2026 BUDGET

AND TEN YEAR PLAN



Approved for January 1 - December 31, 2026

2026 BUDGET
AND TEN YEAR PLAN



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

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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, 2025

Christopher P. Morrill

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2025. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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

January 31, 2026

Dear residents of Wellington County:

At the January 29 County Council meeting, Wellington County Council adopted its 2026 budget with a 3.6% increase to the County portion of property taxes. The budget makes significant investments in infrastructure, roads safety and speed management, child care services, the housing and homelessness system, ambulance services and long-term care.

Highlights of the 2026 Budget include:

- $58.3 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Erin (2026), funding for the reconstruction of four bridges on Wellington Road 109 in Arthur (2026) and the reconstruction of Main Street in Palmerston (Wellington Road 123) in partnership with the Town of Minto over the next three years.
- $4.9 million capital investment towards projects that improve road safety and measures to manage speed utilizing funds from the trial automated speed enforcement programme.
- Creation of 46 new child care spaces at the Mount Forest (31) and Wellington Place (15) Child Care and Learning Centres, supported by the Government of Canada.
- $10.6 million in capital repairs and enhancements within the County's social and affordable housing units.
- Increased funding for homelessness prevention and support including additional rent supplement units and an enhanced winter response plan to house a higher number of individuals experiencing or at risk of homelessness.
- Improvements to ambulance service through the addition of nine new positions, including eight new paramedics to support increased call volumes and to improve response times.
- Additional resources for nursing and resident care at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Recycling collection for businesses in the County's downtown areas.

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 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 versus 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 the important work of finding immediate and long-term solutions to support individuals experiencing homelessness while working towards ending the housing crisis.
2. Provide $10.6 million in capital funding to support repairs and enhancements within the social and affordable housing portfolio ensuring assets are maintained in a good state of repair.
3. Increased funding for homelessness prevention and support including additional rent supplement units and an enhanced winter response plan to house a higher number of individuals experiencing or at risk of homelessness.

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



In order to achieve this objective, we will:

1. Implement improvements to ambulance service through the addition of nine new positions, including eight new paramedics to support increased call volumes and to improve response times
2. Creation of 46 new child care spaces at the Mount Forest (31) and Wellington Place (15) Child Care and Learning Centres, supported by the Government of Canada
3. Provide Recycling collection for businesses in the County's downtown areas
4. Provide additional resources for nursing and resident care at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
5. $4.9 million capital investment towards projects that improve road safety and measures to manage speed utilizing funds from the trial automated speed enforcement programme

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. Continue to promote and support staff wellbeing through committees focused on diversity and inclusion, health, and recognition, alongside internal groups and HR supports that foster connection, learning, and a thriving workplace.

Message From The County Treasurer

February 1, 2026



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 2026 Budget and Ten-Year Plan, which was adopted by Council on January 29, 2026.

This is the fourth 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.

The County continues to benefit from strong assessment growth that has been able to offset additional service demands and infrastructure requirements. Pressures arising from legislative changes, economic conditions and market changes are not being supported by upper-levels of government. Two of the County's main grants received from the Province, being the Ontario Community Infrastructure Fund (OCIF), and Ontario Municipal Partnership Fund (OMPF) continue to decline. Legislative changes including the elimination of the Automated Speed Enforcement (ASE) programme and additional development charge exemptions and deferrals are putting pressure on the municipal tax levy. Fortunately, the County has been largely able to weather this storm through its increased growth revenues.

Approximately 85% of this year's budgetary increase can be attributed to three of the County's services, being Roads and Bridges, Police Services, and Social Housing. The increase for Roads and Bridges is primarily related to transfers to capital reserves, where this is the final year of a four-year phase-in of major construction price increases that took place post-COVID. The non-residential construction price index rose by just under 40% from 2021-2024. The County was able to avoid large property tax increases during this period by drawing down on its capital reserves. Transfers to capital reserves should begin to return to normalized levels in 2027. The increase in Police Services is related to the O.P.P. contract costs announced by the Province during the 2025 budget process and the subsequent contract estimate provided to the County for 2026. The Province provided one-time relief to municipalities in 2025, where the County set aside this relief in capital reserves last year to help phase-in this increase in 2026. As a result, the County is experiencing some offsetting relief under Ambulance Services where the impact is mitigated utilizing last year's one-time Provincial funds. The increase in Housing Services is primarily related to continued pressure in the homelessness budget related to rent supplements and winter response costs. Costs to run the County-owned social housing units have also increased to reflect higher operating costs including heating, plumbing and security costs.

Additional service enhancements on the operating side include increased funding for rent supplement and the winter response plan to house a higher number of individuals experiencing or at risk of homelessness, recycling collection for businesses in the County's downtown areas, and plans to move to an automated cart collection system for waste and organics starting in 2028.

The County's operating budget is $387.8 million in 2026, with capital spending of $78.6 million and a total capital investment of $686.6 million planned over the next ten-years. The average increase is 3.6% on the County portion of residential tax bills (2.1% of total tax bills) or $26 per $100,000 of assessment. New debt issues total $90.2 million over the forecast. The 2026 Budget and Ten-Year Plan protects core services and makes significant investments in infrastructure, housing, child care, ambulance, long-term care, and the Home Energy Efficiency Transition (HEET) programme.

Consolidated 2026 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.

	2026 Budget	2025 Budget (Amended)	Change	
	$	$	$	%
Revenue Summary				
Operating Budget				
Taxation	153,812,000	144,598,300	9,213,700	6.4%
Government Transfers	150,113,700	144,137,000	5,973,700	4.1%
Municipal Recoveries	34,948,600	35,038,800	(90,200)	-0.3%
Departmental Revenues	24,090,900	24,334,900	(244,000)	-1.0%
Other—Donations, Interest	6,576,000	5,254,500	1,321,500	25.1%
Internal Charges and Transfers from Reserves	13,829,200	11,998,800	1,830,400	15.3%
	383,370,400	365,362,300	18,008,100	4.9%
Capital Budget				
Development Charges	12,019,000	1,571,600	10,447,400	664.8%
Government Transfers	12,630,900	15,924,700	(3,293,800)	-20.7%
Municipal Recoveries and Other	5,953,100	6,677,000	(723,900)	-10.8%
Debt and Transfers from Reserves	47,984,500	51,619,900	(3,635,400)	-7.0%
	78,587,500	75,793,200	2,794,300	3.7%
Other Budgets				
Wellington-Dufferin-Guelph Public Health	6,394,839	6,214,615	180,224	2.9%
	6,394,839	6,214,615	180,224	2.9%
Budgeted Revenues	468,352,739	447,370,115	20,982,624	4.7%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(61,813,700)	(63,618,700)	1,805,000	-2.8%
Revenues Per Financial Statements	406,539,039	383,751,415	22,787,624	5.9%
Expenditure Summary				
General Budget				
General Government Services	39,454,000	36,528,900	2,925,100	8.0%
Protection Services	22,886,800	20,898,400	1,988,400	9.5%
Transportation Services	51,324,600	47,953,700	3,370,900	7.0%
Solid Waste Services	15,863,900	17,002,900	(1,139,000)	-6.7%
Housing, Employment, Children's Early Years, Long Term Care	220,274,600	210,916,900	9,357,700	4.4%
Health, Library, Museum and Planning Services	33,566,500	32,061,500	1,505,000	4.7%
	383,370,400	365,362,300	18,008,100	4.9%
Capital Budget				
Capital Expenditures	78,587,500	75,793,200	2,794,300	3.7%
Other Budgets				
Wellington-Dufferin-Guelph Public Health	6,394,839	6,214,615	180,224	2.9%
	6,394,839	6,214,615	180,224	2.9%
Budgeted Expenditures	468,352,739	447,370,115	20,982,624	4.7%
Adjustments to Annual Financial Statements				
Amortization*	27,400,000	27,250,000	150,000	0.6%
Internal Charges, Transfer to Reserves, Debt Payments	(57,967,900)	(54,185,000)	(3,782,900)	7.0%
Tangible Capital Asset Expenditures	(78,587,500)	(75,793,200)	(2,794,300)	3.7%
	(109,155,400)	(102,728,200)	(6,427,200)	6.3%
Expenditures per Financial Statement	359,197,339	344,641,915	14,555,424	4.2%
Excess Revenues over Expenses per Financial Statements**	47,341,700	39,109,500	8,232,200	21.0%

*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	109,000 Residents	3,868 Businesses
Area: 2,600km^2	38,920 Households	56,665 Jobs

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

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



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

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

Township of Centre Wellington
519.846.9691
www.centrewellington.ca

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

Town of Erin
519.855.4407
www.erin.ca

Township of Puslinch
519.763.1226
www.puslinch.ca

Township of Mapleton
519.638.3313
www.mapleton.ca

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

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

History Of The County Of Wellington

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

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

1853 Wellington separated from Waterloo

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

In subsequent years, other municipalities joined the County:

1857 Arthur, Luther, and Minto

1858 Elora and Fergus

1864 Orangeville

1866 Mount Forest

1869 Garafraxa Township separated into East and West

1872 Arthur Village

1873 Harriston

1874 Clifford Village

1875 Drayton and Palmerston

1881 East Village



Wellington County was named after Arthur Wellesley,

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

1999 Amalgamation resulted in the formation of seven new municipalities:

Township of Centre Wellington

Town of Erin

Township of Guelph / Eramosa

Township of Mapleton

Town of Minto

Township of Puslinch

Township of Wellington North



County of Wellington Lifestyle

Wellington County is home to a wide variety of activities and attractions for locals and visitors to enjoy.

Arts and Culture

The 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 is home to stunning conservation areas, trails, water ways and green spaces that offer year-round opportunities for connecting with nature.

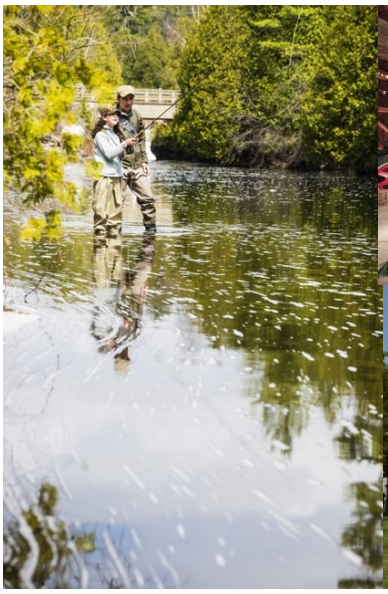
Festivals and Events

With over 400 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, Meadows Music Festival, Erin Fall Fair, the Eden Mills Writers' Festival, the Elora Festival, and Mount Forest Fireworks Festival.













TOP ATTRACTIONS

- Aberfoyle Antique Market
- Grand River Conservation Areas
- Grand River Raceway
- Historic Downtown Elora
- Wellington County Museum and Archives

Demographic Overview

Population

In mid-2025, Wellington County had 38,920 households and a population of 109,000. The population of Wellington County is projected to grow to 160,000 by 2051.

Wellington County Population Estimates				
	Mid Year—2024		Mid Year—2025	
Location	Population	Households	Population	Households
Centre Wellington	**35,040**	**13,230**	**35,460**	**13,460**
Fergus	19,200	7,360	19,450	7,500
Elora/Salem	8,580	3,360	8,690	3,420
Centre Wellington Rural	7,260	2,510	7,320	2,540
Erin	**12,650**	**4,320**	**14,530**	**5,030**
Erin Village / Hillsburgh	4,830	1,720	6,690	2,410
Erin Rural	7,820	2,600	7,840	2,620
Guelph/Eramosa	**14,550**	**4,920**	**14,560**	**4,940**
Rockwood	5,780	1,980	5,800	1,990
Guelph/Eramosa Rural	8,770	2,940	8,760	2,950
Mapleton	**11,480**	**3,330**	**11,550**	**3,360**
Drayton	2,550	850	2,580	860
Moorefield	450	170	460	170
Mapleton Rural	8,480	2,310	8,510	2,330
Minto	**9,740**	**3,570**	**9,800**	**3,600**
Clifford	920	390	920	390
Harriston	2,320	850	2,340	850
Palmerston	3,270	1,260	3,280	1,270
Minto Rural	3,230	1,070	3,260	1,090
Puslinch	**8,500**	**2,970**	**8,540**	**2,990**
Aberfoyle	330	110	330	110
Morriston	610	200	610	200
Puslinch Rural	7,560	2,660	7,600	2,680
Wellington North	**14,340**	**5,440**	**14,550**	**5,560**
Arthur	3,510	1,290	3,570	1,320
Mount Forest	6,090	2,610	6,210	2,680
Wellington North Rural	4,740	1,540	4,770	1,560
Wellington County	**106,320**	**37,750**	**109,000**	**38,920**

Note: numbers may not add up due to rounding
Note: based on the 2021 census and new residential unit building permits
Source: Watson and 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 the Workforce Planning Board's Workplace Immigrant Network programme 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 the Netherlands. 68% of recent immigrants (those who have arrived in Canada within the last 5 years) in Wellington County arrived predominantly from four countries: 30% from India, 23% from Ukraine, 9% from the Philippines, and 7% from Syria. Of the municipalities, Puslinch has the highest proportional immigrant population of 18% compared to Wellington North which has the lowest at 7%. While immigrants make up 13% 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

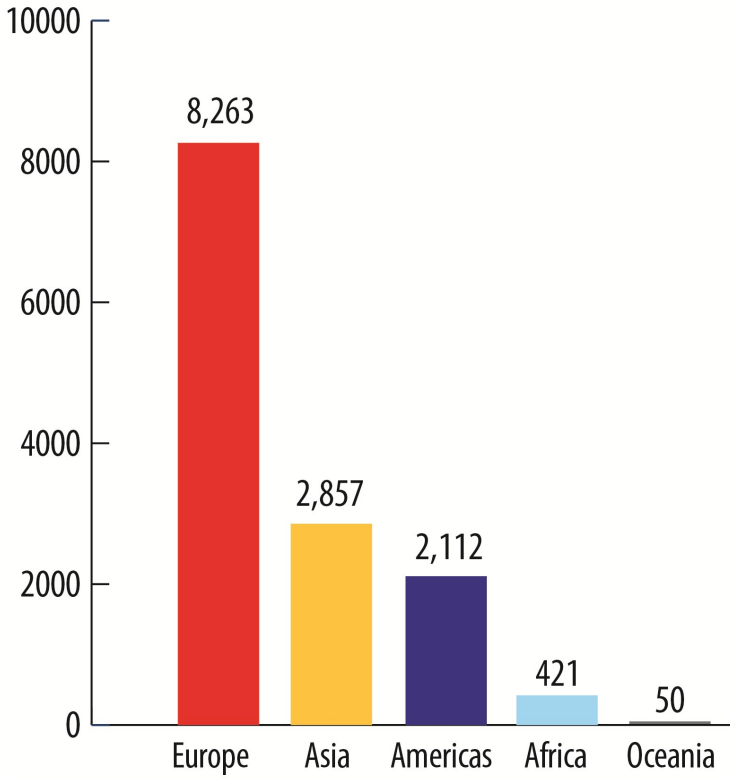
Source: Statistics Canada, 2021, Manifold Data Mining , July 2025

IMMIGRANTS IN WELLINGTON COUNTY (2025)



Centre Wellington	4,772	Puslinch	1,579
Guelph/Eramosa	2,582	Wellington North	922
Erin	2,226	Mapleton	879
		Minto	743

WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2025)



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. Close proximity to the University of Guelph and Conestoga College, as well as other post-secondary institutions in the region, such as Wilfrid Laurier University and University of Waterloo, is a major asset to the current and future training and workforce needs within Wellington County.

In Wellington County, 48% of the population aged 25-64 years have a college or university level education.

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

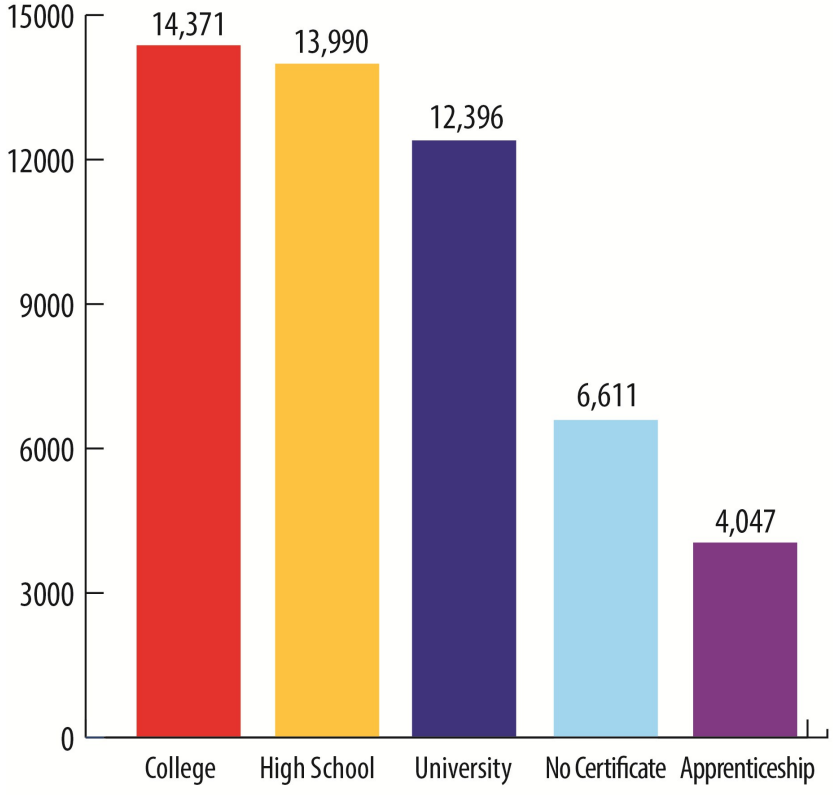
Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The College's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology,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

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

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

WELLINGTON COUNTY EDUCATION LEVEL (2025)

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



Source: Manifold Data Mining , July 2025

Affordability

Household Incomes

The average household income in Wellington County was $149,555 in 2025. The average household income in the member municipalities ranged from $102,010 in the Township of Wellington North to $265,808 in the Township of Puslinch. Wellington County had a higher average household income in 2025 compared to Ontario as well as to its comparative regional economic areas of Dufferin, Perth and Grey County.

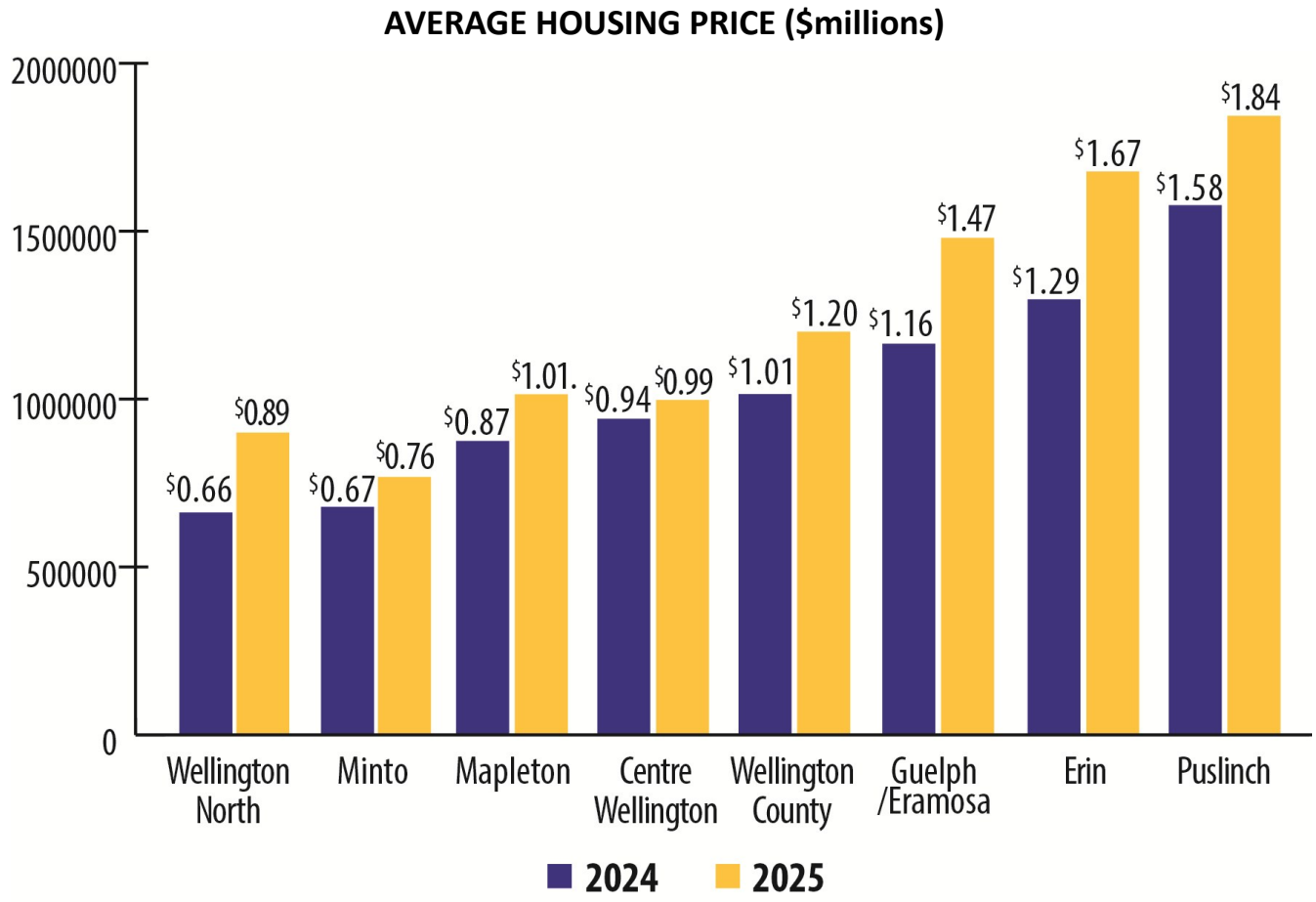
Average Household Income 2025

Municipality	Household Income
Wellington North	$ 102,010
Minto	$ 109,460
Mapleton	$ 133,105
Centre Wellington	$ 140.115
Wellington County	$ 149,555
Guelph/Eramosa	$ 171,071
Erin	$ 173,283
Puslinch	$ 265,808

Average Regional Household Incomes 2025

Region	Household Income
Perth County	$ 110,049
Grey County	$ 114,266
Ontario	$ 129,969
Dufferin County	$ 141,949
Wellington County	$ 149,555
Waterloo Region	$ 155,045
Halton Region	$ 167,705

Source: Manifold Data Mining, July 2025



Note: 2024 housing values represent up until August 2025

Source: Manifold Data Mining, 2024-2025

Local Economy: Labour Force

Resident Labour Force

The total labour force for Wellington County was 61,818 in 2025. Most of these resident workers were employed in manufacturing, construction, health care and social assistance, retail trade, agriculture (~50% 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.

Job Growth and Distribution

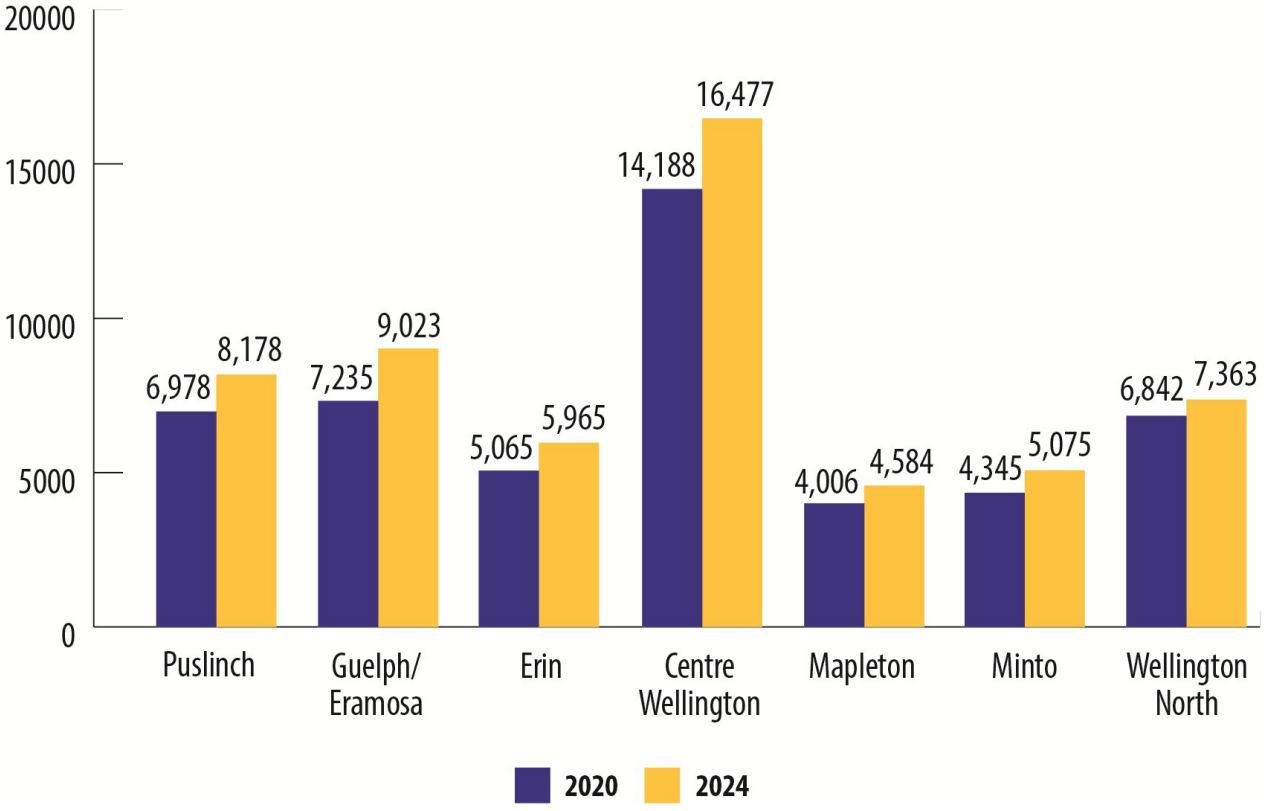
Job growth from 2020-2024 occurred across most of the County. The largest job growth gains took place in Township of Guelph/Eramosa with a 25% increase, and Town of Erin recording 18% growth. Job distribution in the County ranges from Centre Wellington at 29%, to Mapleton at 8% of the County's jobs .

LABOUR FORCE DISTRIBUTION (2025)



Erin	13%	Minto	9%
Guelph/Eramosa	16%	Puslinch	9%
Mapleton	10%	Wellington North	12%
		Centre Wellington	32%

JOB GROWTH

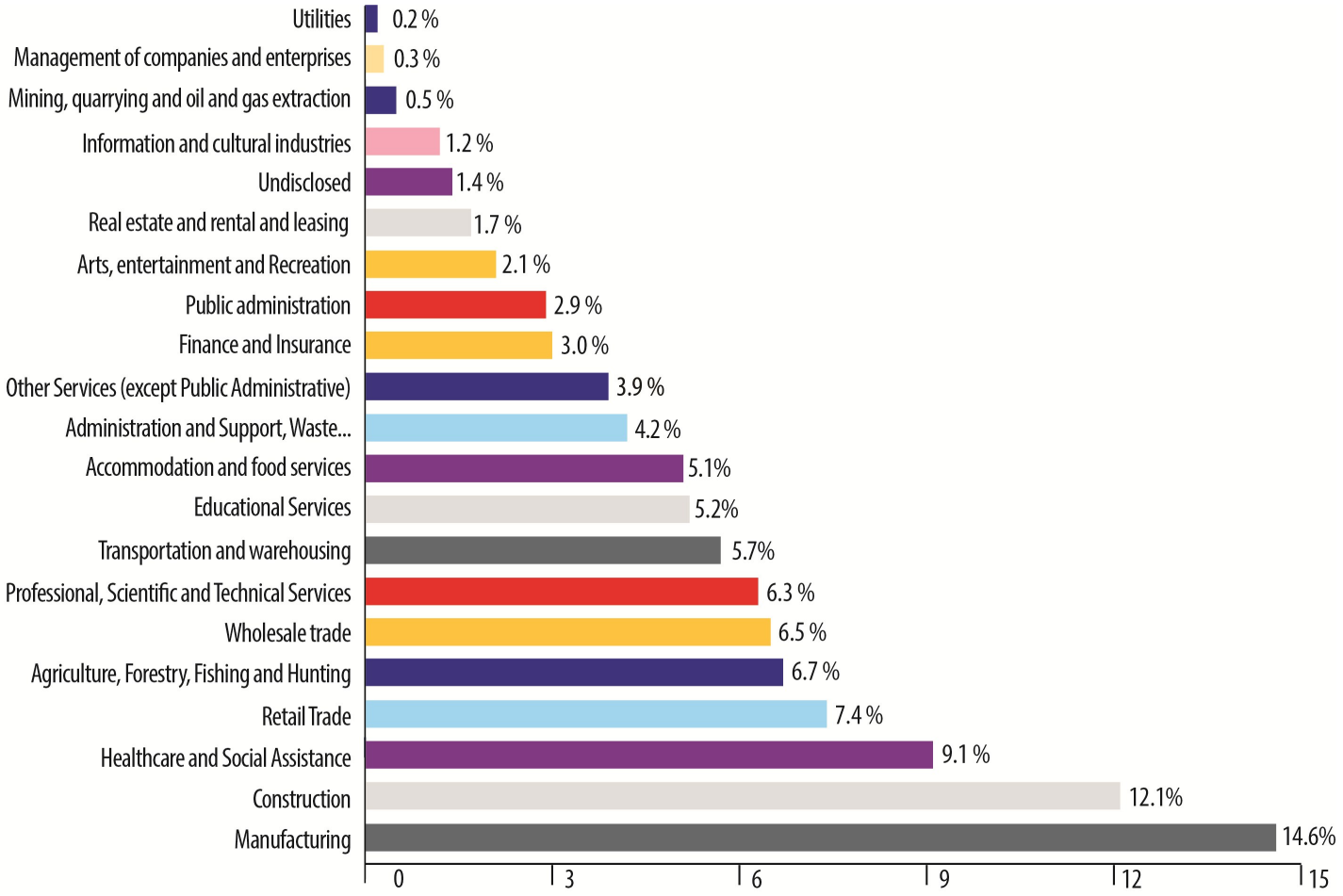


Source: Lightcast Analyst, Manifold Data Mining, July 2025

Local Economy: Major Sectors

Wellington County employers provided 56,665 local jobs in 2024, growing 16% from 2020. Manufacturing continues to be the leading sector, representing 8,249 jobs or 15% of all local employment within the County. Over the past several years, the County has been experiencing significant growth in the number of jobs in construction, health care and social assistance, retail trade, agriculture, 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 (2024)



TOP EXPANDING AND SHRINKING SECTORS

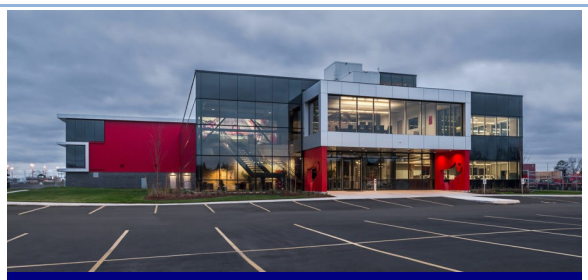
		2020 Jobs	2024 Jobs	Change	% of Total Employment
Expanding	Construction	6,231	6,841	610	12.1%
	Health care and social assistance	4,108	5,169	1,061	9.1%
	Retail trade	3,844	4,168	324	7.4%
Shrinking	Arts, entertainment and recreation	1,230	1,168	-62	2.1%
	Other services (except public administration)	2,242	2,237	-5	3.9%

Local Economy: Business Size

From 2017 to 2021, 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, while across Canada SMEs account for about 95% of all businesses. Although a significant portion of employers in Wellington County are small businesses, there are a number of large employers in the area that play an important role in the local economy.

Top Employers (estimated employees)
Upper Grand District School Board (1,000+)
County of Wellington (1,000+)
TG Minto (900+)
Jefferson Elora Corporation (700-799)
Musashi Auto Parts Canada Inc. (500-599)
Groves Memorial Hospital (400-499)
Township of Centre Wellington (300-399)
Elora Mill Hotel and Spa (300-399)
Wallenstein Feed and Supply Ltd. (200-299)
Royal Canin Canada (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)

Top 20 Corporate Taxpayers In 2025
Jefferson Elora Corporation
MH Star Canada Holdings Inc.
Skyline Retail and Real Estate Holdings
Triton Water Canada Holdings
TG Minto Corporation
Wallenstein Feed and Supply
Dream Summit Industrial (Ontario) Inc
Musashi Auto Parts Canada
Royal Canin Canada Company
Con-Cast Pipe Ltd
RMM Fergus Property Inc
Coldpoint Properties and Industrial Park
All Treat Farms Limited
Hammond Manufacturing
Darling International Canada
Wallenstein Holdings Inc.
Sharon Farms and Enterprises
Nexans Canada Inc
Mammoet Crane (Assets) Inc
Nieuwland Feed and Supply



Mammoet Crane



Polycorp Ltd.

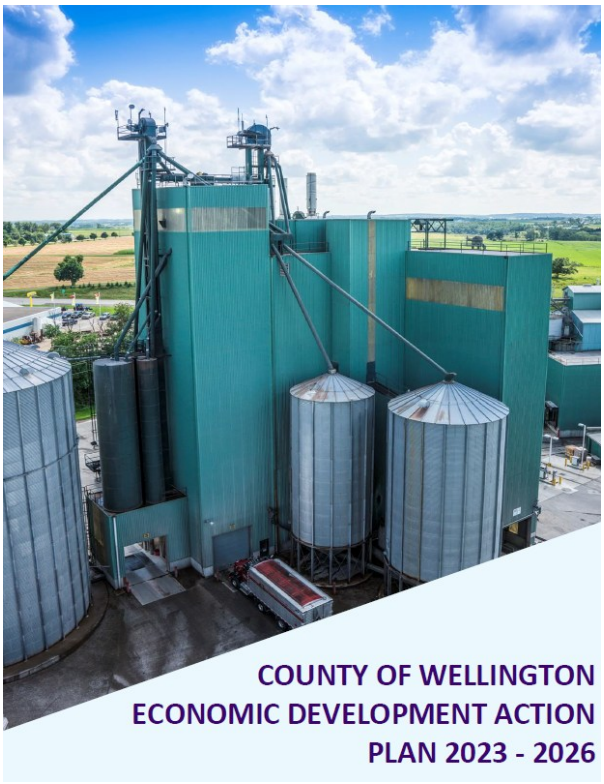
Source: Municipal EDOs.

[1]Key Small Business Statistics — 2024, Innovation, Science and Economic Development Canada.

Economic Development Highlights

Three-Year Economic Development Action Plan

The County Economic Development team has successfully completed the third 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. Tourism
4. Shop Local Support
5. Workforce Development
6. Attainable Housing
7. Our Food Future
8. Rural Transit

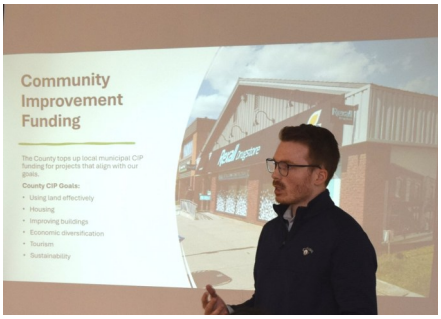




Economic Development Highlights

Business Retention and Expansion (BR+E)

The County continues to support municipal BR+E programmes across Wellington. In 2024, County staff launched a BR+E initiative focused on downtown businesses, beginning with outreach in the Townships of Guelph/Eramosa and Puslinch, and the Town of Erin. A total of 55 business interviews were completed across these communities. In 2025, BR+E activities expanded to include the Town of Minto and the Township of Wellington North, with 125 interviews completed. To help businesses navigate the evolving trade and tariff environment, staff are also working closely with member municipalities and business support agencies to better understand local impacts. In response, the County launched a trade and tariff support portal in 2025 that provides businesses with relevant resources, information, and timely updates as the situation evolves.



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 $5.8 million in Wellington County.

Community Improvement Funding

The County's Community Improvement Funding supports 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	2025
Number of Businesses	6	9
Total County Investment	$64,260.15	$92,500.00
Total member-municipal Investments	$31,091.46	$65,274.45
Total Private Investment	$5,964,622.20	$644,201.80
Total Return on Investment (ROI)	$1.00 : $62.55	$1.00 : $4.02
Total Study Grants	1	0
Total Minor Activity Grants	5	9
Number of member-municipalities that participated	3	5

Economic Development Highlights

Tourism

The County promotes year-round visitation through its Experience Wellington website, seasonal marketing initiatives such as the Holiday Happenings, and Winter Adventures campaigns, 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.



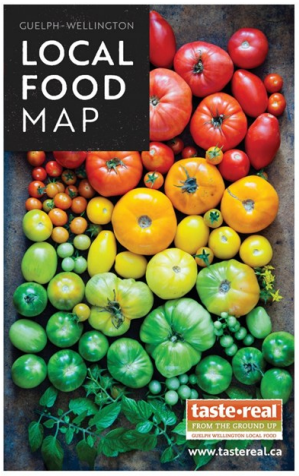
The "Pay to Play" tourism signage programme launched in 2018, promotes greater awareness of tourism-based businesses across the County and encourages visitors and locals alike to explore rural destinations.

Staff continue to explore tourism product development opportunities to offer a greater variety of tourism experiences and attract spending. A new tourism experience development grant was launched (2025) to strengthen the sector and the seven signature tourism cycling routes were developed (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 (updated 2025).

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 (2024), promote 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 events allow residents to discover farms and local food options in the region, and the Holiday Food and Gift Guide encourages residents to shop locally in Wellington County for their holiday gifts and ingredients for festive meals.

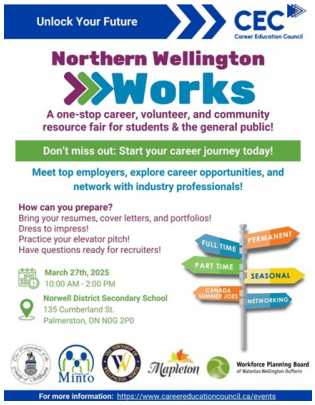
Overall, Taste Real's efforts to promote local food and food experiences in Guelph-Wellington have been instrumental in connecting residents and visitors with the region's agricultural heritage and diverse culinary offerings.

Economic Development Highlights

Workforce Development

The County understands the importance of attracting and retaining workforce to sustain its economy. It is dedicated to fostering a skilled and diverse workforce that meets the needs of local businesses to support economic growth across the County. Staff analyze labour metrics, and strategically partner with organizations that support career development and employment, including the Workforce Planning Board of Waterloo Wellington Dufferin, Career Education Council, and EmployNext by SERCO. 2025 highlights include the Trade Tracks Skilled Trades Showcase, the Northern Wellington Works Job Fair, supporting employer information sessions, and youth career pathways events.









The County hosted the third annual Multicultural Festival, continuing its commitment to building Welcoming Communities. The event brought newcomers and long-time residents together to learn from one another, share cultures, and build stronger community connections. Staff coordinated a Welcoming Week social media campaign and attended new resident welcome receptions across member municipalities to promote resources available to newcomers.

Western Ontario Warden Caucus

The Western Wardens Caucus (WOWC) represents 15 upper and single-tier municipalities and 300 communities. The WOWC's current priorities are infrastructure investment, housing, workforce development, and mental health and addictions. To address these priorities, the WOWC is proposing concrete solutions to the challenges facing rural Western Ontario, including working with the Province to:

1. Consider the reality that rural municipalities lack the per-capita tax base to maintain existing infrastructure or build what is required to enable new housing growth. Water, wastewater, and stormwater systems are among the largest costs and are nearing end-of-life.
2. Ensure equitable housing infrastructure funding and clarify plans for utility investments (e.g., hydro, natural gas, water, wastewater).
3. Develop tax incentives and policies that attract investment and support businesses in workforce development. Work collaborative to align municipal workforce programmes with regional economic priorities.
4. Target increases to the Homelessness Prevention Program (HPP) for rural communities, and to support integrated, community-based mental health services, including outreach and mobile programmes.

WESTERN ONTARIO WOWC WARDENS CAUCUS

The WOWC also hosted the Ontario West Municipal Conference to provide dynamic programming, share knowledge, and promote networking opportunities to enhance municipal successes. In 2026, the conference will be hosted October 16 in Wellington County.

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. In 2025, the County announced a one time $1,000,000 contribution per municipality for projects that address the availability gap between low-end market housing and subsidized housing.

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.

RIDE WELL Rural Transportation Programme



The Ride Well service officially launched in October 2019 and has grown year-over-year. This trend continued in 2025, servicing 11,326 trips, a 16% increase from the 9,757 rides serviced in 2024, with near or above 1,000 rides serviced monthly since May 2025. This increase is largely related to the introduction of an accessible van to Ride Well's vehicle fleet, providing trips to individuals with mobility aids. In addition to providing accessible trips, the van is co-mingled with non-accessible service to ensure the vehicle is utilized.

Economic Development Highlights

Smart Cities Office

The Smart Cities Office managed Our Food Future, a $10 million federally-funded project (2020-2023) run in partnership with the City of Guelph. 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.

Thrift Store Trail



Aligned with the goals of a circular economy, this specialized directory encourages the re-use of materials otherwise destined for landfill. It offers a way for residents to stretch their budget and encourages business at local stores which are often run as a benefit to local charities.

Your Farm, Your Future



Across Canada, many farmers are aging into retirement without written business succession plans in place.

Recognizing this, the County used a Rural Economic Development (RED) grant to develop support materials and a workshop series to assist in farm ownership transition. The Transition Planning webpage contains a PDF handbook, links to additional web resources, and online training modules. This met with enthusiastic uptake; the workshop series sold out early, and printed guidebooks were distributed widely.



Experimental Acres

In February, the County's climate-focused agricultural initiative — Experimental Acres, was pleased to receive an Award of Excellence in Rural Economic Development by the Economic Developers Council of Ontario.

The Experimental Acres was also featured in Municipal World Magazine. The Experimental Acres Handbook remains available to other municipalities as a resource and template.

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

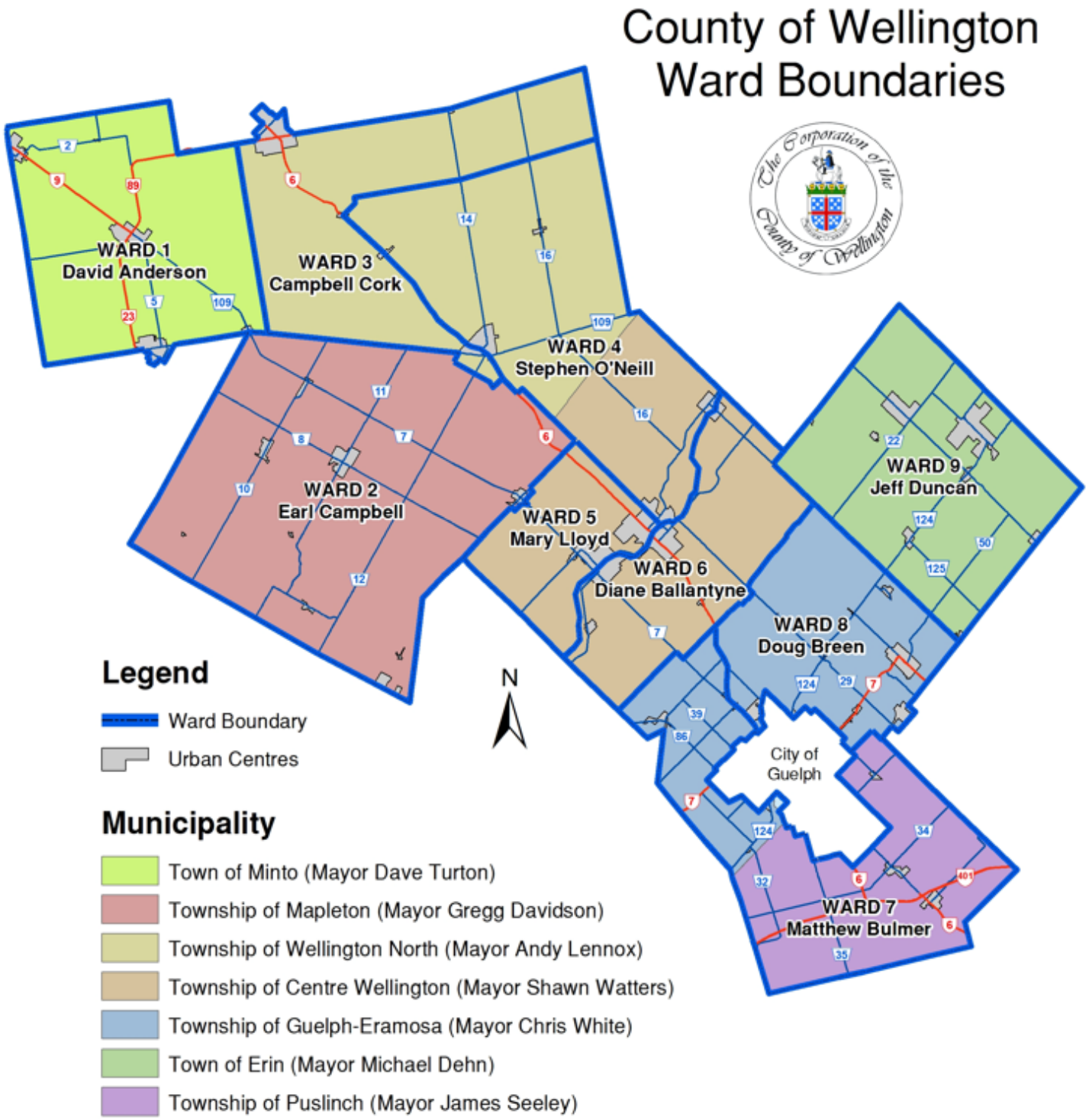
Councillor Matthew Bulmer
County Ward 7

Councillor Doug Breen
County Ward 8

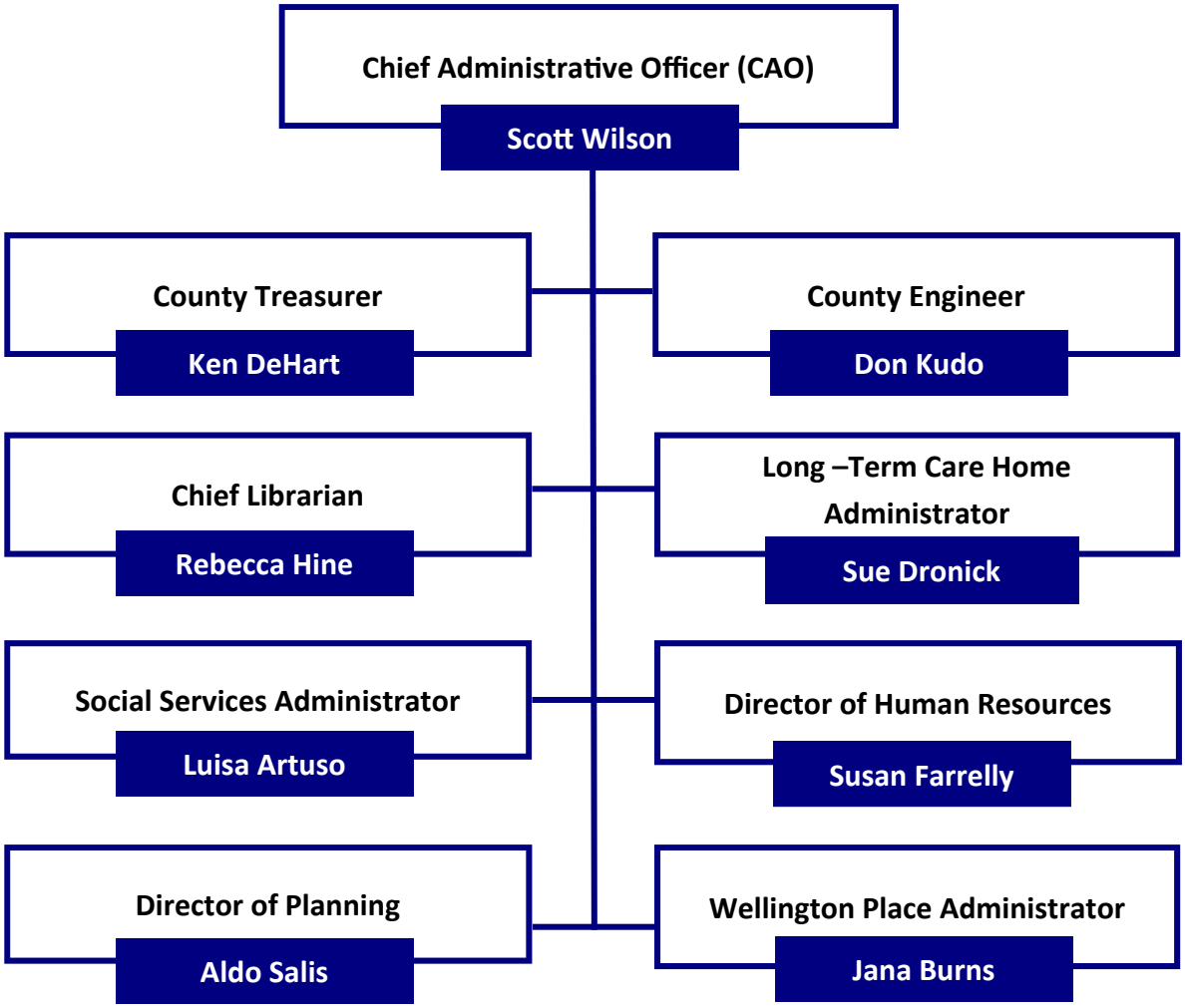
Councillor Jeff Duncan
County Ward 9



Ward Boundaries



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, Wellington County O.P.P. Detachment 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.

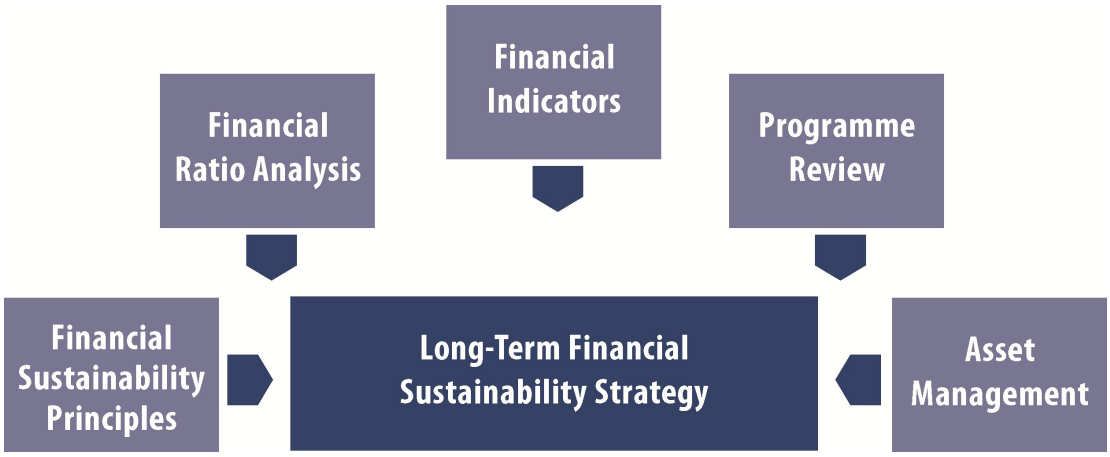
Long-Term Financial Sustainability Strategy

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).



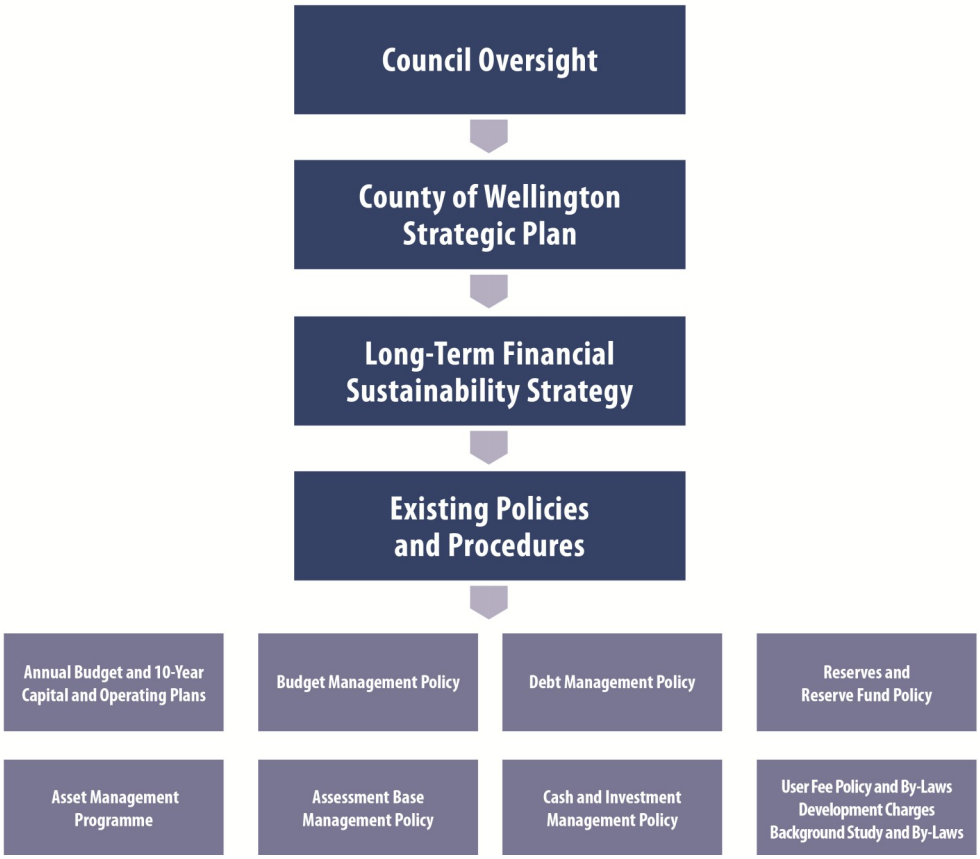
The Long-Term Financial Sustainability Strategy is iterative, and needs to be reviewed regularly to ensure that it accurately reflects the current position and future needs of the County. The review of the Long-Term Financial Plan incorporates budget variances, asset management needs, and programme evaluations, 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 2025
Departments submit major 10-year operating budget items, draft 10-year capital forecast and proposed 2026 user fees to Treasury	September 5, 2025
Staff Advisory Committee review of preliminary 10-year plan	Mid-October 2025
Preliminary 10-year plan completed	Late October 2025
Staff develop detailed 2026 operating budgets	October - November 2025
Preliminary 10-year plan and 2026 user fees reviewed by all Standing Committees and Boards	November 2025
AF and HR Committee review of preliminary 10-year plan and 2026 user fees	November 18, 2025
County Council adopts 2026 user fees and receives 10-year plan for information	November 27, 2025
CAO and Department Head review of budgets	December 2025
H A P P Y N E W Y E A R	
Special meeting of County Council to review the 10-year plan and 2026 budget	January 12, 2026
Committee and Board review and approval of 2026 budgets and 10-year plan	January 2026
AF and HR review of budget and 10-year plan and recommendation to Council	January 20, 2026
Council review and approval of 2026 budget and final 10-year projection	January 29, 2026

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, Library Board and Wellington County O.P.P. Detachment 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, Library Board and the Wellington County O.P.P. Detachment 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.

Corporation of the County of Wellington

2026 BUDGET AND TEN YEAR PLAN



Section 2

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Budget Overview

At the January 29 County Council meeting, Wellington County Council adopted its 2026 budget with a 3.6% increase to the County portion of property taxes. The budget makes significant investments in infrastructure, roads safety and speed management, child care services, the housing and homelessness system, ambulance services and long-term care. Highlights of the 2026 Budget include:

- $58.3 million in roads capital infrastructure and public works facilities including the construction of the new public works garage in Erin (2026), funding for the reconstruction of four bridges on Wellington Road 109 in Arthur (2026) and the reconstruction of Main Street in Palmerston (Wellington Road 123) in partnership with the Town of Minto over the next three years.
- $4.9 million capital investment towards projects that improve road safety and measures to manage speed utilizing funds from the trial automated speed enforcement programme
- Creation of 46 new child care spaces at the Mount Forest (31) and Wellington Place (15) Child Care and Learning Centres, supported by the Government of Canada
- $10.6 million in capital repairs and enhancements within the County's social and affordable housing units
- Increased funding for homelessness prevention and support including additional rent supplement units and an enhanced winter response plan to house a higher number of individuals experiencing or at risk of homelessness
- Improvements to ambulance service through the addition of nine new positions, including eight new paramedics to support increased call volumes and to improve response times
- Additional resources for nursing and resident care at the Wellington Terrace Long-Term Care Home, supported by the Government of Ontario.
- Recycling collection for businesses in the County's downtown areas

	2026	2027	2028	2029	2030
County Tax Levy ($000's)	$148,597	$157,427	$166,440	$175,221	$184,339
Residential Tax Impact	3.6%	4.1%	3.9%	3.5%	3.4%
	2031	**2032**	**2033**	**2034**	**2035**
County Tax Levy ($000's)	$193,393	$201,829	$211,254	$221,028	$230,658
Residential Tax Impact	3.1%	2.6%	2.9%	2.8%	2.6%

Financial Summary and Statistics	
2026 Operating Budget	**2026-35 Capital Budget Forecast**
• Operating expenditure = $387.8 million • 2026 tax levy = $148.6 million • County tax impact = 3.6%, which results in an increase of 2.1% on the average residential property tax bill • Residential tax impact per $100,000 of assessment = $26	• Total 2026 capital investment = $78.6 M • Total 10-year capital investment = $686.6 M • New debt issues are projected to be $90.2 million over ten-years and include $11.2 million in tax-supported debt and $79.0 million in growth-supported debt • Total debt outstanding peaks at $73.9 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.

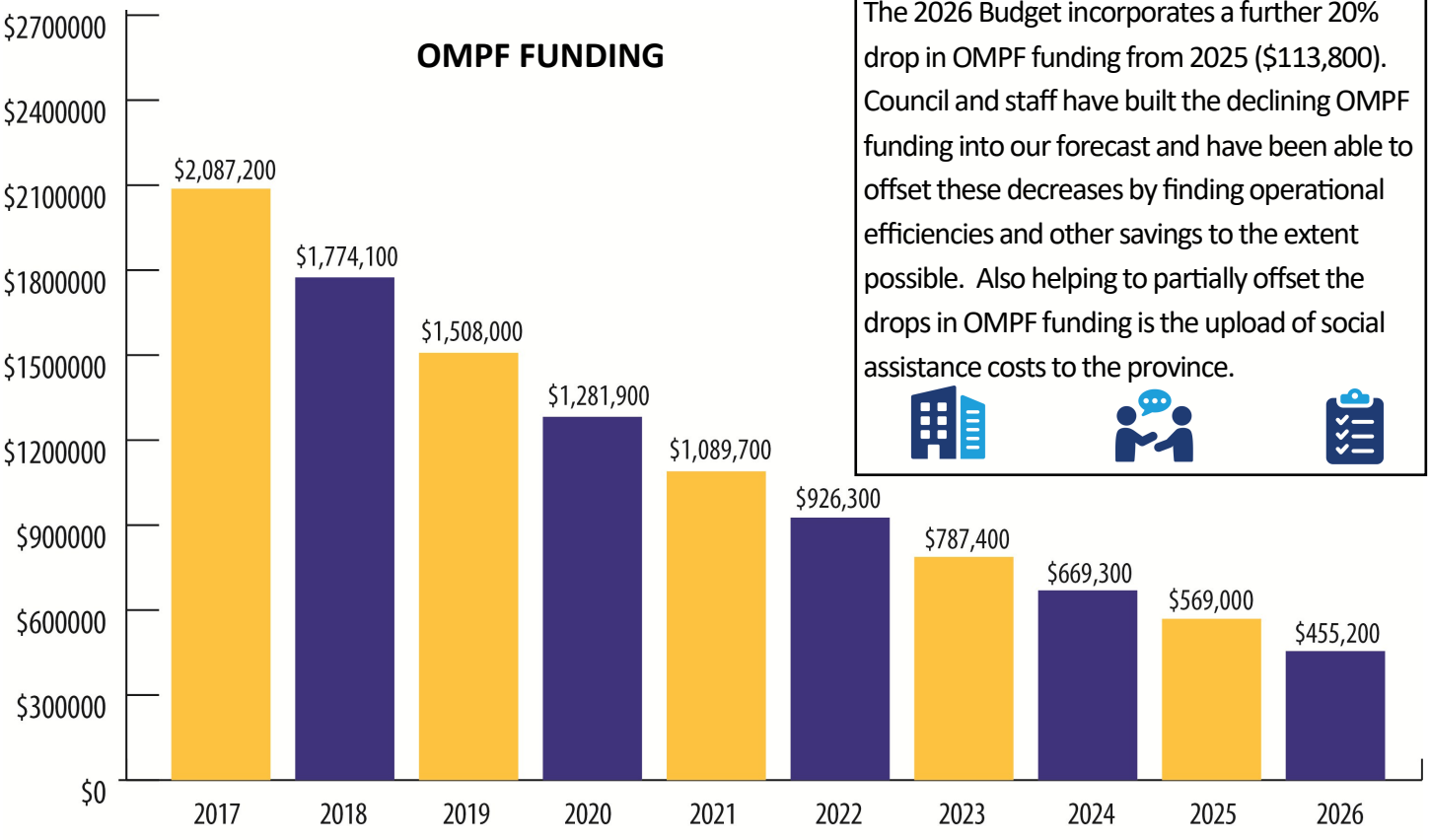
County Council and staff are taking a proactive approach to addressing these challenges. Solutions will require working with the federal and provincial governments to deal with structural policy issues. The County has adapted to some of the challenges internally, and are taking proactive measures to 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 90% or just under $4.3 million, which has been supplemented by increases in the County property tax levy.

Solution: Budgetary Adjustments

The 2026 Budget incorporates a further 20% drop in OMPF funding from 2025 ($113,800). 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.

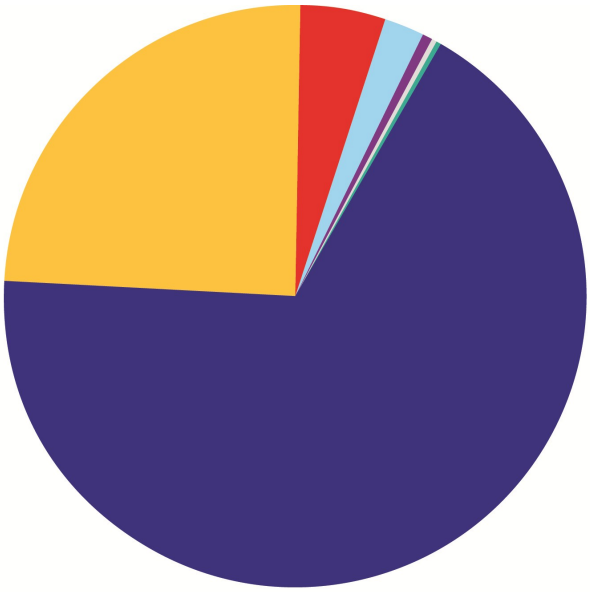
The shift in taxes from farmland assessment to other property taxes is worth approximately **$46.5 million per year**.

Wellington and its member municipalities now receive only **$5.39 million in OMPF funding** annually.

The difference of roughly **$41.1 million** is shifted onto other property classes. This works out to an average cost of **$1,131 per non-farm property owner** to fund the farm tax rebate.

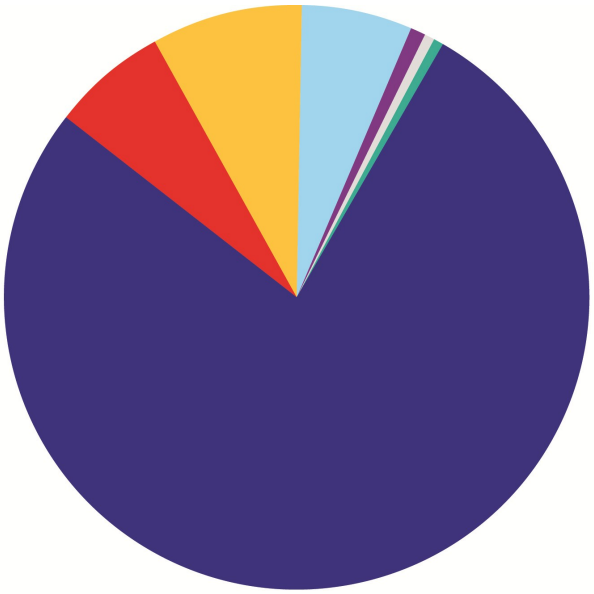
Urban municipalities, including those that border Wellington, do not share in this cost to the same extent. This creates challenges for Wellington to have comparable property tax rates to our urban neighbours.

2026 UNWEIGHTED ASSESSMENT BY CLASS
(Share of Property Values)



Residential	68.5%	Industrial	2.2%
Farmland/Managed Forest	23.5%	Multi-Residential	0.5%
Commercial	5.0%	Pipeline	0.2%
		Aggregate	0.2%

2026 WEIGHTED ASSESSMENT BY CLASS
(Share of Property Taxes)



Residential	77.2%	Industrial	6.0%
Farmland/Managed Forest	6.6%	Multi-Residential	0.9%
Commercial	8.3%	Pipeline	0.5%
		Aggregate	0.4%

Budget Overview: Challenges

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



Wellington County has a land area of 2,600 km^2 and a population density of 41.9 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 $1.9 billion (replacement value) 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 all 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 2026 Budget and Ten-Year Plan includes $686.6 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 2026. The funding amount to the County has been further reduced by over $235,014 in 2026, it remains an integral source of funds projects now as well as in future years budgets.

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

Solution: Improve Healthcare Facilities and Ambulance Response Times

The 2026 budget continues to include 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 though the Ministry of Health. The County's resources have been stretched to the limit as it attempts to address the social and economic impact of a housing and homelessness crisis.



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

The County continues to support the community by increasing housing options with the use of funding from senior levels of government. This includes an investment of $1.8 million towards Upbuilding!'s replacement of an aging four-unit building with the creation of 18 new one-bedroom units. In addition, the County plans to spend $60.8 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 $5 million to address the significant pressures that are being faced by the homelessness system. This investment allows for increased supports for emergency shelters, 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: The Future Cost of "Business as Usual".

As the climate changes, the cost of recovery for impacts will far exceed the cost of preparation. These deficits are already being witnessed in Canada where flooding has overcome protections that were designed for outdated climate conditions. Today's business-as-usual approach will be inadequate to ensure protection against future climate conditions. We can no longer rely on like-for-like replacements.



Solution: Risk and Vulnerability Assessments

The County has initiated climate change adaptation planning assessing the County's services (including impacts to staff), assets, and infrastructure for their sensitivity and adaptive capacity to the impacts of climate change, as well as the likelihood of the impact occurring and the consequences if it does. The outcome will be recommendations to mitigate the impact for highly vulnerable and high risk impacts.

A similar exercise will be undertaken with a focus on community impacts; how will a changing climate affects the community and the use public spaces, assets, infrastructure and services.?

Methods: How do we know we are on the right track?

1. Climate Change Modelling and Root Points of Failure.

Climate change modelling gives insight into how the climate will change over time. Identifying the impact of climate changes is a thought exercise using models to inform various impact scenarios. Experts and those with lived experiences of systems, assets, and infrastructure predict the outcomes of impacts to identify the potential root points of failure.

2. Lifecycle vs Climate Change Timelines

Climate change models include timeframes in which changes are predicted to take place. For instance, it is predicted that the County will have 67 days above 30^{o}C by 2040. Using this information, plans can be made to improve infrastructure and assets in preparation of the change. In some cases, the change in climate will increase wear and tear on assets and infrastructure whereby reducing their lifecycle. Budget projections can be informed by estimating climate change timelines and asset and infrastructure lifecycles together.

3. Continuous Monitoring

Tracking both the climate and related impacts to assets and infrastructure can provide feedback on whether the projections are correct. Continuous monitoring informs adjustments to approaches, timeframes and budgets.

Executive Summary - Operating Budget

2026 Operating Budget Revenues

$387.8 Million

Property taxes make up 40% of the County's revenues with grants and subsidies totaling an additional 39%. Municipal recoveries amounting to 10% are the next largest revenue source for the County.

2026 OPERATING BUDGET REVENUES



Property Tax	40%	Building Rental Revenue	3%
Grants and Subsidies	39%	Internal Recoveries	3%
Municipal Recoveries	10%	Others	2%
User Fees & Charges	3%		

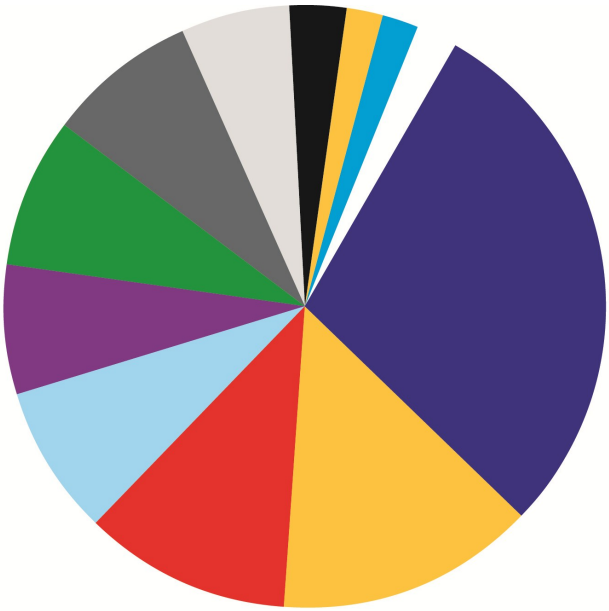
2026 County Property Tax Requirement

$148.6 Million

Property taxes remain the County's largest and most important source of revenue. Approximately 43% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 31%.

All other services including the County library system, museum and archives, economic development, planning, green legacy and emergency management, and administration make up the remainder.

2026 COUNTY PROPERTY TAX REQUIREMENT



Roads and Bridges	29%	Health and Ambulance	8%
Police Services	14%	Library	6%
Administrative	11%	Planning/Green Legacy/ Emergency Management	3%
Long Term Care	8%	Economic Development	2%
Solid Waste	7%	Museum	2%
Social Services	8%	Other	2%

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 2026 total just over $153.0 million. Most of the subsidies received ($135.6 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 ($15.5 million). Much of the subsidies received for Social Services are received for services in the City of Guelph ($102 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 $33.6 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries, museum, economic development, rural transportation, planning and green legacy 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 (just over $40.5 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes ($38.3 million). As well as $300,000 estimated net fine revenue from the POA court services administered by the City of Guelph and $134,800 towards funding of Water Quality and Source Water Protection. A smaller amount of revenue is received from other municipalities ($1.4 million) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services, 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 ($5.3 million), curbside user pay bag fees ($2.2 million) and tipping fees at County landfill sites and transfer stations ($2.1 million). Other user fees include planning and land division application fees ($1.4 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

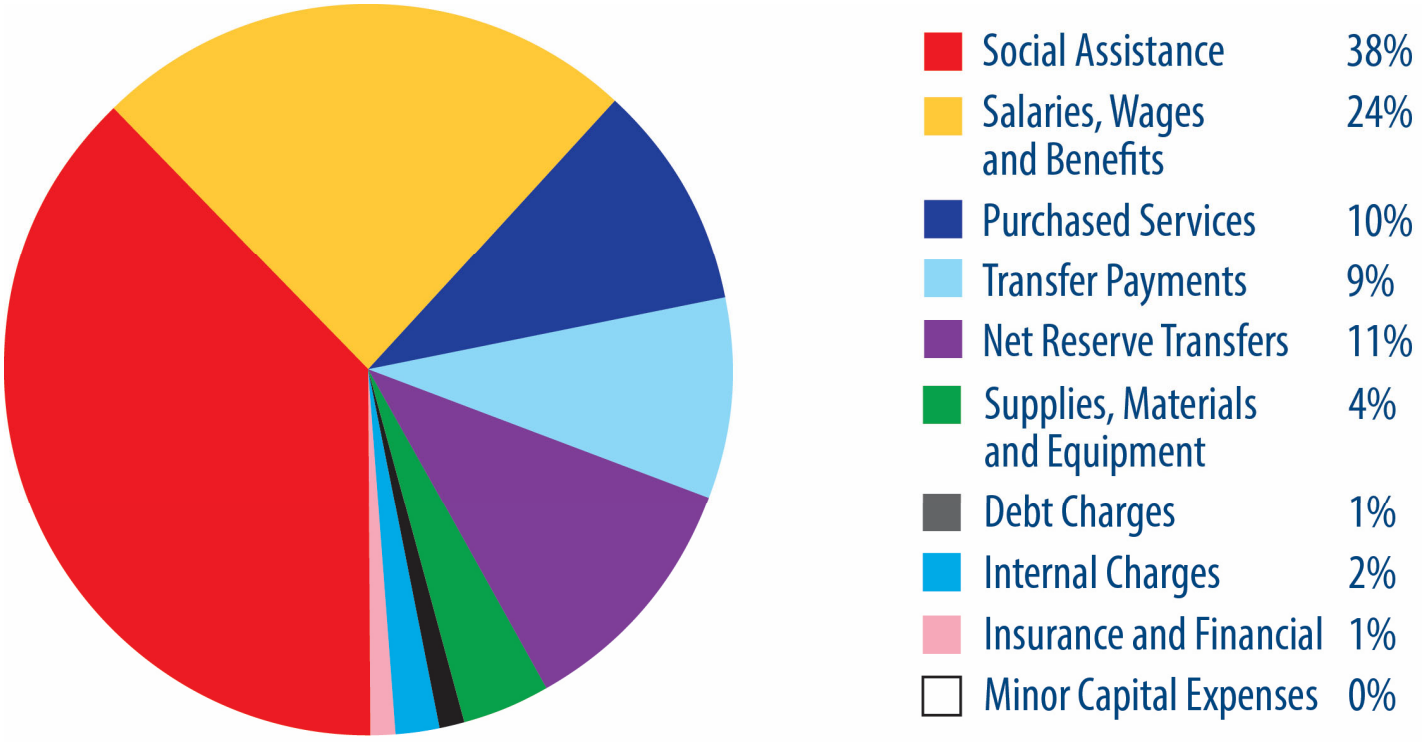
2026 Operating Budget Expenditures - $387.8 million

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; curbside collection; maintenance services for County and housing facilities; software and hardware maintenance and licensing; utilities and taxes; as well as building rental costs.

2026 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 63-64.

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

2025 Staffing Adjustments

Annualization of positions approved in 2025 budget as well as departmental restructuring and in-year staffing adjustments.

Staffing Changes for 2026

CAO and Clerks: IT Project Manager

Human Resources: Human Resources Assistant, remove student

Rural Transportation: Transit Coordinator

Library: Erin Library 2026 assistant Branch Supervisor hours; additional ABS hours Aboyne; additional backfill hours for various locations, and student hour reductions

Property: Part Time Cleaner

Planning: Planner

Green Legacy: Community Tree Planting Coordinator

Ontario Works: Service Continuity Caseworker, offset by removal of the Newcomer Caseworker, Office Support Clerk and reallocation of staff to Housing Services

Child Care: Special Needs Resource Consultant, Teacher hours for Wellington Place and Mt Forest Expansions

Housing: Housing Stability Caseworker and Coordinator; Tenant Services Clerk; Capital Asset Supervisor, offset by end of two Housing Capital contracts

Terrace: Resource Nurse and additional RN backfill; Mandatory Education Day and adjustments to backfill; Environmental Services Supervisor change to full-time; Resident Care Manager, offset by removal of Neighbourhood Assistant WSIB

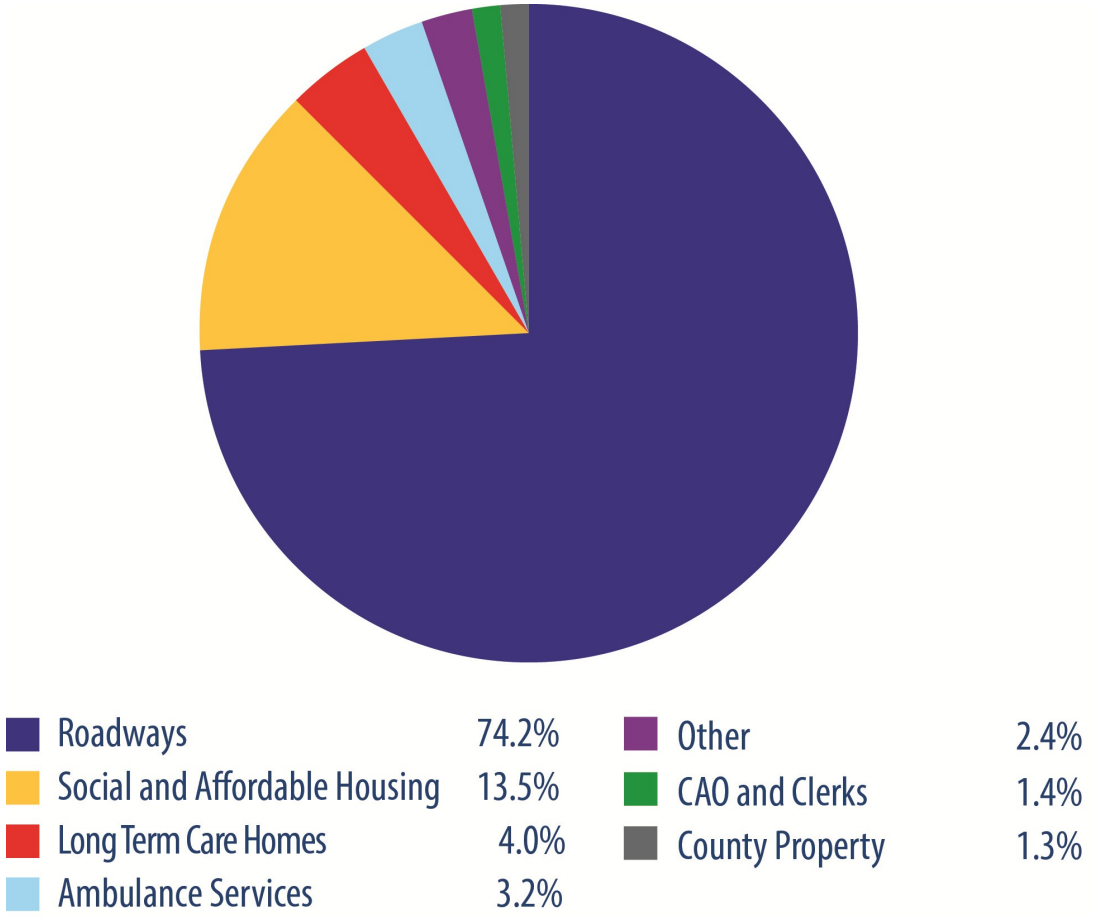
Department	Total FTEs 2024	2025	2026	Change 2025-2026
Office of the CAO/Clerk	40.6	41.4	42.4	1.0
Economic Development	9.2	9.3	9.2	(0.1)
Rural Transportation	0.0	0.0	0.5	0.5
Treasury	19.2	19.3	19.3	0.0
Human Resources	16.1	18.1	20.8	2.7
Property	16.1	16.1	16.7	0.6
Police	2.1	2.1	2.1	0.0
Roads Admin	9.8	10.0	10.0	0.0
Roads Field	67.3	67.3	68.3	1.0
Solid Waste	32.7	32.7	32.7	0.0
Planning	19.5	19.5	20.3	0.8
Tree Nursery	8.2	8.2	9.0	0.8
Emergency Management	4.3	4.3	4.3	0.0
Museum	18.8	18.8	18.8	0.0
Library	61.6	64.4	68.9	4.5
Ontario Works	57.5	54.8	52.1	(2.7)
Child Care	99.4	99.6	104.4	4.8
Housing	58.8	59.5	62.0	2.5
Long-Term Care	221.7	231.0	235.7	4.7
Total	**763.2**	**776.7**	**797.6**	**20.9**

Summary Of Staffing By Department

2026 Staffing Summary				
2025 Approved staff complement (full time equivalents)	**776.7**			
Annualization of positions approved in the 2025 budget	**3.0**			
2025 In-Year Staffing Adjustments	**FTE**	**Gross Cost (Sal and Ben.)**	**Other Funding / Savings**	**Net County Cost**
Roads: Add Truck and Coach Technician	1.0	110,000	-	110,000
HR: Health and Safety Specialist, Health and Safety Trainer (Jan 1, 2026 start)	2.0	260,600	(52,200)	208,400
Total 2025 In-Year Staffing Adjustments	**3.0**	**$370,600**	**($52,200)**	**$318,400**
Adjusted 2025 Staff Complement	**782.7**			
2026 Proposed Staffing Changes	**FTE**	**Gross Cost (Sal and Ben.)**	**Other Funding / Savings**	**Net County Cost**
CAO and Clerks: IT Project Manager (April 1st start)	0.8	113,100	(26,000)	87,100
HR: add Human Resources Admin. Assistant (April 1st start), remove Student position	0.4	57,000	(18,200)	38,800
Library: Erin Library 2026 ABS hours; additional ABS hours Aboyne; additional backfill hours for various locations (operational and training requirements), offset by student hour reductions	2.9	161,000	-	161,000
Rural Transportation: Transit Coordinator (July 1st start)	0.5	61,000	-	61,000
Planning: Planner (April 1st start)	0.8	105,000	(105,000)	♦
Green Legacy: Community Tree Planting Coordinator (March 1st start)	0.8	76,000	(76,000)	-
Property: Part Time Cleaner (April 1st start)	0.5	33,000	-	33,000
Children's Early Years: Special Needs Resource Consultant (Jan 1st start); additional Teacher hours for Wellington Place Expansion (Nov 1st Start); additional Teachers and cooks Mt Forest Expansion (Aug 1st start)	4.3	436,000	(436,000)	-
OW: Service Continuity Caseworker (March 1st start) offset by removal of the Newcomer Caseworker, and the Office Support Clerk	(1.0)	(70,000)	13,000	(57,000)
Housing: Housing Stability Caseworker and Coordinator (April 1st start); Capital Asset Supervisor (April 1st start) offset by end of two Housing Capital contracts; Tenant Services Clerk (April 1st start)	1.3	111,000	(88,800)	22,200
Long-Term Care: Resource Nurse (Feb 1st start) and additional RN backfill; Mandatory Education Day and adjustments to backfill; Environmental Services Supervisor change to full-time (March 1st start); Resident Care Manager (Mar 1st start) offset by removal of Neighbourhood Assistant WSIB	3.7	361,000	(317,700)	43,300
Proposed changes to Staff Complement	**14.9**	**$ 1,444,100**	**($1,054,700)**	**$389,400**
2026 Proposed Staff Complement (full time equivalents)	**797.6**			

Executive Summary - Capital Budget

2026 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Child Care, Economic Development, Emergency Management, Green Legacy, Library Services, Museum and Archives, Ontario Works, Planning, Police Services, Provincial Offenses Act, Solid Waste Services

2026 Capital Budget and Ten-Year Forecast

The County's 2026 capital budget totals $78.6 million. The County's investment in its roadway network and social and affordable housing make up 88% of the current year's capital budget. Of the current year's capital budget, 61.1% is funded through own source revenues. The remainder is funded through the Canada Community Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), provincial and federal subsidies, municipal recoveries, development charges, tax-supported and growth-related debentures.

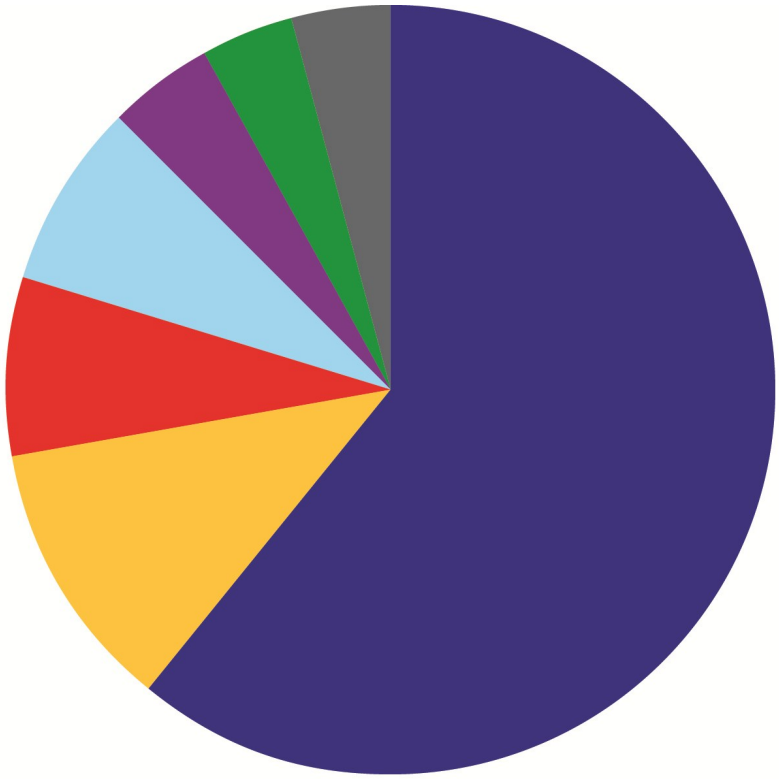
Major capital projects for the current year include:

- $58.3 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- $6.9 million in capital repairs and enhancements within its social and affordable housing units,

The Ten-Year Capital Plan invests $686.6 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 $88.4 million to complete the design and construction of four public works facilities.

Capital Budget - Funding Sources And Cash Flow

2026 CAPITAL FUNDING SOURCES



Reserves	61.1%	Canada Community Building Fund	4.5%
Growth Related Debentures	11.2%	Ontario Community Infrastructure Fund	4.0%
Recoveries	7.6%	Development Charges	4.0%
Subsidy	7.6%		

2026 Estimated Capital Cash Flow (in $M)			
Capital Projects Carry-Forward from 2025 (A)	2026 Capital Budget (B)	Total Capital in 2026 (A+B)	2026 Projected Cash Flow
$66.89	$78.59	145.48	$72.74

The table above shows the County's estimated projected cash flow for 2026.

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 2026 projected capital cash flow of $72.74 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 $17.4 million in subsidy funding for Roads, and Social Services.

Canada Community Building Fund

The County has planned to utilize $33.2 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, one bridge, 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 2026 of over $235,000 to the County. The County's allocation is $2.1 million in 2026. Staff have assumed this level of funding will continue to decline to 2033, after which the funding level is maintained through to 2035. The complete list of OCIF funded projects is shown on the following pages. Projects include: eight roads and resurfacing projects, six 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 $31.7 million. Bill 17 adopted in 2025 could see a further reduction in development charge collections due to further exemptions and timing of development charge payment.

Canada Community Building Fund Projects

	2026	2027	2028	2029	2030	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	1,256,000					1,256,000
WR 7 at WR 11, Roundabout				1,122,000		1,122,000
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					215,000	215,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab			750,000			750,000
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 46, McLean to Duff's Church						0
WR 109, Arthur to Teviotdale (17km)						0
Total County of Wellington	3,506,000	3,400,000	3,000,000	3,372,000	2,465,000	$15,743,000

	2031	2032	2033	2034	2035	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						1,256,000
WR 7 at WR 11, Roundabout						1,122,000
WR 16, Hwy 89 to WR 109	52,000					52,000
WR 123, Palmerston WR 5 to Hwy						1,150,000
WR 124, WR 24 to Ospringe 6km						215,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab						750,000
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km	1,185,000					1,185,000
WR 11, Drayton South Resurfacing			1,197,000			1,197,000
WR 26, WR 124 to WR 18 15km		1,140,000				1,140,000
WR 35, WR 34 to Hamilton bound					1,400,000	1,400,000
WR 109, Arthur to Teviotdale (17km)				1,203,000		1,203,000
Total County of Wellington	3,487,000	3,390,000	3,447,000	3,453,000	3,650,000	$33,170,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2026	2027	2028	2029	2030	5 Year Total
Road Construction						
WR 16, WR 109 to WR 19					359,000	359,000
WR 50, Railway Tracks to WR 125 6km						0
Bridges						
WR 11, Flax Bridge B011025 Rep						0
WR 17, Bridge B017098 Replacement						0
WR 32, Blatchford Bridge, Repl			2,150,000			2,150,000
WR 43, Caldwell Bridge, Replace					673,000	673,000
WR 109, CR Bridge 4, B109133	1,180,000					1,180,000
WR 109,CR Bridge 10 B109134	1,250,000					1,250,000
Culverts						
WR 10, Clvrt C101000, Replace	200,000					200,000
WR 12, Clvrt C120210, Replace	502,000					502,000
WR 19, Clvrt C191070, Replace						0
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24				1,632,000		1,632,000
WR 24, 300m S of WR 50 to SR 9 2.5 km					1,076,000	1,076,000
WR 26, WR 124 to WR 18 15km						0
WR 34, WR 33 to WR32, 2km		1,010,000				1,010,000
WR 34, HWY 6 to WR 33 (9km)						0
WR 51, WR 86 to 800m E of WR 39		1,111,000				1,111,000
Total County of Wellington	3,132,000	2,121,000	2,150,000	1,632,000	2,108,000	$11,143,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2031	2032	2033	2034	2035	10 Year Total
Road Construction						
WR 16, WR 109 to WR 19						359,000
WR 50, Railway Tracks to WR 125 6km		777,000				777,000
Bridges						
WR 11, Flax Bridge B011025 Rep					1,200,000	1,200,000
WR 17, Bridge B017098 Replacement				200,000		200,000
WR 32, Blatchford Bridge, Repl						2,150,000
WR 43, Caldwell Bridge, Replace						673,000
WR 109, CR Bridge 4, B109133						1,180,000
WR 109,CR Bridge 10 B109134						1,250,000
Culverts						
WR 10, Clvrt C101000, Replace						200,000
WR 12, Clvrt C120210, Replace						502,000
WR 19, Clvrt C191070, Replace				1,046,000		1,046,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24						1,632,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						1,076,000
WR 26, WR 124 to WR 18 15km	1,390,000					1,390,000
WR 34, WR 33 to WR32, 2km						1,010,000
WR 34, HWY 6 to WR 33 (9km)			1,250,000			1,250,000
WR 51, WR 86 to 800m E of WR 39						1,111,000
Total County of Wellington	1,390,000	777,000	1,250,000	1,246,000	1,200,000	$17,006,000

Fund Descriptions

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

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

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

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

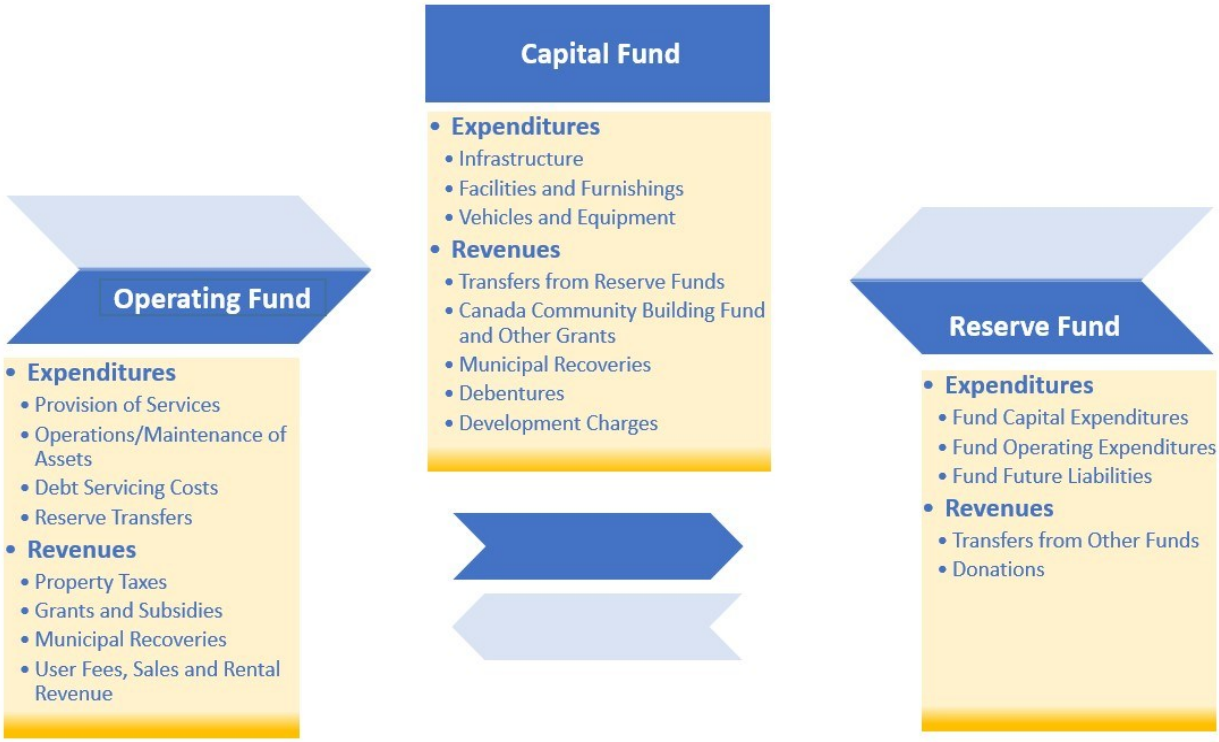
Monies flow between funds through transfers and are recorded as expenses or revenues in the affected funds.

The Reserve and Reserve Fund Balances are budgeted to decrease $10.5 million in 2026. Reserve transfers to fund major capital items in 2026 include:

- $13.2 million for road works; $11.4 million for bridge and culvert works, $2.4 million for ambulance equipment and facility improvements as well as land purchase for new ambulance stations, and $4.5 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, Ontario Works, Emergency Management, Museum, Wellington Terrace, Child Care, Economic Development and Planning



2026 Budget Fund Matrix

	Funding Source	General Government	Protection	Transportation	Environmental	Health Services	Social Housing	Social and Family	Library	Museum	Planning
Operating Fund	Property Taxation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Grants and Subsidies	✓	✓		✓		✓	✓	✓	✓	✓
	Municipal Recoveries	✓	✓	✓	✓		✓	✓	✓		✓
	Licenses, Permits and Rents	✓	✓		✓	✓	✓	✓	✓	✓	
	User Fees and Charges	✓	✓	✓	✓		✓	✓	✓	✓	✓
	Sales Revenue	✓		✓	✓			✓	✓	✓	✓
	Other Revenue	✓	✓				✓	✓	✓	✓	✓
	Fines and Penalties		✓								
Capital Fund	Grants and Subsidies			✓			✓				
	Municipal Recoveries	✓		✓			✓	✓			
	Development Charges			✓							
	Debt Proceeds			✓							
	OCIF			✓							
	CCBF			✓							
Reserves and Reserve Funds		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

General Government
- Communications
- County Council
- Economic Development
- Financial Services and Purchasing/Risk Management
- General Revenue and Expenditures
- Grants and Contributions
- Human Resources
- Information Technology
- Office of the CAO and Clerk
- Property Services
- Rural Transportation

Protection
- Community Emergency Management
- Police Services
- Provincial Offences Act Administration

Transportation
- Roads and Bridges

Environmental
- Solid Waste Services

Health Services
- Land Ambulance
- Public Health

Social Housing
- Affordable Housing
- Social Housing

Social and Family
- Children's Early Years Division
- Ontario Works
- Wellington Terrace

Library
- County Library System

Museum
- Museum and Archives at Wellington Place

Planning
- Green Legacy
- Planning and Land Division

Fund Balances

Consolidated 2026 Budget Summary (000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning	**-**	**34,658**	**158,506**	**193,164**
Revenues				
Property Taxation	153,812			153,812
Grants and Subsidies	153,018	12,631		165,649
Municipal Recoveries	40,550	5,953		46,503
Licenses, Permits and Rents	10,189			10,189
User Fees and Charges	13,133			12,961
Sales Revenue	829			829
Development Charges	2,283	3,169		5,452
Debt Proceeds		8,850		8,850
Other Revenue	6,660			6,660
Internal Recoveries	9,652			9,652
Total Revenue	**390,126**	**30,603**	**-**	**420,729**
Expenditures				
Salaries, Wages and Benefits	(94,238)			(94,238)
Supplies, Materials and Equipment	(15,255)			(15,255)
Purchased Services	(38,083)			(38,083)
Social Assistance	(146,498)			(146,498)
Transfer Payments	(32,938)			(32,938)
Minor Capital Expenses	(419)			(419)
Insurance and Financial	(5,704)			(5,704)
Debt Charges	(3,333)			(3,333)
Internal Charges	(9,369)			(9,369)
Capital Projects		(78,588)		(78,588)
Total Expenditures	**(345,837)**	**(78,588)**	**-**	**(424,425)**
Transfers				
Transfers from Other Funds	1,894	47,985	45,362	95,461
Transfers to Other Funds	(46,183)*		(7,009)	(103,190)
Total Transfers to (from) Other Funds	**(44,289)**	**47,985**	**(11,647)**	**(7,952)**
Forecasted Reserve Expenditure Not Budgeted			1,118	1,118
Projected Fund Balance—Ending	**-**	**34,658**	**147,977**	**182,635**

*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.

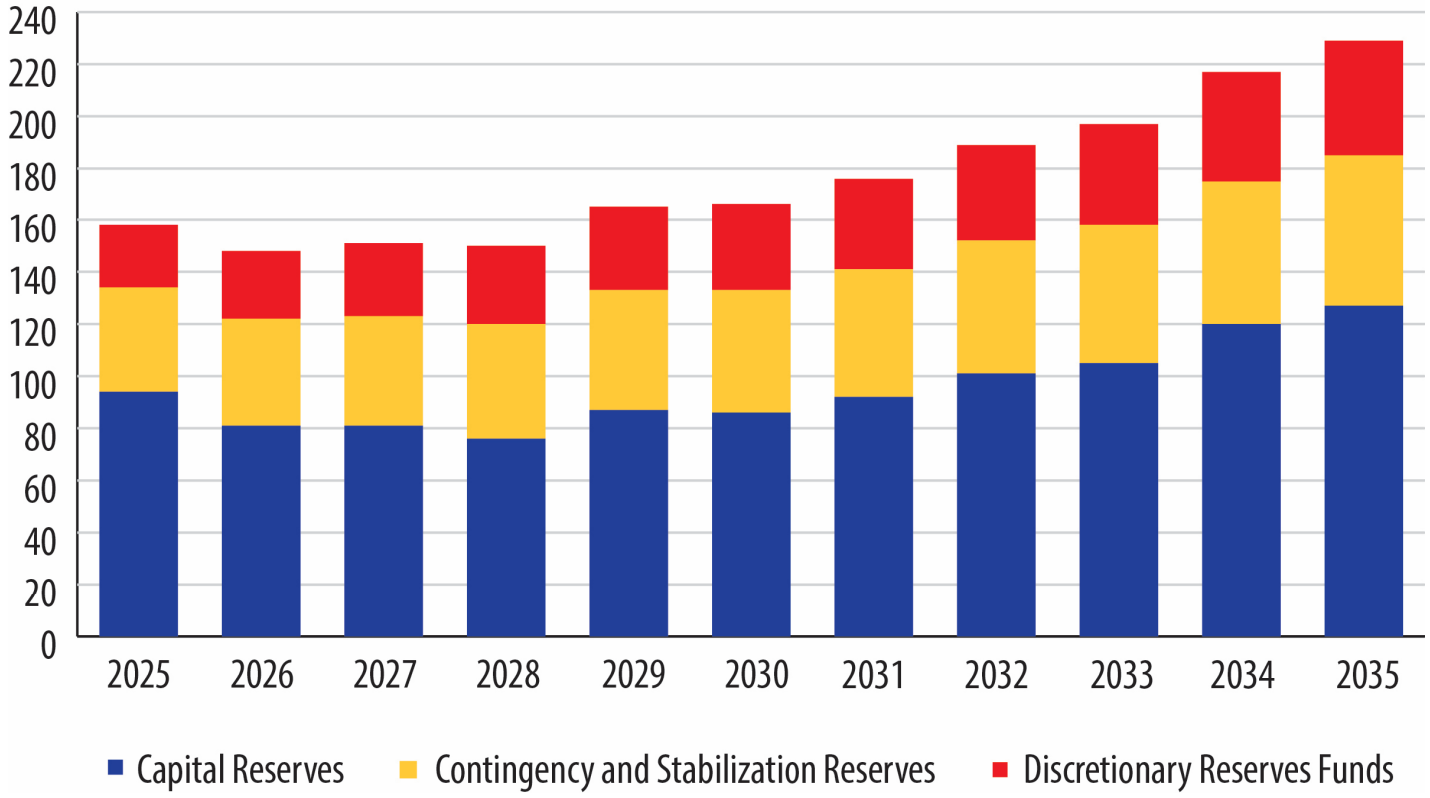
Reserves

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.



2026 Reserves Activity

	2025 Closing Balance	2026 Budget						2026 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	22,945	175	832	248		(410)		23,790
Winter Control	8,098		293					8,391
Shared Services Stabilization	9,036		308			(524)		8,821
Subtotal Contingency and Stabilization Reserves	40,079	175	1,434	248		(934)		41,002
Capital Reserves								
Roads Equipment Replacement	2,776	4,000	85		(4,430)			2,431
SWS Equipment Replacement	6,208	1,200	265		(100)			7,573
Roads Capital	26,535	22,150	599		(32,154)			17,130
General Capital	8,589	2,030	328		(1,577)			9,370
Solid Waste Services Capital	1,755	800	83		(265)			2,373
Housing Capital	8,241	1,700	290		(1,935)			8,297
County Property Capital	7,323	3,839	285		(2,229)	(74)	(1,000)	8,144
Climate Change Mitigation	3,116	86	116					3,319
Wellington Terrace Capital	8,453	700	218		(3,145)			6,225
Ambulance	4,619	800	118		(2,150)			3,387
Housing Development (County)	16,078	1,260	385		(6,715)			11,008
Child Care Development (County)	473	310	58	1,000	(195)			1,646
Subtotal Capital Reserves	94,165	38,875	2,829	1,000	(54,895)	(74)	(1,000)	80,901
Total Reserves	**135,244**	**39,050**	**4,263**	**1,248**	**(54,895)**	**(1,008)**	**(1,000)**	**121,903**
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	1,579		55	720		(777)		1,578
WSIB Excess Compensation	3,161	387	129					3,677
Landfill Closure and Post Closure	13,530	600	500			(326)		14,304
Post Employment Benefit	2,816	100	111	150				3,177
Donation Reserve Funds								
Museum and Archives Donations	304	50	13					367
Wellington Terrace Donations	42		2					44
Library Donations	417		15					432
Luella Logan Scholarship/Award	169		6			(3)		172
Specific Purpose Reserve Funds								
Housing Regeneration	1,693		61					1,754
Homeownership Loan Programme	550		20					569
Total Discretionary Reserve Funds	**24,261**	**1,137**	**912**	**870**	**0**	**(1,106)**	**0**	**26,074**
Total Reserves and Reserve Funds	**158,506**	**40,187**	**5,175**	**2,118**	**(54,895)**	**(2,114)**	**(1,000)**	**147,977**

Long-Term Liabilities And Debt

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with $90.2 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from reserves (65.0%).

Tax Supported Debt

As of December 31, 2025 County tax supported debt totals $7.9 million. The 2026–2035 forecast anticipates the issuance of $11.2 million for Erin and Mount Forest ambulance stations.

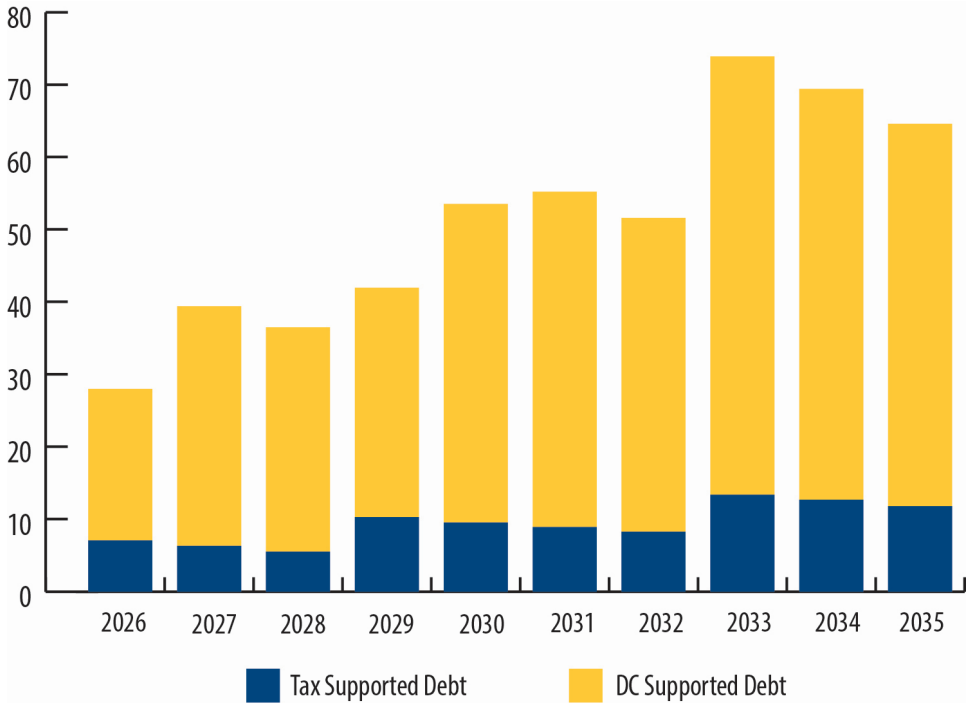
Development Charge Supported Debt

As of December 31, 2025 County development charge supported debt totals $20.9 million. The 2026 – 2035 forecast anticipates the issuance of $79.0 million of development charge supported debt related to growth related portion of four roads facilities, and five ambulance stations.

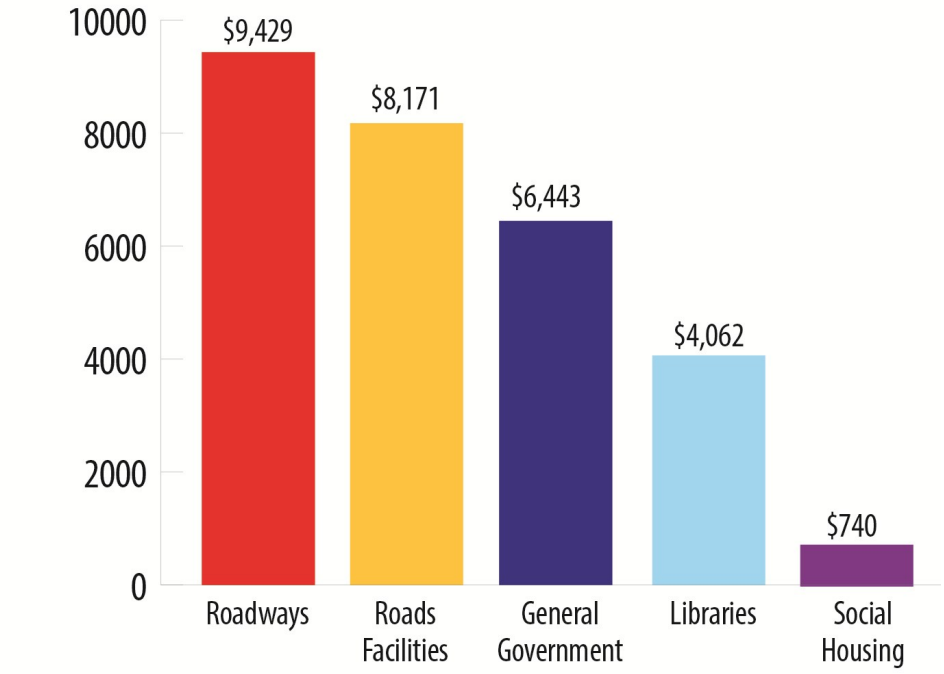
Current Debt Obligations

The County's current debt obligation in 2025 sits at just under $28.8 million. The largest debt obligations reside within Roadways and Roads Facilities, General Government, as well as Libraries which account for $28.1 million of the total in 2025. 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 (2026-2035) MILLIONS



in 000's



Long-Term Liabilities And Debt

Debt Servicing Requirements

Debt servicing costs hit a high of $8.0 million ($1.4 million tax supported, $6.6 million growth supported) in 2034. Debt charges do not exceed 3.6% of the County tax levy over the ten-year plan.

Standard and Poor's Credit Rating: AAA

Year	Total Principal and Interest
2026	3,332,871
2027	3,623,693
2028	4,369,386
2029	4,214,262
2030	4,987,834
2031	5,727,778
2032	5,967,644
2033	6,595,864
2034	8,020,347
2035	8,020,299
2036-2044	72,042,846

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2026	873,000	227,150	1,100,150	1,542,500	690,221	2,232,721	3,332,871
2027	764,000	200,502	964,502	1,656,500	1,002,691	2,659,191	3,623,693
2028	791,000	175,826	966,826	2,120,500	1,282,061	3,402,561	4,369,386
2029	585,000	281,182	866,182	2,072,500	1,275,580	3,348,080	4,214,262
2030	769,000	389,052	1,158,052	2,216,500	1,613,282	3,829,782	4,987,834
2031	628,000	365,248	993,248	2,735,500	1,999,030	4,734,530	5,727,778
2032	648,000	345,236	993,236	2,976,093	1,998,315	4,974,408	5,967,644
2033	669,000	461,062	1,130,062	3,024,348	2,441,454	5,465,802	6,595,864
2034	871,000	576,137	1,447,137	3,779,889	2,793,321	6,573,210	8,020,347
2035	903,000	545,333	1,448,333	3,941,430	2,630,536	6,571,967	8,020,299
2036-2044	6,528,000	3,453,425	9,981,425	36,248,740	25,812,681	62,061,422	72,042,846

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 2024 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 2024 Own Source Revenues ($42.3 million) less all 2024 debt principal ($3.4 million) and debt interest ($0.8 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2025 is $38.1 million.

Corporate Performance Measures

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

Debt Limits

Statutory Limitations – Annual Repayment Limit (ARL)

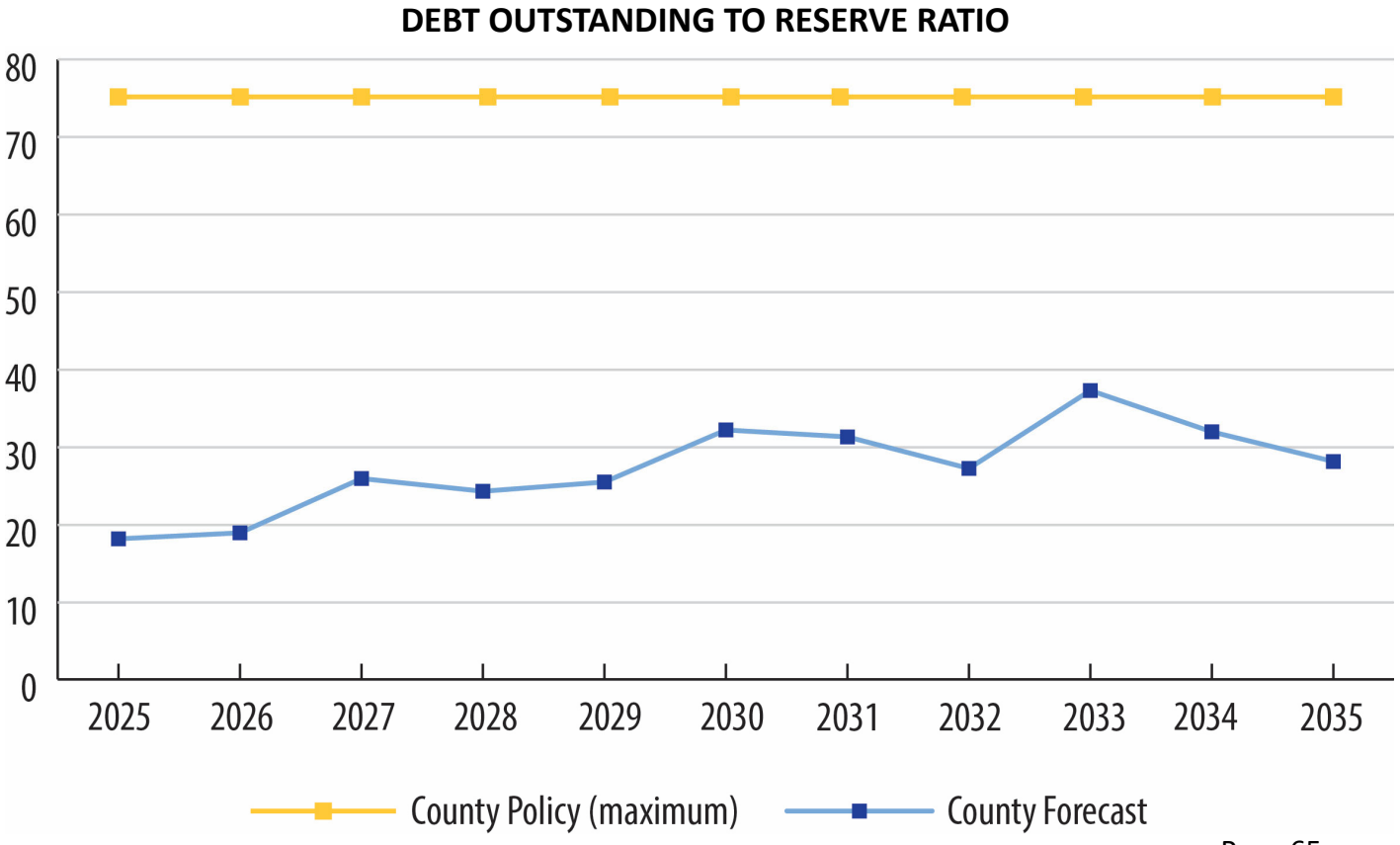
Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to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

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

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

Direct Debt to Reserve Ratio

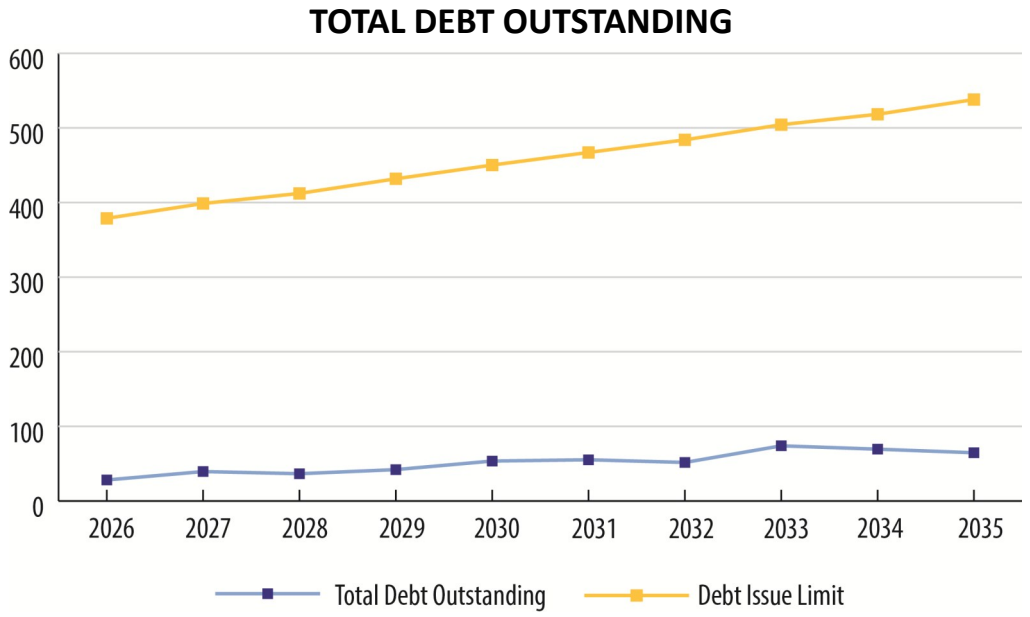
This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County's policy is to maintain its ratio below 0.75:1.



Corporate Performance Measures

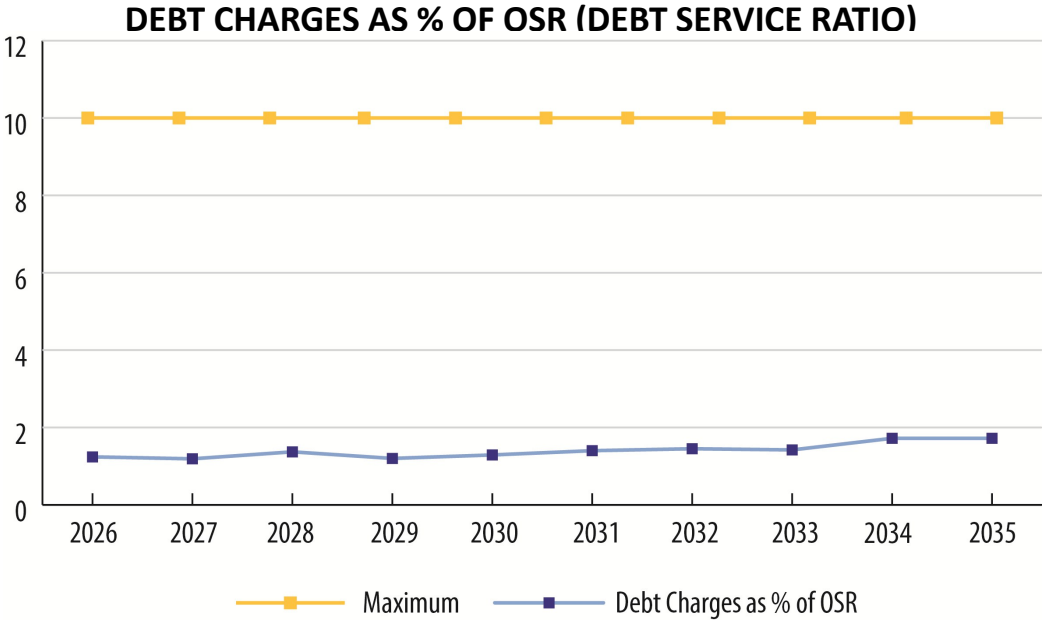
Total Debt Outstanding compared to MMAH Debt Limit

The Province through the Ministry of Municipal Affairs and Housing (MMAH), establishes debt limits for all municipalities on an annual basis and provides an upper limit on debt servicing costs. These debt servicing costs are included in the 10 year forecast. The chart below show the forecast debt outstanding against the maximum prescribed by the Province (assuming a 20 year term and 4.75% 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 2025, credit rating agencies consider that principal and interest should be below 10% of own source revenue.

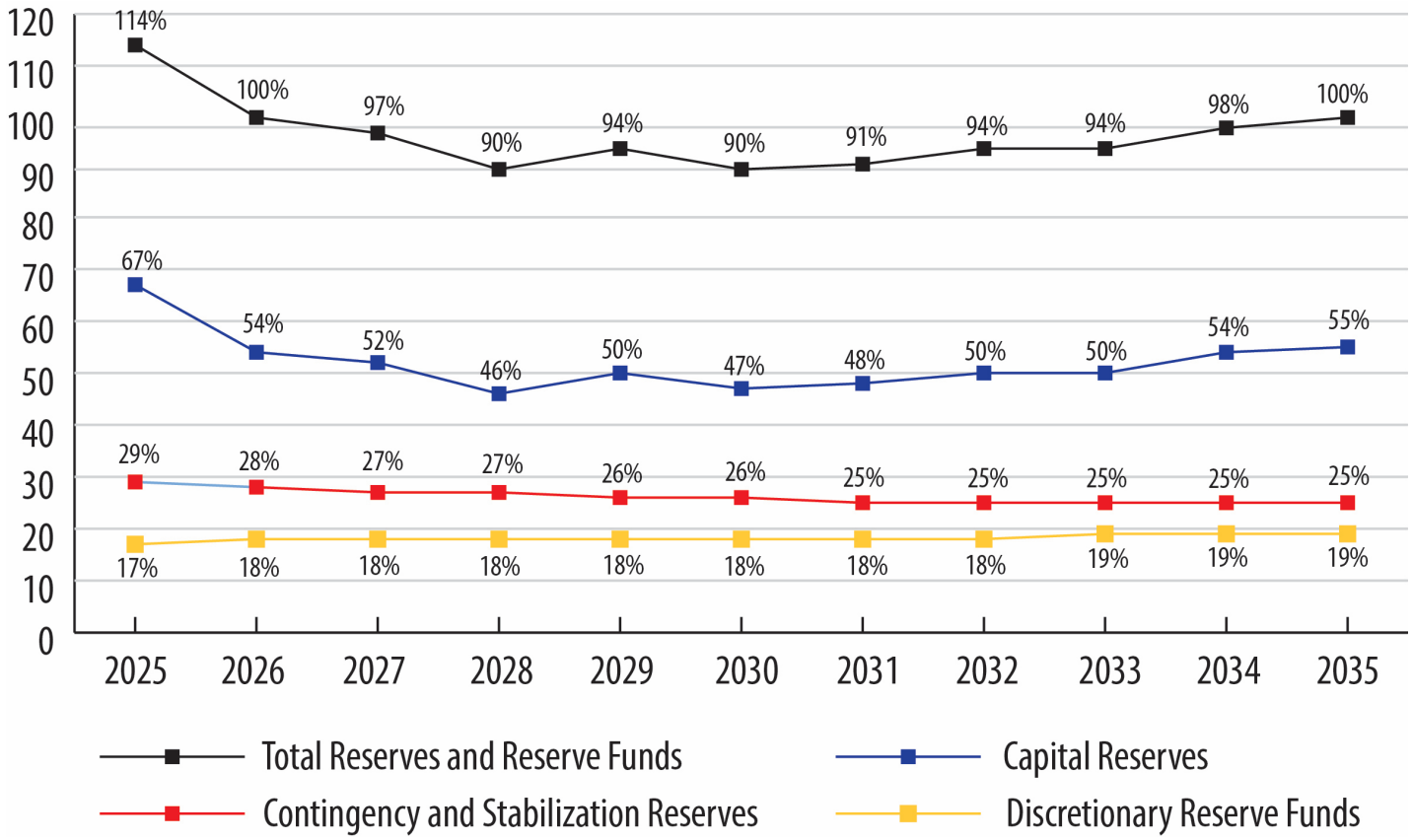


Corporate Performance Measures

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
2026 Operating Budget

	2024 Net Budget	2025 Net Budget	2026 Expenditure	2026 Revenue	2026 Net Budget	$ Change Budget	% Change Budget
PROGRAMMES AND SERVICES							
Roads and Bridges	$37,955,700	$40,808,000	$49,532,900	$5,281,500	$44,251,400	$3,443,400	8.4%
Police Services	18,233,500	18,918,300	21,722,600	598,100	21,124,500	$2,206,200	11.7%
Wellington Terrace Long-Term Care	11,076,500	11,585,800	33,040,500	20,951,000	12,089,500	$503,700	4.3%
County Library System	8,672,300	9,638,000	10,415,500	317,100	10,098,400	$460,400	4.8%
Solid Waste Services	10,775,900	10,613,400	15,498,600	5,557,700	9,940,900	($672,500)	(6.3%)
Ambulance Services	6,531,000	9,469,000	9,115,300	55,500	9,059,800	($409,200)	(4.3%)
Social Housing	5,366,700	5,970,200	55,525,800	47,742,400	7,783,400	$1,813,200	30.4%
Museum and Archives at Wellington Place	3,021,000	3,235,600	3,688,700	254,400	3,434,300	$198,700	6.1%
Public Health	2,699,400	3,093,000	3,183,000		3,183,000	$90,000	2.9%
Planning and Development	2,550,700	2,758,700	5,065,800	2,100,900	2,964,900	$206,200	7.5%
Economic Development	1,108,900	1,766,800	2,201,200	83,800	2,117,400	$350,600	19.8%
Property Assessment	1,569,600	1,650,300	1,739,500		1,739,500	$89,200	5.4%
Affordable Housing	1,400,700	1,420,600	3,022,400	1,562,500	1,459,900	$39,300	2.8%
Children's Early Years	2,098,700	1,444,000	105,339,800	104,006,100	1,333,700	($110,300)	(7.6%)
Ontario Works	1,326,600	1,387,700	31,912,800	30,589,800	1,323,000	($64,700)	(4.7%)
Green Legacy	1,007,800	1,105,900	1,212,900	85,000	1,127,900	$22,000	2.0%
Emergency Management	898,500	973,500	1,032,200		1,032,200	$58,700	6.0%
Rural Transportation	589,600	487,900	1,149,600	472,400	677,200	$189,300	38.8%
Community Grants and Hospital Funding	469,400	473,000	475,800		475,800	$2,800	0.6%
Provincial Offences	(113,300)	(130,000)	100,000	300,000	(200,000)	($70,000)	53.8%
Subtotal	**117,239,200**	**126,669,700**	**354,974,900**	**219,958,200**	**135,016,700**	**$8,347,000**	**6.6%**
GENERAL GOVERNMENT							
Office of the CAO and Clerk	7,061,600	7,525,200	10,205,100	2,487,400	7,717,700	$192,500	2.6%
Treasury	2,875,200	3,066,700	3,882,500	757,900	3,124,600	$57,900	1.9%
Human Resources	1,836,400	2,008,400	3,974,100	1,623,700	2,350,400	$342,000	17.0%
County Property	1,903,700	2,105,100	4,813,800	2,593,200	2,220,600	$115,500	5.5%
County Council	1,411,100	1,598,800	1,638,700		1,638,700	$39,900	2.5%
Subtotal	**15,088,000**	**16,304,200**	**24,514,200**	**7,462,200**	**17,052,000**	**$747,800**	**4.6%**
NON-PROGRAMME EXPENDITURES AND REVENUES							
General Expenses and Revenues	466,400	1,624,400	8,353,900	6,610,600	1,743,300	$118,900	7.3%
PILs and Supplementary Taxes	(3,956,000)	(5,018,700)	0	5,215,200	(5,215,200)	($196,500)	3.9%
Subtotal	**(3,489,600)**	**(3,394,300)**	**8,353,900**	**11,825,800**	**(3,471,900)**	**($77,600)**	**2.3%**
TOTAL	**128,837,600**	**139,579,600**	**387,843,000**	**239,246,200**	**148,596,800**	**$9,017,200**	**6.5%**

TAX RATE CALCULATION AND IMPACT	**2024**	**2025**	**2026**	**$ Change**	**% Change**
Weighted Assessment ($M)	$18,690	$19,482	$20,021	$539	2.8%
Real growth % from new properties					
Residential tax rate	0.689335%	0.716471%	0.742204%		
Per $100,000 of Assessment (2020)	$100,000	$100,000	100,000		
Taxes per $100,000 of Assessment	$689	$716	$742	$26	3.6%

County of Wellington
10 Year Operating Budget and Tax Rate Forecast

	Approved	Projected				
	2025	2026	2027	2028	2029	2030
EXPENDITURE ($000's)						
Salaries, Wages and Benefits	89,840,300	94,238,000	99,960,200	104,729,200	108,991,000	113,466,500
Supplies, Material and	14,588,500	15,255,200	15,592,100	15,756,500	15,932,700	16,388,400
Equipment Purchased Services	38,403,900	38,083,200	39,443,400	40,698,800	41,987,100	43,328,500
Social Assistance	131,750,000	146,498,200	145,802,800	147,886,600	149,482,600	150,645,400
Transfer Payments	29,847,400	32,937,500	35,412,000	36,610,100	37,623,600	39,202,300
Minor Capital Expenses	473,800	419,000	472,500	369,700	340,500	543,700
Insurance and Financial	5,283,100	5,703,500	6,064,700	6,362,100	6,590,700	6,899,000
Internal Charges	9,042,700	9,369,000	9,593,300	9,866,800	10,135,600	10,541,300
Total Expenditures	**319,229,700**	**342,503,600**	**352,341,000**	**362,279,800**	**371,083,800**	**381,015,100**
yr/yr % change		7.3%	2.9%	2.8%	2.4%	2.7%
TRANSFERS ($000's)						
Debt Charges	4,282,200	3,332,900	3,623,600	4,369,200	4,214,000	4,987,700
Transfer from Reserves	(2,886,600)	(4,176,900)	(4,091,100)	(4,766,400)	(4,759,300)	(5,306,200)
Transfer to Reserves	41,850,400	46,183,400	46,709,500	47,948,200	49,832,100	52,147,700
Total Transfers	**43,246,000**	**45,339,400**	**46,242,000**	**47,551,000**	**49,286,800**	**51,829,200**
yr/yr % change		4.8%	2.0%	2.8%	3.7%	5.2%
REVENUE ($000's)						
Grants and Subsidies	144,137,000	153,017,900	150,197,800	148,783,700	148,624,700	148,642,900
Municipal Recoveries	35,038,800	40,550,100	44,327,300	48,409,300	50,595,700	52,762,700
Licenses, Permits and Rents	9,905,500	10,188,900	10,293,900	10,396,700	10,627,300	10,999,900
Fines and Penalties	132,000	172,000	172,000	172,000	172,000	172,000
User Fees and Charges	13,470,700	12,961,100	13,293,800	12,251,300	11,249,100	11,405,400
Sales Revenue	826,700	828,900	835,700	842,700	850,000	857,500
Other Revenue	5,254,500	6,659,800	6,844,600	6,972,000	7,099,600	7,227,400
Internal Recoveries	9,112,200	9,652,300	9,850,900	10,123,500	10,391,400	10,797,300
PILs and Supplementary	5,018,700	5,215,200	5,340,000	5,440,000	5,540,000	5,640,000
Taxes **Total Revenue**	**222,896,100**	**239,246,200**	**241,156,000**	**243,391,200**	**245,149,800**	**248,505,100**
yr/yr % change		7.3%	0.8%	0.9%	0.7%	1.4%
TAX LEVY REQUIREMENT	139,579,600	148,596,800	157,427,000	166,439,600	175,220,800	184,339,200
yr/yr % change	8.3%	6.5%	5.9%	5.7%	5.3%	5.2%
Weighted Assessment	19,482	20,021	20,983	21,990	23,046	24,153
yr/yr % change	4.24%	2.77%	4.80%	4.80%	4.80%	4.80%
Phase in Growth %			3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	4.24%	2.77%	1.75%	1.75%	1.75%	1.75%
COUNTY TAX SUMMARY						
Residential tax rate	0.716454%	0.742204%	0.750260%	0.756853%	0.760264%	0.763183%
Per $100,000 of Assessment	100,000	100,000	103,000	106,090	109,273	112,551
Taxes per $100,000 of Assessment	716.45	742.20	772.79	802.98	830.80	859.00
yr/yr $ change	**27**	**26**	**31**	**30**	**28**	**28**
yr/yr % residential impact	**3.9%**	**3.6%**	**4.1%**	**3.9%**	**3.5%**	**3.4%**
yr/yr % budget impact	**3.9%**	**3.6%**	**4.1%**	**3.9%**	**3.5%**	**3.4%**

County of Wellington
10 Year Operating Budget and Tax Rate Forecast

	Projected				
	2031	**2032**	**2033**	**2034**	**2035**
EXPENDITURE ($000's)					
Salaries, Wages and Benefits	118,450,000	123,195,400	128,120,400	133,711,300	139,535,900
Supplies, Material and	16,857,200	17,338,500	17,834,000	18,346,400	18,873,300
Equipment Purchased Services	44,112,600	45,295,400	46,524,700	47,804,900	49,036,000
Social Assistance	151,894,000	153,159,700	154,705,700	156,411,800	158,110,300
Transfer Payments	39,989,600	41,475,600	43,142,100	44,706,200	46,405,200
Minor Capital Expenses	453,600	351,000	265,500	479,000	401,000
Insurance and Financial	7,302,800	7,652,200	8,024,700	8,388,400	8,541,900
Internal Charges	10,765,200	11,087,500	11,340,300	11,660,100	12,016,700
Total Expenditures	**389,825,000**	**399,555,300**	**409,957,400**	**421,508,100**	**432,920,300**
yr/yr % change	2.3%	2.5%	2.6%	2.8%	2.7%
TRANSFERS ($000's)					
Debt Charges	5,727,600	5,967,600	6,595,900	8,020,300	8,020,300
Transfer from Reserves	(6,262,800)	(6,471,600)	(6,917,200)	(8,179,600)	(8,115,300)
Transfer to Reserves	54,662,900	56,651,800	58,802,700	60,470,900	62,288,700
Total Transfers	**54,127,700**	**56,147,800**	**58,481,400**	**60,311,600**	**62,193,700**
yr/yr % change	4.4%	3.7%	4.2%	3.1%	3.1%
REVENUE ($000's)					
Grants and Subsidies	148,576,500	149,632,000	150,592,400	151,574,100	152,666,500
Municipal Recoveries	54,194,500	55,617,300	57,211,200	58,990,300	60,806,100
Licenses, Permits and Rents	11,105,800	11,220,600	11,326,200	11,438,400	11,543,200
Fines and Penalties	172,000	172,000	172,000	172,000	172,000
User Fees and Charges	11,566,000	11,729,200	11,890,500	12,066,600	12,180,400
Sales Revenue	865,100	872,900	881,100	889,300	897,400
Other Revenue	7,317,900	7,446,200	7,574,800	7,703,600	7,832,700
Internal Recoveries	11,021,400	11,343,900	11,596,900	11,916,900	12,217,600
PILs and Supplementary	5,740,000	5,840,000	5,940,000	6,040,000	6,140,000
Taxes **Total Revenue**	**250,559,200**	**253,874,100**	**257,185,100**	**260,791,200**	**264,455,900**
yr/yr % change	0.8%	1.3%	1.3%	1.4%	1.4%
TAX LEVY REQUIREMENT	193,393,500	201,829,000	211,253,700	221,028,500	230,658,100
yr/yr % change	4.9%	4.4%	4.7%	4.6%	4.4%
Weighted Assessment	25,313	26,529	27,803	29,138	30,537
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	0.763978%	0.760758%	0.759796%	0.758532%	0.755315%
Per $100,000 of Assessment	115,927	119,405	122,987	126,677	130,477
Taxes per $100,000 of Assessment	885.69	908.43	934.50	960.92	985.54
yr/yr $ change	**27**	**23**	**26**	**26**	**25**
yr/yr % residential impact	**3.1%**	**2.6%**	**2.9%**	**2.8%**	**2.6%**
yr/yr % budget impact	**3.1%**	**2.6%**	**2.9%**	**2.8%**	**2.6%**

County of Wellington
10 Year Capital Budget Summary

	2026	2027	2028	2029	2030	5 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	$58,270,600	$40,305,000	$51,395,000	$42,105,000	$39,195,000	**$231,270,600**	65.8%
Solid Waste Services	365,000	960,000	8,535,000	3,170,000	2,435,000	**$15,465,000**	4.4%
County Property	1,011,000	268,000	305,000	532,000	420,000	**$2,536,000**	0.7%
Planning	150,000	650,000	0	100,000	400,000	**$1,300,000**	0.4%
Green Legacy	25,000	30,000	235,000	0	0	**$290,000**	0.1%
Emergency Management	40,000	0	205,000	0	0	**$245,000**	0.1%
CAO and Clerks	1,130,000	1,470,000	1,037,000	590,000	2,057,000	**$6,284,000**	1.8%
Police Services	445,000	140,000	125,000	485,000	335,000	**$1,530,000**	0.4%
Museum	195,000	640,000	2,090,000	210,000	990,000	**$4,125,000**	1.2%
Library Services	315,000	280,000	415,000	970,000	1,640,000	**$3,620,000**	1.0%
Housing Services	10,315,900	7,002,000	6,651,800	6,343,000	6,217,000	**$36,529,700**	10.4%
Affordable Housing	275,000	6,140,000	465,000	110,000	6,060,000	**$13,050,000**	3.7%
Wellington Terrace	3,145,000	1,480,000	430,000	965,000	625,000	**$6,645,000**	1.9%
Economic Development	130,000	0	0	0	200,000	**$330,000**	0.1%
Ambulance Services	2,450,000	6,085,000	5,690,000	6,255,000	5,945,000	**$26,425,000**	7.5%
Ontario Works	295,000	110,000	0	295,000	70,000	**$770,000**	0.2%
Child Care	0	0	0	145,000	475,000	**$620,000**	0.2%
Provincial Offences Act (POA)	30,000	80,000	125,000	205,000	135,000	**$575,000**	0.2%
Total Expenditure	**$78,587,500**	**$65,640,000**	**$77,703,800**	**$62,480,000**	**$67,199,000**	**$351,610,300**	**100.0%**
PROJECT FINANCING							
Recoveries	5,953,100	5,989,700	5,165,400	4,975,000	5,036,200	**$27,119,400**	7.7%
Subsidy	5,992,900	6,180,000	1,202,800	0	2,000,000	**$15,375,700**	4.4%
Canada Community Building Fund	3,132,000	2,121,000	2,150,000	1,632,000	2,108,000	**$11,143,000**	3.2%
Ontario Community Infrastructure Fund	3,506,000	3,400,000	3,000,000	3,372,000	2,465,000	**$15,743,000**	4.5%
Reserves	47,984,500	41,497,300	48,674,600	34,412,000	49,576,800	**$222,145,200**	63.2%
Development Charges	3,169,000	3,212,000	9,031,000	5,364,000	2,733,000	**$23,509,000**	6.7%
Growth Related Debentures	8,850,000	840,000	5,510,000	12,725,000	3,280,000	**$31,205,000**	8.9%
Debentures	0	2,400,000	2,970,000	0	0	**$5,370,000**	1.5%
Total Financing	**$78,587,500**	**$65,640,000**	**$77,703,800**	**$62,480,000**	**$67,199,000**	**$351,610,300**	**100.0%**

County of Wellington
10 Year Capital Budget Summary

	2031	2032	2033	2034	2035	10 Year Total	% of Total
PROJECT EXPENDITURE							
Roadways	$40,845,000	$48,430,000	$38,995,000	$43,335,000	$62,055,000	**$464,930,600**	67.7%
Solid Waste Services	670,000	1,130,000	3,625,000	995,000	780,000	**$22,665,000**	3.3%
County Property	1,202,000	1,759,000	686,000	403,000	455,000	**$7,041,000**	1.0%
Planning	0	0	0	0	0	**$1,300,000**	0.2%
Green Legacy	110,000	405,000	150,000	0	0	**$955,000**	0.1%
Emergency Management	0	0	120,000	0	145,000	**$510,000**	0.1%
CAO and Clerks	1,251,000	826,000	1,179,000	698,000	755,000	**$10,993,000**	1.6%
Police Services	1,305,000	30,000	35,000	975,000	705,000	**$4,580,000**	0.7%
Museum	380,000	2,000,000	250,000	0	2,600,000	**$9,355,000**	1.4%
Library Services	890,000	1,180,000	215,000	1,580,000	1,185,000	**$8,670,000**	1.3%
Housing Services	6,162,000	6,437,000	5,643,000	6,357,000	6,106,000	**$67,234,700**	9.8%
Affordable Housing	335,000	75,000	6,275,000	225,000	200,000	**$20,160,000**	2.9%
Wellington Terrace	630,000	650,000	485,000	410,000	1,265,000	**$10,085,000**	1.5%
Economic Development	200,000	600,000	165,000	0	0	**$1,295,000**	0.2%
Ambulance Services	3,675,000	6,520,000	4,145,000	7,465,000	3,725,000	**$51,955,000**	7.6%
Ontario Works	635,000	435,000	0	0	410,000	**$2,250,000**	0.3%
Child Care	230,000	0	0	540,000	165,000	**$1,555,000**	0.2%
Provincial Offences Act (POA)	135,000	80,000	85,000	100,000	120,000	**$1,095,000**	0.2%
Total Expenditure	**$58,655,000**	**$70,557,000**	**$62,053,000**	**$63,083,000**	**$80,671,000**	**$686,629,300**	**100.0%**
PROJECT FINANCING							
Recoveries	5,177,900	5,247,500	4,383,200	5,366,300	7,933,500	**$55,227,800**	8.0%
Subsidy	0	0	2,000,000	0	0	**$17,375,700**	2.5%
Canada Community Building Fund	1,390,000	777,000	1,250,000	1,246,000	1,200,000	**$17,006,000**	2.5%
Ontario Community Infrastructure Fund	3,487,000	3,390,000	3,447,000	3,453,000	3,650,000	**$33,170,000**	4.8%
Reserves	43,355,100	42,747,500	49,027,800	40,387,700	48,958,500	**$446,621,800**	65.0%
Development Charges	235,000	3,205,000	0	0	49,000	**$26,998,000**	3.9%
Growth Related Debentures	5,010,000	15,190,000	945,000	7,840,000	18,880,000	**$79,070,000**	11.5%
Debentures	0	0	1,000,000	4,790,000	0	**$11,160,000**	1.6%
Total Financing	**$58,655,000**	**$70,557,000**	**$62,053,000**	**$63,083,000**	**$80,671,000**	**$686,629,300**	**100.0%**

County of Wellington
2024 - 2026 Capital Budget Summary

All figures in $000's	2024 Actuals	2024 Adjusted Budget	2025 Preliminary Actuals	2025 Adjusted Budget	2026 Budget	$ Change Budget	% Change Budget
PROJECT EXPENDITURE							
Roadways	$41,158	$35,861	$ 38,187	$44,756	$58,271	$13,515	30%
Solid Waste Services	$1,262	$3,555	3,702	530	365	(165)	-31%
County Property	$796	$800	426	512	1,011	499	97%
Planning	$421	$510	182	570	150	(420)	-74%
Green Legacy	$58		88	135	25	(110)	-81%
Emergency Management	$2		0	0	40	40	100%
CAO and Clerks	$1,203	$1,770	1,274	1,220	1,130	(90)	-7%
County Council			98	250	0	(250)	-100%
Police Services			45	100	445	345	345%
Museum and Wellington Place	$932	$435	869	835	195	(640)	-77%
County Library System	$3,127	$7,775	6,135	445	315	(130)	-29%
Housing Services	$19,597	$20,298	18,603	11,583	10,316	(1,267)	-11%
Affordable Housing	$98	$685	780	7,055	275	(6,780)	-96%
Wellington Terrace	$404	$470	676	2,440	3,145	705	29%
Economic Development			0	40	130	90	225%
Hospital and Other Capital Grants			0	0	0	0	0%
Ambulance Service	$1,529	$1,737	750	3,000	2,450	(550)	-18%
Ontario Works	$293	500	165	151	295	144	95%
Child Care	$272	$727	410	2,030	0	(2,030)	-100%
Provincial Offences Act (POA)	$83	$545	106	141	30	(111)	-79%
Total Expenditure	$ 71,237	$ 75,668	$ 72,496	$ 75,793	$ 78,588	$ 2,794	4%
PROJECT FINANCING							
Recoveries	$ 5,360	$ 6,308	7,395	$6,677	$5,953	$(724)	-11%
Subsidy	3,162	$ 10,106	7,519	6,375	5,993	(382)	-6%
OCIF	2,366	$ 2,084	2,347	3,228	3,132	(96)	-3%
CCBF	4,686	$ 1,400	3,124	4,420	3,506	(914)	-21%
National Housing Co-Inv Fund	2,822	$ 8,492	8,448	1,902	0	(1,902)	-100%
Reserves	39,430	$ 34,599	42,317	48,760	47,985	(775)	-2%
Development Charges	2,554	$ 3,258	4,542	1,572	3,169	1,597	102%
Growth Related Debentures	0	$ 8,735	8,250	1,640	8,850	7,210	440%
Debentures	0	$ 685	0	1,220	0	(1,220)	-100%
Total Financing	$ 60,381	$ 75,668	$ 83,943	$ 75,793	$ 78,588	$ 2,794	4%

County of Wellington
2024 - 2026 Operating Budget Summary

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Property Taxation	$137,963,924	$132,793,600	$145,744,378	$144,598,300	$153,812,000	$9,213,700	6.4%
Grants and Subsidies	$105,527,548	$101,375,600	$128,478,140	$144,137,000	$153,017,900	$8,880,900	6.2%
Municipal Recoveries	$30,230,034	$30,520,700	$34,412,491	$35,038,800	$40,550,100	$5,511,300	15.7%
Licenses, Permits and Rents	$9,464,504	$8,882,100	$10,256,411	$9,905,500	$10,188,900	$283,400	2.9%
Fines and Penalties	$150,684	$132,000	$224,682	$132,000	$172,000	$40,000	30.3%
User Fees and Charges	$12,283,037	$11,624,900	$23,730,949	$13,470,700	$12,961,100	($509,600)	(3.8%)
Sales Revenue	$849,728	$1,015,300	$705,003	$826,700	$828,900	$2,200	0.3%
Other Revenue	$9,901,280	$5,576,800	$11,735,605	$5,254,500	$6,659,800	$1,405,300	26.7%
Internal Recoveries	$10,162,244	$9,594,400	$9,947,344	$9,112,200	$9,652,300	$540,100	5.9%
Total Revenue	**$316,532,983**	**$301,515,400**	**$365,235,003**	**$362,475,700**	**$387,843,000**	**$25,367,300**	**7.0%**
Expenditure							
Salaries, Wages and Benefits	$83,499,453	$83,166,000	$89,409,429	$89,840,300	$94,238,000	$4,397,700	4.9%
Supplies, Material and Equipmer	$13,398,039	$14,113,000	$17,715,829	$14,588,500	$15,255,200	$666,700	4.6%
Purchased Services	$36,256,384	$36,427,800	$37,317,082	$38,403,900	$38,083,200	($320,700)	(0.8%)
Social Assistance	$90,420,353	$89,357,500	$112,018,551	$131,750,000	$146,498,200	$14,748,200	11.2%
Transfer Payments	$28,591,757	$28,632,300	$29,037,660	$29,847,400	$32,937,500	$3,090,100	10.4%
Insurance and Financial	$4,784,356	$5,159,200	$7,334,847	$5,283,100	$5,703,500	$420,400	8.0%
Minor Capital Expenses	$270,645	$400,500	$366,224	$473,800	$419,000	($54,800)	(11.6%)
Internal Charges	$9,862,161	$9,438,500	$9,511,580	$9,042,700	$9,369,000	$326,300	3.6%
Total Expenditure	**$267,083,148**	**$266,694,800**	**$302,711,202**	**$319,229,700**	**$342,503,600**	**$23,273,900**	**7.3%**
Net Operating Cost / (Revenue)	**($49,449,835)**	**($34,820,600)**	**($62,523,801)**	**($43,246,000)**	**($45,339,400)**	**($2,093,400)**	**4.8%**
Debt and Transfers							
Debt Charges	$4,248,347	$4,413,300	$4,212,432	$4,282,200	$3,332,900	($949,300)	(22.2%)
Transfer from Reserve	($3,982,110)	($4,615,100)	($3,707,483)	($2,886,600)	($4,176,900)	($1,290,300)	44.7%
Transfers to Reserve	$49,183,598	$35,022,400	$62,018,852	$41,850,400	$46,183,400	$4,333,000	10.4%
Total Debt and Transfers	**$49,449,835**	**$34,820,600**	**$62,523,801**	**$43,246,000**	**$45,339,400**	**$2,093,400**	**4.8%**
NET COST / (REVENUE)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**

County of Wellington
2026 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 2026, and projects that became operational during 2025 for a partial year.

Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
Erin Library—Staff expenses		143,200	143,200
Arthur Garage —increased insurance and hydro		110,000	110,000
Council Chambers Telecommunications — Council Meetings Live Streaming		16,000	16,000
Total		**269,200**	**269,200**

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

- Work continues to advance the construction of eight new ambulance stations in alignment with the optimal resource deployment study completed in 2024. The development of a capital lease with the City of Guelph will inform future budget impacts increased lease revenue and higher expenses on the operating side.
- 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

2026 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

2026 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at $455,200, which is a decrease in funding of 113,800 (20%) from 2025 as it has been announced that funding will be phased out over a five-year period
- Estimates for payments-in-lieu of taxes, as well as supplementary and omitted tax revenues have been increased by just under $200,000 to $5.2 million to reflect assessment growth figures and expectations for the current year
- Tax write-off estimates have been maintained at $700,000
- Estimated investment interest of $6.1 million is transferred to reserves and reserve funds. This represents an increase of $1.5 million, which reflects favourable investment returns that the County has been able to achieve through new diversified investments, such as structured and principal protected notes.
- The County's share of MPAC's budget for property assessment services is estimated to be $1,739,500

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 2026	Preliminary 2025	Actual 2024	Actual 2023
County Tax Levy ($000's)	$148,596	$139,579	$128,838	$120,491
% of Property Taxes Paid by Residential Property Owners	77.21%	76.69%	76.84%	77.46%
Supplementary/Omitted Taxes Received as a % of Tax Levy	2.76%	2.86%	6.27%	2.60%
Value of Taxes Written-Off as a % of Tax Levy	0.50%	0.50%	0.52%	0.83%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.17%	1.18%	1.22%	1.26%
OMPF Grant Funding Received as a % of Tax Levy	0.36%	0.41%	0.52%	0.65%
Investment and Bank Interest Earned	$6,400,000	$10,908,682*	$8,626,858*	$6,657,335
Investment Portfolio Book Value and Cash and Cash Equivalents	$225,671	$250,699	$214,209	$212,104
Investment and Bank Interest Earned as a % of Investment Portfolio	2.96%	4.35%	4.03%	3.14%

*2024 and 2025 have yielded significantly higher investment returns, including $1.8M from the ONE equity fund in 2024 and $2.5M from the ONE equity fund and $2.6M from auto-callable PPNs in 2025. These returns can be difficult to predict and may be non-recurring.

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Property Taxation	$137,963,924	$132,793,600	$145,744,377	$144,598,300	$153,812,000	$9,213,700	6.4%
Grants and Subsidies	$669,300	$669,300	$569,000	$569,000	$455,200	($113,800)	(20.0%)
Sales Revenue	$11,350	$20,400	$12,900	$20,400	$20,400	$ -	-
Other Revenue	$8,643,605	$4,900,000	$10,941,041	$4,600,000	$6,100,000	$1,500,000	32.6%
Internal Recoveries	$22,129	$35,000	$25,084	$35,000	$35,000	$ -	-
Total Revenue	**$147,310,308**	**$138,418,300**	**$157,292,402**	**$149,822,700**	**$160,422,600**	**$10,599,900**	**7.1%**
Expenditure							
Salaries, Wages and Benefits	($31,465)	$ -	$59,323	$ -	$ -	$ -	-
Supplies, Material and	$12,552	$30,900	$17,119	$31,000	$31,000	$ -	-
Equipment Purchased Services	$2,191,327	$2,463,600	$2,091,343	$2,565,000	$2,655,900	$90,900	3.5%
Insurance and Financial	$601,028	$1,166,200	$2,150,424	$1,203,100	$1,206,500	$3,400	0.3%
Total Expenditure	**$2,773,442**	**$3,660,700**	**$4,318,209**	**$3,799,100**	**$3,893,400**	**$94,300**	**2.5%**
Net Operating Cost / (Revenue)	**($144,536,866)**	**($134,757,600)**	**($152,974,193)**	**($146,023,600)**	**($156,529,200)**	**($10,505,600)**	**7.2%**
Debt and Transfers							
Transfer from Reserve	($900,000)	($900,000)	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$16,774,293	$4,900,000	$15,619,085	$4,700,000	$6,200,000	$1,500,000	31.9%
Total Debt and Transfers	**$15,874,293**	**$4,000,000**	**$15,619,085**	**$4,700,000**	**$6,200,000**	**$1,500,000**	**31.9%**
NET COST / (REVENUE)	**($128,662,573)**	**($130,757,600)**	**($137,355,108)**	**($141,323,600)**	**($150,329,200)**	**($9,005,600)**	**6.4%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Property Taxation	$153,812,000	$162,767,000	$171,879,600	$180,758,100	$189,979,200
Grants and Subsidies	$455,200	$341,400	$227,600	$113,800	
Sales Revenue	$20,400	$21,000	$21,700	$22,400	$23,100
Other Revenue	$6,100,000	$6,220,000	$6,340,000	$6,460,000	$6,580,000
Internal Recoveries	$35,000	$35,000	$35,000	$35,000	$35,000
Total Revenue	**$160,422,600**	**$169,384,400**	**$178,503,900**	**$187,389,300**	**$196,617,300**
EXPENDITURES					
Supplies, Material and Equipment	$31,000	$32,000	$33,000	$34,100	$35,200
Purchased Services	$2,655,900	$2,736,100	$2,818,600	$2,903,700	$2,991,300
Insurance and Financial	$1,206,500	$1,239,100	$1,274,100	$1,311,700	$1,352,100
Total Expenditures	**$3,893,400**	**$4,007,200**	**$4,125,700**	**$4,249,500**	**$4,378,600**
Net Operating Cost / (Revenue)	**($156,529,200)**	**($165,377,200)**	**($174,378,200)**	**($183,139,800)**	**($192,238,700)**
DEBT AND TRANSFERS					
Transfer to Reserves	$6,200,000	$6,320,000	$6,440,000	$6,560,000	$6,680,000
Total Debt and Transfers	**$6,200,000**	**$6,320,000**	**$6,440,000**	**$6,560,000**	**$6,680,000**
TAX LEVY REQUIREMENT	**($150,329,200)**	**($159,057,200)**	**($167,938,200)**	**($176,579,800)**	**($185,558,700)**
yr/yr % change	6.4%	5.8%	5.6%	5.1%	5.1%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Property Taxation	$199,133,500	$207,669,000	$217,193,700	$227,068,500	$236,798,100
Grants and Subsidies					
Sales Revenue	$23,800	$24,500	$25,300	$26,100	$26,900
Other Revenue	$6,700,000	$6,820,000	$6,940,000	$7,060,000	$7,180,000
Internal Recoveries	$35,000	$35,000	$35,000	$35,000	$35,000
Total Revenue	**$6,758,800**	**$6,879,500**	**$7,000,300**	**$7,121,100**	**$7,241,900**
EXPENDITURES					
Supplies, Material and Equipment	$36,300	$37,400	$38,500	$39,700	$40,900
Purchased Services	$3,081,600	$3,174,600	$3,270,300	$3,367,200	$3,467,900
Insurance and Financial	$1,395,400	$1,442,000	$1,492,000	$1,542,100	$1,547,800
Total Expenditures	**$4,513,300**	**$4,654,000**	**$4,800,800**	**$4,949,000**	**$5,056,600**
Net Operating Cost / (Revenue)	**($2,245,500)**	**($2,225,500)**	**($2,199,500)**	**($2,172,100)**	**($2,185,300)**
DEBT AND TRANSFERS					
Transfer to Reserves	$6,800,000	$6,920,000	$7,940,000	$7,760,000	$8,480,000
Total Debt and Transfers	**$6,800,000**	**$6,920,000**	**$7,940,000**	**$7,760,000**	**$8,480,000**
TAX LEVY REQUIREMENT	**$4,554,500**	**$4,694,500**	**$5,740,500**	**$5,587,900**	**$6,294,700**
yr/yr % change	3.0%	3.1%	22.3%	(2.7%)	12.6%

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.

2026 Budget Highlights

- The 2026 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.
- The budget includes $105,000 towards the Indigenous Advisory Committee

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Other Revenue	$79	$ -	$ -	$ -	$ -	$ -	-
Total Revenue	**$79**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
Expenditure							
Salaries, Wages and Benefits	$1,113,939	$1,092,600	$1,154,896	$1,169,700	$1,204,200	$34,500	2.9%
Supplies, Material and Equipment	$34,052	$51,600	$47,382	$79,600	$59,400	($20,200)	(25.4%)
Purchased Services	$287,250	$252,100	$347,149	$323,900	$357,700	$33,800	10.4%
Transfer Payments	$ -	$ -	$15,000	$ -	$ -	$ -	-
Insurance and Financial	$15,953	$14,800	$15,607	$15,600	$17,400	$1,800	11.5%
Internal Charges	$ -	$ -	$ -	$10,000	$ -	($10,000)	(100.0%)
Total Expenditure	**$1,451,194**	**$1,411,100**	**$1,580,034**	**$1,598,800**	**$1,638,700**	**$39,900**	**2.5%**
NET COST / (REVENUE)	**$1,451,115**	**$1,411,100**	**$1,580,034**	**$1,598,800**	**$1,638,700**	**$39,900**	**2.5%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
EXPENDITURES					
Salaries, Wages and Benefits	$1,204,200	$1,241,400	$1,279,300	$1,318,700	$1,358,900
Supplies, Material and	$59,400	$60,900	$62,400	$63,900	$65,700
Equipment Purchased Services	$357,700	$365,600	$373,800	$382,100	$390,700
Insurance and Financial	$17,400	$17,800	$18,500	$19,400	$20,300
Total Expenditures	**$1,638,700**	**$1,685,700**	**$1,734,000**	**$1,784,100**	**$1,835,600**
Net Operating Cost / (Revenue)	**$1,638,700**	**$1,685,700**	**$1,734,000**	**$1,784,100**	**$1,835,600**
TAX LEVY REQUIREMENT	**$1,638,700**	**$1,685,700**	**$1,734,000**	**$1,784,100**	**$1,835,600**
yr/yr % change	2.5%	2.9%	2.9%	2.9%	2.9%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
EXPENDITURES					
Salaries, Wages and Benefits	$1,400,700	$1,443,600	$1,488,200	$1,533,900	$1,581,300
Supplies, Material and	$67,600	$69,500	$71,400	$73,300	$75,800
Equipment Purchased Services	$399,400	$408,400	$417,700	$427,600	$439,700
Insurance and Financial	$21,300	$22,200	$23,200	$24,300	$25,100
Total Expenditures	**$1,889,000**	**$1,943,700**	**$2,000,500**	**$2,059,100**	**$2,121,900**
Net Operating Cost / (Revenue)	**$1,889,000**	**$1,943,700**	**$2,000,500**	**$2,059,100**	**$2,121,900**
TAX LEVY REQUIREMENT	**$1,889,000**	**$1,943,700**	**$2,000,500**	**$2,059,100**	**$2,121,900**
yr/yr % change	2.9%	2.9%	2.9%	2.9%	3.0%

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

2026 Budget Highlights

- New staffing includes an IT Project Manager. Additional IT resources are required to support staff with the implementation and ongoing needs of new applications and software programme enhancements
- Accessibility grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County.
- The 2026-35 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In 2026, projects include the upgrade of Kronos scheduling software used in several departments in the County, and funding for the implementation of a Customer Relationship Management solution.

Staff Complement (Full time equivalents)	2025	2026
CAO	1.0	1.0
Clerk's Office	8.4	8.7
Corporate Communications	7.0	7.0
Information Technology	25.0	25.7
Total	**41.4**	**42.4**
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 2026	Actual 2025	Actual 2024	Actual 2023
Meeting hours- all bodies supported by the County Clerk	170	169	182.5	169
Council contracts and agreements executed	220	197	133	283
Freedom of Information requests	30	24	24	48
Total visitors to wellington.ca	750,000	707,040	641,128	617,104
Total page views on wellington.ca	2,200,000	2,054,929	1,883,144	2,443,456
Privacy impact statements completed	35	30	19	14
User accounts to manage (reflects support load)	1,480	1,440	1,343	1,319
Help desk requests closed	9,500	8,938	5,730	5,475
Devices managed by IT (laptops, desktops, phones and tablets)	1,430	1,308	1,305	1,308

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 2026	Actual 2025	Actual 2024	Actual 2023
Graphic Design Projects (County and External)	750	821	1,015*	680
Photo Shoots (photos, editing, etc.)	46	56	52	45
Media Releases	80	93	76	80
Radio Plays – Regular Subscription	8,000	8,424**	7,853	5,438
Newspaper Ads (52 County pages and Print Ads)	256	256	256	175
Total Social Media Followers	45,000	42,003	28,322	23,150
Number of Social Media Posts	3,000	5,250***	2,578	2,713
Social Media Reach - # of users who saw content	2,500,000	4,862,633***	3,060,060**	1,500,000
Social Media Engagement - # of users who interacted with content	200,000	382,667***	253,424**	176,662

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

*** Additional radio ads were purchased to support programming. We do not expect to purchase additional radio ads in 2026. Adjusted for 2026.*

**** Two years in a row new programmes, initiatives, and service changes have garnered significant attention on social media (e.g. Automated Speed Enforcement, Blue Box Transition, $10 Minimum Fee Increase, user pay bag increase, etc.) We anticipate social media reach and engagement numbers to decrease in 2026. Adjusted for 2026.*

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
User Fees and Charges	$153	$600	$664	$600	$600	$ -	-
Sales Revenue	$5,318	$20,000	$ -	$10,000	$10,000	$ -	-
Other Revenue	$38,700	$38,700	$39,000	$39,000	$35,700	($3,300)	(8.5%)
Internal Recoveries	$2,148,800	$2,148,800	$2,351,300	$2,351,300	$2,441,100	$89,800	3.8%
Total Revenue	**$2,192,971**	**$2,208,100**	**$2,390,964**	**$2,400,900**	**$2,487,400**	**$86,500**	**3.6%**
Expenditure							
Salaries, Wages and Benefits	$5,380,634	$5,477,400	$5,854,523	$6,000,700	$6,297,100	$296,400	4.9%
Supplies, Material and Equipment	$185,825	$180,800	$199,420	$208,200	$222,600	$14,400	6.9%
Purchased Services	$2,031,878	$2,306,000	$1,958,327	$2,397,900	$2,351,000	($46,900)	(2.0%)
Transfer Payments	$50,000	$70,000	$100,000	$70,000	$70,000	$ -	-
Insurance and Financial	$218,028	$233,400	$202,683	$247,200	$262,300	$15,100	6.1%
Internal Charges	$1,652	$2,100	$3,001	$2,100	$2,100	$ -	-
Total Expenditure	**$7,868,017**	**$8,269,700**	**$8,317,954**	**$8,926,100**	**$9,205,100**	**$279,000**	**3.1%**
Net Operating Cost / (Revenue)	**$5,675,046**	**$6,061,600**	**$5,926,990**	**$6,525,200**	**$6,717,700**	**$192,500**	**3.0%**
Debt and Transfers							
Transfers from Reserve			($30,000)				
Transfers to Reserve	$1,020,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$ -	-
Total Debt and Transfers	**$1,020,000**	**$1,000,000**	**$970,000**	**$1,000,000**	**$1,000,000**	**$ -**	**-**
NET COST / (REVENUE)	**$6,695,046**	**$7,061,600**	**$6,896,990**	**$7,525,200**	**$7,717,700**	**$192,500**	**2.6%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
User Fees and Charges	$600	$600	$600	$600	$600
Sales Revenue	$10,000	$10,000	$10,000	$10,000	$10,000
Other Revenue	$35,700	$36,700	$37,800	$38,900	$40,100
Internal Recoveries	$2,441,100	$2,514,400	$2,589,900	$2,667,600	$2,747,800
Total Revenue	**$2,487,400**	**$2,561,700**	**$2,638,300**	**$2,717,100**	**$2,798,500**
EXPENDITURES					
Salaries, Wages and Benefits	$6,297,100	$6,910,200	$7,287,400	$7,569,700	$7,853,300
Supplies, Material and	$222,600	$182,700	$188,000	$193,300	$198,700
Equipment Purchased Services	$2,351,000	$2,279,100	$2,349,000	$2,421,100	$2,495,200
Transfer Payments	$70,000	$70,000	$70,000	$70,000	$70,000
Insurance and Financial	$262,300	$287,900	$314,400	$334,000	$354,900
Internal Charges	$2,100	$2,100	$2,100	$2,100	$2,100
Total Expenditures	**$9,205,100**	**$9,732,000**	**$10,210,900**	**$10,590,200**	**$10,974,200**
Net Operating Cost / (Revenue)	**$6,717,700**	**$7,170,300**	**$7,572,600**	**$7,873,100**	**$8,175,700**
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	**$7,717,700**	**$8,170,300**	**$8,572,600**	**$8,873,100**	**$9,175,700**
yr/yr % change	2.6%	5.9%	4.9%	3.5%	3.4%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
User Fees and Charges	$600	$600	$600	$600	$600
Sales Revenue	$10,000	$10,000	$10,000	$10,000	$10,000
Other Revenue	$41,300	$42,500	$43,800	$45,100	$46,400
Internal Recoveries	$2,830,300	$2,915,100	$3,002,400	$3,092,500	$3,185,000
Total Revenue	**$2,882,200**	**$2,968,200**	**$3,056,800**	**$3,148,200**	**$3,242,000**
EXPENDITURES					
Salaries, Wages and Benefits	$8,125,500	$8,394,000	$8,667,100	$8,947,500	$9,237,900
Supplies, Material and	$204,400	$210,400	$216,400	$222,600	$229,200
Equipment Purchased Services	$2,571,800	$2,650,600	$2,731,900	$2,818,800	$2,907,200
Transfer Payments	$70,000	$70,000	$70,000	$70,000	$70,000
Insurance and Financial	$384,300	$407,700	$432,800	$457,800	$464,400
Internal Charges	$2,100	$2,100	$2,100	$2,100	$2,100
Total Expenditures	**$11,358,100**	**$11,734,800**	**$12,120,300**	**$12,518,800**	**$12,910,800**
Net Operating Cost / (Revenue)	**$8,475,900**	**$8,766,600**	**$9,063,500**	**$9,370,600**	**$9,668,800**
DEBT AND TRANSFERS					
Transfer to Reserves	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,100,000
Total Debt and Transfers	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,100,000**
TAX LEVY REQUIREMENT	**$9,475,900**	**$9,766,600**	**$10,063,500**	**$10,370,600**	**$10,768,800**
yr/yr % change	3.3%	3.1%	3.0%	3.1%	3.8%

County of Wellington

2026- 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement			61,000		65,000	126,000
Computer Hardware L/C Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Datacentre Backup Improvement						0
Disaster Recovery UPS Replacement		66,000			82,000	148,000
IT Van Replacement EV		125,000				125,000
Main Core Switches					282,000	282,000
Main Core Switches-Admin Centre					271,000	271,000
Network Perimeter Security		121,000	436,000		246,000	803,000
Network Switches Replacement	100,000	50,000	100,000	50,000	100,000	400,000
Phone Gateway Replacement		96,000				96,000
Phone Set Replacement		200,000				200,000
Point to Point Radios Guelph		71,000				71,000
Security FOBs and Door Locks	30,000					30,000
Server Replacement Data Centre					471,000	471,000
Server Replacement Disaster Re						0
Storage Replacement		176,000				176,000
UPS Data Centre 138 Wyndham St	100,000					100,000
UPS Replacements	100,000	40,000	40,000	40,000	40,000	260,000
VPN Enhancement	190,000					190,000
Video Security Recorder Replacement						0
Wifi Unit Replacement		125,000				125,000
Total Technical Services	**720,000**	**1,270,000**	**837,000**	**290,000**	**1,757,000**	**4,874,000**
Application Services						
Customer Relationship Manageme	210,000					210,000
Future Application System Enhancements		200,000	200,000	200,000	200,000	800,000
Kronos Upgrade	200,000					200,000
Total Application Services	**410,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,210,000**
Information Management						
County Website Upgrade				100,000		100,000
Intranet Upgrade					100,000	100,000
Total Information Management				**100,000**	**100,000**	**200,000**
Total	**1,130,000**	**1,470,000**	**1,037,000**	**590,000**	**2,057,000**	**6,284,000**
Sources of Financing						
Recoveries	58,100	178,700	120,400	36,000	313,200	706,400
Reserves	1,071,900	1,291,300	916,600	554,000	1,743,800	5,577,600
Total Financing	**1,130,000**	**1,470,000**	**1,037,000**	**590,000**	**2,057,000**	**6,284,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Office of the CAO/Clerk						
Technical Services						
Archive Storage Replacement			73,000			199,000
Computer Hardware L/C Replacement	200,000	200,000	200,000	200,000	200,000	2,000,000
Datacentre Backup Improvement	82,000					82,000
Disaster Recovery UPS Replacement						148,000
IT Van Replacement EV					185,000	310,000
Main Core Switches						282,000
Main Core Switches-Admin Centre	82,000	83,000				436,000
Network Perimeter Security	98,000		469,000			1,370,000
Network Switches Replacement	50,000	100,000	50,000	100,000	50,000	750,000
Phone Gateway Replacement						96,000
Phone Set Replacement						200,000
Point to Point Radios Guelph		83,000				154,000
Security FOBs and Door Locks						30,000
Server Replacement Data Centre						471,000
Server Replacement Disaster Re	484,000					484,000
Storage Replacement			187,000			363,000
UPS Data Centre 138 Wyndham St						100,000
UPS Replacements	55,000					315,000
VPN Enhancement						190,000
Video Security Recorder Replacement				78,000		78,000
Wifi Unit Replacement		160,000				285,000
Total Technical Services	**1,051,000**	**626,000**	**979,000**	**378,000**	**435,000**	**8,343,000**
Application Services						
Customer Relationship Manageme						210,000
Future Application System Enhancements	200,000	200,000	200,000	200,000	200,000	1,800,000
Kronos Upgrade						200,000
Total Application Services	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**2,210,000**
Information Management						
County Website Upgrade				120,000		220,000
Intranet Upgrade					120,000	220,000
Total Information Management				120,000	120,000	440,000
Total Office of the CAO/Clerk	**1,251,000**	**826,000**	**1,179,000**	**698,000**	**755,000**	**10,993,000**
Total	**1,251,000**	**826,000**	**1,179,000**	**698,000**	**755,000**	**10,993,000**
Sources of Financing						
Recoveries	160,900	80,500	147,200	56,300	33,500	1,184,800
Reserves	1,090,100	745,500	1,031,800	641,700	721,500	9,808,200
Total Financing	**1,251,000**	**826,000**	**1,179,000**	**698,000**	**755,000**	**10,993,000**

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.

2026 Budget Highlights

- Purchased services include annual licensing for the County's corporate financial system, external audit fees, municipal benchmarking (BMA) study and the annual credit rating review
- 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)	2025	2026
Financial Services	13.0	13.0
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	**19.3**	**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.
  (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 2026	Preliminary 2025	Actual 2024	Actual 2023
Credit rating of the County	AAA	AAA	AAA	AAA
Debt Outstanding to Reserve Ratio	18%	18%	18%	23%
Debt Outstanding as a % of Adjusted Operating Revenue*	9.1%	10.7%	9.2%	11.0%
Debt Interest as a % of Adjusted Operating Revenue*	0.30%	0.33%	0.34%	0.43%
Reserve and Reserve Funds as % of Tax Levy	100%	114%	104%	98%
# of Parking Tickets issued**	550	504	708***	3,900
# of False Alarms billed	300	351	304***	310
Number of tenders completed	75	74	53***	44

*Debt does not include debt issued on behalf of Member Municipalities. Adjusted Operating Revenue per S and P Global Ratings. **Centre Wellington Pilot project concluded in May 2024
***Based on actuals for 2024

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Other Revenue	$2,000	$2,000	$ -	$2,000	$ -	($2,000)	(100.0%)
Internal Recoveries	$621,300	$621,300	$670,402	$670,200	$757,900	$87,700	13.1%
Total Revenue	**$623,300**	**$623,300**	**$670,402**	**$672,200**	**$757,900**	**$85,700**	**12.7%**
Expenditure							
Salaries, Wages and Benefits	$2,545,007	$2,672,400	$2,670,301	$2,888,700	$2,953,600	$64,900	2.2%
Supplies, Material and Equipment	$42,791	$47,200	$56,565	$50,500	$50,500	$ -	-
Purchased Services	$468,425	$561,800	$604,811	$653,000	$696,300	$43,300	6.6%
Insurance and Financial	$181,610	$223,100	$181,091	$232,800	$244,200	$11,400	4.9%
Internal Charges	$642	$3,000	$692	$3,000	$3,000	$ -	-
Total Expenditure	**$3,238,475**	**$3,507,500**	**$3,513,460**	**$3,828,000**	**$3,947,600**	**$119,600**	**3.1%**
Net Operating Cost / (Revenue)	**$2,615,175**	**$2,884,200**	**$2,843,058**	**$3,155,800**	**$3,189,700**	**$33,900**	**1.1%**
Debt and Transfers							
Transfer from Reserve	($140,189)	($184,000)	($183,078)	($264,100)	($240,100)	$24,000	(9.1%)
Transfers to Reserve	$175,000	$175,000	$175,000	$175,000	$175,000	$ -	-
Total Debt and Transfers	**$34,811**	**($9,000)**	**($8,078)**	**($89,100)**	**($65,100)**	**$24,000**	**(26.9%)**
NET COST / (REVENUE)	**$2,649,986**	**$2,875,200**	**$2,834,980**	**$3,066,700**	**$3,124,600**	**$57,900**	**1.9%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Internal Recoveries	$757,900	$749,100	$771,600	$794,800	$818,700
Total Revenue	**$757,900**	**$749,100**	**$771,600**	**$794,800**	**$818,700**
EXPENDITURES					
Salaries, Wages and Benefits	$2,953,600	$3,081,700	$3,190,000	$3,298,600	$3,411,300
Supplies, Material and Equipmen	$50,500	$51,400	$52,300	$53,300	$54,300
Purchased Services	$696,300	$713,000	$680,200	$698,100	$716,400
Insurance and Financial	$244,200	$253,200	$263,900	$272,400	$281,200
Internal Charges	$3,000	$3,000	$3,000	$3,000	$3,000
Total Expenditures	**$3,947,600**	**$4,102,300**	**$4,189,400**	**$4,325,400**	**$4,466,200**
Net Operating Cost / (Revenue)	**$3,189,700**	**$3,353,200**	**$3,417,800**	**$3,530,600**	**$3,647,500**
DEBT AND TRANSFERS					
Transfer from Reserves	($240,100)	($246,400)	($202,700)	($209,100)	($215,700)
Transfer to Reserves	$175,000	$175,000	$175,000	$175,000	$175,000
Total Debt and Transfers	**($65,100)**	**($71,400)**	**($27,700)**	**($34,100)**	**($40,700)**
TAX LEVY REQUIREMENT	**$3,124,600**	**$3,281,800**	**$3,390,100**	**$3,496,500**	**$3,606,800**
yr/yr % change	1.9%	5.0%	3.3%	3.1%	3.2%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Internal Recoveries	$843,300	$868,700	$894,800	$921,700	$949,400
Total Revenue	**$843,300**	**$868,700**	**$894,800**	**$921,700**	**$949,400**
EXPENDITURES					
Salaries, Wages and Benefits	$3,522,500	$3,637,400	$3,755,900	$3,877,800	$4,004,000
Supplies, Material and Equipmer	$55,300	$56,400	$57,500	$58,800	$60,200
Purchased Services	$785,200	$804,800	$775,000	$796,600	$818,500
Insurance and Financial	$293,200	$302,300	$311,500	$320,900	$325,300
Internal Charges	$3,000	$3,000	$3,000	$3,000	$3,000
Total Expenditures	**$4,659,200**	**$4,803,900**	**$4,902,900**	**$5,057,100**	**$5,211,000**
Net Operating Cost / (Revenue)	**$3,815,900**	**$3,935,200**	**$4,008,100**	**$4,135,400**	**$4,261,600**
DEBT AND TRANSFERS					
Transfer from Reserves	($272,300)	($279,100)	($236,100)	($236,100)	($236,100)
Transfer to Reserves	$175,000	$175,000	$175,000	$175,000	$175,000
Total Debt and Transfers	**($97,300)**	**($104,100)**	**($61,100)**	**($61,100)**	**($61,100)**
TAX LEVY REQUIREMENT	**$3,718,600**	**$3,831,100**	**$3,947,000**	**$4,074,300**	**$4,200,500**
yr/yr % change	3.1%	3.0%	3.0%	3.2%	3.1%

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)

2026 Budget Highlights

- Additon of a new HR administrative assistant to address increased support needs within the department including those associated with the enhanced Health and Safety division
- Addition of two new Health and Safety positions, including a Specialist and a Trainer to strengthen the County's Disability Management Programme and address recommendations in the Workplace Disability Management Assessment (WDMA)

Staff Complement (Full time equivalents)	2025	2026
Human Resources	13.3	13.8
Health and Safety	3.8	6.0
HR/CMHAWW Partnership	1.0	1.0
Total	**18.1**	**20.8**
Current employee count: 22		
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 2026	Actual 2025	Actual 2024	Actual 2023
Number of employees enrolled in the group benefits plan	893	883	852	842
Number of OMERS enrollees	863	937	886	836
Number of applications received for positions	7,106	7,418	8,738	5,380
Number of interviews conducted for positions	931	820	960	1,052
Percentage of employees on sick leave for more than 14 consecutive days	14.00%	23.00%	14.52%	11.67%
Percentage of employees on modified work (non-occupational or occupational) at any point during the year	8.00%	20.00%	8.60%	8.46%

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Other Revenue	$51,737	$69,600	$39,200	$39,200	$43,900	$4,700	12.0%
Internal Recoveries	$1,246,100	$1,246,100	$1,484,401	$1,484,400	$1,579,800	$95,400	6.4%
Total Revenue	**$1,297,837**	**$1,315,700**	**$1,523,601**	**$1,523,600**	**$1,623,700**	**$100,100**	**6.6%**
Expenditure							
Salaries, Wages and Benefits	$2,334,474	$2,292,300	$2,772,548	$2,762,200	$3,114,100	$351,900	12.7%
Supplies, Material and Equipment	$170,344	$184,100	$159,146	$146,300	$119,500	($26,800)	(18.3%)
Purchased Services	$909,329	$996,800	$754,639	$934,500	$1,008,100	$73,600	7.9%
Transfer Payments	$24,623	$25,000	$22,025	$25,000	$55,000	$30,000	120.0%
Insurance and Financial	$427,218	$400,300	$48,097	$52,200	$65,600	$13,400	25.7%
Internal Charges	$1,342	$1,500	$813	$1,500	$1,500	$ -	-
Total Expenditure	**$3,867,330**	**$3,900,000**	**$3,757,268**	**$3,921,700**	**$4,363,800**	**$442,100**	**11.3%**
Net Operating Cost / (Revenue)	**$2,569,493**	**$2,584,300**	**$2,233,667**	**$2,398,100**	**$2,740,100**	**$342,000**	**14.3%**
Debt and Transfers							
Transfer from Reserve	($779,012)	($747,900)	($768,060)	($776,700)	($776,700)	$ -	-
Transfers to Reserve	$ -	$ -	$387,000	$387,000	$387,000	$ -	-
Total Debt and Transfers	**($779,012)**	**($747,900)**	**($381,060)**	**($389,700)**	**($389,700)**	**$ -**	**-**
NET COST / (REVENUE)	**$1,790,481**	**$1,836,400**	**$1,852,607**	**$2,008,400**	**$2,350,400**	**$342,000**	**17.0%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Other Revenue	$43,900	$45,200	$46,600	$48,000	$49,400
Internal Recoveries	$1,579,800	$1,627,200	$1,676,000	$1,726,200	$1,777,900
Total Revenue	**$1,623,700**	**$1,672,400**	**$1,722,600**	**$1,774,200**	**$1,827,300**
EXPENDITURES					
Salaries, Wages and Benefits	$3,114,100	$3,369,200	$3,528,700	$3,672,800	$3,819,500
Supplies, Material and	$119,500	$121,400	$123,300	$125,300	$127,300
Equipment Purchased Services	$1,008,100	$1,113,800	$1,143,400	$1,173,400	$1,203,800
Transfer Payments	$55,000	$55,000	$55,000	$55,000	$55,000
Insurance and Financial	$65,600	$70,200	$76,200	$79,200	$82,300
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$4,363,800**	**$4,731,100**	**$4,928,100**	**$5,107,200**	**$5,289,400**
Net Operating Cost / (Revenue)	**$2,740,100**	**$3,058,700**	**$3,205,500**	**$3,333,000**	**$3,462,100**
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	**$2,350,400**	**$2,669,000**	**$2,815,800**	**$2,943,300**	**$3,072,400**
yr/yr % change	17.0%	13.6%	5.5%	4.5%	4.4%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Other Revenue	$50,900	$52,400	$54,000	$55,600	$57,300
Internal Recoveries	$1,831,200	$1,886,100	$1,942,700	$2,001,000	$2,061,100
Total Revenue	**$1,882,100**	**$1,938,500**	**$1,996,700**	**$2,056,600**	**$2,118,400**
EXPENDITURES					
Salaries, Wages and Benefits	$3,943,900	$4,071,200	$4,203,400	$4,340,300	$4,482,000
Supplies, Material and	$129,300	$131,300	$133,300	$135,900	$138,700
Equipment Purchased Services	$1,235,000	$1,266,700	$1,299,000	$1,337,700	$1,375,500
Transfer Payments	$55,000	$55,000	$55,000	$55,000	$55,000
Insurance and Financial	$88,700	$91,500	$94,600	$97,800	$101,000
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$5,453,400**	**$5,617,200**	**$5,786,800**	**$5,968,200**	**$6,153,700**
Net Operating Cost / (Revenue)	**$3,571,300**	**$3,678,700**	**$3,790,100**	**$3,911,600**	**$4,035,300**
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	**$3,181,600**	**$3,289,000**	**$3,400,400**	**$3,521,900**	**$3,645,600**
yr/yr % change	3.6%	3.4%	3.4%	3.6%	3.5%

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 (Housing Services and Children's Early Years)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, 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, and Solar Panels at various County locations

2026 Budget Highlights

- The addition of a part-time cleaner to provide the required assistance with various County buildings including those located at 75 Woolwich and 27 Douglas St. as these buildings are both fully occupied by County staff.
- 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 $6.1 million and are funded from the Property Reserve
- Vehicle lifecycle replacement in 2026 is for a hybrid vehicle (as part of the Green Fleet Pilot), with the 2028 pickup truck budgeted as a traditional fuel powered vehicle, while future year replacements are planned as electric vehicles

Staff Complement (Full time equivalents)	2025	2026
Property Maintenance	8.6	8.6
Office Cleaning	6.5	7.1
Construction and Property Manager	1.0	1.0
Total	**16.1**	**16.7**
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 2026	Actual 2025	Actual 2024	Actual 2023
Number of Customer request forms handled	1,429	1,415	1,192	1,068
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

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	$1,398,042	$1,317,800	$1,435,034	$1,326,000	$1,323,100	($2,900)	(0.2%)
User Fees and Charges	$157,296	$158,000	$128,824	$150,000	$150,000	$ -	-
Other Revenue	$33,918	$39,000	$38,760	$40,800	$28,200	($12,600)	(30.9%)
Internal Recoveries	$963,200	$963,200	$1,159,900	$1,155,900	$1,091,900	($64,000)	(5.5%)
Total Revenue	**$2,552,456**	**$2,478,000**	**$2,762,518**	**$2,672,700**	**$2,593,200**	**($79,500)**	**(3.0%)**
Expenditure							
Salaries, Wages and Benefits	$1,597,354	$1,568,800	$1,727,126	$1,732,700	$1,793,900	$61,200	3.5%
Supplies, Material and Equipment	$286,362	$266,600	$306,382	$306,400	$295,000	($11,400)	(3.7%)
Purchased Services	$1,139,792	$1,222,400	$1,318,706	$1,264,500	$1,297,700	$33,200	2.6%
Insurance and Financial	$104,383	$97,300	$124,696	$105,800	$127,000	$21,200	20.0%
Minor Capital Expenses	$9,741	$7,000	$38,211	$103,800	$37,000	($66,800)	(64.4%)
Internal Charges	$26,873	$10,700	$30,504	$28,700	$28,700	$ -	-
Total Expenditure	**$3,164,505**	**$3,172,800**	**$3,545,625**	**$3,541,900**	**$3,579,300**	**$37,400**	**1.1%**
Net Operating Cost / (Revenue)	**$612,049**	**$694,800**	**$783,107**	**$869,200**	**$986,100**	**$116,900**	**13.4%**
Debt and Transfers							
Debt Charges	$289,489	$291,900	$188,645	$188,900	$188,200	($700)	(0.4%)
Transfer from Reserve	$ -	$ -	($5,241)	$ -	$ -	$ -	-
Transfers to Reserve	$919,805	$917,000	$1,016,721	$1,047,000	$1,046,300	($700)	(0.1%)
Total Debt and Transfers	**$1,209,294**	**$1,208,900**	**$1,200,125**	**$1,235,900**	**$1,234,500**	**($1,400)**	**(0.1%)**
NET COST / (REVENUE)	**$1,821,343**	**$1,903,700**	**$1,983,232**	**$2,105,100**	**$2,220,600**	**$115,500**	**5.5%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Licenses, Permits and Rents	$1,323,100	$1,326,900	$1,327,400	$1,326,400	$1,329,600
User Fees and Charges	$150,000	$150,000	$150,000	$150,000	$150,000
Other Revenue	$28,200	$29,000	$29,800	$30,600	$31,500
Internal Recoveries	$1,091,900	$1,137,500	$1,168,600	$1,189,900	$1,342,500
Total Revenue	**$2,593,200**	**$2,643,400**	**$2,675,800**	**$2,696,900**	**$2,853,600**
EXPENDITURES					
Salaries, Wages and Benefits	$1,793,900	$1,873,200	$1,935,700	$1,999,600	$2,065,900
Supplies, Material and	$295,000	$301,400	$307,800	$314,300	$321,000
Equipment Purchased Services	$1,297,700	$1,344,000	$1,387,100	$1,433,500	$1,476,600
Insurance and Financial	$127,000	$135,100	$144,600	$152,700	$161,900
Minor Capital Expenses	$37,000	$72,000	$57,000	$5,000	$124,700
Internal Charges	$28,700	$28,700	$28,700	$28,700	$28,700
Total Expenditures	**$3,579,300**	**$3,754,400**	**$3,860,900**	**$3,933,800**	**$4,178,800**
Net Operating Cost / (Revenue)	**$986,100**	**$1,111,000**	**$1,185,100**	**$1,236,900**	**$1,325,200**
DEBT AND TRANSFERS					
Debt Charges	$188,200	$188,300	$188,200	$193,800	$194,100
Transfer to Reserves	$1,046,300	$1,045,600	$1,044,900	$1,244,100	$1,243,200
Total Debt and Transfers	**$1,234,500**	**$1,233,900**	**$1,233,100**	**$1,437,900**	**$1,437,300**
TAX LEVY REQUIREMENT	**$2,220,600**	**$2,344,900**	**$2,418,200**	**$2,674,800**	**$2,762,500**
yr/yr % change	5.5%	5.6%	3.1%	10.6%	3.3%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Licenses, Permits and Rents	$1,328,900	$1,335,500	$1,331,500	$1,332,900	$1,335,400
User Fees and Charges	$150,000	$150,000	$150,000	$150,000	$150,000
Other Revenue	$32,400	$33,300	$34,200	$35,200	$36,200
Internal Recoveries	$1,307,800	$1,365,800	$1,348,400	$1,391,700	$1,475,600
Total Revenue	**$2,819,100**	**$2,884,600**	**$2,864,100**	**$2,909,800**	**$2,997,200**
EXPENDITURES					
Salaries, Wages and Benefits	$2,133,200	$2,201,700	$2,273,100	$2,346,500	$2,422,800
Supplies, Material and	$328,000	$335,100	$342,500	$350,300	$359,700
Equipment Purchased Services	$1,520,400	$1,564,600	$1,609,100	$1,654,000	$1,677,100
Insurance and Financial	$173,200	$183,600	$194,300	$205,200	$207,200
Minor Capital Expenses	$50,600	$69,500			$51,000
Internal Charges	$28,700	$28,700	$28,700	$28,700	$28,700
Total Expenditures	**$4,234,100**	**$4,383,200**	**$4,447,700**	**$4,584,700**	**$4,746,500**
Net Operating Cost / (Revenue)	**$1,415,000**	**$1,498,600**	**$1,583,600**	**$1,674,900**	**$1,749,300**
DEBT AND TRANSFERS					
Debt Charges	$194,200	$194,200	$194,000	$193,500	$193,800
Transfer to Reserves	$1,242,300	$1,241,300	$1,240,300	$1,240,100	$1,440,100
Total Debt and Transfers	**$1,436,500**	**$1,435,500**	**$1,434,300**	**$1,433,600**	**$1,633,900**
TAX LEVY REQUIREMENT	**$2,851,500**	**$2,934,100**	**$3,017,900**	**$3,108,500**	**$3,383,200**
yr/yr % change	3.2%	2.9%	2.9%	3.0%	8.8%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Property Services						
Facility Improvements						
131/133 Wyndham Residential Re	$16,000	$18,000	$20,000	$22,000	$25,000	$101,000
15 Douglas: Furnace rehabilitation				$25,000		$25,000
21 Douglas: Air Conditioner Rehab						
21 Douglas: Common Area Floor	$30,000					$30,000
21 Douglas: Elevator Rehab						
21 Douglas: Security System Upgrade						
25-27 Douglas: Furnace Rehabilitation				$30,000		$30,000
Admin Centre: Air Conditioners				$55,000		$55,000
Admin Centre: Common Area Flooring						
Admin Centre: Domestic Water Distribution Rehab						
Admin Centre: Elevators						
Admin Centre: Exterior Rehab						
Admin Centre: Fire Alarm System Rehab						
Admin Centre: Furniture Upgrade	$35,000					$35,000
Admin Centre: Hydronic Distribution System Rehab						
Admin Centre: Lighting Upgrade					$90,000	$90,000
Admin Centre: Pedestrian Paving Rehab						
Admin Centre: Plumbing Fixtures Common Areas Rehab						
Admin Centre: Retaining Wall	$35,000					$35,000
Admin Centre: Roofing				$310,000		$310,000
Admin Centre: Security Systems		$40,000				$40,000
Building Condition Audits	$300,000					$300,000
Courthouse: Basement bathroom/	$80,000					$80,000
Courthouse: Cooling Generating Systems						
Courthouse: Domestic Water Distribution Rehab						
Courthouse: Fire Alarm System Rehab						
Courthouse: Flooring	$80,000					$80,000
Courthouse: HVAC Equipment			$100,000			$100,000
Courthouse: Hydronic Distribution Systems Rehab						
Courthouse: Interior Upgrades	$95,000					$95,000
Courthouse: Lighting Upgrade					$90,000	$90,000
Courthouse: Roofing						
Courthouse: Security Systems Rehab						

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Gaol: Air Conditioner Rehab						
Gaol: Domestic Water Distribution Rehab						
Gaol: Fire Alarm System Rehab						
Gaol: HVAC Equipment Replacements						
Gaol: Hydronic Distribution System Rehab						
Gaol: Lighting Upgrade					$115,000	$115,000
Gaol: Pedestrian Paving Rehab						
Gaol: Security Replacement		$70,000				$70,000
Governor's Residence: Elevators						
Governor's Residence: Exterior Doors						
Property Building Retrofits	$250,000	$140,000	$100,000	$90,000	$100,000	$680,000
Total Facility Improvements	$921,000	$268,000	$220,000	$532,000	$420,000	$2,361,000
Vehicles and Equipment						
Future replacement of Pickups						
Replace 1/2 Tonne Van						
Replace Maintenance Pickup Hyb	$90,000					$90,000
Replace Maintenance Van						
Replace Pick up			$85,000			$85,000
Total Vehicles and Equipment	$90,000		$85,000			$175,000
Total	**$1,011,000**	**$268,000**	**$305,000**	**$532,000**	**$420,000**	**$2,536,000**
Sources of Financing						
Reserves	$1,011,000	$268,000	$305,000	$532,000	$420,000	$2,536,000
Total Financing	**$1,011,000**	**$268,000**	**$305,000**	**$532,000**	**$420,000**	**$2,536,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Property Services						
Facility Improvements						
131/133 Wyndham Residential Re	$27,000	$29,000	$31,000	$33,000	$35,000	$256,000
15 Douglas: Furnace rehabilitation						$25,000
21 Douglas: Air Conditioner Rehab					$130,000	$130,000
21 Douglas: Common Area Floor						$30,000
21 Douglas: Elevator Rehab					$95,000	$95,000
21 Douglas: Security System Upgrade				$25,000		$25,000
25-27 Douglas: Furnace Rehabilitation						$30,000
Admin Centre: Air Conditioners						$55,000
Admin Centre: Common Area Flooring	$55,000					$55,000
Admin Centre: Domestic Water Distribution Rehab		$50,000				$50,000
Admin Centre: Elevators	$230,000					$230,000
Admin Centre: Exterior Rehab	$120,000					$120,000
Admin Centre: Fire Alarm System Rehab		$100,000				$100,000
Admin Centre: Furniture Upgrade						$35,000
Admin Centre: Hydronic Distribution System Rehab		$70,000				$70,000
Admin Centre: Lighting Upgrade						$90,000
Admin Centre: Pedestrian Paving Rehab				$40,000		$40,000
Admin Centre: Plumbing Fixtures Common Areas Rehab		$35,000				$35,000
Admin Centre: Retaining Wall						$35,000
Admin Centre: Roofing						$310,000
Admin Centre: Security Systems						$40,000
Building Condition Audits						$300,000
Courthouse: Basement bathroom/						$80,000
Courthouse: Cooling Generating Systems			$375,000			$375,000
Courthouse: Domestic Water Distribution Rehab		$75,000				$75,000
Courthouse: Fire Alarm System Rehab		$100,000				$100,000
Courthouse: Flooring	$100,000					$180,000
Courthouse: HVAC Equipment						$100,000
Courthouse: Hydronic Distribution Systems Rehab		$130,000				$130,000
Courthouse: Interior Upgrades						$95,000
Courthouse: Lighting Upgrade						$90,000
Courthouse: Roofing	$375,000					$375,000
Courthouse: Security Systems Rehab		$180,000				$180,000

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Gaol: Air Conditioner Rehab					$65,000	$65,000
Gaol: Domestic Water Distribution Rehab		$50,000				$50,000
Gaol: Fire Alarm System Rehab		$110,000				$110,000
Gaol: HVAC Equipment Replacements		$200,000				$200,000
Gaol: Hydronic Distribution System Rehab		$50,000				$50,000
Gaol: Lighting Upgrade						$115,000
Gaol: Pedestrian Paving Rehab				$25,000		$25,000
Gaol: Security Replacement						$70,000
Governor's Residence: Elevators	$85,000					$85,000
Governor's Residence: Exterior Doors	$50,000					$50,000
Property Building Retrofits	$160,000	$160,000	$100,000	$140,000	$130,000	$1,370,000
Total Facility Improvements	$1,202,000	$1,339,000	$506,000	$263,000	$455,000	$6,126,000
Vehicles and Equipment						
Future replacement of Pickups		$125,000		$140,000		$265,000
Replace 1/2 Tonne Van			$180,000			$180,000
Replace Maintenance Pickup Hyb		$125,000				$215,000
Replace Maintenance Van		$170,000				$170,000
Replace Pick up						$85,000
Total Vehicles and Equipment		$420,000	$180,000	$140,000		$915,000
Total	**$1,202,000**	**$1,759,000**	**$686,000**	**$403,000**	**$455,000**	**$7,041,000**
Sources of Financing						
Reserves	$1,202,000	$1,759,000	$686,000	$403,000	$455,000	$7,041,000
Total Financing	**$1,202,000**	**$1,759,000**	**$686,000**	**$403,000**	**$455,000**	**$7,041,000**

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; as well as Palmerston and District Hospital

2026 Budget Highlights

- The 2026 Community Grants budget is set at $88,200, with an additional $14,000 available for scholarships.
- Debt charges of $376,600 relate to the community hospital grants (of $5.9 million) issued in 2019.

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	$96,730	$96,800	$98,899	$99,300	$102,200	$2,900	2.9%
Total Expenditure	**$96,730**	**$96,800**	**$98,899**	**$99,300**	**$102,200**	**$2,900**	**2.9%**
Net Operating Cost / (Revenue)	**$96,730**	**$96,800**	**$98,899**	**$99,300**	**$102,200**	**$2,900**	**2.9%**
Debt and Transfers							
Debt Charges	$375,006	$375,600	$375,927	$376,700	$376,600	($100)	(0.0%)
Transfer from Reserve	($3,179)	($3,000)	($3,199)	($3,000)	($3,000)	$ -	-
Total Debt and Transfers	**$371,827**	**$372,600**	**$372,728**	**$373,700**	**$373,600**	**($100)**	**(0.0%)**
NET COST / (REVENUE)	**$468,557**	**$469,400**	**$471,627**	**$473,000**	**$475,800**	**$2,800**	**0.6%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
EXPENDITURES					
Transfer Payments	$102,200	$105,100	$108,100	$111,100	$114,200
Total Expenditures	**$102,200**	**$105,100**	**$108,100**	**$111,100**	**$114,200**
Net Operating Cost / (Revenue)	**$102,200**	**$105,100**	**$108,100**	**$111,100**	**$114,200**
DEBT AND TRANSFERS					
Debt Charges	$376,600	$377,000	$376,200	$377,100	$377,800
Transfer from Reserves	($3,000)	($3,000)	($3,000)	($3,000)	($3,000)
Total Debt and Transfers	**$373,600**	**$374,000**	**$373,200**	**$374,100**	**$374,800**
TAX LEVY REQUIREMENT	**$475,800**	**$479,100**	**$481,300**	**$485,200**	**$489,000**
yr/yr % change	0.6%	0.7%	0.5%	0.8%	0.8%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
EXPENDITURES					
Transfer Payments	$117,300	$120,400	$123,600	$126,900	$130,200
Total Expenditures	**$117,300**	**$120,400**	**$123,600**	**$126,900**	**$130,200**
Net Operating Cost / (Revenue)	**$117,300**	**$120,400**	**$123,600**	**$126,900**	**$130,200**
DEBT AND TRANSFERS					
Debt Charges	$377,100	$377,200	$376,700	$377,000	$377,900
Transfer from Reserves	($3,000)	($3,000)	($3,000)	($3,000)	($3,000)
Total Debt and Transfers	**$374,100**	**$374,200**	**$373,700**	**$374,000**	**$374,900**
TAX LEVY REQUIREMENT	**$491,400**	**$494,600**	**$497,300**	**$500,900**	**$505,100**
yr/yr % change	0.5%	0.7%	0.5%	0.7%	0.8%

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.

2026 Budget Highlights

- Business Retention and Expansion Local Implementation Fund—additional funding to bring the total to $35,000 per local municipality for the direct execution of BR+E recommendations for activities that enhance the local economies.
- International Plowing Match (IPM)—includes an allocation of $150,000 under transfer to reserves beginning in 2026 to set aside funds for the hosting of the IPM in 2032
- New capital project for the replacement of County Gateway Signage in 2026

Staff Complement (Full time equivalents)	2025	2026
Economic Development	9.3	9.2
Total	**9.3**	**9.2**
Current employee count: 6		

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:

- Strengthen the success and long-term competitiveness of Wellington County businesses by expanding BR+E efforts, supporting workforce development, and promoting local products and businesses.
  (Making the best decisions for the betterment of the community)
- Enhance the County's investment readiness by streamlining processes and actively pursuing new investment opportunities that align with community priorities.
  (Making the best decisions for the betterment of the community)
- Elevate Wellington County as a destination by improving visitor experiences, expanding tourism infrastructure, and promoting local tourism businesses and attraction.
  (Making the best decisions for the betterment of the community)
- Build resilient, well-connected communities by supporting accessible transportation, advancing future-ready food systems, and fostering strong social and climate-resilient infrastructure.
  (Doing what the County does best - providing critical daily services for your residents)
- Strengthen communication and engagement with residents and businesses and celebrate Wellington County's rich culture through events and marketing initiatives.
  (Making the best decisions for the betterment of the community)

Performance Measures

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

	Projected 2026	Actual 2025	Actual 2024	Actual 2023
Strategic Partner Discussions	260	266	194	149
Economic Development division enquiries from the public	1,200	1,258	933	630
Website Business Directory views	160,000	175,113	64,019	36,415
Economic Development Division website page views	350,000	360,015	202,496	193,767
Economic Development E-newsletter subscribers	7,700	7,564	7,167	4,917

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$24,553	$25,000	$18,652	$16,300	$3,800	($12,500)	(76.7%)
User Fees and Charges	$17,791	$24,000	$15,320	$24,000	$24,100	$100	0.4%
Other Revenue	$7,170	$ -	$1,736	$ -	$ -	$ -	-
Internal Recoveries	$103,640	$102,500	$105,047	$109,800	$55,900	($53,900)	(49.1%)
Total Revenue	**$153,154**	**$151,500**	**$140,755**	**$150,100**	**$83,800**	**($66,300)**	**(44.2%)**
Expenditure							
Salaries, Wages and Benefits	$1,023,364	$1,074,500	$1,040,151	$1,123,400	$1,138,300	$14,900	1.3%
Supplies, Material and Equipmen	$35,127	$32,300	$49,605	$47,300	$36,100	($11,200)	(23.7%)
Purchased Services	$344,843	$319,600	$316,635	$311,200	$342,300	$31,100	10.0%
Transfer Payments	$374,986	$485,500	$409,835	$405,500	$502,500	$97,000	23.9%
Insurance and Financial	$19,046	$20,500	$27,747	$21,500	$24,000	$2,500	11.6%
Internal Charges	$850	$8,000	$382	$8,000	$8,000	$ -	-
Total Expenditure	**$1,798,216**	**$1,940,400**	**$1,844,355**	**$1,916,900**	**$2,051,200**	**$134,300**	**7.0%**
Net Operating Cost / (Revenue)	**$1,645,062**	**$1,788,900**	**$1,703,600**	**$1,766,800**	**$1,967,400**	**$200,600**	**11.4%**
Debt and Transfers							
Transfer from Reserve	($600,000)	($680,000)	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$7,170	$ -	$1,736	$ -	$150,000	$150,000	-
Total Debt and Transfers	**($592,830)**	**($680,000)**	**$1,736**	**$ -**	**$150,000**	**$150,000**	**-**
NET COST / (REVENUE)	**$1,052,232**	**$1,108,900**	**$1,705,336**	**$1,766,800**	**$2,117,400**	**$350,600**	**19.8%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$3,800				
User Fees and Charges	$24,100	$24,200	$24,300	$24,400	$24,500
Internal Recoveries	$55,900	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$83,800**	**$26,200**	**$26,300**	**$26,400**	**$26,500**
EXPENDITURES					
Salaries, Wages and Benefits	$1,138,300	$1,202,200	$1,253,200	$1,300,200	$1,347,600
Supplies, Material and Equipment	$36,100	$36,900	$37,700	$38,500	$39,300
Purchased Services	$342,300	$352,200	$362,300	$372,900	$383,700
Transfer Payments	$502,500	$516,500	$513,700	$510,900	$677,400
Insurance and Financial	$24,000	$25,500	$27,500	$28,600	$29,700
Internal Charges	$8,000	$8,000	$8,000	$8,000	$8,000
Total Expenditures	**$2,051,200**	**$2,141,300**	**$2,202,400**	**$2,259,100**	**$2,485,700**
Net Operating Cost / (Revenue)	**$1,967,400**	**$2,115,100**	**$2,176,100**	**$2,232,700**	**$2,459,200**
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	**$2,117,400**	**$2,265,100**	**$2,326,100**	**$2,382,700**	**$2,609,200**
yr/yr % change	19.8%	7.0%	2.7%	2.4%	9.5%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies					
User Fees and Charges	$24,600	$24,700	$24,800	$24,900	$25,000
Internal Recoveries	$2,000	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$26,600**	**$26,700**	**$26,800**	**$26,900**	**$27,000**
EXPENDITURES					
Salaries, Wages and Benefits	$1,390,100	$1,435,200	$1,481,000	$1,528,800	$1,577,500
Supplies, Material and Equipment	$40,100	$40,900	$41,700	$42,500	$43,800
Purchased Services	$394,700	$405,800	$417,300	$430,100	$442,100
Transfer Payments	$640,800	$604,100	$633,200	$586,700	$604,800
Insurance and Financial	$32,100	$33,200	$34,200	$35,400	$36,400
Internal Charges	$8,000	$8,000	$8,000	$8,000	$8,000
Total Expenditures	**$2,505,800**	**$2,527,200**	**$2,615,400**	**$2,631,500**	**$2,712,600**
Net Operating Cost / (Revenue)	**$2,479,200**	**$2,500,500**	**$2,588,600**	**$2,604,600**	**$2,685,600**
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	**$2,629,200**	**$2,650,500**	**$2,738,600**	**$2,754,600**	**$2,835,600**
yr/yr % change	0.8%	0.8%	3.3%	0.6%	2.9%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Economic Development						
2032 Int'l Plowing Match					$200,000	$200,000
County Gateway Signage	$130,000					$40,000
Total	**$130,000**				**$200,000**	**$330,000**
Sources of Financing						
Reserves	$130,000				$200,000	$330,000
Total Financing	**$130,000**					**$330,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Economic Development						
2032 Int'l Plowing Match	$200,000	$600,000				$1,000,000
County Gateway Signage			$165,000			$295,000
Total	**$200,000**	**$600,000**	**$165,000**			**$1,295,000**
Sources of Financing						
Reserves	$200,000	$200,000	$165,000			$1,295,000
Total Financing	**$200,000**	**$200,000**	**$165,000**			**$1,295,000**

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 until 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. Since that time, 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 became 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.

2026 Budget Highlights

- A new Transit Coordinator position (identified during the 2025 budget process) is included with an updated start date of July 1, 2026.
- One-time funding to Grey County for the Guelph Owen Sound Transportation (GOST) Line is included under transfer payments for $60,000 in 2026.
- A Multi-County Transit Study that is investigating the design and cost of a unified regional transit network serving Wellington, Grey, Bruce and Dufferin Counties will inform future planning.

Staff Complement (Full time equivalents)	2025	2026
Rural Transportation	0.0	0.5
Total	**0.0**	**0.5**
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 and neighbouring communities 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 towards accomplishing the goals outlined in the County's Strategic Plan and the Economic Development Action Plan the following performance measures are considered:

	Projected 2026	Actual 2025	Actual 2024	Actual 2023
Number of Ride Well Rides	11,800	11,326	9,757	8,861
Number of Ride Well Passengers	12,400	11,925	10,218	9,380
Number of Ride Well accounts registered	1,400	1,263	995	785

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$352,539	$125,400	$29,600	$420,000	$375,200	($44,800)	(10.7%)
User Fees and Charges	$74,063	$88,000	$124,365	$114,600	$97,200	($17,400)	(15.2%)
Total Revenue	**$426,602**	**$213,400**	**$153,965**	**$534,600**	**$472,400**	**($62,200)**	**(11.6%)**
Expenditure							
Salaries, Wages and Benefits	$ -	$ -	$ -	$ -	$59,400	$59,400	-
Purchased Services	$751,196	$700,500	$888,524	$914,700	$975,000	$60,300	6.6%
Transfer Payments	$ -	$ -	$ -	$ -	$60,000	$60,000	-
Insurance and Financial	$ -	$ -	$ -	$ -	$1,300	$1,300	-
Internal Charges	$101,640	$102,500	$103,047	$107,800	$53,900	($53,900)	(50.0%)
Total Expenditure	**$852,836**	**$803,000**	**$991,571**	**$1,022,500**	**$1,149,600**	**$127,100**	**12.4%**
Net Operating Cost / (Revenue)	**$426,234**	**$589,600**	**$837,606**	**$487,900**	**$677,200**	**$189,300**	**38.8%**
Debt and Transfers							
Transfer from Reserve	$ -	$ -	($390,400)	$ -	$ -	$ -	-
Total Debt and Transfers	**$ -**	**$ -**	**($390,400)**	**$ -**	**$ -**	**$ -**	**-**
NET COST / (REVENUE)	**$426,234**	**$589,600**	**$447,206**	**$487,900**	**$677,200**	**$189,300**	**38.8%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$375,200	$452,000	$580,800	$504,200	$430,600
User Fees and Charges	$97,200	$100,100	$103,100	$106,200	$109,400
Total Revenue	**$472,400**	**$552,100**	**$683,900**	**$610,400**	**$540,000**
EXPENDITURES					
Salaries, Wages and Benefits	$59,400	$125,600	$134,300	$143,800	$154,000
Purchased Services	$975,000	$996,000	$1,017,600	$1,039,900	$1,062,800
Transfer Payments	$60,000				
Insurance and Financial	$1,300	$2,700	$3,000	$3,200	$3,400
Internal Charges	$53,900				
Total Expenditures	**$1,149,600**	**$1,124,300**	**$1,154,900**	**$1,186,900**	**$1,220,200**
Net Operating Cost / (Revenue)	**$677,200**	**$572,200**	**$471,000**	**$576,500**	**$680,200**
TAX LEVY REQUIREMENT	**$677,200**	**$572,200**	**$471,000**	**$576,500**	**$680,200**
yr/yr % change	38.8%	(15.5%)	(17.7%)	22.4%	18.0%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$512,000	$592,200	$555,200	$517,400	$568,200
User Fees and Charges	$112,700	$116,100	$119,600	$123,200	$126,900
Total Revenue	**$624,700**	**$708,300**	**$674,800**	**$640,600**	**$695,100**
EXPENDITURES					
Salaries, Wages and Benefits	$162,100	$167,500	$173,000	$179,000	$184,900
Purchased Services	$1,086,400	$1,110,700	$1,135,800	$1,161,600	$1,188,200
Transfer Payments					
Insurance and Financial	$3,700	$3,900	$4,000	$4,100	$4,300
Internal Charges					
Total Expenditures	**$1,252,200**	**$1,282,100**	**$1,312,800**	**$1,344,700**	**$1,377,400**
Net Operating Cost / (Revenue)	**$627,500**	**$573,800**	**$638,000**	**$704,100**	**$682,300**
TAX LEVY REQUIREMENT	**$627,500**	**$573,800**	**$638,000**	**$704,100**	**$682,300**
yr/yr % change	(7.7%)	(8.6%)	11.2%	10.4%	(3.1%)

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 1,436 lane km of roadways, 101 bridges, 102 culverts, and operates 47 sets of traffic signals (at intersections and pedestrian crossings), 14 roundabouts, and approximately 32,500 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.

2026 Budget Highlights

Capital works of $58.3 million planned for 2026 include:

- $16.0 million for roads construction (including growth-related projects); $14.5 million for bridge and culvert replacement and rehabilitation work; $12.3 million in facilities; $4.4 million for equipment replacement; $3.6 million for asphalt resurfacing; $2.6 million for asset management and engineering activities; and $4.9 million for Automated Speed Enforcement (ASE) funded initiatives.
- The roads ten-year capital forecast includes the rebuilding of four new County garages (Erin, Brucedale, Harriston and Aberfoyle), which includes the issuance of $65.2 million in growth-related debt.

Operating impacts in 2026:

- Reserve funding increases of $200,000 in Roads Equipment and $2.75 million in Roads Capital to account for capital cost increases
- Removal of one-time allocation of revenue in the amount of $1.0 million to be received from the Automated Speed Enforcement (ASE) pilot project. The revenue loss is fully offset by removal of the corresponding transfer to reserve.
- Municipal recoveries include an increase of $180,000 as a result of an updated contract with Perth County for roads maintenance on their behalf
- An additional Truck and Coach Technician approved by committee in April 2025
- One-time consultation costs of $50,000 to address traffic concerns in Centre Wellington

Staff Complement (Full time equivalents)	2025	2026
Hourly (field) staff	61.3	62.3
Salaried staff	16.0	16.0
Total	**77.3**	**78.3**
Current employee count: 96		

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 2026	Actual 2025	Actual 2024	Actual 2023
Average condition of the County road network (PCI)	69	70	72	69
Average condition of County bridges (BCI)	72	73	71	72
Average condition of County culverts (BCI)	71	72	71	72
Number of controlled intersections (roundabout or traffic signal)	57	56	52	49
Number of road maintenance service requests	300	333	207	283

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$ -	$ -	$9,100	$ -	$ -	$ -	-
Municipal Recoveries	$1,353,885	$1,335,900	$2,368,079	$1,335,900	$1,518,400	$182,500	13.7%
User Fees and Charges	$483,883	$488,000	$11,564,206	$1,491,000	$461,000	($1,030,000)	(69.1%)
Sales Revenue	$588,363	$720,000	$518,893	$595,000	$595,000	$ -	-
Other Revenue	$ -	$ -	$24,867	$ -	$ -	$ -	-
Internal Recoveries	$2,354,553	$2,241,800	$3,170,045	$2,341,800	$2,707,100	$365,300	15.6%
Total Revenue	**$4,780,684**	**$4,785,700**	**$17,655,190**	**$5,763,700**	**$5,281,500**	**($482,200)**	**(8.4%)**
Expenditure							
Salaries, Wages and Benefits	$8,525,641	$8,187,200	$9,187,121	$8,809,800	$9,133,700	$323,900	3.7%
Supplies, Material and Equipmer	$6,040,029	$7,151,400	$9,218,826	$7,198,900	$7,436,300	$237,400	3.3%
Purchased Services	$2,810,335	$2,979,200	$2,794,605	$3,060,300	$3,284,200	$223,900	7.3%
Insurance and Financial	$938,387	$938,000	$2,129,705	$953,700	$1,074,200	$120,500	12.6%
Minor Capital Expenses	$207,064	$300,000	$286,669	$300,000	$240,000	($60,000)	(20.0%)
Internal Charges	$1,688,115	$1,901,800	$2,380,596	$1,915,900	$2,081,300	$165,400	8.6%
Total Expenditure	**$20,209,571**	**$21,457,600**	**$25,997,522**	**$22,238,600**	**$23,249,700**	**$1,011,100**	**4.5%**
Net Operating Cost / (Revenue)	**$15,428,887**	**$16,671,900**	**$8,342,332**	**$16,474,900**	**$17,968,200**	**$1,493,300**	**9.1%**
Debt and Transfers							
Debt Charges	$1,367,869	$1,471,100	$1,513,266	$1,515,100	$1,924,900	$409,800	27.0%
Transfer from Reserve	($1,190,726)	($1,337,300)	($2,132,727)	($1,382,000)	($1,791,700)	($409,700)	29.6%
Transfers to Reserve	$22,832,468	$21,150,000	$33,075,863	$24,200,000	$26,150,000	$1,950,000	8.1%
Total Debt and Transfers	**$23,009,611**	**$21,283,800**	**$32,456,402**	**$24,333,100**	**$26,283,200**	**$1,950,100**	**8.0%**
NET COST / (REVENUE)	**$38,438,498**	**$37,955,700**	**$40,798,734**	**$40,808,000**	**$44,251,400**	**$3,443,400**	**8.4%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Municipal Recoveries	$1,518,400	$1,520,900	$1,523,400	$1,525,900	$1,528,400
User Fees and Charges	$461,000	$461,000	$461,000	$461,000	$461,000
Sales Revenue	$595,000	$595,600	$596,200	$596,900	$597,600
Internal Recoveries	$2,707,100	$2,773,100	$2,839,100	$2,905,100	$2,971,100
Total Revenue	**$5,281,500**	**$5,350,600**	**$5,419,700**	**$5,488,900**	**$5,558,100**
EXPENDITURES					
Salaries, Wages and Benefits	$9,133,700	$9,551,400	$9,937,800	$10,287,400	$10,625,800
Supplies, Material and	$7,436,300	$7,644,100	$7,878,700	$8,120,200	$8,369,000
Equipment Purchased Services	$3,284,200	$3,333,900	$3,454,900	$3,559,300	$3,663,300
Insurance and Financial	$1,074,200	$1,150,900	$1,240,100	$1,325,200	$1,415,500
Minor Capital Expenses	$240,000	$240,000	$240,000	$240,000	$240,000
Internal Charges	$2,081,300	$2,147,300	$2,213,300	$2,279,300	$2,345,300
Total Expenditures	**$23,249,700**	**$24,067,600**	**$24,964,800**	**$25,811,400**	**$26,658,900**
Net Operating Cost / (Revenue)	**$17,968,200**	**$18,717,000**	**$19,545,100**	**$20,322,500**	**$21,100,800**
DEBT AND TRANSFERS					
Debt Charges	$1,924,900	$2,107,000	$2,851,100	$2,730,600	$3,062,600
Transfer from Reserves	($1,791,700)	($2,107,000)	($2,851,100)	($2,730,600)	($3,062,600)
Transfer to Reserves	$26,150,000	$27,150,000	$28,150,000	$29,250,000	$30,950,000
Total Debt and Transfers	**$26,283,200**	**$27,150,000**	**$28,150,000**	**$29,250,000**	**$30,950,000**
TAX LEVY REQUIREMENT	**$44,251,400**	**$45,867,000**	**$47,695,100**	**$49,572,500**	**$52,050,800**
yr/yr % change	8.4%	3.7%	4.0%	3.9%	5.0%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Municipal Recoveries	$1,528,400	$1,528,400	$1,528,400	$1,528,400	$1,528,400
User Fees and Charges	$461,000	$461,000	$461,000	$461,000	$461,000
Sales Revenue	$598,300	$599,000	$599,700	$600,500	$601,300
Internal Recoveries	$3,037,100	$3,103,100	$3,169,100	$3,235,100	$3,235,100
Total Revenue	**$5,624,800**	**$5,691,500**	**$5,758,200**	**$5,825,000**	**$5,825,800**
EXPENDITURES					
Salaries, Wages and Benefits	$10,973,200	$11,335,000	$11,708,200	$12,094,200	$12,494,500
Supplies, Material and	$8,625,200	$8,889,000	$9,160,700	$9,439,500	$9,722,100
Equipment Purchased Services	$3,769,900	$3,879,300	$3,991,800	$4,111,400	$4,225,900
Insurance and Financial	$1,524,900	$1,630,200	$1,744,200	$1,858,700	$1,871,100
Minor Capital Expenses	$240,000	$240,000	$240,000	$240,000	$240,000
Internal Charges	$2,411,300	$2,477,300	$2,543,300	$2,609,300	$2,665,400
Total Expenditures	**$27,544,500**	**$28,450,800**	**$29,388,200**	**$30,353,100**	**$31,219,000**
Net Operating Cost / (Revenue)	**$21,919,700**	**$22,759,300**	**$23,630,000**	**$24,528,100**	**$25,393,200**
DEBT AND TRANSFERS					
Debt Charges	$3,845,800	$3,807,500	$4,240,700	$5,212,900	$5,211,900
Transfer from Reserves	($3,845,800)	($3,807,500)	($4,240,700)	($5,212,900)	($5,211,900)
Transfer to Reserves	$32,350,000	$33,450,000	$34,150,000	$35,500,000	$36,000,000
Total Debt and Transfers	**$32,350,000**	**$33,450,000**	**$34,150,000**	**$35,500,000**	**$36,000,000**
TAX LEVY REQUIREMENT	**$54,269,700**	**$56,209,300**	**$57,780,000**	**$60,028,100**	**$61,393,200**
yr/yr % change	4.3%	3.6%	2.8%	3.9%	2.3%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Roads Facilities	$12,250,000	$200,000	$5,500,000	$16,400,000	$100,000	$34,450,000
Roads Equipment	$4,430,000	$4,495,000	$3,830,000	$4,455,000	$6,115,000	$23,325,000
Asset Management / Engineering	$2,600,000	$3,205,000	$2,800,000	$3,300,000	$2,920,000	$14,825,000
Growth Related Construction	$9,400,000	$10,150,000	$12,360,000	$7,155,000	$3,075,000	$42,140,000
Roads Construction	$6,615,000	$9,580,000	$3,990,000	$6,920,000	$7,960,000	$35,065,000
Bridges	$12,375,600	$465,000	$18,065,000		$13,130,000	$44,035,600
Culverts	$2,150,000	$1,060,000	$2,635,000	$435,000	$2,865,000	$9,145,000
County Bridges on Local Roads		$120,000		$1,050,000		$1,170,000
Roads Resurfacing	$3,570,000	$4,700,000	$2,215,000	$2,390,000	$3,030,000	$15,905,000
ASE Programme	$4,880,000	$6,330,000				$11,210,000
Total	**$58,270,600**	**$40,305,000**	**$51,395,000**	**$42,105,000**	**$39,195,000**	**$231,270,600**
Sources of Financing						
Recoveries	$675,000	$1,080,000	$270,000			$2,025,000
Subsidies	$2,355,000	$3,400,000	$910,000			$6,665,000
Canada Community Building Fund	$3,506,000	$3,400,000	$3,000,000	$3,372,000	$2,465,000	$15,743,000
Ontario Community Infrastructure Fund	$3,132,000	$2,121,000	$2,150,000	$1,632,000	$2,108,000	$11,143,000
Reserves	$36,583,600	$27,119,000	$33,066,000	$20,947,000	$32,254,000	$149,969,600
Development Charges	$3,169,000	$3,185,000	$8,399,000	$5,254,000	$2,368,000	$22,375,000
Growth Related Debenture	$8,850,000		$3,600,000	$10,900,000		$23,350,000
Total Financing	**$58,270,600**	**$40,305,000**	**$51,395,000**	**$42,105,000**	**$39,195,000**	**$231,270,600**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Roads Facilities	$6,350,000	$19,100,000	$100,000	$7,400,000	$22,200,000	$89,600,000
Roads Equipment	$5,385,000	$4,800,000	$6,375,000	$4,940,000	$4,940,000	$49,765,000
Asset Management / Engineering	$3,020,000	$3,000,000	$3,470,000	$2,800,000	$3,030,000	$30,145,000
Growth Related Construction		$5,180,000				$47,320,000
Roads Construction	$7,245,000	$5,045,000	$6,380,000	$11,660,000	$16,900,000	$82,295,000
Bridges	$6,180,000	$555,000		$1,820,000	$4,685,000	$57,275,600
Culverts	$1,075,000	$805,000	$300,000	$2,395,000	$4,300,000	$18,020,000
County Bridges on Local Roads						$1,170,000
Roads Resurfacing	$11,590,000	$9,945,000	$22,370,000	$12,320,000	$6,000,000	$78,130,000
ASE Programme						$11,210,000
Total	**$40,845,000**	**$48,430,000**	**$38,995,000**	**$43,335,000**	**$62,055,000**	**$464,930,600**
Sources of Financing						
Recoveries					$3,000,000	$5,025,000
Subsidies						$6,665,000
Canada Community Building Fund	$3,487,000	$3,390,000	$3,447,000	$3,453,000	$3,650,000	$33,170,000
Ontario Community Infrastructure Fund	$1,390,000	$777,000	$1,250,000	$1,246,000	$1,200,000	$17,006,000
Reserves	$31,283,000	$27,678,000	$34,248,000	$32,486,000	$36,155,000	$311,161,600
Development Charges	$235,000	$3,205,000				$25,815,000
Growth Related Debenture	$4,400,000	$13,330,000		$6,100,000	$18,000,000	$65,180,000
Total Financing	**$40,845,000**	**$48,430,000**	**$38,995,000**	**$43,335,000**	**$62,055,000**	**$464,930,600**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Roads Facilities						
Aberfoyle Garage						
Brucedale Garage			$5,400,000	$16,300,000		$21,700,000
Erin Garage	$12,050,000					$12,050,000
Harriston Garage						
Various Facility Repairs	$200,000	$200,000	$100,000	$100,000	$100,000	$700,000
Total Roads Facilities	$12,250,000	$200,000	$5,500,000	$16,400,000	$100,000	$34,450,000
Total	**$12,250,000**	**$200,000**	**$5,500,000**	**$16,400,000**	**$100,000**	**$34,450,000**
Sources of Financing						
Reserves	$3,400,000	$200,000	$1,900,000	$5,500,000	$100,000	$11,100,000
Growth Related Debenture	$8,850,000		$3,600,000	$10,900,000		$23,350,000
Total Financing	**$12,250,000**	**$200,000**	**$5,500,000**	**$16,400,000**	**$100,000**	**$34,450,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Roads Facilities						
Aberfoyle Garage				$7,300,000	$22,100,000	$29,400,000
Brucedale Garage						$21,700,000
Erin Garage						$12,050,000
Harriston Garage	$6,250,000	$19,000,000				$25,250,000
Various Facility Repairs	$100,000	$100,000	$100,000	$100,000	$100,000	$1,200,000
Total Roads Facilities	$6,350,000	$19,100,000	$100,000	$7,400,000	$22,200,000	$89,600,000
Total	**$6,350,000**	**$19,100,000**	**$100,000**	**$7,400,000**	**$22,200,000**	**$89,600,000**
Sources of Financing						
Reserves	$1,950,000	$5,770,000	$100,000	$1,300,000	$4,200,000	$24,420,000
Growth Related Debenture	$4,400,000	$13,330,000		$6,100,000	$18,000,000	$65,180,000
Total Financing	**$6,350,000**	**$19,100,000**	**$100,000**	**$7,400,000**	**$22,200,000**	**$89,600,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Roads Equipment						
3 Ton Dump				$235,000		$235,000
6 Ton Trucks	$2,490,000	$2,535,000	$2,720,000	$2,875,000	$3,120,000	$13,740,000
Asphalt Reclaimer					$130,000	$130,000
Backhoe				$350,000		$350,000
Bucket Truck					$660,000	$660,000
Chipper						
Excavator	$585,000					$585,000
Forklift				$115,000		$115,000
Grader						
JD Dozer						
Loader	$425,000	$970,000	$500,000	$535,000		$2,430,000
Loadster Float					$95,000	$95,000
Manual Line Stripers			$35,000			$35,000
Mechanic Service Vehicle						
Miscellaneous Equipment	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Mower			$170,000			$170,000
Pickup	$390,000	$840,000				$1,230,000
Pickup Electric Vehicle					$1,600,000	$1,600,000
Roll Off Deck/Box	$190,000			$115,000		$305,000
Steam Jenny				$80,000		$80,000
Tractor			$255,000			$255,000
Trailers					$75,000	$75,000
Utility Truck						
Van					$155,000	$155,000
Vermeer Stump Grinder					$130,000	$130,000
Roads Radio Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Fuel Management System Update	$200,000					
Total Roads Equipment	$4,430,000	$4,495,000	$3,830,000	$4,455,000	$6,115,000	$23,325,000
Total	**$4,430,000**	**$4,495,000**	**$3,830,000**	**$4,455,000**	**$6,115,000**	**$23,325,000**
Sources of Financing						
Reserves	$4,430,000	$4,495,000	$3,830,000	$4,455,000	$6,115,000	$23,325,000
Total Financing	**$4,430,000**	**$4,495,000**	**$3,830,000**	**$4,455,000**	**$6,115,000**	**$23,325,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Roads Equipment						
3 Ton Dump				$240,000		$475,000
6 Ton Trucks	$3,900,000	$3,120,000	########	$3,195,000	$4,020,000	$31,095,000
Asphalt Reclaimer				$130,000		$260,000
Backhoe	$350,000					$700,000
Bucket Truck						$660,000
Chipper	$120,000				$120,000	$240,000
Excavator			$470,000			$1,055,000
Forklift						$115,000
Grader		$450,000				$450,000
JD Dozer		$470,000				$470,000
Loader		$535,000		$535,000	$535,000	$4,035,000
Loadster Float						$95,000
Manual Line Stripers				$45,000		$80,000
Mechanic Service Vehicle	$255,000					$255,000
Miscellaneous Equipment	$100,000	$100,000	$100,000	$100,000	$100,000	$1,000,000
Mower			$160,000			$330,000
Pickup						$1,230,000
Pickup Electric Vehicle	$355,000		########			$4,265,000
Roll Off Deck/Box				$75,000	$115,000	$495,000
Steam Jenny			$80,000			$160,000
Tractor	$255,000			$275,000		$785,000
Trailers		$75,000	$85,000			$235,000
Utility Truck				$210,000		$210,000
Van						$155,000
Vermeer Stump Grinder				$85,000		$215,000
Roads Radio Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$500,000
Fuel Management System Update						$200,000
Total Roads Equipment	$5,385,000	$4,800,000	$6,375,000	$4,940,000	$4,940,000	$49,765,000
Total	**$5,385,000**	**$4,800,000**	**$6,375,000**	**$4,940,000**	**$4,940,000**	**$49,765,000**
Sources of Financing						
Reserves	$5,385,000	$4,800,000	$6,375,000	$4,940,000	$4,940,000	$49,765,000
Total Financing	**$5,385,000**	**$4,800,000**	**$6,375,000**	**$4,940,000**	**$4,940,000**	**$49,765,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Asset Management / Engineering						
OSIMs Structure Inspections		$150,000		$150,000		$300,000
Pavement Condition Study		$120,000			$120,000	$240,000
Pavement Preservation Programme	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$12,500,000
Retaining Wall Inventory and Condition Study		$60,000				$60,000
Road MAP Update/Area Plan Study		$200,000				$200,000
Roads Permitting Software		$75,000				$75,000
Speed Management			$200,000	$200,000	$200,000	$600,000
SWMS Condition Study				$350,000		$350,000
Warranty Works	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Total Asset Management / Engineering	$2,600,000	$3,205,000	$2,800,000	$3,300,000	$2,920,000	$14,825,000
Total	**$2,600,000**	**$3,205,000**	**$2,800,000**	**$3,300,000**	**$2,920,000**	**$14,825,000**
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	$350,000	$755,000	$550,000	$1,050,000	$670,000	$3,375,000
Development Charges		$200,000				$200,000
Total Financing	**$2,600,000**	**$3,205,000**	**$2,800,000**	**$3,300,000**	**$2,920,000**	**$14,825,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year
Roads and Engineering						
Asset Management / Engineering						
OSIMs Structure Inspections	$150,000		$150,000		$150,000	$750,000
Pavement Condition Study			$120,000			$360,000
Pavement Preservation Programme	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$25,000,000
Retaining Wall Inventory and Condition Study	$70,000				$80,000	$210,000
Road MAP Update/Area Plan Study		$200,000				$400,000
Roads Permitting Software						$75,000
Speed Management	$200,000	$200,000	$200,000	$200,000	$200,000	$1,600,000
SWMS Condition Study			$400,000			$750,000
Warranty Works	$100,000	$100,000	$100,000	$100,000	$100,000	$1,000,000
Total Asset Management / Engineering	$3,020,000	$3,000,000	$3,470,000	$2,800,000	$3,030,000	$30,145,000
Total	**$3,020,000**	**$3,000,000**	**$3,470,000**	**$2,800,000**	**$3,030,000**	**$30,145,000**
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	$770,000	$550,000	$1,220,000	$550,000	$780,000	$7,245,000
Development Charges		$200,000				$400,000
Total Financing	**$3,020,000**	**$3,000,000**	**$3,470,000**	**$2,800,000**	**$3,030,000**	**$30,145,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Growth Related Construction						
WR 10 at WR 8, Intersection Improvements and Overlay		$100,000			$3,075,000	$3,175,000
WR 17 at WR 8, Intersection Improvement				$250,000		$250,000
WR 19 at Second Line, Intersection Improvement				$250,000		$250,000
WR 22 at WR 29, Realignment						
WR 25, WR 124 to WR 22 3.2 km	$100,000			$1,735,000		$1,835,000
WR 86, COG to ROW 7.9 km		$5,960,000	$2,540,000			$8,500,000
WR 109 at WR 16, RAB + 4km			$4,975,000			$4,975,000
WR 124 at WR 32 Intersection	$4,825,000					$4,825,000
WR 124, PL Ospringe to Guelph	$150,000		$4,845,000	$4,920,000		$9,915,000
WR 124, Whitelaw Int to E of 32		$4,090,000				$4,090,000
WR 124, WR 32 to Guelph Rd 1,	$4,325,000					$4,325,000
Total Growth Related Construction	$9,400,000	$10,150,000	$12,360,000	$7,155,000	$3,075,000	$42,140,000
Total	**$9,400,000**	**$10,150,000**	**$12,360,000**	**$7,155,000**	**$3,075,000**	**$42,140,000**
Sources of Financing						
Canada Community Building Fund	$1,256,000					$1,256,000
Reserves	$5,478,000	$7,165,000	$3,961,000	$1,901,000	$707,000	$19,212,000
Development Charges	$2,666,000	$2,985,000	$8,399,000	$5,254,000	$2,368,000	$21,672,000
Total Financing	**$9,400,000**	**$10,150,000**	**$12,360,000**	**$7,155,000**	**$3,075,000**	**$42,140,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Growth Related Construction						
WR 10 at WR 8, Intersection Improvements and Overlay						$3,175,000
WR 17 at WR 8, Intersection Improvement		$2,070,000				$2,320,000
WR 19 at Second Line, Intersection Improvement		$2,070,000				$2,320,000
WR 22 at WR 29, Realignment		$1,040,000				$1,040,000
WR 25, WR 124 to WR 22 3.2 km						$1,835,000
WR 86, COG to ROW 7.9 km						$8,500,000
WR 109 at WR 16, RAB + 4km						$4,975,000
WR 124 at WR 32 Intersection						$4,825,000
WR 124, PL Ospringe to Guelph						$9,915,000
WR 124, Whitelaw Int to E of 32						$4,090,000
WR 124, WR 32 to Guelph Rd 1,						$4,325,000
Total Growth Related Construction		$5,180,000				$47,320,000
Total		**$5,180,000**				**$47,320,000**
Sources of Financing						
Canada Community Building Fund						$1,256,000
Reserves		$2,175,000				$21,387,000
Development Charges		$3,005,000				$24,677,000
Total Financing		**$5,180,000**				**$47,320,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Roads Construction						
WR 12, WR 7 to 300m East of 16th Line				$130,000		$130,000
WR 12, WR 7 to WR 86 Phase 1						
WR 16, Hwy 89 to WR 109				$60,000		$60,000
WR 16, WR 109 to WR 19			$70,000		$4,100,000	$4,170,000
WR 24, Int Improve EG TL to Hillsburgh (4km)						
WR 25 at WR 124 Intersection Improvements						
WR 25, WR 52 to WR 42 (7km)	$2,010,000	$2,020,000	$2,030,000			$6,060,000
WR 35, WR 34 to COG Boundary (3km)						
WR 46, Guelph to WR 34 (2km)						
WR 50, Railway Tracks to WR 125 (6km)						
WR 7 at WR 11, Roundabout		$120,000		$4,080,000		$4,200,000
WR 123, Palmerston WR 5 to Hwy	$4,223,000	$7,000,000	$1,800,000			$13,023,000
WR 123/Main St E and W, Palmerstor	$382,000	$340,000	$90,000			$812,000
WR 124 at WR 24, Intersection		$100,000		$2,650,000		$2,750,000
WR 124, WR 24 to Ospringe (6km)					$3,860,000	$3,860,000
WR 125, WR 125 to Halton Boundary						
Total Roads Construction	$6,615,000	$9,580,000	$3,990,000	$6,920,000	$7,960,000	$35,065,000
Total	**$6,615,000**	**$9,580,000**	**$3,990,000**	**$6,920,000**	**$7,960,000**	**$35,065,000**
Sources of Financing						
Recoveries	$675,000	$1,080,000	$270,000			$2,025,000
Subsidies	$2,145,000	$3,400,000	$910,000			$6,455,000
Canada Community Building Fund		$1,150,000		$1,122,000	$215,000	$2,487,000
Ontario Community Infrastructure Fund					$359,000	$359,000
Reserves	$3,795,000	$3,950,000	$2,810,000	$5,798,000	$7,386,000	$23,739,000
Total Financing	**$6,615,000**	**$9,580,000**	**$3,990,000**	**$6,920,000**	**$7,960,000**	**$35,065,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Roads Construction						
WR 12, WR 7 to 300m East of 16th Line	$2,630,000					$2,760,000
WR 12, WR 7 to WR 86 Phase 1			$6,380,000	$3,660,000		$10,040,000
WR 16, Hwy 89 to WR 109	$4,380,000					$4,440,000
WR 16, WR 109 to WR 19						$4,170,000
WR 24, Int Improve EG TL to Hillsburgh (4km)		$200,000		$4,000,000	$4,000,000	$8,200,000
WR 25 at WR 124 Intersection Improvements		$200,000			$4,000,000	$4,200,000
WR 25, WR 52 to WR 42 (7km)						$6,060,000
WR 35, WR 34 to COG Boundary (3km)		$200,000			$2,000,000	$2,200,000
WR 46, Guelph to WR 34 (2km)		$300,000			$3,000,000	$3,300,000
WR 50, Railway Tracks to WR 125 (6km)	$135,000	$4,145,000				$4,280,000
WR 7 at WR 11, Roundabout						$4,200,000
WR 123, Palmerston WR 5 to Hwy						$13,023,000
WR 123/Main St E and W, Palmerstor						$812,000
WR 124 at WR 24, Intersection						$2,750,000
WR 124, WR 24 to Ospringe (6km)						$3,860,000
WR 125, WR 125 to Halton Boundary	$100,000			$4,000,000	$3,900,000	$8,000,000
Total Roads Construction	$7,245,000	$5,045,000	$6,380,000	$11,660,000	$16,900,000	$82,295,000
Total	**$7,245,000**	**$5,045,000**	**$6,380,000**	**$11,660,000**	**$16,900,000**	**$82,295,000**
Sources of Financing						
Recoveries					$3,000,000	$5,025,000
Subsidies						$6,455,000
Canada Community Building Fund	$52,000					$2,539,000
Ontario Community Infrastructure Fund		$777,000				$1,136,000
Reserves	$7,193,000	$4,268,000	$6,380,000	$11,660,000	$13,900,000	$67,140,000
Total Financing	**$7,245,000**	**$5,045,000**	**$6,380,000**	**$11,660,000**	**$16,900,000**	**$82,295,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Bridges						
WR 5, Bramwell Bridge B005015			$1,105,000			$1,105,000
WR 6, O'Dwyer's Bridge, 006008 rehab		$100,000			$5,125,000	$5,225,000
WR 7, Rothsay Bridge, 07019, R	$125,000		$6,940,000			$7,065,000
WR 8, Bridge B008116 Replacement		$100,000			$1,280,000	$1,380,000
WR 11, Flax Bridge B011025 Rep						
WR 12, Princess Elizabeth Bridge			$120,000			$120,000
WR 17, Bridge B017098 Replacement						
WR 32, Blatchford Bridge Replacement			$6,600,000			$6,600,000
WR 36, Bridge B036086 Replacement			$1,525,000			$1,525,000
WR 36, Bridge B036122 Replacement			$1,525,000			$1,525,000
WR 43, Caldwell Bridge, Replacement		$265,000			$6,475,000	$6,740,000
WR 109, CR Bridge 4, B109133	$4,800,000					$4,800,000
WR 109, CR Bridge 5, C109123	$550,000					$550,000
WR 109,CR Bridge 10 B109134	$4,950,000					$4,950,000
WR 109,CR Bridge 6 B109132	$1,700,600					$1,700,600
Various Bridge Patches	$250,000		$250,000		$250,000	$750,000
Total Bridges	$12,375,600	$465,000	$18,065,000		$13,130,000	$44,035,600
Total	**$12,375,600**	**$465,000**	**$18,065,000**		**$13,130,000**	**$44,035,600**
Sources of Financing						
Canada Community Building Fund			$750,000			$750,000
Ontario Community Infrastructure Fund	$2,430,000		$2,150,000		$673,000	$5,253,000
Reserves	$9,945,600	$465,000	$15,165,000		$12,457,000	$38,032,600
Total Financing	**$12,375,600**	**$465,000**	**$18,065,000**		**$13,130,000**	**$44,035,600**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Bridges						
WR 5, Bramwell Bridge B005015						$1,105,000
WR 6, O'Dwyer's Bridge, 006008 rehab						$5,225,000
WR 7, Rothsay Bridge, 07019, R						$7,065,000
WR 8, Bridge B008116 Replacement						$1,380,000
WR 11, Flax Bridge B011025 Rep		$200,000			$4,685,000	$4,885,000
WR 12, Princess Elizabeth Bridge	$6,180,000					$6,300,000
WR 17, Bridge B017098 Replacement		$105,000		$1,570,000		$1,675,000
WR 32, Blatchford Bridge Replacement						$6,600,000
WR 36, Bridge B036086 Replacement						$1,525,000
WR 36, Bridge B036122 Replacement						$1,525,000
WR 43, Caldwell Bridge, Replacement						$6,740,000
WR 109, CR Bridge 4, B109133						$4,800,000
WR 109, CR Bridge 5, C109123						$550,000
WR 109,CR Bridge 10 B109134						$4,950,000
WR 109,CR Bridge 6 B109132						$1,700,600
Various Bridge Patches		$250,000		$250,000		$1,250,000
Total Bridges	$6,180,000	$555,000		$1,820,000	$4,685,000	$57,275,600
Total	**$6,180,000**	**$555,000**		**$1,820,000**	**$4,685,000**	**$57,275,600**
Sources of Financing						
Canada Community Building Fund						$750,000
Ontario Community Infrastructure Fund				$200,000	$1,200,000	$6,653,000
Reserves	$6,180,000	$555,000		$1,620,000	$3,485,000	$49,872,600
Total Financing	**$6,180,000**	**$555,000**		**$1,820,000**	**$4,685,000**	**$57,275,600**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Culverts						
WR 10 Clvrt C100970 Replacement	$1,000,000					$1,000,000
WR 11 Clvrt C110930 Replacement					$2,565,000	$2,565,000
WR 12 C120860 Replacement						
WR 12 Clvrt C120200 Replacement		$760,000				$760,000
WR 12 Clvrt C120210 Replacement	$750,000					$750,000
WR 12 Clvrt C120239 Replacement			$810,000			$810,000
WR 16 C160110 Replacement						
WR 19 Clvrt C191070 Replacement						
WR 109 Clvrt C109143 Replacement	$100,000		$1,525,000			$1,625,000
WR 124 Clvrt C124124 Replacement				$135,000		$135,000
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	$2,150,000	$1,060,000	$2,635,000	$435,000	$2,865,000	$9,145,000
Total	**$2,150,000**	**$1,060,000**	**$2,635,000**	**$435,000**	**$2,865,000**	**$9,145,000**
Sources of Financing						
Ontario Community Infrastructure Fund	$702,000					$702,000
Reserves	$1,448,000	$1,060,000	$2,635,000	$435,000	$2,865,000	$8,443,000
Total Financing	**$2,150,000**	**$1,060,000**	**$2,635,000**	**$435,000**	**$2,865,000**	**$9,145,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Culverts						
WR 10 Clvrt C100970 Replacement						$1,000,000
WR 11 Clvrt C110930 Replacement						$2,565,000
WR 12 C120860 Replacement		$200,000			$2,000,000	$2,200,000
WR 12 Clvrt C120200 Replacement						$760,000
WR 12 Clvrt C120210 Replacement						$750,000
WR 12 Clvrt C120239 Replacement						$810,000
WR 16 C160110 Replacement		$200,000			$2,000,000	$2,200,000
WR 19 Clvrt C191070 Replacement		$105,000		$2,095,000		$2,200,000
WR 109 Clvrt C109143 Replacement						$1,625,000
WR 124 Clvrt C124124 Replacement	$775,000					$910,000
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	$1,075,000	$805,000	$300,000	$2,395,000	$4,300,000	$18,020,000
Total	**$1,075,000**	**$805,000**	**$300,000**	**$2,395,000**	**$4,300,000**	**$18,020,000**
Sources of Financing						
Ontario Community Infrastructure Fund				$1,046,000		$1,748,000
Reserves	$1,075,000	$805,000	$300,000	$1,349,000	$4,300,000	$16,272,000
Total Financing	**$1,075,000**	**$805,000**	**$300,000**	**$2,395,000**	**$4,300,000**	**$18,020,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab		$120,000		$1,050,000		$1,170,000
Total County Bridges on Local Roads		$120,000		$1,050,000		$1,170,000
Total		**$120,000**		**$1,050,000**		**$1,170,000**
Sources of Financing						
Reserves		$120,000		$1,050,000		$1,170,000
Total Financing		**$120,000**		**$1,050,000**		**$1,170,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
County Bridges on Local Roads						
Jones Baseline, Ostrander Bridge, 000032, Rehab						$1,170,000
Total County Bridges on Local Roads						$1,170,000
Total						**$1,170,000**
Sources of Financing						
Reserves						$1,170,000
Total Financing						**$1,170,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
Roads Resurfacing						
WR 6, WR 109 to HWY 89						
WR 7, 1st Line to WR 18, 3.3 km				$135,000		$135,000
WR 7, Between PL at Ponsonby (1km)	$100,000		$1,200,000			$1,300,000
WR 11, Drayton South Resurfacing						
WR 18, WR 7 to ROW boundary	$3,470,000					$3,470,000
WR 22, from WR 26 to WR 29						
WR 22, Hwy 6 to WR 29 (4km)						
WR 22, WR 26 to 300m S of WR24				$2,040,000		$2,040,000
WR 23, WR 22 to Sideroad 17						
WR 24, 300m S of WR 50 to SR 9 (2.5km)				$60,000	$2,975,000	$3,035,000
WR 24, WR 42 to 1.2 km N of WR 42		$60,000	$1,015,000			$1,075,000
WR 26, WR 124 to WR 18 15km				$155,000		$155,000
WR 30, Maryhill to HWY 6 (6km)						
WR 32, WR 34 to WR 124, 5 km						
WR 34, HWY 6 to WR 33 (9km)					$55,000	$55,000
WR 34, WR 33 to WR32, 2km		$1,515,000				$1,515,000
WR 46, McLean to Duff's Church						
WR 51, WR 39 to WR 7 2.2km						
WR 51, WR 86 to 800m E of WR 3		$1,810,000				$1,810,000
WR 109, Arthur to Teviotdale (17km)						
WR 124, 400m N of WR 23 to WR 25		$1,315,000				$1,315,000
Total Roads Resurfacing	$3,570,000	$4,700,000	$2,215,000	$2,390,000	$3,030,000	$15,905,000
Total	**$3,570,000**	**$4,700,000**	**$2,215,000**	**$2,390,000**	**$3,030,000**	**$15,905,000**
Sources of Financing						
Canada Community Building Fund						
Ontario Community Infrastructure Fund		$2,121,000		$1,632,000	$1,076,000	$4,829,000
Reserves	$3,570,000	$2,579,000	$2,215,000	$758,000	$1,954,000	$11,076,000
Development Charges						
Total Financing	**$3,570,000**	**$4,700,000**	**$2,215,000**	**$2,390,000**	**$3,030,000**	**$15,905,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
Roads Resurfacing						
WR 6, WR 109 to HWY 89				$5,230,000		$5,230,000
WR 7, 1st Line to WR 18, 3.3 km	$1,545,000					$1,680,000
WR 7, Between PL at Ponsonby (1km)						$1,300,000
WR 11, Drayton South Resurfacing	$75,000		$4,165,000			$4,240,000
WR 18, WR 7 to ROW boundary						$3,470,000
WR 22, from WR 26 to WR 29	$60,000	$2,590,000	$2,600,000			$5,250,000
WR 22, Hwy 6 to WR 29 (4km)		$80,000		$2,090,000		$2,170,000
WR 22, WR 26 to 300m S of WR24						$2,040,000
WR 23, WR 22 to Sideroad 17					$3,000,000	$3,000,000
WR 24, 300m S of WR 50 to SR 9 (2.5km)						$3,035,000
WR 24, WR 42 to 1.2 km N of WR 42						$1,075,000
WR 26, WR 124 to WR 18 15km	$5,665,000	$5,700,000				$11,520,000
WR 30, Maryhill to HWY 6 (6km)	$4,120,000					$4,120,000
WR 32, WR 34 to WR 124, 5 km	$125,000		$3,000,000			$3,125,000
WR 34, HWY 6 to WR 33 (9km)		$1,295,000	$6,250,000			$7,600,000
WR 34, WR 33 to WR32, 2km						$1,515,000
WR 46, McLean to Duff's Church		$100,000			$3,000,000	$3,100,000
WR 51, WR 39 to WR 7 2.2km		$80,000	$1,355,000			$1,435,000
WR 51, WR 86 to 800m E of WR 3						$1,810,000
WR 109, Arthur to Teviotdale (17km)		$100,000	$5,000,000	$5,000,000		$10,100,000
WR 124, 400m N of WR 23 to WR 25						$1,315,000
Total Roads Resurfacing	$11,590,000	$9,945,000	$22,370,000	$12,320,000	$6,000,000	$78,130,000
Total	**$11,590,000**	**$9,945,000**	**$22,370,000**	**$12,320,000**	**$6,000,000**	**$78,130,000**
Sources of Financing						
Canada Community Building Fund	$1,185,000	$1,140,000	$1,197,000	$1,203,000	$1,400,000	$6,125,000
Ontario Community Infrastructure Fund	$1,390,000		$1,250,000			$7,469,000
Reserves	$8,780,000	$8,805,000	$19,923,000	$11,117,000	$4,600,000	$64,301,000
Development Charges	$235,000					$235,000
Total Financing	**$11,590,000**	**$9,945,000**	**$22,370,000**	**$12,320,000**	**$6,000,000**	**$78,130,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Roads and Engineering						
ASE Programme						
ASE: CSZ Locations	$325,000	$150,000				$475,000
ASE: Guiderails	$350,000	$350,000				$700,000
ASE: Pedestrian Crossings	$100,000	$300,000				$400,000
ASE: Roads Safety and Studies	$200,000	$200,000				$400,000
ASE: Streetlights	$350,000	$350,000				$700,000
ASE: Trial Locations	$975,000	$350,000				$1,325,000
WR 7 at WR 12 Roundabout	$130,000	$4,030,000				$4,160,000
WR 21, ROW to WR 7 (8km)	$1,500,000					$1,500,000
WR 30, Intersection at Guelph	$750,000					$750,000
WR 46 Corridor Study	$200,000					$200,000
WR 50 at WR 24 Intersection Improvements		$600,000				$600,000
Total ASE Programme	$4,880,000	$6,330,000				$11,210,000
Total	**$4,880,000**	**$6,330,000**				**$11,210,000**
Sources of Financing						
Subsidies	$210,000					$210,000
Reserves	$4,167,000	$6,330,000				$10,497,000
Development Charges	$503,000					$503,000
Total Financing	**$4,880,000**	**$6,330,000**				**$11,210,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Roads and Engineering						
ASE Programme						
ASE: CSZ Locations						$475,000
ASE: Guiderails						$700,000
ASE: Pedestrian Crossings						$400,000
ASE: Roads Safety and Studies						$400,000
ASE: Streetlights						$700,000
ASE: Trial Locations						$1,325,000
WR 7 at WR 12 Roundabout						$4,160,000
WR 21, ROW to WR 7 (8km)						$1,500,000
WR 30, Intersection at Guelph						$750,000
WR 46 Corridor Study						$200,000
WR 50 at WR 24 Intersection Improvements						$600,000
Total ASE Programme						$11,210,000
Total						**$11,210,000**
Sources of Financing						
Subsidies						$210,000
Reserves						$10,497,000
Development Charges						$503,000
Total Financing						**$11,210,000**

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 opportunies 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. New materials which are being diverted as of 2025 include shingles, drywall and mattresses.

2026 Budget Highlights

Operating Budget:

- The move to full-producer responsibility for the Blue Box programme in July 2025 is annualized through a net budget reduction of just under $1.2 million in 2026
- The expansion of the recycling collection for downtown businesses of $135K over 2026/2027 is included to replace loss of service from transition to producer responsibility
- Effective January 1, 2026, tipping fees at the waste facilities are increasing from $145 to $160 per tonne resulting in additional tipping fee revenue of over $200,000
- The transition of moving from manual curbside collection to an automated collection model is forecasted to be implemented on July 1, 2028. This change will result in removal of user pay bag sales revenue, increased contract costs for curbside collection and elimination of user pay bag and retailer compensation expenses. The net result of these changes is an increase to the County tax levy of approximately $2.2 million (just under $1.1 million in each of 2028/2029).

Capital Budget:

- A total of $22.7 million in expenditures is projected over the ten-year period
- Riverstown landfill is the County's one remaining active landfill site with expected capacity through 2051. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling $4.2 million.
- To facilitate the move to automated cart collection, a project for the provision of waste and organic carts for residents is including in 2028 in the amount of $5.5 million

Staff Complement (Full time equivalents)	2025	2026
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: 46		

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 2026	Actual 2025	Actual 2024	Actual 2023
Waste Diversion Rate	37.98%	44.43%	44.55%	44.75%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	8,700*	11,469*	13,684	13,933
Estimated remaining years of Landfill Capacity	24	25	26	27
Number of Outreach Products/Presentations	600	2,817**	527	391

* Diverted tonnage reduced due to blue box programme transitioning to producers July 1, 2025

** Includes in-person visits to businesses across the County regarding the Blue Box Transition

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$1,975,054	$1,886,900	$1,329,565	$1,063,200	$249,200	($814,000)	(76.6%)
Municipal Recoveries	$31,859	$ -	$22,378	$26,000	$18,000	($8,000)	(30.8%)
Licenses, Permits and Rents	$30,869	$31,100	$30,159	$31,100	$31,100	$ -	-
User Fees and Charges	$4,018,483	$3,762,400	$4,178,321	$4,062,700	$4,331,300	$268,600	6.6%
Sales Revenue	$135,275	$153,000	$78,336	$103,900	$100,300	($3,600)	(3.5%)
Internal Recoveries	$726,587	$794,300	$768,385	$794,300	$827,800	$33,500	4.2%
Total Revenue	**$6,918,127**	**$6,627,700**	**$6,407,144**	**$6,081,200**	**$5,557,700**	**($523,500)**	**(8.6%)**
Expenditure							
Salaries, Wages and Benefits	$3,463,866	$3,409,100	$3,646,871	$3,622,300	$3,694,400	$72,100	2.0%
Supplies, Material and Equipmer	$1,148,544	$1,381,100	$1,219,734	$1,348,900	$1,341,700	($7,200)	(0.5%)
Purchased Services	$9,679,597	$9,952,000	$8,071,658	$8,630,300	$6,788,500	($1,841,800)	(21.3%)
Insurance and Financial	$380,561	$348,800	$400,876	$398,700	$416,700	$18,000	4.5%
Internal Charges	$901,445	$848,500	$935,216	$952,700	$983,600	$30,900	3.2%
Total Expenditure	**$15,574,013**	**$15,939,500**	**$14,274,355**	**$14,952,900**	**$13,224,900**	**($1,728,000)**	**(11.6%)**
Net Operating Cost / (Revenue)	**$8,655,886**	**$9,311,800**	**$7,867,211**	**$8,871,700**	**$7,667,200**	**($1,204,500)**	**(13.6%)**
Debt and Transfers							
Debt Charges	$ -	$20,000	$ -	$ -	$39,000	$39,000	-
Transfer from Reserve	$ -	($305,900)	$ -	($308,300)	($365,300)	($57,000)	18.5%
Transfers to Reserve	$1,876,387	$1,750,000	$2,143,096	$2,050,000	$2,600,000	$550,000	26.8%
Total Debt and Transfers	**$1,876,387**	**$1,464,100**	**$2,143,096**	**$1,741,700**	**$2,273,700**	**$532,000**	**30.5%**
NET COST / (REVENUE)	**$10,532,273**	**$10,775,900**	**$10,010,307**	**$10,613,400**	**$9,940,900**	**($672,500)**	**(6.3%)**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$249,200	$249,200	$249,200	$249,200	$249,200
Municipal Recoveries	$18,000	$18,000	$18,000	$18,000	$18,000
Licenses, Permits and Rents	$31,100	$31,100	$31,100	$31,100	$31,100
User Fees and Charges	$4,331,300	$4,455,800	$3,352,900	$2,250,000	$2,305,000
Sales Revenue	$100,300	$104,200	$108,100	$112,200	$116,500
Internal Recoveries	$827,800	$852,300	$876,500	$901,400	$928,100
Total Revenue	**$5,557,700**	**$5,710,600**	**$4,635,800**	**$3,561,900**	**$3,647,900**
EXPENDITURES					
Salaries, Wages and Benefits	$3,694,400	$3,903,700	$4,057,100	$4,190,800	$4,329,700
Supplies, Material and Equipment	$1,341,700	$1,384,200	$1,144,300	$905,200	$934,100
Purchased Services	$6,788,500	$7,208,300	$7,677,400	$8,151,600	$8,363,800
Insurance and Financial	$416,700	$441,200	$384,700	$340,000	$361,400
Internal Charges	$983,600	$1,008,100	$1,033,300	$1,059,300	$1,086,000
Total Expenditures	**$13,224,900**	**$13,945,500**	**$14,296,800**	**$14,646,900**	**$15,075,000**
Net Operating Cost / (Revenue)	**$7,667,200**	**$8,234,900**	**$9,661,000**	**$11,085,000**	**$11,427,100**
DEBT AND TRANSFERS					
Debt Charges	$39,000	$149,600	$149,600	$149,600	$149,600
Transfer from Reserves	($365,300)	($486,900)	($498,100)	($509,600)	($521,600)
Transfer to Reserves	$2,600,000	$2,600,000	$2,750,000	$2,750,000	$2,750,000
Total Debt and Transfers	**$2,273,700**	**$2,262,700**	**$2,401,500**	**$2,390,000**	**$2,378,000**
TAX LEVY REQUIREMENT	**$9,940,900**	**$10,497,600**	**$12,062,500**	**$13,475,000**	**$13,805,100**
yr/yr % change	(6.3%)	5.6%	14.9%	11.7%	2.4%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$249,200	$249,200	$249,200	$249,200	$249,200
Municipal Recoveries	$18,000	$18,000	$18,000	$18,000	$18,000
Licenses, Permits and Rents	$31,100	$31,100	$31,100	$31,100	$31,100
User Fees and Charges	$2,363,600	$2,422,200	$2,477,200	$2,542,800	$2,542,800
Sales Revenue	$120,800	$125,300	$130,100	$134,800	$139,100
Internal Recoveries	$955,600	$984,000	$1,013,200	$1,043,300	$1,074,300
Total Revenue	**$3,738,300**	**$3,829,800**	**$3,918,800**	**$4,019,200**	**$4,054,500**
EXPENDITURES					
Salaries, Wages and Benefits	$4,473,500	$4,619,200	$4,768,800	$4,922,900	$5,080,900
Supplies, Material and Equipment	$963,600	$994,100	$1,025,600	$1,057,800	$1,089,600
Purchased Services	$8,579,900	$8,801,600	$9,028,100	$9,258,200	$9,500,800
Insurance and Financial	$388,600	$413,300	$439,800	$453,200	$458,200
Internal Charges	$1,113,500	$1,141,900	$1,171,100	$1,201,200	$1,232,200
Total Expenditures	**$15,519,100**	**$15,970,100**	**$16,433,400**	**$16,893,300**	**$17,361,700**
Net Operating Cost / (Revenue)	**$11,780,800**	**$12,140,300**	**$12,514,600**	**$12,874,100**	**$13,307,200**
DEBT AND TRANSFERS					
Debt Charges	$149,600	$149,600	$149,600	$149,600	$149,600
Transfer from Reserves	($533,900)	($546,500)	($559,600)	($571,200)	($583,100)
Transfer to Reserves	$2,750,000	$2,750,000	$2,750,000	$2,750,000	$2,900,000
Total Debt and Transfers	**$2,365,700**	**$2,353,100**	**$2,340,000**	**$2,328,400**	**$2,466,500**
TAX LEVY REQUIREMENT	**$14,146,500**	**$14,493,400**	**$14,854,600**	**$15,202,500**	**$15,773,700**
yr/yr % change	2.5%	2.5%	2.5%	2.3%	3.8%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Solid Waste Services						
Equipment						
SWS Electric Vehicles						
926 Disposal Pickup					$135,000	$135,000
927 Collection Supervisor Pickup					$135,000	$135,000
928 Transfer Supervisor Pickup						
929 Field Maintenace Pickup						
SWS Equipment						
901 Collection Pickup				$100,000		$100,000
922 Rolloff Supervisor Pickup				$100,000		$100,000
941 Roll Off Lugger Truck						
942 Roll Off Lugger Truck						
943 Roll Off Lugger Truck				$490,000		$490,000
944 Roll Off Lugger Truck						
Disposal Backhoe				$375,000		$375,000
Disposal Bulldozer				$760,000		$760,000
Disposal Compactor			$1,200,000			$1,200,000
Disposal Loader				$590,000		$590,000
Roll Off Bin(s)	$100,000				$100,000	$200,000
Tanker Truck		$600,000				$600,000
Transfer Dumptruck						
Waste and Organics Carts for Residents			$5,500,000			$5,500,000
Total Equipment	$100,000	$600,000	$6,700,000	$2,415,000	$370,000	$10,185,000
Active Landfill Sites and Transfer Stations						
Belwood Site Improvements	$50,000	$50,000	$650,000			$750,000
Emergency Generators	$25,000					$25,000
Riverstown - North Pond Dev			$355,000	$355,000		$710,000
Riverstown Cell Dev PH2			$530,000			$530,000
Riverstown PhaseIII-Studies		$100,000	$300,000	$400,000		$800,000
Riverstown Storage Building						
Riverstown: Pre Excavation PH2		$210,000			$165,000	$375,000
Site Imp: Road Maint All Sites	$140,000					$140,000
Site Improvements: Buildings	$50,000				$450,000	$500,000
Total Active LF Sites and Transfer Stations	$265,000	$360,000	$1,835,000	$755,000	$615,000	$3,830,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site					$840,000	$840,000
Riverstown - Landfill Gas System					$610,000	$610,000
Total Closed Landfill Sites					$1,450,000	$1,450,000
Total	**$365,000**	**$960,000**	**$8,535,000**	**$3,170,000**	**$2,435,000**	**$15,465,000**
Sources of Financing						
Reserves	$365,000	$933,000	$7,903,000	$3,060,000	$2,435,000	$14,696,000
Development Charges		$27,000	$632,000	$110,000		$769,000
Total Financing	**$365,000**	**$960,000**	**$8,535,000**	**$3,170,000**	**$2,435,000**	**$15,465,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Solid Waste Services						
Equipment						
SWS Electric Vehicles						
926 Disposal Pickup						$135,000
927 Collection Supervisor Pickup						$135,000
928 Transfer Supervisor Pickup		$165,000				$165,000
929 Field Maintenace Pickup		$165,000				$165,000
SWS Equipment						
901 Collection Pickup						$100,000
922 Rolloff Supervisor Pickup						$100,000
941 Roll Off Lugger Truck			$720,000			$720,000
942 Roll Off Lugger Truck			$720,000			$720,000
943 Roll Off Lugger Truck						$490,000
944 Roll Off Lugger Truck		$660,000				$660,000
Disposal Backhoe						$375,000
Disposal Bulldozer						$760,000
Disposal Compactor			$1,900,000			$3,100,000
Disposal Loader						$590,000
Roll Off Bin(s)				$100,000		$300,000
Tanker Truck						$600,000
Transfer Dumptruck					$780,000	$780,000
Waste and Organics Carts for Residents						$5,500,000
Total Equipment		$990,000	$3,340,000	$100,000	$780,000	$15,395,000
Active Landfill Sites and Transfer Stations						
Belwood Site Improvements						$750,000
Emergency Generators						$25,000
Riverstown - North Pond Dev						$710,000
Riverstown Cell Dev PH2				$895,000		$1,425,000
Riverstown PhaseIII-Studies						$800,000
Riverstown Storage Building	$500,000					$500,000
Riverstown: Pre Excavation PH2	$170,000		$240,000			$785,000
Site Imp: Road Maint All Sites		$140,000				$280,000
Site Improvements: Buildings						$500,000
Total Active LF Sites and Transfer Stations	$670,000	$140,000	$240,000	$895,000		$5,775,000
Closed Landfill Sites						
Riverstown Phase 1 Closed Site						$840,000
Riverstown - Landfill Gas System						$610,000
Total Closed Landfill Sites						$1,450,000
Total	**$670,000**	**$1,130,000**	**$3,580,000**	**$995,000**	**$780,000**	**$22,620,000**
Sources of Financing						
Reserves	$670,000	$1,130,000	$3,580,000	$995,000	$780,000	$21,851,000
Development Charges						$769,000
Total Financing	**$670,000**	**$1,130,000**	**$3,580,000**	**$995,000**	**$780,000**	**$22,620,000**

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.
- 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.

2026 Budget Highlights

- The grants and subsidies line is increasing by approximately $1.6 million in 2026. Staff have received confirmation that the provincial administration funding for Ontario Works will remain at the same level as received in 2025. The budget anticipates a 9% increase in Ontario Works benefits cost. Ontario Works benefits are 100% provincially funded and increases will not impact the municipal tax levy.
- Salaries, Wages and Benefits reflect several changes including: The addition of a Service Continuity Caseworker offsetting the ending of the Newcomer Caseworker contract. The removal of part-time positions including an Office Support Clerk. A reallocation of staff time to the Housing Services budget to better reflect actual job duties. These staffing adjustments total a decrease of 1 FTE full time equivalents (FTE) in 2026 with net municipal savings of $70,000.

Staff Complement (Full time equivalents)	2025	2026
Ontario Works	54.8	52.1
Total	**54.8**	**52.1**
Current employee count: 60		

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)

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 2026	Actual 2025	Actual 2024	Actual 2023
Ontario Works adults with participation requirements that have an Action Plan	100%	90%	77%	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	21%	32%	N/A
Ontario Works cases that exit to employment	14%	8%	8.5%	N/A
Cases that exit Ontario Works do not return to the programme within one year	35%	36%	37%	N/A

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$24,696,669	$22,994,100	$27,608,277	$25,034,700	$26,677,800	$1,643,100	6.6%
Municipal Recoveries	$3,436,551	$3,525,100	$3,946,585	$3,980,800	$3,912,000	($68,800)	(1.7%)
Other Revenue	$1,000	$ -	$1,189	$ -	$ -	$ -	-
Internal Recoveries	$75,848	$62,300	$13,704	$20,000	$ -	($20,000)	(100.0%)
Total Revenue	**$28,210,068**	**$26,581,500**	**$31,569,755**	**$29,035,500**	**$30,589,800**	**$1,554,300**	**5.4%**
Expenditure							
Salaries, Wages and Benefits	$6,278,850	$6,317,500	$6,277,592	$6,408,600	$6,370,600	($38,000)	(0.6%)
Supplies, Material and Equipment	$316,279	$167,300	$197,316	$191,100	$166,100	($25,000)	(13.1%)
Purchased Services	$459,474	$446,600	$563,083	$442,700	$448,900	$6,200	1.4%
Social Assistance	$20,545,622	$19,104,700	$23,808,642	$21,349,200	$23,145,700	$1,796,500	8.4%
Transfer Payments	$258,794	$325,000	$210,041	$210,400	$214,600	$4,200	2.0%
Insurance and Financial	$110,498	$111,000	$107,261	$132,200	$126,000	($6,200)	(4.7%)
Minor Capital Expenses	$ -	$5,000	$7,937	$13,000	$ -	($13,000)	(100.0%)
Internal Charges	$1,514,598	$1,501,800	$1,650,560	$1,656,000	$1,370,900	($285,100)	(17.2%)
Total Expenditure	**$29,484,115**	**$27,978,900**	**$32,822,432**	**$30,403,200**	**$31,842,800**	**$1,439,600**	**4.7%**
Net Operating Cost / (Revenue)	**$1,274,047**	**$1,397,400**	**$1,252,677**	**$1,367,700**	**$1,253,000**	**($114,700)**	**(8.4%)**
Debt and Transfers							
Transfer from Reserve	($45,718)	($90,800)	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$20,000	$20,000	$20,000	$20,000	$70,000	$50,000	250.0%
Total Debt and Transfers	**($25,718)**	**($70,800)**	**$20,000**	**$20,000**	**$70,000**	**$50,000**	**250.0%**
NET COST / (REVENUE)	**$1,248,329**	**$1,326,600**	**$1,272,677**	**$1,387,700**	**$1,323,000**	**($64,700)**	**(4.7%)**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$26,677,800	$28,001,500	$28,945,000	$29,681,000	$30,436,800
Municipal Recoveries	$3,912,000	$4,330,700	$4,691,400	$4,920,600	$5,190,300
Total Revenue	**$30,589,800**	**$32,332,200**	**$33,636,400**	**$34,601,600**	**$35,627,100**
EXPENDITURES					
Salaries, Wages and Benefits	$6,370,600	$6,813,100	$7,178,900	$7,394,800	$7,610,900
Supplies, Material and Equipment	$166,100	$170,500	$174,400	$178,400	$182,600
Purchased Services	$448,900	$462,800	$476,000	$487,800	$504,300
Social Assistance	$23,145,700	$24,477,300	$25,429,300	$26,173,900	$26,938,400
Transfer Payments	$214,600	$218,900	$223,300	$227,800	$232,400
Insurance and Financial	$126,000	$135,800	$147,400	$152,500	$157,600
Minor Capital Expenses					
Internal Charges	$1,370,900	$1,412,900	$1,458,600	$1,498,900	$1,584,300
Total Expenditures	**$31,842,800**	**$33,691,300**	**$35,087,900**	**$36,114,100**	**$37,210,500**
Net Operating Cost / (Revenue)	**$1,253,000**	**$1,359,100**	**$1,451,500**	**$1,512,500**	**$1,583,400**
DEBT AND TRANSFERS					
Transfer to Reserves	$70,000	$70,000	$70,000	$70,000	$70,000
Total Debt and Transfers	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**
TAX LEVY REQUIREMENT	**$1,323,000**	**$1,429,100**	**$1,521,500**	**$1,582,500**	**$1,653,400**
yr/yr % change	(4.7%)	8.0%	6.5%	4.0%	4.5%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$31,212,900	$32,009,100	$32,824,500	$33,659,000	$34,512,600
Municipal Recoveries	$5,451,900	$5,668,000	$5,913,700	$6,179,700	$6,476,800
Total Revenue	**$36,664,800**	**$37,677,100**	**$38,738,200**	**$39,838,700**	**$40,989,400**
EXPENDITURES					
Salaries, Wages and Benefits	$7,834,000	$8,063,900	$8,300,500	$8,543,300	$8,793,600
Supplies, Material and Equipment	$186,500	$190,600	$194,800	$199,800	$204,700
Purchased Services	$518,700	$533,300	$548,400	$565,100	$579,500
Social Assistance	$27,723,400	$28,528,600	$29,353,100	$30,196,800	$31,059,700
Transfer Payments	$237,300	$242,400	$247,600	$252,900	$258,500
Insurance and Financial	$170,100	$175,900	$181,700	$187,900	$193,900
Minor Capital Expenses	$55,000				
Internal Charges	$1,592,400	$1,653,500	$1,688,800	$1,740,100	$1,825,000
Total Expenditures	**$38,317,400**	**$39,388,200**	**$40,514,900**	**$41,685,900**	**$42,914,900**
Net Operating Cost / (Revenue)	**$1,652,600**	**$1,711,100**	**$1,776,700**	**$1,847,200**	**$1,925,500**
DEBT AND TRANSFERS					
Transfer to Reserves	$70,000	$70,000	$70,000	$70,000	$70,000
Total Debt and Transfers	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**
TAX LEVY REQUIREMENT	**$1,722,600**	**$1,781,100**	**$1,846,700**	**$1,917,200**	**$1,995,500**
yr/yr % change	4.2%	3.4%	3.7%	3.8%	4.1%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Social Services						
Ontario Works						
129 Wyndham: Air Conditioner Replacement						
129 Wyndham: Common Area Floor Ceiling Rehab						
129 Wyndham: Common Area Plumb	$25,000					$25,000
129 Wyndham: Exterior Door Replacement					$30,000	$30,000
129 Wyndham: Exterior Wall	$35,000					$35,000
129 Wyndham: File Room Reconfiguration	$50,000					$50,000
129 Wyndham: Floor Finishes	$25,000					$25,000
129 Wyndham: HVAC Lighting Rehab					$40,000	$40,000
129 Wyndham: Interior Renovations						
129 Wyndham: Rehab Emergency Power System				$195,000		$195,000
129 Wyndham: Roofing						
129 Wyndham: Security		$80,000				$80,000
129 Wyndham: Water Distribution System Upgrade						
133 Wyndham: Bathroom/Kitchen	$95,000					$95,000
133 Wyndham: Exterior Wall Reh	$40,000					$40,000
133 Wyndham: HVAC Air Conditioning Units						
Fergus OW: Common Area Floor	$25,000					$25,000
Fergus OW: Exterior Doors Walls Rehab		$30,000				$30,000
Fergus OW: Parking Lot Rehab						
Fergus OW: Roof Replacement				$100,000		$100,000
Fergus OW: Rooftop Air Conditioners						
Total Ontario Works	$295,000	$110,000		$295,000	$70,000	$770,000
Total	**$295,000**	**$110,000**		**$295,000**	**$70,000**	**$770,000**
Sources of Financing						
Recoveries	$208,000	$63,000		$150,000	$55,000	$476,000
Reserves	$87,000	$47,000		$145,000	$15,000	$294,000
Total Financing	**$295,000**	**$110,000**		**$295,000**	**$70,000**	**$770,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year
Social Services						
Ontario Works						
129 Wyndham: Air Conditioner Replacement					$265,000	$265,000
129 Wyndham: Common Area Floor Ceiling Rehab					$115,000	$115,000
129 Wyndham: Common Area Plumb						$25,000
129 Wyndham: Exterior Door Replacement						$30,000
129 Wyndham: Exterior Wall						$35,000
129 Wyndham: File Room Reconfiguration						$50,000
129 Wyndham: Floor Finishes						$25,000
129 Wyndham: HVAC Lighting Rehab						$40,000
129 Wyndham: Interior Renovations		$435,000				$435,000
129 Wyndham: Rehab Emergency Power System						$195,000
129 Wyndham: Roofing	$400,000					$400,000
129 Wyndham: Security						$80,000
129 Wyndham: Water Distribution System Upgrade					$30,000	$30,000
133 Wyndham: Bathroom/Kitchen						$95,000
133 Wyndham: Exterior Wall Reh						$40,000
133 Wyndham: HVAC Air Conditioning Units	$105,000					$105,000
Fergus OW: Common Area Floor						$25,000
Fergus OW: Exterior Doors Walls Rehab						$30,000
Fergus OW: Parking Lot Rehab	$25,000					$25,000
Fergus OW: Roof Replacement						$100,000
Fergus OW: Rooftop Air Conditioners	$105,000					$105,000
Total Ontario Works	$635,000	$435,000			$410,000	$2,250,000
Total	**$635,000**	**$435,000**			**$410,000**	**$2,250,000**
Sources of Financing						
Recoveries	$391,000	$337,000			$317,000	$1,521,000
Reserves	$244,000	$98,000			$93,000	$729,000
Total Financing	**$635,000**	**$435,000**			**$410,000**	**$2,250,000**

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, including oversight of compliance with provincial requirements. 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 223 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.

2026 Budget Highlights

- An increase of approximately $8.3 million in funding under the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC) has been reflected. This funding has been increased based on the provided Provincial allocation.
- Staffing changes include annualization of prior year additions and the addition of a Resource Consultant. Additional teacher hours and a part-time cook have been included to support the expansion initiative at Mount Forest Child Care and Learning Centre and Wellington Place effective August 1, 2026 and November 1, 2026, respectfully.

Staff Complement (Full time equivalents)	2025	2026
Child Care Services	35.7	37.3
Child Care Centres	63.9	67.1
Total	**99.6**	**104.4**
Current employee count: 143		

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 2026	Actual 2025	Actual 2024	Actual 2023
# of active contracted home child care providers provided through the County of Wellington's Home Child Care programme	60	50	44	34
# of participants accessing EarlyON centre programmes	7,798	6,949	8,143	5,854
# educators participating in professional learning	977	808	727	564
# of spaces available for child care fee subsidies	5,798	5,272	5,089	4,938
# of children in receipt of child care fee subsidies	668	710	715	812

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$48,989,023	$49,570,500	$67,178,619	$90,641,700	$98,974,500	$8,332,800	9.2%
Municipal Recoveries	$4,508,402	$4,895,800	$3,661,723	$3,698,800	$3,991,900	$293,100	7.9%
Licenses, Permits and Rents	$16,292	$16,300	$16,292	$16,300	$16,300	$ -	-
User Fees and Charges	$874,240	$856,000	$840,043	$889,800	$968,400	$78,600	8.8%
Other Revenue	$27,074	$55,000	$3,203	$55,000	$55,000	$ -	-
Internal Recoveries	$1,732,499	$1,237,400	$50,334	$ -	$ -	$ -	-
Total Revenue	**$56,147,530**	**$56,631,000**	**$71,750,214**	**$95,301,600**	**$104,006,100**	**$8,704,500**	**9.1%**
Expenditure							
Salaries, Wages and Benefits	$9,845,247	$9,953,100	$10,347,483	$10,570,300	$11,308,600	$738,300	7.0%
Supplies, Material and Equipment	$471,463	$582,900	$595,559	$602,700	$636,700	$34,000	5.6%
Purchased Services	$991,408	$998,100	$1,032,718	$1,058,800	$1,148,300	$89,500	8.5%
Social Assistance	$43,583,355	$44,343,600	$58,855,364	$82,494,800	$89,903,100	$7,408,300	9.0%
Insurance and Financial	$192,609	$206,700	$192,784	$247,100	$258,500	$11,400	4.6%
Minor Capital Expenses	$39,212	$41,500	$25,776	$27,000	$68,000	$41,000	151.9%
Internal Charges	$3,093,458	$2,603,800	$1,602,767	$1,565,700	$1,706,800	$141,100	9.0%
Total Expenditure	**$58,216,752**	**$58,729,700**	**$72,652,451**	**$96,566,400**	**$105,030,000**	**$8,463,600**	**8.8%**
Net Operating Cost / (Revenue)	**$2,069,222**	**$2,098,700**	**$902,237**	**$1,264,800**	**$1,023,900**	**($240,900)**	**(19.0%)**
Debt and Transfers							
Transfer from Reserve	$ -	$ -	($27,068)	$ -	$ -	$ -	-
Transfers to Reserve	$ -	$ -	$473,217	$179,200	$309,800	$130,600	72.9%
Total Debt and Transfers	**$ -**	**$ -**	**$446,149**	**$179,200**	**$309,800**	**$130,600**	**72.9%**
NET COST / (REVENUE)	**$2,069,222**	**$2,098,700**	**$1,348,386**	**$1,444,000**	**$1,333,700**	**($110,300)**	**(7.6%)**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$98,974,500	$94,614,700	$94,614,700	$94,614,700	$94,614,700
Municipal Recoveries	$3,991,900	$3,927,300	$3,998,400	$4,045,200	$3,969,000
Licenses, Permits and Rents	$16,300	$16,300	$16,300	$16,300	$16,300
User Fees and Charges	$968,400	$1,119,200	$1,119,200	$1,119,200	$1,119,200
Other Revenue	$55,000	$55,000	$55,000	$55,000	$55,000
Total Revenue	**$104,006,100**	**$99,732,500**	**$99,803,600**	**$99,850,400**	**$99,774,200**
EXPENDITURES					
Salaries, Wages and Benefits	$11,308,600	$12,390,500	$12,814,900	$13,229,200	$13,628,000
Supplies, Material and Equipment	$636,700	$719,700	$738,500	$757,500	$777,200
Purchased Services	$1,148,300	$1,191,500	$1,217,700	$1,244,600	$1,272,200
Social Assistance	$89,903,100	$84,689,700	$84,448,200	$84,173,400	$83,829,600
Insurance and Financial	$258,500	$283,400	$305,400	$316,300	$327,200
Minor Capital Expenses	$68,000	$92,000	$39,700	$33,000	$60,000
Internal Charges	$1,706,800	$1,781,400	$1,830,900	$1,881,200	$2,001,400
Total Expenditures	**$105,030,000**	**$101,148,200**	**$101,395,300**	**$101,635,200**	**$101,895,600**
Net Operating Cost / (Revenue)	**$1,023,900**	**$1,415,700**	**$1,591,700**	**$1,784,800**	**$2,121,400**
DEBT AND TRANSFERS					
Transfer to Reserves	$309,800				
Total Debt and Transfers	**$309,800**				
TAX LEVY REQUIREMENT	**$1,333,700**	**$1,415,700**	**$1,591,700**	**$1,784,800**	**$2,121,400**
yr/yr % change	(7.6%)	6.1%	12.4%	12.1%	18.9%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$94,614,700	$94,614,700	$94,614,700	$94,614,700	$94,614,700
Municipal Recoveries	$3,958,900	$3,942,000	$4,017,900	$4,270,300	$4,391,700
Licenses, Permits and Rents	$16,300	$16,300	$16,300	$16,300	$16,300
User Fees and Charges	$1,119,200	$1,119,200	$1,119,200	$1,119,200	$1,119,200
Other Revenue	$55,000	$55,000	$55,000	$55,000	$55,000
Total Revenue	**$99,764,100**	**$99,747,200**	**$99,823,100**	**$100,075,500**	**$100,196,900**
EXPENDITURES					
Salaries, Wages and Benefits	$14,036,100	$14,457,800	$14,890,200	$15,336,000	$15,795,400
Supplies, Material and Equipment	$797,400	$817,000	$837,000	$856,900	$878,200
Purchased Services	$1,300,300	$1,327,900	$1,356,600	$1,386,600	$1,420,500
Social Assistance	$83,530,300	$83,206,000	$83,013,300	$82,927,200	$82,838,400
Insurance and Financial	$351,700	$364,000	$376,500	$389,600	$402,100
Minor Capital Expenses	$16,000			$70,000	$16,000
Internal Charges	$2,031,000	$2,071,700	$2,115,400	$2,178,300	$2,245,600
Total Expenditures	**$102,062,800**	**$102,244,400**	**$102,589,000**	**$103,144,600**	**$103,596,200**
Net Operating Cost / (Revenue)	**$2,298,700**	**$2,497,200**	**$2,765,900**	**$3,069,100**	**$3,399,300**
TAX LEVY REQUIREMENT	**$2,298,700**	**$2,497,200**	**$2,765,900**	**$3,069,100**	**$3,399,300**
yr/yr % change	8.4%	8.6%	10.8%	11.0%	10.8%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Social Services						
Children's Early Years Division						
Mount Forest: Air Conditioning					$410,000	$410,000
Mount Forest: Exterior Door Rehab						
Mount Forest: Fire Alarm System Upgrade					$35,000	$35,000
Mount Forest: Flooring				$115,000		$115,000
Mount Forest: Parking Lot						
Mount Forest: Security System Upgrade						
Mount Forest: Site Lighting Upgrade						
Mount Forest: Water Heater Replacement					$30,000	$30,000
Mount Forest: Water Heater Replacement						
Willowdale: Common Area Flooring Rehab				$30,000		$30,000
Willowdale: Fire Alarm System Upgrade						
Willowdale: HVAC Air Conditioner Units						
Willowdale: Parking Lot Rehab						
Total Children's Early Years Division				$145,000	$475,000	$620,000
Total				**$145,000**	**$475,000**	**$620,000**
Sources of Financing						
Recoveries				$30,000		$30,000
Reserves				$115,000	$475,000	$590,000
Total Financing				**$145,000**	**$475,000**	**$620,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Social Services						
Children's Early Years Division						
Mount Forest: Air Conditioning						$410,000
Mount Forest: Exterior Door Rehab	$45,000					$45,000
Mount Forest: Fire Alarm System Upgrade						$35,000
Mount Forest: Flooring						$115,000
Mount Forest: Parking Lot	$185,000					$185,000
Mount Forest: Security System Upgrade					$40,000	$40,000
Mount Forest: Site Lighting Upgrade					$30,000	$30,000
Mount Forest: Water Heater Replacement						$30,000
Mount Forest: Water Heater Replacement					$95,000	$95,000
Willowdale: Common Area Flooring Rehab						$30,000
Willowdale: Fire Alarm System Upgrade				$40,000		$40,000
Willowdale: HVAC Air Conditioner Units				$350,000		$350,000
Willowdale: Parking Lot Rehab				$150,000		$150,000
Total Children's Early Years Division	$230,000			$540,000	$165,000	$1,555,000
Total	**$230,000**			**$540,000**	**$165,000**	**$1,555,000**
Sources of Financing						
Recoveries				$540,000		$570,000
Reserves	$230,000				$165,000	$985,000
Total Financing	**$230,000**			**$540,000**	**$165,000**	**$1,555,000**

Programme Overview

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

Programme Description

- Administration and management of 1,268 County-owned social housing units for low income tenants
- Administration and funding of 1,336 non-profit and co-operative housing units owned by 14 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 701 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.

2026 Budget Highlights

- Staff updates include: A Tenant Services Clerk, Housing Stability Coordinator and a Housing Stability Caseworker starting April 2026. A contract Capital Asset Supervisor will become permanent and a Capital Works Coordinator contract will end early 2026. A reallocation of staff time from Ontario Works to Housing to better reflect actual job duties.
- Increase to heating and plumbing supplies, electrical repairs, security, snow removal and utilities at our county-owned units to reflect actuals.
- In order to support existing rent supplement subsidies, plus an additional 20 households a month, $3.7M ($3.2M municipal impact) has been added to the 2026 budget.
- A total investment of $780,000 has been added to our winter response plan.
- Capital spending on County-owned social housing units totals $67.2 million over the ten-year forecast.

Staff Complement (Full time equivalents)	2025	2026
Social Housing	58.2	60.7
Total	**58.2**	**60.7**
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 2026	Actual 2025	Actual 2024	Actual 2023
Number of households that receive rent supports per year	1,292	1,325	781	708
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up	95%	95%	94%	95%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing	520	478	460	300
Number of households in affordable housing per year*	482	482	436	436
Number of people actively experiencing chronic homelessness**	273	219	202	147
Number of households in service level rent geared to income units	2,582	2,581	2,575	2,495

* 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

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$12,438,517	$11,325,300	$12,817,530	$9,541,800	$9,815,700	$273,900	2.9%
Municipal Recoveries	$19,969,714	$20,007,500	$23,542,086	$25,236,200	$30,370,500	$5,134,300	20.3%
Licenses, Permits and Rents	$6,351,345	$5,900,000	$7,107,918	$6,845,800	$7,148,600	$302,800	4.4%
User Fees and Charges	$37,322	$18,200	$44,274	$18,200	$18,200	$ -	-
Other Revenue	$831,145	$369,500	$430,756	$349,200	$233,600	($115,600)	(33.1%)
Internal Recoveries	$167,588	$141,700	$148,744	$149,500	$155,800	$6,300	4.2%
Total Revenue	**$39,795,631**	**$37,762,200**	**$44,091,308**	**$42,140,700**	**$47,742,400**	**$5,601,700**	**13.3%**
Expenditure							
Salaries, Wages and Benefits	$5,846,160	$6,324,400	$6,569,043	$6,775,400	$7,211,600	$436,200	6.4%
Supplies, Material and Equipment	$1,120,577	$627,000	$1,060,371	$722,700	$1,012,400	$289,700	40.1%
Purchased Services	$8,563,699	$7,582,300	$10,284,924	$9,477,200	$10,438,300	$961,100	10.1%
Social Assistance	$26,291,376	$25,909,200	$29,348,412	$27,906,000	$33,449,400	$5,543,400	19.9%
Transfer Payments	$117,854	$117,900	$ -	$ -	$ -	$ -	-
Insurance and Financial	$693,523	$514,800	$762,243	$667,700	$742,500	$74,800	11.2%
Internal Charges	$1,036,606	$1,004,500	$1,103,246	$1,099,400	$1,178,400	$79,000	7.2%
Total Expenditure	**$43,669,795**	**$42,080,100**	**$49,128,239**	**$46,648,400**	**$54,032,600**	**$7,384,200**	**15.8%**
Net Operating Cost / (Revenue)	**$3,874,164**	**$4,317,900**	**$5,036,931**	**$4,507,700**	**$6,290,200**	**$1,782,500**	**39.5%**
Debt and Transfers							
Transfer from Reserve	($17,009)	($51,200)	($103,832)	($37,500)	($6,800)	$30,700	(81.9%)
Transfers to Reserve	$1,375,858	$1,100,000	$1,500,000	$1,500,000	$1,500,000	$ -	-
Total Debt and Transfers	**$1,358,849**	**$1,048,800**	**$1,396,168**	**$1,462,500**	**$1,493,200**	**$30,700**	**2.1%**
NET COST / (REVENUE)	**$5,233,013**	**$5,366,700**	**$6,433,099**	**$5,970,200**	**$7,783,400**	**$1,813,200**	**30.4%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$9,815,700	$9,451,300	$6,962,300	$6,390,600	$5,550,700
Municipal Recoveries	$30,370,500	$33,784,100	$37,424,800	$39,325,700	$41,289,700
Licenses, Permits and Rents	$7,148,600	$7,220,100	$7,292,100	$7,365,300	$7,438,900
User Fees and Charges	$18,200	$18,200	$18,200	$18,200	$18,200
Other Revenue	$233,600	$237,700	$241,800	$246,100	$250,400
Internal Recoveries	$155,800	$160,300	$164,800	$169,400	$174,200
Total Revenue	**$47,742,400**	**$50,871,700**	**$52,104,000**	**$53,515,300**	**$54,722,100**
EXPENDITURES					
Salaries, Wages and Benefits	$7,211,600	$7,429,800	$7,609,700	$7,833,300	$8,072,100
Supplies, Material and Equipment	$1,012,400	$1,032,400	$1,062,000	$1,092,500	$1,123,000
Purchased Services	$10,438,300	$10,827,200	$10,975,000	$11,270,100	$11,677,200
Social Assistance	$33,449,400	$36,635,800	$38,009,100	$39,135,300	$39,877,400
Insurance and Financial	$742,500	$775,900	$814,900	$851,400	$888,700
Internal Charges	$1,178,400	$1,194,500	$1,226,000	$1,254,100	$1,302,500
Total Expenditures	**$54,032,600**	**$57,895,600**	**$59,696,700**	**$61,436,700**	**$62,940,900**
Net Operating Cost / (Revenue)	**$6,290,200**	**$7,023,900**	**$7,592,700**	**$7,921,400**	**$8,218,800**
DEBT AND TRANSFERS					
Transfer from Reserves	($6,800)				
Transfer to Reserves	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Total Debt and Transfers	**$1,493,200**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**
TAX LEVY REQUIREMENT	**$7,783,400**	**$8,523,900**	**$9,092,700**	**$9,421,400**	**$9,718,800**
yr/yr % change	30.4%	9.5%	6.7%	3.6%	3.2%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$5,444,100	$5,444,400	$5,444,800	$5,445,200	$5,445,600
Municipal Recoveries	$42,463,000	$43,679,600	$44,944,900	$46,205,600	$47,602,900
Licenses, Permits and Rents	$7,513,300	$7,588,700	$7,664,700	$7,741,200	$7,818,700
User Fees and Charges	$18,200	$18,200	$18,200	$18,200	$18,200
Other Revenue	$254,900	$259,600	$264,400	$269,300	$274,400
Internal Recoveries	$179,100	$184,100	$189,300	$194,600	$200,100
Total Revenue	**$55,872,600**	**$57,174,600**	**$58,526,300**	**$59,874,100**	**$61,359,900**
EXPENDITURES					
Salaries, Wages and Benefits	$8,312,500	$8,560,300	$8,815,300	$9,077,800	$9,346,800
Supplies, Material and Equipment	$1,154,600	$1,186,800	$1,220,500	$1,253,400	$1,287,200
Purchased Services	$11,956,500	$12,262,500	$12,652,700	$12,970,600	$13,354,600
Social Assistance	$40,640,300	$41,425,100	$42,339,300	$43,287,800	$44,212,200
Insurance and Financial	$935,500	$976,200	$1,019,300	$1,063,800	$1,111,200
Internal Charges	$1,333,200	$1,395,700	$1,410,700	$1,453,300	$1,501,800
Total Expenditures	**$64,332,600**	**$65,806,600**	**$67,457,800**	**$69,106,700**	**$70,813,800**
Net Operating Cost / (Revenue)	**$8,460,000**	**$8,632,000**	**$8,931,500**	**$9,232,600**	**$9,453,900**
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	**$9,960,000**	**$10,132,000**	**$10,431,500**	**$10,732,600**	**$10,953,900**
yr/yr % change	2.5%	1.7%	3.0%	2.9%	2.1%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Social Services						
Social Housing						
County Owned Housing Units	$6,612,000	$5,982,000	$6,259,000	$6,243,000	$6,087,000	$31,183,000
138 Wyndham: Elevator Modernization						
138 Wyndham: Exterior Door Replacement					$30,000	$30,000
138 Wyndham: HVAC: Water Distribution						
138 Wyndham: Rehab Emergency Power System		$80,000				80,000
138 Wyndham: Replace Heat Exchanger		$60,000				$60,000
138 Wyndham: Roof Top AC	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
138 Wyndham: Roofing						
138 Wyndham: Security System Upgrade						
Housing Sites IT Replacements		$75,000	$75,000	$75,000	$75,000	300,000
Housing WiFi Replacements	$41,000					$41,000
COCHI Community Housing Init	$2,669,100					$2,669,100
OPHI Ont Priorities Housing In	$968,800	$780,000	$292,800			$2,041,600
Total Social Housing	$10,315,900	$7,002,000	$6,651,800	$6,343,000	$6,217,000	$36,529,700
Total	**$10,315,900**	**$7,002,000**	**$6,651,800**	**$6,343,000**	**$6,217,000**	**$36,529,700**
Sources of Financing						
Recoveries	$5,012,000	$4,668,000	$4,775,000	$4,759,000	$4,668,000	$23,882,000
Subsidies	$3,637,900	$780,000	$292,800			$4,710,700
Reserves	$1,666,000	$1,554,000	$1,584,000	$1,584,000	$1,549,000	$7,937,000
Total Financing	**$10,315,900**	**$7,002,000**	**$6,651,800**	**$6,343,000**	**$6,217,000**	**$36,529,700**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Social Services						
Social Housing						
County Owned Housing Units	$5,682,000	$6,008,000	$5,504,000	$6,332,000	$6,081,000	$60,790,000
138 Wyndham: Elevator Modernization		240,000				$240,000
138 Wyndham: Exterior Door Replacement						$30,000
138 Wyndham: HVAC: Water Distribution		65,000				$65,000
138 Wyndham: Rehab Emergency Power System	$0					$80,000
138 Wyndham: Replace Heat Exchanger	$0	$0	$0			$60,000
138 Wyndham: Roof Top AC	25,000	25,000	25,000	25,000	25,000	$250,000
138 Wyndham: Roofing	310,000	$0				$310,000
138 Wyndham: Security System Upgrade		$60,000				$60,000
Housing Sites IT Replacements	94,000	$39,000	114,000			$547,000
Housing WiFi Replacements	51,000					$92,000
COCHI Community Housing Init	$0					$2,669,100
OPHI Ont Priorities Housing In	$0	$0	$0	$0	$0	$2,041,600
Total Social Housing	$6,162,000	$6,437,000	$5,643,000	$6,357,000	$6,106,000	$67,234,700
Total	**$6,162,000**	**$6,437,000**	**$5,643,000**	**$6,357,000**	**$6,106,000**	**$67,234,700**
Sources of Financing						
Recoveries	$4,626,000	$4,830,000	$4,236,000	$4,770,000	$4,583,000	$46,927,000
Subsidies						$4,710,700
Reserves	$1,536,000	$1,607,000	$1,407,000	$1,587,000	$1,523,000	$15,597,000
Total Financing	**$6,162,000**	**$6,437,000**	**$5,643,000**	**$6,357,000**	**$6,106,000**	**$67,234,700**

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
County Owned Units					
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno	$200,000	$200,000	$200,000	$200,000	$200,000
Vancouver/Edmonton Site Improvements					$425,000
Total Vancouver/Edmonton - 23 Houses	$200,000	$200,000	$200,000	$200,000	$200,000
Mohawk/Delaware - 50 Houses					
Mohawk Delaware Site Improvements				$660,000	
Mohawk/Delaware Furnace Replacement					
Total Mohawk/Delaware - 50 Houses				$660,000	
263 Speedvale - 62 Apartments					
263 Speedvale Ave Electric Heat Conversion					
263 Speedvale Roof (west) Replacement					
Total 263 Speedvale - 62 Apartments					
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Site Dev Ph	$198,000				
Algonquin/Ferndale Furnace Replacement					
Total Algonquin/Ferndale - 47 Houses	$198,000				
Applewood/Sunset -47 Townhomes					
12 Sunset Parking Lot Paving	$60,000				
Applewood/Sunset Furnace Replacement					
4 Applewood Parking Lot Paving					
Total Applewood/Sunset -47 Townhomes	$60,000				
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot	$380,000				
576 Woolwich Solar Panels		$607,000			
576 Woolwich Mechanical Room Relocation	$60,000				
576 Woolwich Rooftop Solar Array			$650,000		
576 Woolwich Roof Replacement	$1,650,000				
Total 576 Woolwich - 100 Apartments	$2,090,000	$607,000	$650,000		
232 Delhi/33 Marlborough - 109 Apartments					
232 Delhi Roofing Replacement		$924,000			
33 Marlborough HVAC Upgrades	$540,000				
232 Delhi Accessible Entrance Conversion	$85,000				
232 Delhi HVAC Upgrades	$560,000				
Total 232 Delhi/33 Marlborough - 109 Apartments	$1,185,000	$924,000			
Willow/Dawson - 85 Townhomes					
Willow/Dawson Deep Energy Retrofit					$1,158,000
Willow/Dawson Furnace Replacements					
Total Willow/Dawson - 85 Townhomes					$1,158,000
229 Dublin - 74 Apartments					
229 Dublin Carport Ceiling Rep	$220,000				
229 Dublin Windows, Doors and Siding Replacement			$674,000		
229 Dublin Site Improvements	$50,000				
229 Dublin Rooftop Solar Array			$395,000		

Social Housing Major Capital Project Details

Project Description	2031	2032	2033	2034	2035
County Owned Units					
Vancouver/Edmonton - 23 Houses					
Vancouver / Edmonton Full Reno	$200,000				
Vancouver/Edmonton Site Improvements					
Total Vancouver/Edmonton - 23 Houses	$200,000				
Mohawk/Delaware - 50 Houses					
Mohawk Delaware Site Improvements					
Mohawk/Delaware Furnace Replacement	$350,000	$350,000			
Total Mohawk/Delaware - 50 Houses	$350,000	$350,000			
263 Speedvale - 62 Apartments					
263 Speedvale Ave Electric Heat Conversion	$744,000				
263 Speedvale Roof (west) Replacement				$880,000	
Total 263 Speedvale - 62 Apartments	$744,000			$880,000	
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Site Dev Ph					
Algonquin/Ferndale Furnace Replacement					$660,000
Total Algonquin/Ferndale - 47 Houses					$660,000
Applewood/Sunset -47 Townhomes					
12 Sunset Parking Lot Paving					
Applewood/Sunset Furnace Replacement			$330,000	$330,000	
4 Applewood Parking Lot Paving				$256,000	
Total Applewood/Sunset -47 Townhomes			$330,000	$586,000	
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot					
576 Woolwich Solar Panels					
576 Woolwich Mechanical Room Relocation					
576 Woolwich Rooftop Solar Array					
576 Woolwich Roof Replacement					
Total 576 Woolwich - 100 Apartments					
232 Delhi/33 Marlborough - 109 Apartments					
232 Delhi Roofing Replacement					
33 Marlborough HVAC Upgrades					
232 Delhi Accessible Entrance Conversion					
232 Delhi HVAC Upgrades					
Total 232 Delhi/33 Marlborough - 109 Apartments					
Willow/Dawson - 85 Townhomes					
Willow/Dawson Deep Energy Retrofit	$1,097,000	$1,290,000	$817,000		
Willow/Dawson Furnace Replacements					$1,190,000
Total Willow/Dawson - 85 Townhomes	$1,097,000	$1,290,000	$817,000		$1,190,000
229 Dublin - 74 Apartments					
229 Dublin Carport Ceiling Rep					
229 Dublin Windows, Doors and Siding Replacement					
229 Dublin Site Improvements					
229 Dublin Rooftop Solar Array					

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
County Owned Units					
229 Dublin - 74 Apartments					
229 Dublin Flat Roof Sectional Replacement	$65,000				
229 Dublin Balcony Replacement					
229 Dublin Parking Lot Repaving					$103,000
229 Dublin EIFS Rehab			$699,000		
Total 229 Dublin - 74 Apartments	$335,000		$1,768,000		$103,000
387 Waterloo - 72 Apartments					
387 Waterloo Perimeter Fence Improvements	$40,000				
387 Waterloo Rooftop Solar Array		$500,000			
387 Waterloo Electric Heat Conversion					
387 Waterloo Parking Lot					$313,000
387 Waterloo Common Space Flooring					
Total 387 Waterloo - 72 Apartments	$40,000	$500,000			$313,000
Hadati/Mountford - 11 Houses					
Scattered Hadati Furnace Replacements					
Total Hadati/Mountford - 11 Houses					
130 Grange - 72 Apartments					
130 Grange MUA Replacement					
130 Grange Flat Roof Replace					
Total 130 Grange - 72 Apartments					
411 Waterloo - 41 Apartments					
411 Waterloo Electric Heat Conversion					
411 Waterloo Elevator Modernization		$12,000	$198,000		
411 Waterloo Common Space Flooring					$82,000
Total 411 Waterloo - 41 Apartments		$12,000	$198,000		$82,000
32 Hadati - 89 Apartments					
32 Hadati Rear Entrance Canopy Replacement	$75,000				
32 Hadati Electric Heat Conversion					
32 Hadati Elevator Modernization			$198,000		
32 Hadati Retaining Wall				$928,000	
32 Hadati Windows, Doors and Siding Replacement					$866,000
32 Hadati Balcony Replacements					
Total 32 Hadati - 89 Apartments	$75,000		$198,000	$928,000	$866,000
Edward St. Arthur - 14 Apartments					
110 Edward Site Improvements	$27,000				
110 Edward St Electric Heat Conversion				$168,000	
110 Edward St Retaining Wall					
110 Edward Roofing Replacement			$629,000		
110 Edward Corridor and Electrical Improvements		$126,000			
Total Edward St. Arthur - 14 Apartments	$27,000	$126,000	$629,000	$168,000	
Frederick St Arthur - 10 Apartments					
133 Frederick Corridor and Electrical Improvemen		$136,000			
133 Frederick St Electric Heat Conversion				$120,000	

Social Housing Major Capital Project Details

Project Description	2031	2032	2033	2034	2035
County Owned Units					
229 Dublin - 74 Apartments					
229 Dublin Flat Roof Sectional Replacement					
229 Dublin Balcony Replacement					$419,000
229 Dublin Parking Lot Repaving					
229 Dublin EIFS Rehab					
Total 229 Dublin - 74 Apartments					$419,000
387 Waterloo - 72 Apartments					
387 Waterloo Perimeter Fence Improvements					
387 Waterloo Rooftop Solar Array					
387 Waterloo Electric Heat Conversion					$1,008,000
387 Waterloo Parking Lot					
387 Waterloo Common Space Flooring	$129,000				
Total 387 Waterloo - 72 Apartments	$129,000				$1,008,000
Hadati/Mountford - 11 Houses					
Scattered Hadati Furnace Replacements					$440,000
Total Hadati/Mountford - 11 Houses					$440,000
130 Grange - 72 Apartments					
130 Grange MUA Replacement		$21,000	$323,000		
130 Grange Flat Roof Replace		$105,000	$1,744,000		
Total 130 Grange - 72 Apartments		$126,000	$2,067,000		
411 Waterloo - 41 Apartments					
411 Waterloo Electric Heat Conversion					$574,000
411 Waterloo Elevator Modernization					
411 Waterloo Common Space Flooring					
Total 411 Waterloo - 41 Apartments					$574,000
32 Hadati - 89 Apartments					
32 Hadati Rear Entrance Canopy Replacement					
32 Hadati Electric Heat Conversion		$1,207,000			
32 Hadati Elevator Modernization					
32 Hadati Retaining Wall					
32 Hadati Windows, Doors and Siding Replacement					
32 Hadati Balcony Replacements	$423,000				
Total 32 Hadati - 89 Apartments	$423,000	$1,207,000			
Edward St. Arthur - 14 Apartments					
110 Edward Site Improvements					
110 Edward St Electric Heat Conversion					
110 Edward St Retaining Wall					$110,000
110 Edward Roofing Replacement					
110 Edward Corridor and Electrical Improvements					
Total Edward St. Arthur - 14 Apartments					$110,000
Frederick St Arthur - 10 Apartments					
133 Frederick Corridor and Electrical Improvements					
133 Frederick St Electric Heat Conversion					

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
County Owned Units					
Frederick St Arthur - 10 Apartments					
133 Frederick Metal Roof install				$413,000	
Total Frederick St Arthur - 10 Apartments		$136,000		$533,000	
221 Mary St. Elora - 20 Apartments					
221 Mary Corridor and Electrical Improvements		$151,000			
221 Mary St Electric Heat Conversion				$240,000	
221 Mary Roofing Replacement				$687,000	
221 Mary Elevator Mod				$13,000	$220,000
221 Mary Wood Balcony Rebuild					
Total 221 Mary St. Elora - 20 Apartments		$151,000		$940,000	$220,000
22 Church St. Erin - 11 Apartments					
22 Church Metal Roof Install			$198,000		
Total 22 Church St. Erin - 11 Apartments			$198,000		
14 Centre St. Erin - 16 Apartments					
14 Centre Metal Roof Install		$324,000			
14 Centre Solar Panels		$121,000			
14 Centre St Electric Heat Conversion				$192,000	
14 Centre St Elevator Modernization					
14 Centre Elevator Modernization		$12,000	$198,000		
221 Mary MUA Replacement					
Total 14 Centre St. Erin - 16 Apartments		$457,000	$198,000	$192,000	
Edinburgh Ave. Fergus - 18 Townhomes					
Edinburgh Ave Furnace Replacement			$216,000		
Edinburgh Furnace Replacements					
Edinburgh Roof Replacement					
Total Edinburgh Ave. Fergus - 18 Townhomes			$216,000		
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Fire Panel Replacement	$45,000				
450 Ferrier Electric Heat Conversion		$492,000			
450 Ferrier Common Space Flooring				$71,000	
450 Ferrier Balcony Replacement					$210,000
450 Ferrier Flat Roof Replacement					
450 Ferrier Windows, Doors and Siding Replacement					
Total 450 Ferrier Ct. Fergus - 41 Apartments	$45,000	$492,000		$71,000	$210,000
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Site Improvements	$75,000				
500 Ferrier Electric Heat Conversion		$336,000			
500 Ferrier Elevator Modernization		$12,000	$198,000		
500 Ferrier Balcony Replacement					$190,000
500 Ferrier Flat Roof Replacement					
Total 500 Ferrier Ct. Fergus - 41 Apartments	$75,000	$348,000	$198,000		$190,000

Social Housing Major Capital Project Details

Project Description	2031	2032	2033	2034	2035
County Owned Units					
Frederick St Arthur - 10 Apartments					
133 Frederick Metal Roof install					
Total Frederick St Arthur - 10 Apartments					
221 Mary St. Elora - 20 Apartments					
221 Mary Corridor and Electrical Improvements					
221 Mary St Electric Heat Conversion					
221 Mary Roofing Replacement					
221 Mary Elevator Mod					
221 Mary Wood Balcony Rebuild		$249,000			
Total 221 Mary St. Elora - 20 Apartments		$249,000			
22 Church St. Erin - 11 Apartments					
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 Solar Panels					
14 Centre St Electric Heat Conversion					
14 Centre St Elevator Modernization					$195,000
14 Centre Elevator Modernization					
221 Mary MUA Replacement	$139,000				
Total 14 Centre St. Erin - 16 Apartments	$139,000				$195,000
Edinburgh Ave. Fergus - 18 Townhomes					
Edinburgh Ave Furnace Replacement					
Edinburgh Furnace Replacements		$252,000			
Edinburgh Roof Replacement		$31,000	$520,000		
Total Edinburgh Ave. Fergus - 18 Townhomes		$283,000	$520,000		
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Fire Panel Replacement					
450 Ferrier Electric Heat Conversion					
450 Ferrier Common Space Flooring					
450 Ferrier Balcony Replacement					
450 Ferrier Flat Roof Replacement					
450 Ferrier Windows, Doors and Siding Replacement					
Total 450 Ferrier Ct. Fergus - 41 Apartments				$1,678,000	
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Site Improvements					
500 Ferrier Electric Heat Conversion					
500 Ferrier Elevator Modernization					
500 Ferrier Balcony Replacement					
500 Ferrier Flat Roof Replacement				$884,000	
Total 500 Ferrier Ct. Fergus - 41 Apartments				$884,000	

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
County Owned Units					
Elizabeth St. Harriston - 12 Apartments					
38 Elizabeth St Electric Heat Conversion			$144,000		
38 Elizabeth Metal Roof				$24,000	$405,000
Total Elizabeth St. Harriston - 12 Apartments			$144,000	$24,000	$405,000
56 Mill St. Harriston - 15 Apartments					
56 Mill St Electric Heat Conversion			$180,000		
Total 56 Mill St. Harriston - 15 Apartments			$180,000		
51 John St. Harriston - 16 Apartments					
51 John MUA Replacement					
51 John St Electric Heat Conversion			$192,000		
51 John Elevator modernization					
51 John Site Improvements					
Total 51 John St. Harriston - 16 Apartments			$192,000		
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernizat	$176,000				
450 Albert St Electric Heat Conversion		$372,000			
450 Albert Common Space Flooring				$71,000	
450 Albert Window Replacement		$337,000			
Total 450 Albert St. Mt. Forest - 31 Apartments	$176,000	$709,000		$71,000	
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Roof Replacement				$56,000	
Total 235 Egremont St. Mt. Forest -11 Apartments				$56,000	
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Solar Panels					
212 Whites Metal Roof Install					$46,000
212 Whites MUA Replacement		$80,000			
212 Whites Rd Electric Heat Conversion					
212 Whites Elevator Modernizat	$176,000				
212 Whites Balcony/Railing Replacement					
212 Whites MUA replacement					
212 Whites Parking Lot Paving					
Total 212 Whites Rd. Palmerston -32 Apartments	$176,000	$80,000			$46,000
Derby St. Palmerston - 12 Apartments					
360 Derby St Electric Heat Conversion					
Derby 4Plex Electric Heat Conversion					
Derby/Prospect Furnace Replacements					
360 Derby Metal Roof Install					
Total Derby St. Palmerston - 12 Apartments					
301 Tucker St. Arthur - 25 Townhomes					
301 Tucker: Exterior Patios	$80,000				
301 Tucker Unit HVAC Replacements	$300,000				
Total 301 Tucker St. Arthur - 25 Townhomes	$380,000				

Social Housing Major Capital Project Details

Project Description	2031	2032	2033	2034	2035
County Owned Units					
Elizabeth St. Harriston - 12 Apartments					
38 Elizabeth St Electric Heat Conversion					
38 Elizabeth Metal Roof					
Total Elizabeth St. Harriston - 12 Apartments					
56 Mill St. Harriston - 15 Apartments					
56 Mill St Electric Heat Conversion					
Total 56 Mill St. Harriston - 15 Apartments					
51 John St. Harriston - 16 Apartments					
51 John MUA Replacement				$163,000	
51 John St Electric Heat Conversion					
51 John Elevator modernization	$15,000	$244,000			
51 John Site Improvements			$21,000	$157,000	
Total 51 John St. Harriston - 16 Apartments	$15,000	$244,000	$21,000	$320,000	
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernizat					
450 Albert St Electric Heat Conversion					
450 Albert Common Space Flooring					
450 Albert Window Replacement					
Total 450 Albert St. Mt. Forest - 31 Apartments					
235 Egremont St. Mt. Forest -11 Apartments					
235 Egremont Roof Replacement					
Total 235 Egremont St. Mt. Forest -11 Apartments					
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Solar Panels		$211,000			
212 Whites Metal Roof Install	$778,000				
212 Whites MUA Replacement					
212 Whites Rd Electric Heat Conversion	$416,000				
212 Whites Elevator Modernizat					
212 Whites Balcony/Railing Replacement				$197,000	
212 Whites MUA replacement				$163,000	
212 Whites Parking Lot Paving				$151,000	
Total 212 Whites Rd. Palmerston -32 Apartments	$1,194,000	$211,000		$511,000	
Derby St. Palmerston - 12 Apartments					
360 Derby St Electric Heat Conversion			$384,000		
Derby 4Plex Electric Heat Conversion				$48,000	
Derby/Prospect Furnace Replacements		$220,000			
360 Derby Metal Roof Install	$36,000	$523,000			
Total Derby St. Palmerston - 12 Apartments	$36,000	$743,000	$384,000	$48,000	
301 Tucker St. Arthur - 25 Townhomes					
301 Tucker: Exterior Patios					
301 Tucker Unit HVAC Replacements					
Total 301 Tucker St. Arthur - 25 Townhomes					

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
County Owned Units					
440 King St. Mt. Forest - 39 Townhomes					
440 King Furnace Replacements	$120,000	$120,000	$120,000	$120,000	
Total 440 King St. Mt. Forest - 39 Townhomes	$120,000	$120,000	$120,000	$120,000	
11 Caroline St Mapleton - 15 Apartments					
11 Caroline Corridor Improvements	$100,000				
11 Caroline Switchgear Replacement		$55,000			
11 Caroline Site Improvements			$25,000		
11 Caroline MUA Replacement	$50,000				
11 Caroline Electric Heat Conversion				$180,000	
Total 11 Caroline St Mapleton - 15 Apartments	$150,000	$55,000	$25,000	$180,000	
Social Housing Various Locations					
Appliance Replacements	$115,000	$120,000	$125,000	$130,000	$140,000
Electrical Switchgear Replacem				$120,000	$424,000
Exterior Common Door Replacements	$50,000	$50,000	$50,000	$50,000	$50,000
Exterior Tenant Fence Resurfacing				$385,000	
Housing Building Retrofit	$215,000	$220,000	$230,000	$235,000	$240,000
Mechanical Room Upgrades	$60,000	$60,000	$60,000	$60,000	$60,000
Various Bathroom Replacements	$205,000	$220,000	$240,000	$260,000	$280,000
Various Kitchen Replacements	$350,000	$370,000	$390,000	$410,000	$430,000
Various Lounge Furniture Replacements				$400,000	$220,000
Various Water Heater Replacements	$260,000	$25,000	$25,000	$25,000	$25,000
Water Conditioning Replacements	$25,000		$25,000	$25,000	
Total Social Housing Various Locations	$1,280,000	$1,065,000	$1,145,000	$2,100,000	$1,869,000
Total County Owned Units	$6,612,000	$5,982,000	$6,259,000	$6,243,000	$6,087,000

Social Housing Major Capital Project Details

Project Description	2031	2032	2033	2034	2035
County Owned Units					
440 King St. Mt. Forest - 39 Townhomes					
440 King Furnace Replacements					
Total 440 King St. Mt. Forest - 39 Townhomes					
11 Caroline St Mapleton - 15 Apartments					
11 Caroline Corridor Improvements					
11 Caroline Switchgear Replacement					
11 Caroline Site Improvements					
11 Caroline MUA Replacement					
11 Caroline Electric Heat Conversion					
Total 11 Caroline St Mapleton - 15 Apartments					
Social Housing Various Locations					
Appliance Replacements	$150,000	$160,000	$170,000	$180,000	$190,000
Electrical Switchgear Replacem					
Exterior Common Door Replacements	$50,000				
Exterior Tenant Fence Resurfacing					
Housing Building Retrofit	$250,000	$260,000	$270,000	$280,000	$290,000
Mechanical Room Upgrades	$60,000	$60,000	$60,000	$60,000	$60,000
Various Bathroom Replacements	$310,000	$330,000	$350,000	$370,000	$390,000
Various Kitchen Replacements	$450,000	$470,000	$490,000	$510,000	$530,000
Various Lounge Furniture Replacements	$60,000				
Various Water Heater Replacements	$25,000	$25,000	$25,000	$25,000	$25,000
Water Conditioning Replacements					
Total Social Housing Various Locations	$1,355,000	$1,305,000	$1,365,000	$1,425,000	$1,485,000
Total County Owned Units	$5,682,000	$6,008,000	$5,504,000	$6,332,000	$6,081,000

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

2026 Budget Highlights

Operating Budget:

- Budget adjustments have been made to rent revenue and expenditure lines to reflect actual spending in 2025.

Capital Budget:

- Facility improvements for County-owned affordable housing total $2.2 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)	2025	2026
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 2026	Actual 2025	Actual 2024	Actual 2023
Number of affordable households that receive rent supports per year.*	30	30	35*	30*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	28	0	0
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.**	131	131	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

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Prelim. Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$174,014	$174,000	$152,929	$172,500	$170,600	($1,900)	(1.1%)
Licenses, Permits and Rents	$1,345,413	$1,330,000	$1,375,923	$1,362,800	$1,368,900	$6,100	0.4%
User Fees and Charges	$24,493	$23,000	$25,634	$23,000	$23,000	$ -	-
Total Revenue	**$1,543,920**	**$1,527,000**	**$1,554,486**	**$1,558,300**	**$1,562,500**	**$4,200**	**0.3%**
Expenditure							
Salaries, Wages and Benefits	$80,580	$123,400	$87,110	$130,600	$132,200	$1,600	1.2%
Supplies, Material and	$162,674	$118,700	$175,763	$142,700	$189,300	$46,600	32.7%
Equipment Purchased Services	$728,870	$779,300	$821,177	$808,300	$859,100	$50,800	6.3%
Insurance and Financial	$48,248	$58,500	$81,206	$75,500	$69,400	($6,100)	(8.1%)
Internal Charges	$118,900	$118,900	$132,600	$132,600	$142,000	$9,400	7.1%
Total Expenditure	**$1,139,272**	**$1,198,800**	**$1,297,856**	**$1,289,700**	**$1,392,000**	**$102,300**	**7.9%**
Net Operating Cost / (Revenue)	**($404,648)**	**($328,200)**	**($256,630)**	**($268,600)**	**($170,500)**	**$98,100**	**(36.5%)**
Transfers							
Debt Charges	$173,550	$174,000	$171,995	$172,500	$170,600	($1,900)	(1.1%)
Transfers to Reserve	$1,634,784	$1,554,900	$1,518,696	$1,516,700	$1,459,800	($56,900)	(3.8%)
Total Transfers	**$1,808,334**	**$1,728,900**	**$1,690,691**	**$1,689,200**	**$1,630,400**	**($58,800)**	**(3.5%)**
NET COST / (REVENUE)	**$1,403,686**	**$1,400,700**	**$1,434,061**	**$1,420,600**	**$1,459,900**	**$39,300**	**2.8%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$170,600	$168,400	$170,800	$167,700	$164,300
Licenses, Permits and Rents	$1,368,900	$1,396,600	$1,424,800	$1,453,600	$1,482,900
User Fees and Charges	$23,000	$23,000	$23,000	$23,000	$23,000
Total Revenue	**$ 1,562,500**	**$ 1,588,000**	**$ 1,618,600**	**$ 1,644,300**	**$ 1,670,200**
EXPENDITURES					
Salaries, Wages and Benefits	$132,200	$137,200	$141,600	$145,800	$149,800
Supplies, Material and Equipment	$189,300	$194,000	$198,000	$201,700	$205,500
Purchased Services	$859,100	$897,500	$947,500	$963,400	$957,000
Insurance and Financial	$69,400	$73,100	$76,700	$80,900	$85,100
Internal Charges	$142,000	$146,300	$150,700	$155,200	$159,900
Total Expenditures	**$1,392,000**	**$1,448,100**	**$1,514,500**	**$1,547,000**	**$1,557,300**
Net Operating Cost / (Revenue)	**($170,500)**	**($139,900)**	**($104,100)**	**($97,300)**	**($112,900)**
DEBT AND TRANSFERS					
Debt Charges	$170,600	$168,400	$170,700	$167,600	$164,200
Transfer to Reserves	$1,459,800	$1,456,400	$1,425,800	$1,450,500	$1,447,000
Total Debt and Transfers	**$1,630,400**	**$1,624,800**	**$1,596,500**	**$1,618,100**	**$1,611,200**
TAX LEVY REQUIREMENT	**$1,459,900**	**$1,484,900**	**$1,492,400**	**$1,520,800**	**$1,498,300**
yr/yr % change	2.8%	1.7%	0.5%	1.9%	(1.5%)

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Licenses, Permits and Rents	$1,512,900	$1,543,400	$1,574,700	$1,606,600	$1,629,100
User Fees and Charges	$23,000	$23,000	$23,000	$23,000	$23,000
Total Revenue	**$ 1,535,900**	**$ 1,566,400**	**$ 1,597,700**	**$ 1,629,600**	**$ 1,652,100**
EXPENDITURES					
Salaries, Wages and Benefits	$153,800	$158,800	$163,200	$168,200	$173,400
Supplies, Material and Equipment	$209,500	$213,500	$217,600	$222,100	$227,400
Purchased Services	$1,002,500	$1,046,900	$1,055,800	$1,104,800	$1,081,100
Insurance and Financial	$89,500	$93,900	$98,600	$103,600	$108,800
Internal Charges	$164,700	$169,600	$174,700	$179,900	$185,300
Total Expenditures	**$1,620,000**	**$1,682,700**	**$1,709,900**	**$1,778,600**	**$1,776,000**
Net Operating Cost / (Revenue)	**$84,100**	**$116,300**	**$112,200**	**$149,000**	**$123,900**
DEBT AND TRANSFERS					
Transfer to Reserves	$1,443,100	$1,403,000	$1,434,900	$1,433,300	$1,431,100
Total Debt and Transfers	**$1,443,100**	**$1,403,000**	**$1,434,900**	**$1,433,300**	**$1,431,100**
TAX LEVY REQUIREMENT	**$1,527,200**	**$1,519,300**	**$1,547,100**	**$1,582,300**	**$1,555,000**
yr/yr % change	1.9%	(0.5%)	1.8%	2.3%	(1.7%)

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Social Services						
Affordable Housing						
165 Gordon St Parking Lot Resurfacing			$315,000			$315,000
165 Gordon Water Heater Replac	$90,000	$90,000	$95,000			$275,000
182 George Commercial HVAC Rep	$25,000					$25,000
182 George Patio Waterproofing	$65,000					$65,000
182 George Roof Replacement						
182 George Window and Door Replacement						
Affordable Housing Retrofits	$95,000	$50,000	$55,000	$110,000	$60,000	$370,000
Provision for New County Afd Housing Units		$6,000,000			$6,000,000	$12,000,000
Total Affordable Housing	$275,000	$6,140,000	$465,000	$110,000	$6,060,000	$13,050,000
Total	**$275,000**	**$6,140,000**	**$465,000**	**$110,000**	**$6,060,000**	**$13,050,000**
Sources of Financing						
Subsidies		$2,000,000			$2,000,000	$4,000,000
Reserves	$275,000	$4,140,000	$465,000	$110,000	$4,060,000	$9,050,000
Total Financing	**$275,000**	**$6,140,000**	**$465,000**	**$110,000**	**$6,060,000**	**$13,050,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Social Services						
Affordable Housing						
165 Gordon St Parking Lot Resurfacing						$315,000
165 Gordon Water Heater Replac						$275,000
182 George Commercial HVAC Rep						$25,000
182 George Patio Waterproofing						$65,000
182 George Roof Replacement	$270,000					$270,000
182 George Window and Door Replacement			$165,000			$165,000
Affordable Housing Retrofits	$65,000	$75,000	$110,000	$225,000	$200,000	$1,045,000
Provision for New County Afd Housing Units			$6,000,000			$18,000,000
Total Affordable Housing	$335,000	$75,000	$6,275,000	$225,000	$200,000	$20,160,000
Total	**$335,000**	**$75,000**	**$6,275,000**	**$225,000**	**$200,000**	**$20,160,000**
Sources of Financing						
Subsidies			$2,000,000			$6,000,000
Reserves	$335,000	$75,000	$4,275,000	$225,000	$200,000	$14,160,000
Total Financing	**$335,000**	**$75,000**	**$6,275,000**	**$225,000**	**$200,000**	**$20,160,000**

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."

2026 Budget Highlights

Operating Budget:

- Grants and subsidies are decreasing by $215,000 compared to the 2025 budget mainly due to the ending of the construction funding. This funding reduction coincides with the Wellington Terrace debt being repaid in full. Partially offsetting the loss of construction funding is higher level of care and direct care funding allocations.
- Increases in salaries and wages include the following new positions: Resource Nurse to enhance clinical care (1.0 FTE), Environmental Services Supervisor increasing to full time (0.3 FTE), a Neighbourhood Assistant is being repurposed to create an additional Resident Care Manager (-0.2 FTE). In addition to new positions, the budget includes adjustments to backfill, on call and overtime assumptions.
- Debt and Transfers: debt charges from the original construction of the facility have matured and are removed from the budget. Transfers to capital reserves have increased by $450,000 to support the capital projects in the 10-year plan.

Capital Budget:

- Facility improvements including the lifecycle replacements and repairs on building components and equipment are included over the forecast. Projects for replacements total $6.8 million over the ten years are funded from the Wellington Terrace Capital reserve.
- Equipment and Technology includes the lifecycle replacements of IT infrastructure, nursing and nutrition services equipment and the resident van. Projects total $3.3 million over the forecast.

Staff Complement (Full time equivalents)	2025	2026
Wellington Terrace Administration	9.2	9.2
Housekeeping	20.9	18.8
Laundry	3.6	6.9
Maintenance	3.5	3.7
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	6.8	5.0
Nursing Direct Care	140.5	142.9
Nutrition	36.6	37.5
Total	**231.0**	**235.7**
Current employee count: 385		

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 2026	Actual 2025	Actual 2024	Actual 2023
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	95%	95%	96%	96%
Percentage of residents responding, "Excellent or Good" to: My satisfaction of how well staff listen to me."	95%	91%	93%	93%

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$15,338,738	$14,130,500	$18,158,343	$15,720,600	$15,505,700	($214,900)	(1.4%)
Licenses, Permits and Rents	$ -	$ -	$131	$ -	$ -	$ -	-
User Fees and Charges	$5,104,299	$4,758,800	$5,215,574	$5,207,700	$5,300,300	$92,600	1.8%
Sales Revenue	$56,677	$61,400	$62,049	$56,700	$61,200	$4,500	7.9%
Other Revenue	$123,188	$35,000	$121,934	$50,000	$83,800	$33,800	67.6%
Total Revenue	**$20,622,902**	**$18,985,700**	**$23,558,031**	**$21,035,000**	**$20,951,000**	**($84,000)**	**(0.4%)**
Expenditure							
Salaries, Wages and Benefits	$23,791,703	$22,950,500	$25,614,775	$25,090,400	$26,279,400	$1,189,000	4.7%
Supplies, Material and Equipment	$1,870,946	$1,821,700	$2,915,432	$1,959,000	$2,024,200	$65,200	3.3%
Purchased Services	$1,582,302	$1,478,800	$1,889,806	$1,624,500	$1,724,000	$99,500	6.1%
Insurance and Financial	$498,913	$479,500	$529,947	$548,500	$627,000	$78,500	14.3%
Internal Charges	$1,242,665	$1,232,000	$1,442,655	$1,435,400	$1,685,900	$250,500	17.5%
Total Expenditure	**$28,986,529**	**$27,962,500**	**$32,392,615**	**$30,657,800**	**$32,340,500**	**$1,682,700**	**5.5%**
Net Operating Cost / (Revenue)	**$8,363,627**	**$8,976,800**	**$8,834,584**	**$9,622,800**	**$11,389,500**	**$1,766,700**	**18.4%**
Debt and Transfers							
Debt Charges	$1,811,932	$1,849,700	$1,677,019	$1,713,000	$ -	($1,713,000)	(100.0%)
Transfer from Reserve	($19,649)	$ -	$ -	$ -	$ -	$ -	-
Transfers to Reserve	$250,000	$250,000	$260,126	$250,000	$700,000	$450,000	180.0%
Total Debt and Transfers	**$2,042,283**	**$2,099,700**	**$1,937,145**	**$1,963,000**	**$700,000**	**($1,263,000)**	**(64.3%)**
NET COST / (REVENUE)	**$10,405,910**	**$11,076,500**	**$10,771,729**	**$11,585,800**	**$12,089,500**	**$503,700**	**4.3%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$15,505,700	$15,599,900	$15,767,500	$15,937,800	$16,110,900
User Fees and Charges	$5,300,300	$5,352,900	$5,406,000	$5,459,700	$5,513,900
Sales Revenue	$61,200	$62,500	$63,900	$65,300	$66,700
Other Revenue	$83,800	$83,800	$83,800	$83,800	$83,800
Total Revenue	**$20,951,000**	**$21,099,100**	**$21,321,200**	**$21,546,600**	**$21,775,300**
EXPENDITURES					
Salaries, Wages and Benefits	$26,279,400	$27,218,300	$28,069,400	$28,936,700	$29,827,800
Supplies, Material and Equipment	$2,024,200	$2,037,800	$2,091,200	$2,146,300	$2,202,800
Purchased Services	$1,724,000	$1,767,500	$1,812,200	$1,858,200	$1,905,600
Insurance and Financial	$627,000	$600,900	$725,300	$754,400	$784,600
Internal Charges	$1,685,900	$1,736,600	$1,787,800	$1,841,400	$1,895,700
Total Expenditures	**$32,340,500**	**$33,421,100**	**$34,485,900**	**$35,537,000**	**$36,616,500**
Net Operating Cost / (Revenue)	**$11,389,500**	**$12,322,000**	**$13,164,700**	**$13,990,400**	**$14,841,200**
DEBT AND TRANSFERS					
Debt Charges					
Transfer to Reserves	$700,000	$700,000	$700,000	$850,000	$850,000
Total Debt and Transfers	**$700,000**	**$700,000**	**$700,000**	**$850,000**	**$850,000**
TAX LEVY REQUIREMENT	**$12,089,500**	**$13,022,000**	**$13,864,700**	**$14,840,400**	**$15,691,200**
yr/yr % change	4.3%	7.7%	6.5%	7.0%	5.7%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$16,286,800	$16,465,600	$16,647,200	$16,831,800	$17,019,400
User Fees and Charges	$5,568,700	$5,624,000	$5,679,800	$5,736,200	$5,793,200
Sales Revenue	$68,200	$69,700	$71,200	$72,700	$74,300
Other Revenue	$83,800	$83,800	$83,800	$83,800	$83,800
Total Revenue	**$22,007,500**	**$22,243,100**	**$22,482,000**	**$22,724,500**	**$22,970,700**
EXPENDITURES					
Salaries, Wages and Benefits	$30,737,700	$31,674,900	$32,644,700	$33,649,000	$34,686,300
Supplies, Material and Equipment	$2,261,100	$2,321,100	$2,382,700	$2,449,000	$2,517,900
Purchased Services	$1,954,300	$2,004,200	$2,057,200	$2,108,300	$2,153,600
Insurance and Financial	$861,700	$895,900	$931,800	$968,200	$996,100
Internal Charges	$1,952,900	$2,011,600	$2,070,100	$2,131,800	$2,195,200
Total Expenditures	**$37,767,700**	**$38,907,700**	**$40,086,500**	**$41,306,300**	**$42,549,100**
Net Operating Cost / (Revenue)	**$15,760,200**	**$16,664,600**	**$17,604,500**	**$18,581,800**	**$19,578,400**
DEBT AND TRANSFERS					
Debt Charges					
Transfer to Reserves	$850,000	$850,000	$850,000	$850,000	$1,000,000
Total Debt and Transfers	**$850,000**	**$850,000**	**$850,000**	**$850,000**	**$1,000,000**
TAX LEVY REQUIREMENT	**$16,610,200**	**$17,514,600**	**$18,454,500**	**$19,431,800**	**$20,578,400**
yr/yr % change	5.9%	5.4%	5.4%	5.3%	5.9%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Long-Term Care Homes						
Equipment and Technology						
Generator Replacement				$20,000	$130,000	$150,000
Laundry Equipment Replacement						
Mower/Snow Blower Replacement						
Nursing Equip Replacements	$110,000	$110,000	$120,000	$120,000	$120,000	$580,000
Nutritional Services Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Resident Van Replacement		$140,000				$140,000
Tablet Replacements		$45,000				$45,000
Telecommunications Upgrades	$300,000					$300,000
Terrace Bus Replacement		$200,000				$200,000
Terrace Network		$125,000				$125,000
Wireless Phone Replacements				$145,000		$145,000
Total Equipment and Technology	$460,000	$670,000	$170,000	$335,000	$300,000	$1,935,000
Facility Improvements						
Corridor Rehabilitation						
Courtyard Door Replacement					$60,000	$60,000
Elevator Modernization			$20,000	$250,000		$270,000
Fire Alarm System Upgrade					$30,000	$30,000
Garbage Compactor Replacement					$75,000	$75,000
Main Courtyard Refresh		$100,000				$100,000
Parking Lot Rehabilitation		$250,000				$250,000
Pond Gazebo Replacement						
Resident Bathroom Countertop		$150,000				$150,000
Resident Bedroom Chair Replacement		$100,000				$100,000
Roof Waterproofing			$20,000	$220,000		$240,000
Rooftop HVAC Replacement	$2,575,000					$2,575,000
Server Cabinets Replacements			$60,000			60000
Terrace Flooring Replacements	$50,000	$150,000	$100,000	$100,000	$100,000	$500,000
Walkway Replacement						
WT Building Retrofits	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Total Facility Improvements	$2,685,000	$810,000	$260,000	$630,000	$325,000	$4,710,000
Total	**$3,145,000**	**$1,480,000**	**$430,000**	**$965,000**	**$625,000**	**$6,645,000**
Sources of Financing						
Reserves	$3,145,000	$1,480,000	$430,000	$965,000	$625,000	$6,645,000
Total Financing	**$3,145,000**	**$1,480,000**	**$430,000**	**$965,000**	**$625,000**	**$6,645,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Long-Term Care Homes						
Equipment and Technology						
Generator Replacement						$150,000
Laundry Equipment Replacement				$160,000		$160,000
Mower/Snow Blower Replacement			$75,000			$75,000
Nursing Equip Replacements	$130,000	$130,000	$130,000	$130,000	$130,000	$1,230,000
Nutritional Services Equipment	$50,000	$50,000	$50,000	$50,000	$50,000	$500,000
Resident Van Replacement						$140,000
Tablet Replacements	$50,000				$55,000	$150,000
Telecommunications Upgrades						$300,000
Terrace Bus Replacement						$200,000
Terrace Network			$160,000			$285,000
Wireless Phone Replacements						$145,000
Total Equipment and Technology	$230,000	$180,000	$415,000	$340,000	$235,000	$3,335,000
Facility Improvements						
Corridor Rehabilitation	$30,000	$400,000				$430,000
Courtyard Door Replacement						$60,000
Elevator Modernization						$270,000
Fire Alarm System Upgrade	$200,000					$230,000
Garbage Compactor Replacement						$75,000
Main Courtyard Refresh						$100,000
Parking Lot Rehabilitation					$900,000	$1,150,000
Pond Gazebo Replacement					$60,000	$60,000
Resident Bathroom Countertop Replacement						$150,000
Resident Bedroom Chair Replacement						$100,000
Roof Waterproofing						$240,000
Rooftop HVAC Replacement						$2,575,000
Server Cabinets Replacements						$60,000
Terrace Flooring Replacements						$500,000
Walkway Replacement	$100,000					$100,000
WT Building Retrofits	$70,000	$70,000	$70,000	$70,000	$70,000	$650,000
Total Facility Improvements	$400,000	$470,000	$70,000	$70,000	$1,030,000	$6,750,000
Total	**$630,000**	**$650,000**	**$485,000**	**$410,000**	**$1,265,000**	**$10,085,000**
Sources of Financing						
Reserves	$630,000	$650,000	$485,000	$410,000	$1,265,000	$10,085,000
Total Financing	**$630,000**	**$650,000**	**$485,000**	**$410,000**	**$1,265,000**	**$10,085,000**

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.

2026 Budget Highlights

Operating Budget:

- Additional backfill hours for various locations to bring staffing levels in line with current operational and training requirements within the department.
- Annualization of Assistant Branch Supervisor (ABS) and library page hours to meet staffing level needs at the new Erin Library approved in the 2025 budget as well as additional ABS hours to account for the expected library space upon completion
- Additional ABS hours for the Aboyne location

Capital Branch Improvements:

- Lifecycle replacement for building components at various branches total $7.6 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier Van is scheduled for replacement in 2032. The budget accounts for an electric vehicle purchase reflecting preliminary Corporate Climate Change initiatives.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)	2025	2026
Library Administration	9.1	9.1
Library Branch Staff	55.3	59.8
Total	**64.4**	**68.9**
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 2026	Actual 2025	Actual 2024	Actual 2023
Number of materials circulated	1,060,000	1,058,568	1,037,067	962,289
Library website traffic including database, catalogue, and calendar usage	950,000	944,427	941,678	850,797
Number of programmes offered	2,800	2,731	2,834	2,810
Number of people attending programmes	40,500	40,399	38,689	35,612

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$141,275	$141,500	$141,275	$141,500	$141,500	$ -	-
Municipal Recoveries	$41,760	$32,000	$58,080	$52,000	$58,000	$6,000	11.5%
Licenses, Permits and Rents	$59,044	$49,500	$55,032	$56,100	$56,100	$ -	-
User Fees and Charges	$39,366	$23,800	$43,832	$37,100	$40,400	$3,300	8.9%
Sales Revenue	$12,431	$10,100	$14,260	$11,800	$13,000	$1,200	10.2%
Other Revenue	$13,930	$ -	$13,587	$7,800	$8,100	$300	3.8%
Total Revenue	**$307,806**	**$256,900**	**$326,066**	**$306,300**	**$317,100**	**$10,800**	**3.5%**
Expenditure							
Salaries, Wages and Benefits	$5,860,098	$5,681,700	$6,177,481	$6,256,500	$6,694,400	$437,900	7.0%
Supplies, Material and Equipment	$1,094,138	$1,025,600	$1,106,910	$1,090,100	$1,145,600	$55,500	5.1%
Purchased Services	$1,315,537	$1,369,300	$1,429,223	$1,430,500	$1,390,700	($39,800)	(2.8%)
Insurance and Financial	$162,294	$155,900	$173,428	$170,500	$191,600	$21,100	12.4%
Internal Charges	$32,372	$25,700	$20,449	$25,700	$21,700	($4,000)	(15.6%)
Total Expenditure	**$8,464,439**	**$8,258,200**	**$8,907,491**	**$8,973,300**	**$9,444,000**	**$470,700**	**5.2%**
Net Operating Cost / (Revenue)	**$8,156,633**	**$8,001,300**	**$8,581,425**	**$8,667,000**	**$9,126,900**	**$459,900**	**5.3%**
Debt and Transfers							
Debt Charges	$230,501	$231,000	$285,581	$316,000	$633,600	$317,600	100.5%
Transfer from Reserve	($4,000)	$ -	($56,248)	($85,000)	($402,100)	($317,100)	373.1%
Transfers to Reserve	$440,000	$440,000	$740,000	$740,000	$740,000	$ -	-
Total Debt and Transfers	**$666,501**	**$671,000**	**$969,333**	**$971,000**	**$971,500**	**$500**	**0.1%**
NET COST / (REVENUE)	**$8,823,134**	**$8,672,300**	**$9,550,758**	**$9,638,000**	**$10,098,400**	**$460,400**	**4.8%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$141,500	$141,500	$141,500	$141,500	$141,500
Municipal Recoveries	$58,000	$58,000	$58,000	$58,000	$58,000
Licenses, Permits and Rents	$56,100	$56,500	$56,900	$57,300	$57,700
User Fees and Charges	$40,400	$40,700	$41,000	$41,300	$41,600
Sales Revenue	$13,000	$13,000	$13,000	$13,000	$13,000
Other Revenue	$8,100	$8,100	$8,100	$8,100	$8,100
Total Revenue	**$317,100**	**$317,800**	**$318,500**	**$319,200**	**$319,900**
EXPENDITURES					
Salaries, Wages and Benefits	$6,694,400	$6,937,200	$7,158,900	$7,390,000	$7,623,300
Supplies, Material and Equipment	$1,145,600	$1,162,800	$1,193,800	$1,225,700	$1,258,600
Purchased Services	$1,390,700	$1,541,900	$1,591,300	$1,644,700	$1,695,800
Insurance and Financial	$191,600	$202,300	$218,800	$229,400	$239,900
Internal Charges	$21,700	$21,700	$21,700	$21,700	$21,700
Total Expenditures	**$9,444,000**	**$9,865,900**	**$10,184,500**	**$10,511,500**	**$10,839,300**
Net Operating Cost / (Revenue)	**$9,126,900**	**$9,548,100**	**$9,866,000**	**$10,192,300**	**$10,519,400**
DEBT AND TRANSFERS					
Debt Charges	$633,600	$633,300	$633,400	$402,500	$401,600
Transfer from Reserves	($402,100)	($402,600)	($401,800)	($402,500)	($401,600)
Transfer to Reserves	$740,000	$740,000	$740,000	$870,000	$870,000
Total Debt and Transfers	**$971,500**	**$970,700**	**$971,600**	**$870,000**	**$870,000**
TAX LEVY REQUIREMENT	**$10,098,400**	**$10,518,800**	**$10,837,600**	**$11,062,300**	**$11,389,400**
yr/yr % change	4.8%	4.2%	3.0%	2.1%	3.0%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$141,500	$141,500	$141,500	$141,500	$141,500
Municipal Recoveries	$58,000	$58,000	$58,000	$58,000	$58,000
Licenses, Permits and Rents	$58,100	$58,500	$58,900	$59,300	$60,100
User Fees and Charges	$41,900	$42,200	$42,500	$42,900	$44,000
Sales Revenue	$13,000	$13,000	$13,000	$13,000	$13,000
Other Revenue	$8,100	$8,100	$8,100	$8,100	$8,100
Total Revenue	**$320,600**	**$321,300**	**$322,000**	**$322,800**	**$324,700**
EXPENDITURES					
Salaries, Wages and Benefits	$7,869,500	$8,121,100	$8,382,000	$8,651,900	$8,931,600
Supplies, Material and Equipment	$1,292,200	$1,326,900	$1,362,500	$1,399,500	$1,438,000
Purchased Services	$1,748,200	$1,801,700	$1,856,600	$1,913,900	$1,960,500
Insurance and Financial	$259,500	$271,400	$285,300	$298,800	$304,800
Internal Charges	$21,700	$21,700	$21,700	$21,700	$21,700
Total Expenditures	**$11,191,100**	**$11,542,800**	**$11,908,100**	**$12,285,800**	**$12,656,600**
Net Operating Cost / (Revenue)	**$10,870,500**	**$11,221,500**	**$11,586,100**	**$11,963,000**	**$12,331,900**
DEBT AND TRANSFERS					
Debt Charges	$401,900	$400,300	$399,900	$399,600	$399,400
Transfer from Reserves	($401,900)	($400,300)	($399,900)	($399,600)	($399,400)
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	**$11,740,500**	**$12,091,500**	**$12,456,100**	**$12,833,000**	**$13,201,900**
yr/yr % change	3.1%	3.0%	3.0%	3.0%	2.9%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Library Services						
Programming						
Branch Improvements FFE	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
Catalogue Software Replacement		$40,000				$40,000
Collection Enhancement					$55,000	$55,000
Future Technology Advancements		$35,000	$35,000	$35,000	$35,000	$140,000
Future Technology Advancements		$35,000	$35,000	$35,000	$35,000	$140,000
Total Programming	$30,000	$105,000	$65,000	$65,000	$120,000	$385,000
Facilities						
Aboyne Branch: Roof Replacement						
Arthur Branch: Common Area Floor Finishes				$50,000		$50,000
Arthur Branch: Domestic Water Distribution Rehab						
Arthur Branch: Elevator Modernization			$205,000			$205,000
Arthur Branch: Exterior Doors						
Arthur Branch: Exterior Wall						
Arthur Branch: HVAC Replacements				$155,000		$155,000
Arthur Branch: Parking Lot				$65,000		$65,000
Arthur Branch: Roofing Rehabilitation						
Arthur Branch: Site Lighting Rehab						
Clifford Branch: AC Replacement	$110,000					$110,000
Clifford Branch: Common Area Flooring	$30,000					$30,000
Clifford Branch: Domestic Water Distribution						
Clifford Branch: Parking Lot Rehab	$25,000					$25,000
Clifford Branch: Site Lighting						
Drayton Branch: Flooring				$60,000		$60,000
Drayton Branch: HVAC Replacements				$45,000		$45,000
Drayton Branch: Lighting Equipment-Units						
Drayton Branch: Parking Lot				$160,000		$160,000
Drayton Branch: Roof Rehab						
Drayton Branch: Site Lighting				$25,000		$25,000
Drayton Branch: Site Rehabilitation						
Elora Branch: Fire Alarm Systems				$40,000		$40,000
Elora Branch: Packaged Air Conditioner Units					$35,000	$35,000
Elora Branch: Roofing Rehabilitation				$30,000		$30,000

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Library Services						
Programming						
Branch Improvements FFE	$30,000	$30,000	$30,000	$30,000	$30,000	$300,000
Catalogue Software Replacement	$45,000				$50,000	$135,000
Collection Enhancement					$60,000	$115,000
Future Technology Advancements	$35,000	$35,000	$35,000	$35,000	$35,000	$315,000
Library Courier Electric Van		$170,000				$170,000
Total Programming	$110,000	$235,000	$65,000	$65,000	$175,000	$1,035,000
Facilities						
Aboyne Branch: Roof Replacement	$310,000					$310,000
Arthur Branch: Common Area Floor Finishes						$50,000
Arthur Branch: Domestic Water Distribution Rehab				$40,000		$40,000
Arthur Branch: Elevator Modernization						$205,000
Arthur Branch: Exterior Doors	$30,000					$30,000
Arthur Branch: Exterior Wall				$105,000		$105,000
Arthur Branch: HVAC Replacements						$155,000
Arthur Branch: Parking Lot						$65,000
Arthur Branch: Roofing Rehabilitation				$165,000		$165,000
Arthur Branch: Site Lighting Rehab				$50,000		$50,000
Clifford Branch: AC Replacement						$110,000
Clifford Branch: Common Area Flooring						$30,000
Clifford Branch: Domestic Water Distribution	$30,000					$30,000
Clifford Branch: Parking Lot Rehab						$25,000
Clifford Branch: Site Lighting	$30,000					$30,000
Drayton Branch: Flooring						$60,000
Drayton Branch: HVAC Replacements						$45,000
Drayton Branch: Lighting Equipment-Units				$35,000		$35,000
Drayton Branch: Parking Lot						$160,000
Drayton Branch: Roof Rehab				$250,000		$250,000
Drayton Branch: Site Lighting				$65,000		$90,000
Drayton Branch: Site Rehabilitation				$50,000		$50,000
Elora Branch: Fire Alarm Systems						$40,000
Elora Branch: Packaged Air Conditioner Units				$25,000		$60,000
Elora Branch: Roofing Rehabilitation						$30,000

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Fergus Branch: Air Conditioner Rehab						
Fergus Branch: Common Area Wall Finishes				$65,000		$65,000
Fergus Branch: Control Panel Replacement						
Fergus Branch: Exterior Doors Replacement						
Fergus Branch: Exterior Windows Replacement						
Fergus Branch: Flooring				$100,000		$100,000
Fergus Branch: Roofing Replacement						
Fergus Branch: Water Heater Rehab						
Harriston Branch: Common Area Wall Finishes		$35,000				$35,000
Harriston Branch: Common Areas Floor Finishes						
Harriston Branch: Elevator Rehabilitation						
Harriston Branch: Fire System Upgrades						
Harriston Branch: HVAC Rehabilitation						
Harriston Branch: Parking Lot Rehabilitation						
Harriston Branch: Plumbing Upgrades					$50,000	$50,000
Harriston Branch: Rain Water Drainage					$35,000	$35,000
Harriston Branch: Roofing Rehabilitation						
Harriston Branch: Site Lighting Rehab						
Hillsburgh Branch: Common Areas Walls and Floors Rehab						
Hillsburgh Branch: Exterior Window Replacement			$45,000			$45,000
Hillsburgh Branch: HVAC Rehab						
Library Building Retrofits	$120,000	$100,000	$100,000	$110,000	$400,000	$830,000
Marden Branch: Bathroom Refurbishment						
Marden Branch: Packaged Air Conditioner Units		$40,000				$40,000
Marden Branch: Parking Lot Rehabilitation						
MF Branch: Elevator Modernization					$490,000	$490,000
MF Branch: Exterior Doors Replacement					$30,000	$30,000
MF Branch: HVAC Upgrades					$50,000	$50,000
Palmerston Branch: Air Conditioner Rehab						
Palmerston Branch: Air Conditioning					$30,000	$30,000

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Fergus Branch: Air Conditioner Rehab					$275,000	$275,000
Fergus Branch: Common Area Wall Finishes						$65,000
Fergus Branch: Control Panel Replacement					$195,000	$195,000
Fergus Branch: Exterior Doors Replacement				$40,000		$40,000
Fergus Branch: Exterior Windows Replacement				$85,000		$85,000
Fergus Branch: Flooring				$50,000		$150,000
Fergus Branch: Roofing Replacement				$210,000		$210,000
Fergus Branch: Water Heater Rehab					$25,000	$25,000
Harriston Branch: Common Area Wall Finishes						$35,000
Harriston Branch: Common Areas Floor Finishes		$30,000				$30,000
Harriston Branch: Elevator Rehabilitation		$235,000				$235,000
Harriston Branch: Fire System Upgrades		$60,000				$60,000
Harriston Branch: HVAC Rehabilitation		$195,000				$195,000
Harriston Branch: Parking Lot Rehabilitation		$85,000				$85,000
Harriston Branch: Plumbing Upgrades						$50,000
Harriston Branch: Rain Water Drainage						$35,000
Harriston Branch: Roofing Rehabilitation		$50,000				$50,000
Harriston Branch: Site Lighting Rehab				$50,000		$50,000
Hillsburgh Branch: Common Areas Walls and Floors Rehab	$75,000					$75,000
Hillsburgh Branch: Exterior Window Replacement						$45,000
Hillsburgh Branch: HVAC Rehab	$60,000					$60,000
Library Building Retrofits	$180,000	$100,000	$100,000	$150,000	$290,000	$1,650,000
Marden Branch: Bathroom Refurbishment		$25,000				$25,000
Marden Branch: Packaged Air Conditioner Units						$40,000
Marden Branch: Parking Lot Rehabilitation		$165,000				$165,000
MF Branch: Elevator Modernization						$490,000
MF Branch: Exterior Doors Replacement						$30,000
MF Branch: HVAC Upgrades						$50,000
Palmerston Branch: Air Conditioner Rehab					$35,000	$35,000
Palmerston Branch: Air Conditioning						$30,000

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Palmerston Branch: Domestic Water Distribution					$55,000	$55,000
Palmerston Branch: Elevator Modernization						
Palmerston Branch: Exterior Doors and Walls						
Palmerston Branch: Fire Alarm System Upgrade						
Palmerston Branch: Interior Upgrades					$85,000	$85,000
Palmerston Branch: Roof Rehab						
Puslinch Branch: Air Conditioning					$155,000	$155,000
Puslinch Branch: Domestic Water Distribution					$40,000	$40,000
Puslinch Branch: Flooring Replacements						
Puslinch Branch: HDS-Snow Melting Rehab						
Puslinch Branch: Security System Upgrade						
Puslinch Branch: Water Heater					$65,000	$65,000
Total Facilities	$285,000	$175,000	$350,000	$905,000	$1,520,000	$3,235,000
Total	**$315,000**	**$280,000**	**$415,000**	**$970,000**	**$1,640,000**	**$3,620,000**
Sources of Financing						
Reserves	$315,000	$280,000	$415,000	$970,000	$1,595,000	$3,575,000
Development Charges					$45,000	$45,000
Total Financing	**$315,000**	**$280,000**	**$415,000**	**$970,000**	**$1,640,000**	**$3,620,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Palmerston Branch: Domestic Water Distribution						$55,000
Palmerston Branch: Elevator Modernization				$145,000		$145,000
Palmerston Branch: Exterior Doors and Walls					$30,000	$30,000
Palmerston Branch: Fire Alarm System Upgrade					$65,000	$65,000
Palmerston Branch: Interior Upgrades						$85,000
Palmerston Branch: Roof Rehab					$55,000	$55,000
Puslinch Branch: Air Conditioning						$155,000
Puslinch Branch: Domestic Water Distribution						$40,000
Puslinch Branch: Flooring Replacements	$65,000					$65,000
Puslinch Branch: HDS-Snow Melting Rehab			$50,000			$50,000
Puslinch Branch: Security System Upgrade					$40,000	$40,000
Puslinch Branch: Water Heater						$65,000
Total Facilities	$780,000	$945,000	$150,000	$1,515,000	$1,010,000	$7,635,000
Total	**$890,000**	**$1,180,000**	**$215,000**	**$1,580,000**	**$1,185,000**	**$8,670,000**
Sources of Financing						
Reserves	$890,000	$1,180,000	$215,000	$1,580,000	$1,136,000	$8,576,000
Development Charges					$49,000	$94,000
Total Financing	**$890,000**	**$1,180,000**	**$215,000**	**$1,580,000**	**$1,185,000**	**$8,670,000**

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.

2026 Budget Highlights

Operating Budget

- Includes a $25,000 one-time expense to replace the wooden stakes for the Remembrance Day display

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 ($4.7 million over 2028-2032)
- New projects in 2026: Playground resurfacing to meet AODA requirements and the installation of commemorative street panels at the intersection of Samuel Honey Drive and Frederick Campbell Street
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)	2025	2026
Museum and Archives	18.8	18.8
Total	**18.8**	**18.8**
Current employee count: 27		

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 2026	Actual 2025	Actual 2024	Actual 2023
# of attendees	50,000	40,839	55,379*	34,348
# of interactive pieces in exhibits	20	42	33	18
# of speaking engagements	55	61	52	7
# of consultations with key audiences to guide new exhibits	2	2	7	6
# of public events for targeted audiences	16	26	8	7
# of new promotion initiatives	2	3	2	3
% of patrons likely to return and recommend (customer satisfaction score)	98%	98%	97%	97%
# of capital improvements to historic site	2	10	5	6

* Note: Includes significant attendance to Dinosaur Exhibit

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$51,064	$51,100	$61,564	$51,100	$51,100	$ -	-
Licenses, Permits and Rents	$81,249	$52,100	$53,896	$82,100	$62,000	($20,100)	(24.5%)
User Fees and Charges	$65,365	$55,400	$75,619	$63,200	$69,300	$6,100	9.7%
Sales Revenue	$25,283	$15,400	$13,888	$21,900	$22,000	$100	0.5%
Other Revenue	$107,556	$50,000	$52,718	$50,000	$50,000	$ -	-
Total Revenue	**$330,517**	**$224,000**	**$257,685**	**$268,300**	**$254,400**	**($13,900)**	**(5.2%)**
Expenditure							
Salaries, Wages and Benefits	$1,810,107	$1,808,400	$1,885,306	$1,957,900	$2,011,800	$53,900	2.8%
Supplies, Material and Equipment	$163,730	$185,800	$149,524	$193,800	$214,100	$20,300	10.5%
Purchased Services	$501,077	$519,000	$535,692	$510,200	$509,000	($1,200)	(0.2%)
Transfer Payments	$500	$ -	$500	$ -	$ -	$ -	-
Insurance and Financial	$77,245	$71,800	$82,311	$79,500	$91,300	$11,800	14.8%
Internal Charges	$18,582	$10,000	$16,292	$12,500	$12,500	$ -	-
Total Expenditure	**$2,571,241**	**$2,595,000**	**$2,669,625**	**$2,753,900**	**$2,838,700**	**$84,800**	**3.1%**
Net Operating Cost / (Revenue)	**$2,240,724**	**$2,371,000**	**$2,411,940**	**$2,485,600**	**$2,584,300**	**$98,700**	**4.0%**
Debt and Transfers							
Transfers to Reserve	$707,556	$650,000	$750,698	$750,000	$850,000	$100,000	13.3%
Total Debt and Transfers	**$707,556**	**$650,000**	**$750,698**	**$750,000**	**$850,000**	**$100,000**	**13.3%**
NET COST / (REVENUE)	**$2,948,280**	**$3,021,000**	**$3,162,638**	**$3,235,600**	**$3,434,300**	**$198,700**	**6.1%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$51,100	$51,100	$51,100	$51,100	$51,100
Licenses, Permits and Rents	$62,000	$63,600	$65,300	$67,000	$38,800
User Fees and Charges	$69,300	$70,500	$71,700	$73,000	$74,300
Sales Revenue	$22,000	$22,400	$22,800	$23,200	$23,600
Other Revenue	$50,000	$70,000	$70,000	$70,000	$70,000
Total Revenue	**$254,400**	**$277,600**	**$280,900**	**$284,300**	**$257,800**
EXPENDITURES					
Salaries, Wages and Benefits	$2,011,800	$2,116,000	$2,203,100	$2,280,200	$2,357,300
Supplies, Material and Equipment	$214,100	$179,100	$184,100	$189,200	$194,400
Purchased Services	$509,000	$542,800	$560,300	$579,500	$597,800
Insurance and Financial	$91,300	$97,000	$103,900	$109,200	$114,700
Internal Charges	$12,500	$12,500	$12,500	$12,500	$12,500
Total Expenditures	**$2,838,700**	**$2,947,400**	**$3,063,900**	**$3,170,600**	**$3,276,700**
Net Operating Cost / (Revenue)	**$2,584,300**	**$2,669,800**	**$2,783,000**	**$2,886,300**	**$3,018,900**
DEBT AND TRANSFERS					
Transfer to Reserves	$850,000	$870,000	$870,000	$970,000	$970,000
Total Debt and Transfers	**$850,000**	**$870,000**	**$870,000**	**$970,000**	**$970,000**
TAX LEVY REQUIREMENT	**$3,434,300**	**$3,539,800**	**$3,653,000**	**$3,856,300**	**$3,988,900**
yr/yr % change	6.1%	3.1%	3.2%	5.6%	3.4%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$51,100	$51,100	$51,100	$51,100	$51,100
Licenses, Permits and Rents	$40,600	$42,500	$44,400	$46,400	$47,900
User Fees and Charges	$75,600	$76,900	$78,300	$79,800	$81,400
Sales Revenue	$24,000	$24,400	$24,800	$25,200	$25,800
Other Revenue	$70,000	$70,000	$70,000	$70,000	$70,000
Total Revenue	**$261,300**	**$264,900**	**$268,600**	**$272,500**	**$276,200**
EXPENDITURES					
Salaries, Wages and Benefits	$2,435,400	$2,516,300	$2,600,200	$2,687,300	$2,777,500
Supplies, Material and Equipment	$199,700	$205,200	$210,700	$216,700	$222,800
Purchased Services	$616,100	$634,800	$653,600	$673,200	$686,100
Insurance and Financial	$122,800	$129,200	$135,900	$142,800	$145,200
Internal Charges	$12,500	$12,500	$12,500	$12,500	$12,500
Total Expenditures	**$3,386,500**	**$3,498,000**	**$3,612,900**	**$3,732,500**	**$3,844,100**
Net Operating Cost / (Revenue)	**$3,125,200**	**$3,233,100**	**$3,344,300**	**$3,460,000**	**$3,567,900**
DEBT AND TRANSFERS					
Transfer to Reserves	$970,000	$970,000	$970,000	$970,000	$970,000
Total Debt and Transfers	**$970,000**	**$970,000**	**$970,000**	**$970,000**	**$970,000**
TAX LEVY REQUIREMENT	**$4,095,200**	**$4,203,100**	**$4,314,300**	**$4,430,000**	**$4,537,900**
yr/yr % change	2.7%	2.6%	2.6%	2.7%	2.4%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Museum and Archives at WP						
Programming and Equipment						
WCMA Van			$100,000			$100,000
Zero Turn Mowers (3)		$65,000				$65,000
Total Programming and Equipment		$65,000	$100,000			$165,000
Facilities						
Aboyne Hall Kitchen and Flooring				$110,000		$110,000
Aboyne Hall Kitchen Roof Rehabilitation		$100,000				$100,000
Archives Roof Replacement						
Exhibit Hall Roof Rehabilitation				$100,000		$100,000
Fire Alarm Panel			$90,000			$90,000
Main Elec Panel Replacement			$50,000			$50,000
Museum Air Conditioning		$225,000				$225,000
Museum/Archive Roof Re-shingle						
Playground Resurfacing	$100,000					$100,000
Programming Roof Rehabilitation			$100,000			$100,000
Replace Boilers	$70,000					$70,000
Replace Humidification Units					$40,000	$40,000
WP - Museum Building Renovations						
Total Facilities	$170,000	$325,000	$240,000	$210,000	$40,000	$985,000
Wellington Place						
Samuel Honey Drive Construction						
WP - Commemorative Street Panels	$25,000					$25,000
WP - Commons Recreation Area					$950,000	$950,000
WP - Entrance and Directional Signage		$250,000				$250,000
WP - Storage Building, Bicycle/Water Stations			$1,750,000			$1,750,000
Total Wellington Place	$25,000	$250,000	$1,750,000		$950,000	$2,975,000
Total	**$195,000**	**$640,000**	**$2,090,000**	**$210,000**	**$990,000**	**$4,125,000**
Sources of Financing						
Reserves	$195,000	$640,000	$2,090,000	$210,000	$990,000	$4,125,000
Total Financing	**$195,000**	**$640,000**	**$2,090,000**	**$210,000**	**$990,000**	**$4,125,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Museum and Archives at WP						
Programming and Equipment						
WCMA Van						$100,000
Zero Turn Mowers (3)						$65,000
Total Programming and Equipment						$165,000
Facilities						
Aboyne Hall Kitchen and Flooring						$110,000
Aboyne Hall Kitchen Roof Rehabilitation						$100,000
Archives Roof Replacement	$240,000					$240,000
Exhibit Hall Roof Rehabilitation						$100,000
Fire Alarm Panel						$90,000
Main Elec Panel Replacement						$50,000
Museum Air Conditioning						$225,000
Museum/Archive Roof Re-shingle			$250,000			$250,000
Playground Resurfacing						$100,000
Programming Roof Rehabilitation						$100,000
Replace Boilers	$140,000					$210,000
Replace Humidification Units						$40,000
WP - Museum Building Renovations		$2,000,000				$2,000,000
Total Facilities	$380,000	$2,000,000	$250,000			$3,615,000
Wellington Place						
Samuel Honey Drive Construction					$2,600,000	$2,600,000
WP Commemorative Street Panels						$25,000
WP - Commons Recreation Area						$950,000
WP Entrance and Directional Signage						$250,000
WP - Storage Building, Bicycle/Water Stations						$1,750,000
Total Wellington Place					$2,600,000	$5,575,000
Total	**$380,000**	**$2,000,000**	**$250,000**		**$2,600,000**	**$9,355,000**
Sources of Financing						
Reserves	$380,000	$2,000,000	$250,000		$2,600,000	$9,355,000
Total Financing	**$380,000**	**$2,000,000**	**$250,000**		**$2,600,000**	**$9,355,000**

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.

2026 Budget Highlights

Operating Budget:

- User fees and charges for 2026 reflects the Planning fee review completed in 2025 resulting in a an increase to revenues of just over $100,000
- A new Policy planner position has been added to 2026 in order to assist with increased policy development, support major initiatives, conduct research and analysis and support public engagement.
- The budget includes significant increases to operating expenditures and revenues throughout 2026-2030 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 Source Water Protection has been updated to match the budget requested by the Township of Centre Wellington, which administers the programme.

Capital Budget:

- Continued investment in updates to the Official Plan to ensure conformity with provincial policy
- Project for the rehabilitation of the Trestle Bridge and trail completed in conjunction with the Township of Centre Wellington over 2026-27
- GIS Web Mapping Software upgrade to replace the current mapping software which is no longer being supported

Staff Complement (Full time equivalents)	2025	2026
Planning and Development	14.3	15.1
Land Division Committee	2.0	2.0
Climate Change	2.0	2.0
Weed Inspection/Tree Cutting	1.2	1.2
Total	**19.5**	**20.3**
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 green-house 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 2026	Projected 2025**	Actual 2024	Actual 2023
Percent of new residential units from building permits in settlement areas	90%	90%	91%	87%
Percent of agriculturally designated land retained since year 2000*	99.40%	99.40%	99.59%	99.6%
Number of new residential units from building permits	730	550	1,093	592
Corporate greenhouse gas emission % reduction yr/yr	1%	2%	5.4%	0.3%
Corporate greenhouse gas emission for buildings per square foot kg co^2/ $sqft^2$	2.31	2.34	2.39	2.47
Community greenhouse gas emissions % reduction yr/yr	2%	2%	-3%	1%
Community greenhouse gas emissions per capita (tonne co^2 per capita)	11.75	11.99	12.24	12.23

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

**These figures remain projections, as data from external sources are not available until mid-year.

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$ -	$ -	$ -	$317,300	$317,300	$ -	-
Municipal Recoveries	$377,395	$441,100	$306,878	$409,100	$381,300	($27,800)	(6.8%)
User Fees and Charges	$1,249,408	$1,248,700	$1,354,315	$1,298,800	$1,402,300	$103,500	8.0%
Total Revenue	**$1,626,803**	**$1,689,800**	**$1,661,193**	**$2,025,200**	**$2,100,900**	**$75,700**	**3.7%**
Expenditure							
Salaries, Wages and Benefits	$2,700,073	$2,842,000	$2,952,581	$3,072,700	$3,265,300	$192,600	6.3%
Supplies, Material and Equipment	$38,295	$46,200	$35,208	$41,800	$42,400	$600	1.4%
Purchased Services	$207,573	$418,900	$355,410	$701,800	$701,800	$ -	-
Transfer Payments	$805,164	$865,000	$740,258	$878,500	$898,500	$20,000	2.3%
Insurance and Financial	$48,873	$51,800	$50,960	$57,500	$66,200	$8,700	15.1%
Internal Charges	$19,142	$6,600	$26,109	$21,600	$21,600	$ -	-
Total Expenditure	**$3,819,120**	**$4,230,500**	**$4,160,526**	**$4,773,900**	**$4,995,800**	**$221,900**	**4.6%**
Net Operating Cost / (Revenue)	**$2,192,317**	**$2,540,700**	**$2,499,333**	**$2,748,700**	**$2,894,900**	**$146,200**	**5.3%**
Debt and Transfers							
Transfers to Reserve	$44,776	$10,000	$12,114	$10,000	$70,000	$60,000	600.0%
Total Debt and Transfers	**$44,776**	**$10,000**	**$12,114**	**$10,000**	**$70,000**	**$60,000**	**600.0%**
NET COST / (REVENUE)	**$2,237,093**	**$2,550,700**	**$2,511,447**	**$2,758,700**	**$2,964,900**	**$206,200**	**7.5%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$317,300	$952,600	$990,600	$708,900	$828,900
Municipal Recoveries	$381,300	$388,300	$395,300	$402,300	$409,300
User Fees and Charges	$1,402,300	$1,440,100	$1,480,300	$1,522,500	$1,564,700
Other Revenue		$37,600	$37,600	$37,600	$37,600
Total Revenue	**$2,100,900**	**$2,818,600**	**$2,903,800**	**$2,671,300**	**$2,840,500**
EXPENDITURES					
Salaries, Wages and Benefits	$3,265,300	$3,449,300	$3,579,100	$3,706,100	$3,833,100
Supplies, Material and Equipment	$42,400	$43,200	$44,000	$44,800	$45,600
Purchased Services	$701,800	$791,000	$841,000	$753,500	$886,500
Transfer Payments	$898,500	$1,462,800	$1,477,300	$1,310,600	$1,325,600
Insurance and Financial	$66,200	$115,500	$120,900	$123,800	$126,500
Internal Charges	$21,600	$21,600	$21,600	$21,600	$21,600
Total Expenditures	**$4,995,800**	**$5,883,400**	**$6,083,900**	**$5,960,400**	**$6,238,900**
Net Operating Cost / (Revenue)	**$2,894,900**	**$3,064,800**	**$3,180,100**	**$3,289,100**	**$3,398,400**
DEBT AND TRANSFERS					
Transfer to Reserves	$70,000	$70,000	$70,000	$70,000	$70,000
Total Debt and Transfers	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**
TAX LEVY REQUIREMENT	**$2,964,900**	**$3,134,800**	**$3,250,100**	**$3,359,100**	**$3,468,400**
yr/yr % change	7.5%	5.7%	3.7%	3.4%	3.3%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$ -	$ -	$ -	$ -	$ -
Municipal Recoveries	$416,300	$423,300	$430,300	$430,300	$430,300
User Fees and Charges	$1,606,900	$1,651,100	$1,696,300	$1,744,800	$1,795,100
Other Revenue	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$2,023,200**	**$2,074,400**	**$2,126,600**	**$2,175,100**	**$2,225,400**
EXPENDITURES					
Salaries, Wages and Benefits	$3,958,000	$4,086,100	$4,218,200	$4,354,800	$4,494,900
Supplies, Material and Equipment	$46,400	$47,300	$48,200	$49,200	$50,200
Purchased Services	$446,900	$460,700	$474,700	$489,600	$504,000
Transfer Payments	$972,500	$988,000	$1,004,000	$1,020,000	$1,036,000
Insurance and Financial	$87,700	$90,800	$93,700	$96,700	$99,800
Internal Charges	$21,600	$21,600	$21,600	$21,600	$21,600
Total Expenditures	**$5,533,100**	**$5,694,500**	**$5,860,400**	**$6,031,900**	**$6,206,500**
Net Operating Cost / (Revenue)	**$3,509,900**	**$3,620,100**	**$3,733,800**	**$3,856,800**	**$3,981,100**
DEBT AND TRANSFERS					
Transfer to Reserves	$70,000	$70,000	$70,000	$70,000	$70,000
Total Debt and Transfers	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**
TAX LEVY REQUIREMENT	**$3,579,900**	**$3,690,100**	**$3,803,800**	**$3,926,800**	**$4,051,100**
yr/yr % change	3.2%	3.1%	3.1%	3.2%	3.2%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Planning						
Planning and Trails						
GIS Web Mapping Software Upgrade	$75,000					$75,000
Official Plan Rev/Update					$400,000	$400,000
Trestle Bridge and Trail Rehab	$75,000	$650,000				$725,000
Total Planning and Trails	$150,000	$650,000			$400,000	$1,200,000
Climate Change Initiatives						
Green Energy Mapping				$100,000		$100,000
Total Climate Change Initiatives				$100,000		$100,000
Total	**$150,000**	**$650,000**		**$100,000**	**$400,000**	**$1,300,000**
Sources of Financing						
Reserves	$150,000	$650,000		$100,000	$80,000	$980,000
Development Charges					$320,000	$320,000
Total Financing	**$150,000**	**$650,000**		**$100,000**	**$400,000**	**$1,300,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Planning						
Planning and Trails						
GIS Web Mapping Software Upgrade						$75,000
Official Plan Rev/Update						$400,000
Trestle Bridge and Trail Rehab						$725,000
Total Planning and Trails						$1,200,000
Climate Change Initiatives						
Green Energy Mapping						$100,000
Total Climate Change Initiatives						$100,000
Total						**$1,300,000**
Sources of Financing						
Reserves						$980,000
Development Charges						$320,000
Total Financing						**$1,300,000**

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 2025, over 3.53 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.

2026 Budget Highlights

Operating Budget:

- Includes the addition of a two-year contract Community Tree Planting Coordinator position with a start date of March 1, 2026. The cost of the position is expected to be fully offset by a successful grant application. The County has been approved for a grant totalling $204,400 over two years.

Capital Budget:

- The 2026-2035 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling $460,000.
- Lifecycle replacement for building components at both nurseries total $495,000 and are scheduled throughout the forecast.

Staff Complement (Full time equivalents)	2025	2026
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.7	5.5
Northern Tree Nursery	2.5	2.5
Total	**8.2**	**9.0**
Current employee count: 8		

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 2026	Actual 2025	Actual 2024	Actual 2023
# of high quality trees planted per year	155,000	165,446	160,953	166,050
# of students (grades K-8) involved in Green Legacy events	9,000	8,984	8,112	7,580
# of volunteers involved in Green Legacy events	725	773	492	507
# of trees provided to municipalities, conservation authorities and service groups	32,000	31,176	39,020	26,623

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$ -	$ -	$ -	$ -	$76,000	$76,000	-
Sales Revenue	$15,031	$15,000	$4,677	$7,000	$7,000	$ -	-
Other Revenue	$2,415	$2,000	$6,407	$2,000	$2,000	$ -	-
Total Revenue	**$17,446**	**$17,000**	**$11,084**	**$9,000**	**$85,000**	**$76,000**	**844.4%**
Expenditure							
Salaries, Wages and Benefits	$693,571	$730,000	$744,472	$781,300	$874,700	$93,400	12.0%
Supplies, Material and Equipment	$78,225	$109,400	$83,589	$106,300	$100,900	($5,400)	(5.1%)
Purchased Services	$54,296	$80,600	$62,235	$75,600	$78,000	$2,400	3.2%
Insurance and Financial	$30,081	$31,800	$31,482	$33,700	$38,300	$4,600	13.6%
Minor Capital Expenses	$ -	$16,000	$ -	$12,000	$42,000	$30,000	250.0%
Internal Charges	$36,198	$13,000	$32,616	$28,000	$31,000	$3,000	10.7%
Total Expenditure	**$892,371**	**$980,800**	**$954,394**	**$1,036,900**	**$1,164,900**	**$128,000**	**12.3%**
Net Operating Cost / (Revenue)	**$874,925**	**$963,800**	**$943,310**	**$1,027,900**	**$1,079,900**	**$52,000**	**5.1%**
Debt and Transfers							
Transfer from Reserve	$ -	($16,000)	$ -	($12,000)	($42,000)	($30,000)	250.0%
Transfers to Reserve	$60,000	$60,000	$90,000	$90,000	$90,000	$ -	-
Total Debt and Transfers	**$60,000**	**$44,000**	**$90,000**	**$78,000**	**$48,000**	**($30,000)**	**(38.5%)**
NET COST / (REVENUE)	**$934,925**	**$1,007,800**	**$1,033,310**	**$1,105,900**	**$1,127,900**	**$22,000**	**2.0%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
	$76,000	$110,000	$18,400		
Sales Revenue	$7,000	$7,000	$7,000	$7,000	$7,000
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$85,000**	**$119,000**	**$27,400**	**$9,000**	**$9,000**
EXPENDITURES					
Salaries, Wages and Benefits	$874,700	$931,600	$884,300	$898,100	$927,900
Supplies, Material and Equipment	$100,900	$103,900	$107,000	$110,100	$113,300
Purchased Services	$78,000	$80,600	$83,400	$86,200	$89,000
Insurance and Financial	$38,300	$41,300	$42,900	$45,100	$47,900
Minor Capital Expenses	$42,000	$42,500		$7,500	$16,000
Internal Charges	$31,000	$31,000	$31,000	$31,000	$31,000
Total Expenditures	**$1,164,900**	**$1,230,900**	**$1,148,600**	**$1,178,000**	**$1,225,100**
Net Operating Cost / (Revenue)	**$1,079,900**	**$1,111,900**	**$1,121,200**	**$1,169,000**	**$1,216,100**
DEBT AND TRANSFERS					
Transfer from Reserves	($42,000)	($42,500)		($7,500)	($16,000)
Transfer to Reserves	$90,000	$90,000	$90,000	$90,000	$90,000
Total Debt and Transfers	**$48,000**	**$47,500**	**$90,000**	**$82,500**	**$74,000**
TAX LEVY REQUIREMENT	**$1,127,900**	**$1,159,400**	**$1,211,200**	**$1,251,500**	**$1,290,100**
yr/yr % change	2.0%	2.8%	4.5%	3.3%	3.1%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Sales Revenue	$7,000	$7,000	$7,000	$7,000	$7,000
Other Revenue	$2,000	$2,000	$2,000	$2,000	$2,000
Total Revenue	**$9,000**	**$9,000**	**$9,000**	**$9,000**	**$9,000**
EXPENDITURES					
Salaries, Wages and Benefits	$958,700	$990,500	$1,023,400	$1,057,600	$1,092,500
Supplies, Material and Equipment	$116,700	$120,200	$123,900	$127,700	$131,300
Purchased Services	$91,900	$95,000	$98,100	$101,200	$103,400
Insurance and Financial	$51,600	$54,700	$57,800	$61,200	$62,000
Minor Capital Expenses	$28,000			$9,000	$27,000
Internal Charges	$31,000	$31,000	$31,000	$31,000	$31,000
Total Expenditures	**$1,277,900**	**$1,291,400**	**$1,334,200**	**$1,387,700**	**$1,447,200**
Net Operating Cost / (Revenue)	**$1,268,900**	**$1,282,400**	**$1,325,200**	**$1,378,700**	**$1,438,200**
DEBT AND TRANSFERS					
Transfer from Reserves	($28,000)			($9,000)	($27,000)
Transfer to Reserves	$90,000	$90,000	$90,000	$90,000	$90,000
Total Debt and Transfers	**$62,000**	**$90,000**	**$90,000**	**$81,000**	**$63,000**
TAX LEVY REQUIREMENT	**$1,330,900**	**$1,372,400**	**$1,415,200**	**$1,459,700**	**$1,501,200**
yr/yr % change	3.2%	3.1%	3.1%	3.1%	2.8%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Green Legacy						
Facility Improvements						
Bradford Whitcombe Nursery: Exhaust Ventilation Systems		$30,000				$30,000
Bradford Whitcombe Nursery: HV	$25,000					$25,000
Bradford Whitcombe Nursery: Parking Lots						
Northern Nursery: Green Roof membrane						
Northern Nursery: Irrigation system and Parking lot repair						
Northern Nursery: Roof replacement			$125,000			$125,000
Total Facility Improvements	$25,000	$30,000	$125,000			$180,000
Vehicles and Equipment						
Green Legacy Pick up Replacement EV						
Green Legacy Van Replacement EV						
Northern Nursery Pick Up Replacement EV			$110,000			$110,000
Total Vehicles and Equipment			$110,000			$110,000
Total	**$25,000**	**$30,000**	**$235,000**			**$290,000**
Sources of Financing						
Reserves	$25,000	$30,000	$235,000			$290,000
Total Financing	**$25,000**	**$30,000**	**$235,000**			**$290,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Green Legacy						
Facility Improvements						
Bradford Whitcombe Nursery: Exhaust Ventilation Systems						$30,000
Bradford Whitcombe Nursery: HV		$205,000				$230,000
Bradford Whitcombe Nursery: Parking Lots	$50,000					$50,000
Northern Nursery: Green Roof membrane	$30,000					$30,000
Northern Nursery: Irrigation system and Parking lot repair	$30,000					$30,000
Northern Nursery: Roof replacement						$125,000
Total Facility Improvements	$110,000	$205,000				$495,000
Vehicles and Equipment						
Green Legacy Pick up Replacement EV			$150,000			$150,000
Green Legacy Van Replacement EV		$200,000				$200,000
Northern Nursery Pick Up Replacement EV						$110,000
Total Vehicles and Equipment		$200,000	$150,000			$460,000
Total	**$110,000**	**$405,000**	**$150,000**			**$955,000**
Sources of Financing						
Reserves	$110,000	$405,000	$150,000			$955,000
Total Financing	**$110,000**	**$405,000**	**$150,000**			**$955,000**

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.

2026 Budget Highlights

Operating Budget:

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2026-2035
- Purchased services includes an increase to printing for the preparation of the emergency preparedness guide
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget:

- The purchase of a spare repeater and GPS clock in 2026 to ensure network coverage in areas where equipment is installed.
- Continued programme funding for paging site batteries, generator replacements and radio replacements ($240,000 in 2028 - 2033)
- Vehicle replacement in 2028 with a traditional fuel powered vehicle and in 2035 with an electric vehicle

Staff Complement (Full time equivalents)	2025	2026
Community Emergency Management	4.3	4.3
Total	**4.3**	**4.3**
Current employee count: 5		

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 2026	Actual 2025	Actual 2024	Actual 2023
ER Plans developed or updated	10	13	22	15
New MECG members trained	25	101*	30	24
Public educational engagements conducted	22	24	27	18
Training exercises completed	20	24	19	19

**This number is quite high as we trained all MECG members on the new D4H platform in 2025.*

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	$471,706	$484,800	$454,389	$506,100	$511,400	$5,300	1.0%
Supplies, Material and Equipment	$16,634	$21,800	$22,885	$21,800	$21,800	$ -	-
Purchased Services	$206,128	$200,800	$238,510	$238,900	$266,400	$27,500	11.5%
Transfer Payments	$173,181	$155,700	$176,982	$160,700	$165,700	$5,000	3.1%
Insurance and Financial	$15,236	$13,900	$13,235	$14,500	$15,400	$900	6.2%
Internal Charges	$600	$1,500	$2,762	$1,500	$1,500	$ -	-
Total Expenditure	**$883,485**	**$878,500**	**$908,763**	**$943,500**	**$982,200**	**$38,700**	**4.1%**
Net Operating Cost / (Revenue)	**$883,485**	**$878,500**	**$908,763**	**$943,500**	**$982,200**	**$38,700**	**4.1%**
Debt and Transfers							
Transfers to Reserve	$20,000	$20,000	$30,000	$30,000	$50,000	$20,000	66.7%
Total Debt and Transfers	**$20,000**	**$20,000**	**$30,000**	**$30,000**	**$50,000**	**$20,000**	**66.7%**
NET COST / (REVENUE)	**$903,485**	**$898,500**	**$938,763**	**$973,500**	**$1,032,200**	**$58,700**	**6.0%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
EXPENDITURES					
Salaries, Wages and Benefits	$511,400	$542,400	$572,800	$599,900	$622,500
Supplies, Material and Equipment	$21,800	$22,300	$22,800	$23,400	$24,000
Purchased Services	$266,400	$250,000	$256,100	$262,700	$269,500
Transfer Payments	$165,700	$170,700	$175,700	$181,200	$186,700
Insurance and Financial	$15,400	$16,500	$18,000	$19,100	$20,000
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$982,200**	**$1,003,400**	**$1,046,900**	**$1,087,800**	**$1,124,200**
Net Operating Cost / (Revenue)	**$982,200**	**$1,003,400**	**$1,046,900**	**$1,087,800**	**$1,124,200**
DEBT AND TRANSFERS					
Transfer to Reserves	$50,000	$50,000	$50,000	$50,000	$50,000
Total Debt and Transfers	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**
TAX LEVY REQUIREMENT	**$1,032,200**	**$1,053,400**	**$1,096,900**	**$1,137,800**	**$1,174,200**
yr/yr % change	6.0%	2.1%	4.1%	3.7%	3.2%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
EXPENDITURES					
Salaries, Wages and Benefits	$642,700	$663,600	$685,400	$707,700	$731,100
Supplies, Material and Equipment	$24,600	$25,200	$25,800	$26,400	$27,000
Purchased Services	$301,400	$283,600	$290,900	$298,300	$307,100
Transfer Payments	$192,700	$198,700	$204,700	$204,700	$204,700
Insurance and Financial	$21,700	$22,800	$24,000	$25,200	$25,700
Internal Charges	$1,500	$1,500	$1,500	$1,500	$1,500
Total Expenditures	**$1,184,600**	**$1,195,400**	**$1,232,300**	**$1,263,800**	**$1,297,100**
Net Operating Cost / (Revenue)	**$1,184,600**	**$1,195,400**	**$1,232,300**	**$1,263,800**	**$1,297,100**
DEBT AND TRANSFERS					
Transfer to Reserves	$50,000	$50,000	$50,000	$50,000	$50,000
Total Debt and Transfers	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**
TAX LEVY REQUIREMENT	**$1,234,600**	**$1,245,400**	**$1,282,300**	**$1,313,800**	**$1,347,100**
yr/yr % change	5.1%	0.9%	3.0%	2.5%	2.5%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Emergency Management						
CEM Vehicle Replacement			$85,000			$85,000
CEM Vehicle Replacement (EV)						
EM Portable and Mobile Radio Replacement						
Generator Replacement Programme			$60,000			$60,000
Replace Paging Site Batteries			$60,000			$60,000
Spare Repeater and GPS clock	$40,000					$40,000
Total	**$40,000**		**$205,000**			**$245,000**
Sources of Financing						
Reserves	$40,000		$205,000			$245,000
Total Financing	**$40,000**		**$205,000**			**$245,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Emergency Management						
CEM Vehicle Replacement						$85,000
CEM Vehicle Replacement (EV)					$145,000	$145,000
EM Portable and Mobile Radio Replacement			$50,000			$50,000
Generator Replacement Programme						$60,000
Replace Paging Site Batteries			$70,000			$130,000
Spare Repeater and GPS clock						$40,000
Total			**$120,000**		**$145,000**	**$510,000**
Sources of Financing						
Reserves			$120,000		$145,000	$510,000
Total Financing			**$120,000**		**$145,000**	**$510,000**

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.

2026 Budget Highlights

- The 2026 O.P.P. contract estimate of $20,169,000 is up by $2.2 million, or 12.2% from 2025 which includes a significant one-time Provincial cap of estimated costs, as well as the resources from the O.P.P. Enhancement Strategy Proposal approved by Council in May 2025 as well as a reduction of $450,000 for the provision for the OPP contract reconciliation. Future years of the forecast include the removal of the cap and inflationary increases.
- There is an allowance for one new uniformed officer beginning in 2027 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 $222,500 annually (in 2026 dollars).
- Grants and subsidies includes the annual RIDE Programme ($23K) and Prisoner Transportation ($41K) grants as well as the Bail Compliance and Warrant Apprehension (BCWA) grant ($93K) and the Fraud Prevention grant ($47K). The BCWA and Fraud Prevention grants are both fully offset by associated 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 2026-2035 capital budget includes facility improvements and equipment replacements at the three County-owned detachments.

Staff Complement (Full time equivalents)	2025	2026
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 2026	Actual 2025	Actual 2024	Actual 2023
Referrals to Victim Services Agencies offered	2,165	1,816	1,328	1,049
# of mental health associated calls for service that include the support/involvement of the IMPACT team	714	705	689	683
# of Memorandums of Understanding with local hospitals and other care facilities	2	2	2	1
% of collisions that use the Collision Reporting Centres	50%	50%	59%	49%
Total # of calls from the public for service	44,200	41,500	42,307	37,823

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	$676,802	$282,000	$403,683	$447,300	$204,300	($243,000)	(54.3%)
Licenses, Permits and Rents	$126,750	$129,800	$126,525	$129,800	$127,300	($2,500)	(1.9%)
Fines and Penalties	$150,684	$132,000	$224,682	$132,000	$172,000	$40,000	30.3%
User Fees and Charges	$136,875	$120,000	$119,958	$90,000	$75,000	($15,000)	(16.7%)
Other Revenue	$17,763	$16,000	$20,956	$19,500	$19,500	$ -	-
Total Revenue	**$1,108,874**	**$679,800**	**$895,804**	**$818,600**	**$598,100**	**($220,500)**	**(26.9%)**
Expenditure							
Salaries, Wages and Benefits	$168,544	$175,900	$186,328	$181,000	$189,300	$8,300	4.6%
Supplies, Material and Equipment	$109,452	$80,600	$99,093	$99,400	$109,600	$10,200	10.3%
Purchased Services	$1,027,684	$800,100	$949,481	$980,100	$762,000	($218,100)	(22.3%)
Transfer Payments	$16,782,243	$17,593,000	$17,061,299	$18,036,000	$20,209,000	$2,173,000	12.0%
Insurance and Financial	$20,622	$21,100	$29,070	$25,800	$38,100	$12,300	47.7%
Minor Capital Expenses	$14,628	$31,000	$7,632	$18,000	$32,000	$14,000	77.8%
Internal Charges	$26,481	$42,600	$27,275	$34,600	$34,600	$ -	-
Total Expenditure	**$18,149,654**	**$18,744,300**	**$18,360,178**	**$19,374,900**	**$21,374,600**	**$1,999,700**	**10.3%**
Net Operating Cost / (Revenue)	**$17,040,780**	**$18,064,500**	**$17,464,374**	**$18,556,300**	**$20,776,500**	**$2,220,200**	**12.0%**
Debt and Transfers							
Transfer from Reserve	($14,628)	($31,000)	($7,632)	($18,000)	($32,000)	($14,000)	77.8%
Transfers to Reserve	$200,000	$200,000	$380,000	$380,000	$380,000	$ -	-
Total Debt and Transfers	**$185,372**	**$169,000**	**$372,368**	**$362,000**	**$348,000**	**($14,000)**	**(3.9%)**
NET COST / (REVENUE)	**$17,226,152**	**$18,233,500**	**$17,836,742**	**$18,918,300**	**$21,124,500**	**$2,206,200**	**11.7%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Grants and Subsidies	$204,300	$64,200	$64,200	$64,200	$64,200
Licenses, Permits and Rents	$127,300	$127,300	$127,300	$127,300	$127,300
Fines and Penalties	$172,000	$172,000	$172,000	$172,000	$172,000
User Fees and Charges	$75,000	$37,500			
Other Revenue	$19,500	$19,500	$19,500	$19,500	$19,500
Total Revenue	**$598,100**	**$420,500**	**$383,000**	**$383,000**	**$383,000**
EXPENDITURES					
Salaries, Wages and Benefits	$189,300	$197,900	$206,200	$212,600	$219,300
Supplies, Material and Equipment	$109,600	$111,400	$113,200	$115,000	$116,800
Purchased Services	$762,000	$648,600	$674,000	$700,800	$726,000
Transfer Payments	$20,209,000	$21,791,000	$22,531,000	$23,267,000	$24,039,000
Insurance and Financial	$38,100	$39,400	$40,900	$42,200	$44,100
Minor Capital Expenses	$32,000	$26,000	$33,000	$55,000	$103,000
Internal Charges	$34,600	$34,600	$34,600	$34,600	$34,600
Total Expenditures	**$21,374,600**	**$22,848,900**	**$23,632,900**	**$24,427,200**	**$25,282,800**
Net Operating Cost / (Revenue)	**$20,776,500**	**$22,428,400**	**$23,249,900**	**$24,044,200**	**$24,899,800**
DEBT AND TRANSFERS					
Transfer from Reserves	($32,000)	($26,000)	($33,000)	($55,000)	($93,000)
Transfer to Reserves	$380,000	$380,000	$380,000	$440,000	$440,000
Total Debt and Transfers	**$348,000**	**$354,000**	**$347,000**	**$385,000**	**$347,000**
TAX LEVY REQUIREMENT	**$21,124,500**	**$22,782,400**	**$23,596,900**	**$24,429,200**	**$25,246,800**
yr/yr % change	11.7%	7.8%	3.6%	3.5%	3.3%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Grants and Subsidies	$64,200	$64,200	$64,200	$64,200	$64,200
Licenses, Permits and Rents	$127,300	$127,300	$127,300	$127,300	$127,300
Fines and Penalties	$172,000	$172,000	$172,000	$172,000	$172,000
User Fees and Charges					
Other Revenue	$19,500	$19,500	$19,500	$19,500	$19,500
Total Revenue	**$383,000**	**$383,000**	**$383,000**	**$383,000**	**$383,000**
EXPENDITURES					
Salaries, Wages and Benefits	$226,500	$233,300	$241,100	$249,000	$257,200
Supplies, Material and Equipment	$118,700	$120,600	$122,700	$125,300	$128,600
Purchased Services	$751,500	$777,700	$804,100	$830,100	$842,700
Transfer Payments	$24,834,000	$25,667,000	$26,500,000	$27,372,000	$28,271,000
Insurance and Financial	$45,600	$47,500	$49,500	$51,100	$51,500
Minor Capital Expenses	$64,000	$41,500	$25,500	$160,000	$67,000
Internal Charges	$34,600	$34,600	$34,600	$34,600	$34,600
Total Expenditures	**$26,074,900**	**$26,922,200**	**$27,777,500**	**$28,822,100**	**$29,652,600**
Net Operating Cost / (Revenue)	**$25,691,900**	**$26,539,200**	**$27,394,500**	**$28,439,100**	**$29,269,600**
DEBT AND TRANSFERS					
Transfer from Reserves	($64,000)	($41,500)	($25,500)	($160,000)	($67,000)
Transfer to Reserves	$440,000	$450,000	$450,000	$450,000	$450,000
Total Debt and Transfers	**$376,000**	**$408,500**	**$424,500**	**$290,000**	**$383,000**
TAX LEVY REQUIREMENT	**$26,067,900**	**$26,947,700**	**$27,819,000**	**$28,729,100**	**$29,652,600**
yr/yr % change	3.3%	3.4%	3.2%	3.3%	3.2%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Police Services						
Equipment						
Radar Detection Replacements		$45,000				$45,000
Total Equipment		$45,000				$45,000
Facilities						
Aboyne OPP: Common Area Floors						
Aboyne OPP: Elevator Modernization					$220,000	$220,000
Aboyne OPP: Fire Alarm System Upgrade						
Aboyne OPP: Furniture Replacements		$95,000				$95,000
Aboyne OPP: Generator Upgrades						
Aboyne OPP: Parking Lot Rehab						
Aboyne OPP: Plumbing Replacements				$135,000		$135,000
Aboyne OPP: Rehab Air Handling	$95,000					$95,000
Aboyne OPP: Replace HVAC Control System				$205,000		$205,000
Aboyne OPP: Security System Upgrade						
Constable Chair Replacements	$30,000					$30,000
Rockwood OPP: Door replacement	$35,000					$35,000
Rockwood OPP: Elevator Moderni	$210,000					$210,000
Rockwood OPP: Fire Alarm System						
Rockwood OPP: Flooring Replacements						
Rockwood OPP: Generator						
Rockwood OPP: Heating and Cooling						
Rockwood OPP: HVAC Replacements			$35,000			$35,000
Rockwood OPP: Lockup Cell Plumbing Fixtures			$90,000			$90,000
Rockwood OPP: Parking Lot						
Rockwood OPP: Roof Rehabilitat	$25,000					$25,000
Rockwood OPP: Security System Upgrade						
Rockwood OPP: Site Lighting						
Teviotdale OPP: Air Conditioning					$115,000	$115,000
Teviotdale OPP: Building Retrofits						
Teviotdale OPP: Control Panel Upgrade						
Teviotdale OPP: Domestic Water Heater Upgr						
Teviotdale OPP: Exterior Doors Replacement						
Teviotdale OPP: Interior Upgrades				$95,000		$95,000
Teviotdale OPP: Roofing Rehabilitation						
Teviotdale OPP: Security Camera Replacement				$50,000		$50,000
Teviotdale OPP: Update HVAC Pumps	$50,000					$50,000
Total Facilities	$445,000	$95,000	$125,000	$485,000	$335,000	$1,485,000
Total	**$445,000**	**$140,000**	**$125,000**	**$485,000**	**$335,000**	**$1,530,000**
Sources of Financing						
Reserves	$445,000	$140,000	$125,000	$485,000	$335,000	$1,530,000
Total Financing	**$445,000**	**$140,000**	**$125,000**	**$485,000**	**$335,000**	**$1,530,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Police Services						
Equipment						
Radar Detection Replacements				$60,000		$105,000
Total Equipment				$60,000		$105,000
Facilities						
Aboyne OPP: Common Area Floors					$110,000	$110,000
Aboyne OPP: Elevator Modernization						$220,000
Aboyne OPP: Fire Alarm System Upgrade				$195,000		$195,000
Aboyne OPP: Furniture Replacements						$95,000
Aboyne OPP: Generator Upgrades				$290,000		$290,000
Aboyne OPP: Parking Lot Rehab					$400,000	$400,000
Aboyne OPP: Plumbing Replacements						$135,000
Aboyne OPP: Rehab Air Handling						$95,000
Aboyne OPP: Replace HVAC Control System						$205,000
Aboyne OPP: Security System Upgrade				$105,000		$105,000
Constable Chair Replacements	$40,000					$70,000
Rockwood OPP: Door replacement						$35,000
Rockwood OPP: Elevator Moderni						$210,000
Rockwood OPP: Fire Alarm System	$140,000					$140,000
Rockwood OPP: Flooring Replacements	$100,000					$100,000
Rockwood OPP: Generator	$205,000					$205,000
Rockwood OPP: Heating and Cooling	$415,000					$415,000
Rockwood OPP: HVAC Replacements						$35,000
Rockwood OPP: Lockup Cell Plumbing Fixtures						$90,000
Rockwood OPP: Parking Lot	$360,000					$360,000
Rockwood OPP: Roof Rehabilitat						$25,000
Rockwood OPP: Security System Upgrade	$45,000					$45,000
Rockwood OPP: Site Lighting			$35,000			$35,000
Teviotdale OPP: Air Conditioning						$115,000
Teviotdale OPP: Building Retrofits		$30,000				$30,000
Teviotdale OPP: Control Panel Upgrade					$195,000	$195,000
Teviotdale OPP: Domestic Water Heater Upgr				$125,000		$125,000
Teviotdale OPP: Exterior Doors Replacement				$30,000		$30,000
Teviotdale OPP: Interior Upgrades						$95,000
Teviotdale OPP: Roofing Rehabilitation				$170,000		$170,000
Teviotdale OPP: Security Camera Replacement						$50,000
Teviotdale OPP: Update HVAC Pumps						$50,000
Total Facilities	$1,305,000	$30,000	$35,000	$915,000	$705,000	$4,475,000
Total	**$1,305,000**	**$30,000**	**$35,000**	**$975,000**	**$705,000**	**$4,580,000**
Sources of Financing						
Reserves	$1,305,000	$30,000	$35,000	$975,000	$705,000	$4,580,000
Total Financing	**$1,305,000**	**$30,000**	**$35,000**	**$975,000**	**$705,000**	**$4,580,000**

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.

2026 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 2026 – 2035 capital budget includes the County's portion of:
    - Court Services Facility renewal projects totalling $310,000 over ten years.
    - Capital equipment replacements totalling $425,000 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

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	$510,468	$283,300	$506,682	$300,000	$300,000	$ -	-
Total Revenue	**$510,468**	**$283,300**	**$506,682**	**$300,000**	**$300,000**	**$ -**	**-**
Net Operating Cost /	**($510,468)**	**($283,300)**	**($506,682)**	**($300,000)**	**($300,000)**	**$ -**	**-**
Debt and Transfers							
Transfers to Reserve	$170,000	$170,000	$170,000	$170,000	$100,000	($70,000)	(41.2%)
Total Debt and Transfers	**$170,000**	**$170,000**	**$170,000**	**$170,000**	**$100,000**	**($70,000)**	**(41.2%)**
NET COST / (REVENUE)	**($340,468)**	**($113,300)**	**($336,682)**	**($130,000)**	**($200,000)**	**($70,000)**	**53.8%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Municipal Recoveries	$300,000	$300,000	$300,000	$300,000	$300,000
Total Revenue	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**
Net Operating Cost / (Revenue)	**($300,000)**	**($300,000)**	**($300,000)**	**($300,000)**	**($300,000)**
DEBT AND TRANSFERS					
Transfer to Reserves	$100,000	$100,000	$100,000	$100,000	$100,000
Total Debt and Transfers	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
TAX LEVY REQUIREMENT	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**
yr/yr % change	53.8%				

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Municipal Recoveries	$300,000	$300,000	$300,000	$300,000	$300,000
Total Revenue	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**
Net Operating Cost / (Revenue)	**($300,000)**	**($300,000)**	**($300,000)**	**($300,000)**	**($300,000)**
DEBT AND TRANSFERS					
Transfer to Reserves	$100,000	$100,000	$100,000	$100,000	$100,000
Total Debt and Transfers	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
TAX LEVY REQUIREMENT	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**
yr/yr % change					

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
POA Administration						
POA Court Facility Renewals		$25,000	$25,000	$100,000	$25,000	$175,000
POA Equipment Replacement		$25,000	$70,000	$75,000	$50,000	$220,000
POA IT Replacements	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
POA Security Renewal					$30,000	$30,000
Total	**$30,000**	**$80,000**	**$125,000**	**$205,000**	**$135,000**	**$575,000**
Sources of Financing						
Reserves	$30,000	$80,000	$125,000	$205,000	$135,000	$575,000
Total Financing	**$30,000**	**$80,000**	**$125,000**	**$205,000**	**$135,000**	**$575,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
POA Administration						
POA Court Facility Renewals	$30,000	$25,000	$25,000	$25,000	$30,000	$310,000
POA Equipment Replacement	$75,000	$25,000	$30,000	$45,000	$30,000	$425,000
POA IT Replacements	$30,000	$30,000	$30,000	$30,000	$30,000	$300,000
POA Security Renewal					$30,000	$60,000
Total	**$135,000**	**$80,000**	**$85,000**	**$100,000**	**$120,000**	**$1,095,000**
Sources of Financing						
Reserves	$135,000	$80,000	$85,000	$100,000	$120,000	$1,095,000
Total Financing	**$135,000**	**$80,000**	**$85,000**	**$100,000**	**$120,000**	**$1,095,000**

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.

2026 Budget Highlights

Operating Budget

- The budget includes hiring eight additional paramedics and a superintendent in 2026 and another four paramedics and a administrative support position 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 prior year variances and to allow for additional expenses with the expiration of the collective agreement in March 2026.
- 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 37.8% of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of $9.1 million in 2026.

Capital Budget

- The City of Guelph has completed a new Ambulance Deployment Optimization Study in 2024. The capital forecast includes a proposal to build five new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City.
- Proposed locations include: Erin (2027/28), Guelph/Eramosa (2029/30), Harriston (2031/32), Mount Forest (2033/34), Fergus (2035). Design and construction, including land acquisition costs as required, for the five stations in the current 10 year plan is budgeted at $42.0 million.
- There is rehabilitation projects within the City of Guelph at Elmira Road with the County's share at $2.4 million, funded through the Ambulance Reserve.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of $7.6 million is funded through the Ambulance Reserve.

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	$55,500	$55,500	$55,500	$55,500	$55,500	$ -	-
Total Revenue	**$55,500**	**$55,500**	**$55,500**	**$55,500**	**$55,500**	**$ -**	**-**
Expenditure							
Purchased Services	$4,364	$ -	$8,410	$ -	$ -	$ -	-
Transfer Payments	$7,208,255	$6,199,000	$7,110,052	$6,869,000	$7,477,000	$608,000	8.9%
Total Expenditure	**$7,212,619**	**$6,199,000**	**$7,118,462**	**$6,869,000**	**$7,477,000**	**$608,000**	**8.9%**
Net Operating Cost /	**$7,157,119**	**$6,143,500**	**$7,062,962**	**$6,813,500**	**$7,421,500**	**$608,000**	**8.9%**
Debt and Transfers							
Transfer from Reserve	($268,000)	($268,000)	$ -	$ -	($517,200)	($517,200)	-
Transfers to Reserve	$655,500	$655,500	$2,655,500	$2,655,500	$2,155,500	($500,000)	(18.8%)
Total Debt and Transfers	**$387,500**	**$387,500**	**$2,655,500**	**$2,655,500**	**$1,638,300**	**($1,017,200)**	**(38.3%)**
NET COST / (REVENUE)	**$7,544,619**	**$6,531,000**	**$9,718,462**	**$9,469,000**	**$9,059,800**	**($409,200)**	**(4.3%)**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
REVENUE					
Licenses, Permits and Rents	$55,500	$55,500	$55,500	$183,000	$477,300
Total Revenue	**$55,500**	**$55,500**	**$55,500**	**$183,000**	**$477,300**
EXPENDITURES					
Transfer Payments	$7,477,000	$7,712,000	$8,014,000	$8,310,000	$8,779,000
Total Expenditures	**$7,477,000**	**$7,712,000**	**$8,014,000**	**$8,310,000**	**$8,779,000**
Net Operating Cost /	**$7,421,500**	**$7,656,500**	**$7,958,500**	**$8,127,000**	**$8,301,700**
DEBT AND TRANSFERS					
Debt Charges				$192,800	$637,800
Transfer from Reserves	($517,200)			($65,300)	($216,000)
Transfer to Reserves	$2,155,500	$1,855,500	$1,855,500	$1,855,500	$2,355,500
Total Debt and Transfers	**$1,638,300**	**$1,855,500**	**$1,855,500**	**$1,983,000**	**$2,777,300**
TAX LEVY REQUIREMENT	**$9,059,800**	**$9,512,000**	**$9,814,000**	**$10,110,000**	**$11,079,000**
yr/yr % change	(4.3%)	5.0%	3.2%	3.0%	9.6%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
REVENUE					
Licenses, Permits and Rents	$477,300	$477,300	$477,300	$477,300	$477,300
Total Revenue	**$477,300**	**$477,300**	**$477,300**	**$477,300**	**$477,300**
EXPENDITURES					
Transfer Payments	$8,998,000	$9,503,000	$10,116,000	$10,662,000	$11,245,000
Total Expenditures	**$8,998,000**	**$9,503,000**	**$10,116,000**	**$10,662,000**	**$11,245,000**
Net Operating Cost /	**$8,520,700**	**$9,025,700**	**$9,638,700**	**$10,184,700**	**$10,767,700**
DEBT AND TRANSFERS					
Debt Charges	$759,000	$1,038,800	$1,235,000	$1,687,700	$1,687,700
Transfer from Reserves	($337,200)	($617,000)	($675,700)	($811,100)	($811,100)
Transfer to Reserves	$3,355,500	$4,155,500	$4,555,500	$5,055,500	$5,055,500
Total Debt and Transfers	**$3,777,300**	**$4,577,300**	**$5,114,800**	**$5,932,100**	**$5,932,100**
TAX LEVY REQUIREMENT	**$12,298,000**	**$13,603,000**	**$14,753,500**	**$16,116,800**	**$16,699,800**
yr/yr % change	11.0%	10.6%	8.5%	9.2%	3.6%

County of Wellington

2026 - 2035 Capital Budget

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

	2026	2027	2028	2029	2030	5 Year Total
Land Ambulance						
County of Wellington Led Projects						
Ambulance Station Property Acq	$300,000					$300,000
Erin Ambulance Station		$3,240,000	$4,880,000			$8,120,000
Fergus Ambulance Station						
Guelph/Eramosa Ambulance Station				$5,925,000	$5,460,000	$11,385,000
Harriston Ambulance Station						
Mount Forest Ambulance Station						
Total County of Wellington Led Projects	$300,000	$3,240,000	$4,880,000	$5,925,000	$5,460,000	$19,805,000
City of Guelph Led Projects						
Ambulance IT Implementations	$85,000	$85,000	$85,000	$85,000	$85,000	$425,000
Ambulance Needs Study		$30,000				$30,000
Elmira Rd Station Upgrade	$650,000	$1,725,000				$2,375,000
Facility Renewal	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
Vehicles and Equipment	$1,205,000	$980,000	$660,000	$195,000	$200,000	$3,240,000
Vehicles and Equipment Growth	$185,000		$40,000	$25,000	$175,000	$425,000
Total City of Guelph Led Projects	$2,150,000	$2,845,000	$810,000	$330,000	$485,000	$6,620,000
Total	**$2,450,000**	**$6,085,000**	**$5,690,000**	**$6,255,000**	**$5,945,000**	**$26,425,000**
Sources of Financing						
Reserves	$2,450,000	$2,845,000	$810,000	$4,430,000	$2,665,000	$13,200,000
Growth Related Debenture		$840,000	$1,910,000	$1,825,000	$3,280,000	$7,855,000
Debenture		$2,400,000	$2,970,000			$5,370,000
Total Financing	**$2,450,000**	**$6,085,000**	**$5,690,000**	**$6,255,000**	**$5,945,000**	**$26,425,000**

County of Wellington

2026 - 2035 Capital Budget

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

	2031	2032	2033	2034	2035	10 Year Total
Land Ambulance						
County of Wellington Led Projects						
Ambulance Station Property Acquisition						$11,385,000
Erin Ambulance Station			$3,515,000	$6,530,000		$10,045,000
Fergus Ambulance Station	$2,910,000	$5,960,000				$8,870,000
Guelph/Eramosa Ambulance Station						$300,000
Harriston Ambulance Station						$8,120,000
Mount Forest Ambulance Station					$3,280,000	$3,280,000
Total County of Wellington Led Projects	$2,910,000	$5,960,000	$3,515,000	$6,530,000	$3,280,000	$42,000,000
City of Guelph Led Projects						
Ambulance IT Implementations		$35,000				$65,000
Ambulance Needs Study	$85,000	$85,000	$85,000	$85,000	$85,000	$850,000
Elmira Rd Station Upgrade	$30,000	$55,000	$25,000	$25,000		$560,000
Facility Renewal						$2,375,000
Vehicles and Equipment	$25,000	$25,000	$25,000	$25,000	$25,000	$250,000
Vehicles and Equipment Growth	$625,000	$360,000	$495,000	$800,000	$335,000	$5,855,000
Total City of Guelph Led Projects	$765,000	$560,000	$630,000	$935,000	$445,000	$9,955,000
Total	**$3,675,000**	**$6,520,000**	**$4,145,000**	**$7,465,000**	**$3,725,000**	**$51,955,000**
Sources of Financing						
Reserves	$3,065,000	$4,660,000	$2,200,000	$935,000	$2,845,000	$26,905,000
Growth Related Debenture	$610,000	$1,860,000	$945,000	$1,740,000	$880,000	$13,890,000
Debenture			$1,000,000	$4,790,000		$11,160,000
Total Financing	**$3,675,000**	**$6,520,000**	**$4,145,000**	**$7,465,000**	**$3,725,000**	**$51,955,000**

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.

2026 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH is $3,183,000.
- This represents an increase of 2.9% ($90,000), from the 2025 gross levy.

County of Wellington

2026 Operating Budget

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

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	$2,699,427	$2,699,400	$3,092,769	$3,093,000	$3,183,000	$90,000	2.9%
Total Expenditure	**$2,699,427**	**$2,699,400**	**$3,092,769**	**$3,093,000**	**$3,183,000**	**$90,000**	**2.9%**
NET COST / (REVENUE)	**$2,699,427**	**$2,699,400**	**$3,092,769**	**$3,093,000**	**$3,183,000**	**$90,000**	**2.9%**

County of Wellington

2026 - 2035 Operating Budget

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

	2026	2027	2028	2029	2030
EXPENDITURES					
Transfer Payments	$3,183,000	$3,310,000	$3,442,000	$3,580,000	$3,723,000
Total Expenditures	**$3,183,000**	**$3,310,000**	**$3,442,000**	**$3,580,000**	**$3,723,000**
Net Operating Cost / (Revenue)	**$3,183,000**	**$3,310,000**	**$3,442,000**	**$3,580,000**	**$3,723,000**
TAX LEVY REQUIREMENT	**$3,183,000**	**$3,310,000**	**$3,442,000**	**$3,580,000**	**$3,723,000**
yr/yr % change	2.9%	4.0%	4.0%	4.0%	4.0%

County of Wellington

2026 - 2035 Operating Budget

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

	2031	2032	2033	2034	2035
EXPENDITURES					
Transfer Payments	$3,872,000	$4,027,000	$4,188,000	$4,356,000	$4,530,000
Total Expenditures	**$3,872,000**	**$4,027,000**	**$4,188,000**	**$4,356,000**	**$4,530,000**
Net Operating Cost / (Revenue)	**$3,872,000**	**$4,027,000**	**$4,188,000**	**$4,356,000**	**$4,530,000**
TAX LEVY REQUIREMENT	**$3,872,000**	**$4,027,000**	**$4,188,000**	**$4,356,000**	**$4,530,000**
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

Acknowledgements

The County Treasurer would like to thank the following staff members for their assistance during the preparation of the 2026 Budget and Ten-Year Plan:

Susan Aram, Deputy Treasurer

Simon Burgess, Operating Budget and Cash Manager

Troy Byrne, Accounting Supervisor - Social Services

Shauna Calder, Manager of Finance

Anuradha Dam, Economic Development Coordinator

Crystal Haffner, Accounting Analyst

Holly Leeming, Property Tax Analyst

Isabel Lopez, Budget and Accounting Coordinator

Jackie Lee Macchiusi, Capital Budget and Accounting Manager

Christina Mann, Manager of Economic Development

Brian Roberts, Graphic Designer

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