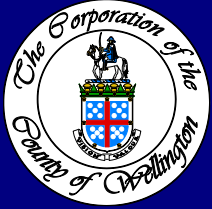


County of Wellington

2025 - 2034 Operating Budget

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

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$82,100	\$83,700	\$85,300	\$87,000	\$88,700
User Fees & Charges	\$63,200	\$64,400	\$65,600	\$66,800	\$68,100
Sales Revenue	\$21,900	\$22,300	\$22,700	\$23,100	\$23,500
Other Revenue	\$50,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Revenue	\$268,300	\$291,500	\$294,700	\$298,000	\$301,400
EXPENDITURES					
Salaries, Wages and Benefits	\$1,957,900	\$2,051,400	\$2,140,600	\$2,225,800	\$2,302,600
Supplies, Material & Equipment	\$193,800	\$176,700	\$181,700	\$186,700	\$191,800
Purchased Services	\$510,200	\$518,300	\$537,100	\$554,600	\$573,800
Insurance & Financial	\$79,500	\$85,600	\$90,500	\$95,500	\$100,600
Internal Charges	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Total Expenditures	\$2,753,900	\$2,844,500	\$2,962,400	\$3,075,100	\$3,181,300
Net Operating Cost / (Revenue)	\$2,485,600	\$2,553,000	\$2,667,700	\$2,777,100	\$2,879,900
DEBT AND TRANSFERS					
Transfer to Reserves	\$750,000	\$870,000	\$870,000	\$870,000	\$870,000
Total Debt and Transfers	\$750,000	\$870,000	\$870,000	\$870,000	\$870,000
TAX LEVY REQUIREMENT					
yr/yr % change	7.1%	5.8%	3.4%	3.1%	2.8%

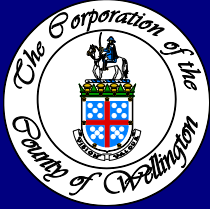


County of Wellington

2025 - 2034 Operating Budget

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

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$51,100	\$51,100	\$51,100	\$51,100	\$51,100
Licenses, Permits and Rents	\$60,500	\$62,300	\$64,200	\$66,100	\$68,100
User Fees & Charges	\$69,400	\$70,700	\$72,000	\$73,400	\$74,900
Sales Revenue	\$23,900	\$24,300	\$24,700	\$25,100	\$25,500
Other Revenue	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Revenue	\$274,900	\$278,400	\$282,000	\$285,700	\$289,600
EXPENDITURES					
Salaries, Wages and Benefits	\$2,379,000	\$2,458,400	\$2,540,700	\$2,625,800	\$2,714,400
Supplies, Material & Equipment	\$197,000	\$202,300	\$207,800	\$213,300	\$219,300
Purchased Services	\$592,100	\$610,400	\$629,100	\$647,900	\$667,500
Insurance & Financial	\$106,000	\$111,700	\$117,800	\$124,300	\$131,100
Internal Charges	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Total Expenditures	\$3,286,600	\$3,395,300	\$3,507,900	\$3,623,800	\$3,744,800
Net Operating Cost / (Revenue)	\$3,011,700	\$3,116,900	\$3,225,900	\$3,338,100	\$3,455,200
DEBT AND TRANSFERS					
Transfer to Reserves	\$870,000	\$870,000	\$870,000	\$870,000	\$870,000
Total Debt and Transfers	\$870,000	\$870,000	\$870,000	\$870,000	\$870,000
TAX LEVY REQUIREMENT					
yr/yr % change	3.5%	2.7%	2.7%	2.7%	2.8%

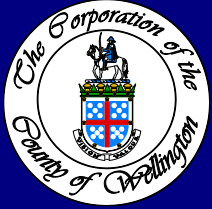


County of Wellington

2025 - 2034 Capital Budget

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

	2025	2026	2027	2028	2029	5 Year Total
Museum & Archives at WP						
Programming and Equipment						
Wellington Place Utility Vehic	\$45,000					\$45,000
Zero Turn Mowers (3)			\$60,000			\$60,000
Museum Dedicated Childrens Spa	\$600,000					\$600,000
WCMA Van		\$80,000				\$80,000
Total Programming and Equipment	\$645,000	\$80,000	\$60,000			\$785,000
Facilities						
Museum Air Conditioning			\$220,000			\$220,000
Archives Roof Replacement						
Replace Boilers		\$70,000				\$70,000
Exhibit Hall Flooring Replacem	\$30,000					\$30,000
Aboyne Hall Flooring Replaceme	\$30,000					\$30,000
WP - Museum Building Renovations			\$1,750,000			\$1,750,000
Archives Reading Room Flooring	\$30,000					\$30,000
Main Elec Panel Replacement				\$45,000		\$45,000
Replace Humidification Units						
Fire Alarm Panel				\$90,000		\$90,000
Aboyne Hall Kitchen					\$70,000	\$70,000
Total Facilities	\$90,000	\$70,000	\$1,970,000	\$135,000	\$70,000	\$2,335,000
Wellington Place						
Samuel Honey Drive Construction					\$2,125,000	\$2,125,000
WP - Commons Recreation Area						
WP - Storage Building, Bicycle/Water Stations		\$1,625,000				\$1,625,000
Aboyne Rural Hospice Stormwate	\$100,000					\$100,000
Total Wellington Place	\$100,000	\$1,625,000			\$2,125,000	\$3,850,000
Total	\$835,000	\$1,775,000	\$2,030,000	\$135,000	\$2,195,000	\$6,970,000
Sources of Financing						
Reserves	\$835,000	\$1,775,000	\$2,030,000	\$135,000	\$2,195,000	\$6,970,000
Total Financing	\$835,000	\$1,775,000	\$2,030,000	\$135,000	\$2,195,000	\$6,970,000

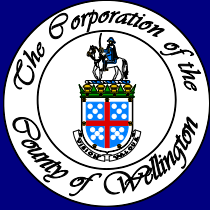


County of Wellington

2025 - 2034 Capital Budget

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

	2030	2031	2032	2033	2034	10 Year Total
Museum & Archives at WP						
Programming and Equipment						
Wellington Place Utility Vehic						\$45,000
Zero Turn Mowers (3)						\$60,000
Museum Dedicated Childrens Spa						\$600,000
WCMA Van						\$80,000
Total Programming and Equipment						\$785,000
Facilities						
Museum Air Conditioning						\$220,000
Archives Roof Replacement		\$230,000				\$230,000
Replace Boilers		\$135,000				\$205,000
Exhibit Hall Flooring Replacem						\$30,000
Aboyne Hall Flooring Replaceme						\$30,000
WP - Museum Building Renovations						\$1,750,000
Archives Reading Room Flooring						\$30,000
Main Elec Panel Replacement						\$45,000
Replace Humidification Units	\$40,000					\$40,000
Fire Alarm Panel						\$90,000
Aboyne Hall Kitchen						\$70,000
Total Facilities	\$40,000	\$365,000				\$2,740,000
Wellington Place						
Samuel Honey Drive Construction						\$2,125,000
WP - Commons Recreation Area	\$920,000					\$920,000
WP - Storage Building, Bicycle/Water Stations						\$1,625,000
Aboyne Rural Hospice Stormwate						\$100,000
Total Wellington Place	\$920,000					\$4,770,000
Total	\$960,000	\$365,000				\$8,295,000
Sources of Financing						
Reserves	\$960,000	\$365,000				\$8,295,000
Total Financing	\$960,000	\$365,000				\$8,295,000



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 five of the County's local Conservation Authorities; 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.

2025 Budget Highlights

Operating Budget:

- Municipal recoveries includes a reduction of \$32,000 as County staff are no longer providing Planning consulting services for the Township of Puslinch.
- The budget includes significant increases to operating expenditures and revenues throughout 2025-2029 to incorporate the Home Energy Efficiency Transition (HEET) programme. The expectation is that FCM grant funding will cover all of the net operating costs resulting in the programme having no levy impact.
- The transfer payment line related to the Rural Water Quality Programme has been maintained at the 2024 level as the new service agreement with the conservation authorities will be in place for a full year in 2025

Capital Budget:

- Continued investment in updates to the Official Plan to ensure conformity with provincial policy
- Corporate Climate Change related capital initiatives total \$420,000 and are included in 2025-2030 of the forecast.

Staff Complement (Full time equivalents)	2024	2025
Planning and Development	14.3	14.3
Land Division Committee	2.0	2.0
Climate Change	2.0	2.0
Weed Inspection/Tree Cutting	1.2	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

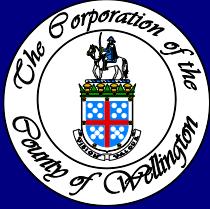
In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Percent of new residential units from building permits in settlement areas	90%	91%	87%	88%
Percent of agriculturally designated land retained since year 2000*	99.40%	99.60%	99.60%	99.60%
Number of new residential units from building permits	730	1,093	592	853
Corporate greenhouse gas emission % reduction yr/yr	-1.00%	0.20%***	1.00%	-18.60%
Community greenhouse gas emissions % reduction yr/yr	1.00%	1.00%***	1.00%	-1.20%

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

** Large change due to operational changes and utility billing procedures.

*** Projections as the actuals are not available until the following mid-year

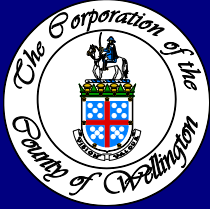


County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$ -	\$ -	\$ -	\$ -	\$317,300	\$317,300	-
Municipal Recoveries	\$400,125	\$418,700	\$377,395	\$441,100	\$409,100	(\$32,000)	(7.3%)
User Fees & Charges	\$1,265,078	\$1,200,600	\$1,249,408	\$1,248,700	\$1,298,800	\$50,100	4.0%
Other Revenue	\$126	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,665,329	\$1,619,300	\$1,626,803	\$1,689,800	\$2,025,200	\$335,400	19.8%
Expenditure							
Salaries, Wages and Benefits	\$2,526,379	\$2,655,500	\$2,700,073	\$2,842,000	\$3,072,700	\$230,700	8.1%
Supplies, Material & Equipment	\$34,485	\$43,000	\$38,295	\$46,200	\$41,800	(\$4,400)	(9.5%)
Purchased Services	\$182,277	\$392,800	\$207,573	\$418,900	\$701,800	\$282,900	67.5%
Transfer Payments	\$788,690	\$785,000	\$805,164	\$865,000	\$878,500	\$13,500	1.6%
Insurance & Financial	\$48,916	\$47,300	\$48,873	\$51,800	\$57,500	\$5,700	11.0%
Internal Charges	\$6,663	\$6,600	\$19,142	\$6,600	\$21,600	\$15,000	227.3%
Total Expenditure	\$3,587,410	\$3,930,200	\$3,819,120	\$4,230,500	\$4,773,900	\$543,400	12.8%
Net Operating Cost / (Revenue)	\$1,922,081	\$2,310,900	\$2,192,317	\$2,540,700	\$2,748,700	\$208,000	8.2%
Debt and Transfers							
Transfer from Reserve	(\$924)	(\$20,000)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$58,334	\$10,000	\$44,776	\$10,000	\$10,000	\$ -	-
Total Debt and Transfers	\$57,410	(\$10,000)	\$44,776	\$10,000	\$10,000	\$ -	-
NET COST / (REVENUE)	\$1,979,491	\$2,300,900	\$2,237,093	\$2,550,700	\$2,758,700	\$208,000	8.2%



County of Wellington

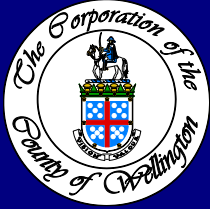
2025 - 2034 Operating Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$317,300	\$952,600	\$990,600	\$708,900	\$828,900
Municipal Recoveries	\$409,100	\$418,800	\$428,500	\$438,200	\$447,900
User Fees & Charges	\$1,298,800	\$1,336,600	\$1,374,400	\$1,414,600	\$1,456,800
Other Revenue	\$ -	\$37,600	\$37,600	\$37,600	\$37,600
Total Revenue	\$2,025,200	\$2,745,600	\$2,831,100	\$2,599,300	\$2,771,200
EXPENDITURES					
Salaries, Wages and Benefits	\$3,072,700	\$3,198,900	\$3,329,100	\$3,451,500	\$3,575,100
Supplies, Material & Equipment	\$41,800	\$42,600	\$43,400	\$44,200	\$45,000
Purchased Services	\$701,800	\$790,500	\$840,200	\$752,200	\$884,700
Transfer Payments	\$878,500	\$1,442,300	\$1,456,300	\$1,289,100	\$1,304,100
Insurance & Financial	\$57,500	\$107,200	\$109,900	\$111,800	\$114,500
Internal Charges	\$21,600	\$21,600	\$21,600	\$21,600	\$21,600
Total Expenditures	\$4,773,900	\$5,603,100	\$5,800,500	\$5,670,400	\$5,945,000
Net Operating Cost / (Revenue)	\$2,748,700	\$2,857,500	\$2,969,400	\$3,071,100	\$3,173,800
DEBT AND TRANSFERS					
Transfer to Reserves	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Debt and Transfers	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TAX LEVY REQUIREMENT	\$2,758,700	\$2,867,500	\$2,979,400	\$3,081,100	\$3,183,800
yr/yr % change	8.2%	3.9%	3.9%	3.4%	3.3%



County of Wellington

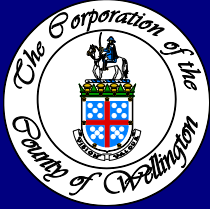
2025 - 2034 Operating Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Recoveries	\$457,600	\$467,300	\$477,000	\$486,700	\$486,700
User Fees & Charges	\$1,499,000	\$1,541,200	\$1,585,400	\$1,630,600	\$1,679,100
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$1,956,600	\$2,008,500	\$2,062,400	\$2,117,300	\$2,165,800
EXPENDITURES					
Salaries, Wages and Benefits	\$3,690,900	\$3,810,400	\$3,934,700	\$4,061,900	\$4,193,400
Supplies, Material & Equipment	\$45,800	\$46,600	\$47,500	\$48,400	\$49,400
Purchased Services	\$444,900	\$458,100	\$471,900	\$485,900	\$500,800
Transfer Payments	\$950,500	\$966,000	\$981,500	\$997,500	\$997,500
Insurance & Financial	\$71,600	\$74,100	\$76,700	\$79,200	\$81,600
Internal Charges	\$21,600	\$21,600	\$21,600	\$21,600	\$21,600
Total Expenditures	\$5,225,300	\$5,376,800	\$5,533,900	\$5,694,500	\$5,844,300
Net Operating Cost / (Revenue)	\$3,268,700	\$3,368,300	\$3,471,500	\$3,577,200	\$3,678,500
DEBT AND TRANSFERS					
Transfer to Reserves	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Debt and Transfers	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TAX LEVY REQUIREMENT					
yr/yr % change	3.0%	3.0%	3.1%	3.0%	2.8%



County of Wellington

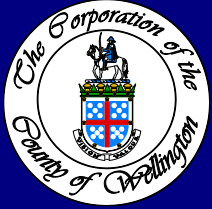
2025 - 2034 Capital Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029	5 Year Total
Planning						
Planning and Trails						
Official Plan Rev/Update	\$250,000					\$250,000
Total Planning and Trails	\$250,000					\$250,000
Climate Change Initiatives						
Adaptation Plan	\$100,000					\$100,000
Corporate EV Infrastructure	\$70,000					\$70,000
Green Energy Mapping			\$100,000			\$100,000
Pathway to Net Zero - County C	\$150,000					\$150,000
Total Climate Change Initiatives	\$320,000		\$100,000			\$420,000
Total	\$570,000		\$100,000			\$670,000
Sources of Financing						
Reserves	\$370,000		\$100,000			\$470,000
Development Charges	\$200,000					\$200,000
Total Financing	\$570,000		\$100,000			\$670,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Planning and Land Division

Department: Planning

Governance: Planning and Land Division Committee

	2030	2031	2032	2033	2034	10 Year Total
Planning						
Planning and Trails						
Official Plan Rev/Update	\$400,000					\$650,000
Total Planning and Trails	\$400,000					\$650,000
Climate Change Initiatives						
Adaptation Plan						\$100,000
Corporate EV Infrastructure						\$70,000
Green Energy Mapping						\$100,000
Pathway to Net Zero - County C						\$150,000
Total Climate Change Initiatives						\$420,000
Total	\$400,000					\$1,070,000
Sources of Financing						
Reserves	\$80,000					\$550,000
Development Charges	\$320,000					\$520,000
Total Financing	\$400,000					\$1,070,000



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 end of 2024, over 3.36 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.

2025 Budget Highlights

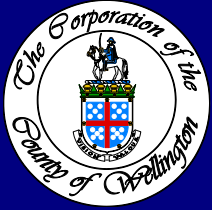
Operating Budget:

- Sales revenue from the Green Legacy programme have been decreased by \$8,000 in 2025 as the County is no longer providing trees to the City of Guelph
- Transfer to reserves has been increased by \$30K in 2025 to address future facility improvement and lifecycle replacements in the 10-year capital forecast

Capital Budget:

- The 2025-2034 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling \$480,000.
- The 2025 budget includes an electric vehicle purchase as part of the Pilot for the Green Fleet Strategy.
- Lifecycle replacement for building components at both nurseries total \$334,000 and are scheduled throughout the forecast.

Staff Complement (Full time equivalents)	2024	2025
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: 7		



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.

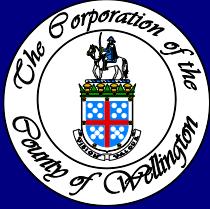
- Provide 175,000 high quality trees a year to residents of the County of Wellington.
(Doing what the County does best - providing critical daily services for your residents)
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington 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 2025	Actual 2024	Actual 2023	Actual 2022
# of high quality trees planted per year	167,000	160,953	166,050*	156,318*
# of students (grades K-8) involved in Green Legacy events	8,000	8,112	7,580*	2,818*
# of volunteers involved in Green Legacy events	500	492	507*	144*
# of trees provided to municipalities, conservation authorities and service groups	32,000	39,020	26,623*	29,454*

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



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$383	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sales Revenue	\$11,744	\$35,000	\$15,031	\$15,000	\$7,000	(\$8,000)	(53.3%)
Other Revenue	\$100	\$2,000	\$2,415	\$2,000	\$2,000	\$ -	-
Total Revenue	\$12,227	\$37,000	\$17,446	\$17,000	\$9,000	(\$8,000)	(47.1%)
Expenditure							
Salaries, Wages and Benefits	\$698,652	\$676,500	\$693,571	\$730,000	\$781,300	\$51,300	7.0%
Supplies, Material & Equipment	\$87,716	\$110,300	\$78,225	\$109,400	\$106,300	(\$3,100)	(2.8%)
Purchased Services	\$64,718	\$79,500	\$54,296	\$80,600	\$75,600	(\$5,000)	(6.2%)
Insurance & Financial	\$28,191	\$27,600	\$30,081	\$31,800	\$33,700	\$1,900	6.0%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$16,000	\$12,000	(\$4,000)	(25.0%)
Internal Charges	\$6,726	\$13,000	\$36,198	\$13,000	\$28,000	\$15,000	115.4%
Total Expenditure	\$886,003	\$906,900	\$892,371	\$980,800	\$1,036,900	\$56,100	5.7%
Net Operating Cost / (Revenue)	\$873,776	\$869,900	\$874,925	\$963,800	\$1,027,900	\$64,100	6.7%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$16,000)	(\$12,000)	\$4,000	(25.0%)
Transfers to Reserve	\$60,000	\$60,000	\$60,000	\$60,000	\$90,000	\$30,000	50.0%
Total Debt and Transfers	\$60,000	\$60,000	\$60,000	\$44,000	\$78,000	\$34,000	77.3%
NET COST / (REVENUE)	\$933,776	\$929,900	\$934,925	\$1,007,800	\$1,105,900	\$98,100	9.7%



County of Wellington

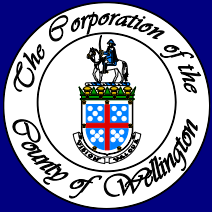
2025 - 2034 Operating Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029
REVENUE					
Sales Revenue	\$7,000	\$8,100	\$9,200	\$10,300	\$11,400
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Revenue	\$9,000	\$10,100	\$11,200	\$12,300	\$13,400
EXPENDITURES					
Salaries, Wages and Benefits	\$781,300	\$815,800	\$848,700	\$877,600	\$906,900
Supplies, Material & Equipment	\$106,300	\$104,200	\$107,200	\$110,300	\$113,400
Purchased Services	\$75,600	\$78,000	\$80,600	\$83,400	\$86,200
Insurance & Financial	\$33,700	\$36,600	\$38,800	\$41,000	\$43,600
Minor Capital Expenses	\$12,000	\$18,000	\$28,500		
Internal Charges	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Total Expenditures	\$1,036,900	\$1,080,600	\$1,131,800	\$1,140,300	\$1,178,100
Net Operating Cost / (Revenue)	\$1,027,900	\$1,070,500	\$1,120,600	\$1,128,000	\$1,164,700
DEBT AND TRANSFERS					
Transfer from Reserves	(\$12,000)	(\$18,000)	(\$28,500)		
Transfer to Reserves	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Debt and Transfers	\$78,000	\$72,000	\$61,500	\$90,000	\$90,000
TAX LEVY REQUIREMENT	\$1,105,900	\$1,142,500	\$1,182,100	\$1,218,000	\$1,254,700
yr/yr % change	9.7%	3.3%	3.5%	3.0%	3.0%



County of Wellington

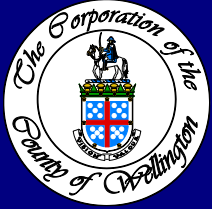
2025 - 2034 Operating Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2030	2031	2032	2033	2034
REVENUE					
Sales Revenue	\$12,600	\$13,800	\$15,100	\$16,400	\$17,100
Other Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total Revenue	\$14,600	\$15,800	\$17,100	\$18,400	\$19,100
EXPENDITURES					
Salaries, Wages and Benefits	\$937,000	\$968,400	\$1,000,800	\$1,034,300	\$1,068,900
Supplies, Material & Equipment	\$116,600	\$120,000	\$123,500	\$127,200	\$131,000
Purchased Services	\$89,000	\$91,900	\$95,000	\$98,100	\$101,200
Insurance & Financial	\$46,200	\$49,200	\$52,100	\$55,300	\$58,500
Minor Capital Expenses	\$7,000	\$11,000			
Internal Charges	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Total Expenditures	\$1,223,800	\$1,268,500	\$1,299,400	\$1,342,900	\$1,387,600
Net Operating Cost / (Revenue)	\$1,209,200	\$1,252,700	\$1,282,300	\$1,324,500	\$1,368,500
DEBT AND TRANSFERS					
Transfer from Reserves	(\$7,000)	(\$11,000)			
Transfer to Reserves	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Debt and Transfers	\$83,000	\$79,000	\$90,000	\$90,000	\$90,000
TAX LEVY REQUIREMENT	\$1,292,200	\$1,331,700	\$1,372,300	\$1,414,500	\$1,458,500
yr/yr % change	3.0%	3.1%	3.0%	3.1%	3.1%



County of Wellington

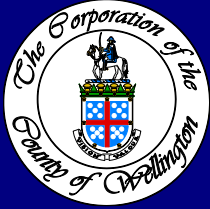
2025 - 2034 Capital Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2025	2026	2027	2028	2029	5 Year Total
Green Legacy						
Facility Improvements						
Bradford Whitcombe Nursery: Parking Lots						
Bradford Whitcombe Nursery: HVAC Rehabilitation						
Northern Nursery: Green Roof membrane and HVAC equipment						
Northern Nursery: Irrigation system and Parking lot repair						
Bradford Whitcombe Nursery: Exhaust Ventilation Systems			\$31,000			\$31,000
Total Facility Improvements			\$31,000			\$31,000
Vehicles and Equipment						
Green Legacy Pick up Replacement EV	\$85,000					\$85,000
Green Legacy Van Replacement						
Northern Nursery Pick Up Replacement EV				\$100,000		\$100,000
Total Vehicles and Equipment	\$85,000			\$100,000		\$185,000
Total	\$85,000		\$31,000	\$100,000		\$216,000
Sources of Financing						
Reserves	\$85,000		\$31,000	\$100,000		\$216,000
Total Financing	\$85,000		\$31,000	\$100,000		\$216,000



County of Wellington

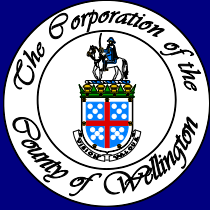
2025 - 2034 Capital Budget

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

	2030	2031	2032	2033	2034	10 Year
Green Legacy						
Facility Improvements						
Bradford Whitcombe Nursery: Parking Lots		\$45,000				\$45,000
Bradford Whitcombe Nursery: HVAC Rehabilitation			\$200,000			\$200,000
Northern Nursery: Green Roof membrane and HVAC equipment		\$30,000				\$30,000
Northern Nursery: Irrigation system and Parking lot repair		\$28,000				\$28,000
Bradford Whitcombe Nursery: Exhaust Ventilation Systems						\$31,000
Total Facility Improvements		\$103,000	\$200,000			\$334,000
Vehicles and Equipment						
Green Legacy Pick up Replacement EV				\$135,000		\$220,000
Green Legacy Van Replacement			\$160,000			\$160,000
Northern Nursery Pick Up Replacement EV						\$100,000
Total Vehicles and Equipment			\$160,000	\$135,000		\$480,000
Total		\$103,000	\$360,000	\$135,000		\$814,000
Sources of Financing						
Reserves		\$103,000	\$360,000	\$135,000		\$814,000
Total Financing		\$103,000	\$360,000	\$135,000		\$814,000



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.

2025 Budget Highlights

Operating Budget:

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2025-2034
- Purchased services includes an increase to software maintenance and licensing as a result of the new software implemented in 2024
- 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 (\$165,000 in 2028 - 2030)
- Vehicle replacement with an electric vehicle scheduled for 2028

Staff Complement (Full time equivalents)	2024	2025
Community Emergency Management	4.3	4.3
Total	4.3	4.3
Current employee count: 3		



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.

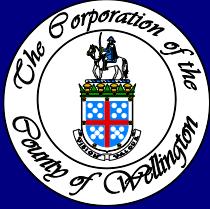
Wellington County has developed a risk-based emergency management programme that consists of the following prescribed elements that may include these five components:

- 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 2025	Actual 2024	Actual 2023	Actual 2022
ER Plans developed or updated	25	22	15	20
New MECG members trained	20	30	24	15
Public educational engagements conducted	22	27	18	20
Training exercises completed	20	19	19	16

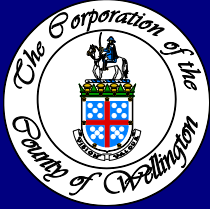


County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$432,534	\$455,000	\$471,706	\$484,800	\$506,100	\$21,300	4.4%
Supplies, Material & Equipment	\$19,861	\$21,800	\$16,634	\$21,800	\$21,800	\$ -	-
Purchased Services	\$172,165	\$193,300	\$206,128	\$200,800	\$238,900	\$38,100	19.0%
Transfer Payments	\$163,765	\$151,200	\$173,181	\$155,700	\$160,700	\$5,000	3.2%
Insurance & Financial	\$12,995	\$12,400	\$15,236	\$13,900	\$14,500	\$600	4.3%
Internal Charges	\$ -	\$1,500	\$600	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$801,320	\$835,200	\$883,485	\$878,500	\$943,500	\$65,000	7.4%
Net Operating Cost / (Revenue)	\$801,320	\$835,200	\$883,485	\$878,500	\$943,500	\$65,000	7.4%
Debt and Transfers							
Transfers to Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$10,000	50.0%
Total Debt and Transfers	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$10,000	50.0%
NET COST / (REVENUE)	\$821,320	\$855,200	\$903,485	\$898,500	\$973,500	\$75,000	8.3%



County of Wellington

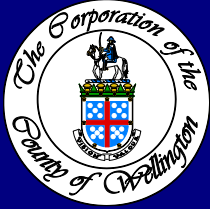
2025 - 2034 Operating Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division

	2025	2026	2027	2028	2029
EXPENDITURES					
Salaries, Wages and Benefits	\$506,100	\$534,800	\$558,900	\$581,800	\$604,900
Supplies, Material & Equipment	\$21,800	\$22,300	\$22,800	\$23,300	\$23,900
Purchased Services	\$238,900	\$244,900	\$251,000	\$257,100	\$263,700
Transfer Payments	\$160,700	\$165,700	\$170,700	\$175,700	\$181,200
Insurance & Financial	\$14,500	\$16,000	\$16,800	\$17,700	\$18,700
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$943,500	\$985,200	\$1,021,700	\$1,057,100	\$1,093,900
Net Operating Cost / (Revenue)	\$943,500	\$985,200	\$1,021,700	\$1,057,100	\$1,093,900
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	\$973,500	\$1,015,200	\$1,051,700	\$1,087,100	\$1,123,900
yr/yr % change	8.3%	4.3%	3.6%	3.4%	3.4%



County of Wellington

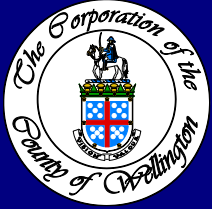
2025 - 2034 Operating Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division

	2030	2031	2032	2033	2034
EXPENDITURES					
Salaries, Wages and Benefits	\$624,900	\$645,500	\$666,700	\$688,900	\$711,400
Supplies, Material & Equipment	\$24,500	\$25,100	\$25,700	\$26,300	\$26,900
Purchased Services	\$270,500	\$277,400	\$284,600	\$291,900	\$299,300
Transfer Payments	\$186,700	\$192,700	\$198,700	\$204,700	\$204,700
Insurance & Financial	\$19,500	\$20,700	\$21,700	\$22,900	\$24,000
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$1,127,600	\$1,162,900	\$1,198,900	\$1,236,200	\$1,267,800
Net Operating Cost / (Revenue)	\$1,127,600	\$1,162,900	\$1,198,900	\$1,236,200	\$1,267,800
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	\$1,157,600	\$1,192,900	\$1,228,900	\$1,266,200	\$1,297,800
yr/yr % change	3.0%	3.0%	3.0%	3.0%	2.5%



County of Wellington

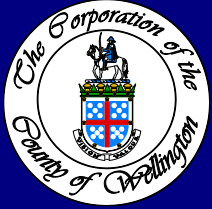
2025 - 2034 Capital Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division

	2025	2026	2027	2028	2029	5 Year Total
Emergency Management						
Replace Paging Site Batteries				\$55,000		\$55,000
Generator Replacement Programme				\$60,000		\$60,000
EM Portable and Mobile Radio Replacement				\$45,000		\$45,000
CEM Vehicle Replacement				\$100,000		\$100,000
Total				\$260,000		\$260,000
Sources of Financing						
Reserves				\$260,000		\$260,000
Total Financing				\$260,000		\$260,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division

	2030	2031	2032	2033	2034	10 Year Total
Emergency Management						
Replace Paging Site Batteries				\$65,000		\$120,000
Generator Replacement Programme						\$60,000
EM Portable and Mobile Radio Replacement						\$45,000
CEM Vehicle Replacement						\$100,000
Total				\$65,000		\$325,000
Sources of Financing						
Reserves				\$65,000		\$325,000
Total Financing				\$65,000		\$325,000



Programme Overview

Programme/Service:	Police Services
Department:	Provided under contract by Ontario Provincial Police
Governance:	Wellington County O.P.P Detachment Board

Programme Description

- Wellington County was the first municipality in Ontario to have a County-wide policing contract with the Ontario Provincial Police (O.P.P.), has the largest single contract location in the O.P.P., and is the second largest O.P.P. 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 O.P.P. 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 O.P.P. Detachment Board which is comprised of the Warden, two County Councillors, one individual appointed by the County and one provincial appointee.

2025 Budget Highlights

- The 2025 O.P.P. contract estimate of \$20,479,000 is up by \$2.6 million, or 14.4% from 2024. As a result of the large increase, the Province has provided one-time relief in the form of a reduction to the 2025 contract billing by \$2,048,000, bringing the revised contract down to \$18,431,000. Future years of the forecast have assumed the 2025 contract amount is maintained, with inflationary allowances. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- There is an allowance for one new uniformed officer beginning in 2026 and throughout Ten-Year Plan that will be added to the contract to keep pace with growth in the County and to address service level requirements. Each additional officer is expected to cost approximately \$215,200 annually (in 2025 dollars).
- The Bail Compliance and Warrant Apprehension (BCWA) grant accounts for \$335K of grant funding in 2025 which will be fully offset by an associated increase to expenses
- The budget also includes the cost of the O.P.P. Detachment 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 2025-2034 capital budget includes facility improvements and equipment replacements at the three County-owned detachments.

Staff Complement (Full time equivalents)	2024	2025
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:	Wellington County O.P.P Detachment Board

Programme Goals and Objectives

The O.P.P. has created a new Strategic Plan which supports our vision of Safe Communities...A Secure Ontario. The O.P.P. 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 O.P.P. 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 O.P.P. 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)**

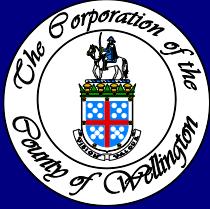
Performance Measures

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 2025	Actual 2024	Actual 2023	Actual 2022
# of completed Investigations*	38	111	80	104
# of mental health associated calls for service that include the support/involvement of the IMPACT team	N/A	689	683	647
# of Memorandums of Understanding with local hospitals and other care facilities	2	2	1	1**
% of collisions that use the Collision Reporting Centres	61%	59%	49%	37%
Total # of calls from the public for service	34,611	42,307	37,823	33,687

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

** Note: 2022 MOU encompassed three hospitals



County of Wellington

2025 Operating Budget

Programme/Service: Police Services
Department: Provided under contract by Ontario Provincial Police
Governance: Wellington County O.P.P Detachment Board

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$236,156	\$282,800	\$676,802	\$282,000	\$447,300	\$165,300	58.6%
Municipal Recoveries	\$40,983	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses, Permits and Rents	\$127,597	\$129,800	\$126,750	\$129,800	\$129,800	\$ -	-
Fines and Penalties	\$132,614	\$132,000	\$150,684	\$132,000	\$132,000	\$ -	-
User Fees & Charges	\$132,916	\$120,000	\$136,875	\$120,000	\$90,000	(\$30,000)	(25.0%)
Other Revenue	\$11,404	\$16,000	\$17,763	\$16,000	\$19,500	\$3,500	21.9%
Total Revenue	\$681,670	\$680,600	\$1,108,874	\$679,800	\$818,600	\$138,800	20.4%
Expenditure							
Salaries, Wages and Benefits	\$170,571	\$166,000	\$168,544	\$175,900	\$181,000	\$5,100	2.9%
Supplies, Material & Equipment	\$104,090	\$65,400	\$109,452	\$80,600	\$99,400	\$18,800	23.3%
Purchased Services	\$780,324	\$756,200	\$1,027,684	\$800,100	\$980,100	\$180,000	22.5%
Transfer Payments	\$17,094,775	\$17,430,000	\$16,782,243	\$17,593,000	\$18,036,000	\$443,000	2.5%
Insurance & Financial	\$16,728	\$17,200	\$20,622	\$21,100	\$25,800	\$4,700	22.3%
Minor Capital Expenses	\$25,135	\$40,000	\$14,628	\$31,000	\$18,000	(\$13,000)	(41.9%)
Internal Charges	\$2,368	\$1,900	\$26,481	\$42,600	\$34,600	(\$8,000)	(18.8%)
Total Expenditure	\$18,193,991	\$18,476,700	\$18,149,654	\$18,744,300	\$19,374,900	\$630,600	3.4%
Net Operating Cost / (Revenue)	\$17,512,321	\$17,796,100	\$17,040,780	\$18,064,500	\$18,556,300	\$491,800	2.7%
Debt and Transfers							
Debt Charges	\$140,882	\$141,200	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	(\$124,545)	(\$140,000)	(\$14,628)	(\$31,000)	(\$18,000)	\$13,000	(41.9%)
Transfers to Reserve	\$200,000	\$200,000	\$200,000	\$200,000	\$380,000	\$180,000	90.0%
Total Debt and Transfers	\$216,337	\$201,200	\$185,372	\$169,000	\$362,000	\$193,000	114.2%
NET COST / (REVENUE)	\$17,728,658	\$17,997,300	\$17,226,152	\$18,233,500	\$18,918,300	\$684,800	3.8%



County of Wellington

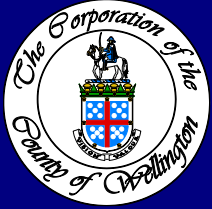
2025 - 2034 Operating Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Wellington County O.P.P Detachment Board

	2025	2026	2027	2028	2029
REVENUE					
Grants & Subsidies	\$447,300	\$149,400	\$56,100	\$56,100	\$56,100
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 & Charges	\$90,000	\$60,000	\$30,000		
Other Revenue	\$19,500	\$19,500	\$19,500	\$19,500	\$19,500
Total Revenue	\$818,600	\$490,700	\$367,400	\$337,400	\$337,400
EXPENDITURES					
Salaries, Wages and Benefits	\$181,000	\$189,900	\$197,100	\$205,400	\$213,800
Supplies, Material & Equipment	\$99,400	\$101,200	\$103,000	\$104,800	\$106,600
Purchased Services	\$980,100	\$708,200	\$641,600	\$667,000	\$693,800
Transfer Payments	\$18,036,000	\$20,861,000	\$21,568,000	\$22,269,000	\$23,002,000
Insurance & Financial	\$25,800	\$27,100	\$28,300	\$29,500	\$31,100
Minor Capital Expenses	\$18,000	\$75,000		\$5,000	\$24,000
Internal Charges	\$34,600	\$34,600	\$34,600	\$34,600	\$34,600
Total Expenditures	\$19,374,900	\$21,997,000	\$22,572,600	\$23,315,300	\$24,105,900
Net Operating Cost / (Revenue)	\$18,556,300	\$21,506,300	\$22,205,200	\$22,977,900	\$23,768,500
DEBT AND TRANSFERS					
Transfer from Reserves	(\$18,000)	(\$75,000)		(\$5,000)	(\$24,000)
Transfer to Reserves	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
Total Debt and Transfers	\$362,000	\$305,000	\$380,000	\$375,000	\$356,000
TAX LEVY REQUIREMENT	\$18,918,300	\$21,811,300	\$22,585,200	\$23,352,900	\$24,124,500
yr/yr % change	3.8%	15.3%	3.5%	3.4%	3.3%



County of Wellington

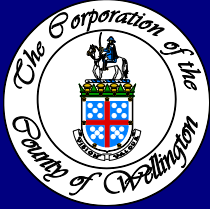
2025 - 2034 Operating Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Wellington County O.P.P Detachment Board

	2030	2031	2032	2033	2034
REVENUE					
Grants & Subsidies	\$56,100	\$56,100	\$56,100	\$56,100	\$56,100
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 & Charges					
Other Revenue	\$19,500	\$19,500	\$19,500	\$19,500	\$19,500
Total Revenue	\$337,400	\$337,400	\$337,400	\$337,400	\$337,400
EXPENDITURES					
Salaries, Wages and Benefits	\$220,600	\$228,100	\$234,800	\$242,500	\$250,700
Supplies, Material & Equipment	\$108,400	\$110,300	\$112,200	\$114,300	\$116,900
Purchased Services	\$719,000	\$744,500	\$770,700	\$797,100	\$823,100
Transfer Payments	\$23,755,000	\$24,540,000	\$25,322,000	\$26,132,000	\$26,960,000
Insurance & Financial	\$32,600	\$34,200	\$35,900	\$37,700	\$39,500
Minor Capital Expenses	\$63,500	\$31,500	\$41,500	\$19,000	
Internal Charges	\$34,600	\$34,600	\$34,600	\$34,600	\$34,600
Total Expenditures	\$24,933,700	\$25,723,200	\$26,551,700	\$27,377,200	\$28,224,800
Net Operating Cost / (Revenue)	\$24,596,300	\$25,385,800	\$26,214,300	\$27,039,800	\$27,887,400
DEBT AND TRANSFERS					
Transfer from Reserves	(\$63,500)	(\$31,500)	(\$41,500)	(\$19,000)	
Transfer to Reserves	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
Total Debt and Transfers	\$316,500	\$348,500	\$338,500	\$361,000	\$380,000
TAX LEVY REQUIREMENT	\$24,912,800	\$25,734,300	\$26,552,800	\$27,400,800	\$28,267,400
yr/yr % change	3.3%	3.3%	3.2%	3.2%	3.2%



County of Wellington

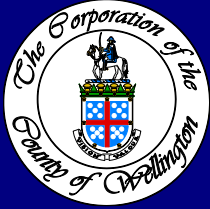
2025 - 2034 Capital Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Wellington County O.P.P Detachment Board

	2025	2026	2027	2028	2029	5 Year Total
Police Services						
Equipment						
Rockwood OPP: Generator						
New OPP Vehicle	\$45,000					\$45,000
Radar Detection Replacements			\$45,000			\$45,000
Total Equipment	\$45,000		\$45,000			\$90,000
Facilities						
Teviotdale OPP: Air Conditioning						
Aboyne OPP: Elevator Modernization						
Rockwood OPP: Fire Alarm System						
Rockwood OPP: Heating and Cooling						
Rockwood OPP: Flooring Replacements						
Rockwood OPP: Parking Lot						
Teviotdale OPP: Building Retrofits						
Rockwood OPP: Site Lighting						
Aboyne OPP: Interior Upgrades	\$55,000					\$55,000
Aboyne OPP: Fire Alarm System Upgrade						
Aboyne OPP: Generator Upgrades						
Teviotdale OPP: Exterior Doors Replacement						
Teviotdale OPP: Domestic Water Heater & Distribution Upgrade						
Teviotdale OPP: Roofing Rehabilitation						
Aboyne OPP: Security System Upgrade						
Rockwood OPP: Security System Upgrade						
Rockwood OPP: Elevator Modernization		\$210,000				\$210,000
Aboyne OPP: Rehab Air Handling Units		\$95,000				\$95,000
Constable Chair Replacements		\$30,000				\$30,000
Aboyne OPP: Furniture Replacements			\$95,000			\$95,000
Rockwood OPP: Lockup Cell Plumbing Fixtures				\$90,000		\$90,000
Rockwood OPP: HVAC Replacements				\$35,000		\$35,000
Aboyne OPP: Plumbing Replacements					\$130,000	\$130,000
Aboyne OPP: Replace HVAC Control System					\$200,000	\$200,000
Teviotdale OPP: Security Camera Replacement					\$50,000	\$50,000
Teviotdale OPP: Interior Upgrades					\$95,000	\$95,000
Total Facilities	\$55,000	\$335,000	\$95,000	\$125,000	\$475,000	\$1,085,000
Total	\$100,000	\$335,000	\$140,000	\$125,000	\$475,000	\$1,175,000
Sources of Financing						
Subsidies	\$45,000					\$45,000
Reserves	\$55,000	\$335,000	\$140,000	\$125,000	\$475,000	\$1,130,000
Total Financing	\$100,000	\$335,000	\$140,000	\$125,000	\$475,000	\$1,175,000



County of Wellington

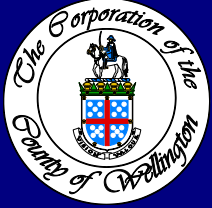
2025 - 2034 Capital Budget

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Wellington County O.P.P Detachment Board

	2030	2031	2032	2033	2034	10 Year Total
Police Services						
Equipment						
Rockwood OPP: Generator		\$200,000				\$200,000
New OPP Vehicle						\$45,000
Radar Detection Replacements					\$55,000	\$100,000
Total Equipment		\$200,000			\$55,000	\$345,000
Facilities						
Teviotdale OPP: Air Conditioning	\$110,000					\$110,000
Aboyne OPP: Elevator Modernization	\$215,000					\$215,000
Rockwood OPP: Fire Alarm System		\$135,000				\$135,000
Rockwood OPP: Heating and Cooling		\$400,000				\$400,000
Rockwood OPP: Flooring Replacements		\$95,000				\$95,000
Rockwood OPP: Parking Lot		\$350,000				\$350,000
Teviotdale OPP: Building Retrofits			\$30,000			\$30,000
Rockwood OPP: Site Lighting				\$35,000		\$35,000
Aboyne OPP: Interior Upgrades						\$55,000
Aboyne OPP: Fire Alarm System Upgrade					\$185,000	\$185,000
Aboyne OPP: Generator Upgrades					\$275,000	\$275,000
Teviotdale OPP: Exterior Doors Replacement					\$30,000	\$30,000
Teviotdale OPP: Domestic Water Heater & Distribution Upgrade					\$120,000	\$120,000
Teviotdale OPP: Roofing Rehabilitation					\$160,000	\$160,000
Aboyne OPP: Security System Upgrade					\$100,000	\$100,000
Rockwood OPP: Security System Upgrade		\$45,000				\$45,000
Rockwood OPP: Elevator Modernization						\$210,000
Aboyne OPP: Rehab Air Handling Units						\$95,000
Constable Chair Replacements		\$40,000				\$70,000
Aboyne OPP: Furniture Replacements						\$95,000
Rockwood OPP: Lockup Cell Plumbing Fixtures						\$90,000
Rockwood OPP: HVAC Replacements						\$35,000
Aboyne OPP: Plumbing Replacements						\$130,000
Aboyne OPP: Replace HVAC Control System						\$200,000
Teviotdale OPP: Security Camera Replacement						\$50,000
Teviotdale OPP: Interior Upgrades						\$95,000
Total Facilities	\$325,000	\$1,065,000	\$30,000	\$35,000	\$870,000	\$3,410,000
Total	\$325,000	\$1,265,000	\$30,000	\$35,000	\$925,000	\$3,755,000
Sources of Financing						
Subsidies						\$45,000
Reserves	\$325,000	\$1,265,000	\$30,000	\$35,000	\$925,000	\$3,710,000
Total Financing	\$325,000	\$1,265,000	\$30,000	\$35,000	\$925,000	\$3,755,000



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.

2025 Budget Highlights

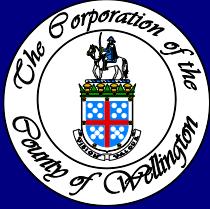
- Net fine revenue to the County has been estimated at \$300,000. These estimates based on information received from the City of Guelph.
- The 2025 – 2034 capital budget includes the County's portion of:
 - Court Services Facility renewal projects totalling \$316,000 over ten years.
 - Capital equipment replacements totalling \$385,000 over ten years.
 - Security and IT equipment replacements totalling \$360,000 over ten years.
 - POA capital is funded through the General Capital Reserve.



County of Wellington 2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	\$351,035	\$288,900	\$510,468	\$283,300	\$300,000	\$16,700	5.9%
Total Revenue	\$351,035	\$288,900	\$510,468	\$283,300	\$300,000	\$16,700	5.9%
Net Operating Cost / (Revenue)	(\$351,035)	(\$288,900)	(\$510,468)	(\$283,300)	(\$300,000)	(\$16,700)	5.9%
Transfers							
Transfers to Reserve	\$120,000	\$120,000	\$170,000	\$170,000	\$170,000	\$-	-%
Total Transfers	\$120,000	\$120,000	\$170,000	\$170,000	\$170,000	\$-	-%
NET COST / (REVENUE)	(\$231,035)	(\$168,900)	(\$340,468)	(\$113,300)	(\$130,000)	(\$16,700)	14.7%



County of Wellington

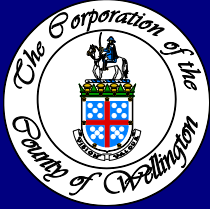
2025 - 2034 Operating Budget

Programme/Service: Provincial Offences Act Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Municipal Recoveries	\$300,000	\$306,000	\$312,100	\$318,300	\$324,700
Total Revenue	\$300,000	\$306,000	\$312,100	\$318,300	\$324,700
Net Operating Cost / (Revenue)	(\$300,000)	(\$306,000)	(\$312,100)	(\$318,300)	(\$324,700)
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	(\$130,000)	(\$136,000)	(\$142,100)	(\$148,300)	(\$154,700)
yr/yr % change	14.7%	4.6%	4.5%	4.4%	4.3%



County of Wellington

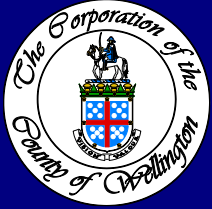
2025 - 2034 Operating Budget

Programme/Service: Provincial Offences Act Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Municipal Recoveries	\$331,200	\$337,800	\$344,600	\$351,500	\$358,500
Total Revenue	\$331,200	\$337,800	\$344,600	\$351,500	\$358,500
Net Operating Cost / (Revenue)	(\$331,200)	(\$337,800)	(\$344,600)	(\$351,500)	(\$358,500)
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	(\$161,200)	(\$167,800)	(\$174,600)	(\$181,500)	(\$188,500)
yr/yr % change	4.2%	4.1%	4.1%	4.0%	3.9%



County of Wellington

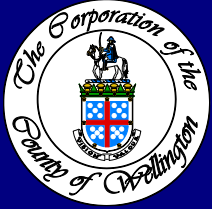
2025 - 2034 Capital Budget

Programme/Service: Provincial Offences Act Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
POA Administration						
Court Facility Renewals	\$56,000	\$30,000		\$25,000	\$75,000	\$186,000
Security Renewal	\$30,000					\$30,000
IT Replacements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Equipment Replacements	\$25,000		\$30,000	\$50,000	\$70,000	\$175,000
Total	\$141,000	\$60,000	\$60,000	\$105,000	\$175,000	\$541,000
Sources of Financing						
Reserves	\$141,000	\$60,000	\$60,000	\$105,000	\$175,000	\$541,000
Total Financing	\$141,000	\$60,000	\$60,000	\$105,000	\$175,000	\$541,000



County of Wellington

2025 - 2034 Capital Budget

Programme/Service: Provincial Offences Act Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
POA Administration						
Court Facility Renewals	\$25,000	\$30,000	\$25,000	\$25,000	\$25,000	\$316,000
Security Renewal	\$30,000					\$60,000
IT Replacements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
Equipment Replacements	\$50,000	\$85,000	\$0	\$30,000	\$45,000	\$385,000
Total	\$135,000	\$145,000	\$55,000	\$85,000	\$100,000	\$1,061,000
Sources of Financing						
Reserves	\$135,000	\$145,000	\$55,000	\$85,000	\$100,000	\$1,061,000
Total Financing	\$135,000	\$145,000	\$55,000	\$85,000	\$100,000	\$1,061,000



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.

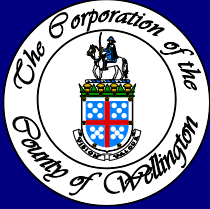
2025 Budget Highlights

Operating Budget

- The budget includes hiring eight additional paramedics and a superintendent in 2026 and another four paramedics and a superintendent in 2027. The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets.
- The County included a contingency on the City's budget in response to a significant negative variance in 2024 resulting from employee leaves and backfill requirements and the potential impact of the closure of the Consumption and Treatment Services Site. The City intends to mitigate these costs and complete a review in 2025 to determine 2026 budget impacts.
- The increase in the transfer to reserve line is to provide funding for land acquisition and building new ambulance facilities throughout the County.
- The County funds approximately 37.9% (2025 budget—38.0%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$9.5 million in 2025.

Capital Budget

- The City of Guelph has completed a new Ambulance Deployment Optimization Study. 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.
- Proposed locations include: Erin (2027/28), Guelph/Eramosa (2029/30), Harriston (2031/32), Mount Forest (2033/34). Design and construction, including land acquisition costs as required, for the four stations in the current 10 year plan is budgeted at \$40.4 million.
- There are two station rehabilitation projects within the City of Guelph: Elmira Road and Clair Road with the County's share at \$3.5 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 \$6.5 million is funded through the Ambulance Reserve.

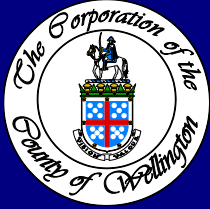


County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	\$83,300	\$75,000	\$55,500	\$55,500	\$55,500	\$-	-%
Total Revenue	\$83,300	\$75,000	\$55,500	\$55,500	\$55,500	\$-	-%
Expenditure							
Purchased Services	\$3,288	\$ -	\$4,364	\$ -	-	\$ -	-
Transfer Payments	\$5,725,544	\$5,338,000	\$7,208,255	\$6,199,000	\$6,869,000	\$670,000	10.8%
Total Expenditure	\$5,728,832	\$5,338,000	\$7,212,619	\$6,199,000	\$6,869,000	\$670,000	10.9%
Net Operating Cost / (Revenue)	\$5,645,532	\$5,263,000	\$7,157,119	\$6,143,500	\$6,813,500	\$670,000	10.9%
Transfers							
Transfer from Reserve	(\$126,000)	(\$126,000)	(\$268,000)	(\$268,000)	\$-	\$268,000	(100%)
Transfers to Reserve	\$675,000	\$675,000	\$655,500	\$655,500	\$2,655,500	\$2,000,000	305.1%
Total Transfers	\$549,000	\$549,000	\$387,500	\$387,500	\$2,655,500	\$2,268,000	585.3%
NET COST / (REVENUE)	\$6,194,532	\$5,812,000	\$7,544,619	\$6,531,000	\$9,469,000	\$2,938,000	45.0%



County of Wellington

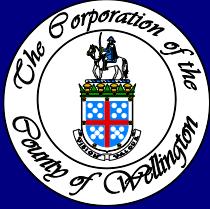
2025 - 2034 Operating Budget

Programme/Service: Land Ambulance

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029
REVENUE					
Licenses, Permits and Rents	\$55,500	\$55,500	\$55,500	\$55,500	\$176,300
Total Revenue	\$55,500	\$55,500	\$55,500	\$55,500	\$176,300
EXPENDITURES					
Transfer Payments	\$6,869,000	\$7,584,000	\$7,905,000	\$8,173,000	\$8,675,000
Total Expenditures	\$6,869,000	\$7,584,000	\$7,905,000	\$8,173,000	\$8,675,000
Net Operating Cost /	\$6,813,500	\$7,528,500	\$7,849,500	\$8,117,500	\$8,498,700
DEBT AND TRANSFERS					
Debt Charges			\$60,000	\$389,600	\$572,300
Transfer from Reserves		(\$517,200)			(\$61,900)
Transfer to Reserves	\$2,655,500	\$1,205,500	\$1,705,500	\$1,705,500	\$1,705,500
Total Debt and Transfers	\$2,655,500	\$688,300	\$1,765,500	\$2,095,100	\$2,215,900
TAX LEVY REQUIREMENT					
yr/yr % change	45.0%	(13.2%)	17.0%	6.2%	4.9%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Land Ambulance

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034
REVENUE					
Licenses, Permits and Rents	\$468,300	\$468,300	\$468,300	\$468,300	\$468,300
Total Revenue	\$468,300	\$468,300	\$468,300	\$468,300	\$468,300
EXPENDITURES					
Transfer Payments	\$9,153,000	\$9,382,000	\$9,898,000	\$10,522,000	\$11,055,000
Total Expenditures	\$9,153,000	\$9,382,000	\$9,898,000	\$10,522,000	\$11,055,000
Net Operating Cost /	\$8,684,700	\$8,913,700	\$9,429,700	\$10,053,700	\$10,586,700
DEBT AND TRANSFERS					
Debt Charges	\$1,013,800	\$1,128,700	\$1,406,300	\$1,480,700	\$1,718,000
Transfer from Reserves	(\$211,400)	(\$326,300)	(\$603,900)	(\$659,500)	(\$793,800)
Transfer to Reserves	\$2,205,500	\$3,005,500	\$3,805,500	\$4,205,500	\$4,705,500
Total Debt and Transfers	\$3,007,900	\$3,807,900	\$4,607,900	\$5,026,700	\$5,629,700
TAX LEVY REQUIREMENT					
yr/yr % change	9.1%	8.8%	10.3%	7.4%	7.5%



County of Wellington

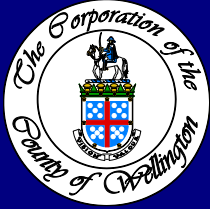
2025 - 2034 Capital Budget

Programme/Service: Land Ambulance

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2025	2026	2027	2028	2029	5 Year Total
Land Ambulance						
County of Wellington Led Projects						
Ambulance Station Property Acquisition	\$2,000,000					\$2,000,000
Erin Ambulance Station			\$3,240,000	\$4,880,000		\$8,120,000
Guelph/Eramosa Ambulance Station					\$5,925,000	\$5,925,000
Harriston Ambulance Station						\$0
Mount Forest Ambulance Station						\$0
Total County of Wellington Led Projects	\$2,000,000	\$0	\$3,240,000	\$4,880,000	\$5,925,000	\$16,045,000
City of Guelph Led Projects						
Ambulance Equipment	\$35,000	\$40,000	\$75,000	\$300,000	\$30,000	\$480,000
Ambulance IT Implementations	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
Ambulance Needs Study			\$55,000			\$55,000
Elmira Rd Station Upgrade	\$250,000	\$3,200,000				\$3,450,000
Facility Renewal	\$100,000					\$100,000
Replacement Ambulances	\$230,000	\$430,000	\$215,000	\$290,000	\$600,000	\$1,765,000
Vehicles & Equipment	\$300,000	\$160,000		\$170,000		\$630,000
Total City of Guelph Led Projects	\$1,000,000	\$3,915,000	\$430,000	\$845,000	\$715,000	\$6,905,000
Total	\$3,000,000	\$3,915,000	\$3,670,000	\$5,725,000	\$6,640,000	\$22,950,000
Sources of Financing						
Reserves	\$3,000,000	\$715,000	\$430,000	\$845,000	\$4,815,000	\$9,805,000
Development Charges						
Growth Related Debenture			\$840,000	\$1,910,000	\$1,825,000	\$4,575,000
Debenture		\$3,200,000	\$2,400,000	\$2,970,000		\$8,570,000
Total Financing	\$3,000,000	\$3,915,000	\$3,670,000	\$5,725,000	\$6,640,000	\$22,950,000



County of Wellington

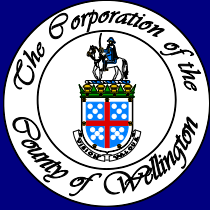
2025 - 2034 Capital Budget

Programme/Service: Land Ambulance

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2030	2031	2032	2033	2034	10 Year Total
Land Ambulance						
County of Wellington Led Projects						
Ambulance Station Property Acquisition						\$2,000,000
Erin Ambulance Station						\$8,120,000
Guelph/Eramosa Ambulance Station	\$5,460,000					\$11,385,000
Harriston Ambulance Station		\$2,910,000	\$5,960,000			\$8,870,000
Mount Forest Ambulance Station				\$3,515,000	\$6,530,000	\$10,045,000
Total County of Wellington Led Projects	\$5,460,000	\$2,910,000	\$5,960,000	\$3,515,000	\$6,530,000	\$40,420,000
City of Guelph Led Projects						
Ambulance Equipment	\$85,000			\$50,000	\$35,000	\$650,000
Ambulance IT Implementations	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$850,000
Ambulance Needs Study			\$60,000			\$115,000
Elmira Rd Station Upgrade						\$3,450,000
Facility Renewal						\$100,000
Replacement Ambulances	\$250,000	\$530,000	\$260,000	\$385,000	\$660,000	\$3,850,000
Vehicles & Equipment	\$225,000	\$50,000	\$100,000		\$30,000	\$1,035,000
Total City of Guelph Led Projects	\$645,000	\$665,000	\$505,000	\$520,000	\$810,000	\$10,050,000
Total	\$6,105,000	\$3,575,000	\$6,465,000	\$4,035,000	\$7,340,000	\$50,470,000
Sources of Financing						
Reserves	\$2,825,000	\$2,965,000	\$4,605,000	\$2,090,000	\$810,000	\$23,100,000
Development Charges				\$370,000		\$370,000
Growth Related Debenture	\$3,280,000	\$610,000	\$1,860,000	\$575,000	\$1,740,000	\$12,640,000
Debenture				\$1,000,000	\$4,790,000	\$14,360,000
Total Financing	\$6,105,000	\$3,575,000	\$6,465,000	\$4,035,000	\$7,340,000	\$50,470,000



Programme Overview

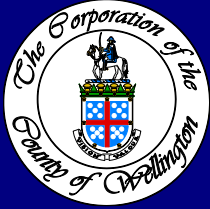
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

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 was completely repaid in 2024, with a blended payment of \$306,176 to the County of Wellington.

2025 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH is \$3,093,000. The annual loan repayment which was deducted from the County's cost of service ended in 2024.
- This represents an increase of 2.9% (\$87,000), from the 2024 gross levy.



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Expenditure							
Supplies, Material & Equipment	\$4,047	\$ -	\$ -	\$ -	\$ -	\$ -	-
Purchased Services	\$5,658	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,510,349	\$2,510,300	\$2,699,427	\$2,699,400	\$3,093,000	\$393,600	14.6%
Total Expenditure	\$2,520,054	\$2,510,300	\$2,699,427	\$2,699,400	\$3,093,000	\$393,600	14.6%
Net Operating Cost / (Revenue)	\$2,520,054	\$2,510,300	\$2,699,427	\$2,699,400	\$3,093,000	\$393,600	14.6%
Transfers							
Debt Charges	\$3,046,697	\$3,054,100	\$ -	\$ -	\$ -	\$ -	-%
Transfer from Reserve	(\$3,000,000)	(\$3,000,000)	\$ -	\$ -	\$ -	\$ -	-%
Total Transfers	\$46,697	\$54,100	\$ -	\$ -	\$ -	\$ -	-%
NET COST / (REVENUE)	\$2,566,751	\$2,564,400	\$2,699,427	\$2,699,400	\$3,093,000	\$393,600	14.6%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2025	2026	2027	2028	2029
EXPENDITURES					
Transfer Payments	\$3,093,000	\$3,216,700	\$3,345,400	\$3,479,200	\$3,618,400
Total Expenditures	\$3,093,000	\$3,216,700	\$3,345,400	\$3,479,200	\$3,618,400
Net Operating Cost / (Revenue)	\$3,093,000	\$3,216,700	\$3,345,400	\$3,479,200	\$3,618,400
TAX LEVY REQUIREMENT	\$3,093,000	\$3,216,700	\$3,345,400	\$3,479,200	\$3,618,400
yr/yr % change	14.6%	4.0%	4.0%	4.0%	4.0%



County of Wellington

2025 - 2034 Operating Budget

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2030	2031	2032	2033	2034
EXPENDITURES					
Transfer Payments	\$3,763,100	\$3,913,600	\$4,070,100	\$4,232,900	\$4,403,200
Total Expenditures	\$3,763,100	\$3,913,600	\$4,070,100	\$4,232,900	\$4,403,200
Net Operating Cost / (Revenue)	\$3,763,100	\$3,913,600	\$4,070,100	\$4,232,900	\$4,403,200
TAX LEVY REQUIREMENT	\$3,763,100	\$3,913,600	\$4,070,100	\$4,232,900	\$4,403,200
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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