

# County of Wellington 2026 Budget Review Package



County Council  
January 29, 2026

2026 Quick Links
<a href="#">Report from the County Treasurer</a>
<a href="#">2026 Operating Budget Summaries</a>
<a href="#">2026-2035 Operating Budget Forecast</a>
<a href="#">2026 Budget Adjustments</a>
<a href="#">2026-2035 Capital Budget Summaries</a>
<a href="#">Executive Summary - Operating</a>
<a href="#">Summary of Staffing by Department</a>
<a href="#">Executive Summary - Capital</a>
<a href="#">Reserves and Reserve Funds</a>
<a href="#">Long-Term Liabilities and Debt</a>
<a href="#">General Revenues &amp; Expenses</a>
<a href="#">County Council</a>
<a href="#">Office of the CAO and Clerk</a>
<a href="#">Treasury</a>
<a href="#">Human Resources</a>
<a href="#">Property Services</a>
<a href="#">Grants and Contributions</a>
<a href="#">Economic Development</a>
<a href="#">Rural Transportation</a>
<a href="#">Roads and Bridges</a>
<a href="#">Solid Waste Services</a>
<a href="#">Social Housing</a>
<a href="#">Affordable Housing</a>
<a href="#">Ontario Works</a>
<a href="#">Children's Early Years Division</a>
<a href="#">Wellington Terrace</a>
<a href="#">Library</a>
<a href="#">Museum and Archives at Wellington Place</a>
<a href="#">Planning</a>
<a href="#">Green Legacy</a>
<a href="#">Emergency Management</a>
<a href="#">Police Services</a>
<a href="#">Provincial Offences Act (POA) Administration</a>
<a href="#">Ambulance Services</a>
<a href="#">Public Health</a>



## Committee Report

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Ken DeHart, County Treasurer  
**Date:** Monday, January 26, 2026  
**Subject:** **2026 Budget and 2026-2035 Ten-Year Plan**

---

### Background:

The proposed 2026 Operating and Capital Budgets and 2026-2035 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2026 operating budget is summarized as follows:

- ❑ 2026 tax levy requirement = \$148,596,800
- ❑ Proposed County tax increase = 3.6%
- ❑ Tax impact per \$100,000 of assessment = \$26

### Overview of attachments

The package includes programme information pages, performance measures, operating budgets and capital forecasts for all services provided and/or funded by the County. The 2026 Budget reports have been reviewed by all Committees and Boards, with the exception of the Economic Development Committee which meets the morning of January 26<sup>th</sup>. Highlights of the 2026 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

### Office of the CAO and Clerk

- Staffing changes include:
  - The addition of an IT Project Manager with an April 1, 2026 start date. As the County continues to add new applications and software programmes across departments, additional IT resources are required to support staff with the implementation and ongoing needs of these enhancements.
  - A new Municipal Freedom of Information and Protection of Privacy (MFIPPA) Coordinator is forecasted for 2027 in CAO & Clerks. This position is necessary as the County continues to receive information requests of increasing complexity and volume as well as to meet the requirements related to the completion of privacy impact assessments.
- The ten-year plan includes capital works for Technical Services, Applications Services, and Information Management.
- Technical Services plans for both replacement and expansion activities in network, storage, servers, and security systems. The annual Computer Hardware Lifecycle Replacements programme is included in capital (\$2.0 million). Projects total \$8.3 million over the forecast.
- Applications Services 2026 budget includes funding for the upgrade of Kronos scheduling software which is used in several departments in the County, including Long-Term Care, Library and Maintenance, and funding for the implementation of a Customer Relationship Management solution to facilitate tracking, follow up and client history management more effectively and collaboratively for departments, such as Social Services and Museums.

## Human Resources

- Staffing changes include:
  - A Health and Safety Specialist and Health and Safety Trainer were approved by committee in September. The net cost impact of this position, after recoveries is \$208,400.
  - The addition of a Human Resources Admin position is included in 2026 starting in April. This position would provide the assistance required within the department with increased administrative needs. It is expected the cost of the position will be fully offset by the removal of the student position as well as expected vacancies within the department in 2026.

## County Property

- Staffing changes include:
  - The addition of a part-time cleaner starting April 1st. The position is expected to provide the needed 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.
- Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$6.1 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- Vehicles and equipment include the purchase or replacement of seven vehicles in the forecast. The pickup in 2026 is to be a hybrid pickup as part of the Green Fleet Strategy pilot project. The pickup in 2028 is budgeted for a traditional fuel-powered vehicle. The pickup trucks and van in 2030 and onwards are budgeted to accommodate electric vehicle purchases. This reflects preliminary corporate climate change budget initiatives. The actual type of future vehicle purchase (traditional vs electric) will be dependent on the availability of this technology and charging infrastructure at the time of acquisition.

## Ambulance

- The City of Guelph's multi-year budget includes the hiring of 12 additional paramedics (eight new in 2026 and four additional in 2027), one superintendent in 2026 and one administrative support position in 2027. The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets in future years.
- In 2025, the County included a \$678,000 contingency in the budget to address significant variances in 2024, while the City adjusted the 2025 budget through their second quarter Budget Monitoring Report by \$1.3 million (County portion \$494,000) to address ongoing pressures related to WSIB and employee leaves.
- The proposed increase to the County's share of the land ambulance budget is \$608,000, which includes a contingency of \$324,500 in anticipation of the OPSEU collective agreement expiring March 31, 2026.
- The transfers to reserves line (\$1.3 million) is to provide funding for land acquisition and building of new ambulance facilities throughout the County and includes a one-time \$300,000 contribution.
- The 2026 budget and ten-year plan incorporates the construction of new facilities beginning in 2027. The City of Guelph has completed a new Ambulance Deployment Optimization Study.
- 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:
  - Property Acquisition (2026)
  - Erin (2027/2028)
  - Guelph/Eramosa (2029/2030)
  - Harriston (2031/2032)

- Mount Forest (2033/2034)
- 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. County plans to finance \$25.1 million (\$11.2 million tax-supported and \$13.9 million growth-supported) of the construction costs.
- Work continues on the upgrade of the existing Elmira Rd, Guelph Station (to be relocated to Speedvale Ave). There is \$2.4 million planned in 2026-27 for a total project cost of \$3.8 million.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years (\$7.6 million) is funded through the Ambulance Reserve.

**Public Health**

- The 2026 budget reflects a 2.9% increase in funding for Public Health which aligns with the request that staff have received. Future years have been adjusted by 4%.

**General Expenditures and Revenues**

- OMPF grant amounts have been reduced by 20% in 2026 resulting in a decrease of \$113,800. As reported in November, the County has received confirmation that the funding will decrease by 20% as the grant is phased out over a five-year period.
- Investment interest income has been increased by \$2.0 million as interest earnings on the PPN and other investments have been significantly higher than anticipated. This has been partially offset by a reduction on bank interest earned of \$500,000 as rates for the County’s general bank holdings have started to reduce as the Bank of Canada has been reducing their overnight rates to stimulate the economy. This results in an estimated net improvement in interest earnings of \$1.5 million in 2026. All interest earnings are transferred to the County’s reserves at year-end and are reflected in the reserve forecast figures.
- Estimates for supplementary tax revenues have been increased by \$100,000 per year in 2026-2035 reflecting a levelling off from the recent surges in assessment growth figures and revenue expectations for future years.

**Staffing Summary**

The 2026 budget incorporates a number of staffing adjustments which are summarized on pages 21-22 of the budget package. The net impact of all staffing changes (in-year and proposed) is just over \$700,000 in 2026. The budget includes a 3% economic adjustment for non-union members in 2026, as approved by County Council in September.

**Ten-year levy and tax projection**

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

	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
County Tax Levy (\$000's)	\$148,597	\$157,427	\$166,440	\$175,218	\$184,340
Residential tax impact	3.6%	4.1%	3.9%	3.5%	3.4%
	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>
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%

## **Capital Summary**

The 2026-2035 Capital Plan contemplates \$686.6 million of investment in infrastructure, facilities, and equipment.

- Roads and bridges accounts for 67.7% of projected capital spending
- Social and Affordable Housing account for an additional 12.7%
- Ambulance Services 7.6%
- Solid Waste Services 3.3%
- Wellington Terrace 1.5%
- Museum and Wellington Place 1.4%
- Library Services 1.3%
- The remaining areas of investment include information technology, property services, police, POA, economic development, Ontario Works, child care, emergency management, green legacy and planning.

Facility development projects include:

- Design and construction of the roads garages located in Erin, Bruce Dale, Harriston, and Aberfoyle
- Proposed construction of five ambulance facilities located throughout the County
- Ongoing improvements at County landfill sites and transfer stations
- Work to improve the condition of the County-owned social and affordable housing units
- Provision for new affordable housing projects throughout the County

### Long-Term Borrowing

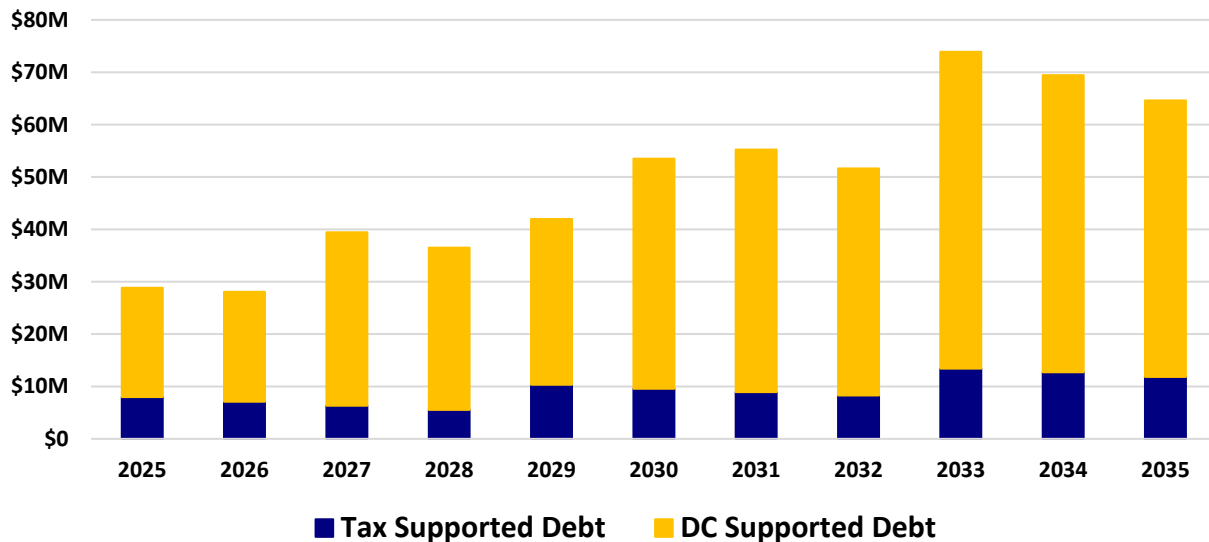
The County’s long-term borrowing plan remains sustainable and affordable, with \$90.2 million in new debt to be issued over the next ten years. The majority of the capital plan is funded from reserves (65.0%).

The proposed debt in the ten-year plan includes \$79.0 million in growth-supported debt and \$11.2 million in tax-supported debt. Tax-supported debt had decreased \$7.6 million from last year’s ten-year plan due to: a reduction of \$3.2 million for the Elmira Road Ambulance Station upgrade and \$4.4 million for the Erin Garage, as debt on both projects was eliminated through the 2024 year-end surplus allocation.

Growth-supported debt has increased by \$13.8 million from last year’s ten-year plan projections. This increase in growth-supported debt is mainly due to planned construction of new roads garages and ambulance stations. Development charge collections continue to be reduced due to Provincial legislative changes that provide exemptions for affordable housing (rental and ownership), and additional properties eligible being made eligible for development charge deferrals. This is causing a reduction and delay of DC revenues, requiring the County to issue more growth-supported debt that will eventually be funded by future development charge collections.

The following chart outlines the County’s projected debt outstanding through 2035 and is broken down to show both tax supported and development charge recoverable amounts.

**County of Wellington Debt Outstanding 2025-2035  
(\$ Million)**



## Reserve and Reserve Funds

Projections for reserve and reserve fund balances take into account transfers from the operating budget, and the funding of related operating and capital budget expenditures. Reserve and reserve fund balances totalled \$134.4 million at the end of 2024. This was made up of the following:

- Capital Reserves: \$74.7 million
- Contingency and Stabilization Reserves: \$37.9 million
- Discretionary Reserve Funds: \$21.8 million

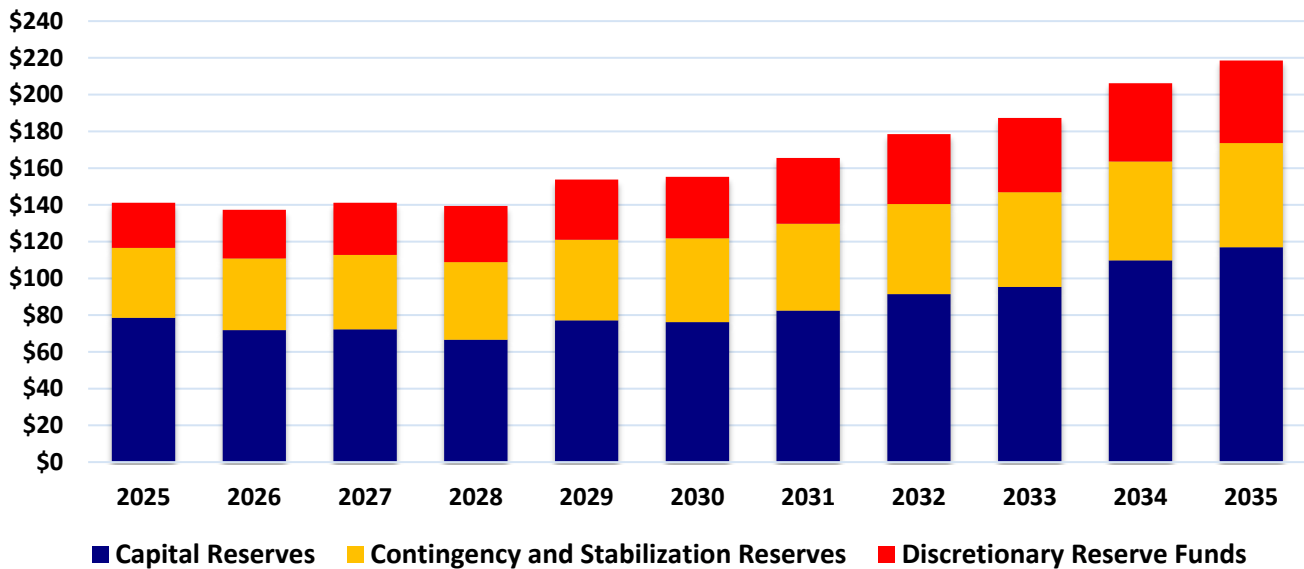
The 2026-2035 capital plan is predominately funded through use of county reserves (65.0%) providing stable, predictable, and sustainable funding to address infrastructure needs. The total draw on capital reserves within the 10-year capital budget is \$446.6 million.

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

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

The following chart outlines the County's projected reserve and reserve fund balances through 2035 and shows the breakdown by the three types of County reserves.

**Reserves and Reserve Funds Forecast 2025-2035**  
(\$ Millions)



## Summary

The County's budget is fairly consistent with the preliminary budget that was presented to County Council in November. Since that time, the Province provided an updated O.P.P. contract estimate which was \$560K higher than the County's November projections, but included one-time savings from a "cap" resulting in an overall reduction of approx. \$300K to the Police Services budget. As was the case with the "one-time" relief provided by the Province during the 2025 budget process, staff are recommending that the savings be directed towards land acquisition for new ambulance station builds in the County. This will help to mitigate the impact of the rising costs in the 2027 levy forecast. Nearly 85% of this year's tax levy increase is attributable to three services in 2026, being Roads and Bridges, Police Services and Social Housing.

Since the special meeting of Council, the Joint Social Services and Land Ambulance Committee has approved an increase in the number of rent supplement units by an additional 10 units per month to 20 new units monthly. This results in a net increase to the County budget of \$109,600. As a result of this change, the tax impact for 2026 is now at 3.6%, from 3.5% presented earlier this month.

The County continues to invest in its capital plan, with \$686.6 million in spending projected over the next ten years. This represents an increase of \$58.8 million in capital spending over last year's 10-Year Plan. Major projects include infrastructure investment in our network of roads, bridges and culverts, roads garages and ambulance stations throughout the County, the continued investment in the County's social and affordable housing units, and expansion of programming at the Museum and Wellington Place.

Additional service enhancements on the operating side include the creation of 46 new child care spaces at the Mount Forest (31) and Wellington Place (15) Child Care and Learning Centres. There is increased funding for rent supplement and the winter response plan to house a higher number of individuals experiencing or at risk of homelessness, and recycling collection for businesses in the County's downtown areas.

## Strategic Action Plan:

This report relates to the following objectives and priorities in the County's Strategic Action Plan:

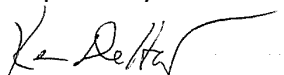
- Making the best decisions for the betterment of the Community

## Recommendation:

That the 2026 Operating and Capital Budget and 2026-2035 Ten-Year Plan be approved; and

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

Respectfully submitted,



Ken DeHart, CPA, CGA  
County Treasurer

## In consultation with/approved by:

All Department Heads

Scott Wilson, Chief Administrative Officer



# County of Wellington

## 2024 - 2026 Operating Budget Summary

	2025					\$ Change Budget	% Change Budget
	2024 Actuals	2024 Budget	Preliminary Actuals	2025 Budget	2026 Budget		
<b>Revenue</b>							
Property Taxation	\$137,963,924	\$132,793,600	\$142,800,315	\$144,598,300	\$153,812,000	\$9,213,700	6.4%
Grants & Subsidies	\$105,527,548	\$101,375,600	\$123,814,975	\$144,137,000	\$153,017,900	\$8,880,900	6.2%
Municipal Recoveries	\$30,230,034	\$30,520,700	\$33,293,049	\$35,038,800	\$40,550,100	\$5,511,300	15.7%
Licenses, Permits and Rents	\$9,464,504	\$8,882,100	\$10,154,624	\$9,905,500	\$10,188,900	\$283,400	2.9%
Fines and Penalties	\$150,684	\$132,000	\$187,252	\$132,000	\$172,000	\$40,000	30.3%
User Fees & Charges	\$12,283,037	\$11,624,900	\$21,813,262	\$13,470,700	\$12,961,100	(\$509,600)	(3.8%)
Sales Revenue	\$849,728	\$1,015,300	\$699,580	\$826,700	\$828,900	\$2,200	0.3%
Other Revenue	\$9,901,280	\$5,576,800	\$7,398,450	\$5,254,500	\$6,659,800	\$1,405,300	26.7%
Internal Recoveries	\$10,162,244	\$9,594,400	\$9,723,246	\$9,112,200	\$9,652,300	\$540,100	5.9%
<b>Total Revenue</b>	<b>\$316,532,983</b>	<b>\$301,515,400</b>	<b>\$349,884,753</b>	<b>\$362,475,700</b>	<b>\$387,843,000</b>	<b>\$25,367,300</b>	<b>7.0%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$83,499,453	\$83,166,000	\$89,010,896	\$89,840,300	\$94,238,000	\$4,397,700	4.9%
Supplies, Material & Equipment	\$13,398,039	\$14,113,000	\$17,356,773	\$14,588,500	\$15,255,200	\$666,700	4.6%
Purchased Services	\$36,256,384	\$36,427,800	\$36,457,785	\$38,403,900	\$38,083,200	(\$320,700)	(0.8%)
Social Assistance	\$90,420,353	\$89,357,500	\$116,593,198	\$131,750,000	\$146,498,200	\$14,748,200	11.2%
Transfer Payments	\$28,591,757	\$28,632,300	\$29,954,055	\$29,847,400	\$32,937,500	\$3,090,100	10.4%
Insurance & Financial	\$4,784,356	\$5,159,200	\$6,221,772	\$5,283,100	\$5,703,500	\$420,400	8.0%
Minor Capital Expenses	\$270,645	\$400,500	\$339,190	\$473,800	\$419,000	(\$54,800)	(11.6%)
Internal Charges	\$9,862,161	\$9,438,500	\$9,287,482	\$9,042,700	\$9,369,000	\$326,300	3.6%
<b>Total Expenditure</b>	<b>\$267,083,148</b>	<b>\$266,694,800</b>	<b>\$305,221,151</b>	<b>\$319,229,700</b>	<b>\$342,503,600</b>	<b>\$23,273,900</b>	<b>7.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$49,449,835)</b>	<b>(\$34,820,600)</b>	<b>(\$44,663,602)</b>	<b>(\$43,246,000)</b>	<b>(\$45,339,400)</b>	<b>(\$2,093,400)</b>	<b>4.8%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$4,248,347	\$4,413,300	\$4,070,625	\$4,282,200	\$3,332,900	(\$949,300)	(22.2%)
Transfer from Reserve	(\$3,982,110)	(\$4,615,100)	(\$727,917)	(\$2,886,600)	(\$4,176,900)	(\$1,290,300)	44.7%
Transfers to Reserve	\$49,183,598	\$35,022,400	\$35,126,355	\$41,850,400	\$46,183,400	\$4,333,000	10.4%
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$49,449,835</b>	<b>\$34,820,600</b>	<b>\$38,469,063</b>	<b>\$43,246,000</b>	<b>\$45,339,400</b>	<b>\$2,093,400</b>	<b>4.8%</b>
<b>NET COST / (REVENUE)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$6,194,539)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



**THE COUNTY OF WELLINGTON  
2026 OPERATING BUDGET**

	2024 net budget	2025 net budget	2026 expenditure	2026 revenue	2026 net budget	Net Budget Change	
						\$	%
<b>Programmes and Services</b>							
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	55,523,400	47,742,400	7,781,000	1,810,800	30.3%
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	0	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	0	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%
Ontario Works	1,326,600	1,387,700	31,902,300	30,589,800	1,312,500	(75,200)	-5.4%
Children's Early Years	2,098,700	1,444,000	105,352,700	104,006,100	1,346,600	(97,400)	-6.7%
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	0	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	0	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%
<b>General Government</b>							
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%
County Property	1,903,700	2,105,100	3,974,100	1,623,700	2,350,400	245,300	11.7%
Human Resources	1,836,400	2,008,400	4,813,800	2,593,200	2,220,600	212,200	10.6%
County Council	1,411,100	1,598,800	1,638,700	0	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%
<b>Non-Programme Expenditures and Revenues</b>							
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%
<b>TOTAL</b>	<b>128,837,600</b>	<b>139,579,600</b>	<b>387,843,000</b>	<b>239,246,200</b>	<b>148,596,800</b>	<b>9,017,200</b>	<b>6.5%</b>

**TAX RATE CALCULATION AND IMPACT**

	2024	2025	2026	\$ change	% change
Weighted Assessment (\$ M)	\$18,690	\$19,482	\$20,021	\$ 539	2.77%
Non Phase-in assessment growth					2.77%
<b>County tax summary</b>					
Residential tax rate	0.68934%	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	2031	2032	2033	2034	2035
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	89,840,300	94,238,000	99,960,200	104,729,200	108,988,500	113,466,500	118,450,000	123,195,400	128,120,400	133,711,300	139,535,900
Supplies, Material & Equipment	14,588,500	15,255,200	15,592,100	15,756,500	15,932,700	16,388,400	16,857,200	17,338,500	17,834,000	18,346,400	18,873,300
Purchased Services	38,403,900	38,083,200	39,443,400	40,698,800	41,987,100	43,328,500	44,112,600	45,295,400	46,524,700	47,804,900	49,036,000
Social Assistance	131,750,000	146,498,200	145,802,800	147,886,600	149,482,600	150,645,400	151,894,000	153,159,700	154,705,700	156,411,800	158,110,300
Transfer Payments	29,847,400	32,937,500	35,412,000	36,610,100	37,623,600	39,202,300	39,989,600	41,475,600	43,142,100	44,706,200	46,405,200
Minor Capital Expenses	473,800	419,000	472,500	369,700	340,500	543,700	453,600	351,000	265,500	479,000	401,000
Insurance & Financial	5,283,100	5,703,500	6,064,700	6,362,100	6,590,500	6,899,000	7,302,800	7,652,200	8,024,700	8,388,400	8,541,900
Internal Charges	9,042,700	9,369,000	9,593,300	9,866,800	10,135,600	10,541,300	10,765,200	11,087,500	11,340,300	11,660,100	12,016,700
<b>Total Expenditures</b>	<b>319,229,700</b>	<b>342,503,600</b>	<b>352,341,000</b>	<b>362,279,800</b>	<b>371,081,100</b>	<b>381,015,100</b>	<b>389,825,000</b>	<b>399,555,300</b>	<b>409,957,400</b>	<b>421,508,100</b>	<b>432,920,300</b>
yr/yr % change		7.3%	2.9%	2.8%	2.4%	2.7%	2.3%	2.5%	2.6%	2.8%	2.7%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	4,282,200	3,332,900	3,623,600	4,369,200	4,214,000	4,987,700	5,727,600	5,967,600	6,595,900	8,020,300	8,020,300
Transfer from Reserves	(2,886,600)	(4,176,900)	(4,091,100)	(4,766,400)	(4,759,300)	(5,306,200)	(6,262,800)	(6,471,600)	(6,917,200)	(8,179,600)	(8,115,300)
Transfer to Reserves	41,850,400	46,183,400	46,709,500	47,948,200	49,832,100	52,147,700	54,662,900	56,651,800	58,802,700	60,470,900	62,288,700
<b>Total Debt and Transfers</b>	<b>43,246,000</b>	<b>45,339,400</b>	<b>46,242,000</b>	<b>47,551,000</b>	<b>49,286,800</b>	<b>51,829,200</b>	<b>54,127,700</b>	<b>56,147,800</b>	<b>58,481,400</b>	<b>60,311,600</b>	<b>62,193,700</b>
yr/yr % change		4.8%	2.0%	2.8%	3.7%	5.2%	4.4%	3.7%	4.2%	3.1%	3.1%
<b>REVENUE</b>											
Grants & Subsidies	144,137,000	153,017,900	150,197,800	148,783,700	148,624,700	148,642,900	148,576,500	149,632,000	150,592,400	151,574,100	152,666,500
Municipal Recoveries	35,038,800	40,550,100	44,327,300	48,409,300	50,595,700	52,762,700	54,194,500	55,617,300	57,211,200	58,990,300	60,806,100
Licenses, Permits and Rents	9,905,500	10,188,900	10,293,900	10,396,700	10,627,300	10,999,900	11,105,800	11,220,600	11,326,200	11,438,400	11,543,200
Fines and Penalties	132,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000
User Fees & Charges	13,470,700	12,961,100	13,293,800	12,251,300	11,249,100	11,405,400	11,566,000	11,729,200	11,890,500	12,066,600	12,180,400
Sales Revenue	826,700	828,900	835,700	842,700	850,000	857,500	865,100	872,900	881,100	889,300	897,400
Other Revenue	5,254,500	6,659,800	6,844,600	6,972,000	7,099,600	7,227,400	7,317,900	7,446,200	7,574,800	7,703,600	7,832,700
Internal Recoveries	9,112,200	9,652,300	9,850,900	10,123,500	10,391,400	10,797,300	11,021,400	11,343,900	11,596,900	11,916,900	12,217,600
PILs and Supplementary Taxes	5,018,700	5,215,200	5,340,000	5,440,000	5,540,000	5,640,000	5,740,000	5,840,000	5,940,000	6,040,000	6,140,000
<b>Total Revenue</b>	<b>222,896,100</b>	<b>239,246,200</b>	<b>241,156,000</b>	<b>243,391,200</b>	<b>245,149,800</b>	<b>248,505,100</b>	<b>250,559,200</b>	<b>253,874,100</b>	<b>257,185,100</b>	<b>260,791,200</b>	<b>264,455,900</b>
yr/yr % change		7.3%	0.8%	0.9%	0.7%	1.4%	0.8%	1.3%	1.3%	1.4%	1.4%



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

	Approved		Projected								
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>TAX LEVY REQUIREMENT</b>	139,579,600	148,596,800	157,427,000	166,439,600	175,218,100	184,339,200	193,393,500	201,829,000	211,253,700	221,028,500	230,658,100
yr/yr % change	8.3%	6.5%	5.9%	5.7%	5.3%	5.2%	4.9%	4.4%	4.7%	4.6%	4.4%
Weighted Assessment	19,482	20,021	20,983	21,991	23,047	24,154	25,314	26,530	27,804	29,139	30,538
yr/yr % change	4.24%	2.77%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
Phase in Growth %			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	4.24%	2.77%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
<b>County Tax summary</b>											
Residential tax rate	0.716454%	0.742205%	0.750260%	0.756853%	0.760264%	0.763183%	0.763978%	0.760758%	0.759796%	0.758532%	0.755315%
Per \$100,000 of Assessment	100,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478
Taxes per \$100,000 of Assessment	\$716.45	\$742.21	\$772.77	\$802.95	\$830.76	\$858.97	\$885.66	\$908.39	\$934.46	\$960.89	\$985.52
yr/yr \$ change	27	26	31	30	28	28	27	23	26	26	25
yr/yr % residential impact	3.9%	3.6%	4.1%	3.9%	3.5%	3.4%	3.1%	2.6%	2.9%	2.8%	2.6%
yr/yr % budget impact	3.9%	3.6%	4.1%	3.9%	3.5%	3.4%	3.1%	2.6%	2.9%	2.8%	2.6%
Equivalent to a 1% change in taxes (\$000's)		1,434	1,512	1,602	1,694	1,783	1,876	1,968	2,054	2,150	2,249



**COUNTY OF WELLINGTON  
2026 BUDGET ADJUSTMENTS**

Dept	Description	\$ amount	tax impact %
	2026 County Tax Levy as Presented to Council on January 12, 2026	148,487,200	3.5%
Housing Services	Homelessness Prevention and Support - increase the number of rent supplement units from 10 additional units per month to 20 additional units per month	\$ 109,600	0.1%
		<u>\$ 109,600</u>	<u>0.1%</u>
	<b>Revised 2026 Tax Levy Requirement</b>	<b>\$ 148,596,800</b>	<b>3.6%</b>



# County of Wellington

## 10 Year Capital Budget Summary

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



# County of Wellington

## 10 Year Capital Budget Summary

	2031	2032	2033	2034	2035	10 Year Total	% of Total
<b>PROJECT EXPENDITURE</b>							
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%
<b>Total Expenditure</b>	<b>\$58,655,000</b>	<b>\$70,557,000</b>	<b>\$62,053,000</b>	<b>\$63,083,000</b>	<b>\$80,671,000</b>	<b>\$686,629,300</b>	<b>100.0%</b>
<b>PROJECT FINANCING</b>							
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%
<b>Total Financing</b>	<b>\$58,655,000</b>	<b>\$70,557,000</b>	<b>\$62,053,000</b>	<b>\$63,083,000</b>	<b>\$80,671,000</b>	<b>\$686,629,300</b>	<b>100.0%</b>



# County of Wellington

## 2024 - 2026 Capital Budget Summary

	2024		2025		2025		\$	%
	2024 Actuals	Adjusted Budget	Preliminary Actuals	Adjusted Budget	2026 Budget	Change Budget	Change Budget	
All figures in \$000's								
<b>PROJECT EXPENDITURE</b>								
Roadways	\$41,158	\$35,861	\$37,080	\$44,756	\$58,271	\$13,515	30%	
Solid Waste Services	\$1,262	\$3,555	3,582	530	365	(165)	-31%	
County Property	\$796	\$800	402	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	1,249	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	384	835	195	(640)	-77%	
County Library System	\$3,127	\$7,775	6,106	445	315	(130)	-29%	
Housing Services	\$19,597	\$20,298	16,562	11,583	10,316	(1,267)	-11%	
Affordable Housing	\$98	\$685	780	7,055	275	(6,780)	-96%	
Wellington Terrace	\$404	\$470	658	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	557	3,000	2,450	(550)	-18%	
Ontario Works	\$293	500	179	151	295	144	95%	
Child Care	\$272	\$727	410	2,030	0	(2,030)	-100%	
Provincial Offences Act (POA)	\$83	\$545	65	141	30	(111)	-79%	
<b>Total Expenditure</b>	<b>\$ 71,237</b>	<b>\$ 75,668</b>	<b>\$ 68,428</b>	<b>\$ 75,793</b>	<b>\$ 78,588</b>	<b>\$ 2,794</b>	<b>4%</b>	
<b>PROJECT FINANCING</b>								
Recoveries	\$ 5,360	\$ 6,308	\$3,822	\$6,677	\$5,953	\$(724)	-11%	
Subsidy	3,162	\$ 10,106	6,269	6,375	5,993	(382)	-6%	
OCIF	2,366	\$ 2,084	1,928	3,228	3,132	(96)	-3%	
CCBF	4,686	\$ 1,400	2,412	4,420	3,506	(914)	-21%	
National Housing Co-Inv Fund	2,822	\$ 8,492	7,079	1,902	0	(1,902)	-100%	
Reserves	39,430	\$ 34,599	41,680	48,760	47,985	(775)	-2%	
Development Charges	2,554	\$ 3,258	4,187	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%	
<b>Total Financing</b>	<b>\$ 60,381</b>	<b>\$ 75,668</b>	<b>\$ 75,627</b>	<b>\$ 75,793</b>	<b>\$ 78,588</b>	<b>\$ 2,794</b>	<b>4%</b>	

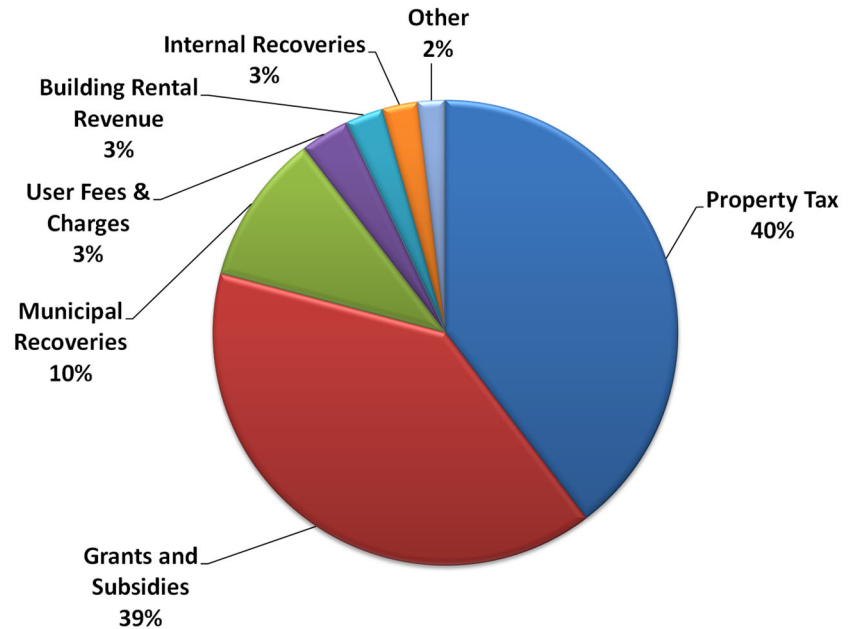
# Executive Summary - Operating Budget

## 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



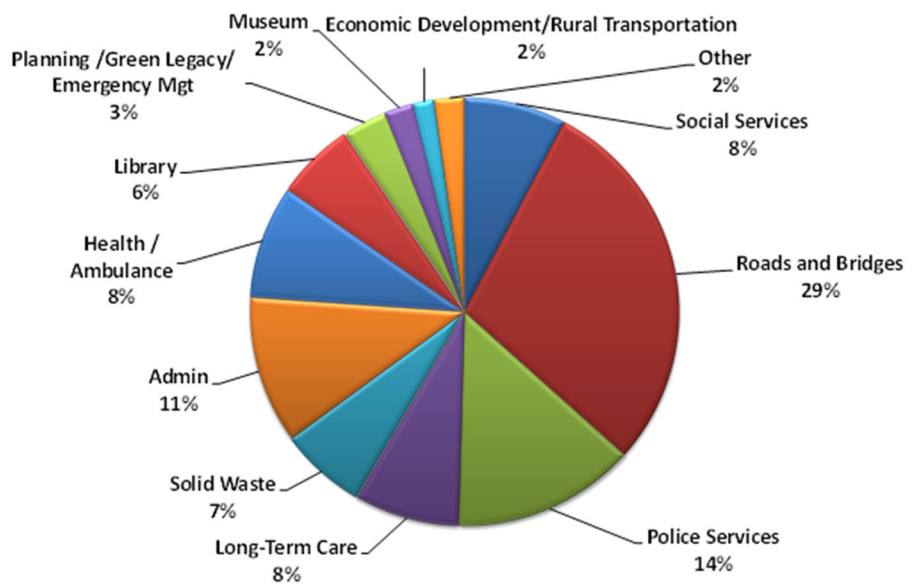
## 2026 County Property Tax Requirement

**\$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



# 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-g 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 \$33.6million. 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.

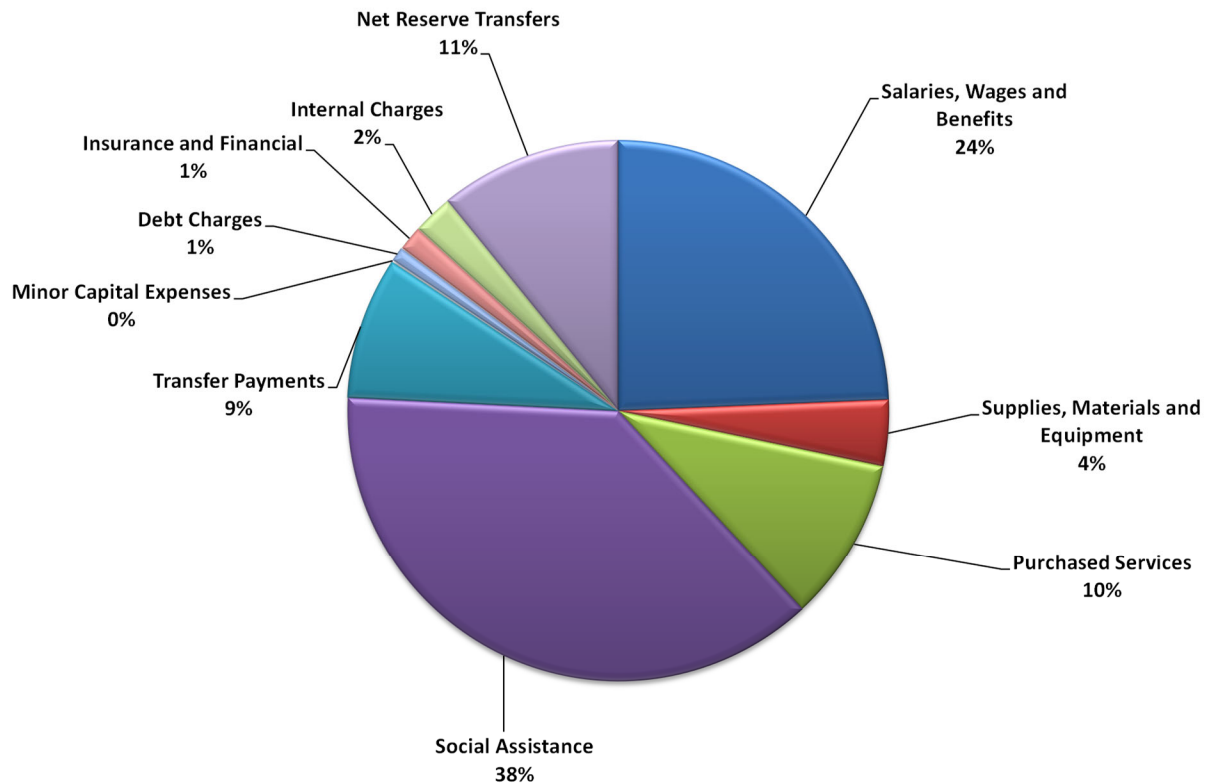
### Supplies, Materials and Equipment

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

## 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 33-34.

## **Transfers to/from Reserves and Reserve Funds**

Since the County budgets on a "fund accounting" basis; these transfers encompass transfers to and from the County's operating and reserves and reserve funds. Each fund has its own assets and liabilities and raises or is granted its own money for its own purposes and records its own expenditures. The transfers end up balancing out within all funds. Separate fund accounting provides for an increased level of control over the assets of the fund so that assets aren't inadvertently used for another fund.

# Summary Of Staffing By Department

## 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, reduced 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

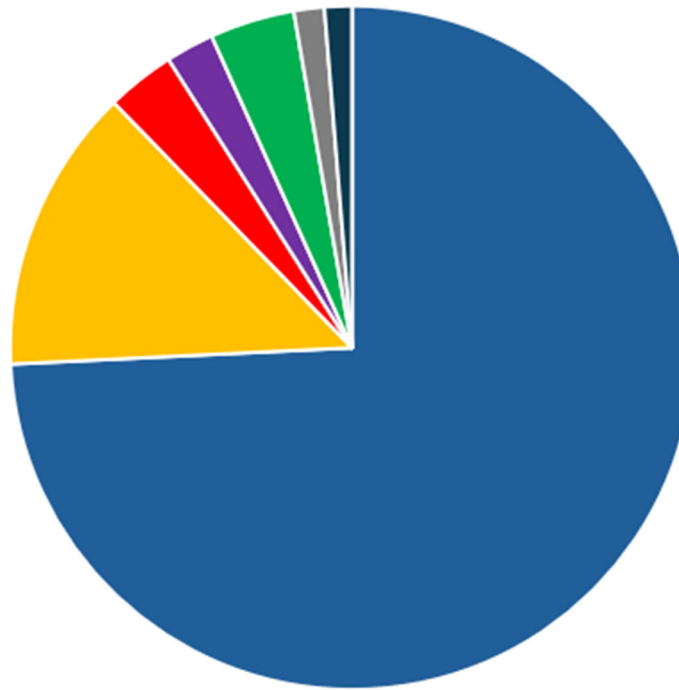
Department	Total FTEs			Change 2025-2026
	2024	2025	2026	
Office of the CAO/Clerk	40.6	41.4	42.4	1.0
Economic Development	9.2	9.3	9.2	(0.1)
Rural Transportation	0.0	0.0	0.5	0.5
Treasury	19.2	19.3	19.3	0.0
Human Resources	16.1	18.1	20.8	2.7
Property	16.1	16.1	16.7	0.6
Police	2.1	2.1	2.1	0.0
Roads Admin	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
<b>Total</b>	<b>763.2</b>	<b>776.7</b>	<b>797.6</b>	<b>20.9</b>

# Summary Of Staffing By Department

<b>2026 Staffing Summary</b>				
<b>2025 Approved staff complement (full time equivalents)</b>	<b>776.7</b>			
Annualization of positions approved in the 2025 budget	<b>3.0</b>			
		<b>Gross Cost (Sal &amp; Ben.)</b>	<b>Other Funding / Savings</b>	<b>Net County Cost</b>
<b>2025 In-Year Staffing Adjustments</b>	<b>FTE</b>			
Roads: Add Truck and Coach Technician	1.0	110,000	-	110,000
HR: Health and Safety Specialist, Health and Safety Trainer	2.0	260,600	(52,200)	208,400
<b>Total 2025 In-Year Staffing Adjustments</b>	<b>3.0</b>	<b>\$370,600</b>	<b>(\$52,200)</b>	<b>\$318,400</b>
<b>Adjusted 2025 Staff Complement</b>	<b>782.7</b>			
		<b>Gross Cost (Sal &amp; Ben.)</b>	<b>Other Funding / Savings</b>	<b>Net County Cost</b>
<b>2026 Proposed Staffing Changes</b>	<b>FTE</b>			
CAO & Clerks: IT Project Manager (April 1st start)	0.8	113,100	(26,000)	87,100
HR: add Human Resources Admin. Assistant (April 1st start),	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	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	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	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 addi- tional 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
<b>Proposed changes to Staff Complement</b>	<b>14.9</b>	<b>\$ 1,444,100</b>	<b>(\$1,054,700)</b>	<b>\$389,400</b>
<b>2026 Proposed Staff Complement (full time equivalents)</b>	<b>797.6</b>			

# Executive Summary - Capital Budget

## 2026 CAPITAL EXPENDITURES BY DEPARTMENT



■ Roadways	74.2%	■ Social and Affordable Housing	13.5%
■ Ambulance Services	3.2%	■ Other	2.3%
■ Long Term Care Homes	4.0%	■ CAO and Clerks	1.4%
■ County Property	1.3%		

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.

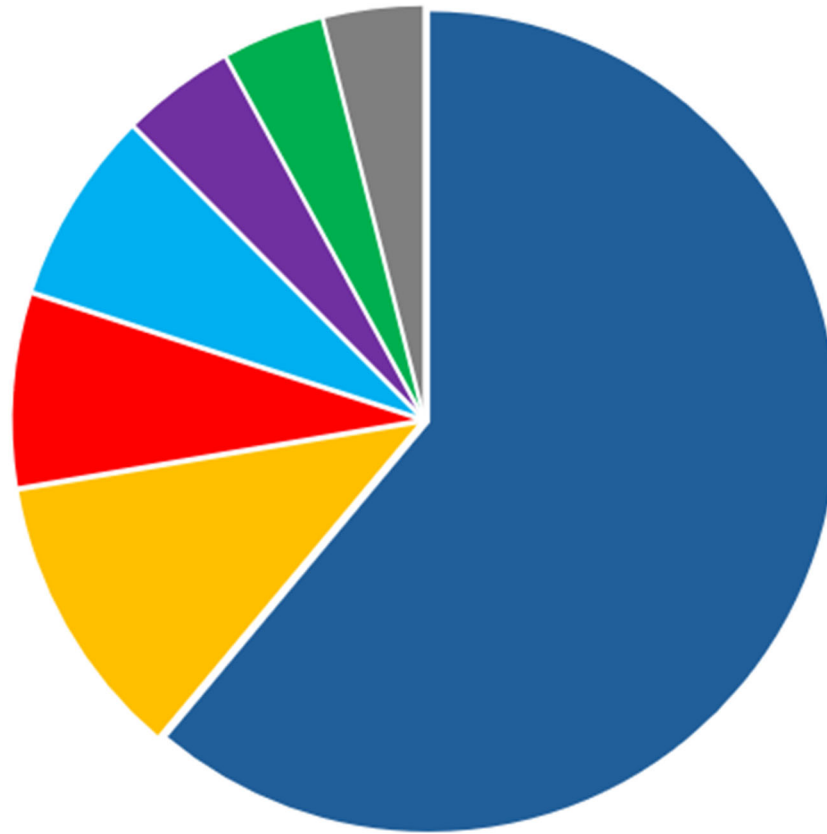
Major capital projects for the current year include:

- \$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%	■ Growth Related Debentures	11.2%
■ Subsidy	7.6%	■ Recoveries	7.6%
■ Canada Community Building Fund	4.5%	■ Development Charges	4.0%
■ Ontario Community Infrastructure Fund	4.0%		

## 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
\$77.14	\$78.59	\$155.73	\$93.44

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 \$93.44 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
<b>Asset Management / Engineering</b>						
Pavement Preservation Programme	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	\$11,250,000
<b>Roads Construction</b>						
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
<b>Bridges</b>						
WR 7, Rothsay Bridge, 07019, Rehab			750,000			750,000
<b>Roads Resurfacing</b>						
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
<b>Total County of Wellington</b>	<b>3,506,000</b>	<b>3,400,000</b>	<b>3,000,000</b>	<b>3,372,000</b>	<b>2,465,000</b>	<b>\$15,743,000</b>

	2031	2032	2033	2034	2035	10 Year Total
<b>Asset Management / Engineering</b>						
Pavement Preservation Programme	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	\$22,500,000
<b>Roads Construction</b>						
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
<b>Bridges</b>						
WR 7, Rothsay Bridge, 07019, Rehab						750,000
<b>Roads Resurfacing</b>						
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
<b>Total County of Wellington</b>	<b>3,487,000</b>	<b>3,390,000</b>	<b>3,447,000</b>	<b>3,453,000</b>	<b>3,650,000</b>	<b>\$33,170,000</b>

# Ontario Community Infrastructure Fund (OCIF) Projects

	2026	2027	2028	2029	2030	5 Year Total
<b>Road Construction</b>						
WR 16, WR 109 to WR 19					359,000	359,000
WR 50, Railway Tracks to WR 125 6km						0
<b>Bridges</b>						
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
<b>Culverts</b>						
WR 10, Clvrt C101000, Replace	200,000					200,000
WR 12, Clvrt C120210, Replace	502,000					502,000
WR 19, Clvrt C191070, Replace						0
<b>Roads Resurfacing</b>						
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
<b>Total County of Wellington</b>	<b>3,132,000</b>	<b>2,121,000</b>	<b>2,150,000</b>	<b>1,632,000</b>	<b>2,108,000</b>	<b>\$11,143,000</b>

# Ontario Community Infrastructure Fund (OCIF) Projects

	2031	2032	2033	2034	2035	10 Year Total
<b>Road Construction</b>						
WR 16, WR 109 to WR 19						359,000
WR 50, Railway Tracks to WR 125 6km		777,000				777,000
<b>Bridges</b>						
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
<b>Culverts</b>						
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
<b>Roads Resurfacing</b>						
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
<b>Total County of Wellington</b>	<b>1,390,000</b>	<b>777,000</b>	<b>1,250,000</b>	<b>1,246,000</b>	<b>1,200,000</b>	<b>\$17,006,000</b>

# Fund Descriptions

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

**Operating Fund**

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

**Capital Fund**

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

**Reserve Fund**

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

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

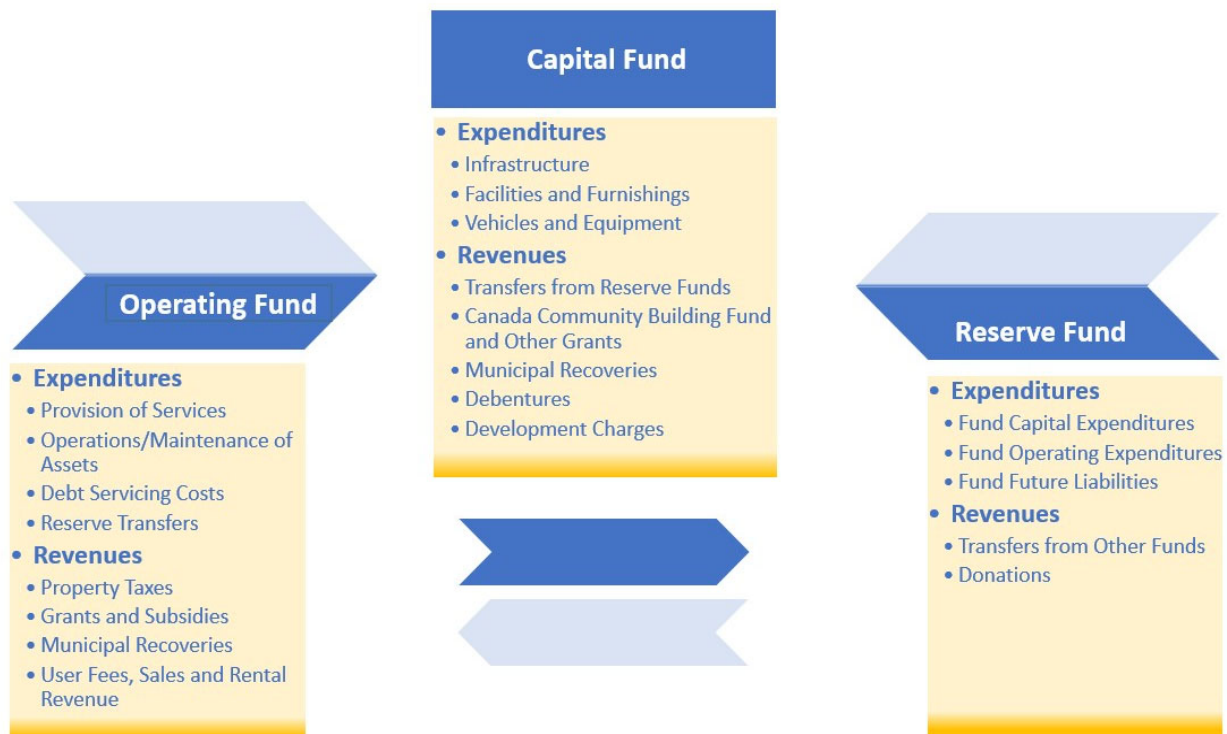
The Reserve and Reserve Fund Balances are budgeted to decrease \$3.8 million in 2026.

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



# Fund Balances

## Consolidated 2026 Budget Summary (000's)

	Operating	Capital	Reserve and Reserve Funds	Total
<b>Budgeted Fund Balance—Beginning</b>	-	27,301	141,181	168,482
<b>Revenues</b>				
Property Taxation	144,598			144,598
Grants and Subsidies	144,137	12,631		156,768
Municipal Recoveries	35,039	5,593		40,992
Licenses, Permits and Rents	9,906			9,906
User Fees and Charges	13,603			13,603
Sales Revenue	827			827
Development Charges	1,467	3,169		4,636
Debt Proceeds		8,850		8,850
Other Revenue	5,255			5,255
Internal Recoveries	9,112			9,112
<b>Total Revenue</b>	<b>363,944</b>	<b>30,603</b>	-	<b>394,547</b>
<b>Expenditures</b>				
Salaries, Wages and Benefits	(89,815)			(89,815)
Supplies, Materials and Equipment	(14,661)			(14,661)
Purchased Services	(38,367)			(38,367)
Social Assistance	(131,750)			(131,750)
Transfer Payments	(29,847)			(29,847)
Minor Capital Expenses	(474)			(474)
Insurance and Financial	(5,283)			(5,283)
Debt Charges	(4,282)			(4,282)
Internal Charges	(9,033)			(9,033)
Capital Projects		(78,588)		(78,588)
<b>Total Expenditures</b>	<b>(323,512)</b>	<b>(78,588)</b>	-	<b>(402,100)</b>
<b>Transfers</b>				
Transfers from Other Funds	1,418	47,985	45,352	94,754
Transfers to Other Funds	(41,850)*		(50,294)	(92,144)
<b>Total Transfers to (from) Other Funds</b>	<b>(40,432)</b>	<b>47,985</b>	<b>(4,942)</b>	<b>2,610</b>
Forecasted Reserve Expenditure Not Budgeted			1,090	1,090
<b>Projected Fund Balance—Ending</b>	-	<b>27,301</b>	<b>137,329</b>	<b>164,630</b>

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

# Reserves And Reserve Funds

Reserves and Reserve Funds are established by County Council to improve long-term financial stability and to assist with financial planning. Under the provisions set out in the Municipal Act and the Council approved County Reserves and Reserve Fund Policy, these funds are typically used to fund capital projects, operations, smooth tax levy impacts, and help manage the County’s financial position.

## Reserves

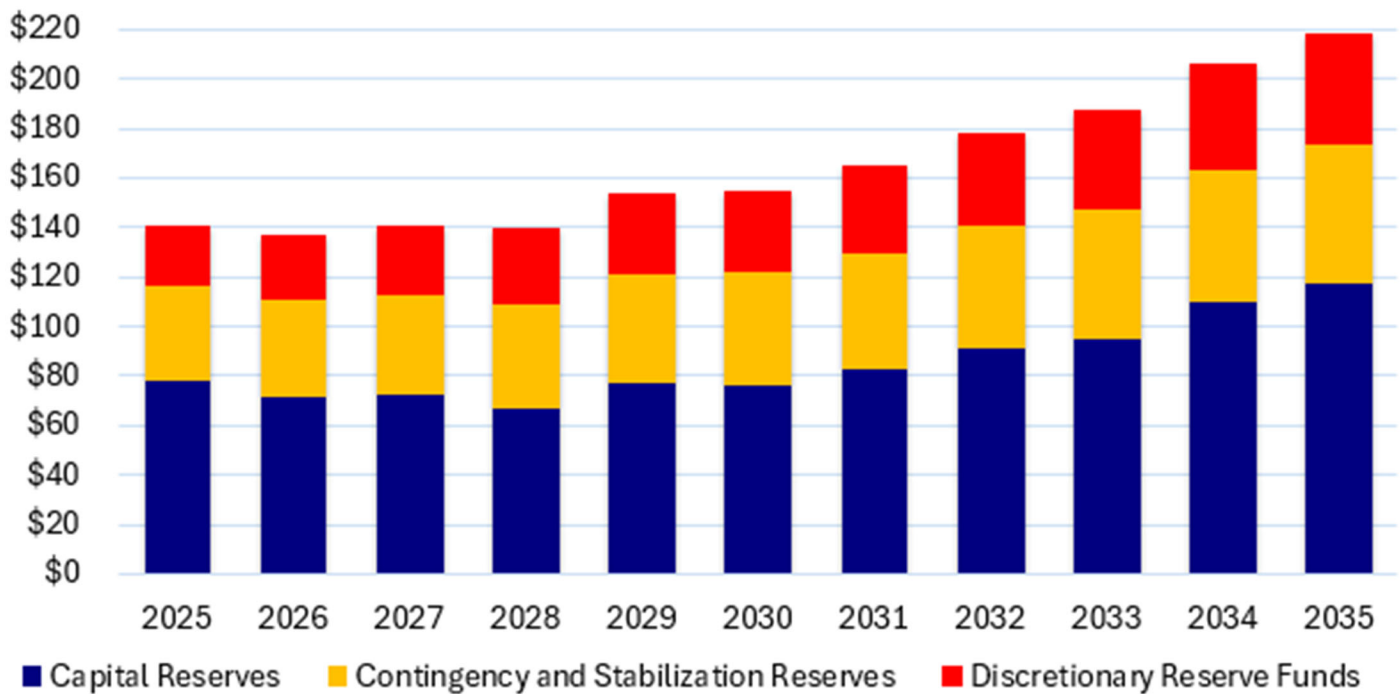
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining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

## Reserve Funds

Reserve Funds are segregated and restricted to meet a specific identified purpose, and must receive interest income per the Municipal Act.

Reserve Funds are established through a by-law of council or by a requirement of provincial legislation. Reserve funds authorized by County Council are referred to as permissive or discretionary reserve funds, and are established for specific purposes.

The chart below shows the reserve and reserve fund projected balance, in millions, for the 2025-2035 period.



# 2026 Reserves Activity

	2025 Projection	2026 Budget						2026 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
<b>Reserves</b>								
<b>Contingency and Stabilization Reserves</b>								
Contingency and Stabilization	21,633	175	846	248		(410)	22,492	
Winter Control	7,541		295				7,835	
Shared Services Stabilization	8,876		326			(524)	8,678	
<b>Subtotal Contingency and Stabilization Reserves</b>	<b>38,049</b>	<b>175</b>	<b>1,467</b>	<b>248</b>		<b>(934)</b>	<b>39,005</b>	
<b>Capital Reserves</b>								
Roads Equipment Replacement	2,958	4,000	99		(4,430)		2,626	
SWS Equipment Replacement	4,528	1,200	220		(100)		5,848	
Roads Capital	23,240	22,150	517		(32,154)		13,753	
General Capital	8,052	2,030	332		(1,577)		8,837	
Solid Waste Services Capital	1,577	800	83		(265)		2,195	
Housing Capital	7,455	1,700	282		(1,935)		7,502	
County Property Capital	6,848	3,839	289		(2,229)	(74) (1,000)	7,673	
Climate Change Mitigation	3,021	86	121				3,229	
Wellington Terrace Capital	8,025	700	218		(3,145)		5,798	
Ambulance	4,431	800	120		(2,150)		3,202	
Housing Development (County)	8,402	1,260	378				10,039	
Child Care Development (County)	0	310	44	1,000	(195)		1,158	
<b>Subtotal Capital Reserves</b>	<b>78,537</b>	<b>38,875</b>	<b>2,703</b>	<b>1,000</b>	<b>(48,180)</b>	<b>(74) (1,000)</b>	<b>71,861</b>	
<b>Total Reserves</b>	<b>116,586</b>	<b>39,050</b>	<b>4,169</b>	<b>1,248</b>	<b>(48,180)</b>	<b>(1,008) (1,000)</b>	<b>110,866</b>	
<b>Discretionary Reserve Funds</b>								
<b>Future Liability Coverage</b>								
WSIB Self Insurance	2,934		111	691		(777)	2,959	
WSIB Excess Compensation	2,989	387	132				3,508	
Landfill Closure and Post Closure	12,659	600	505			(326)	13,438	
Post Employment Benefit	2,859	100	121	150			3,230	
<b>Donation Reserve Funds</b>								
Museum and Archives Donations	294	50	13				358	
Wellington Terrace Donations	31		1				32	
Library Donations	401		16			(0)	416	
Luella Logan Scholarship/Award	162		6			(3)	165	
<b>Specific Purpose Reserve Funds</b>								
Housing Regeneration	1,622		63				1,686	
Homeownership Loan Programme	645		25				670	
<b>Total Discretionary Reserve Funds</b>	<b>24,595</b>	<b>1,137</b>	<b>995</b>	<b>841</b>		<b>(1,106)</b>	<b>26,463</b>	
<b>Total Reserves and Reserve Funds</b>	<b>141,181</b>	<b>40,187</b>	<b>5,165</b>	<b>2,090</b>	<b>(48,180)</b>	<b>(2,114) (1,000)</b>	<b>137,329</b>	

# 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%).

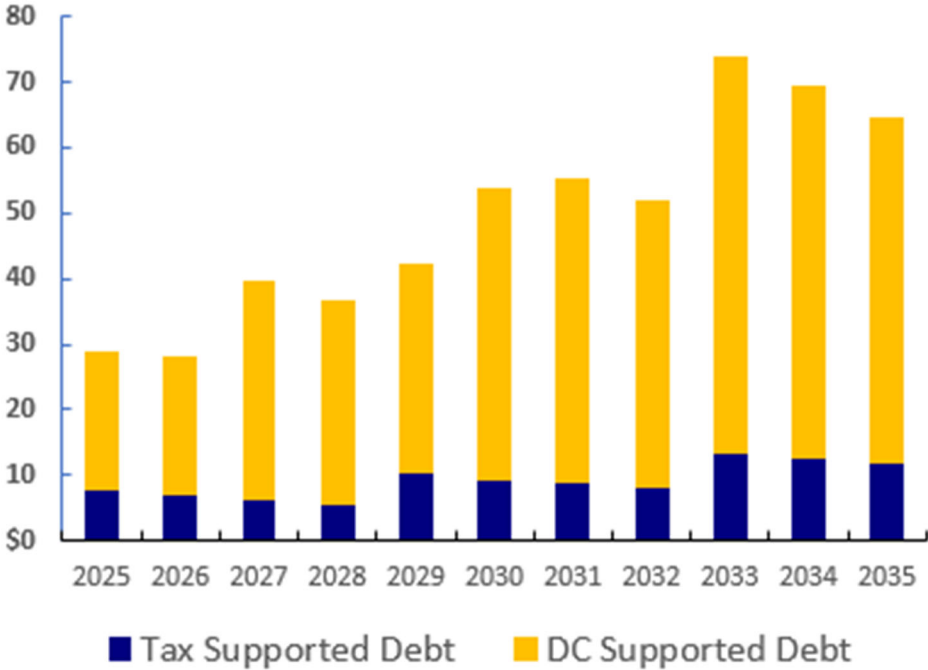
## Tax Supported Debt

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

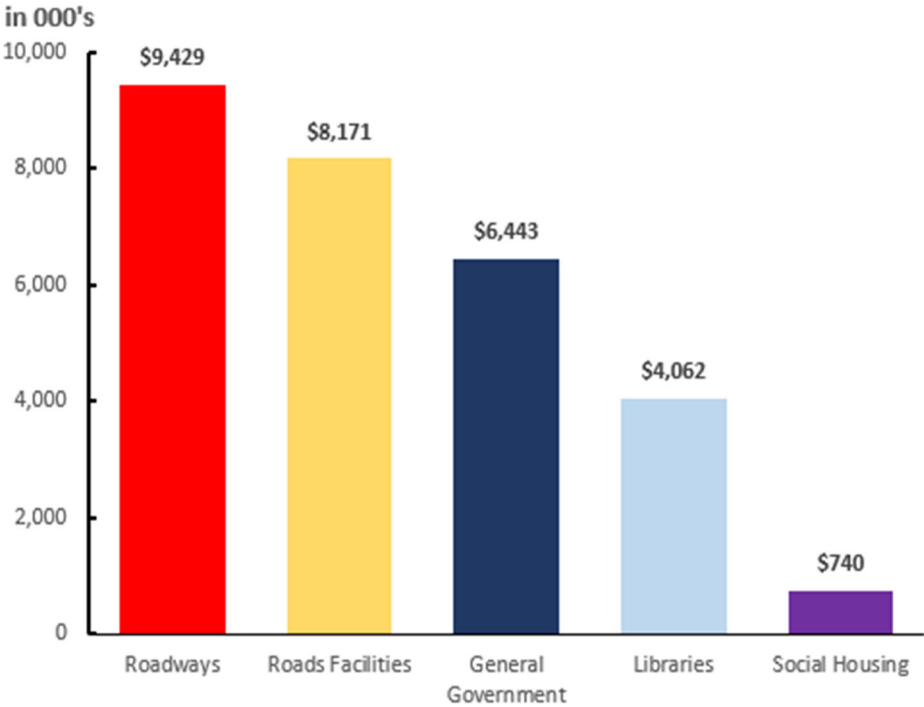
As of December 31, 2025 County development charge supported debt totals \$20.9 million. The 2026 – 2035 forecast anticipates the issuance of \$79.0 million of development charge supported debt related to growth related portion of four roads facilities, and five ambulance stations.

**COUNTY OF WELLINGTON DEBT OUTSTANDING (2025-2035) MILLIONS**



## 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 Social and Family Services which account for \$28.1 million of the total in 2024. The County has been able to maintain a reasonable debt obligation and maintain its AAA credit rating with Standard and Poor’s.



# 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

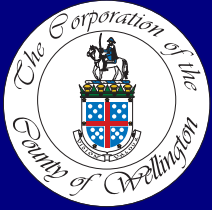
Year	Total Principal and Interest
2026	3,332,871
2027	3,623,693
2028	4,369,386
2029	4,214,262
2030	4,987,834
2031	5,727,778
2032	5,967,644
2033	6,595,864
2034	8,020,347
2035	8,020,299
2036-2044	72,042,846

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 2023 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 2023 Own Source Revenues (\$38.2 million) less all 2023 debt principal (\$4.2 million) and debt interest (\$1.1 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2025 is \$32.9 million.



## Programme Overview

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

## Programme Description

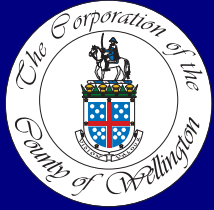
---

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

## 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:

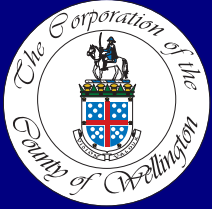
- Adherence to statutory requirements under Ontario Regulation 438/97 or subsequent provincial regulations and County policy.  
**(Doing what the County does best - providing critical daily services for our residents)**
- Preservation of capital in the overall portfolio though investment in minimum bond 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	Projected 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	0.47%	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	\$10,500,000*	\$8,626,858*	\$6,657,335
Investment Portfolio Book Value and Cash & Cash Equivalents Balance (\$000's) on December 31	\$225,763	\$250,976	\$214,209	\$212,104
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash & Cash Equivalents Balance	2.83%	4.18%	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

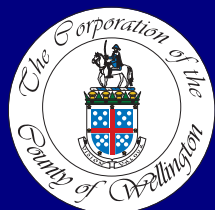
**Programme/Service:** General Revenue and Expenditures  
**Department:** Administered by Treasury  
**Governance:** Administration, Finance and Human Resources Committee

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	\$ Change Budget	% Budget
<b>Revenue</b>							
Property Taxation	\$137,963,924	\$132,793,600	\$142,800,315	\$144,598,300	\$153,812,000	\$9,213,700	6.4%
Grants & Subsidies	\$669,300	\$669,300	\$569,000	\$569,000	\$455,200	(\$113,800)	(20.0%)
Sales Revenue	\$11,350	\$20,400	\$9,200	\$20,400	\$20,400	\$ -	-
Other Revenue	\$8,643,605	\$4,900,000	\$6,637,517	\$4,600,000	\$6,100,000	\$1,500,000	32.6%
Internal Recoveries	\$22,129	\$35,000	\$25,084	\$35,000	\$35,000	\$ -	-
<b>Total Revenue</b>	<b>\$147,310,308</b>	<b>\$138,418,300</b>	<b>\$150,041,116</b>	<b>\$149,822,700</b>	<b>\$160,422,600</b>	<b>\$10,599,900</b>	<b>7.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	(\$31,465)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$12,552	\$30,900	\$17,119	\$31,000	\$31,000	\$ -	-
Purchased Services	\$2,191,327	\$2,463,600	\$2,088,682	\$2,565,000	\$2,655,900	\$90,900	3.5%
Insurance & Financial	\$601,028	\$1,166,200	\$1,554,105	\$1,203,100	\$1,206,500	\$3,400	0.3%
<b>Total Expenditure</b>	<b>\$2,773,442</b>	<b>\$3,660,700</b>	<b>\$3,659,906</b>	<b>\$3,799,100</b>	<b>\$3,893,400</b>	<b>\$94,300</b>	<b>2.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$144,536,866)</b>	<b>(\$134,757,600)</b>	<b>(\$146,381,210)</b>	<b>(\$146,023,600)</b>	<b>(\$156,529,200)</b>	<b>(\$10,505,600)</b>	<b>7.2%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$900,000)	(\$900,000)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$16,774,293	\$4,900,000	\$ -	\$4,700,000	\$6,200,000	\$1,500,000	31.9%
<b>Total Debt and Transfers</b>	<b>\$15,874,293</b>	<b>\$4,000,000</b>	<b>\$ -</b>	<b>\$4,700,000</b>	<b>\$6,200,000</b>	<b>\$1,500,000</b>	<b>31.9%</b>
<b>NET COST / (REVENUE)</b>	<b>(\$128,662,573)</b>	<b>(\$130,757,600)</b>	<b>(\$146,381,210)</b>	<b>(\$141,323,600)</b>	<b>(\$150,329,200)</b>	<b>(\$9,005,600)</b>	<b>6.4%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	569,000	455,200	341,400	227,600	113,800						
Sales Revenue	20,400	20,400	21,000	21,700	22,400	23,100	23,800	24,500	25,300	26,100	26,900
Other Revenue	4,600,000	6,100,000	6,220,000	6,340,000	6,460,000	6,580,000	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	35,000	35,000	35,000	35,000	35,000	35,000
PILs and Supplementary Taxes	144,598,300	153,812,000	162,767,000	171,879,600	180,758,100	189,979,200	199,133,500	207,669,000	217,193,700	227,068,500	236,798,100
<b>Total Revenue</b>	<b>149,822,700</b>	<b>160,422,600</b>	<b>169,384,400</b>	<b>178,503,900</b>	<b>187,389,300</b>	<b>196,617,300</b>	<b>205,892,300</b>	<b>214,548,500</b>	<b>224,194,000</b>	<b>234,189,600</b>	<b>244,040,000</b>
<b>EXPENDITURES</b>											
Supplies, Material & Equipment	31,000	31,000	32,000	33,000	34,100	35,200	36,300	37,400	38,500	39,700	40,900
Purchased Services	2,565,000	2,655,900	2,736,100	2,818,600	2,903,700	2,991,300	3,081,600	3,174,600	3,270,300	3,367,200	3,467,900
Insurance & Financial	1,203,100	1,206,500	1,239,100	1,274,100	1,311,700	1,352,100	1,395,400	1,442,000	1,492,000	1,542,100	1,547,800
<b>Total Expenditures</b>	<b>3,799,100</b>	<b>3,893,400</b>	<b>4,007,200</b>	<b>4,125,700</b>	<b>4,249,500</b>	<b>4,378,600</b>	<b>4,513,300</b>	<b>4,654,000</b>	<b>4,800,800</b>	<b>4,949,000</b>	<b>5,056,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(146,023,600)</b>	<b>(156,529,200)</b>	<b>(165,377,200)</b>	<b>(174,378,200)</b>	<b>(183,139,800)</b>	<b>(192,238,700)</b>	<b>(201,379,000)</b>	<b>(209,894,500)</b>	<b>(219,393,200)</b>	<b>(229,240,600)</b>	<b>(238,983,400)</b>
yr/yr % change		7.2%	5.7%	5.4%	5.0%	5.0%	4.8%	4.2%	4.5%	4.5%	4.3%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	4,700,000	6,200,000	6,320,000	6,440,000	6,560,000	6,680,000	6,800,000	6,920,000	7,940,000	7,760,000	8,480,000
<b>Total Debt and Transfers</b>	<b>4,700,000</b>	<b>6,200,000</b>	<b>6,320,000</b>	<b>6,440,000</b>	<b>6,560,000</b>	<b>6,680,000</b>	<b>6,800,000</b>	<b>6,920,000</b>	<b>7,940,000</b>	<b>7,760,000</b>	<b>8,480,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>(141,323,600)</b>	<b>(150,329,200)</b>	<b>(159,057,200)</b>	<b>(167,938,200)</b>	<b>(176,579,800)</b>	<b>(185,558,700)</b>	<b>(194,579,000)</b>	<b>(202,974,500)</b>	<b>(211,453,200)</b>	<b>(221,480,600)</b>	<b>(230,503,400)</b>
yr/yr % change		6.4%	5.8%	5.6%	5.1%	5.1%	4.9%	4.3%	4.2%	4.7%	4.1%



## Programme Overview

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

## Programme Description

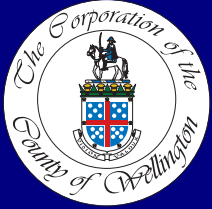
---

- As the governing body of the County, it is the role of council to:
  - represent the public and to consider the well-being and interests of the municipality;
  - develop and evaluate the policies and programmes of the municipality;
  - determine which services the municipality provides;
  - ensure that administrative practices and procedures are in place to implement the decisions of council;
  - ensure accountability and transparency of the operations of the municipality;
  - maintain the financial integrity of the municipality; and
  - carry out the duties of council under all relevant legislation
- County council is comprised of the mayors of the seven member municipalities and nine directly elected ward councillors
- The Warden is the head of council and is chosen by council every two years. It is the role of the head of council to:
  - act as chief executive officer of the municipality;
  - preside over council meetings;
  - provide leadership to the council;
  - represent the municipality at official functions; and
  - carry out the duties of the head of council under any provincial act.
- The following committees and boards report to County Council, which meets monthly: Administration, Finance and Human Resources; 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

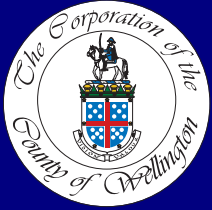
**Programme/Service:** County Council  
**Department:** Administered by the Chief Administrative Officer  
**Governance:** Administration, Finance and Human Resources Committee

	2024	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Other Revenue	\$79	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$79</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditure</b>							
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 & Equipment	\$34,052	\$51,600	\$47,152	\$79,600	\$59,400	(\$20,200)	(25.4%)
Purchased Services	\$287,250	\$252,100	\$338,045	\$323,900	\$357,700	\$33,800	10.4%
Transfer Payments	\$ -	\$ -	\$15,000	\$ -	\$ -	\$ -	-
Insurance & Financial	\$15,953	\$14,800	\$15,607	\$15,600	\$17,400	\$1,800	11.5%
Internal Charges	\$ -	\$ -	\$ -	\$10,000	\$ -	(\$10,000)	(100.0%)
<b>Total Expenditure</b>	<b>\$1,451,194</b>	<b>\$1,411,100</b>	<b>\$1,570,700</b>	<b>\$1,598,800</b>	<b>\$1,638,700</b>	<b>\$39,900</b>	<b>2.5%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,451,115</b>	<b>\$1,411,100</b>	<b>\$1,570,700</b>	<b>\$1,598,800</b>	<b>\$1,638,700</b>	<b>\$39,900</b>	<b>2.5%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,169,700	1,204,200	1,241,400	1,279,300	1,318,700	1,358,900	1,400,700	1,443,600	1,488,200	1,533,900	1,581,300
Supplies, Material & Equipment	79,600	59,400	60,900	62,400	63,900	65,700	67,600	69,500	71,400	73,300	75,800
Purchased Services	323,900	357,700	365,600	373,800	382,100	390,700	399,400	408,400	417,700	427,600	439,700
Insurance & Financial	15,600	17,400	17,800	18,500	19,400	20,300	21,300	22,200	23,200	24,300	25,100
Internal Charges	10,000										
<b>Total Expenditures</b>	<b>1,598,800</b>	<b>1,638,700</b>	<b>1,685,700</b>	<b>1,734,000</b>	<b>1,784,100</b>	<b>1,835,600</b>	<b>1,889,000</b>	<b>1,943,700</b>	<b>2,000,500</b>	<b>2,059,100</b>	<b>2,121,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,598,800</b>	<b>1,638,700</b>	<b>1,685,700</b>	<b>1,734,000</b>	<b>1,784,100</b>	<b>1,835,600</b>	<b>1,889,000</b>	<b>1,943,700</b>	<b>2,000,500</b>	<b>2,059,100</b>	<b>2,121,900</b>
yr/yr % change		2.5%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	3.0%
<b>DEBT AND TRANSFERS</b>											
<b>Total Debt and Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>1,598,800</b>	<b>1,638,700</b>	<b>1,685,700</b>	<b>1,734,000</b>	<b>1,784,100</b>	<b>1,835,600</b>	<b>1,889,000</b>	<b>1,943,700</b>	<b>2,000,500</b>	<b>2,059,100</b>	<b>2,121,900</b>
yr/yr % change		2.5%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	3.0%



## Programme Overview

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

## Programme Description

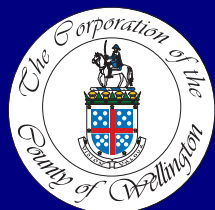
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- 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.

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
CAO	1.0	1.0
Clerk's Office	8.4	8.7
Corporate Communications	7.0	7.0
Information Technology	25.0	25.7
<b>Total</b>	<b>41.4</b>	<b>42.4</b>
Current employee count: 41		



## Performance Measures

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

### Programme Goals and Objectives

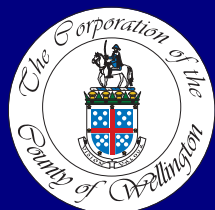
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- 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	Projected 2025	Actual 2024	Actual 2023
Meeting hours- all bodies supported by the County Clerk	170	168	182.5	169
Council contracts and agreements executed	220	200	133	283
Freedom of Information requests	30	27	24	48
Total visitors to wellington.ca	750,000	725,774	641,128	617,104
Total page views on wellington.ca	2,200,000	2,168,047	1,883,144	2,443,456
Privacy impact statements completed	30	26	19	14
User accounts to manage (reflects support load)	1,420	1,382	1,343	1,319
Help desk requests closed	9,500	8,597	5,730	5,475
Devices managed by IT (laptops, desktops, phones and tablets)	1,430	1,388	1,305	1,308



## Performance Measures

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

### 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)**

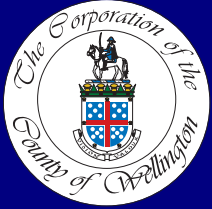
### Performance Measures

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	Projected 2025	Actual 2024	Actual 2023
Graphic Design Projects (County & External)	750	700	1,015*	680
Photo Shoots (photos, editing, etc.)	46	45	52	45
Media Releases	80	80	76	80
Radio Plays – Regular Subscription	8,000	7,800	7,853	5,438
Newspaper Ads (52 County pages & Print Ads)	255	255	256	175
Total Social Media Followers	45,000	30,000	28,322	23,150
Number of Social Media Posts	3,000	2,700	2,578	2,713
Social Media Reach - # of users who saw content	2,500,000	2,940,000**	3,060,060**	1,500,000
Social Media Engagement - # of users who interacted with content	200,000	270,000**	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). We adjusted for 2025.

\*\* 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.



## 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
<b>Revenue</b>							
User Fees & 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%
<b>Total Revenue</b>	<b>\$2,192,971</b>	<b>\$2,208,100</b>	<b>\$2,390,964</b>	<b>\$2,400,900</b>	<b>\$2,487,400</b>	<b>\$86,500</b>	<b>3.6%</b>
<b>Expenditure</b>							
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 & Equipment	\$185,825	\$180,800	\$188,272	\$208,200	\$222,600	\$14,400	6.9%
Purchased Services	\$2,031,878	\$2,306,000	\$1,936,228	\$2,397,900	\$2,351,000	(\$46,900)	(2.0%)
Transfer Payments	\$50,000	\$70,000	\$100,000	\$70,000	\$70,000	\$ -	-
Insurance & Financial	\$218,028	\$233,400	\$202,534	\$247,200	\$262,300	\$15,100	6.1%
Internal Charges	\$1,652	\$2,100	\$3,001	\$2,100	\$2,100	\$ -	-
<b>Total Expenditure</b>	<b>\$7,868,017</b>	<b>\$8,269,700</b>	<b>\$8,284,558</b>	<b>\$8,926,100</b>	<b>\$9,205,100</b>	<b>\$279,000</b>	<b>3.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$5,675,046</b>	<b>\$6,061,600</b>	<b>\$5,893,594</b>	<b>\$6,525,200</b>	<b>\$6,717,700</b>	<b>\$192,500</b>	<b>3.0%</b>
<b>Debt and Transfers</b>							
Transfers to Reserve	\$1,020,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$1,020,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$6,695,046</b>	<b>\$7,061,600</b>	<b>\$6,893,594</b>	<b>\$7,525,200</b>	<b>\$7,717,700</b>	<b>\$192,500</b>	<b>2.6%</b>



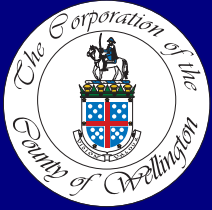
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Office of the CAO/Clerk**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other Revenue	39,000	35,700	36,700	37,800	38,900	40,100	41,300	42,500	43,800	45,100	46,400
Internal Recoveries	2,351,300	2,441,100	2,514,400	2,589,900	2,667,600	2,747,800	2,830,300	2,915,100	3,002,400	3,092,500	3,185,000
<b>Total Revenue</b>	<b>2,406,900</b>	<b>2,487,400</b>	<b>2,561,700</b>	<b>2,638,300</b>	<b>2,717,100</b>	<b>2,798,500</b>	<b>2,882,200</b>	<b>2,968,200</b>	<b>3,056,800</b>	<b>3,148,200</b>	<b>3,242,000</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,000,700	6,297,100	6,910,200	7,287,400	7,569,700	7,853,300	8,125,500	8,394,000	8,667,100	8,947,500	9,237,900
Supplies, Material & Equipment	208,200	222,600	182,700	188,000	193,300	198,700	204,400	210,400	216,400	222,600	229,200
Purchased Services	2,397,900	2,351,000	2,279,100	2,349,000	2,421,100	2,495,200	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	70,000	70,000	70,000	70,000	70,000	70,000
Insurance & Financial	247,200	262,300	287,900	314,400	334,000	354,900	384,300	407,700	432,800	457,800	464,400
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
<b>Total Expenditures</b>	<b>8,926,100</b>	<b>9,205,100</b>	<b>9,732,000</b>	<b>10,210,900</b>	<b>10,590,200</b>	<b>10,974,200</b>	<b>11,358,100</b>	<b>11,734,800</b>	<b>12,120,300</b>	<b>12,518,800</b>	<b>12,910,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>6,525,200</b>	<b>6,717,700</b>	<b>7,170,300</b>	<b>7,572,600</b>	<b>7,873,100</b>	<b>8,175,700</b>	<b>8,475,900</b>	<b>8,766,600</b>	<b>9,063,500</b>	<b>9,370,600</b>	<b>9,668,800</b>
yr/yr % change		3.0%	6.7%	5.6%	4.0%	3.8%	3.7%	3.4%	3.4%	3.4%	3.2%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000
<b>Total Debt and Transfers</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,100,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>7,525,200</b>	<b>7,717,700</b>	<b>8,170,300</b>	<b>8,572,600</b>	<b>8,873,100</b>	<b>9,175,700</b>	<b>9,475,900</b>	<b>9,766,600</b>	<b>10,063,500</b>	<b>10,370,600</b>	<b>10,768,800</b>
yr/yr % change		2.6%	5.9%	4.9%	3.5%	3.4%	3.3%	3.1%	3.0%	3.1%	3.8%



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Office of the CAO/Clerk</b>											
<b>Technical Services</b>											
Archive Storage Replacement			61,000		65,000			73,000			199,000
Computer Hardware L/C Replacement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Datacentre Backup Improvement						82,000					82,000
Disaster Recovery UPS Replacement		66,000			82,000						148,000
IT Van Replacement EV		125,000								185,000	310,000
Main Core Switches					282,000						282,000
Main Core Switches-Admin Centre					271,000	82,000	83,000				436,000
Network Perimeter Security		121,000	436,000		246,000	98,000		469,000			1,370,000
Network Switches Replacement	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	750,000
Phone Gateway Replacement		96,000									96,000
Phone Set Replacement		200,000									200,000
Point to Point Radios Guelph		71,000					83,000				154,000
Security FOBs and Door Locks	30,000										30,000
Server Replacement Data Centre					471,000						471,000
Server Replacement Disaster Re						484,000					484,000
Storage Replacement		176,000						187,000			363,000
UPS Data Centre 138 Wyndham St	100,000										100,000
UPS Replacements	100,000	40,000	40,000	40,000	40,000	55,000					315,000
VPN Enhancement	190,000										190,000
Video Security Recorder Replacement									78,000		78,000
Wifi Unit Replacement		125,000					160,000				285,000
<b>Total Technical Services</b>	720,000	1,270,000	837,000	290,000	1,757,000	1,051,000	626,000	979,000	378,000	435,000	8,343,000
<b>Application Services</b>											
Customer Relationship Manageme	210,000										210,000
Future Application System Enhancements		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Kronos Upgrade	200,000										200,000
<b>Total Application Services</b>	410,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,210,000
<b>Information Management</b>											
County Website Upgrade				100,000					120,000		220,000
Intranet Upgrade					100,000					120,000	220,000
<b>Total Information Management</b>				100,000	100,000				120,000	120,000	440,000
<b>Total Office of the CAO/Clerk</b>	1,130,000	1,470,000	1,037,000	590,000	2,057,000	1,251,000	826,000	1,179,000	698,000	755,000	10,993,000
<b>Total</b>	1,130,000	1,470,000	1,037,000	590,000	2,057,000	1,251,000	826,000	1,179,000	698,000	755,000	10,993,000
<b>Sources of Financing</b>											
Recoveries	58,100	178,700	120,400	36,000	313,200	160,900	80,500	147,200	56,300	33,500	1,184,800
Reserves	1,071,900	1,291,300	916,600	554,000	1,743,800	1,090,100	745,500	1,031,800	641,700	721,500	9,808,200
<b>Total Financing</b>	1,130,000	1,470,000	1,037,000	590,000	2,057,000	1,251,000	826,000	1,179,000	698,000	755,000	10,993,000



## Programme Overview

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

## Programme Description

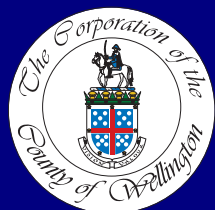
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

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

## 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

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Financial Services	13.0	13.0
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
<b>Total</b>	<b>19.3</b>	<b>19.3</b>
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)**

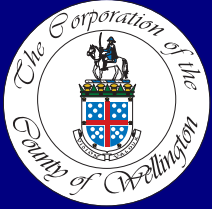
### Performance Measures

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	Projected 2025	Actual 2024	Actual 2023
Credit rating of the County	AAA	AAA	AAA	AAA
Debt Outstanding to Reserve Ratio	21%	22%	19%	24%
Debt Outstanding as a % of Adjusted Operating Revenue*	17.1%	11.6%	9%	11%
Debt Interest as a % of Adjusted Operating Revenue*	0.6%	0.4%	0.3%	0.4%
Reserve and Reserve Funds as % of Tax Levy	92%	101%	98%	98%
# of Parking Tickets issued**	550	500	708	3,900
# of False Alarms billed	300	300	304	310
Number of tenders completed	75	72	53	44

\*Debt does not include debt issued on behalf of Member Municipalities. Adjusted Operating Revenue per S&P Global Ratings.

\*\*Centre Wellington Pilot project concluded in May 2024



## County of Wellington 2026 Operating Budget

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

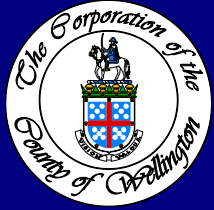
Governance: Administration, Finance and Human Resources Committee

	2024 Actuals	2024 Budget	2025 Preliminary Actuals	2025 Budget	2026 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
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%
<b>Total Revenue</b>	<b>\$623,300</b>	<b>\$623,300</b>	<b>\$670,402</b>	<b>\$672,200</b>	<b>\$757,900</b>	<b>\$85,700</b>	<b>12.7%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,545,007	\$2,672,400	\$2,787,406	\$2,888,700	\$2,953,600	\$64,900	2.2%
Supplies, Material & Equipment	\$42,791	\$47,200	\$42,532	\$50,500	\$50,500	\$ -	-
Purchased Services	\$468,425	\$561,800	\$538,015	\$653,000	\$696,300	\$43,300	6.6%
Insurance & Financial	\$181,610	\$223,100	\$183,016	\$232,800	\$244,200	\$11,400	4.9%
Internal Charges	\$642	\$3,000	\$692	\$3,000	\$3,000	\$ -	-
<b>Total Expenditure</b>	<b>\$3,238,475</b>	<b>\$3,507,500</b>	<b>\$3,551,661</b>	<b>\$3,828,000</b>	<b>\$3,947,600</b>	<b>\$119,600</b>	<b>3.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,615,175</b>	<b>\$2,884,200</b>	<b>\$2,881,259</b>	<b>\$3,155,800</b>	<b>\$3,189,700</b>	<b>\$33,900</b>	<b>1.1%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$140,189)	(\$184,000)	(\$40,613)	(\$264,100)	(\$240,100)	\$24,000	(9.1%)
Transfers to Reserve	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$34,811</b>	<b>(\$9,000)</b>	<b>\$134,387</b>	<b>(\$89,100)</b>	<b>(\$65,100)</b>	<b>\$24,000</b>	<b>(26.9%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,649,986</b>	<b>\$2,875,200</b>	<b>\$3,015,646</b>	<b>\$3,066,700</b>	<b>\$3,124,600</b>	<b>\$57,900</b>	<b>1.9%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Other Revenue	2,000										
Internal Recoveries	670,200	757,900	749,100	771,600	794,800	818,700	843,300	868,700	894,800	921,700	949,400
<b>Total Revenue</b>	<b>672,200</b>	<b>757,900</b>	<b>749,100</b>	<b>771,600</b>	<b>794,800</b>	<b>818,700</b>	<b>843,300</b>	<b>868,700</b>	<b>894,800</b>	<b>921,700</b>	<b>949,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	2,888,700	2,953,600	3,081,700	3,190,000	3,298,600	3,411,300	3,522,500	3,637,400	3,755,900	3,877,800	4,004,000
Supplies, Material & Equipment	50,500	50,500	51,400	52,300	53,300	54,300	55,300	56,400	57,500	58,800	60,200
Purchased Services	653,000	696,300	713,000	680,200	698,100	716,400	785,200	804,800	775,000	796,600	818,500
Insurance & Financial	232,800	244,200	253,200	263,900	272,400	281,200	293,200	302,300	311,500	320,900	325,300
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditures</b>	<b>3,828,000</b>	<b>3,947,600</b>	<b>4,102,300</b>	<b>4,189,400</b>	<b>4,325,400</b>	<b>4,466,200</b>	<b>4,659,200</b>	<b>4,803,900</b>	<b>4,902,900</b>	<b>5,057,100</b>	<b>5,211,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,155,800</b>	<b>3,189,700</b>	<b>3,353,200</b>	<b>3,417,800</b>	<b>3,530,600</b>	<b>3,647,500</b>	<b>3,815,900</b>	<b>3,935,200</b>	<b>4,008,100</b>	<b>4,135,400</b>	<b>4,261,600</b>
yr/yr % change		1.1%	5.1%	1.9%	3.3%	3.3%	4.6%	3.1%	1.9%	3.2%	3.1%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(264,100)	(240,100)	(246,400)	(202,700)	(209,100)	(215,700)	(272,300)	(279,100)	(236,100)	(236,100)	(236,100)
Transfer to Reserves	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total Debt and Transfers</b>	<b>(89,100)</b>	<b>(65,100)</b>	<b>(71,400)</b>	<b>(27,700)</b>	<b>(34,100)</b>	<b>(40,700)</b>	<b>(97,300)</b>	<b>(104,100)</b>	<b>(61,100)</b>	<b>(61,100)</b>	<b>(61,100)</b>
<b>TAX LEVY REQUIREMENT</b>	<b>3,066,700</b>	<b>3,124,600</b>	<b>3,281,800</b>	<b>3,390,100</b>	<b>3,496,500</b>	<b>3,606,800</b>	<b>3,718,600</b>	<b>3,831,100</b>	<b>3,947,000</b>	<b>4,074,300</b>	<b>4,200,500</b>
yr/yr % change		1.9%	5.0%	3.3%	3.1%	3.2%	3.1%	3.0%	3.0%	3.2%	3.1%



## Programme Overview

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

## 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

- Addition 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 a new Health and Safety Specialist and Health and Safety Trainer to strengthen the County's Disability Management Programme and address recommendations in the Workplace Disability Management Assessment (WDMA)

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Human Resources	13.3	13.8
Health and Safety	3.8	6.0
HR/CMHAWW Partnership	1.0	1.0
<b>Total</b>	<b>18.1</b>	<b>20.8</b>
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

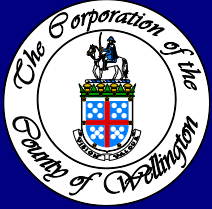
The mission of the County of Wellington Human Resources (HR) Department is to attract, retain and develop a dynamic, diverse and respectful team working together to deliver excellent customer service to our community. Honesty, integrity, fairness and the legislative framework are guiding factors that 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	Projected 2025	Actual 2024	Actual 2023
Number of employees enrolled in the group benefits plan	878	869	852	842
Number of OMERS enrollees	863	855	886	836
Number of applications received for positions	7,106	7,200	8,738	5,380
Number of interviews conducted for positions	931	780	960	1,052
Percentage of employees on sick leave for more than 14 consecutive days	14.00%	15.00%	14.52%	11.67%
Percentage of employees on modified work (non-occupational or occupational) at any point during the year	8.00%	7.00%	8.60%	8.46%



## County of Wellington 2026 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

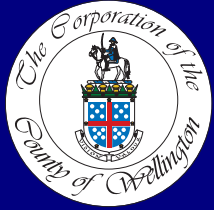
Governance: Administration, Finance and Human Resources Committee

	2024	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
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%
<b>Total Revenue</b>	<b>\$1,297,837</b>	<b>\$1,315,700</b>	<b>\$1,523,601</b>	<b>\$1,523,600</b>	<b>\$1,623,700</b>	<b>\$100,100</b>	<b>6.6%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$2,334,474	\$2,292,300	\$2,679,254	\$2,762,200	\$3,114,100	\$351,900	12.7%
Supplies, Material & Equipment	\$170,344	\$184,100	\$152,233	\$146,300	\$119,500	(\$26,800)	(18.3%)
Purchased Services	\$909,329	\$996,800	\$721,437	\$934,500	\$1,008,100	\$73,600	7.9%
Transfer Payments	\$24,623	\$25,000	\$19,704	\$25,000	\$55,000	\$30,000	120.0%
Insurance & Financial	\$427,218	\$400,300	\$46,500	\$52,200	\$65,600	\$13,400	25.7%
Internal Charges	\$1,342	\$1,500	\$762	\$1,500	\$1,500	\$ -	-
<b>Total Expenditure</b>	<b>\$3,867,330</b>	<b>\$3,900,000</b>	<b>\$3,619,890</b>	<b>\$3,921,700</b>	<b>\$4,363,800</b>	<b>\$442,100</b>	<b>11.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,569,493</b>	<b>\$2,584,300</b>	<b>\$2,096,289</b>	<b>\$2,398,100</b>	<b>\$2,740,100</b>	<b>\$342,000</b>	<b>14.3%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$779,012)	(\$747,900)	(\$585,570)	(\$776,700)	(\$776,700)	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$387,000	\$387,000	\$387,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>(\$779,012)</b>	<b>(\$747,900)</b>	<b>(\$198,570)</b>	<b>(\$389,700)</b>	<b>(\$389,700)</b>	<b>\$ -</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,790,481</b>	<b>\$1,836,400</b>	<b>\$1,897,719</b>	<b>\$2,008,400</b>	<b>\$2,350,400</b>	<b>\$342,000</b>	<b>17.0%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Other Revenue	39,200	43,900	45,200	46,600	48,000	49,400	50,900	52,400	54,000	55,600	57,300
Internal Recoveries	1,484,400	1,579,800	1,627,200	1,676,000	1,726,200	1,777,900	1,831,200	1,886,100	1,942,700	2,001,000	2,061,100
<b>Total Revenue</b>	<b>1,523,600</b>	<b>1,623,700</b>	<b>1,672,400</b>	<b>1,722,600</b>	<b>1,774,200</b>	<b>1,827,300</b>	<b>1,882,100</b>	<b>1,938,500</b>	<b>1,996,700</b>	<b>2,056,600</b>	<b>2,118,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	2,762,200	3,114,100	3,369,200	3,528,700	3,672,800	3,819,500	3,943,900	4,071,200	4,203,400	4,340,300	4,482,000
Supplies, Material & Equipment	146,300	119,500	121,400	123,300	125,300	127,300	129,300	131,300	133,300	135,900	138,700
Purchased Services	934,500	1,008,100	1,113,800	1,143,400	1,173,400	1,203,800	1,235,000	1,266,700	1,299,000	1,337,700	1,375,500
Transfer Payments	25,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Insurance & Financial	52,200	65,600	70,200	76,200	79,200	82,300	88,700	91,500	94,600	97,800	101,000
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditures</b>	<b>3,921,700</b>	<b>4,363,800</b>	<b>4,731,100</b>	<b>4,928,100</b>	<b>5,107,200</b>	<b>5,289,400</b>	<b>5,453,400</b>	<b>5,617,200</b>	<b>5,786,800</b>	<b>5,968,200</b>	<b>6,153,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,398,100</b>	<b>2,740,100</b>	<b>3,058,700</b>	<b>3,205,500</b>	<b>3,333,000</b>	<b>3,462,100</b>	<b>3,571,300</b>	<b>3,678,700</b>	<b>3,790,100</b>	<b>3,911,600</b>	<b>4,035,300</b>
yr/yr % change		14.3%	11.6%	4.8%	4.0%	3.9%	3.2%	3.0%	3.0%	3.2%	3.2%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)	(776,700)
Transfer to Reserves	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000
<b>Total Debt and Transfers</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>	<b>(389,700)</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>2,008,400</b>	<b>2,350,400</b>	<b>2,669,000</b>	<b>2,815,800</b>	<b>2,943,300</b>	<b>3,072,400</b>	<b>3,181,600</b>	<b>3,289,000</b>	<b>3,400,400</b>	<b>3,521,900</b>	<b>3,645,600</b>
yr/yr % change		17.0%	13.6%	5.5%	4.5%	4.4%	3.6%	3.4%	3.4%	3.6%	3.5%



## Programme Overview

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

## Programme Description

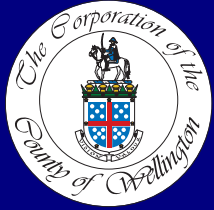
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (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

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Property Maintenance	8.6	8.6
Office Cleaning	6.5	7.1
Construction and Property Manager	1.0	1.0
<b>Total</b>	<b>16.1</b>	<b>16.7</b>
Current employee count: 21		



## Performance Measures

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

### Programme 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:

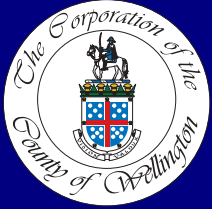
	Projected 2026	Projected 2025	Actual 2024	Actual 2023
Number of Customer request forms handled	1,429	1,309	1,192	1,068
Average condition of County facilities per BCAs*	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

\*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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Licenses, Permits and Rents	\$1,398,042	\$1,317,800	\$1,335,939	\$1,326,000	\$1,323,100	(\$2,900)	(0.2%)
User Fees & Charges	\$157,296	\$158,000	\$125,871	\$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%)
<b>Total Revenue</b>	<b>\$2,552,456</b>	<b>\$2,478,000</b>	<b>\$2,660,470</b>	<b>\$2,672,700</b>	<b>\$2,593,200</b>	<b>(\$79,500)</b>	<b>(3.0%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,597,354	\$1,568,800	\$1,726,498	\$1,732,700	\$1,793,900	\$61,200	3.5%
Supplies, Material & Equipment	\$286,362	\$266,600	\$298,128	\$306,400	\$295,000	(\$11,400)	(3.7%)
Purchased Services	\$1,139,792	\$1,222,400	\$1,300,211	\$1,264,500	\$1,297,700	\$33,200	2.6%
Insurance & 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	\$ -	-
<b>Total Expenditure</b>	<b>\$3,164,505</b>	<b>\$3,172,800</b>	<b>\$3,518,248</b>	<b>\$3,541,900</b>	<b>\$3,579,300</b>	<b>\$37,400</b>	<b>1.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$612,049</b>	<b>\$694,800</b>	<b>\$857,778</b>	<b>\$869,200</b>	<b>\$986,100</b>	<b>\$116,900</b>	<b>13.4%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$289,489	\$291,900	\$182,894	\$188,900	\$188,200	(\$700)	(0.4%)
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$919,805	\$917,000	\$960,000	\$1,047,000	\$1,046,300	(\$700)	(0.1%)
<b>Total Debt and Transfers</b>	<b>\$1,209,294</b>	<b>\$1,208,900</b>	<b>\$1,142,894</b>	<b>\$1,235,900</b>	<b>\$1,234,500</b>	<b>(\$1,400)</b>	<b>(0.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,821,343</b>	<b>\$1,903,700</b>	<b>\$2,000,672</b>	<b>\$2,105,100</b>	<b>\$2,220,600</b>	<b>\$115,500</b>	<b>5.5%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Licenses, Permits and Rents	1,326,000	1,323,100	1,326,900	1,327,400	1,326,400	1,329,600	1,328,900	1,335,500	1,331,500	1,332,900	1,335,400
User Fees & Charges	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other Revenue	40,800	28,200	29,000	29,800	30,600	31,500	32,400	33,300	34,200	35,200	36,200
Internal Recoveries	1,155,900	1,091,900	1,137,500	1,168,600	1,189,900	1,342,500	1,307,800	1,365,800	1,348,400	1,391,700	1,475,600
<b>Total Revenue</b>	<b>2,672,700</b>	<b>2,593,200</b>	<b>2,643,400</b>	<b>2,675,800</b>	<b>2,696,900</b>	<b>2,853,600</b>	<b>2,819,100</b>	<b>2,884,600</b>	<b>2,864,100</b>	<b>2,909,800</b>	<b>2,997,200</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,732,700	1,793,900	1,873,200	1,935,700	1,999,600	2,065,900	2,133,200	2,201,700	2,273,100	2,346,500	2,422,800
Supplies, Material & Equipment	306,400	295,000	301,400	307,800	314,300	321,000	328,000	335,100	342,500	350,300	359,700
Purchased Services	1,264,500	1,297,700	1,344,000	1,387,100	1,433,500	1,476,600	1,520,400	1,564,600	1,609,100	1,654,000	1,677,100
Insurance & Financial	105,800	127,000	135,100	144,600	152,700	161,900	173,200	183,600	194,300	205,200	207,200
Minor Capital Expenses	103,800	37,000	72,000	57,000	5,000	124,700	50,600	69,500			51,000
Internal Charges	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700
<b>Total Expenditures</b>	<b>3,541,900</b>	<b>3,579,300</b>	<b>3,754,400</b>	<b>3,860,900</b>	<b>3,933,800</b>	<b>4,178,800</b>	<b>4,234,100</b>	<b>4,383,200</b>	<b>4,447,700</b>	<b>4,584,700</b>	<b>4,746,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>869,200</b>	<b>986,100</b>	<b>1,111,000</b>	<b>1,185,100</b>	<b>1,236,900</b>	<b>1,325,200</b>	<b>1,415,000</b>	<b>1,498,600</b>	<b>1,583,600</b>	<b>1,674,900</b>	<b>1,749,300</b>
yr/yr % change		13.4%	12.7%	6.7%	4.4%	7.1%	6.8%	5.9%	5.7%	5.8%	4.4%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	188,900	188,200	188,300	188,200	193,800	194,100	194,200	194,200	194,000	193,500	193,800
Transfer to Reserves	1,047,000	1,046,300	1,045,600	1,044,900	1,244,100	1,243,200	1,242,300	1,241,300	1,240,300	1,240,100	1,440,100
<b>Total Debt and Transfers</b>	<b>1,235,900</b>	<b>1,234,500</b>	<b>1,233,900</b>	<b>1,233,100</b>	<b>1,437,900</b>	<b>1,437,300</b>	<b>1,436,500</b>	<b>1,435,500</b>	<b>1,434,300</b>	<b>1,433,600</b>	<b>1,633,900</b>
<b>TAX LEVY REQUIREMENT</b>	<b>2,105,100</b>	<b>2,220,600</b>	<b>2,344,900</b>	<b>2,418,200</b>	<b>2,674,800</b>	<b>2,762,500</b>	<b>2,851,500</b>	<b>2,934,100</b>	<b>3,017,900</b>	<b>3,108,500</b>	<b>3,383,200</b>
yr/yr % change		5.5%	5.6%	3.1%	10.6%	3.3%	3.2%	2.9%	2.9%	3.0%	8.8%



**County of Wellington**  
**10 Year Capital Budget**  
**Property Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Property Services											
Facility Improvements											
131/133 Wyndham Residential Retrofits	16,000	18,000	20,000	22,000	25,000	27,000	29,000	31,000	33,000	35,000	256,000
15 Douglas: Furnace rehabilitation				25,000							25,000
21 Douglas: Air Conditioner Rehab										130,000	130,000
21 Douglas: Common Area Floor Finishes	30,000										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							30,000
Admin Centre: Air Conditioners				55,000							55,000
Admin Centre: Common Area Flooring						55,000					55,000
Admin Centre: Domestic Water Distribution Re							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										35,000
Admin Centre: Hydronic Distribution System R							70,000				70,000
Admin Centre: Lighting Upgrade					90,000						90,000
Admin Centre: Pedestrian Paving Rehab									40,000		40,000
Admin Centre: Plumbing Fixtures Common Ar							35,000				35,000
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/Kitchen refu	80,000										80,000
Courthouse: Cooling Generating Systems								375,000			375,000
Courthouse: Domestic Water Distribution Reh:							75,000				75,000
Courthouse: Fire Alarm System Rehab							100,000				100,000
Courthouse: Flooring	80,000					100,000					180,000
Courthouse: HVAC Equipment			100,000								100,000
Courthouse: Hydronic Distribution Systems Re							130,000				130,000
Courthouse: Interior Upgrade	95,000										95,000
Courthouse: Lighting Upgrade					90,000						90,000
Courthouse: Roofing						375,000					375,000



**County of Wellington**  
**10 Year Capital Budget**  
**Property Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Courthouse: Security Systems Rehab							180,000				180,000
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						115,000
Gaol: Pedestrian Paving Rehab									25,000		25,000
Gaol: Security Replacement		70,000									70,000
Governor's Residence: Elevators						85,000					85,000
Governor's Residence: Exterior Doors						50,000					50,000
Property Building Retrofits	250,000	140,000	100,000	90,000	100,000	160,000	160,000	100,000	140,000	130,000	1,370,000
<b>Total Facility Improvements</b>	<b>921,000</b>	<b>268,000</b>	<b>220,000</b>	<b>532,000</b>	<b>420,000</b>	<b>1,202,000</b>	<b>1,339,000</b>	<b>506,000</b>	<b>263,000</b>	<b>455,000</b>	<b>6,126,000</b>
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 Hybrid	90,000						125,000				215,000
Replace Maintenance Van							170,000				170,000
Replace Pick up			85,000								85,000
<b>Total Vehicles and Equipment</b>	<b>90,000</b>		<b>85,000</b>				<b>420,000</b>	<b>180,000</b>	<b>140,000</b>		<b>915,000</b>
<b>Total Property Services</b>	<b>1,011,000</b>	<b>268,000</b>	<b>305,000</b>	<b>532,000</b>	<b>420,000</b>	<b>1,202,000</b>	<b>1,759,000</b>	<b>686,000</b>	<b>403,000</b>	<b>455,000</b>	<b>7,041,000</b>
Total	1,011,000	268,000	305,000	532,000	420,000	1,202,000	1,759,000	686,000	403,000	455,000	7,041,000
<b>Sources of Financing</b>											
Reserves	1,011,000	268,000	305,000	532,000	420,000	1,202,000	1,759,000	686,000	403,000	455,000	7,041,000
Total Financing	1,011,000	268,000	305,000	532,000	420,000	1,202,000	1,759,000	686,000	403,000	455,000	7,041,000



## Programme Overview

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

## Programme Description

---

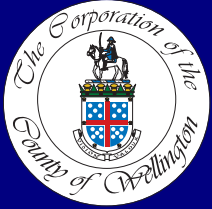
This budget contains the estimates for:

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

## 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

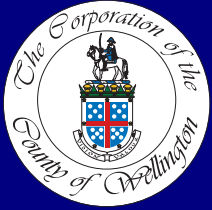
**Programme/Service:** Grants and Contributions  
**Department:** Administered by Treasury  
**Governance:** Administration, Finance and Human Resources Committee

	2024		2025		2026	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Expenditure</b>							
Transfer Payments	\$96,730	\$96,800	\$98,899	\$99,300	\$102,200	\$2,900	2.9%
<b>Total Expenditure</b>	<b>\$96,730</b>	<b>\$96,800</b>	<b>\$98,899</b>	<b>\$99,300</b>	<b>\$102,200</b>	<b>\$2,900</b>	<b>2.9%</b>
<b>Net Operating Cost / (Revenue)</b>							
	<b>\$96,730</b>	<b>\$96,800</b>	<b>\$98,899</b>	<b>\$99,300</b>	<b>\$102,200</b>	<b>\$2,900</b>	<b>2.9%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$375,006	\$375,600	\$359,306	\$376,700	\$376,600	(\$100)	(0.0%)
Transfer from Reserve	(\$3,179)	(\$3,000)	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$371,827</b>	<b>\$372,600</b>	<b>\$359,306</b>	<b>\$373,700</b>	<b>\$373,600</b>	<b>(\$100)</b>	<b>(0.0%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$468,557</b>	<b>\$469,400</b>	<b>\$458,205</b>	<b>\$473,000</b>	<b>\$475,800</b>	<b>\$2,800</b>	<b>0.6%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Transfer Payments	99,300	102,200	105,100	108,100	111,100	114,200	117,300	120,400	123,600	126,900	130,200
<b>Total Expenditures</b>	<b>99,300</b>	<b>102,200</b>	<b>105,100</b>	<b>108,100</b>	<b>111,100</b>	<b>114,200</b>	<b>117,300</b>	<b>120,400</b>	<b>123,600</b>	<b>126,900</b>	<b>130,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>99,300</b>	<b>102,200</b>	<b>105,100</b>	<b>108,100</b>	<b>111,100</b>	<b>114,200</b>	<b>117,300</b>	<b>120,400</b>	<b>123,600</b>	<b>126,900</b>	<b>130,200</b>
yr/yr % change		2.9%	2.8%	2.9%	2.8%	2.8%	2.7%	2.6%	2.7%	2.7%	2.6%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	376,700	376,600	377,000	376,200	377,100	377,800	377,100	377,200	376,700	377,000	377,900
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
<b>Total Debt and Transfers</b>	<b>373,700</b>	<b>373,600</b>	<b>374,000</b>	<b>373,200</b>	<b>374,100</b>	<b>374,800</b>	<b>374,100</b>	<b>374,200</b>	<b>373,700</b>	<b>374,000</b>	<b>374,900</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>473,000</b>	<b>475,800</b>	<b>479,100</b>	<b>481,300</b>	<b>485,200</b>	<b>489,000</b>	<b>491,400</b>	<b>494,600</b>	<b>497,300</b>	<b>500,900</b>	<b>505,100</b>
yr/yr % change		0.6%	0.7%	0.5%	0.8%	0.8%	0.5%	0.7%	0.5%	0.7%	0.8%



## Programme Overview

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

## Programme Description

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

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Economic Development	9.3	9.2
<b>Total</b>	<b>9.3</b>	<b>9.2</b>
Current employee count: 6		



## Performance Measures

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

### Programme 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.

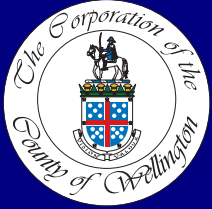
In alignment with the Corporate Strategic plan and the Economic Development Action plan, staff will focus on the following goals and objectives:

- 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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$24,553	\$25,000	\$18,652	\$16,300	\$3,800	(\$12,500)	(76.7%)
User Fees & Charges	\$17,791	\$24,000	\$15,320	\$24,000	\$24,100	\$100	0.4%
Other Revenue	\$7,170	\$ -	\$1,395	\$ -	\$ -	\$ -	-
Internal Recoveries	\$103,640	\$102,500	\$77,518	\$109,800	\$55,900	(\$53,900)	(49.1%)
<b>Total Revenue</b>	<b>\$153,154</b>	<b>\$151,500</b>	<b>\$112,885</b>	<b>\$150,100</b>	<b>\$83,800</b>	<b>(\$66,300)</b>	<b>(44.2%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,023,364	\$1,074,500	\$1,040,177	\$1,123,400	\$1,138,300	\$14,900	1.3%
Supplies, Material & Equipment	\$35,127	\$32,300	\$45,829	\$47,300	\$36,100	(\$11,200)	(23.7%)
Purchased Services	\$344,843	\$319,600	\$315,792	\$311,200	\$342,300	\$31,100	10.0%
Transfer Payments	\$374,986	\$485,500	\$384,833	\$405,500	\$502,500	\$97,000	23.9%
Insurance & Financial	\$19,046	\$20,500	\$18,888	\$21,500	\$24,000	\$2,500	11.6%
Internal Charges	\$850	\$8,000	\$382	\$8,000	\$8,000	\$ -	-
<b>Total Expenditure</b>	<b>\$1,798,216</b>	<b>\$1,940,400</b>	<b>\$1,805,901</b>	<b>\$1,916,900</b>	<b>\$2,051,200</b>	<b>\$134,300</b>	<b>7.0%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,645,062</b>	<b>\$1,788,900</b>	<b>\$1,693,016</b>	<b>\$1,766,800</b>	<b>\$1,967,400</b>	<b>\$200,600</b>	<b>11.4%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$600,000)	(\$680,000)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$7,170	\$ -	\$1,395	\$ -	\$150,000	\$150,000	-
<b>Total Debt and Transfers</b>	<b>(\$592,830)</b>	<b>(\$680,000)</b>	<b>\$1,395</b>	<b>\$ -</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>-</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,052,232</b>	<b>\$1,108,900</b>	<b>\$1,694,411</b>	<b>\$1,766,800</b>	<b>\$2,117,400</b>	<b>\$350,600</b>	<b>19.8%</b>



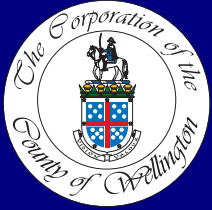
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Economic Development**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	16,300	3,800									
User Fees & Charges	24,000	24,100	24,200	24,300	24,400	24,500	24,600	24,700	24,800	24,900	25,000
Internal Recoveries	109,800	55,900	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>Total Revenue</b>	<b>150,100</b>	<b>83,800</b>	<b>26,200</b>	<b>26,300</b>	<b>26,400</b>	<b>26,500</b>	<b>26,600</b>	<b>26,700</b>	<b>26,800</b>	<b>26,900</b>	<b>27,000</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,123,400	1,138,300	1,202,200	1,253,200	1,300,200	1,347,600	1,390,100	1,435,200	1,481,000	1,528,800	1,577,500
Supplies, Material & Equipment	47,300	36,100	36,900	37,700	38,500	39,300	40,100	40,900	41,700	42,500	43,800
Purchased Services	311,200	342,300	352,200	362,300	372,900	383,700	394,700	405,800	417,300	430,100	442,100
Transfer Payments	405,500	502,500	516,500	513,700	510,900	677,400	640,800	604,100	633,200	586,700	604,800
Insurance & Financial	21,500	24,000	25,500	27,500	28,600	29,700	32,100	33,200	34,200	35,400	36,400
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Total Expenditures</b>	<b>1,916,900</b>	<b>2,051,200</b>	<b>2,141,300</b>	<b>2,202,400</b>	<b>2,259,100</b>	<b>2,485,700</b>	<b>2,505,800</b>	<b>2,527,200</b>	<b>2,615,400</b>	<b>2,631,500</b>	<b>2,712,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,766,800</b>	<b>1,967,400</b>	<b>2,115,100</b>	<b>2,176,100</b>	<b>2,232,700</b>	<b>2,459,200</b>	<b>2,479,200</b>	<b>2,500,500</b>	<b>2,588,600</b>	<b>2,604,600</b>	<b>2,685,600</b>
yr/yr % change		11.4%	7.5%	2.9%	2.6%	10.1%	0.8%	0.9%	3.5%	0.6%	3.1%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Debt and Transfers</b>		<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,766,800</b>	<b>2,117,400</b>	<b>2,265,100</b>	<b>2,326,100</b>	<b>2,382,700</b>	<b>2,609,200</b>	<b>2,629,200</b>	<b>2,650,500</b>	<b>2,738,600</b>	<b>2,754,600</b>	<b>2,835,600</b>
yr/yr % change		19.8%	7.0%	2.7%	2.4%	9.5%	0.8%	0.8%	3.3%	0.6%	2.9%



**County of Wellington**  
**10 Year Capital Budget**  
**Economic Development**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Economic Development</b>											
2032 Int'l Plowing Match					200,000	200,000	600,000				1,000,000
County Gateway Signage	130,000							165,000			295,000
<b>Total Economic Development</b>	130,000				200,000	200,000	600,000	165,000			1,295,000
<b>Total</b>	130,000				200,000	200,000	600,000	165,000			1,295,000
<b>Sources of Financing</b>											
Reserves	130,000				200,000	200,000	600,000	165,000			1,295,000
<b>Total Financing</b>	130,000				200,000	200,000	600,000	165,000			1,295,000



## Programme Overview

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

## 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.

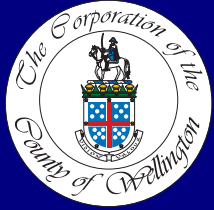
The programme has undergone several expansions and operational updates, such as the introduction of a zonal structure to improve vehicle availability across Wellington County. By committing to the ongoing support of the programme, the County became eligible for Provincial Gas Tax funding starting in 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
<b>Total</b>	<b>0.0</b>	<b>0.5</b>
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	Projected 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		2025		2026	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
Grants & Subsidies	\$352,539	\$125,400	\$297,904	\$420,000	\$375,200	(\$44,800)	(10.7%)
User Fees & Charges	\$74,063	\$88,000	\$117,180	\$114,600	\$97,200	(\$17,400)	(15.2%)
<b>Total Revenue</b>	<b>\$426,602</b>	<b>\$213,400</b>	<b>\$415,084</b>	<b>\$534,600</b>	<b>\$472,400</b>	<b>(\$62,200)</b>	<b>(11.6%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$ -	\$ -	\$ -	\$ -	\$59,400	\$59,400	-
Purchased Services	\$751,196	\$700,500	\$831,060	\$914,700	\$975,000	\$60,300	6.6%
Transfer Payments	\$ -	\$ -	\$ -	\$ -	\$60,000	\$60,000	-
Insurance & Financial	\$ -	\$ -	\$ -	\$ -	\$1,300	\$1,300	-
Internal Charges	\$101,640	\$102,500	\$75,518	\$107,800	\$53,900	(\$53,900)	(50.0%)
<b>Total Expenditure</b>	<b>\$852,836</b>	<b>\$803,000</b>	<b>\$906,578</b>	<b>\$1,022,500</b>	<b>\$1,149,600</b>	<b>\$127,100</b>	<b>12.4%</b>
<b>NET COST / (REVENUE)</b>	<b>\$426,234</b>	<b>\$589,600</b>	<b>\$491,494</b>	<b>\$487,900</b>	<b>\$677,200</b>	<b>\$189,300</b>	<b>38.8%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	420,000	375,200	452,000	580,800	504,200	430,600	512,000	592,200	555,200	517,400	568,200
User Fees & Charges	114,600	97,200	100,100	103,100	106,200	109,400	112,700	116,100	119,600	123,200	126,900
<b>Total Revenue</b>	<b>534,600</b>	<b>472,400</b>	<b>552,100</b>	<b>683,900</b>	<b>610,400</b>	<b>540,000</b>	<b>624,700</b>	<b>708,300</b>	<b>674,800</b>	<b>640,600</b>	<b>695,100</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits		59,400	125,600	134,300	143,800	154,000	162,100	167,500	173,000	179,000	184,900
Purchased Services	914,700	975,000	996,000	1,017,600	1,039,900	1,062,800	1,086,400	1,110,700	1,135,800	1,161,600	1,188,200
Transfer Payments		60,000									
Insurance & Financial		1,300	2,700	3,000	3,200	3,400	3,700	3,900	4,000	4,100	4,300
Internal Charges	107,800	53,900									
<b>Total Expenditures</b>	<b>1,022,500</b>	<b>1,149,600</b>	<b>1,124,300</b>	<b>1,154,900</b>	<b>1,186,900</b>	<b>1,220,200</b>	<b>1,252,200</b>	<b>1,282,100</b>	<b>1,312,800</b>	<b>1,344,700</b>	<b>1,377,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>487,900</b>	<b>677,200</b>	<b>572,200</b>	<b>471,000</b>	<b>576,500</b>	<b>680,200</b>	<b>627,500</b>	<b>573,800</b>	<b>638,000</b>	<b>704,100</b>	<b>682,300</b>
yr/yr % change		38.8%	(15.5%)	(17.7%)	22.4%	18.0%	(7.7%)	(8.6%)	11.2%	10.4%	(3.1%)
<b>DEBT AND TRANSFERS</b>											
<b>Total Debt and Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>487,900</b>	<b>677,200</b>	<b>572,200</b>	<b>471,000</b>	<b>576,500</b>	<b>680,200</b>	<b>627,500</b>	<b>573,800</b>	<b>638,000</b>	<b>704,100</b>	<b>682,300</b>
yr/yr % change		38.8%	(15.5%)	(17.7%)	22.4%	18.0%	(7.7%)	(8.6%)	11.2%	10.4%	(3.1%)



## Programme Overview

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

## 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

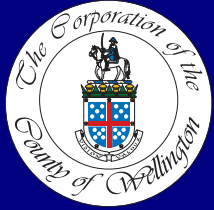
Capital works of \$58.3 million planned for 2026 include:

- \$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 has been increased by \$185,000 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

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



## Performance Measures

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

### Programme Goals and Objectives

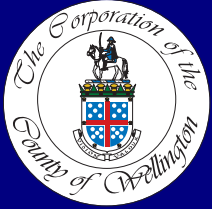
The County of Wellington completed a Road Master Action Plan (RMAP). This Plan helps the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP reviewed current and future transportation network 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	Projected 2025	Actual 2024	Actual 2023
Average condition of the County road network (PCI)	69	70	72	69
Average condition of County bridges (BCI)	70	71	71	72
Average condition of County culverts (BCI)	70	71	71	72
Number of controlled intersections (roundabout or traffic signal)	56	55	52	49
Number of road maintenance service requests	300	311	207	283



## County of Wellington 2026 Operating Budget

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

	2024	2024	2025	2025	2026	\$	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Change Budget	Change Budget
<b>Revenue</b>							
Grants & Subsidies	\$ -	\$ -	\$9,100	\$ -	\$ -	\$ -	-
Municipal Recoveries	\$1,353,885	\$1,335,900	\$1,818,973	\$1,335,900	\$1,518,400	\$182,500	13.7%
User Fees & Charges	\$483,883	\$488,000	\$9,132,140	\$1,491,000	\$461,000	(\$1,030,000)	(69.1%)
Sales Revenue	\$588,363	\$720,000	\$515,255	\$595,000	\$595,000	\$ -	-
Internal Recoveries	\$2,354,553	\$2,241,800	\$2,872,919	\$2,341,800	\$2,707,100	\$365,300	15.6%
<b>Total Revenue</b>	<b>\$4,780,684</b>	<b>\$4,785,700</b>	<b>\$14,348,387</b>	<b>\$5,763,700</b>	<b>\$5,281,500</b>	<b>(\$482,200)</b>	<b>(8.4%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$8,525,641	\$8,187,200	\$8,750,369	\$8,809,800	\$9,133,700	\$323,900	3.7%
Supplies, Material & Equipment	\$6,040,029	\$7,151,400	\$8,526,239	\$7,198,900	\$7,436,300	\$237,400	3.3%
Purchased Services	\$2,810,335	\$2,979,200	\$2,690,209	\$3,060,300	\$3,284,200	\$223,900	7.3%
Insurance & Financial	\$938,387	\$938,000	\$1,636,351	\$953,700	\$1,074,200	\$120,500	12.6%
Minor Capital Expenses	\$207,064	\$300,000	\$273,499	\$300,000	\$240,000	(\$60,000)	(20.0%)
Internal Charges	\$1,688,115	\$1,901,800	\$2,114,504	\$1,915,900	\$2,081,300	\$165,400	8.6%
<b>Total Expenditure</b>	<b>\$20,209,571</b>	<b>\$21,457,600</b>	<b>\$23,991,171</b>	<b>\$22,238,600</b>	<b>\$23,249,700</b>	<b>\$1,011,100</b>	<b>4.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$15,428,887</b>	<b>\$16,671,900</b>	<b>\$9,642,784</b>	<b>\$16,474,900</b>	<b>\$17,968,200</b>	<b>\$1,493,300</b>	<b>9.1%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$1,367,869	\$1,471,100	\$1,021,743	\$1,515,100	\$1,924,900	\$409,800	27.0%
Transfer from Reserve	(\$1,190,726)	(\$1,337,300)	\$ -	(\$1,382,000)	(\$1,791,700)	(\$409,700)	29.6%
Transfers to Reserve	\$22,832,468	\$21,150,000	\$22,607,460	\$24,200,000	\$26,150,000	\$1,950,000	8.1%
<b>Total Debt and Transfers</b>	<b>\$23,009,611</b>	<b>\$21,283,800</b>	<b>\$23,629,203</b>	<b>\$24,333,100</b>	<b>\$26,283,200</b>	<b>\$1,950,100</b>	<b>8.0%</b>
<b>NET COST / (REVENUE)</b>	<b>\$38,438,498</b>	<b>\$37,955,700</b>	<b>\$33,271,987</b>	<b>\$40,808,000</b>	<b>\$44,251,400</b>	<b>\$3,443,400</b>	<b>8.4%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Municipal Recoveries	1,335,900	1,518,400	1,520,900	1,523,400	1,525,900	1,528,400	1,528,400	1,528,400	1,528,400	1,528,400	1,528,400
User Fees & Charges	1,491,000	461,000	461,000	461,000	461,000	461,000	461,000	461,000	461,000	461,000	461,000
Sales Revenue	595,000	595,000	595,600	596,200	596,900	597,600	598,300	599,000	599,700	600,500	601,300
Internal Recoveries	2,341,800	2,707,100	2,773,100	2,839,100	2,905,100	2,971,100	3,037,100	3,103,100	3,169,100	3,235,100	3,235,100
<b>Total Revenue</b>	<b>5,763,700</b>	<b>5,281,500</b>	<b>5,350,600</b>	<b>5,419,700</b>	<b>5,488,900</b>	<b>5,558,100</b>	<b>5,624,800</b>	<b>5,691,500</b>	<b>5,758,200</b>	<b>5,825,000</b>	<b>5,825,800</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	8,809,800	9,133,700	9,551,400	9,937,800	10,287,400	10,625,800	10,973,200	11,335,000	11,708,200	12,094,200	12,494,500
Supplies, Material & Equipment	7,198,900	7,436,300	7,644,100	7,878,700	8,120,200	8,369,000	8,625,200	8,889,000	9,160,700	9,439,500	9,722,100
Purchased Services	3,060,300	3,284,200	3,333,900	3,454,900	3,559,300	3,663,300	3,769,900	3,879,300	3,991,800	4,111,400	4,225,900
Insurance & Financial	953,700	1,074,200	1,150,900	1,240,100	1,325,200	1,415,500	1,524,900	1,630,200	1,744,200	1,858,700	1,871,100
Minor Capital Expenses	300,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
Internal Charges	1,915,900	2,081,300	2,147,300	2,213,300	2,279,300	2,345,300	2,411,300	2,477,300	2,543,300	2,609,300	2,665,400
<b>Total Expenditures</b>	<b>22,238,600</b>	<b>23,249,700</b>	<b>24,067,600</b>	<b>24,964,800</b>	<b>25,811,400</b>	<b>26,658,900</b>	<b>27,544,500</b>	<b>28,450,800</b>	<b>29,388,200</b>	<b>30,353,100</b>	<b>31,219,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>16,474,900</b>	<b>17,968,200</b>	<b>18,717,000</b>	<b>19,545,100</b>	<b>20,322,500</b>	<b>21,100,800</b>	<b>21,919,700</b>	<b>22,759,300</b>	<b>23,630,000</b>	<b>24,528,100</b>	<b>25,393,200</b>
yr/yr % change		9.1%	4.2%	4.4%	4.0%	3.8%	3.9%	3.8%	3.8%	3.8%	3.5%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	1,515,100	1,924,900	2,107,000	2,851,100	2,730,600	3,062,600	3,845,800	3,807,500	4,240,700	5,212,900	5,211,900
Transfer from Reserves	(1,382,000)	(1,791,700)	(2,107,000)	(2,851,100)	(2,730,600)	(3,062,600)	(3,845,800)	(3,807,500)	(4,240,700)	(5,212,900)	(5,211,900)
Transfer to Reserves	24,200,000	26,150,000	27,150,000	28,150,000	29,250,000	30,950,000	32,350,000	33,450,000	34,150,000	35,500,000	36,000,000
<b>Total Debt and Transfers</b>	<b>24,333,100</b>	<b>26,283,200</b>	<b>27,150,000</b>	<b>28,150,000</b>	<b>29,250,000</b>	<b>30,950,000</b>	<b>32,350,000</b>	<b>33,450,000</b>	<b>34,150,000</b>	<b>35,500,000</b>	<b>36,000,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>40,808,000</b>	<b>44,251,400</b>	<b>45,867,000</b>	<b>47,695,100</b>	<b>49,572,500</b>	<b>52,050,800</b>	<b>54,269,700</b>	<b>56,209,300</b>	<b>57,780,000</b>	<b>60,028,100</b>	<b>61,393,200</b>
yr/yr % change		8.4%	3.7%	4.0%	3.9%	5.0%	4.3%	3.6%	2.8%	3.9%	2.3%



**County of Wellington  
10 Year Capital Budget  
Roads and Engineering**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
Roads Facilities	12,250,000	200,000	5,500,000	16,400,000	100,000	6,350,000	19,100,000	100,000	7,400,000	22,200,000	89,600,000
Roads Equipment	4,430,000	4,495,000	3,830,000	4,455,000	6,115,000	5,385,000	4,800,000	6,375,000	4,940,000	4,940,000	49,765,000
Asset Management / Engineering	2,600,000	3,205,000	2,800,000	3,300,000	2,920,000	3,020,000	3,000,000	3,470,000	2,800,000	3,030,000	30,145,000
Growth Related Construction	9,400,000	10,150,000	12,360,000	7,155,000	3,075,000		5,180,000				47,320,000
Roads Construction	6,615,000	9,580,000	3,990,000	6,920,000	7,960,000	7,245,000	5,045,000	6,380,000	11,660,000	16,900,000	82,295,000
Bridges	12,375,600	465,000	18,065,000		13,130,000	6,180,000	555,000		1,820,000	4,685,000	57,275,600
Culverts	2,150,000	1,060,000	2,635,000	435,000	2,865,000	1,075,000	805,000	300,000	2,395,000	4,300,000	18,020,000
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	11,590,000	9,945,000	22,370,000	12,320,000	6,000,000	78,130,000
ASE Programme	4,880,000	6,330,000									11,210,000
<b>Total</b>	<b>58,270,600</b>	<b>40,305,000</b>	<b>51,395,000</b>	<b>42,105,000</b>	<b>39,195,000</b>	<b>40,845,000</b>	<b>48,430,000</b>	<b>38,995,000</b>	<b>43,335,000</b>	<b>62,055,000</b>	<b>464,930,600</b>
<b>Sources of Financing</b>											
Recoveries	675,000	1,080,000	270,000							3,000,000	5,025,000
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	3,487,000	3,390,000	3,447,000	3,453,000	3,650,000	33,170,000
Ontario Community Infrastructure Fund	3,132,000	2,121,000	2,150,000	1,632,000	2,108,000	1,390,000	777,000	1,250,000	1,246,000	1,200,000	17,006,000
Reserves	36,583,600	27,119,000	33,066,000	20,947,000	32,254,000	31,333,000	27,728,000	34,298,000	32,536,000	36,205,000	312,069,600
Development Charges	3,169,000	3,185,000	8,399,000	5,254,000	2,368,000	235,000	3,205,000				25,815,000
Growth Related Debenture	8,850,000		3,600,000	10,900,000		4,400,000	13,330,000		6,100,000	18,000,000	65,180,000
<b>Total Financing</b>	<b>58,270,600</b>	<b>40,305,000</b>	<b>51,395,000</b>	<b>42,105,000</b>	<b>39,195,000</b>	<b>40,845,000</b>	<b>48,430,000</b>	<b>38,995,000</b>	<b>43,335,000</b>	<b>62,055,000</b>	<b>464,930,600</b>



**County of Wellington  
10 Year Capital Budget  
Roads Facilities**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
Roads Facilities											
Aberfoyle Garage									7,300,000	22,100,000	29,400,000
Brucedale Garage			5,400,000	16,300,000							21,700,000
Erin Garage	12,050,000										12,050,000
Harriston Garage						6,250,000	19,000,000				25,250,000
Various Facility Repairs	200,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
<b>Total Roads Facilities</b>	<b>12,250,000</b>	<b>200,000</b>	<b>5,500,000</b>	<b>16,400,000</b>	<b>100,000</b>	<b>6,350,000</b>	<b>19,100,000</b>	<b>100,000</b>	<b>7,400,000</b>	<b>22,200,000</b>	<b>89,600,000</b>
<b>Total</b>	<b>12,250,000</b>	<b>200,000</b>	<b>5,500,000</b>	<b>16,400,000</b>	<b>100,000</b>	<b>6,350,000</b>	<b>19,100,000</b>	<b>100,000</b>	<b>7,400,000</b>	<b>22,200,000</b>	<b>89,600,000</b>
<b>Sources of Financing</b>											
Reserves	3,400,000	200,000	1,900,000	5,500,000	100,000	1,950,000	5,770,000	100,000	1,300,000	4,200,000	24,420,000
Growth Related Debenture	8,850,000		3,600,000	10,900,000		4,400,000	13,330,000		6,100,000	18,000,000	65,180,000
<b>Total Financing</b>	<b>12,250,000</b>	<b>200,000</b>	<b>5,500,000</b>	<b>16,400,000</b>	<b>100,000</b>	<b>6,350,000</b>	<b>19,100,000</b>	<b>100,000</b>	<b>7,400,000</b>	<b>22,200,000</b>	<b>89,600,000</b>



**County of Wellington  
10 Year Capital Budget  
Roads Equipment**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Roads Equipment</b>											
<b>Roads Equipment</b>											
<b>Roads Equipment</b>											
3 Ton Dump				235,000					240,000		475,000
6 Ton Trucks	2,490,000	2,535,000	2,720,000	2,875,000	3,120,000	3,900,000	3,120,000	3,120,000	3,195,000	4,020,000	31,095,000
Asphalt Reclaimer					130,000				130,000		260,000
Backhoe				350,000		350,000					700,000
Bucket Truck					660,000						660,000
Chipper						120,000				120,000	240,000
Excavator	585,000							470,000			1,055,000
Forklift				115,000							115,000
Grader							450,000				450,000
JD Dozer							470,000				470,000
Loader	425,000	970,000	500,000	535,000			535,000		535,000	535,000	4,035,000
Loadster Float					95,000						95,000
Manual Line Strippers			35,000						45,000		80,000
Mechanic Service Vehicle						255,000					255,000
Miscellaneous Equipment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Mower			170,000					160,000			330,000
Pickup	390,000	840,000									1,230,000
Pickup Electric Vehicle					1,600,000	355,000		2,310,000			4,265,000
Roll Off Deck/Box	190,000			115,000					75,000	115,000	495,000
Steam Jenny				80,000				80,000			160,000
Tractor			255,000			255,000			275,000		785,000
Trailers					75,000		75,000	85,000			235,000
Utility Truck									210,000		210,000
Van					155,000						155,000
Vermeer Stump Grinder					130,000				85,000		215,000
Roads Radio Equipment	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Fuel Management System Update	200,000										200,000
<b>Total Roads Equipment</b>	<b>4,430,000</b>	<b>4,495,000</b>	<b>3,830,000</b>	<b>4,455,000</b>	<b>6,115,000</b>	<b>5,385,000</b>	<b>4,800,000</b>	<b>6,375,000</b>	<b>4,940,000</b>	<b>4,940,000</b>	<b>49,765,000</b>
<b>Total</b>	<b>4,430,000</b>	<b>4,495,000</b>	<b>3,830,000</b>	<b>4,455,000</b>	<b>6,115,000</b>	<b>5,385,000</b>	<b>4,800,000</b>	<b>6,375,000</b>	<b>4,940,000</b>	<b>4,940,000</b>	<b>49,765,000</b>
<b>Sources of Financing</b>											
Reserves	4,430,000	4,495,000	3,830,000	4,455,000	6,115,000	5,385,000	4,800,000	6,375,000	4,940,000	4,940,000	49,765,000
<b>Total Financing</b>	<b>4,430,000</b>	<b>4,495,000</b>	<b>3,830,000</b>	<b>4,455,000</b>	<b>6,115,000</b>	<b>5,385,000</b>	<b>4,800,000</b>	<b>6,375,000</b>	<b>4,940,000</b>	<b>4,940,000</b>	<b>49,765,000</b>



**County of Wellington  
10 Year Capital Budget  
Asset Management / Engineering**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Asset Management / Engineering</b>											
OSIMs Structure Inspections		150,000		150,000		150,000		150,000		150,000	750,000
Pavement Condition Study		120,000			120,000			120,000			360,000
Pavement Preservation Programme	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	25,000,000
Retaining Wall Inventory & Condition Study		60,000				70,000				80,000	210,000
Road MAP Update/Area Plan Study		200,000					200,000				400,000
Roads Permitting Software		75,000									75,000
Speed Management			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
SWMS Condition Study				350,000				400,000			750,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
<b>Total Asset Management / Engineering</b>	<b>2,600,000</b>	<b>3,205,000</b>	<b>2,800,000</b>	<b>3,300,000</b>	<b>2,920,000</b>	<b>3,020,000</b>	<b>3,000,000</b>	<b>3,470,000</b>	<b>2,800,000</b>	<b>3,030,000</b>	<b>30,145,000</b>
<b>Total</b>	<b>2,600,000</b>	<b>3,205,000</b>	<b>2,800,000</b>	<b>3,300,000</b>	<b>2,920,000</b>	<b>3,020,000</b>	<b>3,000,000</b>	<b>3,470,000</b>	<b>2,800,000</b>	<b>3,030,000</b>	<b>30,145,000</b>
<b>Sources of Financing</b>											
Canada Community Building Fund	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	22,500,000
Reserves	350,000	755,000	550,000	1,050,000	670,000	770,000	550,000	1,220,000	550,000	780,000	7,245,000
Development Charges		200,000					200,000				400,000
<b>Total Financing</b>	<b>2,600,000</b>	<b>3,205,000</b>	<b>2,800,000</b>	<b>3,300,000</b>	<b>2,920,000</b>	<b>3,020,000</b>	<b>3,000,000</b>	<b>3,470,000</b>	<b>2,800,000</b>	<b>3,030,000</b>	<b>30,145,000</b>



**County of Wellington  
10 Year Capital Budget  
Growth Related Construction**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Growth Related Construction</b>											
WR 10 at WR 8, Intersection Improvements and Overlay		100,000			3,075,000						3,175,000
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 10km	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, 1.7 km	4,325,000										4,325,000
WR 17 at WR 8, Intersection Improvement				250,000			2,070,000				2,320,000
WR 19 at Second Line, Intersection Improvement				250,000			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	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
<b>Total Growth Related Construction</b>	<b>9,400,000</b>	<b>10,150,000</b>	<b>12,360,000</b>	<b>7,155,000</b>	<b>3,075,000</b>		<b>5,180,000</b>				<b>47,320,000</b>
<b>Total</b>	<b>9,400,000</b>	<b>10,150,000</b>	<b>12,360,000</b>	<b>7,155,000</b>	<b>3,075,000</b>		<b>5,180,000</b>				<b>47,320,000</b>
<b>Sources of Financing</b>											
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		2,175,000				21,387,000
Development Charges	2,666,000	2,985,000	8,399,000	5,254,000	2,368,000		3,005,000				24,677,000
<b>Total Financing</b>	<b>9,400,000</b>	<b>10,150,000</b>	<b>12,360,000</b>	<b>7,155,000</b>	<b>3,075,000</b>		<b>5,180,000</b>				<b>47,320,000</b>



**County of Wellington  
10 Year Capital Budget  
Roads Construction**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Roads Construction</b>											
WR 12, WR 7 to 300m East of 16th Line				130,000		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 123, Palmerston WR 5 to Hwy	4,223,000	7,000,000	1,800,000								13,023,000
WR 123/Main St E & W, Palmerst	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						100,000			4,000,000	3,900,000	8,000,000
WR 16, Hwy 89 to WR 109				60,000		4,380,000					4,440,000
WR 16, WR 109 to WR 19			70,000		4,100,000						4,170,000
WR 24, Int Improve EG TL to Hillsburgh (4km)							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, 7 km	2,010,000	2,020,000	2,030,000								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		120,000		4,080,000							4,200,000
<b>Total Roads Construction</b>	<b>6,615,000</b>	<b>9,580,000</b>	<b>3,990,000</b>	<b>6,920,000</b>	<b>7,960,000</b>	<b>7,245,000</b>	<b>5,045,000</b>	<b>6,380,000</b>	<b>11,660,000</b>	<b>16,900,000</b>	<b>82,295,000</b>
<b>Total</b>	<b>6,615,000</b>	<b>9,580,000</b>	<b>3,990,000</b>	<b>6,920,000</b>	<b>7,960,000</b>	<b>7,245,000</b>	<b>5,045,000</b>	<b>6,380,000</b>	<b>11,660,000</b>	<b>16,900,000</b>	<b>82,295,000</b>
<b>Sources of Financing</b>											
Recoveries	675,000	1,080,000	270,000							3,000,000	5,025,000
Subsidies	2,145,000	3,400,000	910,000								6,455,000
Canada Community Building Fund		1,150,000		1,122,000	215,000	52,000					2,539,000
Ontario Community Infrastructure Fund					359,000		777,000				1,136,000
Reserves	3,795,000	3,950,000	2,810,000	5,798,000	7,386,000	7,193,000	4,268,000	6,380,000	11,660,000	13,900,000	67,140,000
<b>Total Financing</b>	<b>6,615,000</b>	<b>9,580,000</b>	<b>3,990,000</b>	<b>6,920,000</b>	<b>7,960,000</b>	<b>7,245,000</b>	<b>5,045,000</b>	<b>6,380,000</b>	<b>11,660,000</b>	<b>16,900,000</b>	<b>82,295,000</b>



**County of Wellington  
10 Year Capital Budget  
Bridges**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Bridges</b>											
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
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
WR 11, Flax Bridge B011025 Rep							200,000			4,685,000	4,885,000
WR 12, Princess Elizabeth Bridge			120,000			6,180,000					6,300,000
WR 17, Bridge B017098 Replacement							105,000		1,570,000		1,675,000
WR 32, Blatchford Bridge, Repl			6,600,000								6,600,000
WR 36, Bridge B036086, Replace			1,525,000								1,525,000
WR 36, Bridge B036122, Replace			1,525,000								1,525,000
WR 43, Caldwell Bridge, Replace		265,000			6,475,000						6,740,000
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, Rehab	125,000		6,940,000								7,065,000
WR 8, Bridge B008116 Replacement		100,000			1,280,000						1,380,000
<b>Total Bridges</b>	<b>12,375,600</b>	<b>465,000</b>	<b>18,065,000</b>		<b>13,130,000</b>	<b>6,180,000</b>	<b>555,000</b>		<b>1,820,000</b>	<b>4,685,000</b>	<b>57,275,600</b>
<b>Total</b>	<b>12,375,600</b>	<b>465,000</b>	<b>18,065,000</b>		<b>13,130,000</b>	<b>6,180,000</b>	<b>555,000</b>		<b>1,820,000</b>	<b>4,685,000</b>	<b>57,275,600</b>
<b>Sources of Financing</b>											
Canada Community Building Fund			750,000								750,000
Ontario Community Infrastructure Fund	2,430,000		2,150,000		673,000				200,000	1,200,000	6,653,000
Reserves	9,945,600	465,000	15,165,000		12,457,000	6,180,000	555,000		1,620,000	3,485,000	49,872,600
<b>Total Financing</b>	<b>12,375,600</b>	<b>465,000</b>	<b>18,065,000</b>		<b>13,130,000</b>	<b>6,180,000</b>	<b>555,000</b>		<b>1,820,000</b>	<b>4,685,000</b>	<b>57,275,600</b>



**County of Wellington  
10 Year Capital Budget  
Culverts**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Culverts</b>											
WR 10, Clvrt C100970, Replace	1,000,000										1,000,000
WR 109, Clvrt C109143, Replace	100,000		1,525,000								1,625,000
WR 11, Clvrt C110930, Replace					2,565,000						2,565,000
WR 12, C120860 Replacement							200,000			2,000,000	2,200,000
WR 12, Clvrt C120200, Replace		760,000									760,000
WR 12, Clvrt C120210, Replace	750,000										750,000
WR 12, Clvrt C120239, Replace			810,000								810,000
WR 124, Clvrt C124124, Replace				135,000		775,000					910,000
WR 16, C160110 Replacement							200,000			2,000,000	2,200,000
WR 19, Clvrt C191070, Replace							105,000		2,095,000		2,200,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Total Culverts</b>	<b>2,150,000</b>	<b>1,060,000</b>	<b>2,635,000</b>	<b>435,000</b>	<b>2,865,000</b>	<b>1,075,000</b>	<b>805,000</b>	<b>300,000</b>	<b>2,395,000</b>	<b>4,300,000</b>	<b>18,020,000</b>
<b>Total</b>	<b>2,150,000</b>	<b>1,060,000</b>	<b>2,635,000</b>	<b>435,000</b>	<b>2,865,000</b>	<b>1,075,000</b>	<b>805,000</b>	<b>300,000</b>	<b>2,395,000</b>	<b>4,300,000</b>	<b>18,020,000</b>
<b>Sources of Financing</b>											
Ontario Community Infrastructure Fund	702,000								1,046,000		1,748,000
Reserves	1,448,000	1,060,000	2,635,000	435,000	2,865,000	1,075,000	805,000	300,000	1,349,000	4,300,000	16,272,000
<b>Total Financing</b>	<b>2,150,000</b>	<b>1,060,000</b>	<b>2,635,000</b>	<b>435,000</b>	<b>2,865,000</b>	<b>1,075,000</b>	<b>805,000</b>	<b>300,000</b>	<b>2,395,000</b>	<b>4,300,000</b>	<b>18,020,000</b>



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab		120,000		1,050,000							1,170,000
<b>Total County Bridges on Local Roads</b>		120,000		1,050,000							1,170,000
<b>Total</b>		<b>120,000</b>		<b>1,050,000</b>							<b>1,170,000</b>
<b>Sources of Financing</b>											
Reserves		120,000		1,050,000							1,170,000
<b>Total Financing</b>		<b>120,000</b>		<b>1,050,000</b>							<b>1,170,000</b>



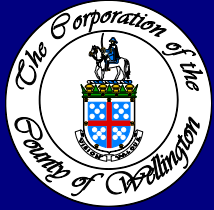
**County of Wellington  
10 Year Capital Budget  
Roads Resurfacing**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
<b>Roads Resurfacing</b>											
WR 109, Arthur to Teviotdale (17km)							100,000	5,000,000	5,000,000		10,100,000
WR 11, Drayton South Resurfacing						75,000		4,165,000			4,240,000
WR 124, 400m N of WR 23 to WR		1,315,000									1,315,000
WR 18, WR 7 to ROW boundary	3,470,000										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							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 2.5 km				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		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)					55,000		1,295,000	6,250,000			7,600,000
WR 34, WR 33 to WR32, 2km		1,515,000									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									1,810,000
WR 6, WR 109 to HWY 89									5,230,000		5,230,000
WR 7, 1st Line to WR 18, 3.3 km				135,000		1,545,000					1,680,000
WR 7, Between PL at Ponsonby, 1km	100,000		1,200,000								1,300,000
<b>Total Roads Resurfacing</b>	<b>3,570,000</b>	<b>4,700,000</b>	<b>2,215,000</b>	<b>2,390,000</b>	<b>3,030,000</b>	<b>11,590,000</b>	<b>9,945,000</b>	<b>22,370,000</b>	<b>12,320,000</b>	<b>6,000,000</b>	<b>78,130,000</b>
<b>Total</b>	<b>3,570,000</b>	<b>4,700,000</b>	<b>2,215,000</b>	<b>2,390,000</b>	<b>3,030,000</b>	<b>11,590,000</b>	<b>9,945,000</b>	<b>22,370,000</b>	<b>12,320,000</b>	<b>6,000,000</b>	<b>78,130,000</b>
<b>Sources of Financing</b>											
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		2,121,000		1,632,000	1,076,000	1,390,000		1,250,000			7,469,000
Reserves	3,570,000	2,579,000	2,215,000	758,000	1,954,000	8,780,000	8,805,000	19,923,000	11,117,000	4,600,000	64,301,000
Development Charges						235,000					235,000
<b>Total Financing</b>	<b>3,570,000</b>	<b>4,700,000</b>	<b>2,215,000</b>	<b>2,390,000</b>	<b>3,030,000</b>	<b>11,590,000</b>	<b>9,945,000</b>	<b>22,370,000</b>	<b>12,320,000</b>	<b>6,000,000</b>	<b>78,130,000</b>



**County of Wellington  
10 Year Capital Budget  
ASE Programme**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Roads and Engineering</b>											
ASE Programme											
ASE: Trial Locations	975,000	350,000									1,325,000
ASE: CSZ Locations	325,000	150,000									475,000
ASE: Roads Safety and Studies	200,000	200,000									400,000
ASE: Guiderails	350,000	350,000									700,000
ASE: Pedestrian Crossings	100,000	300,000									400,000
ASE: Streetlights	350,000	350,000									700,000
WR 21, ROW to WR 7 (8km)	1,500,000										1,500,000
WR 30, Intersection at Guelph Rd 3	750,000										750,000
WR 46 Corridor Study	200,000										200,000
WR 50 at WR 24 Intersection Improvements		600,000									600,000
WR 7 at WR 12 Roundabout	130,000	4,030,000									4,160,000
<b>Total ASE Programme</b>	<b>4,880,000</b>	<b>6,330,000</b>									<b>11,210,000</b>
<b>Total</b>	<b>4,880,000</b>	<b>6,330,000</b>									<b>11,210,000</b>
<b>Sources of Financing</b>											
Subsidies	210,000										210,000
Reserves	4,167,000	6,330,000									10,497,000
Development Charges	503,000										503,000
<b>Total Financing</b>	<b>4,880,000</b>	<b>6,330,000</b>									<b>11,210,000</b>



## Programme Overview

<b>Programme/Service:</b>	<b>Solid Waste Services</b>
<b>Department:</b>	<b>Engineering Services</b>
<b>Governance:</b>	<b>Solid Waste Services Committee</b>

## Programme Description

- The County provides programmes for the collection and disposal of municipal solid waste and recyclables, and operates one active landfill site and five transfer stations
- The County is also responsible for 16 closed landfill sites
- A curbside user pay collection service is offered County-wide in both urban and rural areas
- The landfill sites and transfer stations provide waste and recyclable disposal opportunities to manage items and quantities not appropriate for curbside collection. The waste facilities provide means to divert materials from landfill including household hazardous wastes, electronics, tires, brush, scrap metal and reuse centres. 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
<b>Total</b>	<b>32.7</b>	<b>32.7</b>
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	Projected 2025	Actual 2024	Actual 2023
Residential Waste Diversion Rate	40.00%	38.00%*	52.50%	51.50%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	10,700	10,300*	13,704	13,792
Estimated remaining years of Landfill Capacity	24	25	26	27
Number of Outreach Products/Presentations	600	2,296*	527	391

\* 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	2024	2025	2025	2026	\$	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Change Budget	Change Budget
<b>Revenue</b>							
Grants & Subsidies	\$1,975,054	\$1,886,900	\$1,269,910	\$1,063,200	\$249,200	(\$814,000)	(76.6%)
Municipal Recoveries	\$31,859	\$ -	\$13,577	\$26,000	\$18,000	(\$8,000)	(30.8%)
Licenses, Permits and Rents	\$30,869	\$31,100	\$30,159	\$31,100	\$31,100	\$ -	-
User Fees & Charges	\$4,018,483	\$3,762,400	\$4,067,046	\$4,062,700	\$4,331,300	\$268,600	6.6%
Sales Revenue	\$135,275	\$153,000	\$76,752	\$103,900	\$100,300	(\$3,600)	(3.5%)
Internal Recoveries	\$726,587	\$794,300	\$596,814	\$794,300	\$827,800	\$33,500	4.2%
<b>Total Revenue</b>	<b>\$6,918,127</b>	<b>\$6,627,700</b>	<b>\$6,054,258</b>	<b>\$6,081,200</b>	<b>\$5,557,700</b>	<b>(\$523,500)</b>	<b>(8.6%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$3,463,866	\$3,409,100	\$3,542,321	\$3,622,300	\$3,694,400	\$72,100	2.0%
Supplies, Material & Equipment	\$1,148,544	\$1,381,100	\$1,226,016	\$1,348,900	\$1,341,700	(\$7,200)	(0.5%)
Purchased Services	\$9,679,597	\$9,952,000	\$7,520,967	\$8,630,300	\$6,788,500	(\$1,841,800)	(21.3%)
Insurance & Financial	\$380,561	\$348,800	\$395,890	\$398,700	\$416,700	\$18,000	4.5%
Internal Charges	\$901,445	\$848,500	\$746,508	\$952,700	\$983,600	\$30,900	3.2%
<b>Total Expenditure</b>	<b>\$15,574,013</b>	<b>\$15,939,500</b>	<b>\$13,431,702</b>	<b>\$14,952,900</b>	<b>\$13,224,900</b>	<b>(\$1,728,000)</b>	<b>(11.6%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$8,655,886</b>	<b>\$9,311,800</b>	<b>\$7,377,444</b>	<b>\$8,871,700</b>	<b>\$7,667,200</b>	<b>(\$1,204,500)</b>	<b>(13.6%)</b>
<b>Debt and Transfers</b>							
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	\$2,050,000	\$2,050,000	\$2,600,000	\$550,000	26.8%
<b>Total Debt and Transfers</b>	<b>\$1,876,387</b>	<b>\$1,464,100</b>	<b>\$2,050,000</b>	<b>\$1,741,700</b>	<b>\$2,273,700</b>	<b>\$532,000</b>	<b>30.5%</b>
<b>NET COST / (REVENUE)</b>	<b>\$10,532,273</b>	<b>\$10,775,900</b>	<b>\$9,427,444</b>	<b>\$10,613,400</b>	<b>\$9,940,900</b>	<b>(\$672,500)</b>	<b>(6.3%)</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	1,063,200	249,200	249,200	249,200	249,200	249,200	249,200	249,200	249,200	249,200	249,200
Municipal Recoveries	26,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Licenses, Permits and Rents	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100
User Fees & Charges	4,062,700	4,331,300	4,455,800	3,352,900	2,250,000	2,305,000	2,363,600	2,422,200	2,477,200	2,542,800	2,542,800
Sales Revenue	103,900	100,300	104,200	108,100	112,200	116,500	120,800	125,300	130,100	134,800	139,100
Internal Recoveries	794,300	827,800	852,300	876,500	901,400	928,100	955,600	984,000	1,013,200	1,043,300	1,074,300
<b>Total Revenue</b>	<b>6,081,200</b>	<b>5,557,700</b>	<b>5,710,600</b>	<b>4,635,800</b>	<b>3,561,900</b>	<b>3,647,900</b>	<b>3,738,300</b>	<b>3,829,800</b>	<b>3,918,800</b>	<b>4,019,200</b>	<b>4,054,500</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	3,622,300	3,694,400	3,903,700	4,057,100	4,190,800	4,329,700	4,473,500	4,619,200	4,768,800	4,922,900	5,080,900
Supplies, Material & Equipment	1,348,900	1,341,700	1,384,200	1,144,300	905,200	934,100	963,600	994,100	1,025,600	1,057,800	1,089,600
Purchased Services	8,630,300	6,788,500	7,208,300	7,677,400	8,151,600	8,363,800	8,579,900	8,801,600	9,028,100	9,258,200	9,500,800
Insurance & Financial	398,700	416,700	441,200	384,700	340,000	361,400	388,600	413,300	439,800	453,200	458,200
Internal Charges	952,700	983,600	1,008,100	1,033,300	1,059,300	1,086,000	1,113,500	1,141,900	1,171,100	1,201,200	1,232,200
<b>Total Expenditures</b>	<b>14,952,900</b>	<b>13,224,900</b>	<b>13,945,500</b>	<b>14,296,800</b>	<b>14,646,900</b>	<b>15,075,000</b>	<b>15,519,100</b>	<b>15,970,100</b>	<b>16,433,400</b>	<b>16,893,300</b>	<b>17,361,700</b>
<b>Net Operating Cost / (Revenue)</b>	<b>8,871,700</b>	<b>7,667,200</b>	<b>8,234,900</b>	<b>9,661,000</b>	<b>11,085,000</b>	<b>11,427,100</b>	<b>11,780,800</b>	<b>12,140,300</b>	<b>12,514,600</b>	<b>12,874,100</b>	<b>13,307,200</b>
yr/yr % change		(13.6%)	7.4%	17.3%	14.7%	3.1%	3.1%	3.1%	3.1%	2.9%	3.4%
<b>DEBT AND TRANSFERS</b>											
Debt Charges		39,000	149,600	149,600	149,600	149,600	149,600	149,600	149,600	149,600	149,600
Transfer from Reserves	(308,300)	(365,300)	(486,900)	(498,100)	(509,600)	(521,600)	(533,900)	(546,500)	(559,600)	(571,200)	(583,100)
Transfer to Reserves	2,050,000	2,600,000	2,600,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	2,900,000
<b>Total Debt and Transfers</b>	<b>1,741,700</b>	<b>2,273,700</b>	<b>2,262,700</b>	<b>2,401,500</b>	<b>2,390,000</b>	<b>2,378,000</b>	<b>2,365,700</b>	<b>2,353,100</b>	<b>2,340,000</b>	<b>2,328,400</b>	<b>2,466,500</b>
<b>TAX LEVY REQUIREMENT</b>	<b>10,613,400</b>	<b>9,940,900</b>	<b>10,497,600</b>	<b>12,062,500</b>	<b>13,475,000</b>	<b>13,805,100</b>	<b>14,146,500</b>	<b>14,493,400</b>	<b>14,854,600</b>	<b>15,202,500</b>	<b>15,773,700</b>
yr/yr % change		(6.3%)	5.6%	14.9%	11.7%	2.4%	2.5%	2.5%	2.5%	2.3%	3.8%



**County of Wellington  
10 Year Capital Budget  
Solid Waste Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Solid Waste Services</b>											
Equipment	100,000	600,000	6,700,000	2,415,000	370,000		990,000	3,385,000	100,000	780,000	15,440,000
Active Landfill Sites and Transfer Stations	265,000	360,000	1,835,000	755,000	615,000	670,000	140,000	240,000	895,000		5,775,000
Closed Landfill Sites					1,450,000						1,450,000
<b>Total</b>	<b>365,000</b>	<b>960,000</b>	<b>8,535,000</b>	<b>3,170,000</b>	<b>2,435,000</b>	<b>670,000</b>	<b>1,130,000</b>	<b>3,625,000</b>	<b>995,000</b>	<b>780,000</b>	<b>22,665,000</b>
<b>Sources of Financing</b>											
Reserves	365,000	933,000	7,903,000	3,060,000	2,435,000	670,000	1,130,000	3,625,000	995,000	780,000	21,896,000
Development Charges		27,000	632,000	110,000							769,000
<b>Total Financing</b>	<b>365,000</b>	<b>960,000</b>	<b>8,535,000</b>	<b>3,170,000</b>	<b>2,435,000</b>	<b>670,000</b>	<b>1,130,000</b>	<b>3,625,000</b>	<b>995,000</b>	<b>780,000</b>	<b>22,665,000</b>



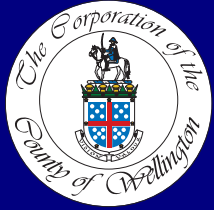
**County of Wellington  
10 Year Capital Budget  
Solid Waste Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Solid Waste Services</b>											
Equipment											
SWS Electric Vehicles											
SWS Electric Vehicles											
926 Disposal Pickup					135,000						135,000
927 Collection Supervisor Pickup					135,000						135,000
928 Transfer Supervisor Pickup							165,000				165,000
929 Field Maintenance Pickup							165,000				165,000
Mobile HHW Depot Replacement								45,000			45,000
SWS Equipment											
SWS Equipment											
901 Collection Pickup				100,000							100,000
922 Rolloff Supervisor Pickup				100,000							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							490,000
944 Roll Off Lugger Truck							660,000				660,000
Disposal Backhoe				375,000							375,000
Disposal Bulldozer				760,000							760,000
Disposal Compactor			1,200,000					1,900,000			3,100,000
Disposal Loader				590,000							590,000
Roll Off Bin(s)	100,000				100,000				100,000		300,000
Tanker Truck		600,000									600,000
Transfer Dumptruck										780,000	780,000
Waste and Organics Carts for Residents			5,500,000								5,500,000
<b>Total Equipment</b>	<b>100,000</b>	<b>600,000</b>	<b>6,700,000</b>	<b>2,415,000</b>	<b>370,000</b>		<b>990,000</b>	<b>3,385,000</b>	<b>100,000</b>	<b>780,000</b>	<b>15,440,000</b>
Active Landfill Sites and Transfer Stations											
Site Improvements - Buildings all sites	50,000				450,000						500,000
Site Imp: Road Maint All Sites	140,000						140,000				280,000
Riverstown Cell Dev PH2			530,000					895,000			1,425,000
Riverstown - North Pond Dev			355,000	355,000							710,000
Riverstown PhaseIII-Studies		100,000	300,000	400,000							800,000
Riverstown: Pre Excavation PH2		210,000			165,000	170,000		240,000			785,000
Belwood Site Improvements	50,000	50,000	650,000								750,000
Emergency Generators	25,000										25,000
Riverstown Storage Building						500,000					500,000
<b>Total Active Landfill Sites and Transfer Stations</b>	<b>265,000</b>	<b>360,000</b>	<b>1,835,000</b>	<b>755,000</b>	<b>615,000</b>	<b>670,000</b>	<b>140,000</b>	<b>240,000</b>	<b>895,000</b>		<b>5,775,000</b>



**County of Wellington  
10 Year Capital Budget  
Solid Waste Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Closed Landfill Sites</b>											
Riverstown Phase 1 Closed Site					840,000						840,000
Riverstown - Landfill Gas System					610,000						610,000
<b>Total Closed Landfill Sites</b>					1,450,000						1,450,000
<b>Total</b>	<b>365,000</b>	<b>960,000</b>	<b>8,535,000</b>	<b>3,170,000</b>	<b>2,435,000</b>	<b>670,000</b>	<b>1,130,000</b>	<b>3,625,000</b>	<b>995,000</b>	<b>780,000</b>	<b>22,665,000</b>
<b>Sources of Financing</b>											
Reserves	365,000	933,000	7,903,000	3,060,000	2,435,000	670,000	1,130,000	3,625,000	995,000	780,000	21,896,000
Development Charges		27,000	632,000	110,000							769,000
<b>Total Financing</b>	<b>365,000</b>	<b>960,000</b>	<b>8,535,000</b>	<b>3,170,000</b>	<b>2,435,000</b>	<b>670,000</b>	<b>1,130,000</b>	<b>3,625,000</b>	<b>995,000</b>	<b>780,000</b>	<b>22,665,000</b>



## Programme Overview

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

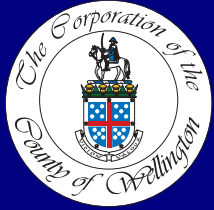
## Programme Description

- 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.

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Social Housing	58.2	60.7
<b>Total</b>	<b>58.2</b>	<b>60.7</b>
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)**

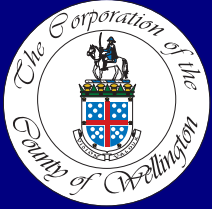
### Performance Measures

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	Projected 2025	Actual 2024	Actual 2023
Number of households that receive rent supports per year.	1,292	1,052	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	474	460	300
Number of households in affordable housing per year.*	482	482	436	436
Number of people actively experiencing chronic homelessness.**	273	225	202	147
Number of households in service level rent geared to income units.	2,582	2,582	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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$12,438,517	\$11,325,300	\$12,272,412	\$9,541,800	\$9,815,700	\$273,900	2.9%
Municipal Recoveries	\$19,969,714	\$20,007,500	\$23,293,210	\$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 & Charges	\$37,322	\$18,200	\$39,749	\$18,200	\$18,200	\$ -	-
Other Revenue	\$831,145	\$369,500	\$428,622	\$349,200	\$233,600	(\$115,600)	(33.1%)
Internal Recoveries	\$167,588	\$141,700	\$148,142	\$149,500	\$155,800	\$6,300	4.2%
<b>Total Revenue</b>	<b>\$39,795,631</b>	<b>\$37,762,200</b>	<b>\$43,290,053</b>	<b>\$42,140,700</b>	<b>\$47,742,400</b>	<b>\$5,601,700</b>	<b>13.3%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$5,846,160	\$6,324,400	\$6,271,817	\$6,775,400	\$7,211,600	\$436,200	6.4%
Supplies, Material & Equipment	\$1,120,577	\$627,000	\$974,372	\$722,700	\$1,012,400	\$289,700	40.1%
Purchased Services	\$8,563,699	\$7,582,300	\$10,021,817	\$9,477,200	\$10,438,300	\$961,100	10.1%
Social Assistance	\$26,291,376	\$25,909,200	\$29,553,911	\$27,906,000	\$33,449,400	\$5,543,400	19.9%
Transfer Payments	\$117,854	\$117,900	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$693,523	\$514,800	\$735,477	\$667,700	\$742,500	\$74,800	11.2%
Internal Charges	\$1,036,606	\$1,004,500	\$1,102,644	\$1,099,400	\$1,176,000	\$76,600	7.0%
<b>Total Expenditure</b>	<b>\$43,669,795</b>	<b>\$42,080,100</b>	<b>\$48,660,038</b>	<b>\$46,648,400</b>	<b>\$54,030,200</b>	<b>\$7,381,800</b>	<b>15.8%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$3,874,164</b>	<b>\$4,317,900</b>	<b>\$5,369,985</b>	<b>\$4,507,700</b>	<b>\$6,287,800</b>	<b>\$1,780,100</b>	<b>39.5%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$17,009)	(\$51,200)	(\$73,566)	(\$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	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$1,358,849</b>	<b>\$1,048,800</b>	<b>\$1,426,434</b>	<b>\$1,462,500</b>	<b>\$1,493,200</b>	<b>\$30,700</b>	<b>2.1%</b>
<b>NET COST / (REVENUE)</b>	<b>\$5,233,013</b>	<b>\$5,366,700</b>	<b>\$6,796,419</b>	<b>\$5,970,200</b>	<b>\$7,781,000</b>	<b>\$1,810,800</b>	<b>30.3%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	9,541,800	9,815,700	9,451,300	6,962,300	6,390,600	5,550,700	5,444,100	5,444,400	5,444,800	5,445,200	5,445,600
Municipal Recoveries	25,236,200	30,370,500	33,784,100	37,424,800	39,325,700	41,289,700	42,463,000	43,679,600	44,944,900	46,205,600	47,602,900
Licenses, Permits and Rents	6,845,800	7,148,600	7,220,100	7,292,100	7,365,300	7,438,900	7,513,300	7,588,700	7,664,700	7,741,200	7,818,700
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	349,200	233,600	237,700	241,800	246,100	250,400	254,900	259,600	264,400	269,300	274,400
Internal Recoveries	149,500	155,800	160,300	164,800	169,400	174,200	179,100	184,100	189,300	194,600	200,100
<b>Total Revenue</b>	<b>42,140,700</b>	<b>47,742,400</b>	<b>50,871,700</b>	<b>52,104,000</b>	<b>53,515,300</b>	<b>54,722,100</b>	<b>55,872,600</b>	<b>57,174,600</b>	<b>58,526,300</b>	<b>59,874,100</b>	<b>61,359,900</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,775,400	7,211,600	7,429,800	7,609,700	7,833,300	8,072,100	8,312,500	8,560,300	8,815,300	9,077,800	9,346,800
Supplies, Material & Equipment	722,700	1,012,400	1,032,400	1,062,000	1,092,500	1,123,000	1,154,600	1,186,800	1,220,500	1,253,400	1,287,200
Purchased Services	9,477,200	10,438,300	10,827,200	10,975,000	11,270,100	11,677,200	11,956,500	12,262,500	12,652,700	12,970,600	13,354,600
Social Assistance	27,906,000	33,449,400	36,635,800	38,009,100	39,135,300	39,877,400	40,640,300	41,425,100	42,339,300	43,287,800	44,212,200
Insurance & Financial	667,700	742,500	775,900	814,900	851,400	888,700	935,500	976,200	1,019,300	1,063,800	1,111,200
Internal Charges	1,099,400	1,176,000	1,192,100	1,223,600	1,251,700	1,300,100	1,330,800	1,393,300	1,408,300	1,450,900	1,499,400
<b>Total Expenditures</b>	<b>46,648,400</b>	<b>54,030,200</b>	<b>57,893,200</b>	<b>59,694,300</b>	<b>61,434,300</b>	<b>62,938,500</b>	<b>64,330,200</b>	<b>65,804,200</b>	<b>67,455,400</b>	<b>69,104,300</b>	<b>70,811,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>4,507,700</b>	<b>6,287,800</b>	<b>7,021,500</b>	<b>7,590,300</b>	<b>7,919,000</b>	<b>8,216,400</b>	<b>8,457,600</b>	<b>8,629,600</b>	<b>8,929,100</b>	<b>9,230,200</b>	<b>9,451,500</b>
yr/yr % change		39.5%	11.7%	8.1%	4.3%	3.8%	2.9%	2.0%	3.5%	3.4%	2.4%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(37,500)	(6,800)									
Transfer to Reserves	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Total Debt and Transfers</b>	<b>1,462,500</b>	<b>1,493,200</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>5,970,200</b>	<b>7,781,000</b>	<b>8,521,500</b>	<b>9,090,300</b>	<b>9,419,000</b>	<b>9,716,400</b>	<b>9,957,600</b>	<b>10,129,600</b>	<b>10,429,100</b>	<b>10,730,200</b>	<b>10,951,500</b>	
yr/yr % change		30.3%	9.5%	6.7%	3.6%	3.2%	2.5%	1.7%	3.0%	2.9%	2.1%



**County of Wellington  
10 Year Capital Budget  
Social Housing**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Social Services</b>											
<b>Social Housing</b>											
County Owned Housing Units	6,612,000	5,982,000	6,259,000	6,243,000	6,087,000	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						30,000
138 Wyndham: HVAC: Water Distribution							65,000				65,000
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	25,000	25,000	25,000	25,000	25,000	250,000
138 Wyndham: Roofing						310,000					310,000
138 Wyndham: Security System Upgrade							60,000				60,000
Housing Sites IT Replacements		75,000	75,000	75,000	75,000	94,000	39,000	114,000			547,000
Housing WiFi Replacements	41,000					51,000					92,000
COCHI Community Housing Init	2,669,100										2,669,100
OPHI Ont Priorities Housing In	968,800	780,000	292,800								2,041,600
<b>Total Social Housing</b>	<b>10,315,900</b>	<b>7,002,000</b>	<b>6,651,800</b>	<b>6,343,000</b>	<b>6,217,000</b>	<b>6,162,000</b>	<b>6,437,000</b>	<b>5,643,000</b>	<b>6,357,000</b>	<b>6,106,000</b>	<b>67,234,700</b>
<b>Total</b>	<b>10,315,900</b>	<b>7,002,000</b>	<b>6,651,800</b>	<b>6,343,000</b>	<b>6,217,000</b>	<b>6,162,000</b>	<b>6,437,000</b>	<b>5,643,000</b>	<b>6,357,000</b>	<b>6,106,000</b>	<b>67,234,700</b>
<b>Sources of Financing</b>											
Recoveries	5,012,000	4,668,000	4,775,000	4,759,000	4,668,000	4,626,000	4,830,000	4,236,000	4,770,000	4,583,000	46,927,000
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	1,536,000	1,607,000	1,407,000	1,587,000	1,523,000	15,597,000
<b>Total Financing</b>	<b>10,315,900</b>	<b>7,002,000</b>	<b>6,651,800</b>	<b>6,343,000</b>	<b>6,217,000</b>	<b>6,162,000</b>	<b>6,437,000</b>	<b>5,643,000</b>	<b>6,357,000</b>	<b>6,106,000</b>	<b>67,234,700</b>

**County of Wellington**  
**2026-2035 Housing Capital Details**

Project Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	200,000	200,000	200,000	200,000	200,000	200,000					1,200,000
Vancouver/Edmonton Site Improvements					425,000						425,000
<b>Total Vancouver/Edmonton - 23 Houses</b>	200,000	200,000	200,000	200,000	625,000	200,000					1,625,000
Mohawk/Delaware - 50 Houses											
Mohawk Delaware Site Improvements				660,000							660,000
Mohawk/Delaware Furnace Replacement						350,000	350,000				700,000
<b>Total Mohawk/Delaware - 50 Houses</b>				660,000		350,000	350,000				1,360,000
263 Speedvale - 62 Apartments											
263 Speedvale Ave Electric Heat Conversion						744,000					744,000
263 Speedvale Roof (west) Replacement									880,000		880,000
<b>Total 263 Speedvale - 62 Apartments</b>						744,000			880,000		1,624,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Site Dev Ph	198,000										198,000
Algonquin/Ferndale Furnace Replacement										660,000	660,000
<b>Total Algonquin/Ferndale - 47 Houses</b>	198,000									660,000	858,000
Applewood/Sunset -47 Townhomes											
12 Sunset Parking Lot Paving	60,000										60,000
Applewood/Sunset Furnace Replacement								330,000	330,000		660,000
4 Applewood Parking Lot Paving									256,000		256,000
<b>Total Applewood/Sunset -47 Townhomes</b>	60,000							330,000	586,000		976,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot	380,000										380,000
576 Woolwich Solar Panels		607,000									607,000
576 Woolwich Mechanical Room Relocation	60,000										60,000
576 Woolwich Rooftop Solar Array			650,000								650,000
576 Woolwich Roof Replacement	1,650,000										1,650,000
<b>Total 576 Woolwich - 100 Apartments</b>	2,090,000	607,000	650,000								3,347,000
232 Delhi/33 Marlborough - 109 Apartments											
232 Delhi Roofing Replacement		924,000									924,000
33 Marlborough HVAC Upgrades	540,000										540,000
232 Delhi Accessible Entrance Conversion	85,000										85,000
232 Delhi HVAC Upgrades	560,000										560,000
<b>Total 232 Delhi/33 Marlborough - 109 Apartments</b>	1,185,000	924,000									2,109,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Deep Energy Retrofit					1,158,000	1,097,000	1,290,000	817,000			4,362,000

**County of Wellington**  
**2026-2035 Housing Capital Details**

Project Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Willow/Dawson Furnace Replacements										1,190,000	1,190,000
<b>Total Willow/Dawson - 85 Townhomes</b>					1,158,000	1,097,000	1,290,000	817,000		1,190,000	5,552,000
229 Dublin - 74 Apartments											
229 Dublin Carport Ceiling Rep	220,000										220,000
229 Dublin Windows, Doors and Siding Replacement			674,000								674,000
229 Dublin Site Improvements	50,000										50,000
229 Dublin Rooftop Solar Array			395,000								395,000
229 Dublin Flat Roof Sectional Replacement	65,000										65,000
229 Dublin Balcony Replacement										419,000	419,000
229 Dublin Parking Lot Repaving					103,000						103,000
229 Dublin EIFS Rehab			699,000								699,000
<b>Total 229 Dublin - 74 Apartments</b>	335,000		1,768,000		103,000					419,000	2,625,000
387 Waterloo - 72 Apartments											
387 Waterloo Perimeter Fence Improvements	40,000										40,000
387 Waterloo Rooftop Solar Array		500,000									500,000
387 Waterloo Electric Heat Conversion										1,008,000	1,008,000
387 Waterloo Parking Lot					313,000						313,000
387 Waterloo Common Space Flooring						129,000					129,000
<b>Total 387 Waterloo - 72 Apartments</b>	40,000	500,000			313,000	129,000				1,008,000	1,990,000
Hadati/Mountford - 11 Houses											
Scattered Hadati Furnace Replacements										440,000	440,000
<b>Total Hadati/Mountford - 11 Houses</b>										440,000	440,000
130 Grange - 72 Apartments											
130 Grange MUA Replacement							21,000	323,000			344,000
130 Grange Flat Roof Replace							105,000	1,744,000			1,849,000
<b>Total 130 Grange - 72 Apartments</b>							126,000	2,067,000			2,193,000
411 Waterloo - 41 Apartments											
411 Waterloo Electric Heat Conversion										574,000	574,000
411 Waterloo Elevator Modernization		12,000	198,000								210,000
411 Waterloo Common Space Flooring					82,000						82,000
<b>Total 411 Waterloo - 41 Apartments</b>		12,000	198,000		82,000					574,000	866,000
32 Hadati - 89 Apartments											
32 Hadati Rear Entrance Canopy Replacement	75,000										75,000
32 Hadati Electric Heat Conversion							1,207,000				1,207,000
32 Hadati Elevator Modernization			198,000								198,000
32 Hadati Retaining Wall				928,000							928,000
32 Hadati Windows, Doors and Siding Replacement					866,000						866,000
32 Hadati Balcony Replacements						423,000					423,000
<b>Total 32 Hadati - 89 Apartments</b>	75,000		198,000	928,000	866,000	423,000	1,207,000				3,697,000

**County of Wellington**  
**2026-2035 Housing Capital Details**

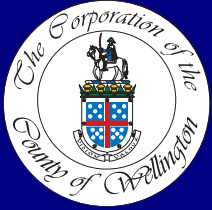
Project Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Edward St. Arthur - 14 Apartments</b>											
110 Edward Site Improvements	27,000										27,000
110 Edward St Electric Heat Conversion				168,000							168,000
110 Edward St Retaining Wall										110,000	110,000
110 Edward Roofing Replacement			629,000								629,000
110 Edward Corridor & Electrical Improvements		126,000									126,000
<b>Total Edward St. Arthur - 14 Apartments</b>	27,000	126,000	629,000	168,000						110,000	1,060,000
<b>Frederick St Arthur - 10 Apartments</b>											
133 Frederick Corridor & Electrical Improvements		136,000									136,000
133 Frederick St Electric Heat Conversion				120,000							120,000
133 Frederick Metal Roof install				413,000							413,000
<b>Total Frederick St Arthur - 10 Apartments</b>		136,000		533,000							669,000
<b>221 Mary St. Elora - 20 Apartments</b>											
221 Mary Corridor & Electrical Improvements		151,000									151,000
221 Mary St Electric Heat Conversion				240,000							240,000
221 Mary Roofing Replacement				687,000							687,000
221 Mary Elevator Mod				13,000	220,000						233,000
221 Mary Wood Balcony Rebuild							249,000				249,000
<b>Total 221 Mary St. Elora - 20 Apartments</b>		151,000		940,000	220,000		249,000				1,560,000
<b>22 Church St. Erin - 11 Apartments</b>											
22 Church Metal Roof Install			198,000								198,000
<b>Total 22 Church St. Erin - 11 Apartments</b>			198,000								198,000
<b>14 Centre St. Erin - 16 Apartments</b>											
14 Center Metal Roof Install		324,000									324,000
14 Center Solar Panels		121,000									121,000
14 Center St Electric Heat Conversion				192,000							192,000
14 Centre St Elevator Modernization										195,000	195,000
14 Centre Elevator Modernization		12,000	198,000								210,000
221 Mary MUA Replacement						139,000					139,000
<b>Total 14 Centre St. Erin - 16 Apartments</b>		457,000	198,000	192,000		139,000				195,000	1,181,000
<b>Edinburgh Ave. Fergus - 18 Townhomes</b>											
Edinburgh Ave Furnace Replacement			216,000								216,000
Edinburgh Furnace Replacements							252,000				252,000
Edinburgh Roof Replacement							31,000	520,000			551,000
<b>Total Edinburgh Ave. Fergus - 18 Townhomes</b>			216,000				283,000	520,000			1,019,000
<b>450 Ferrier Ct. Fergus - 41 Apartments</b>											
450 Ferrier Fire Panel Replacement	45,000										45,000
450 Ferrier Electric Heat Conversion		492,000									492,000
450 Ferrier Common Space Flooring				71,000							71,000

**County of Wellington**  
**2026-2035 Housing Capital Details**

Project Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
450 Ferrier Balcony Replacement					210,000						210,000
450 Ferrier Flat Roof Replacement									1,234,000		1,234,000
450 Ferrier Windows, Doors and Siding Replacement									444,000		444,000
<b>Total 450 Ferrier Ct. Fergus - 41 Apartments</b>	45,000	492,000		71,000	210,000				1,678,000		2,496,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Site Improvements	75,000										75,000
500 Ferrier Electric Heat Conversion		336,000									336,000
500 Ferrier Elevator Modernization		12,000	198,000								210,000
500 Ferrier Balcony Replacement					190,000						190,000
500 Ferrier Flat Roof Replacement									884,000		884,000
<b>Total 500 Ferrier Ct. Fergus - 41 Apartments</b>	75,000	348,000	198,000		190,000				884,000		1,695,000
Elizabeth St. Harriston - 12 Apartments											
38 Elizabeth St Electric Heat Conversion			144,000								144,000
38 Elizabeth Metal Roof				24,000	405,000						429,000
<b>Total Elizabeth St. Harriston - 12 Apartments</b>			144,000	24,000	405,000						573,000
56 Mill St. Harriston - 15 Apartments											
56 Mill St Electric Heat Conversion			180,000								180,000
<b>Total 56 Mill St. Harriston - 15 Apartments</b>			180,000								180,000
51 John St. Harriston - 16 Apartments											
51 John MUA Replacement									163,000		163,000
51 John St Electric Heat Conversion			192,000								192,000
51 John Elevator modernization						15,000	244,000				259,000
51 John Site Improvements								21,000	157,000		178,000
<b>Total 51 John St. Harriston - 16 Apartments</b>			192,000			15,000	244,000	21,000	320,000		792,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernizat	176,000										176,000
450 Albert St Electric Heat Conversion		372,000									372,000
450 Albert Common Space Flooring				71,000							71,000
450 Albert Window Replacement		337,000									337,000
<b>Total 450 Albert St. Mt. Forest - 31 Apartments</b>	176,000	709,000		71,000							956,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement				56,000							56,000
<b>Total 235 Egremont St. Mt. Forest -11 Apartments</b>				56,000							56,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Solar Panels							211,000				211,000
212 Whites Metal Roof Install					46,000	778,000					824,000
212 Whites MUA Replacement		80,000									80,000
212 Whites Rd Electric Heat Conversion						416,000					416,000
212 Whites Elevator Modernizat	176,000										176,000

**County of Wellington**  
**2026-2035 Housing Capital Details**

Project Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
212 Whites Balcony/Railing Replacement									197,000		197,000
212 Whites MUA replacement									163,000		163,000
212 Whites Parking Lot Paving									151,000		151,000
<b>Total 212 Whites Rd. Palmerston -32 Apartments</b>	176,000	80,000			46,000	1,194,000	211,000		511,000		2,218,000
Derby St. Palmerston - 12 Apartments											
360 Derby St Electric Heat Conversion								384,000			384,000
Derby 4Plex Electric Heat Conversion									48,000		48,000
Derby/Prospect Furnace Replacements							220,000				220,000
360 Derby Metal Roof Install						36,000	523,000				559,000
<b>Total Derby St. Palmerston - 12 Apartments</b>						36,000	743,000	384,000	48,000		1,211,000
301 Tucker St. Arthur - 25 Townhomes											
301 Tucker: Exterior Patios	80,000										80,000
301 Tucker Unit HVAC Replacements	300,000										300,000
<b>Total 301 Tucker St. Arthur - 25 Townhomes</b>	380,000										380,000
440 King St. Mt. Forest - 39 Townhomes											
440 King Furnace Replacements	120,000	120,000	120,000	120,000							480,000
<b>Total 440 King St. Mt. Forest - 39 Townhomes</b>	120,000	120,000	120,000	120,000							480,000
11 Caroline St Mapleton - 15 Apartments											
11 Caroline Corridor Improvements	100,000										100,000
11 Caroline Switchgear Replacement		55,000									55,000
11 Caroline Site Improvements			25,000								25,000
11 Caroline MUA Replacement	50,000										50,000
11 Caroline Electric Heat Conversion				180,000							180,000
<b>Total 11 Caroline St Mapleton - 15 Apartments</b>	150,000	55,000	25,000	180,000							410,000
Social Housing Various Locations											
Housing Building Retrofit	215,000	220,000	230,000	235,000	240,000	250,000	260,000	270,000	280,000	290,000	2,490,000
Various Kitchen Replacements	350,000	370,000	390,000	410,000	430,000	450,000	470,000	490,000	510,000	530,000	4,400,000
Various Bathroom Replacements	205,000	220,000	240,000	260,000	280,000	310,000	330,000	350,000	370,000	390,000	2,955,000
Electrical Switchgear Replacem				120,000	424,000						544,000
Appliance Replacements	115,000	120,000	125,000	130,000	140,000	150,000	160,000	170,000	180,000	190,000	1,480,000
Various Water Heater Replacements	260,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	485,000
Exterior Common Door Replacements	50,000	50,000	50,000	50,000	50,000	50,000					300,000
Water Conditioning Replacements	25,000		25,000	25,000							75,000
Exterior Tenant Fence Resurfacing				385,000							385,000
Mechanical Room Upgrades	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
Various Lounge Furniture Replacements				400,000	220,000	60,000					680,000
<b>Total Social Housing Various Locations</b>	1,280,000	1,065,000	1,145,000	2,100,000	1,869,000	1,355,000	1,305,000	1,365,000	1,425,000	1,485,000	14,394,000
<b>Total County Owned Units</b>	6,612,000	5,982,000	6,259,000	6,243,000	6,087,000	5,682,000	6,008,000	5,504,000	6,332,000	6,081,000	60,790,000



## 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

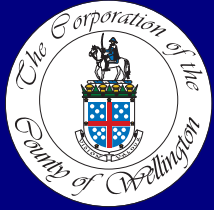
Operating Budget:

- 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
<b>Total</b>	<b>1.3</b>	<b>1.3</b>
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)**

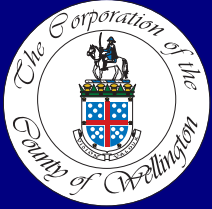
### Performance Measures

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	Projected 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	2024	2025	2025	2026	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
<b>Revenue</b>							
Grants & 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	\$1,264,232	\$1,362,800	\$1,368,900	\$6,100	0.4%
User Fees & Charges	\$24,493	\$23,000	\$23,224	\$23,000	\$23,000	\$ -	-
<b>Total Revenue</b>	<b>\$1,543,920</b>	<b>\$1,527,000</b>	<b>\$1,440,385</b>	<b>\$1,558,300</b>	<b>\$1,562,500</b>	<b>\$4,200</b>	<b>0.3%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$80,580	\$123,400	\$85,519	\$130,600	\$132,200	\$1,600	1.2%
Supplies, Material & Equipment	\$162,674	\$118,700	\$158,661	\$142,700	\$189,300	\$46,600	32.7%
Purchased Services	\$728,870	\$779,300	\$774,079	\$808,300	\$859,100	\$50,800	6.3%
Insurance & Financial	\$48,248	\$58,500	\$81,149	\$75,500	\$69,400	(\$6,100)	(8.1%)
Internal Charges	\$118,900	\$118,900	\$132,600	\$132,600	\$142,000	\$9,400	7.1%
<b>Total Expenditure</b>	<b>\$1,139,272</b>	<b>\$1,198,800</b>	<b>\$1,232,008</b>	<b>\$1,289,700</b>	<b>\$1,392,000</b>	<b>\$102,300</b>	<b>7.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$404,648)</b>	<b>(\$328,200)</b>	<b>(\$208,377)</b>	<b>(\$268,600)</b>	<b>(\$170,500)</b>	<b>\$98,100</b>	<b>(36.5%)</b>
<b>Transfers</b>							
Debt Charges	\$173,550	\$174,000	\$149,401	\$172,500	\$170,600	(\$1,900)	(1.1%)
Transfers to Reserve	\$1,634,784	\$1,554,900	\$1,400,000	\$1,516,700	\$1,459,800	(\$56,900)	(3.8%)
<b>Total Transfers</b>	<b>\$1,808,334</b>	<b>\$1,728,900</b>	<b>\$1,549,401</b>	<b>\$1,689,200</b>	<b>\$1,630,400</b>	<b>(\$58,800)</b>	<b>(3.5%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,403,686</b>	<b>\$1,400,700</b>	<b>\$1,341,024</b>	<b>\$1,420,600</b>	<b>\$1,459,900</b>	<b>\$39,300</b>	<b>2.8%</b>



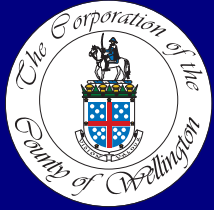
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Affordable Housing**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	172,500	170,600	168,400	170,800	167,700	164,300					
Licenses, Permits and Rents	1,362,800	1,368,900	1,396,600	1,424,800	1,453,600	1,482,900	1,512,900	1,543,400	1,574,700	1,606,600	1,629,100
User Fees & Charges	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
<b>Total Revenue</b>	<b>1,558,300</b>	<b>1,562,500</b>	<b>1,588,000</b>	<b>1,618,600</b>	<b>1,644,300</b>	<b>1,670,200</b>	<b>1,535,900</b>	<b>1,566,400</b>	<b>1,597,700</b>	<b>1,629,600</b>	<b>1,652,100</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	130,600	132,200	137,200	141,600	145,800	149,800	153,800	158,800	163,200	168,200	173,400
Supplies, Material & Equipment	142,700	189,300	194,000	198,000	201,700	205,500	209,500	213,500	217,600	222,100	227,400
Purchased Services	808,300	859,100	897,500	947,500	963,400	957,000	1,002,500	1,046,900	1,055,800	1,104,800	1,081,100
Insurance & Financial	75,500	69,400	73,100	76,700	80,900	85,100	89,500	93,900	98,600	103,600	108,800
Internal Charges	132,600	142,000	146,300	150,700	155,200	159,900	164,700	169,600	174,700	179,900	185,300
<b>Total Expenditures</b>	<b>1,289,700</b>	<b>1,392,000</b>	<b>1,448,100</b>	<b>1,514,500</b>	<b>1,547,000</b>	<b>1,557,300</b>	<b>1,620,000</b>	<b>1,682,700</b>	<b>1,709,900</b>	<b>1,778,600</b>	<b>1,776,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(268,600)</b>	<b>(170,500)</b>	<b>(139,900)</b>	<b>(104,100)</b>	<b>(97,300)</b>	<b>(112,900)</b>	<b>84,100</b>	<b>116,300</b>	<b>112,200</b>	<b>149,000</b>	<b>123,900</b>
yr/yr % change		(36.5%)	(17.9%)	(25.6%)	(6.5%)	16.0%	(174.5%)	38.3%	(3.5%)	32.8%	(16.8%)
<b>DEBT AND TRANSFERS</b>											
Debt Charges	172,500	170,600	168,400	170,700	167,600	164,200					
Transfer to Reserves	1,516,700	1,459,800	1,456,400	1,425,800	1,450,500	1,447,000	1,443,100	1,403,000	1,434,900	1,433,300	1,431,100
<b>Total Debt and Transfers</b>	<b>1,689,200</b>	<b>1,630,400</b>	<b>1,624,800</b>	<b>1,596,500</b>	<b>1,618,100</b>	<b>1,611,200</b>	<b>1,443,100</b>	<b>1,403,000</b>	<b>1,434,900</b>	<b>1,433,300</b>	<b>1,431,100</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,420,600</b>	<b>1,459,900</b>	<b>1,484,900</b>	<b>1,492,400</b>	<b>1,520,800</b>	<b>1,498,300</b>	<b>1,527,200</b>	<b>1,519,300</b>	<b>1,547,100</b>	<b>1,582,300</b>	<b>1,555,000</b>
yr/yr % change		2.8%	1.7%	0.5%	1.9%	(1.5%)	1.9%	(0.5%)	1.8%	2.3%	(1.7%)



**County of Wellington  
10 Year Capital Budget  
Affordable Housing**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Social Services</b>											
<b>Affordable Housing</b>											
165 Gordon St Parking Lot Resurfacing			315,000								315,000
165 Gordon Water Heater Replacement	90,000	90,000	95,000								275,000
182 George Commercial HVAC Replacement	25,000										25,000
182 George Patio Waterproofing & Replacement	65,000										65,000
182 George Roof Replacement						270,000					270,000
182 George Window and Door Replacement								165,000			165,000
Affordable Housing Retrofits	95,000	50,000	55,000	110,000	60,000	65,000	75,000	110,000	225,000	200,000	1,045,000
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
<b>Total Affordable Housing</b>	<b>275,000</b>	<b>6,140,000</b>	<b>465,000</b>	<b>110,000</b>	<b>6,060,000</b>	<b>335,000</b>	<b>75,000</b>	<b>6,275,000</b>	<b>225,000</b>	<b>200,000</b>	<b>20,160,000</b>
<b>Total</b>	<b>275,000</b>	<b>6,140,000</b>	<b>465,000</b>	<b>110,000</b>	<b>6,060,000</b>	<b>335,000</b>	<b>75,000</b>	<b>6,275,000</b>	<b>225,000</b>	<b>200,000</b>	<b>20,160,000</b>
<b>Sources of Financing</b>											
Subsidies		2,000,000			2,000,000			2,000,000			6,000,000
Reserves	275,000	4,140,000	465,000	110,000	4,060,000	335,000	75,000	4,275,000	225,000	200,000	14,160,000
<b>Total Financing</b>	<b>275,000</b>	<b>6,140,000</b>	<b>465,000</b>	<b>110,000</b>	<b>6,060,000</b>	<b>335,000</b>	<b>75,000</b>	<b>6,275,000</b>	<b>225,000</b>	<b>200,000</b>	<b>20,160,000</b>



## Programme Overview

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

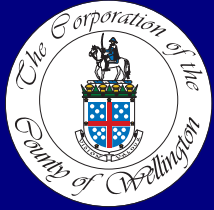
## Programme Description

- 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
<b>Total</b>	<b>54.8</b>	<b>52.1</b>
Current employee count: 60		



## Performance Measures

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

### Programme Goals and Objectives

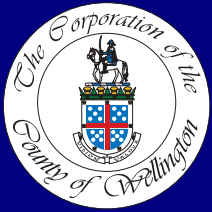
The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme. The Ontario Works annual 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	Projected 2025	Actual 2024	Actual 2023
Ontario Works adults with participation requirements that have an Action Plan	100%	100%	77%	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	30%	32%	N/A
Ontario Works cases that exit to employment	14%	14%	8.5%	N/A
Cases that exit Ontario Works do not return to the programme within one year	35%	35%	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	2024	2025	2025	2026	\$ Change	Change
	Actuals	Budget	Preliminary	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$24,696,669	\$22,994,100	\$25,621,367	\$25,034,700	\$26,677,800	\$1,643,100	6.6%
Municipal Recoveries	\$3,436,551	\$3,525,100	\$3,543,706	\$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%)
<b>Total Revenue</b>	<b>\$28,210,068</b>	<b>\$26,581,500</b>	<b>\$29,179,966</b>	<b>\$29,035,500</b>	<b>\$30,589,800</b>	<b>\$1,554,300</b>	<b>5.4%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$6,278,850	\$6,317,500	\$6,070,821	\$6,408,600	\$6,370,600	(\$38,000)	(0.6%)
Supplies, Material & Equipment	\$316,279	\$167,300	\$178,435	\$191,100	\$166,100	(\$25,000)	(13.1%)
Purchased Services	\$459,474	\$446,600	\$432,527	\$442,700	\$448,900	\$6,200	1.4%
Social Assistance	\$20,545,622	\$19,104,700	\$23,863,498	\$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 & Financial	\$110,498	\$111,000	\$103,738	\$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	\$1,360,400	(\$295,600)	(17.9%)
<b>Total Expenditure</b>	<b>\$29,484,115</b>	<b>\$27,978,900</b>	<b>\$32,517,557</b>	<b>\$30,403,200</b>	<b>\$31,832,300</b>	<b>\$1,429,100</b>	<b>4.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,274,047</b>	<b>\$1,397,400</b>	<b>\$3,337,591</b>	<b>\$1,367,700</b>	<b>\$1,242,500</b>	<b>(\$125,200)</b>	<b>(9.2%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$45,718)	(\$90,800)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$70,000	\$50,000	250.0%
<b>Total Debt and Transfers</b>	<b>(\$25,718)</b>	<b>(\$70,800)</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$70,000</b>	<b>\$50,000</b>	<b>250.0%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,248,329</b>	<b>\$1,326,600</b>	<b>\$3,357,591</b>	<b>\$1,387,700</b>	<b>\$1,312,500</b>	<b>(\$75,200)</b>	<b>(5.4%)</b>



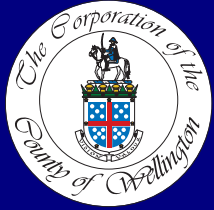
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Ontario Works**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	25,034,700	26,677,800	28,001,500	28,945,000	29,681,000	30,436,800	31,212,900	32,009,100	32,824,500	33,659,000	34,512,600
Municipal Recoveries	3,980,800	3,912,000	4,330,700	4,691,400	4,920,600	5,190,300	5,451,900	5,668,000	5,913,700	6,179,700	6,476,800
Internal Recoveries	20,000										
<b>Total Revenue</b>	<b>29,035,500</b>	<b>30,589,800</b>	<b>32,332,200</b>	<b>33,636,400</b>	<b>34,601,600</b>	<b>35,627,100</b>	<b>36,664,800</b>	<b>37,677,100</b>	<b>38,738,200</b>	<b>39,838,700</b>	<b>40,989,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,408,600	6,370,600	6,813,100	7,178,900	7,394,800	7,610,900	7,834,000	8,063,900	8,300,500	8,543,300	8,793,600
Supplies, Material & Equipment	191,100	166,100	170,500	174,400	178,400	182,600	186,500	190,600	194,800	199,800	204,700
Purchased Services	442,700	448,900	462,800	476,000	487,800	504,300	518,700	533,300	548,400	565,100	579,500
Social Assistance	21,349,200	23,145,700	24,477,300	25,429,300	26,173,900	26,938,400	27,723,400	28,528,600	29,353,100	30,196,800	31,059,700
Transfer Payments	210,400	214,600	218,900	223,300	227,800	232,400	237,300	242,400	247,600	252,900	258,500
Insurance & Financial	132,200	126,000	135,800	147,400	152,500	157,600	170,100	175,900	181,700	187,900	193,900
Minor Capital Expenses	13,000						55,000				
Internal Charges	1,656,000	1,360,400	1,402,400	1,448,100	1,488,400	1,573,800	1,581,900	1,643,000	1,678,300	1,729,600	1,814,500
<b>Total Expenditures</b>	<b>30,403,200</b>	<b>31,832,300</b>	<b>33,680,800</b>	<b>35,077,400</b>	<b>36,103,600</b>	<b>37,200,000</b>	<b>38,306,900</b>	<b>39,377,700</b>	<b>40,504,400</b>	<b>41,675,400</b>	<b>42,904,400</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,367,700</b>	<b>1,242,500</b>	<b>1,348,600</b>	<b>1,441,000</b>	<b>1,502,000</b>	<b>1,572,900</b>	<b>1,642,100</b>	<b>1,700,600</b>	<b>1,766,200</b>	<b>1,836,700</b>	<b>1,915,000</b>
yr/yr % change		(9.2%)	8.5%	6.9%	4.2%	4.7%	4.4%	3.6%	3.9%	4.0%	4.3%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	20,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
<b>Total Debt and Transfers</b>	<b>20,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,387,700</b>	<b>1,312,500</b>	<b>1,418,600</b>	<b>1,511,000</b>	<b>1,572,000</b>	<b>1,642,900</b>	<b>1,712,100</b>	<b>1,770,600</b>	<b>1,836,200</b>	<b>1,906,700</b>	<b>1,985,000</b>
yr/yr % change		(5.4%)	8.1%	6.5%	4.0%	4.5%	4.2%	3.4%	3.7%	3.8%	4.1%



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Social Services</b>											
<b>Ontario Works</b>											
129 Wyndham: Air Conditioner Replacement										265,000	265,000
129 Wyndham: Common Area Floor & Ceiling Rehab										115,000	115,000
129 Wyndham: Common Area Plumbing Fixtures Replacement	25,000										25,000
129 Wyndham: Exterior Door Replacement					30,000						30,000
129 Wyndham: Exterior Wall & Roofing Rehab	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							435,000				435,000
129 Wyndham: Rehab Emergency Power System				195,000							195,000
129 Wyndham: Roofing						400,000					400,000
129 Wyndham: Security		80,000									80,000
129 Wyndham: Water Distribution System Upgrade										30,000	30,000
133 Wyndham: Bathroom/Kitchen Refurbishments	95,000										95,000
133 Wyndham: Exterior Wall Rehab	40,000										40,000
133 Wyndham: HVAC Air Conditioning Units						105,000					105,000
Fergus OW: Common Area Floor & Wall finishes	25,000										25,000
Fergus OW: Exterior Doors & Walls Rehab		30,000									30,000
Fergus OW: Parking Lot Rehab						25,000					25,000
Fergus OW: Roof Replacement				100,000							100,000
Fergus OW: Rooftop Air Conditioners						105,000					105,000
<b>Total Ontario Works</b>	<b>295,000</b>	<b>110,000</b>		<b>295,000</b>	<b>70,000</b>	<b>635,000</b>	<b>435,000</b>			<b>410,000</b>	<b>2,250,000</b>
<b>Total</b>	<b>295,000</b>	<b>110,000</b>		<b>295,000</b>	<b>70,000</b>	<b>635,000</b>	<b>435,000</b>			<b>410,000</b>	<b>2,250,000</b>
<b>Sources of Financing</b>											
Recoveries	208,000	63,000		150,000	55,000	391,000	337,000			317,000	1,521,000
Reserves	87,000	47,000		145,000	15,000	244,000	98,000			93,000	729,000
<b>Total Financing</b>	<b>295,000</b>	<b>110,000</b>		<b>295,000</b>	<b>70,000</b>	<b>635,000</b>	<b>435,000</b>			<b>410,000</b>	<b>2,250,000</b>



## Programme Overview

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

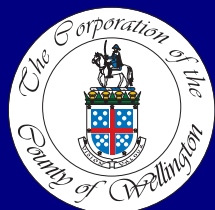
## Programme Description

- **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.

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



## Performance Measures

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

### Programme Goals and Objectives

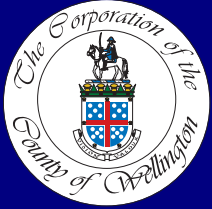
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under 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	Projected 2025	Actual 2024	Actual 2023
# of active contracted home child care providers provided through the County of Wellington's Home Child Care programme	60	55	44	34
# of participants accessing EarlyON centre programmes	7,726	6,902	8,143	5,854
# educators participating in professional learning	977	812	727	564
# of spaces available for child care fee subsidies	5,559	5,014	5,089	4,938
# of children in receipt of child care fee subsidies	693	727	715	812



## County of Wellington 2025 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
<b>Revenue</b>							
Grants & Subsidies	\$48,989,023	\$49,570,500	\$65,774,334	\$90,641,700	\$98,974,500	\$8,332,800	9.2%
Municipal Recoveries	\$4,508,402	\$4,895,800	\$3,506,868	\$3,689,800	\$3,991,900	\$293,100	7.9%
Licenses, Permits and Rents	\$16,292	\$16,300	\$16,292	\$16,300	\$16,300	\$ -	-
User Fees & Charges	\$874,240	\$856,000	\$840,043	\$889,800	\$968,400	\$78,600	8.8%
Other Revenue	\$27,074	\$55,000	\$5,613	\$55,000	\$55,000	\$ -	-
Internal Recoveries	\$1,732,499	\$1,237,400	\$24,526	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$47,566,786</b>	<b>\$56,631,000</b>	<b>\$70,167,676</b>	<b>\$95,301,600</b>	<b>\$104,006,100</b>	<b>\$8,704,500</b>	<b>9.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$9,845,247	\$9,953,100	\$9,962,875	\$10,570,300	\$11,308,600	\$738,300	7.0%
Supplies, Material & Equipment	\$471,463	\$582,900	\$552,467	\$602,700	\$636,700	\$34,000	5.6%
Purchased Services	\$991,408	\$998,100	\$986,238	\$1,058,800	\$1,148,300	\$89,500	8.5%
Social Assistance	\$43,583,355	\$44,343,600	\$63,163,070	\$82,494,800	\$89,903,100	\$7,408,300	9.0%
Insurance & Financial	\$192,609	\$206,700	\$186,734	\$247,100	\$258,500	\$11,400	4.6%
Minor Capital Expenses	\$39,212	\$41,500	\$11,911	\$27,000	\$68,000	\$41,000	151.9%
Internal Charges	\$3,093,458	\$2,603,800	\$1,576,866	\$1,565,700	\$1,719,700	\$154,000	9.8%
<b>Total Expenditure</b>	<b>\$58,216,752</b>	<b>\$58,729,700</b>	<b>\$76,440,161</b>	<b>\$96,566,400</b>	<b>\$105,042,900</b>	<b>\$8,476,500</b>	<b>8.8%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,069,222</b>	<b>\$2,098,700</b>	<b>\$6,272,485</b>	<b>\$1,264,800</b>	<b>\$1,036,800</b>	<b>(\$228,000)</b>	<b>(18.0%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	(\$27,068)	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$179,200	\$309,800	\$130,600	72.9%
<b>Total Debt and Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$27,068)</b>	<b>\$179,200</b>	<b>\$309,800</b>	<b>\$130,600</b>	<b>72.9%</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,069,222</b>	<b>\$2,098,700</b>	<b>\$6,245,417</b>	<b>\$1,444,000</b>	<b>\$1,346,600</b>	<b>(\$97,400)</b>	<b>(6.7%)</b>



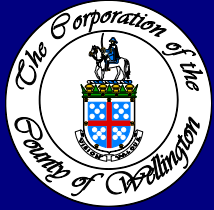
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Children's Early Years Division**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	90,641,700	98,974,500	94,614,700	94,614,700	94,614,700	94,614,700	94,614,700	94,614,700	94,614,700	94,614,700	94,614,700
Municipal Recoveries	3,698,800	3,991,900	3,927,300	3,998,400	4,045,200	3,969,000	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	16,300	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	889,800	968,400	1,119,200	1,119,200	1,119,200	1,119,200	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	55,000	55,000	55,000	55,000	55,000	55,000
<b>Total Revenue</b>	<b>95,301,600</b>	<b>104,006,100</b>	<b>99,732,500</b>	<b>99,803,600</b>	<b>99,850,400</b>	<b>99,774,200</b>	<b>99,764,100</b>	<b>99,747,200</b>	<b>99,823,100</b>	<b>100,075,500</b>	<b>100,196,900</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	10,570,300	11,308,600	12,390,500	12,814,900	13,229,200	13,628,000	14,036,100	14,457,800	14,890,200	15,336,000	15,795,400
Supplies, Material & Equipment	602,700	636,700	719,700	738,500	757,500	777,200	797,400	817,000	837,000	856,900	878,200
Purchased Services	1,058,800	1,148,300	1,191,500	1,217,700	1,244,600	1,272,200	1,300,300	1,327,900	1,356,600	1,386,600	1,420,500
Social Assistance	82,494,800	89,903,100	84,689,700	84,448,200	84,173,400	83,829,600	83,530,300	83,206,000	83,013,300	82,927,200	82,838,400
Insurance & Financial	247,100	258,500	283,400	305,400	316,300	327,200	351,700	364,000	376,500	389,600	402,100
Minor Capital Expenses	27,000	68,000	92,000	39,700	33,000	60,000	16,000			70,000	16,000
Internal Charges	1,565,700	1,719,700	1,794,300	1,843,800	1,894,100	2,014,300	2,043,900	2,084,600	2,128,300	2,191,200	2,258,500
<b>Total Expenditures</b>	<b>96,566,400</b>	<b>105,042,900</b>	<b>101,161,100</b>	<b>101,408,200</b>	<b>101,648,100</b>	<b>101,908,500</b>	<b>102,075,700</b>	<b>102,257,300</b>	<b>102,601,900</b>	<b>103,157,500</b>	<b>103,609,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,264,800</b>	<b>1,036,800</b>	<b>1,428,600</b>	<b>1,604,600</b>	<b>1,797,700</b>	<b>2,134,300</b>	<b>2,311,600</b>	<b>2,510,100</b>	<b>2,778,800</b>	<b>3,082,000</b>	<b>3,412,200</b>
yr/yr % change		(18.0%)	37.8%	12.3%	12.0%	18.7%	8.3%	8.6%	10.7%	10.9%	10.7%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	179,200	309,800									
<b>Total Debt and Transfers</b>	<b>179,200</b>	<b>309,800</b>									
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,444,000</b>	<b>1,346,600</b>	<b>1,428,600</b>	<b>1,604,600</b>	<b>1,797,700</b>	<b>2,134,300</b>	<b>2,311,600</b>	<b>2,510,100</b>	<b>2,778,800</b>	<b>3,082,000</b>	<b>3,412,200</b>
yr/yr % change		(6.7%)	6.1%	12.3%	12.0%	18.7%	8.3%	8.6%	10.7%	10.9%	10.7%



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Social Services</b>											
Children's Early Years Division											
Mount Forest: Air Conditioning					410,000						410,000
Mount Forest: Exterior Door Rehab						45,000					45,000
Mount Forest: Fire Alarm System Upgrade					35,000						35,000
Mount Forest: Flooring				115,000							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						30,000
Mount Forest: Water Heater Replacement										95,000	95,000
Willowdale: Common Area Flooring Rehab				30,000							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
<b>Total Children's Early Years Division</b>				145,000	475,000	230,000			540,000	165,000	1,555,000
<b>Total</b>				145,000	475,000	230,000			540,000	165,000	1,555,000
<b>Sources of Financing</b>											
Recoveries				30,000					540,000		570,000
Reserves				115,000	475,000	230,000				165,000	985,000
<b>Total Financing</b>				145,000	475,000	230,000			540,000	165,000	1,555,000



## 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

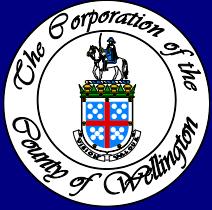
### Operating Budget:

- 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
<b>Total</b>	<b>231.0</b>	<b>235.7</b>
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	Projected 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%	95%	93%	93%



## County of Wellington 2026 Operating Budget

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

	2024	2024	2025	2025	2026	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
<b>Revenue</b>							
Grants & Subsidies	\$15,338,738	\$14,130,500	\$17,409,351	\$15,720,600	\$15,505,700	(\$214,900)	(1.4%)
Licenses, Permits and Rents	\$ -	\$ -	\$131	\$ -	\$ -	\$ -	-
User Fees & 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	\$113,486	\$50,000	\$83,800	\$33,800	67.6%
<b>Total Revenue</b>	<b>\$20,622,902</b>	<b>\$18,985,700</b>	<b>\$22,800,591</b>	<b>\$21,035,000</b>	<b>\$20,951,000</b>	<b>(\$84,000)</b>	<b>(0.4%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$23,791,703	\$22,950,500	\$24,685,774	\$25,090,400	\$26,279,400	\$1,189,000	4.7%
Supplies, Material & Equipment	\$1,870,946	\$1,821,700	\$2,761,885	\$1,959,000	\$2,024,200	\$65,200	3.3%
Purchased Services	\$1,582,302	\$1,478,800	\$1,844,179	\$1,624,500	\$1,724,000	\$99,500	6.1%
Insurance & Financial	\$498,913	\$479,500	\$513,942	\$548,500	\$627,000	\$78,500	14.3%
Internal Charges	\$1,242,665	\$1,232,000	\$1,442,545	\$1,435,400	\$1,685,900	\$250,500	17.5%
<b>Total Expenditure</b>	<b>\$28,986,529</b>	<b>\$27,962,500</b>	<b>\$31,248,325</b>	<b>\$30,657,800</b>	<b>\$32,340,500</b>	<b>\$1,682,700</b>	<b>5.5%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$8,363,627</b>	<b>\$8,976,800</b>	<b>\$8,447,734</b>	<b>\$9,622,800</b>	<b>\$11,389,500</b>	<b>\$1,766,700</b>	<b>18.4%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$1,811,932	\$1,849,700	\$1,676,129	\$1,713,000	\$ -	(\$1,713,000)	(100.0%)
Transfer from Reserve	(\$19,649)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$250,000	\$250,000	\$250,000	\$250,000	\$700,000	\$450,000	180.0%
<b>Total Debt and Transfers</b>	<b>\$2,042,283</b>	<b>\$2,099,700</b>	<b>\$1,926,129</b>	<b>\$1,963,000</b>	<b>\$700,000</b>	<b>(\$1,263,000)</b>	<b>(64.3%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$10,405,910</b>	<b>\$11,076,500</b>	<b>\$10,373,863</b>	<b>\$11,585,800</b>	<b>\$12,089,500</b>	<b>\$503,700</b>	<b>4.3%</b>



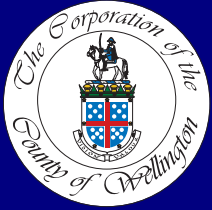
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Long-Term Care Homes**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	15,720,600	15,505,700	15,599,900	15,767,500	15,937,800	16,110,900	16,286,800	16,465,600	16,647,200	16,831,800	17,019,400
User Fees & Charges	5,207,700	5,300,300	5,352,900	5,406,000	5,459,700	5,513,900	5,568,700	5,624,000	5,679,800	5,736,200	5,793,200
Sales Revenue	56,700	61,200	62,500	63,900	65,300	66,700	68,200	69,700	71,200	72,700	74,300
Other Revenue	50,000	83,800	83,800	83,800	83,800	83,800	83,800	83,800	83,800	83,800	83,800
<b>Total Revenue</b>	<b>21,035,000</b>	<b>20,951,000</b>	<b>21,099,100</b>	<b>21,321,200</b>	<b>21,546,600</b>	<b>21,775,300</b>	<b>22,007,500</b>	<b>22,243,100</b>	<b>22,482,000</b>	<b>22,724,500</b>	<b>22,970,700</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	25,090,400	26,279,400	27,218,300	28,069,400	28,936,700	29,827,800	30,737,700	31,674,900	32,644,700	33,649,000	34,686,300
Supplies, Material & Equipment	1,959,000	2,024,200	2,037,800	2,091,200	2,146,300	2,202,800	2,261,100	2,321,100	2,382,700	2,449,000	2,517,900
Purchased Services	1,624,500	1,724,000	1,767,500	1,812,200	1,858,200	1,905,600	1,954,300	2,004,200	2,057,200	2,108,300	2,153,600
Insurance & Financial	548,500	627,000	660,900	725,300	754,400	784,600	861,700	895,900	931,800	968,200	996,100
Internal Charges	1,435,400	1,685,900	1,736,600	1,787,800	1,841,400	1,895,700	1,952,900	2,011,600	2,070,100	2,131,800	2,195,200
<b>Total Expenditures</b>	<b>30,657,800</b>	<b>32,340,500</b>	<b>33,421,100</b>	<b>34,485,900</b>	<b>35,537,000</b>	<b>36,616,500</b>	<b>37,767,700</b>	<b>38,907,700</b>	<b>40,086,500</b>	<b>41,306,300</b>	<b>42,549,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>9,622,800</b>	<b>11,389,500</b>	<b>12,322,000</b>	<b>13,164,700</b>	<b>13,990,400</b>	<b>14,841,200</b>	<b>15,760,200</b>	<b>16,664,600</b>	<b>17,604,500</b>	<b>18,581,800</b>	<b>19,578,400</b>
yr/yr % change		18.4%	8.2%	6.8%	6.3%	6.1%	6.2%	5.7%	5.6%	5.6%	5.4%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	1,713,000										
Transfer to Reserves	250,000	700,000	700,000	700,000	850,000	850,000	850,000	850,000	850,000	850,000	1,000,000
<b>Total Debt and Transfers</b>	<b>1,963,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>1,000,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>11,585,800</b>	<b>12,089,500</b>	<b>13,022,000</b>	<b>13,864,700</b>	<b>14,840,400</b>	<b>15,691,200</b>	<b>16,610,200</b>	<b>17,514,600</b>	<b>18,454,500</b>	<b>19,431,800</b>	<b>20,578,400</b>
yr/yr % change		4.3%	7.7%	6.5%	7.0%	5.7%	5.9%	5.4%	5.4%	5.3%	5.9%



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Long-Term Care Homes</b>											
<b>Equipment and Technology</b>											
Terrace Network		125,000						160,000			285,000
Nursing Equip Replacements	110,000	110,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000	130,000	1,230,000
Resident Van Replacement		140,000									140,000
Wireless Phone Replacements				145,000							145,000
Nutritional Services Equipment	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Tablet Replacements		45,000				50,000				55,000	150,000
Telecommunications Upgrades	300,000										300,000
Mower/Snow Blower Replacement								75,000			75,000
Terrace Bus Replacement		200,000									200,000
Generator Replacement				20,000	130,000						150,000
Laundry Equipment Replacement									160,000		160,000
<b>Total Equipment and Technology</b>	<b>460,000</b>	<b>670,000</b>	<b>170,000</b>	<b>335,000</b>	<b>300,000</b>	<b>230,000</b>	<b>180,000</b>	<b>415,000</b>	<b>340,000</b>	<b>235,000</b>	<b>3,335,000</b>
<b>Facility Improvements</b>											
Courtyard Door Replacement					60,000						60,000
Garbage Compactor Replacement					75,000						75,000
WT Building Retrofits	60,000	60,000	60,000	60,000	60,000	70,000	70,000	70,000	70,000	70,000	650,000
Roof Waterproofing			20,000	220,000							240,000
Elevator Modernization			20,000	250,000							270,000
Rooftop HVAC Replacement	2,575,000										2,575,000
Fire Alarm System Upgrade					30,000	200,000					230,000
Walkway Replacement						100,000					100,000
Pond Gazebo Replacement										60,000	60,000
Corridor Rehabilitation						30,000	400,000				430,000
Terrace Flooring Replacements	50,000	150,000	100,000	100,000	100,000						500,000
Resident Bathroom Countertop Replacement		150,000									150,000
Resident Bedroom Chair Replacement		100,000									100,000
Main Courtyard Refresh		100,000									100,000
Parking Lot Rehabilitation		250,000								900,000	1,150,000
Server Cabinets Replacements			60,000								60,000
<b>Total Facility Improvements</b>	<b>2,685,000</b>	<b>810,000</b>	<b>260,000</b>	<b>630,000</b>	<b>325,000</b>	<b>400,000</b>	<b>470,000</b>	<b>70,000</b>	<b>70,000</b>	<b>1,030,000</b>	<b>6,750,000</b>
<b>Total</b>	<b>3,145,000</b>	<b>1,480,000</b>	<b>430,000</b>	<b>965,000</b>	<b>625,000</b>	<b>630,000</b>	<b>650,000</b>	<b>485,000</b>	<b>410,000</b>	<b>1,265,000</b>	<b>10,085,000</b>
<b>Sources of Financing</b>											
Reserves	3,145,000	1,480,000	430,000	965,000	625,000	630,000	650,000	485,000	410,000	1,265,000	10,085,000
<b>Total Financing</b>	<b>3,145,000</b>	<b>1,480,000</b>	<b>430,000</b>	<b>965,000</b>	<b>625,000</b>	<b>630,000</b>	<b>650,000</b>	<b>485,000</b>	<b>410,000</b>	<b>1,265,000</b>	<b>10,085,000</b>



## Programme Overview

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

## Programme Description

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

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

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

## 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.

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Library Administration	9.1	9.1
Library Branch Staff	55.3	59.8
<b>Total</b>	<b>64.4</b>	<b>68.9</b>
Current employee count: 113		



## Performance Measures

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

### Programme Goals and Objectives

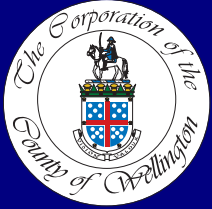
The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- 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	Projected 2025	Actual 2024	Actual 2023
Number of materials circulated	1,045,000	1,043,000	1,037,067	962,289
Library website traffic including database, catalogue, and calendar usage	950,000	940,000	941,678	850,797
Number of programmes offered	2,720	2,715	2,834	2,810
Number of people attending programmes	40,000	39,700	38,689	35,612



## County of Wellington 2026 Operating Budget

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

	2025					\$ Change Budget	% Change Budget
	2024 Actuals	2024 Budget	Preliminary Actuals	2025 Budget	2026 Budget		
<b>Revenue</b>							
Grants & 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	\$50,850	\$56,100	\$56,100	\$ -	-
User Fees & Charges	\$39,366	\$23,800	\$39,991	\$37,100	\$40,400	\$3,300	8.9%
Sales Revenue	\$12,431	\$10,100	\$13,035	\$11,800	\$13,000	\$1,200	10.2%
Other Revenue	\$13,930	\$ -	\$13,055	\$7,800	\$8,100	\$300	3.8%
<b>Total Revenue</b>	<b>\$307,806</b>	<b>\$256,900</b>	<b>\$316,286</b>	<b>\$306,300</b>	<b>\$317,100</b>	<b>\$10,800</b>	<b>3.5%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$5,860,098	\$5,681,700	\$5,985,544	\$6,256,500	\$6,694,400	\$437,900	7.0%
Supplies, Material & Equipment	\$1,094,138	\$1,025,600	\$1,073,047	\$1,090,100	\$1,145,600	\$55,500	5.1%
Purchased Services	\$1,315,537	\$1,369,300	\$1,362,615	\$1,430,500	\$1,390,700	(\$39,800)	(2.8%)
Insurance & Financial	\$162,294	\$155,900	\$166,230	\$170,500	\$191,600	\$21,100	12.4%
Internal Charges	\$32,372	\$25,700	\$17,746	\$25,700	\$21,700	(\$4,000)	(15.6%)
<b>Total Expenditure</b>	<b>\$8,464,439</b>	<b>\$8,258,200</b>	<b>\$8,605,182</b>	<b>\$8,973,300</b>	<b>\$9,444,000</b>	<b>\$470,700</b>	<b>5.2%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$8,156,633</b>	<b>\$8,001,300</b>	<b>\$8,288,896</b>	<b>\$8,667,000</b>	<b>\$9,126,900</b>	<b>\$459,900</b>	<b>5.3%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$230,501	\$231,000	\$273,365	\$316,000	\$633,600	\$317,600	100.5%
Transfer from Reserve	(\$4,000)	\$ -	\$ -	(\$85,000)	(\$402,100)	(\$317,100)	373.1%
Transfers to Reserve	\$440,000	\$440,000	\$740,000	\$740,000	\$740,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$666,501</b>	<b>\$671,000</b>	<b>\$1,013,365</b>	<b>\$971,000</b>	<b>\$971,500</b>	<b>\$500</b>	<b>0.1%</b>
<b>NET COST / (REVENUE)</b>	<b>\$8,823,134</b>	<b>\$8,672,300</b>	<b>\$9,302,261</b>	<b>\$9,638,000</b>	<b>\$10,098,400</b>	<b>\$460,400</b>	<b>4.8%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500
Municipal Recoveries	52,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Licenses, Permits and Rents	56,100	56,100	56,500	56,900	57,300	57,700	58,100	58,500	58,900	59,300	60,100
User Fees & Charges	37,100	40,400	40,700	41,000	41,300	41,600	41,900	42,200	42,500	42,900	44,000
Sales Revenue	11,800	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Other Revenue	7,800	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
<b>Total Revenue</b>	<b>306,300</b>	<b>317,100</b>	<b>317,800</b>	<b>318,500</b>	<b>319,200</b>	<b>319,900</b>	<b>320,600</b>	<b>321,300</b>	<b>322,000</b>	<b>322,800</b>	<b>324,700</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,256,500	6,694,400	6,937,200	7,158,900	7,390,000	7,623,300	7,869,500	8,121,100	8,382,000	8,651,900	8,931,600
Supplies, Material & Equipment	1,090,100	1,145,600	1,162,800	1,193,800	1,225,700	1,258,600	1,292,200	1,326,900	1,362,500	1,399,500	1,438,000
Purchased Services	1,430,500	1,390,700	1,541,900	1,591,300	1,644,700	1,695,800	1,748,200	1,801,700	1,856,600	1,913,900	1,960,500
Insurance & Financial	170,500	191,600	202,300	218,800	229,400	239,900	259,500	271,400	285,300	298,800	304,800
Internal Charges	25,700	21,700	21,700	21,700	21,700	21,700	21,700	21,700	21,700	21,700	21,700
<b>Total Expenditures</b>	<b>8,973,300</b>	<b>9,444,000</b>	<b>9,865,900</b>	<b>10,184,500</b>	<b>10,511,500</b>	<b>10,839,300</b>	<b>11,191,100</b>	<b>11,542,800</b>	<b>11,908,100</b>	<b>12,285,800</b>	<b>12,656,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>8,667,000</b>	<b>9,126,900</b>	<b>9,548,100</b>	<b>9,866,000</b>	<b>10,192,300</b>	<b>10,519,400</b>	<b>10,870,500</b>	<b>11,221,500</b>	<b>11,586,100</b>	<b>11,963,000</b>	<b>12,331,900</b>
yr/yr % change		5.3%	4.6%	3.3%	3.3%	3.2%	3.3%	3.2%	3.2%	3.3%	3.1%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	316,000	633,600	633,300	633,400	402,500	401,600	401,900	400,300	399,900	399,600	399,400
Transfer from Reserves	(85,000)	(402,100)	(402,600)	(401,800)	(402,500)	(401,600)	(401,900)	(400,300)	(399,900)	(399,600)	(399,400)
Transfer to Reserves	740,000	740,000	740,000	740,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000
<b>Total Debt and Transfers</b>	<b>971,000</b>	<b>971,500</b>	<b>970,700</b>	<b>971,600</b>	<b>870,000</b>	<b>870,000</b>	<b>870,000</b>	<b>870,000</b>	<b>870,000</b>	<b>870,000</b>	<b>870,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>9,638,000</b>	<b>10,098,400</b>	<b>10,518,800</b>	<b>10,837,600</b>	<b>11,062,300</b>	<b>11,389,400</b>	<b>11,740,500</b>	<b>12,091,500</b>	<b>12,456,100</b>	<b>12,833,000</b>	<b>13,201,900</b>
yr/yr % change		4.8%	4.2%	3.0%	2.1%	3.0%	3.1%	3.0%	3.0%	3.0%	2.9%



**County of Wellington  
10 Year Capital Budget  
Library Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Library Services</b>											
<b>Programming</b>											
Branch Improvements FFE	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Catalogue Software Replacement		40,000				45,000				50,000	135,000
Collection Enhancement					55,000					60,000	115,000
Library Courier Electric Van							170,000				170,000
Future Technology Advancements		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	315,000
<b>Total Programming</b>	30,000	105,000	65,000	65,000	120,000	110,000	235,000	65,000	65,000	175,000	1,035,000
<b>Facilities</b>											
MF Branch: Elevator Modernization					490,000						490,000
MF Branch: HVAC Upgrades					50,000						50,000
Puslinch Branch: Air Conditioning					155,000						155,000
Puslinch Branch: Water Heater					65,000						65,000
Palmerston Branch: Interior Upgrades					85,000						85,000
Palmerston Branch: Air Conditioning					30,000						30,000
Harriston Branch: Plumbing Upgrades					50,000						50,000
MF Branch: Exterior Doors Replacement					30,000						30,000
Elora Branch: Packaged Air Conditioner Units					35,000				25,000		60,000
Harriston Branch: Rain Water Drainage					35,000						35,000
Palmerston Branch: Domestic Water Distribution					55,000						55,000
Puslinch Branch: Domestic Water Distribution					40,000						40,000
Aboyne Branch: Roof Replacement						310,000					310,000
Puslinch Branch: Flooring Replacements						65,000					65,000
Arthur Branch: Exterior Doors						30,000					30,000
Clifford Branch: Domestic Water Distribution						30,000					30,000
Clifford Branch: Site Lighting						30,000					30,000
Harriston Branch: Parking Lot Rehabilitation							85,000				85,000
Marden Branch: Bathroom Refurbishment							25,000				25,000
Marden Branch: Parking Lot Rehabilitation							165,000				165,000
Harriston Branch: Common Areas Floor Finishes							30,000				30,000
Harriston Branch: Elevator Rehabilitation							235,000				235,000
Harriston Branch: HVAC Rehabilitation							195,000				195,000
Harriston Branch: Fire System Upgrades							60,000				60,000
Harriston Branch: Roofing Rehabilitation							50,000				50,000
Arthur Branch: Exterior Wall									105,000		105,000
Arthur Branch: Roofing Rehabilitation									165,000		165,000
Arthur Branch: Site Lighting Rehab									50,000		50,000



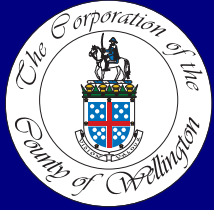
**County of Wellington  
10 Year Capital Budget  
Library Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Arthur Branch: Domestic Water Distribution Rehab									40,000		40,000
Drayton Branch: Lighting Equipment-Units Replacement									35,000		35,000
Drayton Branch: Site Rehabilitation									50,000		50,000
Drayton Branch: Roof Rehab									250,000		250,000
Fergus Branch: Common Area Wall Finishes				65,000							65,000
Fergus Branch: Exterior Doors Replacement									40,000		40,000
Fergus Branch: Exterior Windows Replacement									85,000		85,000
Fergus Branch: Roofing Replacement									210,000		210,000
Harriston Branch: Site Lighting Rehab									50,000		50,000
Hillsburgh Branch: Exterior Window Replacement			45,000								45,000
Hillsburgh Branch: Common Areas Walls & Floors Rehab						75,000					75,000
Hillsburgh Branch: HVAC Rehab						60,000					60,000
Palmerston Branch: Elevator Modernization									145,000		145,000
Puslinch Branch: HDS-Snow Melting Rehab								50,000			50,000
Clifford Branch: AC Replacement	110,000										110,000
Clifford Branch: Common Area Floor Finishes	30,000										30,000
Fergus Branch: Water Heater Rehab										25,000	25,000
Fergus Branch: Air Conditioner Rehab										275,000	275,000
Fergus Branch: Control Panel Replacement										195,000	195,000
Palmerston Branch: Exterior Doors and Walls										30,000	30,000
Palmerston Branch: Roof Rehab										55,000	55,000
Palmerston Branch: Air Conditioner Rehab										35,000	35,000
Palmerston Branch: Fire Alarm System Upgrade										65,000	65,000
Puslinch Branch: Security System Upgrade										40,000	40,000
Clifford Branch: Parking Lot Rehabilitation	25,000										25,000
Harriston Branch: Common Area Wall Finishes		35,000									35,000
Marden Branch: Packaged Air Conditioner Units		40,000									40,000
Arthur Branch: Elevator Modernization			205,000								205,000
Fergus Branch: Flooring				100,000					50,000		150,000
Drayton Branch: Parking Lot				160,000							160,000
Drayton Branch: HVAC Replacements				45,000							45,000
Drayton Branch: Flooring				60,000							60,000
Arthur Branch: HVAC Replacements				155,000							155,000
Arthur Branch: Parking Lot				65,000							65,000
Library Building Retrofits	120,000	100,000	100,000	110,000	400,000	180,000	100,000	100,000	150,000	290,000	1,650,000
Arthur Branch: Common Area Floor Finishes				50,000							50,000
Elora Branch: Roofing Rehabilitation				30,000							30,000



**County of Wellington  
10 Year Capital Budget  
Library Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Drayton Branch: Site Lighting				25,000					65,000		90,000
Elora Branch: Fire Alarm Systems				40,000							40,000
<b>Total Facilities</b>	<b>285,000</b>	<b>175,000</b>	<b>350,000</b>	<b>905,000</b>	<b>1,520,000</b>	<b>780,000</b>	<b>945,000</b>	<b>150,000</b>	<b>1,515,000</b>	<b>1,010,000</b>	<b>7,635,000</b>
<b>Total</b>	<b>315,000</b>	<b>280,000</b>	<b>415,000</b>	<b>970,000</b>	<b>1,640,000</b>	<b>890,000</b>	<b>1,180,000</b>	<b>215,000</b>	<b>1,580,000</b>	<b>1,185,000</b>	<b>8,670,000</b>
<b>Sources of Financing</b>											
Reserves	315,000	280,000	415,000	970,000	1,595,000	890,000	1,180,000	215,000	1,580,000	1,136,000	8,576,000
Development Charges					45,000					49,000	94,000
<b>Total Financing</b>	<b>315,000</b>	<b>280,000</b>	<b>415,000</b>	<b>970,000</b>	<b>1,640,000</b>	<b>890,000</b>	<b>1,180,000</b>	<b>215,000</b>	<b>1,580,000</b>	<b>1,185,000</b>	<b>8,670,000</b>



## Programme Overview

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

## Programme Description

- The mission of the Wellington County Museum and Archives (WCMA) is to serve as a cultural centre providing resources, programmes, exhibits, support and services for the historical, educational and artistic interests of the communities of Wellington County.
- The WCMA is a National Historic Site, housed in the oldest surviving 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

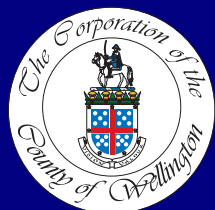
### Operating Budget

- 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.

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Museum and Archives	18.8	18.8
<b>Total</b>	<b>18.8</b>	<b>18.8</b>
Current employee count: 28		



## Performance Measures

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

### Programme Goals and Objectives

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

**(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.

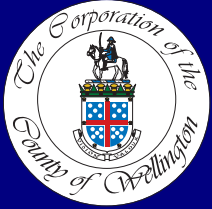
**(Doing what the County does best - providing critical daily services for your residents)**

### 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	Projected 2025	Actual 2024	Actual 2023
# of attendees	50,000	40,800	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
<b>Revenue</b>							
Grants & Subsidies	\$51,064	\$51,100	\$61,564	\$51,100	\$51,100	\$ -	-
Licenses, Permits and Rents	\$81,249	\$52,100	\$53,737	\$82,100	\$62,000	(\$20,100)	(24.5%)
User Fees & Charges	\$65,365	\$55,400	\$68,653	\$63,200	\$69,300	\$6,100	9.7%
Sales Revenue	\$25,283	\$15,400	\$13,085	\$21,900	\$22,000	\$100	0.5%
Other Revenue	\$107,556	\$50,000	\$48,808	\$50,000	\$50,000	\$ -	-
<b>Total Revenue</b>	<b>\$330,517</b>	<b>\$224,000</b>	<b>\$245,847</b>	<b>\$268,300</b>	<b>\$254,400</b>	<b>(\$13,900)</b>	<b>(5.2%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,810,107	\$1,808,400	\$1,812,980	\$1,957,900	\$2,011,800	\$53,900	2.8%
Supplies, Material & Equipment	\$163,730	\$185,800	\$135,992	\$193,800	\$214,100	\$20,300	10.5%
Purchased Services	\$501,077	\$519,000	\$491,697	\$510,200	\$509,000	(\$1,200)	(0.2%)
Transfer Payments	\$500	\$ -	\$500	\$ -	\$ -	\$ -	-
Insurance & Financial	\$77,245	\$71,800	\$80,141	\$79,500	\$91,300	\$11,800	14.8%
Internal Charges	\$18,582	\$10,000	\$10,631	\$12,500	\$12,500	\$ -	-
<b>Total Expenditure</b>	<b>\$2,571,241</b>	<b>\$2,595,000</b>	<b>\$2,531,941</b>	<b>\$2,753,900</b>	<b>\$2,838,700</b>	<b>\$84,800</b>	<b>3.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,240,724</b>	<b>\$2,371,000</b>	<b>\$2,286,094</b>	<b>\$2,485,600</b>	<b>\$2,584,300</b>	<b>\$98,700</b>	<b>4.0%</b>
<b>Debt and Transfers</b>							
Transfers to Reserve	\$707,556	\$650,000	\$700,000	\$750,000	\$850,000	\$100,000	13.3%
<b>Total Debt and Transfers</b>	<b>\$707,556</b>	<b>\$650,000</b>	<b>\$700,000</b>	<b>\$750,000</b>	<b>\$850,000</b>	<b>\$100,000</b>	<b>13.3%</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,948,280</b>	<b>\$3,021,000</b>	<b>\$2,986,094</b>	<b>\$3,235,600</b>	<b>\$3,434,300</b>	<b>\$198,700</b>	<b>6.1%</b>



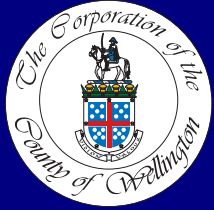
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Museum & Archives at WP**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	82,100	62,000	63,600	65,300	67,000	38,800	40,600	42,500	44,400	46,400	47,900
User Fees & Charges	63,200	69,300	70,500	71,700	73,000	74,300	75,600	76,900	78,300	79,800	81,400
Sales Revenue	21,900	22,000	22,400	22,800	23,200	23,600	24,000	24,400	24,800	25,200	25,800
Other Revenue	50,000	50,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
<b>Total Revenue</b>	<b>268,300</b>	<b>254,400</b>	<b>277,600</b>	<b>280,900</b>	<b>284,300</b>	<b>257,800</b>	<b>261,300</b>	<b>264,900</b>	<b>268,600</b>	<b>272,500</b>	<b>276,200</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,957,900	2,011,800	2,116,000	2,203,100	2,280,200	2,357,300	2,435,400	2,516,300	2,600,200	2,687,300	2,777,500
Supplies, Material & Equipment	193,800	214,100	179,100	184,100	189,200	194,400	199,700	205,200	210,700	216,700	222,800
Purchased Services	510,200	509,000	542,800	560,300	579,500	597,800	616,100	634,800	653,600	673,200	686,100
Insurance & Financial	79,500	91,300	97,000	103,900	109,200	114,700	122,800	129,200	135,900	142,800	145,200
Internal Charges	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
<b>Total Expenditures</b>	<b>2,753,900</b>	<b>2,838,700</b>	<b>2,947,400</b>	<b>3,063,900</b>	<b>3,170,600</b>	<b>3,276,700</b>	<b>3,386,500</b>	<b>3,498,000</b>	<b>3,612,900</b>	<b>3,732,500</b>	<b>3,844,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,485,600</b>	<b>2,584,300</b>	<b>2,669,800</b>	<b>2,783,000</b>	<b>2,886,300</b>	<b>3,018,900</b>	<b>3,125,200</b>	<b>3,233,100</b>	<b>3,344,300</b>	<b>3,460,000</b>	<b>3,567,900</b>
yr/yr % change		4.0%	3.3%	4.2%	3.7%	4.6%	3.5%	3.5%	3.4%	3.5%	3.1%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	750,000	850,000	870,000	870,000	970,000	970,000	970,000	970,000	970,000	970,000	970,000
<b>Total Debt and Transfers</b>	<b>750,000</b>	<b>850,000</b>	<b>870,000</b>	<b>870,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>3,235,600</b>	<b>3,434,300</b>	<b>3,539,800</b>	<b>3,653,000</b>	<b>3,856,300</b>	<b>3,988,900</b>	<b>4,095,200</b>	<b>4,203,100</b>	<b>4,314,300</b>	<b>4,430,000</b>	<b>4,537,900</b>
yr/yr % change		6.1%	3.1%	3.2%	5.6%	3.4%	2.7%	2.6%	2.6%	2.7%	2.4%



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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Museum &amp; Archives at WP</b>											
Programming and Equipment											
Zero Turn Mowers (3)		65,000									65,000
WCMA Van			100,000								100,000
<b>Total Programming and Equipment</b>		65,000	100,000								165,000
Facilities											
Museum Air Conditioning		225,000									225,000
Archives Roof Replacement						240,000					240,000
Replace Boilers	70,000					140,000					210,000
WP - Museum Building Renovations							2,000,000				2,000,000
Aboyne Hall Kitchen Roof Rehabilitation		100,000									100,000
Programming Roof Rehabilitation			100,000								100,000
Exhibit Hall Roof Rehabilitation				100,000							100,000
Museum/Archive Roof Re-shingle								250,000			250,000
Playground Resurfacing	100,000										100,000
Main Elec Panel Replacement			50,000								50,000
Replace Humidification Units					40,000						40,000
Fire Alarm Panel			90,000								90,000
Aboyne Hall Kitchen & Flooring				110,000							110,000
<b>Total Facilities</b>	170,000	325,000	240,000	210,000	40,000	380,000	2,000,000	250,000			3,615,000
Wellington Place											
Samuel Honey Drive Construction										2,600,000	2,600,000
WP - Commons Recreation Area					950,000						950,000
WP - Storage Building, Bicycle/Water Stations			1,750,000								1,750,000
WP Commemorative Street Panels	25,000										25,000
WP Entrance and Directional Signage		250,000									250,000
<b>Total Wellington Place</b>	25,000	250,000	1,750,000		950,000					2,600,000	5,575,000
<b>Total</b>	<b>195,000</b>	<b>640,000</b>	<b>2,090,000</b>	<b>210,000</b>	<b>990,000</b>	<b>380,000</b>	<b>2,000,000</b>	<b>250,000</b>		<b>2,600,000</b>	<b>9,355,000</b>
<b>Sources of Financing</b>											
Reserves	195,000	640,000	2,090,000	210,000	990,000	380,000	2,000,000	250,000		2,600,000	9,355,000
<b>Total Financing</b>	<b>195,000</b>	<b>640,000</b>	<b>2,090,000</b>	<b>210,000</b>	<b>990,000</b>	<b>380,000</b>	<b>2,000,000</b>	<b>250,000</b>		<b>2,600,000</b>	<b>9,355,000</b>



## Programme Overview

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

## Programme Description

- This budget covers the operation of the Planning Department (development services and policy division), the Land Division Committee, County Weed Inspectors and Tree Conservation Officers, as well as mapping/GIS projects, trail development and County Forest Management.
- The budget also includes funding for the Rural Water Quality Programme in partnership with 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

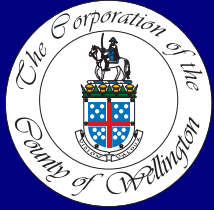
### Operating Budget:

- User fees and charges for 2026 reflects the Planning fee review completed in 2025 resulting in 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

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
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
<b>Total</b>	<b>19.5</b>	<b>20.3</b>
Current employee count: 20		



## Performance Measures

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

### Programme Goals and Objectives

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

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

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

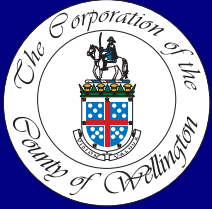
- **Communicate** - develop a common understanding of climate change and climate change action to improve our collective climate literacy. (Making the best decisions for the betterment of the community)
- **Connect** - leverage and expand interconnections across all levels of the community and corporation to build social infrastructure and support climate change action.  
(Making the best decisions for the betterment of the community)
- **Build** - create policy, tools and programmes to support and amplify climate change action  
(Making the best decisions for the betterment of the community)
- **Act** - implement actions to support climate change prevention and preparedness by and for community members and the corporation.  
(Doing what the County does best - providing critical daily services for your residents)
- **Assess and Evaluate** - develop and report on metrics to measure the County's progress on reducing greenhouse gas emission and lowering climate change risk. Utilize measurements to iterate and inform climate actions. (Making the best decisions for the betterment of the community)

### Performance Measures

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

	Projected 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 <sup>2</sup> /sqft <sup>2</sup>	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 <sup>2</sup> 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.



## County of Wellington 2026 Operating Budget

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

	2024		2025		2026		\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget	Change Budget
<b>Revenue</b>								
Grants & Subsidies	\$ -	\$ -	\$ -	\$317,300	\$317,300	\$ -	-	
Municipal Recoveries	\$377,395	\$441,100	\$306,878	\$409,100	\$381,300	(\$27,800)	(6.8%)	
User Fees & Charges	\$1,249,408	\$1,248,700	\$1,092,351	\$1,298,800	\$1,402,300	\$103,500	8.0%	
<b>Total Revenue</b>	<b>\$1,626,803</b>	<b>\$1,689,800</b>	<b>\$1,399,229</b>	<b>\$2,025,200</b>	<b>\$2,100,900</b>	<b>\$75,700</b>	<b>3.7%</b>	
<b>Expenditure</b>								
Salaries, Wages and Benefits	\$2,700,073	\$2,842,000	\$2,868,358	\$3,072,700	\$3,265,300	\$192,600	6.3%	
Supplies, Material & Equipment	\$38,295	\$46,200	\$32,649	\$41,800	\$42,400	\$600	1.4%	
Purchased Services	\$207,573	\$418,900	\$299,863	\$701,800	\$701,800	\$ -	-	
Transfer Payments	\$805,164	\$865,000	\$634,942	\$878,500	\$898,500	\$20,000	2.3%	
Insurance & Financial	\$48,873	\$51,800	\$49,086	\$57,500	\$66,200	\$8,700	15.1%	
Internal Charges	\$19,142	\$6,600	\$25,828	\$21,600	\$21,600	\$ -	-	
<b>Total Expenditure</b>	<b>\$3,819,120</b>	<b>\$4,230,500</b>	<b>\$3,910,726</b>	<b>\$4,773,900</b>	<b>\$4,995,800</b>	<b>\$221,900</b>	<b>4.6%</b>	
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,192,317</b>	<b>\$2,540,700</b>	<b>\$2,511,497</b>	<b>\$2,748,700</b>	<b>\$2,894,900</b>	<b>\$146,200</b>	<b>5.3%</b>	
<b>Debt and Transfers</b>								
Transfers to Reserve	\$44,776	\$10,000	\$10,000	\$10,000	\$70,000	\$60,000	600.0%	
<b>Total Debt and Transfers</b>	<b>\$44,776</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$70,000</b>	<b>\$60,000</b>	<b>600.0%</b>	
<b>NET COST / (REVENUE)</b>	<b>\$2,237,093</b>	<b>\$2,550,700</b>	<b>\$2,521,497</b>	<b>\$2,758,700</b>	<b>\$2,964,900</b>	<b>\$206,200</b>	<b>7.5%</b>	



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	317,300	317,300	952,600	990,600	708,900	828,900					
Municipal Recoveries	409,100	381,300	388,300	395,300	402,300	409,300	416,300	423,300	430,300	430,300	430,300
User Fees & Charges	1,298,800	1,402,300	1,440,100	1,480,300	1,522,500	1,564,700	1,606,900	1,651,100	1,696,300	1,744,800	1,795,100
Other Revenue			37,600	37,600	37,600	37,600					
<b>Total Revenue</b>	<b>2,025,200</b>	<b>2,100,900</b>	<b>2,818,600</b>	<b>2,903,800</b>	<b>2,671,300</b>	<b>2,840,500</b>	<b>2,023,200</b>	<b>2,074,400</b>	<b>2,126,600</b>	<b>2,175,100</b>	<b>2,225,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	3,072,700	3,265,300	3,449,300	3,579,100	3,706,100	3,833,100	3,958,000	4,086,100	4,218,200	4,354,800	4,494,900
Supplies, Material & Equipment	41,800	42,400	43,200	44,000	44,800	45,600	46,400	47,300	48,200	49,200	50,200
Purchased Services	701,800	701,800	791,000	841,000	753,500	886,500	446,900	460,700	474,700	489,600	504,000
Transfer Payments	878,500	898,500	1,462,800	1,477,300	1,310,600	1,325,600	972,500	988,000	1,004,000	1,020,000	1,036,000
Insurance & Financial	57,500	66,200	115,500	120,900	123,800	126,500	87,700	90,800	93,700	96,700	99,800
Internal Charges	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600
<b>Total Expenditures</b>	<b>4,773,900</b>	<b>4,995,800</b>	<b>5,883,400</b>	<b>6,083,900</b>	<b>5,960,400</b>	<b>6,238,900</b>	<b>5,533,100</b>	<b>5,694,500</b>	<b>5,860,400</b>	<b>6,031,900</b>	<b>6,206,500</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,748,700</b>	<b>2,894,900</b>	<b>3,064,800</b>	<b>3,180,100</b>	<b>3,289,100</b>	<b>3,398,400</b>	<b>3,509,900</b>	<b>3,620,100</b>	<b>3,733,800</b>	<b>3,856,800</b>	<b>3,981,100</b>
yr/yr % change		5.3%	5.9%	3.8%	3.4%	3.3%	3.3%	3.1%	3.1%	3.3%	3.2%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	10,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
<b>Total Debt and Transfers</b>	<b>10,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>yr/yr % change</b>		7.5%	5.7%	3.7%	3.4%	3.3%	3.2%	3.1%	3.1%	3.2%	3.2%



**County of Wellington  
10 Year Capital Budget  
Planning**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Planning											
Planning and Trails											
Official Plan Rev/Update					400,000						400,000
Trestle Bridge and Trail Rehab	75,000	650,000									725,000
GIS Web Mapping Software Upgrade	75,000										75,000
<b>Total Planning and Trails</b>	<b>150,000</b>	<b>650,000</b>			<b>400,000</b>						<b>1,200,000</b>
Climate Change Initiatives											
Green Energy Mapping				100,000							100,000
<b>Total Climate Change Initiatives</b>				<b>100,000</b>							<b>100,000</b>
<b>Total</b>	<b>150,000</b>	<b>650,000</b>		<b>100,000</b>	<b>400,000</b>						<b>1,300,000</b>
<b>Sources of Financing</b>											
Reserves	150,000	650,000		100,000	80,000						980,000
Development Charges					320,000						320,000
<b>Total Financing</b>	<b>150,000</b>	<b>650,000</b>		<b>100,000</b>	<b>400,000</b>						<b>1,300,000</b>



## Programme Overview

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

## 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 through FCM for the 'Trees on Farm' programme. 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.

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



## Performance Measures

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

### Programme Goals and Objectives

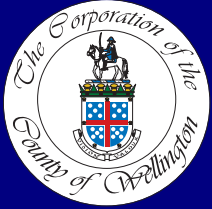
Green Legacy provides trees and volunteer experiences for students and the community of Wellington.

- 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	Projected 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	720	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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants and Subsidies	\$ -	\$ -	\$ -	\$ -	\$76,000	\$76,000	-
Sales Revenue	\$15,031	\$15,000	\$4,601	\$7,000	\$7,000	\$ -	-
Other Revenue	\$2,415	\$2,000	\$3,907	\$2,000	\$2,000	\$ -	-
<b>Total Revenue</b>	<b>\$17,446</b>	<b>\$17,000</b>	<b>\$8,508</b>	<b>\$9,000</b>	<b>\$85,000</b>	<b>\$76,000</b>	<b>844.4%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$693,571	\$730,000	\$725,070	\$781,300	\$874,700	\$93,400	12.0%
Supplies, Material & Equipment	\$78,225	\$109,400	\$78,611	\$106,300	\$100,900	(\$5,400)	(5.1%)
Purchased Services	\$54,296	\$80,600	\$59,294	\$75,600	\$78,000	\$2,400	3.2%
Insurance & Financial	\$30,081	\$31,800	\$31,116	\$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	\$31,013	\$28,000	\$31,000	\$3,000	10.7%
<b>Total Expenditure</b>	<b>\$892,371</b>	<b>\$980,800</b>	<b>\$925,104</b>	<b>\$1,036,900</b>	<b>\$1,164,900</b>	<b>\$128,000</b>	<b>12.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$874,925</b>	<b>\$963,800</b>	<b>\$916,596</b>	<b>\$1,027,900</b>	<b>\$1,079,900</b>	<b>\$52,000</b>	<b>5.1%</b>
<b>Debt and Transfers</b>							
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	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$60,000</b>	<b>\$44,000</b>	<b>\$90,000</b>	<b>\$78,000</b>	<b>\$48,000</b>	<b>(\$30,000)</b>	<b>(38.5%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$934,925</b>	<b>\$1,007,800</b>	<b>\$1,006,596</b>	<b>\$1,105,900</b>	<b>\$1,127,900</b>	<b>\$22,000</b>	<b>2.0%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies		76,000	110,000	18,400							
Sales Revenue	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Other Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>Total Revenue</b>	<b>9,000</b>	<b>85,000</b>	<b>119,000</b>	<b>27,400</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	781,300	874,700	931,600	884,300	889,900	919,700	950,500	982,300	1,015,200	1,049,400	1,084,300
Supplies, Material & Equipment	106,300	100,900	103,900	107,000	110,100	113,300	116,700	120,200	123,900	127,700	131,300
Purchased Services	75,600	78,000	80,600	83,400	86,200	89,000	91,900	95,000	98,100	101,200	103,400
Insurance & Financial	33,700	38,300	41,300	42,900	44,900	47,700	51,400	54,500	57,600	61,000	61,800
Minor Capital Expenses	12,000	42,000	42,500		7,500	16,000	28,000			9,000	27,000
Internal Charges	28,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
<b>Total Expenditures</b>	<b>1,036,900</b>	<b>1,164,900</b>	<b>1,230,900</b>	<b>1,148,600</b>	<b>1,169,600</b>	<b>1,216,700</b>	<b>1,269,500</b>	<b>1,283,000</b>	<b>1,325,800</b>	<b>1,379,300</b>	<b>1,438,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,027,900</b>	<b>1,079,900</b>	<b>1,111,900</b>	<b>1,121,200</b>	<b>1,160,600</b>	<b>1,207,700</b>	<b>1,260,500</b>	<b>1,274,000</b>	<b>1,316,800</b>	<b>1,370,300</b>	<b>1,429,800</b>
yr/yr % change		5.1%	3.0%	0.8%	3.5%	4.1%	4.4%	1.1%	3.4%	4.1%	4.3%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(12,000)	(42,000)	(42,500)		(7,500)	(16,000)	(28,000)			(9,000)	(27,000)
Transfer to Reserves	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Total Debt and Transfers</b>	<b>78,000</b>	<b>48,000</b>	<b>47,500</b>	<b>90,000</b>	<b>82,500</b>	<b>74,000</b>	<b>62,000</b>	<b>90,000</b>	<b>90,000</b>	<b>81,000</b>	<b>63,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,105,900</b>	<b>1,127,900</b>	<b>1,159,400</b>	<b>1,211,200</b>	<b>1,243,100</b>	<b>1,281,700</b>	<b>1,322,500</b>	<b>1,364,000</b>	<b>1,406,800</b>	<b>1,451,300</b>	<b>1,492,800</b>
yr/yr % change		2.0%	2.8%	4.5%	2.6%	3.1%	3.2%	3.1%	3.1%	3.2%	2.9%



**County of Wellington**  
**10 Year Capital Budget**  
**Green Legacy**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Green Legacy</b>											
<b>Facility Improvements</b>											
Bradford Whitcombe Nursery: Exhaust Ventila		30,000									30,000
Bradford Whitcombe Nursery: HVAC Rehabilit	25,000						205,000				230,000
Bradford Whitcombe Nursery: Parking Lots						50,000					50,000
Northern Nursery: Green Roof membrane and						30,000					30,000
Northern Nursery: Irrigation system and Parkir						30,000					30,000
Northern Nursery: Roof replacement			125,000								125,000
<b>Total Facility Improvements</b>	25,000	30,000	125,000			110,000	205,000				495,000
<b>Vehicles and Equipment</b>											
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								110,000
<b>Total Vehicles and Equipment</b>			110,000				200,000	150,000			460,000
<b>Total Green Legacy</b>	25,000	30,000	235,000			110,000	405,000	150,000			955,000
<b>Total</b>	25,000	30,000	235,000			110,000	405,000	150,000			955,000
<b>Sources of Financing</b>											
Reserves	25,000	30,000	235,000			110,000	405,000	150,000			955,000
<b>Total Financing</b>	25,000	30,000	235,000			110,000	405,000	150,000			955,000



## Programme Overview

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

## Programme Description

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

## 2026 Budget Highlights

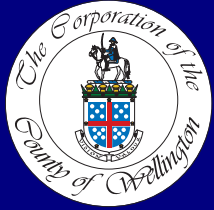
### Operating Budget:

- 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

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Community Emergency Management	4.3	4.3
<b>Total</b>	<b>4.3</b>	<b>4.3</b>
Current employee count: 5		



## Performance Measures

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

### 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:

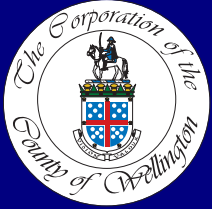
- Development of Emergency Response (ER) Plans including Risk-Based Emergency Response Plans and Service Continuity Plans.  
**(Doing what the County does best - providing critical daily services for your residents)**
- Training for members of the Municipal Emergency Control Groups (MECG), support staff, 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	Projected 2025	Actual 2024	Actual 2023
ER Plans developed or updated	6-10	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		2025		2026		\$ Change	% Change
	2024 Actuals	2024 Budget	Preliminary Actuals	2025 Budget	2026 Budget	Budget	Budget	
<b>Expenditure</b>								
Salaries, Wages and Benefits	\$471,706	\$484,800	\$437,832	\$506,100	\$511,400	\$5,300		1.0%
Supplies, Material & Equipment	\$16,634	\$21,800	\$20,135	\$21,800	\$21,800	\$ -		-
Purchased Services	\$206,128	\$200,800	\$233,832	\$238,900	\$266,400	\$27,500		11.5%
Transfer Payments	\$173,181	\$155,700	\$131,522	\$160,700	\$165,700	\$5,000		3.1%
Insurance & Financial	\$15,236	\$13,900	\$12,935	\$14,500	\$15,400	\$900		6.2%
Internal Charges	\$600	\$1,500	\$913	\$1,500	\$1,500	\$ -		-
<b>Total Expenditure</b>	<b>\$883,485</b>	<b>\$878,500</b>	<b>\$837,169</b>	<b>\$943,500</b>	<b>\$982,200</b>	<b>\$38,700</b>		<b>4.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$883,485</b>	<b>\$878,500</b>	<b>\$837,169</b>	<b>\$943,500</b>	<b>\$982,200</b>	<b>\$38,700</b>		<b>4.1%</b>
<b>Debt and Transfers</b>								
Transfers to Reserve	\$20,000	\$20,000	\$30,000	\$30,000	\$50,000	\$20,000		66.7%
<b>Total Debt and Transfers</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$50,000</b>	<b>\$20,000</b>		<b>66.7%</b>
<b>NET COST / (REVENUE)</b>	<b>\$903,485</b>	<b>\$898,500</b>	<b>\$867,169</b>	<b>\$973,500</b>	<b>\$1,032,200</b>	<b>\$58,700</b>		<b>6.0%</b>



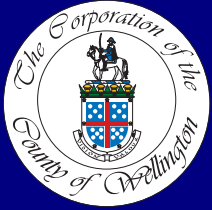
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Emergency Management**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	506,100	511,400	542,400	572,800	599,900	622,500	642,700	663,600	685,400	707,700	731,100
Supplies, Material & Equipment	21,800	21,800	22,300	22,800	23,400	24,000	24,600	25,200	25,800	26,400	27,000
Purchased Services	238,900	266,400	250,000	256,100	262,700	269,500	301,400	283,600	290,900	298,300	307,100
Transfer Payments	160,700	165,700	170,700	175,700	181,200	186,700	192,700	198,700	204,700	204,700	204,700
Insurance & Financial	14,500	15,400	16,500	18,000	19,100	20,000	21,700	22,800	24,000	25,200	25,700
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditures</b>	<b>943,500</b>	<b>982,200</b>	<b>1,003,400</b>	<b>1,046,900</b>	<b>1,087,800</b>	<b>1,124,200</b>	<b>1,184,600</b>	<b>1,195,400</b>	<b>1,232,300</b>	<b>1,263,800</b>	<b>1,297,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>943,500</b>	<b>982,200</b>	<b>1,003,400</b>	<b>1,046,900</b>	<b>1,087,800</b>	<b>1,124,200</b>	<b>1,184,600</b>	<b>1,195,400</b>	<b>1,232,300</b>	<b>1,263,800</b>	<b>1,297,100</b>
yr/yr % change		4.1%	2.2%	4.3%	3.9%	3.3%	5.4%	0.9%	3.1%	2.6%	2.6%
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	30,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Debt and Transfers</b>	<b>30,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>973,500</b>	<b>1,032,200</b>	<b>1,053,400</b>	<b>1,096,900</b>	<b>1,137,800</b>	<b>1,174,200</b>	<b>1,234,600</b>	<b>1,245,400</b>	<b>1,282,300</b>	<b>1,313,800</b>	<b>1,347,100</b>
yr/yr % change		6.0%	2.1%	4.1%	3.7%	3.2%	5.1%	0.9%	3.0%	2.5%	2.5%



**County of Wellington  
10 Year Capital Budget  
Emergency Management**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Emergency Management</b>											
Replace Paging Site Batteries			60,000					70,000			130,000
Generator Replacement Programme			60,000								60,000
CEM Vehicle Replacement (EV)										145,000	145,000
Spare Repeater and GPS clock	40,000										40,000
EM Portable and Mobile Radio Replacement								50,000			50,000
CEM Vehicle Replacement			85,000								85,000
<b>Total</b>	<b>40,000</b>		<b>205,000</b>					<b>120,000</b>		<b>145,000</b>	<b>510,000</b>
<b>Sources of Financing</b>											
Reserves	40,000		205,000					120,000		145,000	510,000
<b>Total Financing</b>	<b>40,000</b>		<b>205,000</b>					<b>120,000</b>		<b>145,000</b>	<b>510,000</b>



## Programme Overview

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

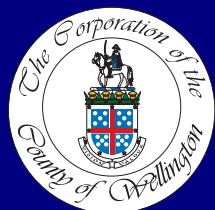
## Programme Description

- 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.

<b>Staff Complement (Full time equivalents)</b>	<b>2025</b>	<b>2026</b>
Purchasing and Risk Analysts	0.7	0.7
Cleaners—Rockwood/Fergus	1.4	1.4
<b>Total</b>	<b>2.1</b>	<b>2.1</b>
Current employee count: 4		



## Performance Measures

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

### 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.

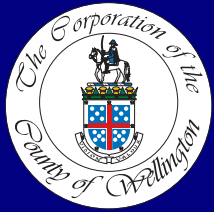
Wellington County O.P.P. is committed to supporting our work, our people and our communities. As a responsive and evolving detachment, we will partner with stakeholders in the creation of a traffic management plan to address the needs of our growing community. Our Plan in Wellington County is vision 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	Projected 2025	Actual 2024	Actual 2023
Referrals to Victim Services Agencies offered	2432	1,837	1,328	1,049
# of mental health associated calls for service that include the support/involvement of the IMPACT team	742	726	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	52,536	47,330	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		2025		2026	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	Budget			
<b>Revenue</b>							
Grants & Subsidies	\$676,802	\$282,000	\$124,372	\$447,300	\$204,300	(\$243,000)	(54.3%)
Licenses, Permits and Rents	\$126,750	\$129,800	\$126,300	\$129,800	\$127,300	(\$2,500)	(1.9%)
Fines and Penalties	\$150,684	\$132,000	\$169,546	\$132,000	\$172,000	\$40,000	30.3%
User Fees & Charges	\$136,875	\$120,000	\$116,473	\$90,000	\$75,000	(\$15,000)	(16.7%)
Other Revenue	\$17,763	\$16,000	\$20,956	\$19,500	\$19,500	\$ -	-
<b>Total Revenue</b>	<b>\$1,108,874</b>	<b>\$679,800</b>	<b>\$557,647</b>	<b>\$818,600</b>	<b>\$598,100</b>	<b>(\$220,500)</b>	<b>(26.9%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$168,544	\$175,900	\$180,929	\$181,000	\$189,300	\$8,300	4.6%
Supplies, Material & Equipment	\$109,452	\$80,600	\$97,777	\$99,400	\$109,600	\$10,200	10.3%
Purchased Services	\$1,027,684	\$800,100	\$893,345	\$980,100	\$762,000	(\$218,100)	(22.3%)
Transfer Payments	\$16,782,243	\$17,593,000	\$18,045,359	\$18,036,000	\$20,209,000	\$2,173,000	12.0%
Insurance & Financial	\$20,622	\$21,100	\$23,949	\$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	\$27,169	\$34,600	\$34,600	\$ -	-
<b>Total Expenditure</b>	<b>\$18,149,654</b>	<b>\$18,744,300</b>	<b>\$19,276,160</b>	<b>\$19,374,900</b>	<b>\$21,374,600</b>	<b>\$1,999,700</b>	<b>10.3%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$17,040,780</b>	<b>\$18,064,500</b>	<b>\$18,718,513</b>	<b>\$18,556,300</b>	<b>\$20,776,500</b>	<b>\$2,220,200</b>	<b>12.0%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$14,628)	(\$31,000)	\$ -	(\$18,000)	(\$32,000)	(\$14,000)	77.8%
Transfers to Reserve	\$200,000	\$200,000	\$380,000	\$380,000	\$380,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$185,372</b>	<b>\$169,000</b>	<b>\$380,000</b>	<b>\$362,000</b>	<b>\$348,000</b>	<b>(\$14,000)</b>	<b>(3.9%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$17,226,152</b>	<b>\$18,233,500</b>	<b>\$19,098,513</b>	<b>\$18,918,300</b>	<b>\$21,124,500</b>	<b>\$2,206,200</b>	<b>11.7%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Grants & Subsidies	447,300	204,300	64,200	64,200	64,200	64,200	64,200	64,200	64,200	64,200	64,200
Licenses, Permits and Rents	129,800	127,300	127,300	127,300	127,300	127,300	127,300	127,300	127,300	127,300	127,300
Fines and Penalties	132,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000
User Fees & Charges	90,000	75,000	37,500								
Other Revenue	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500
<b>Total Revenue</b>	<b>818,600</b>	<b>598,100</b>	<b>420,500</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	181,000	189,300	197,900	206,200	212,600	219,300	226,500	233,300	241,100	249,000	257,200
Supplies, Material & Equipment	99,400	109,600	111,400	113,200	115,000	116,800	118,700	120,600	122,700	125,300	128,600
Purchased Services	980,100	762,000	648,600	674,000	700,800	726,000	751,500	777,700	804,100	830,100	842,700
Transfer Payments	18,036,000	20,209,000	21,791,000	22,531,000	23,267,000	24,039,000	24,834,000	25,667,000	26,500,000	27,372,000	28,271,000
Insurance & Financial	25,800	38,100	39,400	40,900	42,200	44,100	45,600	47,500	49,500	51,100	51,500
Minor Capital Expenses	18,000	32,000	26,000	33,000	55,000	103,000	64,000	41,500	25,500	160,000	67,000
Internal Charges	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600
<b>Total Expenditures</b>	<b>19,374,900</b>	<b>21,374,600</b>	<b>22,848,900</b>	<b>23,632,900</b>	<b>24,427,200</b>	<b>25,282,800</b>	<b>26,074,900</b>	<b>26,922,200</b>	<b>27,777,500</b>	<b>28,822,100</b>	<b>29,652,600</b>
<b>Net Operating Cost / (Revenue)</b>	<b>18,556,300</b>	<b>20,776,500</b>	<b>22,428,400</b>	<b>23,249,900</b>	<b>24,044,200</b>	<b>24,899,800</b>	<b>25,691,900</b>	<b>26,539,200</b>	<b>27,394,500</b>	<b>28,439,100</b>	<b>29,269,600</b>
yr/yr % change		12.0%	8.0%	3.7%	3.4%	3.6%	3.2%	3.3%	3.2%	3.8%	2.9%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(18,000)	(32,000)	(26,000)	(33,000)	(55,000)	(93,000)	(64,000)	(41,500)	(25,500)	(160,000)	(67,000)
Transfer to Reserves	380,000	380,000	380,000	380,000	440,000	440,000	440,000	450,000	450,000	450,000	450,000
<b>Total Debt and Transfers</b>	<b>362,000</b>	<b>348,000</b>	<b>354,000</b>	<b>347,000</b>	<b>385,000</b>	<b>347,000</b>	<b>376,000</b>	<b>408,500</b>	<b>424,500</b>	<b>290,000</b>	<b>383,000</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>18,918,300</b>	<b>21,124,500</b>	<b>22,782,400</b>	<b>23,596,900</b>	<b>24,429,200</b>	<b>25,246,800</b>	<b>26,067,900</b>	<b>26,947,700</b>	<b>27,819,000</b>	<b>28,729,100</b>	<b>29,652,600</b>	
yr/yr % change		11.7%	7.8%	3.6%	3.5%	3.3%	3.3%	3.4%	3.2%	3.3%	3.2%



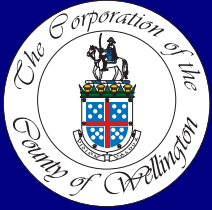
**County of Wellington**  
**10 Year Capital Budget**  
**Police Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Police Services											
Equipment											
Radar Detection Replacements		45,000							60,000		105,000
<b>Total Equipment</b>		45,000							60,000		105,000
Facilities											
Aboyne OPP: Common Area Floors										110,000	110,000
Aboyne OPP: Elevator Modernization					220,000						220,000
Aboyne OPP: Fire Alarm System Upgrade									195,000		195,000
Aboyne OPP: Furniture Replacements		95,000									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							135,000
Aboyne OPP: Rehab Air Handling Units	95,000										95,000
Aboyne OPP: Replace HVAC Control System				205,000							205,000
Aboyne OPP: Security System Upgrade									105,000		105,000
Constable Chair Replacements	30,000					40,000					70,000
Rockwood OPP: Door replacements	35,000										35,000
Rockwood OPP: Elevator Modernization	210,000										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: HVAC Replacements			35,000								35,000
Rockwood OPP: Heating and Cooling						415,000					415,000
Rockwood OPP: Lockup Cell Plumbing Fixture			90,000								90,000
Rockwood OPP: Parking Lot						360,000					360,000
Rockwood OPP: Roof Rehabilitation	25,000										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						115,000
Teviotdale OPP: Building Retrofits							30,000				30,000
Teviotdale OPP: Control Panel Upgrade										195,000	195,000
Teviotdale OPP: Domestic Water Heater & Dis									125,000		125,000
Teviotdale OPP: Exterior Doors Replacement									30,000		30,000
Teviotdale OPP: Interior Upgrades				95,000							95,000



**County of Wellington**  
**10 Year Capital Budget**  
**Police Services**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
Teviotdale OPP: Roofing Rehabilitation									170,000		170,000
Teviotdale OPP: Security Camera Replaceme				50,000							50,000
Teviotdale OPP: Update HVAC and BAS	50,000										50,000
<b>Total Facilities</b>	<b>445,000</b>	<b>95,000</b>	<b>125,000</b>	<b>485,000</b>	<b>335,000</b>	<b>1,305,000</b>	<b>30,000</b>	<b>35,000</b>	<b>915,000</b>	<b>705,000</b>	<b>4,475,000</b>
<b>Total Police Services</b>	<b>445,000</b>	<b>140,000</b>	<b>125,000</b>	<b>485,000</b>	<b>335,000</b>	<b>1,305,000</b>	<b>30,000</b>	<b>35,000</b>	<b>975,000</b>	<b>705,000</b>	<b>4,580,000</b>
Total	445,000	140,000	125,000	485,000	335,000	1,305,000	30,000	35,000	975,000	705,000	4,580,000
<b>Sources of Financing</b>											
Reserves	445,000	140,000	125,000	485,000	335,000	1,305,000	30,000	35,000	975,000	705,000	4,580,000
Total Financing	445,000	140,000	125,000	485,000	335,000	1,305,000	30,000	35,000	975,000	705,000	4,580,000



## Programme Overview

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

## Programme Description

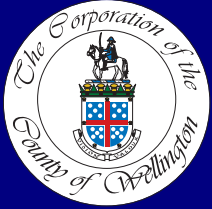
---

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

## 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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Municipal Recoveries	\$510,468	\$283,300	\$284,969	\$300,000	\$300,000	\$ -	-
<b>Total Revenue</b>	<b>\$510,468</b>	<b>\$283,300</b>	<b>\$284,969</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$ -</b>	<b>-</b>
<b>Net Operating Cost /</b>							
	<b>(\$510,468)</b>	<b>(\$283,300)</b>	<b>(\$284,969)</b>	<b>(\$300,000)</b>	<b>(\$300,000)</b>	<b>\$ -</b>	<b>-</b>
<b>Debt and Transfers</b>							
Transfers to Reserve	\$170,000	\$170,000	\$170,000	\$170,000	\$100,000	(\$70,000)	(41.2%)
<b>Total Debt and Transfers</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$100,000</b>	<b>(\$70,000)</b>	<b>(41.2%)</b>
<b>NET COST / (REVENUE)</b>	<b>(\$340,468)</b>	<b>(\$113,300)</b>	<b>(\$114,969)</b>	<b>(\$130,000)</b>	<b>(\$200,000)</b>	<b>(\$70,000)</b>	<b>53.8%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Municipal Recoveries	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total Revenue</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>EXPENDITURES</b>											
<b>Total Expenditures</b>											
<b>Net Operating Cost / (Revenue)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>
yr/yr % change											
<b>DEBT AND TRANSFERS</b>											
Transfer to Reserves	170,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Debt and Transfers</b>	<b>170,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>TAX LEVY REQUIREMENT</b>											
<b>TAX LEVY REQUIREMENT</b>	<b>(130,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>
yr/yr % change		53.8%									



**County of Wellington**  
**10 Year Capital Budget**  
**POA Administration**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>POA Administration</b>											
POA Court Facility Renewals		25,000	25,000	100,000	25,000	30,000	25,000	25,000	25,000	30,000	310,000
POA Security Renewal					30,000					30,000	60,000
POA IT Replacements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
POA Equipment Replacement		25,000	70,000	75,000	50,000	75,000	25,000	30,000	45,000	30,000	425,000
<b>Total POA Administration</b>	<b>30,000</b>	<b>80,000</b>	<b>125,000</b>	<b>205,000</b>	<b>135,000</b>	<b>135,000</b>	<b>80,000</b>	<b>85,000</b>	<b>100,000</b>	<b>120,000</b>	<b>1,095,000</b>
<b>Total</b>	<b>30,000</b>	<b>80,000</b>	<b>125,000</b>	<b>205,000</b>	<b>135,000</b>	<b>135,000</b>	<b>80,000</b>	<b>85,000</b>	<b>100,000</b>	<b>120,000</b>	<b>1,095,000</b>
<b>Sources of Financing</b>											
Reserves	30,000	80,000	125,000	205,000	135,000	135,000	80,000	85,000	100,000	120,000	1,095,000
<b>Total Financing</b>	<b>30,000</b>	<b>80,000</b>	<b>125,000</b>	<b>205,000</b>	<b>135,000</b>	<b>135,000</b>	<b>80,000</b>	<b>85,000</b>	<b>100,000</b>	<b>120,000</b>	<b>1,095,000</b>



## Programme Overview

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

## Programme Description

- Land Ambulance has been a municipal financial responsibility since 1998.
- The City of Guelph is the designated delivery agent for the service delivery area comprising Guelph and Wellington County.
- All ambulance staff are employees of the City of Guelph.
- The Ministry of Health and Long Term Care 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.

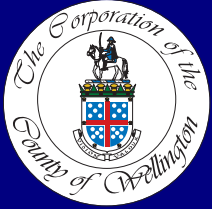
## 2026 Budget Highlights

### 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	2024	2025	2025	2026	\$ Change	% Change
	Actuals	Budget	Preliminary	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Licenses, Permits and Rents	\$55,500	\$55,500	\$55,500	\$55,500	\$55,500	\$ -	-
<b>Total Revenue</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$55,500</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditure</b>							
Purchased Services	\$4,364	\$ -	\$10,242	\$ -	\$ -	\$ -	-
Transfer Payments	\$7,208,255	\$6,199,000	\$7,220,486	\$6,869,000	\$7,477,000	\$608,000	8.9%
<b>Total Expenditure</b>	<b>\$7,212,619</b>	<b>\$6,199,000</b>	<b>\$7,230,728</b>	<b>\$6,869,000</b>	<b>\$7,477,000</b>	<b>\$608,000</b>	<b>8.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$7,157,119</b>	<b>\$6,143,500</b>	<b>\$7,175,228</b>	<b>\$6,813,500</b>	<b>\$7,421,500</b>	<b>\$608,000</b>	<b>8.9%</b>
<b>Debt and Transfers</b>							
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%)
<b>Total Debt and Transfers</b>	<b>\$387,500</b>	<b>\$387,500</b>	<b>\$2,655,500</b>	<b>\$2,655,500</b>	<b>\$1,638,300</b>	<b>(\$1,017,200)</b>	<b>(38.3%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$7,544,619</b>	<b>\$6,531,000</b>	<b>\$9,830,728</b>	<b>\$9,469,000</b>	<b>\$9,059,800</b>	<b>(\$409,200)</b>	<b>(4.3%)</b>



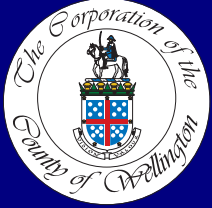
**COUNTY OF WELLINGTON**  
**10 YEAR OPERATING BUDGET AND TAX RATE FORECAST**  
**Land Ambulance**

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
Licenses, Permits and Rents	55,500	55,500	55,500	55,500	183,000	477,300	477,300	477,300	477,300	477,300	477,300
<b>Total Revenue</b>	<b>55,500</b>	<b>55,500</b>	<b>55,500</b>	<b>55,500</b>	<b>183,000</b>	<b>477,300</b>	<b>477,300</b>	<b>477,300</b>	<b>477,300</b>	<b>477,300</b>	<b>477,300</b>
<b>EXPENDITURES</b>											
Transfer Payments	6,869,000	7,477,000	7,712,000	8,014,000	8,310,000	8,779,000	8,998,000	9,503,000	10,116,000	10,662,000	11,245,000
<b>Total Expenditures</b>	<b>6,869,000</b>	<b>7,477,000</b>	<b>7,712,000</b>	<b>8,014,000</b>	<b>8,310,000</b>	<b>8,779,000</b>	<b>8,998,000</b>	<b>9,503,000</b>	<b>10,116,000</b>	<b>10,662,000</b>	<b>11,245,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>6,813,500</b>	<b>7,421,500</b>	<b>7,656,500</b>	<b>7,958,500</b>	<b>8,127,000</b>	<b>8,301,700</b>	<b>8,520,700</b>	<b>9,025,700</b>	<b>9,638,700</b>	<b>10,184,700</b>	<b>10,767,700</b>
yr/yr % change		8.9%	3.2%	3.9%	2.1%	2.1%	2.6%	5.9%	6.8%	5.7%	5.7%
<b>DEBT AND TRANSFERS</b>											
Debt Charges					192,800	637,800	759,000	1,038,800	1,235,000	1,687,700	1,687,700
Transfer from Reserves		(517,200)			(65,300)	(216,000)	(337,200)	(617,000)	(675,700)	(811,100)	(811,100)
Transfer to Reserves	2,655,500	2,155,500	1,855,500	1,855,500	1,855,500	2,355,500	3,355,500	4,155,500	4,555,500	5,055,500	5,055,500
<b>Total Debt and Transfers</b>	<b>2,655,500</b>	<b>1,638,300</b>	<b>1,855,500</b>	<b>1,855,500</b>	<b>1,983,000</b>	<b>2,777,300</b>	<b>3,777,300</b>	<b>4,577,300</b>	<b>5,114,800</b>	<b>5,932,100</b>	<b>5,932,100</b>
<b>TAX LEVY REQUIREMENT</b>											
	<b>9,469,000</b>	<b>9,059,800</b>	<b>9,512,000</b>	<b>9,814,000</b>	<b>10,110,000</b>	<b>11,079,000</b>	<b>12,298,000</b>	<b>13,603,000</b>	<b>14,753,500</b>	<b>16,116,800</b>	<b>16,699,800</b>
yr/yr % change		(4.3%)	5.0%	3.2%	3.0%	9.6%	11.0%	10.6%	8.5%	9.2%	3.6%



**County of Wellington  
10 Year Capital Budget  
Land Ambulance**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10 Year Total
<b>Land Ambulance</b>											
<b>County of Wellington Led Projects</b>											
Ambulance Station Property Acq	300,000										300,000
Erin Ambulance Station		3,240,000	4,880,000								8,120,000
Fergus Ambulance Station										3,280,000	3,280,000
Guelph/Eramosa Ambulance Station				5,925,000	5,460,000						11,385,000
Harriston Ambulance Station						2,910,000	5,960,000				8,870,000
Mount Forest Ambulance Station								3,515,000	6,530,000		10,045,000
<b>Total County of Wellington Led Projects</b>	<b>300,000</b>	<b>3,240,000</b>	<b>4,880,000</b>	<b>5,925,000</b>	<b>5,460,000</b>	<b>2,910,000</b>	<b>5,960,000</b>	<b>3,515,000</b>	<b>6,530,000</b>	<b>3,280,000</b>	<b>42,000,000</b>
<b>City of Guelph Led Projects</b>											
Ambulance IT Implementations	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	850,000
Ambulance Needs Study		30,000					35,000				65,000
Elmira Rd Station Upgrade	650,000	1,725,000									2,375,000
Facility Renewal	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
Vehicles & Equipment	1,205,000	980,000	660,000	195,000	200,000	625,000	360,000	495,000	800,000	335,000	5,855,000
Vehicles & Equipment Growth	185,000		40,000	25,000	175,000	30,000	55,000	25,000	25,000		560,000
<b>Total City of Guelph Led Projects</b>	<b>2,150,000</b>	<b>2,845,000</b>	<b>810,000</b>	<b>330,000</b>	<b>485,000</b>	<b>765,000</b>	<b>560,000</b>	<b>630,000</b>	<b>935,000</b>	<b>445,000</b>	<b>9,955,000</b>
<b>Total Land Ambulance</b>	<b>2,450,000</b>	<b>6,085,000</b>	<b>5,690,000</b>	<b>6,255,000</b>	<b>5,945,000</b>	<b>3,675,000</b>	<b>6,520,000</b>	<b>4,145,000</b>	<b>7,465,000</b>	<b>3,725,000</b>	<b>51,955,000</b>
<b>Total</b>	<b>2,450,000</b>	<b>6,085,000</b>	<b>5,690,000</b>	<b>6,255,000</b>	<b>5,945,000</b>	<b>3,675,000</b>	<b>6,520,000</b>	<b>4,145,000</b>	<b>7,465,000</b>	<b>3,725,000</b>	<b>51,955,000</b>
<b>Sources of Financing</b>											
Reserves	2,450,000	2,845,000	810,000	4,430,000	2,665,000	3,065,000	4,660,000	2,200,000	935,000	2,845,000	26,905,000
Growth Related Debenture		840,000	1,910,000	1,825,000	3,280,000	610,000	1,860,000	945,000	1,740,000	880,000	13,890,000
Debenture		2,400,000	2,970,000					1,000,000	4,790,000		11,160,000
<b>Total Financing</b>	<b>2,450,000</b>	<b>6,085,000</b>	<b>5,690,000</b>	<b>6,255,000</b>	<b>5,945,000</b>	<b>3,675,000</b>	<b>6,520,000</b>	<b>4,145,000</b>	<b>7,465,000</b>	<b>3,725,000</b>	<b>51,955,000</b>



## Programme Overview

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

## Programme Description

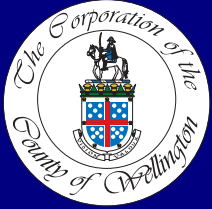
---

- 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
<b>Expenditure</b>							
Transfer Payments	\$2,699,427	\$2,699,400	\$3,092,769	\$3,093,000	\$3,183,000	\$90,000	2.9%
<b>Total Expenditure</b>	<b>\$2,699,427</b>	<b>\$2,699,400</b>	<b>\$3,092,769</b>	<b>\$3,093,000</b>	<b>\$3,183,000</b>	<b>\$90,000</b>	<b>2.9%</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,699,427</b>	<b>\$2,699,400</b>	<b>\$3,092,769</b>	<b>\$3,093,000</b>	<b>\$3,183,000</b>	<b>\$90,000</b>	<b>2.9%</b>



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

	Approved 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>REVENUE</b>											
<b>Total Revenue</b>											
<b>EXPENDITURES</b>											
Transfer Payments	3,093,000	3,183,000	3,310,000	3,442,000	3,580,000	3,723,000	3,872,000	4,027,000	4,188,000	4,356,000	4,530,000
<b>Total Expenditures</b>	<b>3,093,000</b>	<b>3,183,000</b>	<b>3,310,000</b>	<b>3,442,000</b>	<b>3,580,000</b>	<b>3,723,000</b>	<b>3,872,000</b>	<b>4,027,000</b>	<b>4,188,000</b>	<b>4,356,000</b>	<b>4,530,000</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,093,000</b>	<b>3,183,000</b>	<b>3,310,000</b>	<b>3,442,000</b>	<b>3,580,000</b>	<b>3,723,000</b>	<b>3,872,000</b>	<b>4,027,000</b>	<b>4,188,000</b>	<b>4,356,000</b>	<b>4,530,000</b>
yr/yr % change		2.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
<b>DEBT AND TRANSFERS</b>											
<b>Total Debt and Transfers</b>											
<b>TAX LEVY REQUIREMENT</b>											
<b>yr/yr % change</b>		2.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%