

County of Wellington

2025 Budget Review Package



County Council
January 30, 2025

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COUNTY OF WELLINGTON

Committee Report

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Monday, January 27, 2025
Subject: **2025 Budget and 2025-2034 Ten-Year Plan**

Background:

The proposed 2025 Operating and Capital Budgets and 2025-2034 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2025 operating budget is summarized as follows:

- ❑ 2025 tax levy requirement = \$139,579,600
- ❑ Proposed County tax increase = 3.9%
- ❑ Tax impact per \$100,000 of assessment = \$27

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 2025 Budget reports have been reviewed by all Committees and Boards, with the exception of the Economic Development Committee which meets the morning of January 27th. Highlights of the 2025 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

County Council

- Includes a \$100,000 allocation to reflect an increasing level of responsibility for staff time spent on activities for the Indigenous Advisory Committee

Office of the CAO and Clerk

- Staffing changes include:
 - The addition of an Information Management Analyst to assist with the optimization of the County-Wide IM strategy as well as to enhance, modernize, audit and train staff on corporate information applications and assets
- 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 \$8.9 million over the forecast.
- Applications Services 2025 budget includes funding for the continued implementation of the new HR Information System. The programme will facilitate improvements in day-to-day HR functions including recruitment, managing employee data, managing payroll and benefits, and maintaining regulatory and legal requirements. It also includes funding for the upgrade of Kronos (2026) to assist with staff scheduling in departments such as Long-Term Care, Library and Maintenance is included in the plan.
- Information Management plans for lifecycle upgrades to the Intranet and County website.

Human Resources

- The 2025 HR budget includes enhancements to the Disability and Health & Safety management programme to build and strengthen the County's DM programme and address recommendations in the Workplace Disability Management Assessment (WDMA).
 - Two new staffing positions in 2025:
 - Disability Management Coordinator approved in October 2024
 - New Health and Safety Specialist
 - The purchase and implementation of a new Occupational Health and Safety Management (OHSMS) software
- The CMHAWW partnership funding and associated expenses for the Here for Hope campaign is ending as of July 1, 2025. The grants and purchased services line budgets will reflect a loss of this funding and a reduction to associated expenses resulting in a minor net financial impact to the levy
- A reallocation of legal fees and advertising charges of approx. \$90,000 to reflect the expensing of non-corporate specific legal fees to respective departments. This reduction will be offset by increases to various departments legal budgets

County Property

- Transfers to Reserves has increased by \$130K in order to provide sufficient funding for 10-year capital plan requirements
- Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$7.9 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- Vehicle and equipment include the purchase or replacement of six vehicles in the forecast. The van in 2025 is a traditional gas vehicle while the pickup in 2026 is scheduled to be a hybrid pickup as part of the Green Fleet Strategy pilot project. The pick-up trucks and van in 2027 and onwards are budgeted to accommodate electric vehicle purchases. This reflects preliminary corporate climate change budget initiatives. The actual purchase will be dependent on the availability of this technology and charging infrastructure at the time of acquisition.

Ambulance

- The City of Guelph's multi-year budget includes the hiring 12 additional paramedics (eight new in 2026 and four additional in 2027) and two superintendents (one each in 2026 and 2027). The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets in future years.
- The County included a contingency on the City's budget in response to a significant negative variance in 2024 resulting from employee leaves and backfill requirements and the potential impact of the closure of the Consumption and Treatment Services Site. The City intends to mitigate these costs and complete a review in 2025 to determine 2026 budget impacts.
- The increase in the transfers to reserves line (\$2 million) is to provide funding for land acquisition and building new ambulance facilities throughout the County.
- The County funds approximately 37.9% (2025 budget—38.0%) of the municipal share of Land Ambulance expenditures based on calls for service and has a levy requirement of \$9.5 million in 2025.
- The 2025 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 four 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 (2025)
 - Erin (2027/2028)
 - Guelph/Eramosa (2029/2030)
 - Harriston (2031/2032)
 - Mount Forest (2033/2034)
 - Design and construction, including land acquisition costs as required, for the four stations in the current 10-year plan is budgeted at \$40.4 million
 - Work continues on the upgrade of the Elmira Rd, Guelph Station (2024-2026). There is \$3.5 million planned in 2025-26 for a total project cost of \$4.7 million. Of this amount, \$3.2 million is planned to be issued in tax-supported debt. Since the County is funding this project upfront, there will be no lease costs associated it in the future.
- 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 (\$6.6 million) is funded through the Ambulance Reserve.

Public Health

- The 2025 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%.
- The Health Unit's last year of loan repayments to the County for the Guelph and Orangeville facilities was in 2024 in the amount of \$304,000. This amount comes out of the budget and was previously netted against the Public Health levy requirements.

General Expenditures and Revenues

- The Ontario Municipal Partnership Fund (OMPF) grant has been reduced by 15% (\$100,300) in 2025. The forecast assumes the grant funding will be phased out over a four-year period, representing a further reduction of \$142,300 annually through to 2028.
- Other revenue includes the County's investment interest that is allocated to the County's reserves. The budgeted amount in 2025 has decreased as the interest rates are expected to continue to decline as inflation starts to return to historical norms.
- Estimates for supplementary and omitted tax revenues have been increased by \$1.0 million to \$4.0 million in 2025 and an additional \$100,000 per year in 2026-2034 reflecting strong assessment growth figures and revenue expectations for future years.
- The tax write-off budget remains at \$700,000 in 2025.

Staffing Summary

The 2025 budget incorporates a number of staffing adjustments which are summarized on pages 20-21 of the budget package. The net impact of all staffing changes (in-year and proposed) is just under \$470,000 in 2025. The budget includes a 2.75% economic adjustment for non-union members in 2025, 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:

	2025	2026	2027	2028	2029
County Tax Levy (\$000's)	\$139,580	\$147,297	\$155,315	\$163,207	\$171,122
Residential tax impact	3.9%	3.7%	3.4%	3.3%	3.0%
	2030	2031	2032	2033	2034
County Tax Levy (\$000's)	\$179,143	\$187,786	\$196,365	\$205,526	\$215,420
Residential tax impact	2.9%	3.0%	2.8%	2.9%	3.0%

Capital Summary

The 2025-2034 Capital Plan contemplates \$627.8 million of investment in infrastructure, facilities, and equipment.

- Roads and bridges accounts for 68.8% of projected capital spending
- Social and Affordable Housing account for an additional 12.5%
- Ambulance Services 8.0%
- Solid Waste Services 2.3%
- Museum and Wellington Place 1.3%
- Library Services 1.2%
- The remaining areas of investment include information technology, property services, long-term care, police, POA, emergency management, green legacy and planning.

Facility development projects include:

- Design and construction of the roads garages located in Erin, Brucedale, Harriston, and Aberfoyle
- Proposed construction of four 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
- Proposed new affordable housing construction throughout the County

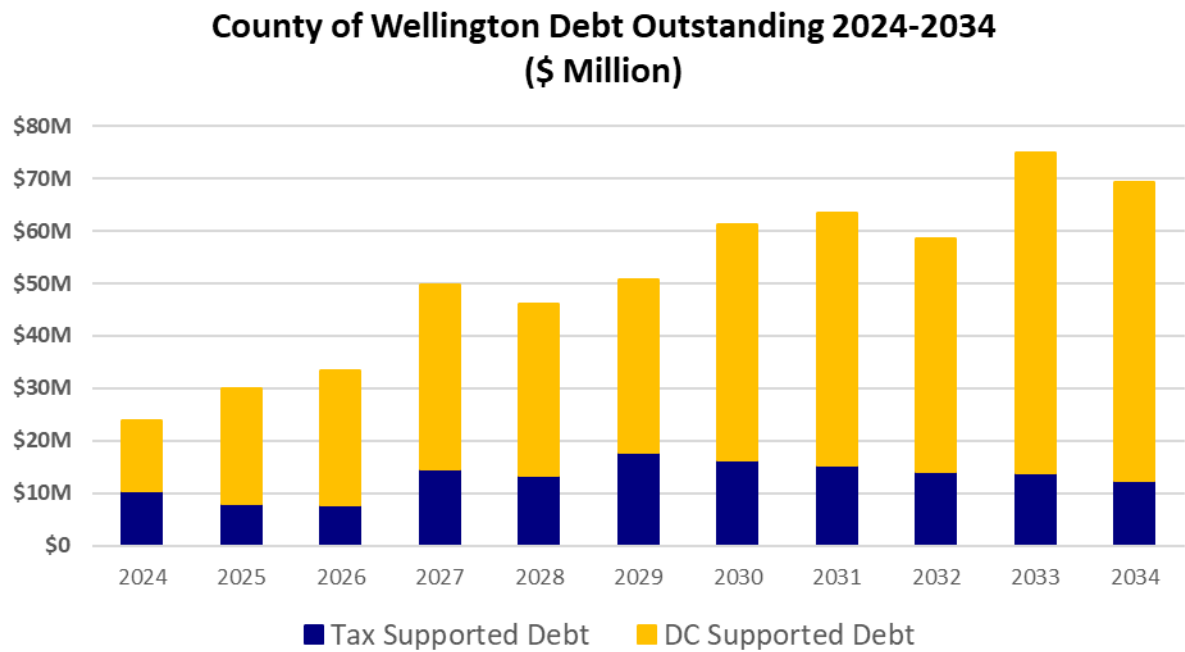
Long-Term Borrowing

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

The proposed debt in the ten-year plan includes \$65.3 million in growth-supported debt and \$18.8 million in tax-supported debt.

Growth-supported debt (to be recovered from future development charge collections) has increased by \$4.0 million from last year’s ten-year plan projections. Tax-supported debt has reduced by \$1.7 million from last year’s ten-year plan projections largely due to the funding of the Brucedale Garage from reserves. Projects to be funded by tax-supported debt include the Erin Garage (2025/26); the Elmira Road Ambulance Station Upgrade (2026) located in the City of Guelph; the Erin Ambulance Station (2027/28) and the Mount Forest (2033/34) Ambulance Station.

The following chart outlines the County’s projected debt outstanding through 2034 and is broken down to show both tax supported and development charge recoverable amounts.



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 \$117.8 million at the end of 2023. This was made up of the following:

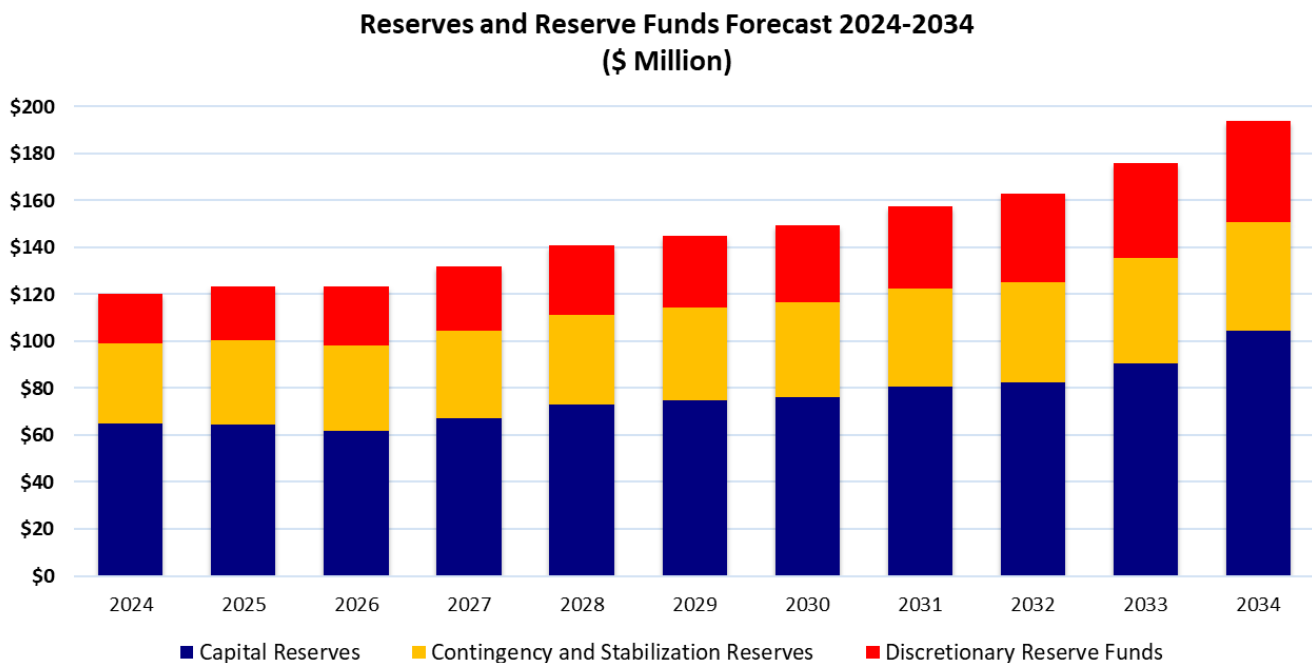
- ❑ Capital Reserves: \$62.9 million
- ❑ Contingency and Stabilization Reserves: \$35.0 million
- ❑ Discretionary Reserve Funds: \$19.9 million

The 2025-2034 capital plan is predominately funded through use of county reserves (64.1%) providing stable, predictable, and sustainable funding to address infrastructure needs. The total draw on capital reserves within the 10-year capital budget is \$402.6 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 2034 and shows the breakdown by the three types of County reserves.



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 announced one-time relief to the O.P.P. contract because of the significant and unexpected impact this increase had on municipalities across Ontario. The one-time relief amounts to just over \$2.0 million. However, the County is expecting that the 2026 O.P.P. contract increase will be significant at \$2.9 million. As a result, staff are recommending that the one-time relief be directed towards land acquisition for new ambulance station builds in the County in 2025. This will help phase-in the O.P.P. contract increase in 2026, while utilizing the funds for a need in Emergency Services. In addition, staff have updated the Ride Well Rural Transportation budget to maximize the amount of Provincial Gas Tax the County can access. Following this review, staff were able to reduce the Ride Well budget by just over \$100,000 by reallocating costs from Ontario Works and Economic Development that previously weren't funded. The tax impact for 2025 is now at 3.9%, compared to a figure of 4.1% presented in the fall.

The County continues to invest in its capital plan, with \$627.8 million in spending projected over the next ten-years. This represents an increase of \$66.1 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 continued investment in Ride Well, increased funding to address pressures in the housing and homelessness system. Enhanced staffing levels in long-term care to provide more direct care hours to residents, and start-up funding for a new Home Energy Efficiency Transition (HEET) programme that will provide capital loans and incentives for residents to make energy efficiency upgrades to their homes.

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 2025 Operating and Capital Budget and 2025-2034 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, CAO



County of Wellington

2023 - 2025 Operating Budget Summary

	2023		2024		2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Property Taxation	\$125,204,141	\$123,924,600	\$129,884,730	\$132,793,600	\$144,598,300	\$11,804,700	8.9%
Grants & Subsidies	\$96,400,099	\$95,430,600	\$94,435,878	\$101,375,600	\$144,137,000	\$42,761,400	42.2%
Municipal Recoveries	\$25,448,427	\$24,229,300	\$28,415,723	\$30,520,700	\$35,038,800	\$4,518,100	14.8%
Licenses, Permits and Rents	\$9,089,335	\$8,803,100	\$9,393,073	\$8,882,100	\$9,905,500	\$1,023,400	11.5%
Fines and Penalties	\$132,614	\$132,000	\$170,362	\$132,000	\$132,000	\$ -	-
User Fees & Charges	\$11,274,869	\$11,030,300	\$12,134,282	\$11,624,900	\$13,470,700	\$1,845,800	15.9%
Sales Revenue	\$880,346	\$1,963,100	\$794,997	\$1,015,300	\$826,700	(\$188,600)	(18.6%)
Other Revenue	\$7,702,810	\$4,137,300	\$5,398,957	\$5,576,800	\$5,254,500	(\$322,300)	(5.8%)
Internal Recoveries	\$8,360,464	\$8,228,900	\$9,921,132	\$9,594,400	\$9,112,200	(\$482,200)	(5.0%)
Total Revenue	\$284,493,105	\$277,879,200	\$290,549,134	\$301,515,400	\$362,475,700	\$60,960,300	20.2%
Expenditure							
Salaries, Wages and Benefits	\$77,167,517	\$76,515,600	\$81,080,699	\$83,166,000	\$89,815,300	\$6,649,300	8.0%
Supplies, Material & Equipment	\$12,665,122	\$13,316,100	\$12,923,023	\$14,113,000	\$14,660,500	\$547,500	3.9%
Purchased Services	\$35,047,967	\$34,027,200	\$33,909,560	\$36,427,800	\$38,366,900	\$1,939,100	5.3%
Social Assistance	\$79,364,421	\$81,318,200	\$89,456,193	\$89,357,500	\$131,750,000	\$42,392,500	47.4%
Transfer Payments	\$27,307,958	\$27,421,300	\$26,083,064	\$28,632,300	\$29,847,400	\$1,215,100	4.2%
Insurance & Financial	\$5,306,880	\$4,841,500	\$4,343,363	\$5,159,200	\$5,283,100	\$123,900	2.4%
Minor Capital Expenses	\$890,191	\$509,000	\$266,222	\$400,500	\$473,800	\$73,300	18.3%
Internal Charges	\$8,269,242	\$8,133,200	\$9,621,120	\$9,438,500	\$9,032,700	(\$405,800)	(4.3%)
Total Expenditure	\$246,019,298	\$246,082,100	\$257,683,244	\$266,694,800	\$319,229,700	\$52,534,900	19.7%
Net Operating Cost / (Revenue)	(\$38,473,807)	(\$31,797,100)	(\$32,865,890)	(\$34,820,600)	(\$43,246,000)	(\$8,425,400)	24.2%
Debt and Transfers							
Debt Charges	\$8,012,771	\$8,107,600	\$3,684,918	\$4,413,300	\$4,282,200	(\$131,100)	(3.0%)
Transfer from Reserve	(\$7,661,846)	(\$8,224,600)	(\$2,305,405)	(\$4,615,100)	(\$2,886,600)	\$1,728,500	(37.5%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$38,122,882	\$31,914,100	\$29,180,925	\$35,022,400	\$41,850,400	\$6,828,000	19.5%
Total Debt and Transfers	\$38,473,807	\$31,797,100	\$30,560,438	\$34,820,600	\$43,246,000	\$8,425,400	24.2%
NET COST / (REVENUE)	\$ -	\$ -	(\$2,305,452)	\$ -	\$ -	\$ -	-



County of Wellington 2025 Operating Budget

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

TAX RATE CALCULATION AND IMPACT

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



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

	Approved 2024	2025	2026	2027	2028	Projected 2029	2030	2031	2032	2033	2034
EXPENDITURES											
Salaries, Wages and Benefits	83,166,000	89,815,300	93,973,200	98,211,900	102,666,800	106,826,000	111,162,300	116,072,600	120,761,300	125,631,300	131,157,900
Supplies, Material & Equipment	14,113,000	14,660,500	14,728,800	15,207,900	15,591,700	16,044,700	16,571,600	16,983,400	17,476,000	18,055,900	18,583,000
Purchased Services	36,427,800	38,366,900	37,079,000	38,150,300	38,982,200	40,337,900	40,927,700	42,016,200	43,283,900	44,392,100	45,828,200
Social Assistance	89,357,500	131,750,000	134,592,500	135,556,700	134,964,100	134,976,500	135,841,400	137,034,500	138,251,800	139,593,900	140,940,000
Transfer Payments	28,632,300	29,847,400	34,101,800	35,282,700	36,228,600	37,798,100	38,797,900	39,956,300	41,470,500	43,052,000	44,607,400
Minor Capital Expenses	400,500	473,800	509,500	573,800	401,700	357,000	555,200	455,100	396,000	319,000	370,000
Insurance & Financial	5,159,200	5,283,100	5,649,000	5,958,100	6,270,600	6,625,700	6,963,100	7,333,100	7,832,100	8,331,000	8,817,600
Internal Charges	9,438,500	9,032,700	9,085,600	9,369,800	9,545,000	9,796,100	10,174,400	10,360,500	10,646,800	10,875,200	11,149,400
Total Expenditures	266,694,800	319,229,700	329,719,400	338,311,200	344,650,700	352,762,000	360,993,600	370,211,700	380,118,400	390,250,400	401,453,500
yr/yr % change		19.7%	3.3%	2.6%	1.9%	2.4%	2.3%	2.6%	2.7%	2.7%	2.9%
DEBT AND TRANSFERS											
Debt Charges	4,413,300	4,282,200	3,578,400	4,388,600	5,585,400	5,419,800	6,172,800	6,925,600	7,299,400	7,784,700	8,987,400
Transfer from Reserves	(4,615,100)	(2,886,600)	(4,621,300)	(4,565,900)	(5,134,500)	(5,113,100)	(5,641,600)	(6,549,900)	(6,942,100)	(7,407,000)	(8,499,600)
Transfer to Reserves	35,022,400	41,850,400	42,153,500	43,681,400	44,906,000	46,843,000	48,402,400	50,710,800	52,717,100	54,822,100	56,677,600
Total Debt and Transfers	34,820,600	43,246,000	41,110,600	43,504,100	45,356,900	47,149,700	48,933,600	51,086,500	53,074,400	55,199,800	57,165,400
yr/yr % change		24.2%	(4.9%)	5.8%	4.3%	4.0%	3.8%	4.4%	3.9%	4.0%	3.6%
REVENUE											
Grants & Subsidies	101,375,600	144,137,000	142,659,500	143,447,900	141,360,300	141,488,500	140,561,300	141,145,100	142,026,100	142,838,500	143,668,600
Municipal Recoveries	30,520,700	35,038,800	37,981,300	39,304,300	40,972,500	41,878,100	43,607,600	44,972,800	46,516,000	47,974,900	49,477,600
Licenses, Permits and Rents	8,882,100	9,905,500	10,015,600	10,117,900	10,215,100	10,437,600	10,804,400	10,907,300	11,018,400	11,121,700	11,147,100
Fines and Penalties	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	11,624,900	13,470,700	12,647,600	12,827,300	13,010,000	13,225,500	13,442,100	13,662,900	13,886,400	14,108,100	14,344,600
Sales Revenue	1,015,300	826,700	834,500	842,400	850,400	858,700	867,400	876,100	885,100	894,500	903,400
Other Revenue	5,576,800	5,254,500	4,923,800	5,054,800	5,186,200	5,317,700	5,412,100	5,544,400	5,677,100	5,810,100	5,939,600
Internal Recoveries	9,594,400	9,112,200	9,196,400	9,505,900	9,706,800	9,984,500	10,390,100	10,604,200	10,919,500	11,177,400	11,618,900
PILs and Supplementary Taxes	3,956,000	5,018,700	5,142,700	5,267,500	5,367,500	5,467,500	5,567,500	5,667,500	5,767,500	5,867,500	5,967,500
Total Revenue	172,677,800	222,896,100	223,533,400	226,500,000	226,800,800	228,790,100	230,784,500	233,512,300	236,828,100	239,924,700	243,199,300
yr/yr % change		29.1%	0.3%	1.3%	0.1%	0.9%	0.9%	1.2%	1.4%	1.3%	1.4%
TAX LEVY REQUIREMENT											
	128,837,600	139,579,600	147,296,600	155,315,300	163,206,800	171,121,600	179,142,700	187,785,900	196,364,700	205,525,500	215,419,600
yr/yr % change	6.9%	8.3%	5.5%	5.4%	5.1%	4.8%	4.7%	4.8%	4.6%	4.7%	4.8%



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

	Approved		Projected								
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Weighted Assessment	18,690	19,482	20,814	22,237	23,757	25,382	26,600	27,878	29,217	30,620	32,090
yr/yr % change	2.21%	4.23%	6.84%	6.84%	6.84%	6.84%	4.80%	4.80%	4.80%	4.80%	4.80%
Phase in Growth %			5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	2.21%	4.24%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
County Tax summary											
Residential tax rate	0.689335%	0.716471%	0.707695%	0.698463%	0.686980%	0.674197%	0.673456%	0.673599%	0.672095%	0.671214%	0.671288%
Per \$100,000 of Assessment	100,000	100,000	105,000	110,250	115,763	121,551	125,197	128,953	132,822	136,806	140,910
Taxes per \$100,000 of Assessment	\$689.33	\$716.47	\$743.08	\$770.06	\$795.27	\$819.49	\$843.15	\$868.63	\$892.69	\$918.26	\$945.92
yr/yr \$ change	30	27	27	27	25	24	24	25	24	26	28
yr/yr % residential impact	4.6%	3.9%	3.7%	3.6%	3.3%	3.0%	2.9%	3.0%	2.8%	2.9%	3.0%
yr/yr % budget impact	4.6%	3.9%	3.7%	3.6%	3.3%	3.0%	2.9%	3.0%	2.8%	2.9%	3.0%
Equivalent to a 1% change in taxes (\$000's)		1,343	1,420	1,499	1,580	1,661	1,741	1,823	1,911	1,998	2,091



County of Wellington

10 Year Capital Budget Summary

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



County of Wellington

10 Year Capital Budget Summary

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



County of Wellington

2023 - 2025 Capital Budget Summary

	2023	2024	2024		\$	%
	2023	Adjusted	Preliminary	Adjusted	2025	
All figures in \$000's	Actuals	Budget	Actuals	Budget	Budget	Change Budget
Change Budget						
PROJECT EXPENDITURE						
Roadways	\$26,678	\$37,085	\$ 39,865	\$ 35,861	\$ 44,295	\$ 8,434 24%
Solid Waste Services	1,623	2,945	1,233	3,555	530	(3,025) -85%
County Property	6,853	6,430	776	800	512	(288) -36%
Planning	356	1,025	421	510	570	60 12%
Green Legacy	89	160	58	0	85	85 100%
Emergency Management	45	125	2	0	0	0 100%
CAO and Clerks	1,522	1,930	1,176	1,770	1,220	(550) -31%
County Council	133	-		0	250	250 100%
Police Services	123	160		0	100	100 100%
Museum and Wellington Place	2,285	1,810	932	435	835	400 92%
County Library System	3,123	4,250	3,112	7,775	445	(7,330) -94%
Housing Services	5,151	18,261	18,648	20,298	9,611	(10,687) -53%
Affordable Housing	257	76	98	685	55	(630) -92%
Wellington Terrace	475	485	341	470	1,790	1,320 281%
Economic Development	-	-		0	40	40 0%
Hospital and Other Capital Grants	-	-		0	0	0 100%
Ambulance Service	294	324	1,529	1,737	3,000	1,263 73%
Ontario Works	106	-	293	500	151	(349) 0%
Child Care	-	75	272	727	35	(692) 100%
Provincial Offences Act (POA)	\$34	\$114	83	545	141	(404) -74%
Total Expenditure	\$ 49,149	\$ 75,255	\$ 68,840	\$ 75,668	\$ 63,665	\$ (12,003) -16%
PROJECT FINANCING						
Recoveries	\$ 3,050	\$ 5,126	\$ 3,193	\$ 6,308	\$ 6,585	277 4%
Subsidy	7,861	10,853	3,162	10,106	4,357	(5,750) -57%
OCIF	820	1,680	1,986	2,084	3,000	916 44%
CCBF	4,425	5,958	4,027	1,400	4,420	3,020 216%
National Housing Co-Inv Fund	158	2,148	2,306	8,492	1,558	(6,934) -82%
Reserves	45,725	43,362	39,421	34,599	38,113	3,514 10%
Development Charges	783	2,428	2,211	3,258	1,572	(1,686) -52%
Growth Related Debentures	-	3,700	0	8,735	2,840	(5,895) -67%
Debentures	-	-	0	685	1,220	535
Total Financing	\$ 62,822	\$ 75,255	\$ 56,306	\$ 75,668	\$ 63,665	\$ (12,003) -16%

Executive Summary - Operating Budget

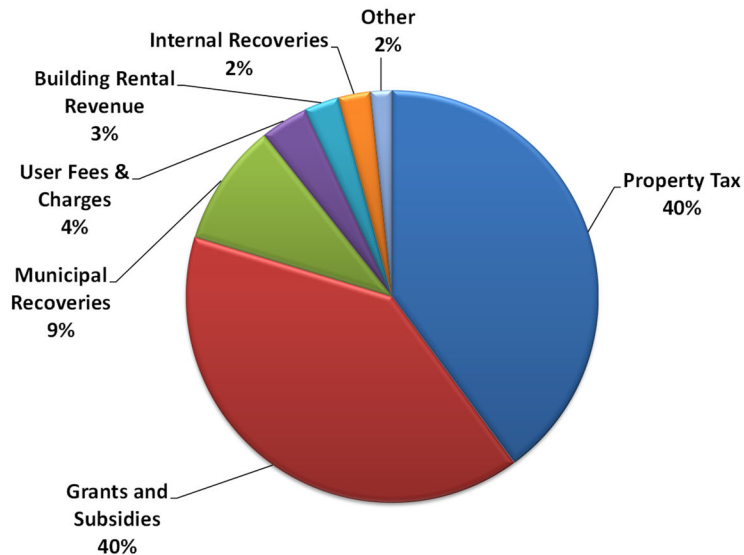
2025 Operating Budget Revenues

\$362.5 Million

Property taxes make up 40% of the County's revenues with grants and subsidies totalling an additional 40%.

Municipal recoveries amounting to 9% are the next largest revenue source for the County.

2025 OPERATING BUDGET REVENUES



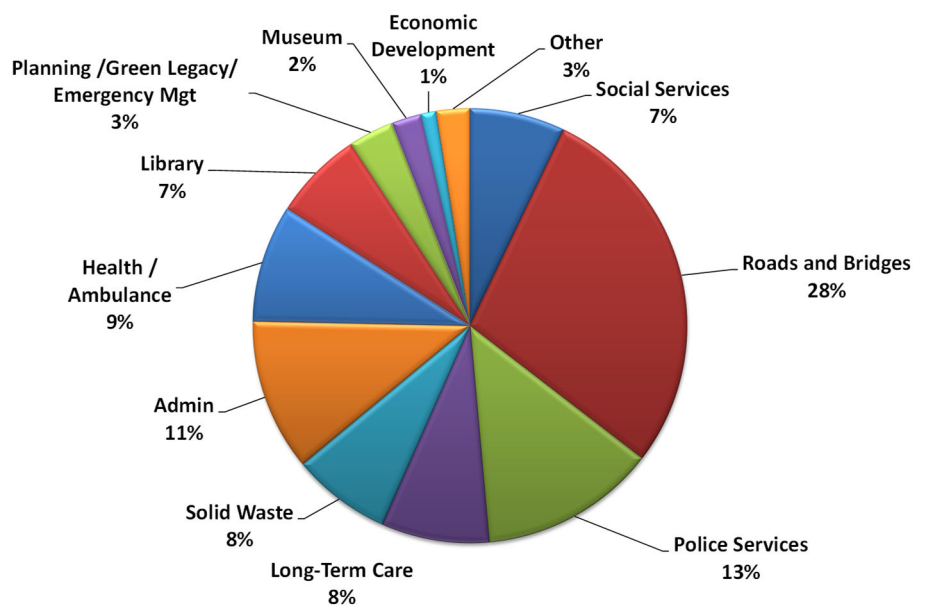
2025 County Property Tax Requirement

\$139.6 Million

Property taxes remain the County's largest and most important source of revenue. Approximately 41% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 32%.

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

2025 COUNTY PROPERTY TAX REQUIREMENT



Operating Budget - Revenue Sources

County revenues are estimated based on federal/provincial funding announcements, estimated caseload and service levels (grants and subsidies) as well as adherence to cost sharing agreements for shared services with the City of Guelph (municipal recoveries). Rental revenues are based on rent-gear to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2025 total just under \$144.2 million. Most of the subsidies received (\$125.4 million) are for the delivery of social services (Ontario Works, Child Care, Housing and Affordable Housing) as well as subsidies for operating the County's long-term care home, the Wellington Terrace (\$15.7 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$90.4 million) for which the County delivers these programmes on their behalf in its role as Consolidated Municipal Service Manager (CMSM). This means that the County-only portion of these grants is \$35.0 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries, museum, economic development and planning as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over \$35.0 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$32.9 million). As well as \$300,000 estimated net fine revenue from the POA court services administered by the City of Guelph and \$134,300 towards funding of Water Quality and Source Water Protection. A smaller amount of revenue is received from other municipalities (\$1.3 million) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services, solid waste services and library agreements with neighbouring municipalities.

Building Rental Revenue

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

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$5.2 million), curbside user pay bag fees (\$2.2 million) and tipping fees at County landfill sites and transfer stations (\$1.9 million). Other user fees include planning and land division application fees (\$1.3 million), parent fees for the provision of child care (\$0.9 million) at the County's five directly operated child care centres, and solar panel revenues (\$0.2 million).

Other Revenue

Other revenue primarily consists of interest earnings on the County's long-term investment portfolio.

Operating Budget - Expenditures

2025 Operating Budget Expenditures - \$362.5 million

Salaries, Wages and Benefits

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

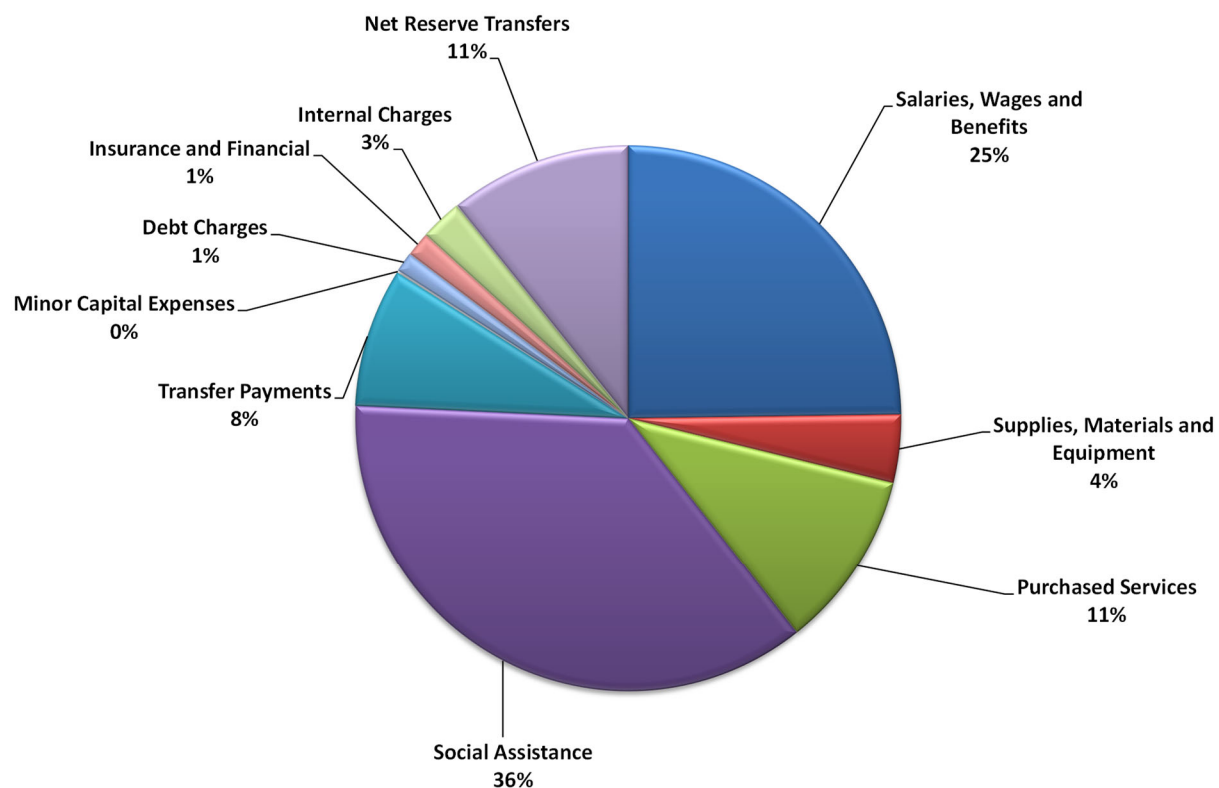
Supplies, Materials and Equipment

Includes the purchase of tangible supplies, materials and equipment for the provision of services within County departments. Major items include sand, salt and de-icer expenses; parts and fuel for County vehicles and equipment; food purchases at the County's long-term care home; operating supplies for directly-operated child care programmes; purchase of library circulation materials; computer hardware; and furniture, fixtures and equipment at County facilities.

Purchased Services

Includes contracted services paid to external agencies and organizations. Major items include professional and legal fees; property assessment; recyclables processing; curbside collection; maintenance services for County and housing facilities; software and hardware maintenance and licensing; utilities and taxes; as well as building rental costs.

2025 OPERATING BUDGET EXPENDITURES



Operating Budget - Expenditures

Social Assistance

Payments made to social services clients, community agencies and providers for income support; provision of child care services and social housing.

Transfer Payments

Consists of payments made to the province or provincial agencies, other municipalities for service delivery as well as grants to individuals and organizations. Major items include the Ontario Provincial Police (O.P.P.) contract; the Land Ambulance contract with the City of Guelph; payments to the Wellington-Dufferin-Guelph Public Health Unit; Rural Water Quality grants; and grant programmes for our member municipalities for Economic Development, and Accessibility.

Insurance and Financial

Includes building, equipment, vehicle and liability insurance for County facilities, officials and interests as well as accruals for short-term disability and WSIB self insurance. Financial expenses include provisions for property tax and general write-offs; collections expenses; bank charges and interest; debt issuance; and retailer compensation for the sale of user-pay bags.

Minor Capital Expenses

Includes building and facility upgrades of a one-time nature that don't meet County capital thresholds; roads and bridge repairs of a minor nature, guide rails and traffic related studies.

Internal Charges

Internal service and corporate allocations for the provision of services to other County departments. Major items include roads equipment charges; tipping fees and user pay bags; allocations within social services for appropriate contract provisions; and central administration charges to social services and long-term care in accordance with existing agreements.

Debt Charges

Principal and interest payments for the County's long-term debt. Includes amounts for both tax and growth supported debt. More information on County debt and debt servicing charges can be found on pages 31-32.

Transfers to/from Reserves and Reserve Funds

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

Summary Of Staffing By Department

2024 Staffing Adjustments

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

Staffing Changes for 2025

CAO and Clerks: Information Management Analyst

Human Resources: Health and Safety Specialist

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

Treasury: Accounting Analyst - Child Care

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

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

Child Care: Funding Analyst

Housing: Maintenance Coordinator

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

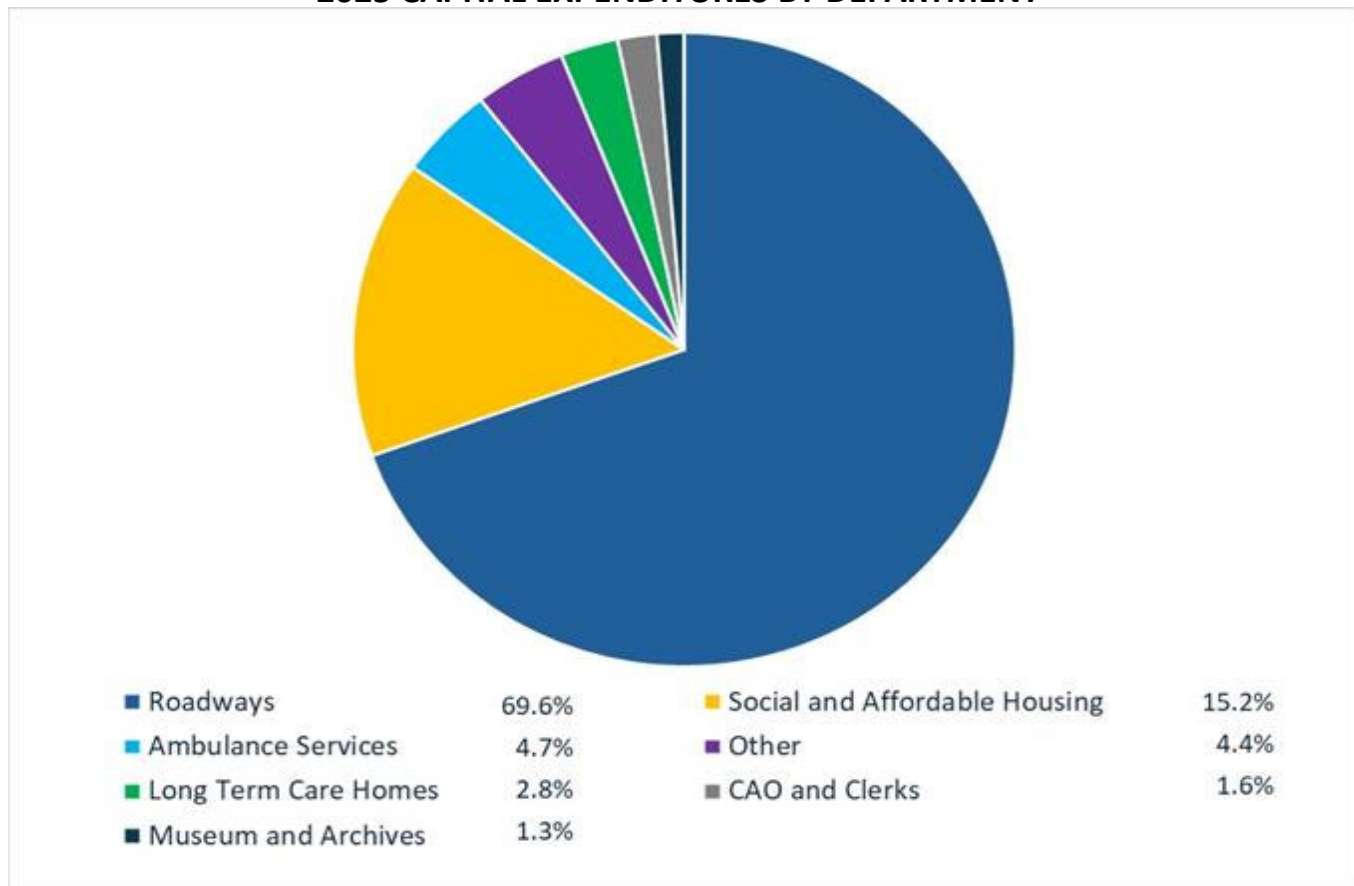
Department	Total FTEs			Change 2024-2025
	2023	2024	2025	
Office of the CAO/Clerk	39.8	40.6	41.4	0.8
Economic Development	8.7	9.2	9.3	0.1
Treasury	19.0	19.2	19.3	0.1
Human Resources	14.1	16.1	18.1	2.0
Property	14.1	16.1	16.1	0.0
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	9.8	10.0	0.3
Roads Field	61.4	67.3	67.3	0.0
Solid Waste	32.5	32.7	32.7	0.0
Planning	19.5	19.5	19.5	0.0
Tree Nursery	8.2	8.2	8.2	0.0
Emergency Management	4.3	4.3	4.3	0.0
Museum	18.2	18.8	18.8	0.0
Library	60.8	61.6	64.4	2.8
Ontario Works	69.5	57.5	54.8	(2.7)
Child Care	97.5	99.4	99.6	0.2
Housing	52.7	58.8	59.5	0.7
Long-Term Care	215.9	221.7	231.0	9.3
Total	747.4	763.2	776.7	13.5

Summary Of Staffing By Department

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

Executive Summary - Capital Budget

2025 CAPITAL EXPENDITURES BY DEPARTMENT



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

2025 Capital Budget and Ten-Year Forecast

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

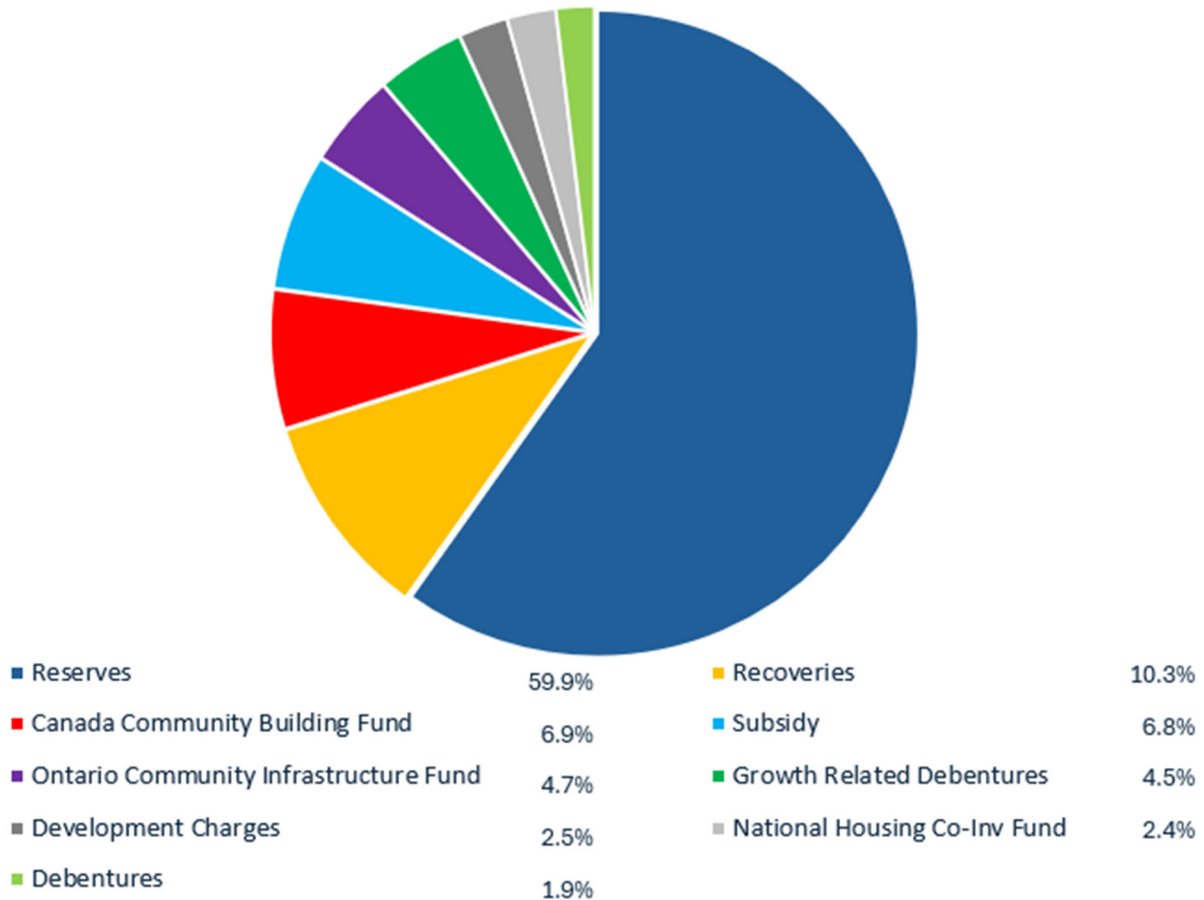
Major capital projects for the current year include:

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

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

Capital Budget - Funding Sources And Cash Flow

2025 CAPITAL FUNDING SOURCES



2025 Estimated Capital Cash Flow (in \$M)

Capital Projects Carry-Forward from 2024 (A)	2025 Capital Budget (B)	Total Capital in 2025 (A+B)	2025 Projected Cash Flow
\$77.68	\$63.66	\$141.34	\$84.81

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

Major capital projects can take years to complete and projected capital expenditures relate to work in process from previously approved capital budgets as well as current year spending.

Adequate financing is in place to fund the 2025 projected capital cash flow of \$84.81 million.

Capital Budget - Funding Sources

The County of Wellington's capital budget and ten-year plan is supported by several sources of revenue, which include reserves, recoveries from other municipalities, Canada Community Building Fund, provincial subsidy, and development charges. Capital revenue sources are described below.

Reserves

The County funds its capital budget predominately through capital reserves providing stable, predictable, long-term, sustainable funding. Budgeted operating transfers to reserve helps to smooth the impact on the tax levy.

Recoveries

Recoveries from other municipalities are budgeted for shared projects. The largest portion of the recoveries are for projects in Social Services where the County provides services on behalf of the City of Guelph, and in the roads department where capital works on boundary roads and bridges are shared with neighbouring municipalities.

Subsidy

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

Canada Community Building Fund

The County has planned to utilize \$34.9 million in Canada Community Building Funding on asset management and infrastructure improvements to its network of roads, bridges and culverts over the next ten years. Projects include: the annual pavement preservation programme, two bridges, ten road construction and resurfacing projects. The complete list of Canada Community Building funded projects is shown in the table on the following pages.

Ontario Community Infrastructure Fund

The provincial subsidy revenues identified are from the Ontario Community Infrastructure Fund (OCIF) formula-based funding. In 2023, the Province has revised the formula used to distribute funding to municipalities, resulting in a reduction in annual funding for 2025 of over \$410,000 to the County. The County's allocation is \$2.3 million in 2025. Staff have assumed this level of funding will continue to decline to 2028, after which the funding level is maintained through to 2034. The complete list of OCIF funded projects is shown on the following pages. Projects include: eight roads and resurfacing projects, twelve bridges and one culvert.

Development Charges

Development charges are used to fund growth related capital and are determined through the development charge background study in accordance with the County's development charge by-law 5759-22 which was approved on May 26, 2022. Bill 185, *Cutting Red Tape to Build More Homes Faster*, repealed the requirement to phase-in of development charges as required by Bill 23. The introduction of definitions for affordable and attainable housing introduced by Bill 134 is projecting development charge revenue to be reduced by up to \$21.2 million.

Canada Community Building Fund Projects

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

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

Ontario Community Infrastructure Fund (OCIF) Projects

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

Ontario Community Infrastructure Fund (OCIF) Projects

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

Fund Descriptions

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

Operating Fund

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

Capital Fund

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

Reserve Fund

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

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

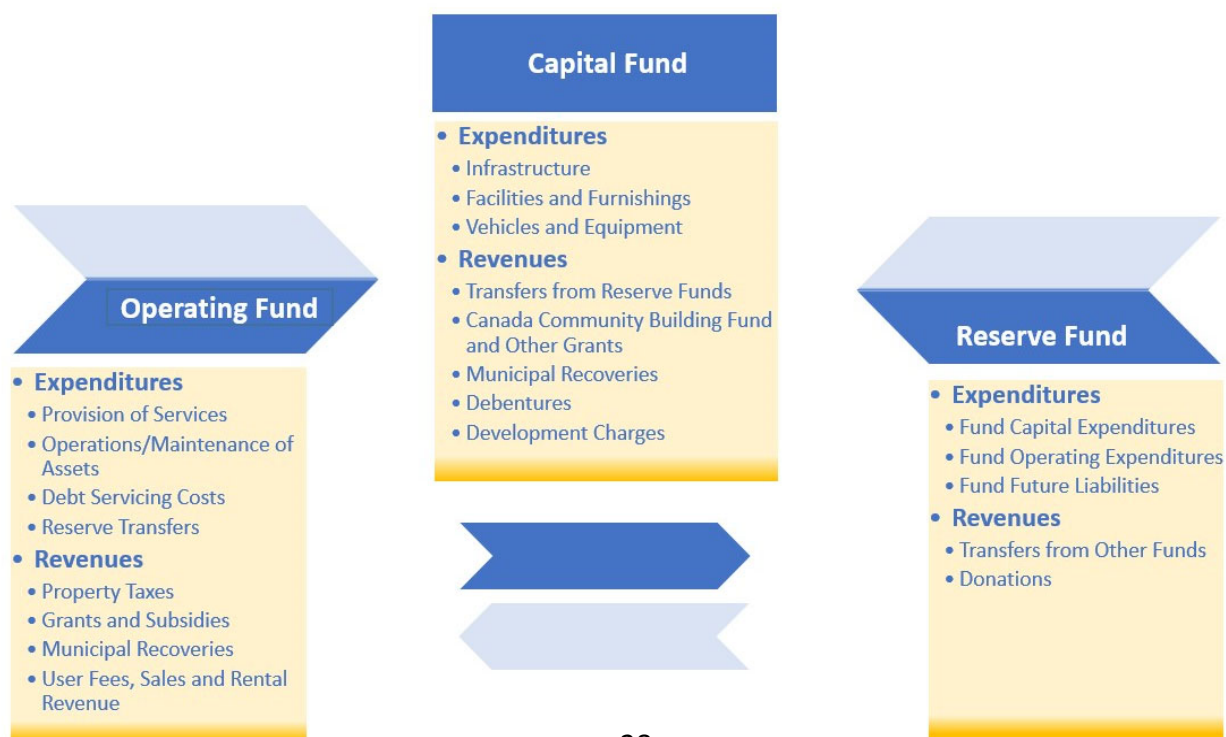
The Reserve and Reserve Fund Balances are budgeted to increase \$3.0 million in 2025.

Reserve transfers to fund major capital items in 2025 include:

- \$13.7 million for road works; \$9.7 million for bridge and culvert works, \$3.0 million for ambulance equipment and facility improvements as well as land purchase for new ambulance stations, and \$4.6 million for Roads and Solid Waste Equipment

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

- Roads, Solid Waste Services, Housing, Police Services, Land Ambulance, Emergency Management, Library Services, Museum, Green Legacy, Child Care and Property



Reserves And Reserve Funds

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

Reserves

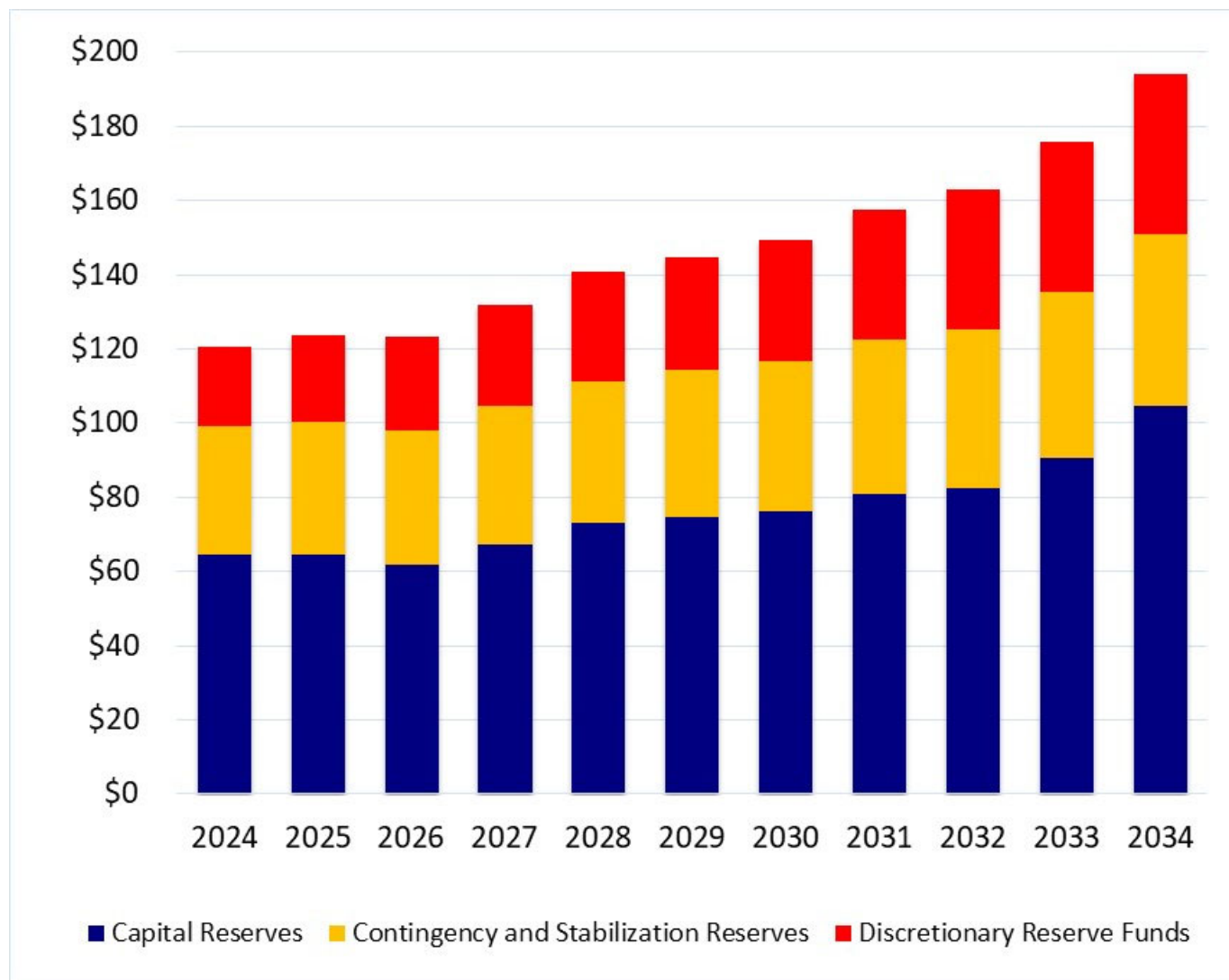
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining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

Reserve Funds

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

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

The chart below shows the reserve and reserve fund projected balance for the 2024-2034 period.



2025 Reserves Activity

	2024 Projection	2025 Budget						2025 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	19,896	175	629	427		(184)	(220)	20,723
Winter Control	6,321		200					6,521
Shared Services Stabilization	8,142	179	267			(38)		8,551
Subtotal Contingency and Stabilization Reserves	34,360	354	1,096	427		(222)	(220)	35,795
Capital Reserves								
Roads Equipment Replacement	3,015	3,800	87		(4,070)			2,832
SWS Equipment Replacement	1,528	850	58		(530)			1,907
Roads Capital	14,936	20,400	351		(24,217)			11,470
General Capital	7,970	1,770	237		(2,242)			7,735
Solid Waste Services Capital	782	600	44					1,426
Housing Capital	4,253	1,700	156		(1,005)			5,104
County Property Capital	4,933	4,386	189	84	(3,389)	(30)		6,173
Climate Change Mitigation	2,971	87	87		(320)			2,825
Wellington Terrace Capital	9,275	250	266		(1,340)			8,451
Ambulance	1,459	600	52		(1,000)			1,112
Continuum of Care Reserve	6,733		213					6,945
Housing Development (County)	6,872	1,317	300					8,489
Subtotal Capital Reserves	64,727	35,759	2,041	84	(38,113)	(30)		64,467
Total Reserves	99,086	36,113	3,133	511	(38,113)	(252)	(220)	100,263
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	1,619		57	958		(777)		1,857
WSIB Excess Compensation	2,590	387	94					3,071
Landfill Closure and Post Closure	11,407	600	370			(308)		12,068
Post Employment Benefit	2,666	100	91	150				3,006
Donation Reserve Funds								
Museum and Archives Donations	177	50	7					234
Wellington Terrace Donations	48		2					50
Library Donations	383		12					395
Luella Logan Scholarship/Award	156		5			(3)		158
Specific Purpose Reserve Funds								
Housing Regeneration	1,591		43					1,634
Homeownership Loan Programme	680		19					698
Total Discretionary Reserve Funds	21,316	1,137	699	1,108		(1,088)		23,172
Total Reserves and Reserve Funds	120,403	37,250	3,836	1,619	(38,113)	(1,340)	(220)	123,435

Long-Term Liabilities And Debt

Long Term Borrowing

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

Tax Supported Debt

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

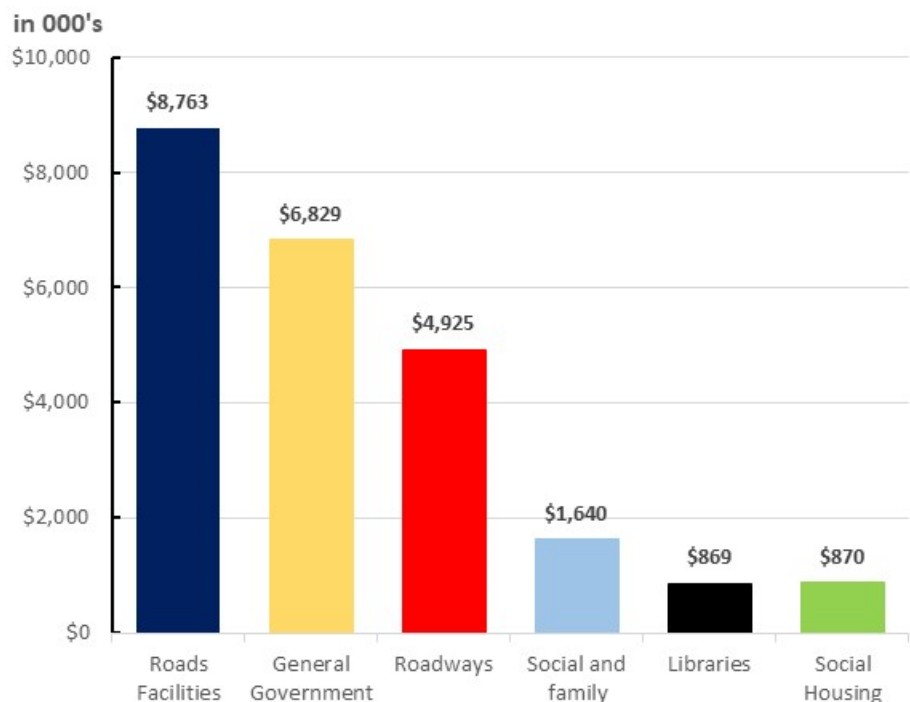
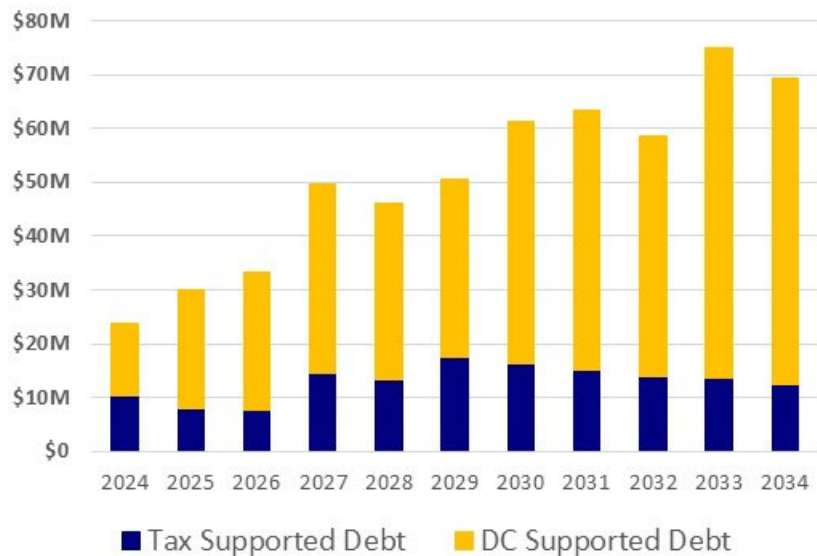
Development Charge Supported Debt

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

Current Debt Obligations

The County's current debt obligation in 2024 sits at just under \$24 million. The largest debt obligations reside within Roadways and Roads Facilities, General Government, as well as Social and Family Services which account for \$22.2 million of the total in 2024. The County has been able to maintain a reasonable debt obligation and maintain its AAA credit rating with Standard and Poor's.

**COUNTY OF WELLINGTON DEBT OUTSTANDING
(2024-2034) MILLIONS**



Long-Term Liabilities And Debt

Debt Servicing Requirements

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

Standard and Poor's Credit Rating: AAA

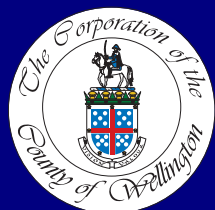
Year	Total Principal and Interest
2025	4,282,268
2026	3,578,458
2027	4,388,628
2028	5,585,639
2029	5,419,934
2030	6,172,978
2031	6,925,759
2032	7,299,447
2033	7,784,728
2034	8,987,597
2035-2043	68,432,437

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

Annual Debt Repayment Limit

The Province, through the Ministry of Municipal Affairs and Housing, establishes debenture limits for all municipalities on an annual basis. The calculation, which uses data obtained from the 2022 Financial Information Return (FIR), provides an upper limit or ceiling on debt repayment costs. The purpose of regulating debenture limits is to ensure that municipalities do not issue excessive amounts of debt, thereby weakening their longer-term financial strength. Debt issued on behalf of a member municipality is reflected in each member municipality's debt limit.

The ceiling is established not as an absolute amount of debt, but rather as the relationship of debt servicing costs relative to own source revenues (taxation, user fees and charges, etc.). The annual debt repayment limit is calculated as 25% of 2022 Own Source Revenues (\$35.7 million) less all 2022 debt principal (\$4.5 million) and debt interest (\$1.2 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2024 is \$30.0 million.



Programme Overview

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

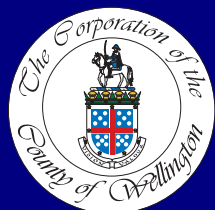
Governance: Administration, Finance and Human Resources Committee

Programme Description

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

2025 Budget Highlights

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



Performance Measures

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

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

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

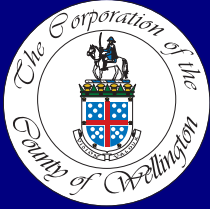
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

- Adherence to statutory requirements under Ontario Regulation 438/97 or subsequent provincial regulations and County policy.
(Doing what the County does best - providing critical daily services for our residents)
- Preservation of capital in the overall portfolio through investment in minimum bond ratings of A or higher. **(Making the best decisions for the betterment of the community)**
- Maintenance of liquidity to meet cash flow requirements and minimize temporary borrowing.
(Making the best decisions for the betterment of the community)
- Diversification of the investment portfolio by maturity, issuer and class of security.
(Making the best decisions for the betterment of the community)
- Maximize the rate of return earned on the investment portfolio.
(Making the best decisions for the betterment of the community)

Performance Measures

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

	Projected 2025	Projected 2024	Actual 2023	Actual 2022
County Tax Levy (\$000's)	\$139,580	\$128,838	\$120,491	\$113,490
% of Property Taxes Paid by Residential Property Owners	76.69%	76.84%	77.46%	77.30%
Supplementary/Omitted Taxes Received as a % of Tax Levy	2.86%	4.57%	3.10%	2.81%
Value of Taxes Written-Off as a % of Tax Levy	0.50%	0.54%	0.83%	1.16%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.18%	1.22%	1.26%	1.34%
OMPF Grant Funding Received as a % of Tax Levy	0.41%	0.52%	0.65%	0.82%
Investment and Bank Interest Earned	\$4,600,000	\$4,900,000	\$6,686,172	\$4,240,640
Investment Portfolio Book Value and Cash & Cash Equivalents Balance (\$000's) on December 31	\$206,490	\$211,237	\$212,104	\$196,128
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash & Cash Equivalents Balance	2.23%	2.31%	3.15%	2.16%



County of Wellington

2025 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

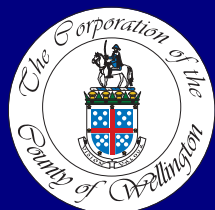
Governance: Administration, Finance and Human Resources Committee

			2024			\$ Change	%
	2023	2023	Preliminary	2024	2025	Budget	Change
	Actuals	Budget	Actuals	Budget	Budget		Budget
Revenue							
Property Taxation	\$125,204,141	\$123,924,600	\$129,884,730	\$132,793,600	\$144,678,300	\$11,884,700	8.9%
Grants & Subsidies	\$787,400	\$787,400	\$669,300	\$669,300	\$569,000	(\$100,300)	(15.0%)
Sales Revenue	\$15,500	\$20,000	\$8,200	\$20,400	\$20,400	\$ -	-
Other Revenue	\$6,686,172	\$3,600,000	\$4,244,588	\$4,900,000	\$4,600,000	(\$300,000)	(6.1%)
Internal Recoveries	\$33,012	\$35,000	\$20,621	\$35,000	\$35,000	\$ -	-
Total Revenue	\$132,726,225	\$128,367,000	\$134,827,439	\$138,418,300	\$149,902,700	\$11,484,400	8.3%
Expenditure							
Salaries, Wages and Benefits	\$15,646	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$12,487	\$30,100	\$12,551	\$30,900	\$31,000	\$100	0.3%
Purchased Services	\$2,075,137	\$2,461,700	\$2,157,900	\$2,463,600	\$2,565,000	\$101,400	4.1%
Insurance & Financial	\$1,410,685	\$1,430,100	\$225,727	\$1,166,200	\$1,203,100	\$36,900	3.2%
Total Expenditure	\$3,513,955	\$3,921,900	\$2,396,178	\$3,660,700	\$3,799,100	\$138,400	3.8%
Net Operating Cost / (Revenue)	(\$129,212,270)	(\$124,445,100)	(\$132,431,261)	(\$134,757,600)	(\$146,103,600)	(\$11,346,000)	8.4%
Debt and Transfers							
Transfer from Reserve	(\$500,000)	(\$500,000)	(\$900,000)	(\$900,000)	\$ -	\$900,000	(100.0%)
Transfers to Reserve	\$7,919,130	\$3,600,000	\$ -	\$4,900,000	\$4,780,000	(\$120,000)	(2.4%)
Total Debt and Transfers	\$7,419,130	\$3,100,000	(\$900,000)	\$4,000,000	\$4,780,000	\$780,000	19.5%
NET COST / (REVENUE)	(\$121,793,140)	(\$121,345,100)	(\$133,331,261)	(\$130,757,600)	(\$141,323,600)	(\$10,566,000)	8.1%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	669,300	569,000	426,700	284,400	142,100						
Sales Revenue	20,400	20,400	21,000	21,600	22,300	23,000	23,700	24,400	25,100	25,900	26,700
Other Revenue	4,900,000	4,600,000	4,200,000	4,320,000	4,440,000	4,560,000	4,680,000	4,800,000	4,920,000	5,040,000	5,160,000
Internal Recoveries	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
PILs and Supplementary Taxes	132,793,600	144,678,300	152,519,300	160,338,500	168,343,100	176,296,700	184,356,800	193,127,000	201,832,600	211,053,600	221,007,200
Total Revenue	138,418,300	149,902,700	157,202,000	164,999,500	172,982,500	180,914,700	189,095,500	197,986,400	206,812,700	216,154,500	226,228,900
EXPENDITURES											
Supplies, Material & Equipment	30,900	31,000	32,000	33,000	34,000	35,100	36,200	37,300	38,400	39,500	40,700
Purchased Services	2,463,600	2,565,000	2,642,800	2,723,000	2,805,500	2,890,600	2,978,200	3,068,500	3,161,500	3,257,200	3,354,100
Insurance & Financial	1,166,200	1,203,100	1,233,300	1,265,900	1,300,900	1,338,500	1,378,900	1,422,200	1,468,800	1,518,800	1,568,900
Total Expenditures	3,660,700	3,799,100	3,908,100	4,021,900	4,140,400	4,264,200	4,393,300	4,528,000	4,668,700	4,815,500	4,963,700
Net Operating Cost / (Revenue)	(134,757,600)	(146,103,600)	(153,293,900)	(160,977,600)	(168,842,100)	(176,650,500)	(184,702,200)	(193,458,400)	(202,144,000)	(211,339,000)	(221,265,200)
yr/yr % change		8.4%	4.9%	5.0%	4.9%	4.6%	4.6%	4.7%	4.5%	4.5%	4.7%
DEBT AND TRANSFERS											
Transfer from Reserves	(900,000)		(200,000)								
Transfer to Reserves	4,900,000	4,780,000	4,380,000	4,500,000	4,620,000	5,190,000	4,860,000	4,980,000	5,100,000	6,120,000	6,140,000
Total Debt and Transfers	4,000,000	4,780,000	4,180,000	4,500,000	4,620,000	5,190,000	4,860,000	4,980,000	5,100,000	6,120,000	6,140,000
TAX LEVY REQUIREMENT	(130,757,600)	(141,323,600)	(149,113,900)	(156,477,600)	(164,222,100)	(171,460,500)	(179,842,200)	(188,478,400)	(197,044,000)	(205,219,000)	(215,125,200)
yr/yr % change		8.1%	5.5%	4.9%	4.9%	4.4%	4.9%	4.8%	4.5%	4.1%	4.8%



Programme Overview

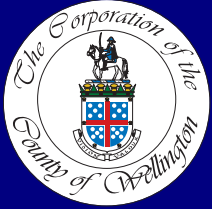
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- As the governing body of the County, it is the role of council to:
 - represent the public and to consider the well-being and interests of the municipality;
 - develop and evaluate the policies and programmes of the municipality;
 - determine which services the municipality provides;
 - ensure that administrative practices and procedures are in place to implement the decisions of council;
 - ensure accountability and transparency of the operations of the municipality;
 - maintain the financial integrity of the municipality; and
 - carry out the duties of council under all relevant legislation
- County council is comprised of the mayors of the seven member municipalities and nine directly elected ward councillors
- The Warden is the head of council and is chosen by council every two years. It is the role of the head of council to:
 - act as chief executive officer of the municipality;
 - preside over council meetings;
 - provide leadership to the council;
 - represent the municipality at official functions; and
 - carry out the duties of the head of council under any provincial act.
- The following committees and boards report to County Council, which meets monthly: Administration, Finance and Human Resources; Joint Social Services and Land Ambulance; Roads; Solid Waste Services; Planning and Land Division; Information, Heritage and Seniors; Wellington County Library Board; Wellington County O.P.P. Detachment Board; Economic Development; Warden's Advisory Committee
- In 2023 County Council approved its updated Strategic Action Plan called "Proudly Moving Forward Together." The remainder of the term will be focused on implementing the objectives identified in the Strategic Action Plan.

2025 Budget Highlights

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



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$1,329	\$ -	\$79	\$ -	\$ -	\$ -	-
Total Revenue	\$1,329	\$ -	\$79	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$1,075,467	\$1,054,400	\$1,085,968	\$1,092,600	\$1,144,700	\$52,100	4.8%
Supplies, Material & Equipment	\$49,766	\$51,500	\$32,313	\$51,600	\$151,600	\$100,000	193.8%
Purchased Services	\$265,876	\$238,200	\$279,060	\$252,100	\$286,900	\$34,800	13.8%
Insurance & Financial	\$16,054	\$12,700	\$15,542	\$14,800	\$15,600	\$800	5.4%
Total Expenditure	\$1,407,163	\$1,356,800	\$1,412,883	\$1,411,100	\$1,598,800	\$187,700	13.3%
Net Operating Cost / (Revenue)	\$1,405,834	\$1,356,800	\$1,412,804	\$1,411,100	\$1,598,800	\$187,700	13.3%
NET COST / (REVENUE)	\$1,405,834	\$1,356,800	\$1,412,804	\$1,411,100	\$1,598,800	\$187,700	13.3%



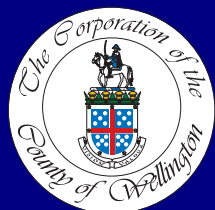
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
County Council

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	1,092,600	1,144,700	1,180,700	1,214,600	1,252,400	1,291,600	1,331,700	1,373,400	1,416,300	1,460,600	1,506,200
Supplies, Material & Equipment	51,600	151,600	153,000	154,500	156,000	157,500	159,300	161,200	163,100	165,000	169,900
Purchased Services	252,100	286,900	294,600	302,500	310,700	319,000	327,600	336,300	345,300	354,600	364,500
Insurance & Financial	14,800	15,600	16,200	16,900	17,600	18,400	19,300	20,200	21,100	22,100	23,100
Total Expenditures	1,411,100	1,598,800	1,644,500	1,688,500	1,736,700	1,786,500	1,837,900	1,891,100	1,945,800	2,002,300	2,063,700
Net Operating Cost / (Revenue)	1,411,100	1,598,800	1,644,500	1,688,500	1,736,700	1,786,500	1,837,900	1,891,100	1,945,800	2,002,300	2,063,700
yr/yr % change		13.3%	2.9%	2.7%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	3.1%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	1,411,100	1,598,800	1,644,500	1,688,500	1,736,700	1,786,500	1,837,900	1,891,100	1,945,800	2,002,300	2,063,700
yr/yr % change		13.3%	2.9%	2.7%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	3.1%



County of Wellington
10 Year Capital Budget
County Council

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
County Council											
Council Chambers - Telecommunications/Netwo	250,000										250,000
Total County Council	250,000										250,000
Total	250,000										250,000
Sources of Financing											
Reserves	250,000										250,000
Total Financing	250,000										250,000



Programme Overview

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

Programme Description

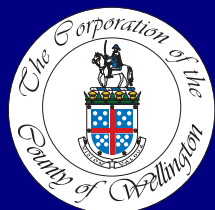
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

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

2025 Budget Highlights

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

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



Performance Measures

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

Programme Goals and Objectives

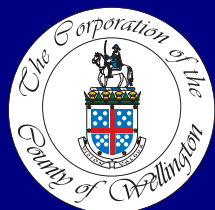
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- Provide leadership and management of the municipality and ensure programmes and services are delivered efficiently and effectively.
(Doing what the County does best - providing critical daily services for your residents)
- Ensure policies and directions of Council are implemented and advises and informs Council on the operation and affairs of the municipality.
(Doing what the County does best - providing critical daily services for your residents)
- Provide legislative, procedural, and administrative support to matters and decisions of Council.
(Doing what the County does best - providing critical daily services for your residents)
- Ensure the statutory requirements of the Municipal Act are met.
(Making the best decisions for the betterment of the community)
- Serve as the lead contact for County Councillors, members of the public, other government offices when dealing with Committee and Council issues.
(Doing what the County does best - providing critical daily services for your residents)
- Provide assistance in coordinating inter-departmental issues/projects.
(Cherishing the County's most valued asset - its Staff)
- Coordinate the technology, communication systems, electronic service delivery, network development, and monitoring across the Corporation to ensure the optimal performance, development, and maintenance of system applications. **(Cherishing the County's most valued asset - its Staff)**
- Promote the many ways Wellington County is a great place to live, work, and visit, by designing quality publications, facilitating media relations, assisting with special events and community outreach, and ensuring communications are accessible.
(Making the best decisions for the betterment of the community)

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Meeting hours - all bodies supported by the County Clerk	160	156	169	145.5
Agreements/documents executed	250	130	283	241
Freedom of Information requests	30	25	32	14
Total visitors to wellington.ca	650,000	630,366	617,104	614,465
Total page views on wellington.ca	2,400,000	1,834,653	2,443,456	2,810,385
Privacy impact statements completed	18	16	14	13
User accounts to manage (reflects support load)	1,370	1,354	1,319	1,477
Helpdesk requests closed	7,343	5,849	5,475	5,945
Devices managed by IT (laptops, desktops, phones and tablets)	1,310	1,283	1,308	1,295



Performance Measures

Programme/Service:

Communications Division

Department:

Office of the CAO

Governance:

Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Communications Division is responsible for overseeing all County of Wellington brand and style standards, media relations, graphic design, communications strategies, and public engagement:

- Develop strategic and accessible marketing campaigns for all departments that educate residents and promote County programmes, services, events, and initiatives.
(Making the best decisions for the betterment of the community)
- Continuously adopt new communication methods and techniques to meet the changing demands of our residents. The COVID-19 pandemic increased the demand for virtual and online communication.
(Doing what the County does best - providing critical daily services for your residents)
- Engage with external audiences using a combination of modern and traditional communication methods to ensure information is disseminated effectively across all demographics in the County.
(Making the best decisions for the betterment of the community)
- Collaborate with community partners and local agencies to provide comprehensive and inclusive programmes and services. For example, the Communications division has worked closely with Canadian Mental Health Association of Waterloo-Wellington since 2018 to develop strategies for the annual Here4Hope campaign and “Wellness at the County” Employee Wellness Programme.
(Doing what the County does best - providing critical daily services for your residents)
- Assess and evaluate the results of County communication efforts. Provide communication metrics for all departments to assist with future decision making, grant applications, budgeting, and reporting requirements. **(Making the best decisions for the betterment of the community)**

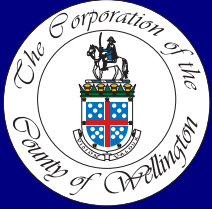
Performance Measures

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

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

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

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



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
User Fees & Charges	\$921	\$600	\$548	\$600	\$600	\$ -	-
Sales Revenue	\$5,217	\$20,000	\$5,318	\$20,000	\$10,000	(\$10,000)	(50.0%)
Other Revenue	\$29,800	\$29,800	\$38,700	\$38,700	\$39,000	\$300	0.8%
Internal Recoveries	\$1,785,577	\$1,785,200	\$1,969,733	\$2,148,800	\$2,351,300	\$202,500	9.4%
Total Revenue	\$1,821,515	\$1,835,600	\$2,014,299	\$2,208,100	\$2,400,900	\$192,800	8.7%
Expenditure							
Salaries, Wages and Benefits	\$4,847,647	\$5,006,100	\$5,008,053	\$5,477,400	\$6,000,700	\$523,300	9.6%
Supplies, Material & Equipment	\$200,503	\$168,100	\$147,947	\$180,800	\$208,200	\$27,400	15.2%
Purchased Services	\$1,660,560	\$2,059,300	\$1,971,085	\$2,306,000	\$2,397,900	\$91,900	4.0%
Transfer Payments	\$50,000	\$70,000	\$40,000	\$70,000	\$70,000	\$ -	-
Insurance & Financial	\$196,982	\$222,100	\$211,392	\$233,400	\$247,200	\$13,800	5.9%
Internal Charges	\$1,611	\$2,100	\$1,521	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$6,957,303	\$7,527,700	\$7,379,998	\$8,269,700	\$8,926,100	\$656,400	7.9%
Net Operating Cost / (Revenue)	\$5,135,788	\$5,692,100	\$5,365,699	\$6,061,600	\$6,525,200	\$463,600	7.6%
Debt and Transfers							
Transfers to Reserve	\$920,000	\$900,000	\$1,000,000	\$1,000,000	\$1,000,000	\$ -	-
Total Debt and Transfers	\$920,000	\$900,000	\$1,000,000	\$1,000,000	\$1,000,000	\$ -	-
NET COST / (REVENUE)	\$6,055,788	\$6,592,100	\$6,365,699	\$7,061,600	\$7,525,200	\$463,600	6.6%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other Revenue	38,700	39,000	40,200	41,400	42,600	43,800	45,000	46,300	47,600	48,900	48,900
Internal Recoveries	2,148,800	2,351,300	2,421,800	2,494,500	2,569,400	2,646,600	2,726,000	2,807,800	2,892,100	2,979,000	3,157,800
Total Revenue	2,208,100	2,400,900	2,472,600	2,546,500	2,622,600	2,701,000	2,781,600	2,864,700	2,950,300	3,038,500	3,217,300
EXPENDITURES											
Salaries, Wages and Benefits	5,477,400	6,000,700	6,391,100	6,692,600	6,940,200	7,189,100	7,435,300	7,679,200	7,930,300	8,188,900	8,455,000
Supplies, Material & Equipment	180,800	208,200	189,100	194,200	199,500	204,800	210,200	215,900	221,900	227,900	234,100
Purchased Services	2,306,000	2,397,900	2,387,200	2,428,400	2,501,500	2,576,900	2,654,400	2,734,500	2,816,900	2,901,900	2,989,600
Transfer Payments	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Insurance & Financial	233,400	247,200	270,600	288,100	305,800	324,100	343,900	364,700	387,100	411,100	435,200
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditures	8,269,700	8,926,100	9,310,100	9,675,400	10,019,100	10,367,000	10,715,900	11,066,400	11,428,300	11,801,900	12,186,000
Net Operating Cost / (Revenue)	6,061,600	6,525,200	6,837,500	7,128,900	7,396,500	7,666,000	7,934,300	8,201,700	8,478,000	8,763,400	8,968,700
yr/yr % change		7.6%	4.8%	4.3%	3.8%	3.6%	3.5%	3.4%	3.4%	3.4%	2.3%
DEBT AND TRANSFERS											
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	1,000,000
Total Debt and Transfers	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	1,000,000
TAX LEVY REQUIREMENT											
	7,061,600	7,525,200	7,837,500	8,128,900	8,396,500	8,666,000	8,934,300	9,201,700	9,478,000	9,763,400	9,968,700
yr/yr % change		6.6%	4.2%	3.7%	3.3%	3.2%	3.1%	3.0%	3.0%	3.0%	2.1%



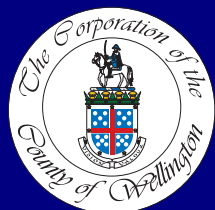
County of Wellington
10 Year Capital Budget
Office of the CAO/Clerk

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Office of the CAO/Clerk											
Technical Services											
Archive Storage Replacement	55,000			60,000		65,000			70,000		250,000
CISCO NAC Security	120,000										120,000
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							80,000				80,000
Disaster Recovery A/C Replacement	100,000										100,000
Disaster Recovery UPS Replacement			65,000			80,000					145,000
IT Van Replacement EV		115,000						160,000			275,000
Main Core Switches						275,000					275,000
Main Core Switches-Admin Centre						265,000	80,000	80,000			425,000
Network Perimeter Security	80,000		120,000	430,000		240,000	95,000		450,000		1,415,000
Network Switches Replacement	275,000	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	100,000	975,000
Phone Gateway Replacement			95,000								95,000
Phone Set Replacement		65,000			265,000						330,000
Point to Point Radios Guelph			70,000					80,000			150,000
SAC FOBs and Door Locks	110,000										110,000
Server Replacement Data Centre						460,000					460,000
Server Replacement Disaster Re							470,000				470,000
Storage Replacement			175,000						180,000		355,000
UPS Data Centre 138 Wyndham St		100,000									100,000
UPS Replacements	65,000	65,000	40,000	40,000	40,000	40,000	55,000				345,000
Video Security Recorder Rplace	50,000									75,000	125,000
Wifi Unit Replacement		125,000					155,000				280,000
Total Technical Services	1,055,000	770,000	815,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,880,000
Application Services											
Future Application System Enhancements			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
HRIS: Health and Safety Module	165,000										165,000
Kronos Upgrade		350,000									350,000
Total Application Services	165,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,715,000
Information Management											
County Website Upgrade					100,000					120,000	220,000
Intranet Upgrade						100,000					100,000
Total Information Management					100,000	100,000				120,000	320,000
Total Office of the CAO/Clerk	1,220,000	1,120,000	965,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,915,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Total	1,220,000	1,120,000	965,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,915,000
Sources of Financing											
Recoveries	129,000	91,000	124,000	125,000	96,000	345,000	198,000	52,000	150,000	65,000	1,375,000
Reserves	1,091,000	1,029,000	841,000	855,000	709,000	1,630,000	1,137,000	718,000	950,000	580,000	9,540,000
Total Financing	1,220,000	1,120,000	965,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,915,000



Programme Overview

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

Programme Description

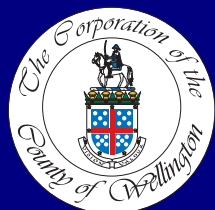
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

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

2025 Budget Highlights

- The addition of an Accounting Analyst primarily allocated to Child Care
- Consulting assignment to establish proposed levels of service for asset management planning, fully funded by the Canada Community Building Fund.
- Purchased services include annual licensing for the County's corporate financial system, external audit fees, municipal benchmarking (BMA) study and the annual credit rating review
- Funding for corporate insurance claims management, including deductibles and third party claims, offset by transfers from the Contingency and Stabilization Reserve

Staff Complement (Full time equivalents)	2024	2025
Financial Services	12.9	13.0
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	19.2	19.3
Current employee count: 25		
The current employee count includes four Treasury staff members working in Social Services and Long-Term Care.		



Performance Measures

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

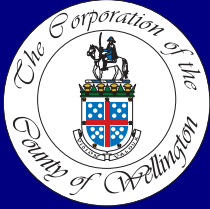
The following goals and objectives have been adapted from the Financial Principles developed for the County of Wellington Long-Term Financial Sustainability Strategy:

- Ensure the long-term financial health of the County.
(Making the best decisions for the betterment of the community)
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure.
(Doing what the County does best - providing critical daily services for your residents)
- The ability to issue debt responsibly without impacting the County's credit rating or ability to generate required revenues. **(Making the best decisions for the betterment of the community)**
- Guide the strategic use of reserves and reserve funds.
(Making the best decisions for the betterment of the community)
- Achieve reasonable and responsible property tax rates to ensure that the County Council's highest priority programmes are maintained.
(Doing what the County does best - providing critical daily services for your residents)
- Deliver value for money by continuously seeking efficient and quality improvements in the way services are managed and delivered. **(Making the best decisions for the betterment of the community)**
- Determine appropriate funding for services.
(Making the best decisions for the betterment of the community)
- Diversify the County's economy and enhance its assessment base.
(Making the best decisions for the betterment of the community)
- Protect and preserve intergenerational equity by establishing fair sharing in the distribution of resources and obligations between current and future taxpayers.
(Making the best decisions for the betterment of the community)

Performance Measures

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

	Projected 2025	Projected 2024	Actual 2023	Actual 2022
Credit rating of the County	AAA	AAA	AAA	AAA
Debt Outstanding to Reserve Ratio	24%	20%	24%	28%
Debt Outstanding as a % of Adjusted Operating Revenue	11%	9%	11%	14%
Debt Interest as a % of Adjusted Operating Revenue	0.40%	0.30%	0.40%	0.50%
Reserve and Reserve Funds as % of Tax Levy	85%	93%	98%	107%
# of Parking Tickets issued	500	708	3,900	3,970
# of False Alarms billed	300	272	310	296
Number of tenders completed	60	53	44	57



County of Wellington

2025 Operating Budget

Programme/Service: Financial Services and Purchasing/Risk Management

Department: Treasury

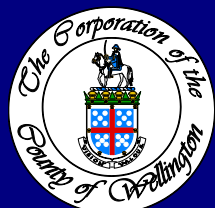
Governance: Administration, Finance and Human Resources Committee

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Other Revenue	\$30,826	\$1,900	\$2,000	\$2,000	\$2,000	\$ -	-
Internal Recoveries	\$575,800	\$575,800	\$621,300	\$621,300	\$670,200	\$48,900	7.9%
Total Revenue	\$606,626	\$577,700	\$623,300	\$623,300	\$672,200	\$48,900	7.8%
Expenditure							
Salaries, Wages and Benefits	\$2,262,941	\$2,466,300	\$2,471,515	\$2,672,400	\$2,888,700	\$216,300	8.1%
Supplies, Material & Equipment	\$40,647	\$45,400	\$37,164	\$47,200	\$50,500	\$3,300	7.0%
Purchased Services	\$539,938	\$529,000	\$406,409	\$561,800	\$653,000	\$91,200	16.2%
Insurance & Financial	\$181,765	\$214,800	\$179,520	\$223,100	\$232,800	\$9,700	4.3%
Internal Charges	\$1,052	\$3,000	\$600	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$3,026,343	\$3,258,500	\$3,095,208	\$3,507,500	\$3,828,000	\$320,500	9.1%
Net Operating Cost / (Revenue)	\$2,419,717	\$2,680,800	\$2,471,908	\$2,884,200	\$3,155,800	\$271,600	9.4%
Debt and Transfers							
Transfer from Reserve	(\$117,336)	(\$180,800)	\$ -	(\$184,000)	(\$264,100)	(\$80,100)	43.5%
Transfers to Reserve	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$ -	-
Total Debt and Transfers	\$57,664	(\$5,800)	\$175,000	(\$9,000)	(\$89,100)	(\$80,100)	890.0%
NET COST / (REVENUE)	\$2,477,381	\$2,675,000	\$2,646,908	\$2,875,200	\$3,066,700	\$191,500	6.7%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Other Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Internal Recoveries	621,300	670,200	690,300	711,200	732,500	754,400	777,000	800,300	824,300	849,000	899,300
Total Revenue	623,300	672,200	692,300	713,200	734,500	756,400	779,000	802,300	826,300	851,000	901,300
EXPENDITURES											
Salaries, Wages and Benefits	2,672,300	2,888,700	3,001,600	3,116,100	3,224,700	3,335,600	3,444,300	3,556,900	3,673,600	3,794,100	3,917,500
Supplies, Material & Equipment	47,200	50,500	51,400	52,300	53,200	54,200	55,200	56,200	57,300	58,400	59,700
Purchased Services	561,800	653,000	639,300	656,000	623,200	641,100	659,400	728,200	747,800	718,000	739,600
Insurance & Financial	223,100	232,800	243,000	251,300	259,200	267,600	276,100	284,600	293,400	302,400	311,500
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	3,507,400	3,828,000	3,938,300	4,078,700	4,163,300	4,301,500	4,438,000	4,628,900	4,775,100	4,875,900	5,031,300
Net Operating Cost / (Revenue)	2,884,100	3,155,800	3,246,000	3,365,500	3,428,800	3,545,100	3,659,000	3,826,600	3,948,800	4,024,900	4,130,000
yr/yr % change		9.4%	2.9%	3.7%	1.9%	3.4%	3.2%	4.6%	3.2%	1.9%	2.6%
DEBT AND TRANSFERS											
Transfer from Reserves	(184,000)	(264,100)	(240,100)	(246,400)	(202,700)	(209,100)	(215,700)	(222,300)	(229,100)	(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
Total Debt and Transfers	(9,000)	(89,100)	(65,100)	(71,400)	(27,700)	(34,100)	(40,700)	(47,300)	(54,100)	(61,100)	(61,100)
TAX LEVY REQUIREMENT	2,875,100	3,066,700	3,180,900	3,294,100	3,401,100	3,511,000	3,618,300	3,779,300	3,894,700	3,963,800	4,068,900
yr/yr % change		6.7%	3.7%	3.6%	3.2%	3.2%	3.1%	4.4%	3.1%	1.8%	2.7%



Programme Overview

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

Programme Description

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

2025 Budget Highlights

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

Staff Complement (Full time equivalents)	2024	2025
Human Resources	13.1	13.3
Health and Safety	2.0	3.8
HR/CMHAWW Partnership	1.0	1.0
Total	16.1	18.1
Current employee count: 17		
The current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR.		



Performance Measures

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

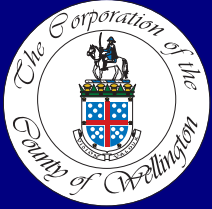
The mission of the County of Wellington Human Resources (HR) Department is to attract, retain and develop a dynamic, diverse and respectful team working together to deliver excellent customer service to our community. Honesty, integrity, fairness and the legislative framework are guiding factors that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

- Ensuring total compensation continues to be competitive for our employees by monitoring opportunities and promoting available benefits and pension provisions to employees **(Cherishing the County's Most Valued Asset – its Staff).**
- The wealth of opportunities available for employment at the County of Wellington are showcased and recruitment continues to remain a top priority **(Cherishing the County's Most Valued Asset – its Staff).**
- Creation of a healthy and safe workplace to ensure that employees are provided with a supportive work environment and accommodation for a safe and early return to work **(Cherishing the County's Most Valued Asset – its Staff).**
- Redevelop the management orientation and leadership development programme to provide growth and development of our people-leaders to ensure employees are supported consistently throughout all Departments **(Cherishing the County's Most Valued Asset – its Staff).**
- Continued mobilization of technology through the launch of Phase II of the Human Resources Information System (HRIS) and the implementation of a Health and Safety module to improve the employee experience and provide important tools for managers and enhancing statistical reporting **(Cherishing the County's Most Valued Asset – its Staff).**

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Number of employees enrolled in the group benefits plan	861	852	842	821
Number of OMERS enrollees	904	886	836	706
Number of applications received for positions	7,500	8,610	5,380	3,901
Number of interviews conducted for positions	1,000	969	1,052	1,091
Percentage of employees on sick leave for more than 14 consecutive days	10.45%	14.52%	12.74%	11.31%
Percentage of employees on modified work (non-occupational or occupational) at any point during the year	14.18%	8.56%	7.10%	6.91%



County of Wellington

2025 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

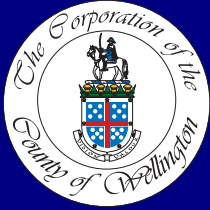
Governance: Administration, Finance and Human Resources Committee

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Other Revenue	\$52,344	\$57,100	\$51,737	\$69,600	\$39,200	(\$30,400)	(43.7%)
Internal Recoveries	\$1,126,200	\$1,126,200	\$1,143,975	\$1,246,100	\$1,484,400	\$238,300	19.1%
Total Revenue	\$1,178,544	\$1,183,300	\$1,195,712	\$1,315,700	\$1,523,600	\$207,900	15.8%
Expenditure							
Salaries, Wages and Benefits	\$1,963,739	\$1,879,500	\$2,087,769	\$2,292,300	\$2,762,200	\$469,900	20.5%
Supplies, Material & Equipment	\$158,509	\$155,900	\$154,113	\$184,100	\$146,300	(\$37,800)	(20.5%)
Purchased Services	\$659,990	\$792,900	\$736,667	\$996,800	\$934,500	(\$62,300)	(6.3%)
Transfer Payments	\$14,772	\$25,000	\$19,398	\$25,000	\$25,000	\$ -	-
Insurance & Financial	\$348,658	\$328,800	\$422,893	\$400,300	\$52,200	(\$348,100)	(87.0%)
Internal Charges	\$3,264	\$1,500	\$543	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$3,148,932	\$3,183,600	\$3,421,383	\$3,900,000	\$3,921,700	\$21,700	0.6%
Net Operating Cost / (Revenue)	\$1,970,388	\$2,000,300	\$2,225,671	\$2,584,300	\$2,398,100	(\$186,200)	(7.2%)
Debt and Transfers							
Transfer from Reserve	(\$582,859)	(\$574,100)	(\$697,952)	(\$747,900)	(\$776,700)	(\$28,800)	3.9%
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$387,000	\$387,000	-
Total Debt and Transfers	(\$582,859)	(\$574,100)	(\$697,952)	(\$747,900)	(\$389,700)	\$358,200	(47.9%)
NET COST / (REVENUE)	\$1,387,529	\$1,426,200	\$1,527,719	\$1,836,400	\$2,008,400	\$172,000	9.4%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Other Revenue	69,600	39,200	40,400	41,500	42,600	43,700	44,900	46,100	47,300	48,600	48,600
Internal Recoveries	1,246,100	1,484,400	1,528,900	1,574,800	1,622,000	1,670,600	1,720,700	1,772,300	1,825,400	1,880,100	1,936,500
Total Revenue	1,315,700	1,523,600	1,569,300	1,616,300	1,664,600	1,714,300	1,765,600	1,818,400	1,872,700	1,928,700	1,985,100
EXPENDITURES											
Salaries, Wages and Benefits	2,292,300	2,762,200	2,920,700	3,061,200	3,190,000	3,304,300	3,412,400	3,522,700	3,636,700	3,754,500	3,877,000
Supplies, Material & Equipment	184,100	146,300	106,500	108,700	110,900	113,200	115,500	117,800	120,100	122,400	125,500
Purchased Services	996,800	934,500	1,016,800	1,046,400	1,076,900	1,107,800	1,139,100	1,171,200	1,203,800	1,237,000	1,276,600
Transfer Payments	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Insurance & Financial	400,300	52,200	57,300	59,900	62,300	64,500	66,700	69,000	71,100	73,600	76,000
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	3,900,000	3,921,700	4,127,800	4,302,700	4,466,600	4,616,300	4,760,200	4,907,200	5,058,200	5,214,000	5,381,600
Net Operating Cost / (Revenue)	2,584,300	2,398,100	2,558,500	2,686,400	2,802,000	2,902,000	2,994,600	3,088,800	3,185,500	3,285,300	3,396,500
yr/yr % change		(7.2%)	6.7%	5.0%	4.3%	3.6%	3.2%	3.1%	3.1%	3.1%	3.4%
DEBT AND TRANSFERS											
Transfer from Reserves	(747,900)	(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
Total Debt and Transfers	(747,900)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)	(389,700)
TAX LEVY REQUIREMENT											
	1,836,400	2,008,400	2,168,800	2,296,700	2,412,300	2,512,300	2,604,900	2,699,100	2,795,800	2,895,600	3,006,800
yr/yr % change		9.4%	8.0%	5.9%	5.0%	4.1%	3.7%	3.6%	3.6%	3.6%	3.8%



Programme Overview

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

Programme Description

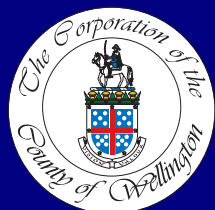
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (Social Housing and Employment Services)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, Children's Early Years, 12 apartments)
- 59, 69, and 75 Woolwich Street (former Wellington Catholic District School Board buildings)
- Clifford and Arthur Medical Centres
- Badenoch and Mount Forest Community Services Centres
- Health Unit offices at Wellington Terrace
- Douglas Street Parking Lot, 401 Gateway Signs, Solar Panels and Electric Car Charging stations at various County locations

2025 Budget Highlights

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

Staff Complement (Full time equivalents)	2024	2025
Property Maintenance	8.6	8.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	16.1	16.1
Current employee count: 21		



Performance Measures

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

Programme Goals and Objectives

The property maintenance area strives to minimize costs while simultaneously supporting an effective corporate maintenance system that meets compliance and safety standards, improves facility performance, lowers maintenance costs and extends the lifespan of facilities and equipment. The construction management area strives to successfully plan, coordinate, and supervise County construction projects from early development to completion, safely, on schedule and within budget.

- Building condition assessments (BCAs) are conducted regularly along with monthly inspections which are referenced to ensure all County facilities are maintained in excellent condition for the health and safety of our residents and that they are physically and functionally sound.
(Doing what the County does best—providing critical daily services for your residents)
- All new County construction projects utilize both the Green Legacy Building Standards (GLBS) as well as the Facility Accessibility Design Manual (FADM). The GLBS meets the Emerald Level of Certification which is the County's highest building standard. The FADM currently provides a higher level of accessibility than current code requirements. These manuals will continue to be updated as required to coincide with any Ontario Building Code (O.B.C.) updates.
(Making the best decisions for the betterment of the community)
- Monthly Health and Safety inspections are conducted and all findings are prioritized and addressed accordingly. Regular compliance inspections and testing are conducted on systems including (but not limited to) HVAC systems and filters, fire extinguishers, sprinkler systems, and fire alarm panels.
(Making the best decisions for the betterment of the community)
- Vendor performance reviews and quality assurance inspections are conducted to ensure best in service vendors are utilized and any necessary repairs identified are completed.
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

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

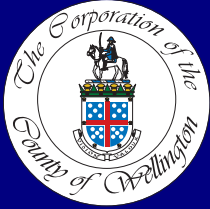
	Projected 2025	Actuals 2024	Actual 2023	Actual 2022
Number of Customer request forms handled	N/A	1,155	1,068	1,100
Average condition of County facilities per BCAs*	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

*Ratings (per Stonewell Group BCA's)

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

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

Poor - observable deterioration requiring immediate capital care



County of Wellington

2025 Operating Budget

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

	2024					\$ Change	% Change
	2023 Actuals	2023 Budget	Prelimi- Actuals	2024 Budget	2025 Budget	Budget	Budget
Revenue							
Licenses, Permits and Rents	\$1,407,906	\$1,317,000	\$1,247,690	\$1,317,800	\$1,326,000	\$8,200	0.6%
User Fees & Charges	\$150,917	\$158,000	\$154,668	\$158,000	\$150,000	(\$8,000)	(5.1%)
Other Revenue	\$50,836	\$37,100	\$33,918	\$39,000	\$40,800	\$1,800	4.6%
Internal Recoveries	\$835,300	\$835,300	\$963,200	\$963,200	\$1,155,900	\$192,700	20.0%
Total Revenue	\$2,444,959	\$2,347,400	\$2,399,476	\$2,478,000	\$2,672,700	\$194,700	7.9%
Expenditure							
Salaries, Wages and Benefits	\$1,326,795	\$1,315,100	\$1,550,266	\$1,568,800	\$1,732,700	\$163,900	10.4%
Supplies, Material & Equipment	\$289,163	\$237,600	\$274,338	\$266,600	\$306,400	\$39,800	14.9%
Purchased Services	\$1,185,536	\$1,038,900	\$1,043,492	\$1,222,400	\$1,264,500	\$42,100	3.4%
Insurance & Financial	\$86,032	\$79,500	\$103,511	\$97,300	\$105,800	\$8,500	8.7%
Minor Capital Expenses	\$63,192	\$125,500	\$9,741	\$7,000	\$103,800	\$96,800	1,382.9%
Internal Charges	\$13,529	\$8,700	\$22,615	\$10,700	\$28,700	\$18,000	168.2%
Total Expenditure	\$2,964,247	\$2,805,300	\$3,003,963	\$3,172,800	\$3,541,900	\$369,100	11.6%
Net Operating Cost / (Revenue)	\$519,288	\$457,900	\$604,487	\$694,800	\$869,200	\$174,400	25.1%
Debt and Transfers							
Debt Charges	\$288,839	\$291,200	\$248,053	\$291,900	\$188,900	(\$103,000)	(35.3%)
Transfer from Reserve	(\$28,992)	(\$102,500)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$830,368	\$847,400	\$820,000	\$917,000	\$1,047,000	\$130,000	14.2%
Total Debt and Transfers	\$1,090,215	\$1,036,100	\$1,068,053	\$1,208,900	\$1,235,900	\$27,000	2.2%
NET COST / (REVENUE)	\$1,609,503	\$1,494,000	\$1,672,540	\$1,903,700	\$2,105,100	\$201,400	10.6%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Licenses, Permits and Rents	1,317,800	1,326,000	1,320,900	1,325,100	1,323,200	1,324,300	1,327,100	1,326,500	1,332,300	1,328,800	1,329,200
User Fees & Charges	158,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other Revenue	39,000	40,800	41,900	42,900	43,900	44,900	46,000	47,100	48,200	49,400	49,400
Internal Recoveries	963,200	1,155,900	1,112,800	1,216,200	1,178,200	1,211,800	1,368,000	1,327,300	1,382,100	1,373,500	1,429,100
Total Revenue	2,478,000	2,672,700	2,625,600	2,734,200	2,695,300	2,731,000	2,891,100	2,850,900	2,912,600	2,901,700	2,957,700
EXPENDITURES											
Salaries, Wages and Benefits	1,568,800	1,732,700	1,786,900	1,843,000	1,902,100	1,963,800	2,027,500	2,093,300	2,161,100	2,231,400	2,304,000
Supplies, Material & Equipment	266,600	306,400	297,700	304,100	310,500	317,000	323,700	330,700	337,800	345,200	353,000
Purchased Services	1,222,400	1,264,500	1,311,400	1,357,700	1,400,800	1,447,400	1,490,700	1,534,700	1,579,100	1,623,800	1,668,900
Insurance & Financial	97,300	105,800	113,400	120,700	128,400	136,600	145,500	155,000	165,100	175,900	186,700
Minor Capital Expenses	7,000	103,800	12,000	123,300	57,000		124,700	41,600	54,500		
Internal Charges	10,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700
Total Expenditures	3,172,800	3,541,900	3,550,100	3,777,500	3,827,500	3,893,500	4,140,800	4,184,000	4,326,300	4,405,000	4,541,300
Net Operating Cost / (Revenue)	694,800	869,200	924,500	1,043,300	1,132,200	1,162,500	1,249,700	1,333,100	1,413,700	1,503,300	1,583,600
yr/yr % change		25.1%	6.4%	12.9%	8.5%	2.7%	7.5%	6.7%	6.0%	6.3%	5.3%
DEBT AND TRANSFERS											
Debt Charges	291,900	188,900	188,200	188,300	188,200	193,800	194,100	194,200	194,100	193,800	193,300
Transfer to Reserves	917,000	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
Total Debt and Transfers	1,208,900	1,235,900	1,234,500	1,233,900	1,233,100	1,437,900	1,437,300	1,436,500	1,435,400	1,434,100	1,433,400
TAX LEVY REQUIREMENT	1,903,700	2,105,100	2,159,000	2,277,200	2,365,300	2,600,400	2,687,000	2,769,600	2,849,100	2,937,400	3,017,000
yr/yr % change		10.6%	2.6%	5.5%	3.9%	9.9%	3.3%	3.1%	2.9%	3.1%	2.7%



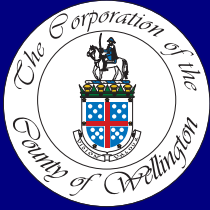
County of Wellington
10 Year Capital Budget
Property Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Property Services											
Facility Improvements											
131/133 Wyndham Residential Retrofits	15,000	16,000	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000	231,000
15 Douglas: Furnace rehabilitation					25,000						25,000
21 Douglas: HVAC Pump Replacement	45,000										45,000
21 Douglas: Roofing							110,000				110,000
25-27 Douglas: Furnace Rehabilitation					31,000						31,000
25-27 Douglas: HVAC-furnaces/condensing u					52,000						52,000
Admin Centre: Air Conditioners					52,000						52,000
Admin Centre: Common Area Flooring		46,000					54,000				100,000
Admin Centre: Domestic Water Distribution Re								46,000			46,000
Admin Centre: Elevators							225,000				225,000
Admin Centre: Exterior Rehab							115,000				115,000
Admin Centre: Fire Alarm System Rehab								93,000			93,000
Admin Centre: Furniture Upgrade		31,000									31,000
Admin Centre: Hydronic Distribution System R								69,000			69,000
Admin Centre: Lighting Upgrade	73,000					86,000					159,000
Admin Centre: Pedestrian Paving Rehab										37,000	37,000
Admin Centre: Plumbing Fixtures Common Ar								34,000			34,000
Admin Centre: Roofing					300,000						300,000
Admin Centre: Security Systems			40,000								40,000
Admin Centre: Wall Painting	81,000										81,000
Building Condition Audits		250,000									250,000
Courthouse: Basement bathroom/Kitchen refu		77,000									77,000
Courthouse: Cooling Generating Systems									360,000		360,000
Courthouse: Domestic Water Distribution Reh:								70,000			70,000
Courthouse: Fire Alarm System Rehab								95,000			95,000
Courthouse: Flooring		80,000					95,000				175,000
Courthouse: HVAC Equipment				100,000							100,000
Courthouse: Hydronic Distribution Systems Re								125,000			125,000
Courthouse: Interior Upgrade		98,000									98,000
Courthouse: Lighting Upgrade	73,000					86,000					159,000
Courthouse: Roofing							365,000				365,000
Courthouse: Security Systems Rehab								175,000			175,000
Gaol: Building Retrofits								507,000			507,000



County of Wellington
10 Year Capital Budget
Property Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Gaol: Domestic Water Distribution Rehab								46,000			46,000
Gaol: Fire Alarm System Rehab								105,000			105,000
Gaol: HVAC Equipment Replacements				290,000				185,000			475,000
Gaol: Hydronic Distribution System Rehab								46,000			46,000
Gaol: Lighting Upgrade						110,000					110,000
Gaol: Pedestrian Paving Rehab										25,000	25,000
Gaol: Roofing		125,000									125,000
Gaol: Security Replacement			65,000								65,000
Governor's Residence: Elevators							80,000				80,000
Governor's Residence: Exterior Doors							45,000				45,000
Property Building Retrofits	150,000	200,000	150,000	100,000	100,000	110,000	190,000	100,000	100,000	190,000	1,390,000
Total Facility Improvements	437,000	923,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,944,000
Vehicles and Equipment											
Future replacement of Pickups				90,000				110,000		120,000	320,000
Replace 1/2 Tonne Van									170,000		170,000
Replace Maintenance Pickup Hybrid		85,000						115,000			200,000
Replace Maintenance Van	75,000							160,000			235,000
Total Vehicles and Equipment	75,000	85,000		90,000				385,000	170,000	120,000	925,000
Total Property Services	512,000	1,008,000	273,000	600,000	582,000	416,000	1,305,000	2,109,000	660,000	404,000	7,869,000
Total	512,000	1,008,000	273,000	600,000	582,000	416,000	1,305,000	2,109,000	660,000	404,000	7,869,000
Sources of Financing											
Reserves	512,000	1,008,000	273,000	600,000	582,000	416,000	1,305,000	2,109,000	660,000	404,000	7,869,000
Total Financing	512,000	1,008,000	273,000	600,000	582,000	416,000	1,305,000	2,109,000	660,000	404,000	7,869,000



Programme Overview

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

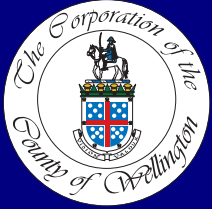
Programme Description

This budget contains the estimates for:

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

2025 Budget Highlights

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



County of Wellington

2025 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

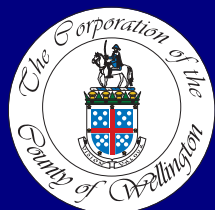
Governance: Administration, Finance and Human Resources Committee

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments	\$88,742	\$88,800	\$96,551	\$96,800	\$99,300	\$2,500	2.6%
Total Expenditure	\$88,742	\$88,800	\$96,551	\$96,800	\$99,300	\$2,500	2.6%
Net Operating Cost / (Revenue)	\$88,742	\$88,800	\$96,551	\$96,800	\$99,300	\$2,500	2.6%
Debt and Transfers							
Debt Charges	\$374,682	\$375,500	\$357,568	\$375,600	\$376,700	\$1,100	0.3%
Transfer from Reserve	(\$3,163)	(\$3,000)	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Total Debt and Transfers	\$371,519	\$372,500	\$357,568	\$372,600	\$373,700	\$1,100	0.3%
NET COST / (REVENUE)	\$460,261	\$461,300	\$454,119	\$469,400	\$473,000	\$3,600	0.8%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500	126,000
Total Expenditures	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500	126,000
Net Operating Cost / (Revenue)	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500	126,000
yr/yr % change		2.6%	2.9%	2.9%	2.9%	3.0%	3.0%	3.0%	3.0%	2.9%	0.4%
DEBT AND TRANSFERS											
Debt Charges	375,600	376,700	376,600	377,000	376,200	377,100	377,800	377,100	377,200	376,700	377,000
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Debt and Transfers	372,600	373,700	373,600	374,000	373,200	374,100	374,800	374,100	374,200	373,700	374,000
TAX LEVY REQUIREMENT	469,400	473,000	475,800	479,200	481,500	485,700	489,800	492,600	496,200	499,200	500,000
yr/yr % change		0.8%	0.6%	0.7%	0.5%	0.9%	0.8%	0.6%	0.7%	0.6%	0.2%



Programme Overview

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

Programme Description

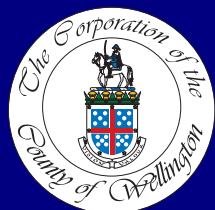
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while business support, attainable housing,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

- Up-to-date information on the local economy, trends, opportunities and the annual credit rating review
- Workforce development and talent attraction through facilitation between private industry, support organizations, education and training
- Investment attraction and promotion of Wellington County through Experience Wellington, Taste Real Local Food Programme and Ontario Food Cluster participation
- Support of the County broadband roll-out, including the speed test campaign, digital equity coalition and enquiries.
- Funding for a County-wide Business Retention and Expansion programme, the Invest Well Community Improvement Programme (CIP) and contributions to local business support organizations
- Solutions to encourage attainable housing stock development in Wellington County
- Smart Cities: coordinating 10 County Experimental Acres host sites, hosting a Women in Agriculture event, coordinating two industry workshops, supporting food security activities, designing a WCMA soil exhibit and hosting the Guelph-Wellington Circular Hotspot Conference.

2025 Budget Highlights

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

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



Performance Measures

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

Programme Goals and Objectives

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

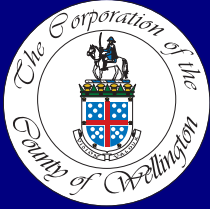
In alignment with the Corporate Strategic plan and the Economic Development Action plan, staff will focus on the following goals and objectives:

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

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Strategic Partner Discussions	180	194	149	n/a
Economic Development division enquiries from the public	930	933	698	600
Website Business Directory views	65,000	64,019	36,415	20,859
Economic Development Division website page views	205,000	202,496	193,767	183,285
Economic Development E-newsletter subscribers	7,100	6,950	4,917	4,632



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$434,632	\$240,000	\$19,539	\$25,000	\$16,300	(\$8,700)	(34.8%)
User Fees & Charges	\$24,614	\$31,000	\$17,791	\$24,000	\$24,000	\$ -	-
Other Revenue	\$111,092	\$ -	\$4,004	\$ -	\$ -	\$ -	-
Internal Recoveries	\$2,000	\$ -	\$2,000	\$102,500	\$109,800	\$7,300	7.1%
Total Revenue	\$572,338	\$271,000	\$43,334	\$151,500	\$150,100	(\$1,400)	(0.9%)
Expenditure							
Salaries, Wages and Benefits	\$810,695	\$954,500	\$997,437	\$1,074,500	\$1,123,400	\$48,900	4.6%
Supplies, Material & Equipment	\$61,382	\$39,700	\$27,787	\$32,300	\$47,300	\$15,000	46.4%
Purchased Services	\$731,077	\$448,300	\$324,742	\$319,600	\$311,200	(\$8,400)	(2.6%)
Transfer Payments	\$312,849	\$447,500	\$358,288	\$485,500	\$405,500	(\$80,000)	(16.5%)
Insurance & Financial	\$27,058	\$17,500	\$18,474	\$20,500	\$21,500	\$1,000	4.9%
Internal Charges	\$941	\$8,000	\$850	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,944,002	\$1,915,500	\$1,727,578	\$1,940,400	\$1,916,900	(\$23,500)	(1.2%)
Net Operating Cost / (Revenue)	\$1,371,664	\$1,644,500	\$1,684,244	\$1,788,900	\$1,766,800	(\$22,100)	(1.2%)
Debt and Transfers							
Transfer from Reserve	\$ -	(\$80,000)	(\$600,000)	(\$680,000)	\$ -	\$680,000	(100.0%)
Transfers to Reserve	\$11,092	\$ -	\$4,004	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$11,092	(\$80,000)	(\$595,996)	(\$680,000)	\$ -	\$680,000	(100.0%)
NET COST / (REVENUE)	\$1,382,756	\$1,564,500	\$1,088,248	\$1,108,900	\$1,766,800	\$657,900	59.3%



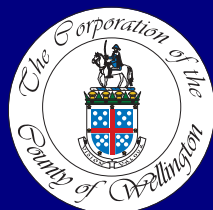
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Economic Development

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	25,000	16,300	6,200								
User Fees & Charges	24,000	24,000	24,100	24,200	24,300	24,400	24,500	24,600	24,700	24,800	24,900
Internal Recoveries	102,500	109,800	30,100	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenue	151,500	150,100	60,400	26,200	26,300	26,400	26,500	26,600	26,700	26,800	26,900
EXPENDITURES											
Salaries, Wages and Benefits	1,074,500	1,123,400	1,170,600	1,227,300	1,273,100	1,316,000	1,358,200	1,401,200	1,446,700	1,493,200	1,541,200
Supplies, Material & Equipment	32,300	47,300	48,100	48,900	49,700	50,500	51,300	52,100	52,900	53,700	54,500
Purchased Services	319,600	311,200	320,900	330,800	340,900	351,500	362,300	373,300	384,400	395,900	408,700
Transfer Payments	485,500	405,500	419,500	416,700	413,900	580,400	543,800	507,100	536,200	489,800	507,800
Insurance & Financial	20,500	21,500	23,100	24,400	25,200	26,200	27,000	27,900	28,900	29,800	30,700
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Total Expenditures	1,940,400	1,916,900	1,990,200	2,056,100	2,110,800	2,332,600	2,350,600	2,369,600	2,457,100	2,470,400	2,550,900
Net Operating Cost / (Revenue)	1,788,900	1,766,800	1,929,800	2,029,900	2,084,500	2,306,200	2,324,100	2,343,000	2,430,400	2,443,600	2,524,000
yr/yr % change		(1.2%)	9.2%	5.2%	2.7%	10.6%	0.8%	0.8%	3.7%	0.5%	3.3%
DEBT AND TRANSFERS											
Transfer from Reserves	(680,000)										
Transfer to Reserves			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total Debt and Transfers	(680,000)		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
TAX LEVY REQUIREMENT	1,108,900	1,766,800	2,079,800	2,179,900	2,234,500	2,456,200	2,474,100	2,493,000	2,580,400	2,593,600	2,674,000
yr/yr % change		59.3%	17.7%	4.8%	2.5%	9.9%	0.7%	0.8%	3.5%	0.5%	3.1%



County of Wellington
10 Year Capital Budget
Economic Development

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Economic Development											
2032 Int'l Plowing Match						200,000	200,000	600,000			1,000,000
Customer Relationship Management Solution	40,000										40,000
Total Economic Development	40,000					200,000	200,000	600,000			1,040,000
Total	40,000					200,000	200,000	600,000			1,040,000
Sources of Financing											
Reserves	40,000					200,000	200,000	600,000			1,040,000
Total Financing	40,000					200,000	200,000	600,000			1,040,000



Programme Overview

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

Programme Description

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

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

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

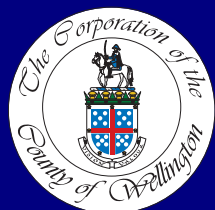
The programme has undergone several expansions and operational updates, such as the introduction of a zonal structure to improve vehicle availability across Wellington County. By committing to the ongoing support of the programme, the County will become eligible for Provincial Gas Tax funding starting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

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

2025 Budget Highlights

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

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



Performance Measures

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

Programme Goals and Objectives

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

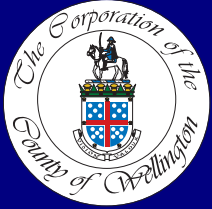
In alignment with the Corporate Strategic plan staff will focus on the following goals and objectives:

- Monitor, evaluate, and refine the Ride Well Service to best serve Wellington County residents.
(**Doing what the County does best - providing critical daily services for your residents**)
- Explore partnerships with other transportation providers to create a more integrated transit system and enhance the rider experience. (**Making the best decisions for the betterment of the community**)
- Maximize funding opportunities and implement service adjustments to support a financially responsible future for the service. (**Making the best decisions for the betterment of the community**)
- Effectively serve low-income individuals that need assistance.
(**Doing what the County does best - providing critical daily services for your residents**)

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Number of Ride Well Rides	12,000	9,757	8,861	5,776
Number of Ride Well Passengers	15,000	10,218	9,380	5,945
Number of Ride Well accounts registered	460	457	447	289



County of Wellington

2025 Operating Budget

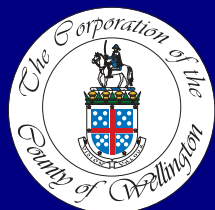
Programme/Service: Rural Transportation
Department: Wellington County Museum and Archives
Governance: Economic Development Committee

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$143,000	\$143,000	\$209,385	\$125,400	\$420,000	\$294,600	234.9%
User Fees & Charges	\$72,507	\$55,000	\$68,953	\$88,000	\$114,600	\$26,600	30.2%
Total Revenue	\$215,507	\$198,000	\$278,338	\$213,400	\$534,600	\$321,200	150.5%
Expenditure							
Purchased Services	\$347,625	\$225,300	\$499,753	\$700,500	\$914,700	\$214,200	30.6%
Internal Charges	\$ -	\$ -	\$ -	\$102,500	\$107,800	\$5,300	5.2%
Total Expenditure	\$347,625	\$225,300	\$499,753	\$803,000	\$1,022,500	\$219,500	27.3%
Net Operating Cost / (Revenue)	\$132,118	\$27,300	\$221,415	\$589,600	\$487,900	(\$101,700)	(17.2%)
NET COST / (REVENUE)	\$132,118	\$27,300	\$221,415	\$589,600	\$487,900	(\$101,700)	(17.2%)



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	125,400	420,000	371,700	451,900	531,900	494,600	457,400	509,100	561,800	545,600	528,200
User Fees & Charges	88,000	114,600	118,700	122,300	126,000	129,800	133,700	137,700	141,800	146,100	150,500
Total Revenue	213,400	534,600	490,400	574,200	657,900	624,400	591,100	646,800	703,600	691,700	678,700
EXPENDITURES											
Salaries, Wages and Benefits			90,700	128,000	136,900	146,600	157,000	163,900	169,400	175,000	181,000
Purchased Services	700,500	914,700	960,200	980,800	1,002,000	1,023,800	1,046,300	1,069,400	1,093,200	1,117,700	1,143,000
Insurance & Financial			1,900	2,600	2,900	3,000	3,200	3,300	3,400	3,600	3,600
Internal Charges	102,500	107,800	28,100								
Total Expenditures	803,000	1,022,500	1,080,900	1,111,400	1,141,800	1,173,400	1,206,500	1,236,600	1,266,000	1,296,300	1,327,600
Net Operating Cost / (Revenue)	589,600	487,900	590,500	537,200	483,900	549,000	615,400	589,800	562,400	604,600	648,900
yr/yr % change		(17.2%)	21.0%	(9.0%)	(9.9%)	13.5%	12.1%	(4.2%)	(4.6%)	7.5%	7.3%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT											
Total Debt and Transfers	589,600	487,900	590,500	537,200	483,900	549,000	615,400	589,800	562,400	604,600	648,900
yr/yr % change		(17.2%)	21.0%	(9.0%)	(9.9%)	13.5%	12.1%	(4.2%)	(4.6%)	7.5%	7.3%



Programme Overview

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

Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,434 lane km of roadways, 101 bridges, 102 culverts, and operates 46 sets of traffic signals (at intersections and pedestrian crossings), 12 roundabouts, and approximately 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 83 licensed vehicles and 60 unlicensed pieces of equipment.

2025 Budget Highlights

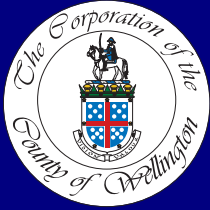
Capital works of \$44.3 million planned for 2025 include:

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

Operating impacts in 2025:

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

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



Performance Measures

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

Programme Goals and Objectives

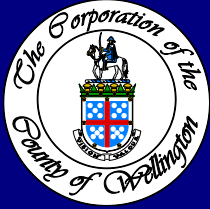
The County of Wellington completed a Road Master Action Plan (RMAP). This Plan helps the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP reviewed current and future transportation network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

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

Performance Measures

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

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



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
Revenue							
Municipal Recoveries	\$1,354,373	\$1,142,900	\$961,439	\$1,335,900	\$1,335,900	\$ -	-
User Fees & Charges	\$421,900	\$378,000	\$424,595	\$488,000	\$1,491,000	\$1,003,000	205.5%
Sales Revenue	\$414,351	\$670,000	\$471,274	\$720,000	\$595,000	(\$125,000)	(17.4%)
Internal Recoveries	\$1,782,590	\$2,081,800	\$2,230,078	\$2,241,800	\$2,341,800	\$100,000	4.5%
Total Revenue	\$3,973,214	\$4,272,700	\$4,087,386	\$4,785,700	\$5,763,700	\$978,000	20.4%
Expenditure							
Salaries, Wages and Benefits	\$7,233,631	\$7,164,800	\$8,183,527	\$8,187,200	\$8,809,800	\$622,600	7.6%
Supplies, Material & Equipment	\$5,679,277	\$6,707,400	\$5,949,904	\$7,151,400	\$7,198,900	\$47,500	0.7%
Purchased Services	\$3,147,550	\$3,224,800	\$2,676,684	\$2,979,200	\$3,060,300	\$81,100	2.7%
Insurance & Financial	\$969,111	\$764,700	\$921,483	\$938,000	\$953,700	\$15,700	1.7%
Minor Capital Expenses	\$298,788	\$300,000	\$202,641	\$300,000	\$300,000	\$ -	-
Internal Charges	\$1,517,339	\$1,845,400	\$1,590,197	\$1,901,800	\$1,915,900	\$14,100	0.7%
Total Expenditure	\$18,845,696	\$20,007,100	\$19,524,436	\$21,457,600	\$22,238,600	\$781,000	3.6%
Net Operating Cost / (Revenue)	\$14,872,482	\$15,734,400	\$15,437,050	\$16,671,900	\$16,474,900	(\$197,000)	(1.2%)
Debt and Transfers							
Debt Charges	\$1,801,874	\$1,834,400	\$942,550	\$1,471,100	\$1,515,100	\$44,000	3.0%
Transfer from Reserve	(\$1,669,096)	(\$1,701,200)	\$ -	(\$1,337,300)	(\$1,382,000)	(\$44,700)	3.3%
Transfers to Reserve	\$20,969,255	\$19,450,000	\$20,430,563	\$21,150,000	\$24,200,000	\$3,050,000	14.4%
Total Debt and Transfers	\$21,102,033	\$19,583,200	\$21,373,113	\$21,283,800	\$24,333,100	\$3,049,300	14.3%
NET COST / (REVENUE)	\$35,974,515	\$35,317,600	\$36,810,163	\$37,955,700	\$40,808,000	\$2,852,300	7.5%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Municipal Recoveries	1,335,900	1,335,900	1,338,400	1,340,900	1,343,400	1,345,900	1,348,400	1,348,400	1,348,400	1,348,400	1,348,400
User Fees & Charges	488,000	1,491,000	491,000	491,000	491,000	491,000	491,000	491,000	491,000	491,000	491,000
Sales Revenue	720,000	595,000	595,600	596,200	596,800	597,500	598,200	598,900	599,600	600,300	601,100
Internal Recoveries	2,241,800	2,341,800	2,405,800	2,471,800	2,537,800	2,603,800	2,669,800	2,735,800	2,801,800	2,867,800	2,933,800
Total Revenue	4,785,700	5,763,700	4,830,800	4,899,900	4,969,000	5,038,200	5,107,400	5,174,100	5,240,800	5,307,500	5,374,300
EXPENDITURES											
Salaries, Wages and Benefits	8,187,200	8,809,800	9,162,500	9,508,900	9,878,200	10,220,100	10,554,600	10,902,000	11,262,600	11,635,600	12,021,600
Supplies, Material & Equipment	7,151,400	7,198,900	7,419,900	7,647,700	7,882,300	8,123,800	8,372,600	8,628,800	8,892,600	9,164,300	9,443,100
Purchased Services	2,979,200	3,060,300	3,130,700	3,203,400	3,274,400	3,349,800	3,423,800	3,499,400	3,576,800	3,656,300	3,741,900
Insurance & Financial	938,000	953,700	1,026,300	1,100,000	1,179,000	1,263,500	1,353,500	1,450,900	1,555,300	1,668,300	1,782,200
Minor Capital Expenses	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Internal Charges	1,901,800	1,915,900	1,979,900	2,045,900	2,111,900	2,177,900	2,243,900	2,309,900	2,375,900	2,441,900	2,507,900
Total Expenditures	21,457,600	22,238,600	23,019,300	23,805,900	24,625,800	25,435,100	26,248,400	27,091,000	27,963,200	28,866,400	29,796,700
Net Operating Cost / (Revenue)	16,671,900	16,474,900	18,188,500	18,906,000	19,656,800	20,396,900	21,141,000	21,916,900	22,722,400	23,558,900	24,422,400
yr/yr % change		(1.2%)	10.4%	3.9%	4.0%	3.8%	3.6%	3.7%	3.7%	3.7%	3.7%
DEBT AND TRANSFERS											
Debt Charges	1,471,100	1,515,100	2,151,000	2,718,400	3,583,400	3,463,300	3,777,200	4,579,900	4,676,100	5,087,800	6,053,400
Transfer from Reserves	(1,337,300)	(1,382,000)	(2,017,800)	(2,619,000)	(3,243,600)	(3,123,400)	(3,437,300)	(4,239,800)	(4,336,000)	(4,747,700)	(5,713,500)
Transfer to Reserves	21,150,000	24,200,000	26,050,000	27,050,000	28,050,000	29,050,000	30,450,000	31,850,000	32,950,000	33,650,000	35,000,000
Total Debt and Transfers	21,283,800	24,333,100	26,183,200	27,149,400	28,389,800	29,389,900	30,789,900	32,190,100	33,290,100	33,990,100	35,339,900
TAX LEVY REQUIREMENT	37,955,700	40,808,000	44,371,700	46,055,400	48,046,600	49,786,800	51,930,900	54,107,000	56,012,500	57,549,000	59,762,300
yr/yr % change		7.5%	8.7%	3.8%	4.3%	3.6%	4.3%	4.2%	3.5%	2.7%	3.8%



County of Wellington
10 Year Capital Budget
Roads and Engineering

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Roads Facilities	4,560,000	12,250,000	200,000	5,500,000	16,400,000	100,000	6,350,000	19,100,000	100,000	7,400,000	71,960,000
Roads Equipment	4,070,000	3,555,000	4,590,000	4,195,000	4,145,000	5,355,000	4,990,000	4,585,000	5,420,000	4,608,000	45,513,000
Asset Management / Engineering	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	3,000,000	3,330,000	2,800,000	30,000,000
Growth Related Construction	4,585,000	9,200,000	9,950,000	7,500,000	6,570,000	8,300,000	1,800,000	5,150,000		2,000,000	55,055,000
Roads Construction	6,605,000	6,725,000	14,340,000	7,755,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	66,770,000
Bridges	11,920,000	13,100,000	250,000	9,905,000	510,000	13,020,000	6,450,000	6,350,000	4,750,000	1,500,000	67,755,000
Culverts	2,575,000	1,800,000	1,050,000	2,600,000	430,000	2,800,000	1,050,000	400,000	300,000	2,300,000	15,305,000
County Bridges on Local Roads			120,000		1,025,000						1,145,000
Roads Resurfacing	6,830,000	3,450,000	4,680,000	1,580,000	2,340,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	78,495,000
Total	44,295,000	52,880,000	38,360,000	41,835,000	41,355,000	39,450,000	41,700,000	52,185,000	36,830,000	43,108,000	431,998,000
Sources of Financing											
Recoveries	2,741,000	675,000	1,080,000	270,000							4,766,000
Subsidies	495,000	2,145,000	3,400,000	910,000							6,950,000
Canada Community Building Fund	4,420,000	3,500,000	3,400,000	3,250,000	3,350,000	3,410,000	3,450,000	3,350,000	3,400,000	3,400,000	34,930,000
Ontario Community Infrastructure Fund	3,000,000	2,930,000	2,100,000	1,700,000	1,600,000	1,400,000	1,350,000	1,400,000	1,341,000	1,380,000	18,201,000
Reserves	28,287,400	29,040,000	25,280,000	27,400,000	24,240,000	32,040,000	31,382,000	30,920,000	32,089,000	31,028,000	291,706,400
Development Charges	1,291,600	1,240,000	3,100,000	4,705,000	1,265,000	1,300,000	1,118,000	3,185,000		1,200,000	18,404,600
Growth Related Debenture	2,840,000	10,150,000		3,600,000	10,900,000	1,300,000	4,400,000	13,330,000		6,100,000	52,620,000
Debenture	1,220,000	3,200,000									4,420,000
Total Financing	44,295,000	52,880,000	38,360,000	41,835,000	41,355,000	39,450,000	41,700,000	52,185,000	36,830,000	43,108,000	431,998,000



County of Wellington
10 Year Capital Budget
Roads Facilities

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Roads Facilities											
Various Facility Repairs	100,000	200,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
Bruce Dale Garage				5,400,000	16,300,000						21,700,000
Elora Facility Rehabilitation	400,000										400,000
Harriston Garage							6,250,000	19,000,000			25,250,000
Erin Garage	4,060,000	12,050,000									16,110,000
Aberfoyle Garage										7,300,000	7,300,000
Total Roads Facilities	4,560,000	12,250,000	200,000	5,500,000	16,400,000	100,000	6,350,000	19,100,000	100,000	7,400,000	71,960,000
Total	4,560,000	12,250,000	200,000	5,500,000	16,400,000	100,000	6,350,000	19,100,000	100,000	7,400,000	71,960,000
Sources of Financing											
Reserves	500,000	200,000	200,000	1,900,000	5,500,000	100,000	1,950,000	5,770,000	100,000	1,300,000	17,520,000
Growth Related Debenture	2,840,000	8,850,000		3,600,000	10,900,000		4,400,000	13,330,000		6,100,000	50,020,000
Debenture	1,220,000	3,200,000									4,420,000
Total Financing	4,560,000	12,250,000	200,000	5,500,000	16,400,000	100,000	6,350,000	19,100,000	100,000	7,400,000	71,960,000



County of Wellington
10 Year Capital Budget
Roads Equipment

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Roads Equipment											
Roads Equipment											
Roads Equipment											
3 Ton Dump					220,000					240,000	460,000
6 Ton Trucks	2,320,000	2,340,000	2,380,000	3,190,000	2,700,000	2,930,000	3,663,000	2,930,000	2,930,000	3,000,000	28,383,000
Asphalt Reclaimer						120,000				120,000	240,000
Backhoe					330,000		380,000				710,000
Bucket Truck						620,000					620,000
Chipper							112,000				112,000
Excavator	200,000	535,000							445,000		1,180,000
Forklift					110,000						110,000
Grader	700,000										700,000
JD Dozer								900,000			900,000
Loader	425,000	400,000	910,000	470,000	500,000			580,000		500,000	3,785,000
Loadster Float						90,000					90,000
Manual Line Strippers				35,000						40,000	75,000
Mechanic Service Vehicle							240,000				240,000
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				160,000					160,000	70,000	390,000
Pickup Electric Vehicle			1,200,000			1,160,000	245,000		1,610,000		4,215,000
Roll Off Deck/Box		180,000			110,000	120,000					410,000
Steam Jenny					75,000				95,000		170,000
Tractor	230,000			240,000			250,000			260,000	980,000
Trailers	45,000					70,000		75,000	80,000		270,000
Utility Truck										198,000	198,000
Van						145,000					145,000
Vermeer Stump Grinder										80,000	80,000
Roads Radio Equipment	50,000										50,000
Total Roads Equipment	4,070,000	3,555,000	4,590,000	4,195,000	4,145,000	5,355,000	4,990,000	4,585,000	5,420,000	4,608,000	45,513,000
Total	4,070,000	3,555,000	4,590,000	4,195,000	4,145,000	5,355,000	4,990,000	4,585,000	5,420,000	4,608,000	45,513,000
Sources of Financing											
Reserves	4,070,000	3,555,000	4,590,000	4,195,000	4,145,000	5,355,000	4,990,000	4,585,000	5,420,000	4,608,000	45,513,000
Total Financing	4,070,000	3,555,000	4,590,000	4,195,000	4,145,000	5,355,000	4,990,000	4,585,000	5,420,000	4,608,000	45,513,000



County of Wellington
10 Year Capital Budget
Asset Management / Engineering

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Pavement Condition Study			120,000			120,000			130,000		370,000
Speed Management	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
SWMS Condition Study	300,000				350,000				400,000		1,050,000
Road MAP Update/Area Plan Study	50,000		200,000					200,000			450,000
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
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Retaining Wall Inventory & Condition Study			60,000				70,000				130,000
Total Asset Management / Engineering	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	3,000,000	3,330,000	2,800,000	30,000,000
Total	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	3,000,000	3,330,000	2,800,000	30,000,000
Sources of Financing											
Canada Community Building Fund	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	22,500,000
Reserves	850,000	550,000	730,000	550,000	900,000	670,000	620,000	550,000	1,080,000	550,000	7,050,000
Development Charges	50,000		200,000					200,000			450,000
Total Financing	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	3,000,000	3,330,000	2,800,000	30,000,000



County of Wellington
10 Year Capital Budget
Growth Related Construction

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Growth Related Construction											
WR 8 at WR 9, Roundabout	1,675,000										1,675,000
WR 19 at Second Line, Intersection Improvement						250,000		2,000,000			2,250,000
WR 17 at WR 8, Intersection Improvement						250,000		2,000,000			2,250,000
WR 124, Guelph to Whitelaw	2,000,000										2,000,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km		4,300,000									4,300,000
WR124, Whitelaw Int to E of 32			4,050,000								4,050,000
WR 124, PL Ospringe to Guelph 10km					4,750,000	4,800,000					9,550,000
WR 86, COG to ROW 7.9 km	50,000		5,900,000	2,500,000							8,450,000
WR 109 at WR 16, RAB + 4km				4,900,000							4,900,000
WR 25, WR 124 to WR 22 3.2 km		100,000			1,700,000						1,800,000
WR 30, Intersection at Guelph Rd 3					120,000		1,800,000				1,920,000
WR 10 at WR 8, Intersection Improvements and Overlay				100,000		3,000,000					3,100,000
WR 124 at WR 32 Intersection		4,800,000									4,800,000
WR 7 @ 1st Line Roundabout	660,000										660,000
WR 42 at WR 24 Intersection	200,000										200,000
WR 7 at WR 18, Roundabout								150,000		2,000,000	2,150,000
WR 22 at WR 29, Realignment								1,000,000			1,000,000
Total Growth Related Construction	4,585,000	9,200,000	9,950,000	7,500,000	6,570,000	8,300,000	1,800,000	5,150,000		2,000,000	55,055,000
Total	4,585,000	9,200,000	9,950,000	7,500,000	6,570,000	8,300,000	1,800,000	5,150,000		2,000,000	55,055,000
Sources of Financing											
Recoveries	836,000										836,000
Canada Community Building Fund		1,250,000									1,250,000
Reserves	2,535,000	5,410,000	7,050,000	2,795,000	5,305,000	5,700,000	910,000	2,165,000		800,000	32,670,000
Development Charges	1,214,000	1,240,000	2,900,000	4,705,000	1,265,000	1,300,000	890,000	2,985,000		1,200,000	17,699,000
Growth Related Debenture		1,300,000				1,300,000					2,600,000
Total Financing	4,585,000	9,200,000	9,950,000	7,500,000	6,570,000	8,300,000	1,800,000	5,150,000		2,000,000	55,055,000



County of Wellington
10 Year Capital Budget
Roads Construction

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Roads Construction											
WR 12, WR 7 to WR 86 Phase 1									6,130,000	3,500,000	9,630,000
WR 124 at WR 24, Intersection			100,000		2,600,000						2,700,000
WR 7 at WR 12, Intersection		120,000	4,780,000								4,900,000
WR 124, WR 24 to Ospringe 6km	100,000			3,800,000							3,900,000
WR 7 at WR 11, Roundabout			120,000		4,000,000						4,120,000
WR18 Geddes St Elora, RtnngWall	1,500,000										1,500,000
WR 124, Stage 2 Preparation	2,000,000										2,000,000
WR 124 at WR 25, Intersection	175,000										175,000
WR 123/Main St E & W, Palmerston Reconstruction	50,000	215,000	340,000	90,000							695,000
WR 25, WR 52 to WR 42, 7 km		2,000,000	2,000,000	2,000,000							6,000,000
WR 16, Hwy 89 to WR 109					60,000		4,250,000				4,310,000
WR 123, Palmerston WR 5 to Hwy	780,000	4,390,000	7,000,000	1,800,000							13,970,000
WR 16, WR 109 to WR 19				65,000		4,000,000					4,065,000
WR 12, WR 7 to 300m East of 16th Line					125,000		2,550,000				2,675,000
WR 50, Railway Tracks to WR 125 6km							130,000	4,000,000			4,130,000
WR 9, WR 109 to WR 8 (Perth) 5	2,000,000										2,000,000
Total Roads Construction	6,605,000	6,725,000	14,340,000	7,755,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	66,770,000
Total	6,605,000	6,725,000	14,340,000	7,755,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	66,770,000
Sources of Financing											
Recoveries	1,155,000	675,000	1,080,000	270,000							3,180,000
Subsidies	495,000	2,145,000	3,400,000	910,000							6,950,000
Canada Community Building Fund			1,150,000	1,000,000	1,100,000		50,000				3,300,000
Ontario Community Infrastructure Fund	500,000					350,000		750,000			1,600,000
Reserves	4,455,000	3,905,000	8,710,000	5,575,000	5,685,000	3,650,000	6,880,000	3,250,000	6,130,000	3,500,000	51,740,000
Total Financing	6,605,000	6,725,000	14,340,000	7,755,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	66,770,000



County of Wellington
10 Year Capital Budget
Bridges

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Bridges											
WR 109, CR Bridge 4, B109133		6,000,000									6,000,000
WR 109, CR Bridge 10 B109134		6,000,000									6,000,000
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
WR 11, Flax Bridge B011025 Rep	500,000						200,000		4,500,000		5,200,000
WR 6, O'Dwyer's Bridge, 006008 Rehab				65,000		5,000,000					5,065,000
WR 12, Bridge B012100 Replace	970,000										970,000
WR 32, Blatchford Bridge, Repl				6,500,000							6,500,000
WR 7, Bosworth Bridge, B007028	500,000										500,000
WR 43, Caldwell Bridge, Replace					260,000			6,250,000			6,510,000
WR 109, CR Bridge 5, C109123	5,100,000										5,100,000
WR 36, Bridge B036086, Replace				1,500,000							1,500,000
WR 36, Bridge B036122, Replace				1,500,000							1,500,000
WR 5, Bramwell Bridge B005015 Replace	100,000	1,100,000									1,200,000
WR 8, Bridge B008116 Replacement				100,000		1,250,000					1,350,000
WR 17, Bridge B017098 Replacement								100,000		1,500,000	1,600,000
WR 12, Princess Elizabeth Bridge				120,000			6,000,000				6,120,000
WR 7, Rothsay Bridge, 07019, Rehab				120,000		6,770,000					6,890,000
WR 38, Bridge B038078, Replace	1,500,000										1,500,000
WR 11, Simmons Bridge (B011029) Rehab	3,000,000										3,000,000
Total Bridges	11,920,000	13,100,000	250,000	9,905,000	510,000	13,020,000	6,450,000	6,350,000	4,750,000	1,500,000	67,755,000
Total	11,920,000	13,100,000	250,000	9,905,000	510,000	13,020,000	6,450,000	6,350,000	4,750,000	1,500,000	67,755,000
Sources of Financing											
Recoveries	750,000										750,000
Canada Community Building Fund	1,500,000					1,160,000					2,660,000
Ontario Community Infrastructure Fund	2,000,000	2,430,000		1,700,000				650,000	1,341,000	380,000	8,501,000
Reserves	7,670,000	10,670,000	250,000	8,205,000	510,000	11,860,000	6,450,000	5,700,000	3,409,000	1,120,000	55,844,000
Total Financing	11,920,000	13,100,000	250,000	9,905,000	510,000	13,020,000	6,450,000	6,350,000	4,750,000	1,500,000	67,755,000



County of Wellington
10 Year Capital Budget
Culverts

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Culverts											
WR 124, Clvrt C124124, Replace					130,000		750,000				880,000
WR 10, Clvrt C101000, Replace	1,000,000										1,000,000
WR 109, Clvrt C109142, Replace	400,000										400,000
WR 109, Clvrt C109143, Replace		100,000		1,500,000							1,600,000
WR 12, Clvrt C120210, Replace		750,000									750,000
WR 12, Clvrt C120200, Replace			750,000								750,000
WR 19, Clvrt C191070, Replace								100,000		2,000,000	2,100,000
WR 12, Clvrt C120239, Replace				800,000							800,000
WR 22, Clvrt C220010, Replace	750,000										750,000
WR 10, Clvrt C100970, Replace		650,000									650,000
WR 11, Clvrt C110930, Replace	125,000					2,500,000					2,625,000
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
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
Total Culverts	2,575,000	1,800,000	1,050,000	2,600,000	430,000	2,800,000	1,050,000	400,000	300,000	2,300,000	15,305,000
Total	2,575,000	1,800,000	1,050,000	2,600,000	430,000	2,800,000	1,050,000	400,000	300,000	2,300,000	15,305,000
Sources of Financing											
Ontario Community Infrastructure Fund	500,000	500,000								1,000,000	2,000,000
Reserves	2,075,000	1,300,000	1,050,000	2,600,000	430,000	2,800,000	1,050,000	400,000	300,000	1,300,000	13,305,000
Total Financing	2,575,000	1,800,000	1,050,000	2,600,000	430,000	2,800,000	1,050,000	400,000	300,000	2,300,000	15,305,000



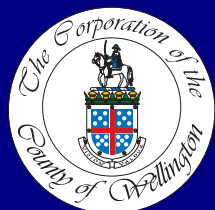
County of Wellington
10 Year Capital Budget
County Bridges on Local Roads

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab			120,000		1,025,000						1,145,000
Total County Bridges on Local Roads			120,000		1,025,000						1,145,000
Total			120,000		1,025,000						1,145,000
Sources of Financing											
Reserves			120,000		1,025,000						1,145,000
Total Financing			120,000		1,025,000						1,145,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 33, WR 34 to Hwy 401, 1.8 km						55,000		1,250,000			1,305,000
WR 34, WR 33 to WR32, 2km	100,000		1,500,000								1,600,000
WR 7, Between PL at Ponsonby, 1km			30,000	580,000							610,000
WR 7, 1st Line to WR 18, 3.3 km					130,000		1,500,000				1,630,000
WR 51, WR 86 to 800m E of WR 39	120,000		1,790,000								1,910,000
WR 124, 400m N of WR 23 to WR 25 2.5 km	110,000		1,300,000								1,410,000
WR 11, Drayton South Resurfacing							75,000		4,000,000		4,075,000
WR 22, from WR 26 to WR 29							60,000	2,500,000	2,500,000		5,060,000
WR 51, WR 39 to WR 7 2.2km								75,000	1,300,000		1,375,000
WR 7, Rothsay to Sideroad 3	1,750,000										1,750,000
WR 18, WR 7 to ROW boundary		3,450,000									3,450,000
WR 24, 300m S of WR 50 to SR 9 2.5 km					60,000	2,900,000					2,960,000
WR 24, WR 42 to 1.2 km N of WR 42			60,000	1,000,000							1,060,000
WR 32, WR 34 to WR 124, 5 km							125,000		3,000,000		3,125,000
WR 109, Arthur to Teviotdale (17km)								100,000		8,000,000	8,100,000
WR 21, ROW to WR 7 (8km)								100,000		4,000,000	4,100,000
WR 22, Hwy 6 to WR 29 (4km)								75,000		2,000,000	2,075,000
WR 6, WR 109 to HWY 89										5,000,000	5,000,000
WR 34, HWY 6 to WR 33 (9km)									6,000,000		6,000,000
WR 30, Maryhill to HWY 6 (6km)							4,000,000				4,000,000
WR 26, WR 124 to WR 18 15km					150,000		5,500,000	5,500,000			11,150,000
WR 52, WR 124 to WR 25	1,500,000										1,500,000
WR 35, WR 34 to Hamilton bound	3,250,000										3,250,000
WR 22, WR 26 to 300m S of WR24					2,000,000						2,000,000
Total Roads Resurfacing	6,830,000	3,450,000	4,680,000	1,580,000	2,340,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	78,495,000
Total	6,830,000	3,450,000	4,680,000	1,580,000	2,340,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	78,495,000
Sources of Financing											
Canada Community Building Fund	670,000						1,150,000	1,100,000	1,150,000	1,150,000	5,220,000
Ontario Community Infrastructure Fund			2,100,000		1,600,000	1,050,000	1,350,000				6,100,000
Reserves	6,132,400	3,450,000	2,580,000	1,580,000	740,000	1,905,000	8,532,000	8,500,000	15,650,000	17,850,000	66,919,400
Development Charges	27,600						228,000				255,600
Total Financing	6,830,000	3,450,000	4,680,000	1,580,000	2,340,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	78,495,000



Programme Overview

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

Programme Description

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

2025 Budget Highlights

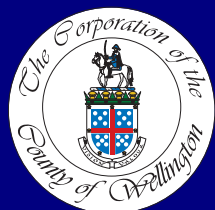
Capital Budget:

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

Operating Budget:

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

Staff Complement (Full time equivalents)	2024	2025
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	13.1	13.1
Disposal	4.4	4.4
Total	32.7	32.7
Current employee count: 49		



Performance Measures

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

Programme Goals and Objectives

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

Excellent Customer Service

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

Sound Financial Management

- Deliver programmes and services that are evaluated on an ongoing basis to ensure they are efficient and cost-effective

Environmental Stewardship

- Protect the air, water and land through environmentally sound practices and operations

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

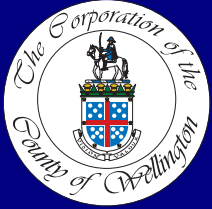
- Adopting triple bottom line (people, planet, prosperity) approach
(Making the best decisions for the betterment of the community)
- Treating landfill as an asset, a resource to be protected
(Making the best decisions for the betterment of the community)
- Maximizing diversion from landfill
(Doing what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

Performance Measures

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

	Projected 2025	Projected 2024	Projected 2023	Actual 2022
Residential Waste Diversion Rate	38.00%*	52.00%	51.50%	51.20%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	10,300*	13,600	13,500	13,553
Estimated remaining years of Landfill Capacity	25	26	27	28
Number of Outreach Products/Presentations	530	425	400	377

* Blue box programme transitioning to producers July 1, 2025



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$	%
	Actuals	Budget	Prelim. Actuals	Budget	Budget	Change Budget	Change Budget
Revenue							
Grants & Subsidies	\$1,949,146	\$1,734,600	\$1,011,700	\$1,886,900	\$1,063,200	(\$823,700)	(43.7%)
Municipal Recoveries	\$ -	\$ -	\$19,250	\$ -	\$26,000	\$26,000	-
Licenses, Permits and Rents	\$30,869	\$31,100	\$30,869	\$31,100	\$31,100	\$ -	-
User Fees & Charges	\$3,438,660	\$3,543,200	\$3,878,836	\$3,762,400	\$4,062,700	\$300,300	8.0%
Sales Revenue	\$345,725	\$1,136,600	\$114,332	\$153,000	\$103,900	(\$49,100)	(32.1%)
Internal Recoveries	\$770,969	\$734,000	\$663,921	\$794,300	\$794,300	\$ -	-
Total Revenue	\$6,535,369	\$7,179,500	\$5,718,908	\$6,627,700	\$6,081,200	(\$546,500)	(8.2%)
Expenditure							
Salaries, Wages and Benefits	\$3,257,085	\$3,228,500	\$3,369,253	\$3,409,100	\$3,622,300	\$213,200	6.3%
Supplies, Material & Equipment	\$1,222,626	\$1,348,900	\$1,064,188	\$1,381,100	\$1,348,900	(\$32,200)	(2.3%)
Purchased Services	\$9,589,318	\$9,880,400	\$8,856,060	\$9,952,000	\$8,630,300	(\$1,321,700)	(13.3%)
Insurance & Financial	\$330,760	\$297,300	\$376,029	\$348,800	\$398,700	\$49,900	14.3%
Internal Charges	\$856,138	\$793,900	\$824,229	\$848,500	\$952,700	\$104,200	12.3%
Total Expenditure	\$15,255,927	\$15,549,000	\$14,489,759	\$15,939,500	\$14,952,900	(\$986,600)	(6.2%)
Net Operating Cost / (Revenue)	\$8,720,558	\$8,369,500	\$8,770,851	\$9,311,800	\$8,871,700	(\$440,100)	(4.7%)
Debt and Transfers							
Debt Charges	\$ -	\$14,500	\$ -	\$20,000	\$ -	(\$20,000)	(100.0%)
Transfer from Reserve	(\$238,233)	(\$263,900)	\$ -	(\$305,900)	(\$308,300)	(\$2,400)	0.8%
Transfers to Reserve	\$1,663,925	\$1,650,000	\$1,750,000	\$1,750,000	\$2,050,000	\$300,000	17.1%
Total Debt and Transfers	\$1,425,692	\$1,400,600	\$1,750,000	\$1,464,100	\$1,741,700	\$277,600	19.0%
NET COST / (REVENUE)	\$10,146,250	\$9,770,100	\$10,520,851	\$10,775,900	\$10,613,400	(\$162,500)	(1.5%)



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	1,886,900	1,063,200	45,400	45,400	45,400	45,400	45,400	45,400	45,400	45,400	45,400
Municipal Recoveries		26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
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	3,762,400	4,062,700	4,174,400	4,288,900	4,403,400	4,517,900	4,632,900	4,751,500	4,870,100	4,985,100	5,110,700
Sales Revenue	153,000	103,900	107,800	111,700	115,600	119,700	124,000	128,300	132,800	137,600	142,300
Internal Recoveries	794,300	794,300	818,100	842,600	867,800	893,800	920,500	948,000	976,400	1,005,600	1,035,700
Total Revenue	6,627,700	6,081,200	5,202,800	5,345,700	5,489,300	5,633,900	5,779,900	5,930,300	6,081,800	6,230,800	6,391,200
EXPENDITURES											
Salaries, Wages and Benefits	3,409,100	3,622,300	3,738,300	3,858,000	3,981,000	4,109,100	4,242,400	4,378,700	4,521,700	4,668,000	4,820,000
Supplies, Material & Equipment	1,381,100	1,348,900	1,327,400	1,367,900	1,409,500	1,452,400	1,496,500	1,541,800	1,588,500	1,636,700	1,685,800
Purchased Services	9,952,000	8,630,300	6,833,500	7,025,200	7,219,800	7,419,500	7,622,900	7,830,200	8,043,200	8,261,000	8,482,700
Insurance & Financial	348,800	398,700	419,600	440,600	447,800	470,500	494,600	520,200	547,500	576,800	593,600
Internal Charges	848,500	952,700	952,700	952,700	952,700	952,700	952,700	952,700	952,700	952,700	952,700
Total Expenditures	15,939,500	14,952,900	13,271,500	13,644,400	14,010,800	14,404,200	14,809,100	15,223,600	15,653,600	16,095,200	16,534,800
Net Operating Cost / (Revenue)	9,311,800	8,871,700	8,068,700	8,298,700	8,521,500	8,770,300	9,029,200	9,293,300	9,571,800	9,864,400	10,143,600
yr/yr % change		(4.7%)	(9.1%)	2.9%	2.7%	2.9%	3.0%	2.9%	3.0%	3.1%	2.8%
DEBT AND TRANSFERS											
Debt Charges	20,000		46,500	231,700	231,700	231,700	231,700	231,700	231,700	231,700	231,700
Transfer from Reserves	(305,900)	(308,300)	(352,700)	(478,300)	(489,500)	(501,000)	(513,000)	(525,300)	(537,900)	(551,000)	(562,500)
Transfer to Reserves	1,750,000	2,050,000	2,050,000	2,050,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Total Debt and Transfers	1,464,100	1,741,700	1,743,800	1,803,400	1,942,200	1,930,700	1,918,700	1,906,400	1,893,800	1,880,700	1,869,200
TAX LEVY REQUIREMENT	10,775,900	10,613,400	9,812,500	10,102,100	10,463,700	10,701,000	10,947,900	11,199,700	11,465,600	11,745,100	12,012,800
yr/yr % change		(1.5%)	(7.5%)	3.0%	3.6%	2.3%	2.3%	2.3%	2.4%	2.4%	2.3%



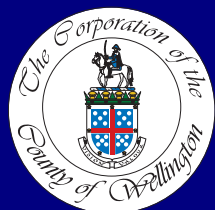
County of Wellington
10 Year Capital Budget
Solid Waste Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Solid Waste Services											
Equipment											
Mobile HHW Depot Replacement	30,000								45,000		75,000
SWS Electric Vehicles											
Collection Van		120,000							170,000		290,000
Disposal Pickup					110,000						110,000
Roll Off Pickup			100,000							145,000	245,000
Collection Pickup					110,000						110,000
Transfer Pickup								130,000			130,000
General Ops Pickup								130,000			130,000
SWS Equipment											
Disposal Compactor				1,170,000					1,260,000		2,430,000
Disposal Loader			460,000								460,000
Disposal Bulldozer			1,035,000								1,035,000
Roll Off Luger	350,000			435,000	475,000			550,000	575,000		2,385,000
Transfer Pickup	75,000										75,000
Transfer Backhoe				300,000							300,000
Transfer Dumptruck										520,000	520,000
General Ops Pickup	75,000										75,000
Total Equipment	530,000	120,000	1,595,000	1,905,000	695,000			810,000	2,050,000	665,000	8,370,000
Active Landfill Sites and Transfer Stations											
Belwood Retaining Wall Replacement		350,000									350,000
Riverstown - North Pond Dev			700,000								700,000
Riverstown Cell Dev PH2			525,000						860,000		1,385,000
Riverstown Phase III-Studies			400,000	400,000							800,000
Riverstown: Pre Excavation PH2		210,000			160,000	165,000			230,000		765,000
Site Imp: Road Maint All Sites				140,000						140,000	280,000
Site Improvements - Buildings all sites						440,000					440,000
Total Active Landfill Sites and Transfer Stations		560,000	1,625,000	540,000	160,000	605,000			1,090,000	140,000	4,720,000
Closed Landfill Sites											
Riverstown - Landfill Gas System					600,000						600,000
Riverstown Phase 1 Closed Site					840,000						840,000
Total Closed Landfill Sites					1,440,000						1,440,000
Total Solid Waste Services	530,000	680,000	3,220,000	2,445,000	2,295,000	605,000		810,000	3,140,000	805,000	14,530,000
Total	530,000	680,000	3,220,000	2,445,000	2,295,000	605,000		810,000	3,140,000	805,000	14,530,000



County of Wellington
10 Year Capital Budget
Solid Waste Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Sources of Financing											
Reserves	530,000	680,000	3,110,000	2,335,000	2,295,000	605,000		810,000	3,140,000	805,000	14,310,000
Development Charges			110,000	110,000							220,000
Total Financing	530,000	680,000	3,220,000	2,445,000	2,295,000	605,000		810,000	3,140,000	805,000	14,530,000



Programme Overview

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

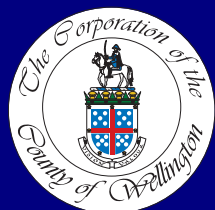
Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 690 housing units under rent supplement agreements with landlords to reduce rents for low income tenants
- Coordinated Access - maintaining the Centralized Waiting List for social housing access
- Administration of Home Ownership agreements
- Homelessness Prevention Programme – Several housing stability programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, rent supplements, and agency grants are provided.
- Housing and Homelessness Plan – local community plan with strategic directions to support municipal and community outcomes in social/affordable housing and homelessness.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the prior residence of the tenant.

2025 Budget Highlights

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

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



Performance Measures

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

Programme Goals and Objectives

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

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

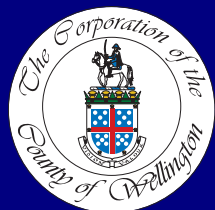
Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Number of households that receive rent supports per year.	781	781	708	580
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up.	95%	94%	95%	96%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	510	460	300	360
Number of households in affordable housing per year.*	436	436	436	436
Number of people actively experiencing chronic homelessness.**	220	202	147	137
Number of households in service level rent geared to income units.	2,575	2,575	2,495	2,508

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

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



County of Wellington

2025 Operating Budget

Programme/Service: Social Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
Revenue							
Grants & Subsidies	\$12,245,356	\$10,806,200	\$11,084,747	\$11,325,300	\$9,541,800	(\$1,783,500)	(15.7%)
Municipal Recoveries	\$17,585,344	\$15,495,200	\$19,067,285	\$20,007,500	\$25,236,200	\$5,228,700	26.1%
Licenses, Permits and Rents	\$6,014,621	\$5,812,800	\$5,811,336	\$5,900,000	\$6,845,800	\$945,800	16.0%
User Fees & Charges	\$34,685	\$18,200	\$35,881	\$18,200	\$18,200	\$ -	-
Other Revenue	\$315,453	\$368,400	\$741,570	\$369,500	\$349,200	(\$20,300)	(5.5%)
Internal Recoveries	\$130,710	\$122,700	\$159,116	\$141,700	\$149,500	\$7,800	5.5%
Total Revenue	\$36,326,169	\$32,623,500	\$36,899,935	\$37,762,200	\$42,140,700	\$4,378,500	11.6%
Expenditure							
Salaries, Wages and Benefits	\$5,162,497	\$5,401,200	\$5,668,282	\$6,324,400	\$6,775,400	\$451,000	7.1%
Supplies, Material & Equipment	\$877,429	\$625,800	\$851,233	\$627,000	\$722,700	\$95,700	15.3%
Purchased Services	\$7,697,392	\$6,400,700	\$7,721,659	\$7,582,300	\$9,477,200	\$1,894,900	25.0%
Social Assistance	\$25,282,679	\$22,807,500	\$25,726,645	\$25,909,200	\$27,906,000	\$1,996,800	7.7%
Transfer Payments	\$208,198	\$208,200	\$117,854	\$117,900	\$ -	(\$117,900)	(100.0%)
Insurance & Financial	\$572,442	\$421,900	\$637,329	\$514,800	\$667,700	\$152,900	29.7%
Internal Charges	\$930,190	\$927,700	\$1,027,740	\$1,004,500	\$1,099,400	\$94,900	9.4%
Total Expenditure	\$40,730,827	\$36,793,000	\$41,750,742	\$42,080,100	\$46,648,400	\$4,568,300	10.9%
Net Operating Cost / (Revenue)	\$4,404,658	\$4,169,500	\$4,850,807	\$4,317,900	\$4,507,700	\$189,800	4.4%
Debt and Transfers							
Transfer from Reserve	(\$705,931)	(\$678,400)	(\$16,735)	(\$51,200)	(\$37,500)	\$13,700	(26.8%)
Transfers to Reserve	\$1,717,790	\$1,600,000	\$1,375,858	\$1,100,000	\$1,500,000	\$400,000	36.4%
Total Debt and Transfers	\$1,011,859	\$921,600	\$1,359,123	\$1,048,800	\$1,462,500	\$413,700	39.4%
NET COST / (REVENUE)	\$5,416,517	\$5,091,100	\$6,209,930	\$5,366,700	\$5,970,200	\$603,500	11.2%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	11,325,300	9,541,800	9,231,400	9,438,500	6,949,600	6,377,900	5,538,000	5,431,300	5,432,100	5,431,700	5,431,700
Municipal Recoveries	20,007,500	25,236,200	27,822,300	28,755,000	30,180,700	30,785,000	32,272,200	33,196,800	34,286,100	35,299,000	36,260,600
Licenses, Permits and Rents	5,900,000	6,845,800	6,931,800	7,000,200	7,069,000	7,138,700	7,209,200	7,280,500	7,353,000	7,426,200	7,435,500
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	369,500	349,200	357,400	365,100	373,200	381,400	389,900	398,600	407,700	416,900	426,400
Internal Recoveries	141,700	149,500	153,600	157,800	162,100	166,500	171,100	175,700	180,400	185,400	189,700
Total Revenue	37,762,200	42,140,700	44,514,700	45,734,800	44,752,800	44,867,700	45,598,600	46,501,100	47,677,500	48,777,400	49,762,100
EXPENDITURES											
Salaries, Wages and Benefits	6,324,400	6,775,400	6,986,600	7,393,600	7,609,900	7,848,200	8,105,500	8,361,800	8,623,600	8,894,700	9,171,700
Supplies, Material & Equipment	627,000	722,700	701,700	722,300	743,300	765,000	787,100	809,700	832,800	857,100	881,100
Purchased Services	7,582,300	9,477,200	9,598,500	9,986,100	10,155,900	10,599,600	10,845,000	11,076,000	11,496,700	11,768,700	12,250,900
Social Assistance	25,909,200	27,906,000	30,377,900	30,932,200	29,946,900	29,593,700	30,126,500	30,674,800	31,239,300	31,927,000	32,602,400
Transfer Payments	117,900										
Insurance & Financial	514,800	667,700	727,200	801,000	881,600	973,300	1,077,800	1,182,000	1,330,800	1,486,100	1,640,500
Internal Charges	1,004,500	1,099,400	1,109,900	1,153,900	1,177,400	1,212,500	1,257,600	1,287,300	1,340,100	1,362,200	1,399,300
Total Expenditures	42,080,100	46,648,400	49,501,800	50,989,100	50,515,000	50,992,300	52,199,500	53,391,600	54,863,300	56,295,800	57,945,900
Net Operating Cost / (Revenue)	4,317,900	4,507,700	4,987,100	5,254,300	5,762,200	6,124,600	6,600,900	6,890,500	7,185,800	7,518,400	8,183,800
yr/yr % change		4.4%	10.6%	5.4%	9.7%	6.3%	7.8%	4.4%	4.3%	4.6%	8.9%
DEBT AND TRANSFERS											
Transfer from Reserves	(51,200)	(37,500)	(6,800)								
Transfer to Reserves	1,100,000	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
Total Debt and Transfers	1,048,800	1,462,500	1,493,200	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	5,366,700	5,970,200	6,480,300	6,754,300	7,262,200	7,624,600	8,100,900	8,390,500	8,685,800	9,018,400	9,683,800
yr/yr % change		11.2%	8.5%	4.2%	7.5%	5.0%	6.2%	3.6%	3.5%	3.8%	7.4%



County of Wellington
10 Year Capital Budget
Social Housing

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	5,550,000	4,345,000	4,798,000	5,064,000	4,904,000	4,877,000	5,203,000	4,960,000	5,295,000	5,845,000	50,841,000
138 Wyndham: Carpet Replacement	95,000										95,000
138 Wyndham: Replace Heat Exchanger			60,000								60,000
COCHI Community Housing Init	2,222,200										2,222,200
OPHI Ont Priorities Housing In	1,144,500										1,144,500
138 Wyndham: Roofing							300,000				300,000
GHG Initiatives	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Housing Sites IT Replacements	25,000	72,000	47,000				94,000	39,000	114,000		391,000
138 Wyndham: Renovations	254,000										254,000
138 Wyndham: HVAC: Heat Cirulation Pumps Rehab	30,000										30,000
138 Wyndham: Fire Alarm System Upgrade			40,000								40,000
138 Wyndham: Exterior Door Replacement						30,000					30,000
138 Wyndham: HVAC: Water Distribution								60,000			60,000
138 Wyndham: Security System Upgrade								60,000			60,000
138 Wyndham: Elevator Modernization								230,000			230,000
65 Delhi Parking Lot Top Coat	40,000										40,000
138 Wyndham: Rehab Emergency Power System			80,000								80,000
Housing WiFi Replacements		41,000					50,000				91,000
138 Wyndham: Roof Top AC			70,000	230,000	30,000	30,000	30,000	320,000	35,000	35,000	780,000
Total Social Housing	9,610,700	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,248,700
Total	9,610,700	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,248,700
Sources of Financing											
Recoveries	3,652,000	3,673,000	4,165,000	4,319,000	4,042,000	4,044,000	4,618,000	4,608,000	4,439,000	4,780,000	42,340,000
Subsidies	3,366,700										3,366,700
National Housing Co-Inv Fund	1,558,000										1,558,000
Reserves	1,034,000	1,035,000	1,180,000	1,225,000	1,142,000	1,143,000	1,309,000	1,311,000	1,255,000	1,350,000	11,984,000
Total Financing	9,610,700	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,248,700

County of Wellington
2024-2033 Housing Capital Details

Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	170,000										170,000
Vancouver / Edmonton Window Replacement		295,000									295,000
Vancouver/Edmonton Site Improvements						15,000	398,000				413,000
Total Vancouver/Edmonton - 23 Houses	170,000	295,000				15,000	398,000				878,000
Mohawk/Delaware - 50 Houses											
Mohawk Delaware Site Improvements				15,000	632,000						647,000
Mohawk/Delaware Furnace Replacement							240,000				240,000
Total Mohawk/Delaware - 50 Houses				15,000	632,000		240,000				887,000
263 Speedvale - 62 Apartments											
263 Speedvale Unit Panel Repl	60,000										60,000
263 Speedvale Roof (west) Replacement										843,000	843,000
Total 263 Speedvale - 62 Apartments	60,000									843,000	903,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Site Dev Phase 3	30,000	715,000									745,000
Algonquin Ferndale Furnace Replacement								240,000			240,000
Total Algonquin/Ferndale - 47 Houses	30,000	715,000						240,000			985,000
Applewood/Sunset -47 Townhomes											
12 Sunset Parking Lot Paving		105,000									105,000
Applewood / Sunset Furnace Replacements									332,000		332,000
4 Applewood Parking Lot Paving										245,000	245,000
Total Applewood/Sunset -47 Townhomes		105,000							332,000	245,000	682,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot		685,000									685,000
576 Woolwich Common Space Flooring Replacement	140,000										140,000
576 Woolwich Solar Panels					595,000						595,000
576 Woolwich Roof Replacement				106,000	1,765,000						1,871,000
Total 576 Woolwich - 100 Apartments	140,000	685,000		106,000	2,360,000						3,291,000
232 Delhi/33 Marlborough - 109 Apartments											
33 Marlborough Parking Lot Replacement	155,000										155,000
232 Delhi Roofing Replacement		51,000	915,000								966,000
33 Marlborough HVAC Upgrades		62,000	1,035,000								1,097,000
232 Delhi HVAC Upgrades			66,000	1,186,000							1,252,000
Total 232 Delhi/33 Marlborough - 109 Apartments	155,000	113,000	2,016,000	1,186,000							3,470,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Deep Energy Retrofit						1,130,000	1,065,000	1,245,000	785,000		4,225,000

County of Wellington
2024-2033 Housing Capital Details

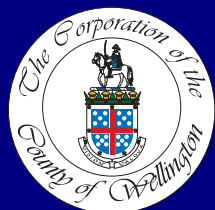
Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Total Willow/Dawson - 85 Townhomes						1,130,000	1,065,000	1,245,000	785,000		4,225,000
229 Dublin - 74 Apartments											
229 Dublin Carport Ceiling Replacement	20,000	295,000									315,000
229 Dublin Electric Heat Conv	1,561,000										1,561,000
229 Dublin Corridor Improvements	310,000										310,000
229 Dublin Windows, Doors and Siding Replacement		670,000									670,000
229 Dublin Balcony Replacement		25,000	415,000								440,000
229 Dublin Parking Lot Repaving						100,000					100,000
229 Dublin EIFS Rehab								675,000			675,000
Total 229 Dublin - 74 Apartments	1,891,000	990,000	415,000			100,000		675,000			4,071,000
387 Waterloo - 72 Apartments											
387 Waterloo Parking Lot						305,000					305,000
387 Waterloo Common Space Flooring							125,000				125,000
Total 387 Waterloo - 72 Apartments						305,000	125,000				430,000
130 Grange - 72 Apartments											
130 Grange Electric Heat Conv	193,000										193,000
130 Grange Parking Lot	420,000										420,000
130 Grange MUA Replacement								20,000	310,000		330,000
130 Grange Flat Roof Replace								101,000	1,675,000		1,776,000
Total 130 Grange - 72 Apartments	613,000							121,000	1,985,000		2,719,000
411 Waterloo - 41 Apartments											
411 Waterloo Elevator Modernization			12,000	195,000							207,000
411 Waterloo Common Space Flooring						80,000					80,000
Total 411 Waterloo - 41 Apartments			12,000	195,000		80,000					287,000
32 Hadati - 89 Apartments											
Scattered Hadati Driveway Repaving	55,000										55,000
32 Hadati Elevator Modernization		12,000	185,000								197,000
32 Hadati Retaining Wall			30,000	885,000							915,000
32 Hadati Windows, Doors and Siding Replacement						845,000					845,000
32 Hadati Balcony Replacements							410,000				410,000
Total 32 Hadati - 89 Apartments	55,000	12,000	215,000	885,000		845,000	410,000				2,422,000
Edward St. Arthur - 14 Apartments											
110 Edward Windows Replacement	105,000										105,000
110 Edward Roofing Replacement			35,000	585,000							620,000
110 Edward Corridor & Electrical Improvements			125,000								125,000
Total Edward St. Arthur - 14 Apartments	105,000		160,000	585,000							850,000
Frederick St Arthur - 10 Apartments											
133 Frederick Window Replacement	75,000										75,000
133 Frederick Corridor & Electrical Improvements			135,000								135,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
133 Frederick Metal Roof install			23,000	385,000							408,000
Total Frederick St Arthur - 10 Apartments	75,000		158,000	385,000							618,000
221 Mary St. Elora - 20 Apartments											
221 Mary Corridor & Electrical Improvements		150,000									150,000
221 Mary Roofing Replacement						32,000	635,000				667,000
221 Mary Elevator Mod					13,000	215,000					228,000
221 Mary Wood Balcony Rebuild								240,000			240,000
Total 221 Mary St. Elora - 20 Apartments		150,000			13,000	247,000	635,000	240,000			1,285,000
22 Church St. Erin - 11 Apartments											
22 Church & 235 Egremont Electrical Panel Replacement	40,000										40,000
22 Church Metal Roof Install				195,000							195,000
Total 22 Church St. Erin - 11 Apartments	40,000			195,000							235,000
14 Centre St. Erin - 16 Apartments											
14 Center Metal Roof Install		19,000	320,000								339,000
14 Centre Window Replacement	150,000										150,000
14 Center Solar Panels				120,000							120,000
14 Centre Elevator Modernization			12,000	195,000							207,000
221 Mary MUA Replacement							135,000				135,000
Total 14 Centre St. Erin - 16 Apartments	150,000	19,000	332,000	315,000			135,000				951,000
Edinburgh Ave. Fergus - 18 Townhomes											
Edinburgh Roof Replacement								30,000	500,000		530,000
Total Edinburgh Ave. Fergus - 18 Townhomes								30,000	500,000		530,000
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Common Space Flooring					70,000						70,000
450 Ferrier Balcony Replacement						205,000					205,000
450 Ferrier Flat Roof Replacement										1,180,000	1,180,000
450 Ferrier Windows, Doors and Siding Replacement										425,000	425,000
Total 450 Ferrier Ct. Fergus - 41 Apartments					70,000	205,000				1,605,000	1,880,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Elevator Modernization			12,000	195,000							207,000
500 Ferrier Balcony Replacement						185,000					185,000
500 Ferrier Flat Roof Replacement										845,000	845,000
Total 500 Ferrier Ct. Fergus - 41 Apartments			12,000	195,000		185,000				845,000	1,237,000
Elizabeth St. Harriston - 12 Apartments											
38 Elizabeth Metal Roof					24,000	395,000					419,000
Total Elizabeth St. Harriston - 12 Apartments					24,000	395,000					419,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement	150,000										150,000
51 John Corridor Improvements	166,000										166,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
51 John MUA Replacement										155,000	155,000
51 John Elevator modernization							15,000	235,000			250,000
51 John Site Improvements									20,000	150,000	170,000
Total 51 John St. Harriston - 16 Apartments	316,000						15,000	235,000	20,000	305,000	891,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization	11,000	175,000									186,000
450 Albert Common Space Flooring					70,000						70,000
450 Albert Window Replacement								325,000			325,000
Total 450 Albert St. Mt. Forest - 31 Apartments	11,000	175,000			70,000			325,000			581,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement					55,000						55,000
235 Egremont Windows Replacement	85,000										85,000
Total 235 Egremont St. Mt. Forest -11 Apartments	85,000				55,000						140,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Solar Panels							205,000				205,000
212 Whites Windows/Doors/Side	240,000										240,000
212 Whites Metal Roof Install						45,000	755,000				800,000
212 Whites Elevator Modernization	11,000	175,000									186,000
212 Whites Balcony/Railing Replacement										188,000	188,000
212 Whites MUA replacement										155,000	155,000
212 Whites Parking Lot Paving										145,000	145,000
Total 212 Whites Rd. Palmerston -32 Apartments	251,000	175,000				45,000	960,000			488,000	1,919,000
Derby St. Palmerston - 12 Apartments											
360 Derby Windows/Doors/Side	115,000										115,000
360 Derby Metal Roof Install							35,000	505,000			540,000
Derby/Prospect Furnace Replacements									105,000		105,000
Total Derby St. Palmerston - 12 Apartments	115,000						35,000	505,000	105,000		760,000
Social Housing Various Locations											
Housing Building Retrofit	223,000	101,000	233,000	112,000	325,000	85,000	25,000	154,000	288,000	138,000	1,684,000
Various Kitchen Replacements	335,000	370,000	405,000	445,000	490,000	540,000	595,000	655,000	720,000	790,000	5,345,000
Various Bathroom Replacements	190,000	205,000	300,000	320,000	335,000	350,000	370,000	395,000	415,000	436,000	3,316,000
Various Camera Installations	240,000										240,000
County Corridor Handrail Rpl	85,000										85,000
Electrical Switchgear Replacement Program	100,000	120,000	420,000								640,000
Appliance Replacements	115,000	115,000	120,000	125,000	130,000	130,000	135,000	140,000	145,000	150,000	1,305,000
Various Lounge Furniture Replacements					400,000	220,000	60,000				680,000
Total Social Housing Various Locations	1,288,000	911,000	1,478,000	1,002,000	1,680,000	1,325,000	1,185,000	1,344,000	1,568,000	1,514,000	13,295,000
Total County Owned Units	5,550,000	4,345,000	4,798,000	5,064,000	4,904,000	4,877,000	5,203,000	4,960,000	5,295,000	5,845,000	50,841,000



Programme Overview

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

Programme Description

Under the Affordable Housing Programme the County provides the following services in both Guelph and Wellington:

- New Rental Housing – administer capital incentives to multi-residential owners to build and operate new rental housing for moderate income households available at affordable market rents.

This budget specifically reflects operating costs and revenues associated with County-owned affordable housing projects including:

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- An annual contribution to the Housing Development Reserve Fund

2025 Budget Highlights

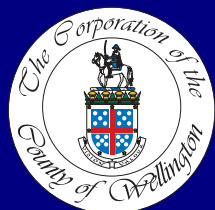
Operating Budget:

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

Capital Budget:

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

Staff Complement (Full time equivalents)	2024	2025
Affordable Housing	1.3	1.3
Total	1.3	1.3
Current employee count: 2		



Performance Measures

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The goals and objectives of this strategy help prioritize the community's response to housing and homelessness issues in our community at the Service Manager level. It also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develop and maintain the County owned housing portfolio. The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

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

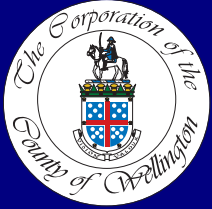
Performance Measures

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

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

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

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



County of Wellington

2025 Operating Budget

Programme/Service: Affordable Housing

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$175,200	\$175,200	\$151,085	\$174,000	\$172,500	(\$1,500)	(0.9%)
Licenses, Permits and Rents	\$1,339,796	\$1,321,500	\$1,228,514	\$1,330,000	\$1,362,800	\$32,800	2.5%
User Fees & Charges	\$25,371	\$23,000	\$22,173	\$23,000	\$23,000	\$ -	-
Total Revenue	\$1,540,367	\$1,519,700	\$1,401,772	\$1,527,000	\$1,558,300	\$31,300	2.0%
Expenditure							
Salaries, Wages and Benefits	\$115,640	\$120,000	\$73,654	\$123,400	\$130,600	\$7,200	5.8%
Supplies, Material & Equipment	\$126,205	\$84,800	\$136,442	\$118,700	\$142,700	\$24,000	20.2%
Purchased Services	\$794,507	\$709,900	\$642,464	\$779,300	\$808,300	\$29,000	3.7%
Insurance & Financial	\$49,185	\$36,200	\$48,210	\$58,500	\$75,500	\$17,000	29.1%
Internal Charges	\$103,900	\$103,900	\$118,900	\$118,900	\$132,600	\$13,700	11.5%
Total Expenditure	\$1,189,437	\$1,054,800	\$1,019,670	\$1,198,800	\$1,289,700	\$90,900	7.6%
Net Operating Cost / (Revenue)	(\$350,930)	(\$464,900)	(\$382,102)	(\$328,200)	(\$268,600)	\$59,600	(18.2%)
Transfers							
Debt Charges	\$174,712	\$175,200	\$147,094	\$174,000	\$172,500	(\$1,500)	(0.9%)
Transfer from Reserve	(\$5,251)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$1,381,472	\$1,489,700	\$1,200,000	\$1,554,900	\$1,516,700	(\$38,200)	(2.5%)
Total Transfers	\$1,550,933	\$1,664,900	\$1,347,094	\$1,728,900	\$1,689,200	(\$39,700)	(2.3%)
NET COST / (REVENUE)	\$1,200,003	\$1,200,000	\$964,992	\$1,400,700	\$1,420,600	\$19,900	1.4%



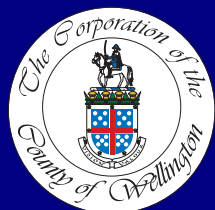
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Affordable Housing

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	174,000	172,500	170,600	168,400	170,800	167,700	164,300				
Licenses, Permits and Rents	1,330,000	1,362,800	1,390,000	1,417,700	1,445,900	1,474,700	1,504,000	1,534,000	1,564,500	1,595,800	1,609,100
User Fees & Charges	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Total Revenue	1,527,000	1,558,300	1,583,600	1,609,100	1,639,700	1,665,400	1,691,300	1,557,000	1,587,500	1,618,800	1,632,100
EXPENDITURES											
Salaries, Wages and Benefits	123,400	130,600	135,600	139,400	143,400	148,200	152,400	157,400	162,400	167,800	172,800
Supplies, Material & Equipment	118,700	142,700	146,200	149,700	153,200	156,900	160,700	164,700	168,700	172,800	177,300
Purchased Services	779,300	808,300	816,600	840,400	905,700	921,900	934,900	942,800	970,600	1,015,700	1,098,900
Insurance & Financial	58,500	75,500	84,800	96,000	109,100	124,100	141,300	160,200	183,300	209,300	235,300
Internal Charges	118,900	132,600	136,600	140,700	144,900	149,200	153,700	158,300	163,000	167,900	172,900
Total Expenditures	1,198,800	1,289,700	1,319,800	1,366,200	1,456,300	1,500,300	1,543,000	1,583,400	1,648,000	1,733,500	1,857,200
Net Operating Cost / (Revenue)	(328,200)	(268,600)	(263,800)	(242,900)	(183,400)	(165,100)	(148,300)	26,400	60,500	114,700	225,100
yr/yr % change		(18.2%)	(1.8%)	(7.9%)	(24.5%)	(10.0%)	(10.2%)	(117.8%)	129.2%	89.6%	96.3%
DEBT AND TRANSFERS											
Debt Charges	174,000	172,500	170,600	168,400	170,700	167,600	164,200				
Transfer to Reserves	1,554,900	1,516,700	1,503,100	1,488,300	1,443,600	1,461,400	1,451,700	1,441,000	1,428,300	1,414,300	1,400,000
Total Debt and Transfers	1,728,900	1,689,200	1,673,700	1,656,700	1,614,300	1,629,000	1,615,900	1,441,000	1,428,300	1,414,300	1,400,000
TAX LEVY REQUIREMENT	1,400,700	1,420,600	1,409,900	1,413,800	1,430,900	1,463,900	1,467,600	1,467,400	1,488,800	1,529,000	1,625,100
yr/yr % change		1.4%	(0.8%)	0.3%	1.2%	2.3%	0.3%		1.5%	2.7%	6.3%



County of Wellington
10 Year Capital Budget
Affordable Housing

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Affordable Housing											
182 George Roof Replacement							260,000				260,000
182 George Window and Door Replacement									157,000		157,000
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
Affordable Housing Retrofits	55,000	96,000	49,000	54,000	107,000	61,000	64,000	74,000	109,000	226,000	895,000
Total Affordable Housing	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000
Total	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000
Sources of Financing											
Subsidies		2,000,000			2,000,000			2,000,000			6,000,000
Reserves	55,000	4,096,000	49,000	54,000	4,107,000	61,000	324,000	4,074,000	266,000	226,000	13,312,000
Total Financing	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000



Programme Overview

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

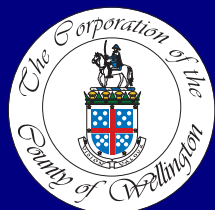
Programme Description

- Ontario Works provides temporary financial assistance to residents in need while they are assisted in becoming employed and achieving self-reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Goal setting conversations and the completion of common assessment tools are used to develop action plans with recipients. Support and community referrals are provided to assist recipients in accessing counseling, life skills workshops, educational programmes, and Employment Ontario services.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include file audits, eligibility review investigations, pursuit of benefit reimbursements, overpayment recovery and administration of client appeal processes.
- Emergency Assistance and discretionary health benefits provide eligible, low income individuals with assistance to meet urgent financial and medical needs.
- Social Services Help Centre: Assists residents in accessing Social Services information and programmes and provides referrals to support services in the community. Free access is provided to computers, online resources, photocopying, public telephones.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Grant funding provides local agencies and collaborative groups resources to address important social issues such as domestic violence, substance misuse, elder abuse and poverty reduction.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the residence of the recipient.

2025 Budget Highlights

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

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



Performance Measures

Programme/Service: Ontario Works

Department: Social Services

Governance: Joint Social Services and Land Ambulance Committee

Programme Goals and Objectives

The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme. The Ontario Works annual Service Plan outlines how the following goals and objectives of the Ontario Works programme are to be achieved:

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

The Ontario Works Division also delivers settlement services to newcomer immigrants to Wellington County. Through an agreement with the Department of Immigration, Refugees and Citizenship Canada, the County has the following goals and objectives pertaining to this work:

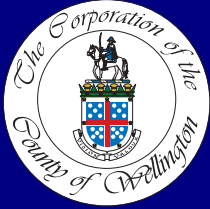
- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities. **(Making the best decisions for the betterment of the community)**
- To facilitate the connection of newcomers to the communities they live in.
(Doing what the County does best - providing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

Performance Measures

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

	Projected 2025	Projected 2024	Actual 2023	Actual 2022
Ontario Works adults with participation requirements that have an Action Plan	100%	100%	N/A	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	30%	N/A	N/A
Ontario Works cases that exit to employment	14%	14%	N/A	N/A
Cases that exit Ontario Works do not return to the programme within one year	35%	35%	N/A	N/A
Number of new settlement* clients assisted with a settlement and referral plan	150	150	146	150
Number of settlement* group sessions	70	70	67	42
Number of employers participating in the County's newcomer/immigrant recruitment programme	30	30	43	13

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



County of Wellington 2025 Operating Budget

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

			2024			%
	2023	2023	2024	2024	2025	
	Actuals	Budget	Preliminary Actuals	Budget	Budget	\$ Change Budget Change Budget
Revenue						
Grants & Subsidies	\$23,470,670	\$23,498,400	\$22,646,300	\$22,994,100	\$25,034,700	\$2,040,600 8.9%
Municipal Recoveries	\$3,061,916	\$3,391,200	\$3,225,950	\$3,525,100	\$3,980,800	\$455,700 12.9%
Other Revenue	\$1,779	\$ -	\$1,000	\$ -	\$ -	\$ - -
Internal Recoveries	\$61,115	\$51,400	\$60,093	\$62,300	\$20,000	(\$42,300) (67.9%)
Total Revenue	\$26,595,480	\$26,941,000	\$25,933,343	\$26,581,500	\$29,035,500	\$2,454,000 9.2%
Expenditure						
Salaries, Wages and Benefits	\$6,786,958	\$7,076,400	\$6,122,669	\$6,317,500	\$6,408,600	\$91,100 1.4%
Supplies, Material & Equipment	\$190,752	\$205,100	\$311,137	\$167,300	\$191,100	\$23,800 14.2%
Purchased Services	\$582,956	\$499,900	\$436,321	\$446,600	\$442,700	(\$3,900) (0.9%)
Social Assistance	\$18,731,233	\$18,979,800	\$20,727,910	\$19,104,700	\$21,349,200	\$2,244,500 11.7%
Transfer Payments	\$344,274	\$367,300	\$303,794	\$325,000	\$210,400	(\$114,600) (35.3%)
Insurance & Financial	\$120,046	\$120,200	\$107,510	\$111,000	\$132,200	\$21,200 19.1%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$5,000	\$13,000	\$ 8,000 160.0%
Internal Charges	\$1,349,149	\$1,336,400	\$1,498,830	\$1,501,800	\$1,656,000	\$154,200 10.3%
Total Expenditure	\$28,105,368	\$28,585,100	\$29,508,171	\$27,978,900	\$30,403,200	\$2,424,300 8.7%
Net Operating Cost / (Revenue)	\$1,509,888	\$1,644,100	\$3,574,828	\$1,397,400	\$1,359,700	(\$37,700) (2.7%)
Debt and Transfers						
Transfer from Reserve	(\$115,000)	(\$165,000)	(\$90,718)	(\$90,800)	\$ -	\$90,800 (100.0%)
Transfers to Reserve	\$ -	\$ -	\$20,000	\$20,000	\$20,000	\$ - -
Total Debt and Transfers	(\$115,000)	(\$165,000)	(\$70,718)	(\$70,800)	\$20,000	\$90,800 (128.2%)
NET COST / (REVENUE)	\$1,394,888	\$1,479,100	\$3,504,110	\$1,326,600	\$1,387,700	\$61,100 4.6%



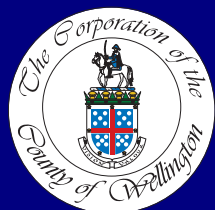
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Ontario Works

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	22,994,100	25,034,700	25,497,900	26,128,900	26,777,000	27,443,500	28,129,000	28,834,300	29,563,100	30,292,400	31,040,200
Municipal Recoveries	3,525,100	3,980,800	4,238,700	4,538,300	4,715,700	4,954,500	5,237,100	5,489,700	5,737,500	5,975,700	6,242,700
Internal Recoveries	62,300	20,000									
Total Revenue	26,581,500	29,035,500	29,736,600	30,667,200	31,492,700	32,398,000	33,366,100	34,324,000	35,300,600	36,268,100	37,282,900
EXPENDITURES											
Salaries, Wages and Benefits	6,317,500	6,408,600	6,571,600	6,802,700	7,036,500	7,262,800	7,489,900	7,725,700	7,967,900	8,217,900	8,473,800
Supplies, Material & Equipment	167,300	191,100	195,000	199,400	203,300	207,300	211,500	215,400	219,500	223,700	228,700
Purchased Services	446,600	442,700	444,800	458,800	472,000	483,800	500,300	514,700	529,300	544,400	561,100
Social Assistance	19,104,700	21,349,200	21,974,900	22,615,000	23,272,800	23,949,100	24,644,700	25,360,500	26,094,000	26,828,100	27,580,700
Transfer Payments	325,000	210,400	215,400	220,400	225,400	230,400	235,800	241,400	247,000	252,600	258,200
Insurance & Financial	111,000	132,200	126,200	131,100	135,900	140,700	145,700	137,400	156,000	161,600	167,200
Minor Capital Expenses	5,000	13,000	23,500	30,000				55,000			
Internal Charges	1,501,800	1,656,000	1,621,600	1,734,100	1,726,300	1,775,100	1,873,400	1,885,400	1,974,900	2,001,900	2,057,200
Total Expenditures	27,978,900	30,403,200	31,173,000	32,191,500	33,072,200	34,049,200	35,101,300	36,135,500	37,188,600	38,230,200	39,326,900
Net Operating Cost / (Revenue)	1,397,400	1,367,700	1,436,400	1,524,300	1,579,500	1,651,200	1,735,200	1,811,500	1,888,000	1,962,100	2,044,000
yr/yr % change		(2.1%)	5.0%	6.1%	3.6%	4.5%	5.1%	4.4%	4.2%	3.9%	4.2%
DEBT AND TRANSFERS											
Transfer from Reserves	(90,800)										
Transfer to Reserves	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Debt and Transfers	(70,800)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TAX LEVY REQUIREMENT											
	1,326,600	1,387,700	1,456,400	1,544,300	1,599,500	1,671,200	1,755,200	1,831,500	1,908,000	1,982,100	2,064,000
yr/yr % change		4.6%	5.0%	6.0%	3.6%	4.5%	5.0%	4.3%	4.2%	3.9%	4.1%



County of Wellington
10 Year Capital Budget
Ontario Works

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Ontario Works											
Fergus OW: Roof Replacement	101,000										101,000
129 Wyndham: Roofing							385,000				385,000
Fergus OW: Rooftop Air Conditioners							100,000				100,000
129 Wyndham: Interior Renovations	50,000							420,000			470,000
Fergus OW: Parking Lot Rehab							25,000				25,000
129 Wyndham: Rehab Emergency Power System					190,000						190,000
129 Wyndham: Exterior Door Replacement						30,000					30,000
129 Wyndham: Security			80,000								80,000
Total Ontario Works	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000
Total	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000
Sources of Financing											
Recoveries	39,000		54,000		147,000	23,000	298,000	325,000			886,000
Reserves	112,000		26,000		43,000	7,000	212,000	95,000			495,000
Total Financing	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000



Programme Overview

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

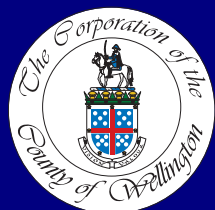
Programme Description

- **Children's Early Years Management:** Planning and management of the child care and early years family supports system for the service delivery area. Provision of Canada-Wide Early Learning and Child Care System (CWELCC) general operating grants, fee subsidies, special needs resourcing, capacity building, EarlyON Programmes, wage enhancement/home child care enhancement grants, and community grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care fees in licensed child care, authorized recreation and skill building programmes, and school board operated programmes who have a Purchase of Service Agreement with the County of Wellington.
- **General Operating Grants:** Provides financial assistance for the operation of licensed child care programmes including staff wages and benefits, occupancy costs and professional development for operators with a Purchase of Service Agreement with the County of Wellington.
- **Special Needs Resources:** Provides enhanced support services which supports the inclusion of children with special needs in licensed child care settings, including home child care, camps and children's recreation programmes, at no additional cost to parents or guardians. Supports may include resource consultation, supplemental staffing, connections to specialized supports, professional development opportunities to support staff.
- **Capacity Building:** Provides an Early Years Professional Resource Centre that plans and facilitates ongoing professional learning, side-by-side mentoring, and a variety of resources to increase quality levels.
- The County of Wellington operates four licensed child care centres (one in Guelph and three in Wellington County) which offer 194 spaces in total. The County also operates a licensed home child care agency that provides access throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.

2025 Budget Highlights

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

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



Performance Measures

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

Programme Goals and Objectives

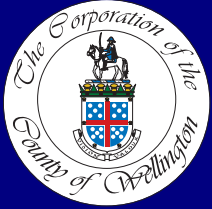
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under the *Child Care and Early Years Act, 2014*, to establish a local child care and early years service plan that addresses the matters of provincial interest in addition to local child care and early years service system interests. The following are goals and objectives of the CEYD:

- Implement a consistent and continuous quality assessment and improvement strategy across the child care and early years system. **(Making the best decisions for the betterment of the community)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals.
(Cherishing the County's most valued asset - its Staff)
- Increase access to and participation in professional development and recruitment strategies that enhance the workforce's knowledge and competencies on topics of current focus, relevance and interest within the sector including diversity, inclusive practices and cultural competence.
(Cherishing the County's most valued asset - its Staff)
- Stabilize current child care and EarlyON service levels during the pandemic.
(Doing what the County does best - providing critical daily services for your residents)
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Making the best decisions for the betterment of the community)**
- Improve child care and early years service system information, awareness, communication and service navigation resources to enable parents to make informed decisions about and facilitate access to available services. **(Doing what the County does best - providing critical daily services for your residents)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(Making the best decisions for the betterment of the community)**
- Improve awareness and facilitate parents' access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy.
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
# of active contracted home child care providers	60	54	34	27
# of participants accessing EarlyON Centre programmes	11,093	8,519	5,854	3,370
# educators participating in professional learning	917	727	564	348
# of spaces available for child care fee subsidies	5,133	5,033	4,938	4,857
# of children in receipt of child care fee subsidies	865	715	812	976



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
Revenue							
Grants & Subsidies	\$42,795,614	\$45,360,500	\$42,913,243	\$49,570,500	\$90,641,700	\$41,071,200	82.9%
Municipal Recoveries	\$2,622,971	\$3,462,400	\$4,330,255	\$4,895,800	\$3,689,800	(\$1,197,000)	(24.4%)
Licenses, Permits and Rents	\$5,780	\$16,300	\$16,292	\$16,300	\$16,300	\$ -	-
User Fees & Charges	\$855,761	\$635,300	\$835,829	\$856,000	\$889,800	\$33,800	3.9%
Other Revenue	\$29,469	\$ -	\$27,074	\$55,000	\$55,000	\$ -	-
Internal Recoveries	\$1,257,191	\$881,500	\$1,633,996	\$1,237,400	\$ -	(\$1,237,400)	(100.0%)
Total Revenue	\$47,566,786	\$50,356,000	\$49,756,689	\$56,631,000	\$95,301,600	\$38,670,600	68.3%
Expenditure							
Salaries, Wages and Benefits	\$9,082,201	\$9,285,700	\$9,575,352	\$9,953,100	\$10,570,300	\$617,200	6.2%
Supplies, Material & Equipment	\$434,191	\$597,300	\$421,028	\$582,900	\$602,700	\$19,800	3.4%
Purchased Services	\$1,198,319	\$874,200	\$915,109	\$998,100	\$1,058,800	\$60,700	6.1%
Social Assistance	\$35,350,509	\$39,530,900	\$42,986,555	\$44,343,600	\$82,494,800	\$38,151,200	86.0%
Insurance & Financial	\$182,810	\$183,200	\$187,089	\$206,700	\$247,100	\$40,400	19.5%
Minor Capital Expenses	\$492,925	\$ -	\$39,212	\$41,500	\$27,000	(\$14,500)	(34.9%)
Internal Charges	\$2,329,181	\$1,956,900	\$2,994,956	\$2,603,800	\$1,565,700	(\$1,038,100)	(39.9%)
Total Expenditure	\$49,070,136	\$52,428,200	\$57,119,301	\$58,729,700	\$96,566,400	\$37,836,700	64.4%
Net Operating Cost / (Revenue)	\$1,503,350	\$2,072,200	\$7,362,612	\$2,098,700	\$1,264,800	(\$833,900)	(39.7%)
Debt and Transfers							
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$179,200	\$179,200	-
Total Debt and Transfers	\$ -	\$ -	\$ -	\$ -	\$179,200	\$179,200	-
NET COST / (REVENUE)	\$1,503,350	\$2,072,200	\$7,362,612	\$2,098,700	\$1,444,000	(\$654,700)	(31.2%)



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	49,570,500	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700	90,641,700
Municipal Recoveries	4,895,800	3,698,800	3,779,100	3,851,500	3,898,200	3,942,100	3,883,100	4,054,800	4,244,400	4,435,600	4,702,700
Licenses, Permits and Rents	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	856,000	889,800	889,800	889,800	889,800	889,800	889,800	889,800	889,800	889,800	889,800
Other Revenue	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Internal Recoveries	1,237,400										
Total Revenue	56,631,000	95,301,600	95,381,900	95,454,300	95,501,000	95,544,900	95,485,900	95,657,600	95,847,200	96,038,400	96,305,500
EXPENDITURES											
Salaries, Wages and Benefits	9,951,300	10,570,300	11,032,300	11,417,700	11,816,700	12,208,800	12,593,400	12,989,000	13,398,400	13,819,900	14,252,500
Supplies, Material & Equipment	582,900	602,700	601,900	620,400	639,400	658,600	678,500	698,900	718,700	738,900	759,100
Purchased Services	1,000,000	1,058,800	1,094,500	1,118,300	1,142,500	1,167,500	1,193,300	1,219,600	1,245,500	1,272,600	1,301,000
Social Assistance	44,343,600	82,494,800	82,239,700	82,009,500	81,744,400	81,433,700	81,070,200	80,999,200	80,918,500	80,838,800	80,756,900
Insurance & Financial	206,700	247,100	248,200	257,500	267,300	277,100	286,600	278,500	307,800	318,600	330,300
Minor Capital Expenses	41,500	27,000	81,000	92,000	39,700	33,000	60,000	16,000			70,000
Internal Charges	2,603,800	1,565,700	1,611,600	1,653,400	1,697,500	1,747,800	1,864,300	1,888,700	1,911,100	1,967,100	2,023,900
Total Expenditures	58,729,800	96,566,400	96,909,200	97,168,800	97,347,500	97,526,500	97,746,300	98,089,900	98,500,000	98,955,900	99,493,700
Net Operating Cost / (Revenue)	2,098,800	1,264,800	1,527,300	1,714,500	1,846,500	1,981,600	2,260,400	2,432,300	2,652,800	2,917,500	3,188,200
yr/yr % change		(39.7%)	20.8%	12.3%	7.7%	7.3%	14.1%	7.6%	9.1%	10.0%	9.3%
DEBT AND TRANSFERS											
Transfer to Reserves		179,200	76,600								
Total Debt and Transfers		179,200	76,600								
TAX LEVY REQUIREMENT											
	2,098,800	1,444,000	1,603,900	1,714,500	1,846,500	1,981,600	2,260,400	2,432,300	2,652,800	2,917,500	3,188,200
yr/yr % change		(31.2%)	11.1%	6.9%	7.7%	7.3%	14.1%	7.6%	9.1%	10.0%	9.3%



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Children's Early Years Division											
Mount Forest: Air Conditioning						400,000					400,000
Mount Forest: Parking Lot							180,000				180,000
133 Wyndham: Building Retrofits							100,000				100,000
Mount Forest: Water Heater Replacement						30,000					30,000
Mount Forest: Fire Alarm System Upgrade						35,000					35,000
Mount Forest: Commercial Equipment Replacement						50,000					50,000
Mount Forest: Exterior Door Rehab							45,000				45,000
Willowdale: Common Area Flooring Rehab					30,000						30,000
Willowdale: Fire Alarm System Upgrade										40,000	40,000
Willowdale: Parking Lot Rehab										145,000	145,000
Willowdale: HVAC Air Conditioner Units										335,000	335,000
133 Wyndham: Interior Upgrades: Wall Finishes	35,000										35,000
133 Wyndham: Bathroom/Kitchen Refurbishments		90,000									90,000
133 Wyndham: Exterior Wall Rehab		35,000									35,000
Mount Forest: Flooring					115,000						115,000
Total Children's Early Years Division	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000
Total	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000
Sources of Financing											
Recoveries	24,000	83,000			30,000		67,000			520,000	724,000
Reserves	11,000	42,000			115,000	515,000	258,000				941,000
Total Financing	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000



Programme Overview

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

Programme Description

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

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

2025 Budget Highlights

Operating Budget:

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

Capital Budget:

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

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



Performance Measures

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

Programme Goals and Objectives

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

- Support residents with a cognitive impairment by providing care in a safe, caring and dignified manner. Our philosophy of care is that all behaviour has meaning. As such, staff strive to anticipate residents' needs and respond to them in a caring and compassionate way, preserving dignity for all residents.
(Doing what the County does best - providing critical daily services for your residents)
- Support residents through the end of life journey with a focus on building a relationship with the resident and family in order to provide them the emotional support through the palliative experience.
(Doing what the County does best - providing critical daily services for your residents)
- A core component of the quality programme includes monitoring groups for falls prevention, skin and wound care, continence care, palliative care, infection control and responsive behaviours. Registered Nurses provide leadership and mentorship to the interdisciplinary team in setting goals, implementing best practices and making recommendations for staff education.
(Doing what the County does best - providing critical daily services for your residents)
- Monitor data reported through the Canadian Institute for Health Information (CIHI) to benchmark performance and set quality improvement targets.
(Making the best decisions for the betterment of the community)
- Ensure improvement is an ongoing process by using an interdisciplinary approach where teams build on the work from the previous year by reviewing outcomes, trialing potential solutions, and collaborating across the home to ensure staff embrace the change ideas.
(Making the best decisions for the betterment of the community)

Performance Measures

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

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



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	%
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Change Budget
Revenue							
Grants & Subsidies	\$13,970,203	\$12,209,900	\$15,168,830	\$14,130,500	\$15,720,600	\$1,590,100	11.3%
User Fees & Charges	\$4,722,510	\$4,769,000	\$4,676,130	\$4,758,800	\$5,207,700	\$448,900	9.4%
Sales Revenue	\$62,502	\$58,100	\$51,329	\$61,400	\$56,700	(\$4,700)	(7.7%)
Other Revenue	\$101,009	\$25,000	\$112,975	\$35,000	\$50,000	\$15,000	42.9%
Total Revenue	\$18,856,224	\$17,062,000	\$20,009,264	\$18,985,700	\$21,035,000	\$2,049,300	10.8%
Expenditure							
Salaries, Wages and Benefits	\$22,317,726	\$20,576,400	\$22,146,176	\$22,950,500	\$25,090,400	\$2,139,900	9.3%
Supplies, Material & Equipment	\$1,839,554	\$1,645,400	\$1,720,922	\$1,821,700	\$1,959,000	\$137,300	7.5%
Purchased Services	\$1,519,091	\$1,514,300	\$1,433,362	\$1,478,800	\$1,624,500	\$145,700	9.9%
Insurance & Financial	\$478,402	\$408,800	\$467,737	\$479,500	\$548,500	\$69,000	14.4%
Internal Charges	\$1,087,801	\$1,087,000	\$1,141,282	\$1,232,000	\$1,435,400	\$203,400	16.5%
Total Expenditure	\$27,242,574	\$25,231,900	\$26,909,479	\$27,962,500	\$30,657,800	\$2,695,300	9.6%
Net Operating Cost / (Revenue)	\$8,386,350	\$8,169,900	\$6,900,215	\$8,976,800	\$9,622,800	\$646,000	7.2%
Debt and Transfers							
Debt Charges	\$1,814,057	\$1,849,700	\$1,775,005	\$1,849,700	\$1,713,000	(\$136,700)	(7.4%)
Transfer from Reserve	(\$286,715)	(\$494,200)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$ -	-
Total Debt and Transfers	\$1,777,342	\$1,605,500	\$2,025,005	\$2,099,700	\$1,963,000	(\$136,700)	(6.5%)
NET COST / (REVENUE)	\$10,163,692	\$9,775,400	\$8,925,220	\$11,076,500	\$11,585,800	\$509,300	4.6%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	14,130,500	15,720,600	14,973,300	15,049,400	15,144,200	15,240,100	15,336,800	15,434,600	15,533,300	15,633,000	15,732,700
User Fees & Charges	4,758,800	5,207,700	5,259,400	5,311,600	5,364,300	5,417,600	5,471,400	5,525,700	5,580,600	5,636,000	5,692,000
Sales Revenue	61,400	56,700	57,900	59,200	60,500	61,800	63,200	64,600	66,000	67,400	68,900
Other Revenue	35,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenue	18,985,700	21,035,000	20,340,600	20,470,200	20,619,000	20,769,500	20,921,400	21,074,900	21,229,900	21,386,400	21,543,600
EXPENDITURES											
Salaries, Wages and Benefits	22,949,500	25,090,400	25,926,000	26,688,700	27,510,300	28,353,700	29,224,500	30,124,700	31,054,800	32,017,400	33,012,200
Supplies, Material & Equipment	1,821,700	1,959,000	1,892,500	1,997,100	1,997,000	2,055,200	2,175,600	2,169,600	2,233,300	2,371,500	2,440,700
Purchased Services	1,479,800	1,624,500	1,666,900	1,710,400	1,755,100	1,801,100	1,848,500	1,897,200	1,947,100	2,000,100	2,051,200
Insurance & Financial	479,500	548,500	600,500	624,500	649,600	676,100	703,500	732,300	762,400	794,500	826,500
Internal Charges	1,232,000	1,435,400	1,478,000	1,521,900	1,567,100	1,613,700	1,661,600	1,711,000	1,761,900	1,814,300	1,868,300
Total Expenditures	27,962,500	30,657,800	31,563,900	32,542,600	33,479,100	34,499,800	35,613,700	36,634,800	37,759,500	38,997,800	40,198,900
Net Operating Cost / (Revenue)	8,976,800	9,622,800	11,223,300	12,072,400	12,860,100	13,730,300	14,692,300	15,559,900	16,529,600	17,611,400	18,655,300
yr/yr % change		7.2%	16.6%	7.6%	6.5%	6.8%	7.0%	5.9%	6.2%	6.5%	5.9%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,713,000									
Transfer to Reserves	250,000	250,000	400,000	400,000	400,000	550,000	550,000	550,000	550,000	550,000	550,000
Total Debt and Transfers	2,099,700	1,963,000	400,000	400,000	400,000	550,000	550,000	550,000	550,000	550,000	550,000
TAX LEVY REQUIREMENT	11,076,500	11,585,800	11,623,300	12,472,400	13,260,100	14,280,300	15,242,300	16,109,900	17,079,600	18,161,400	19,205,300
yr/yr % change		4.6%	0.3%	7.3%	6.3%	7.7%	6.7%	5.7%	6.0%	6.3%	5.7%



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Mower/Snow Blower Replacement									70,000		70,000
Nursing Equip Replacements	110,000	110,000	110,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000	1,210,000
Nutritional Services Equipment	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Resident Van Replacement			125,000								125,000
Tablet Replacements	40,000				45,000				50,000		135,000
Telecommunications Upgrades	200,000	300,000									500,000
Terrace Bus Replacement			180,000								180,000
Terrace Network			125,000						150,000		275,000
Wireless Phone Replacements					140,000						140,000
Total Equipment and Technology	400,000	460,000	590,000	170,000	355,000	170,000	180,000	180,000	450,000	180,000	3,135,000
Facility Improvements											
Air Handling Unit Upgrades	850,000										850,000
Courtyard Door Replacement						55,000					55,000
Garbage Compactor Replacement						70,000					70,000
Outdoor Refresh - Staff Area	40,000										40,000
Roof Waterproofing		220,000									220,000
Terrace Parking Lot				675,000							675,000
WT Building Retrofits	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
WT Building Upgrades and Repairs	450,000										450,000
Total Facility Improvements	1,390,000	270,000	50,000	725,000	50,000	175,000	50,000	50,000	50,000	50,000	2,860,000
Total Long-Term Care Homes	1,790,000	730,000	640,000	895,000	405,000	345,000	230,000	230,000	500,000	230,000	5,995,000
Total	1,790,000	730,000	640,000	895,000	405,000	345,000	230,000	230,000	500,000	230,000	5,995,000
Sources of Financing											
Subsidies	450,000										450,000
Reserves	1,340,000	730,000	640,000	895,000	405,000	345,000	230,000	230,000	500,000	230,000	5,545,000
Total Financing	1,790,000	730,000	640,000	895,000	405,000	345,000	230,000	230,000	500,000	230,000	5,995,000



Programme Overview

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

Programme Description

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

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

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

2025 Budget Highlights

Operating Budget:

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

Capital Branch Improvements:

- Lifecycle replacement for building components at various branches total \$6.8 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier Van is scheduled for replacement in 2030. The budget accounts for an electric vehicle purchase reflecting preliminary Corporate Climate Change initiatives.
- The Library Master Plan in 2025 intends to review all aspects of library services and make recommendations for future improvements.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)	2024	2025
Library Administration	9.1	9.1
Library Branch Staff	52.5	55.3
Total	61.6	64.4
Current employee count: 113		



Performance Measures

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

Programme Goals and Objectives

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

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

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
Number of materials circulated	1,035,000	975,000	962,289	848,589
Library website traffic including database, catalogue, and calendar usage	950,000	900,000	850,797	698,440
Number of programmes offered	2,700	2,825	2,810	2,168
Number of people attending programmes	39,000	37,000	35,612	40,791



County of Wellington 2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$141,275	\$141,500	\$141,275	\$141,500	\$141,500	\$ -	-
Municipal Recoveries	\$31,680	\$30,000	\$41,760	\$32,000	\$52,000	\$20,000	62.5%
Licenses, Permits and Rents	\$49,462	\$47,500	\$55,015	\$49,500	\$56,100	\$6,600	13.3%
User Fees & Charges	\$26,141	\$17,900	\$36,662	\$23,800	\$37,100	\$13,300	55.9%
Sales Revenue	\$11,417	\$8,100	\$11,712	\$10,100	\$11,800	\$1,700	16.8%
Other Revenue	\$270,124	\$ -	\$12,757	\$ -	\$7,800	\$7,800	-
Total Revenue	\$530,099	\$245,000	\$299,181	\$256,900	\$306,300	\$49,400	19.2%
Expenditure							
Salaries, Wages and Benefits	\$5,423,595	\$5,313,100	\$5,503,335	\$5,681,700	\$6,256,500	\$574,800	10.1%
Supplies, Material & Equipment	\$1,053,539	\$958,600	\$1,040,159	\$1,025,600	\$1,090,100	\$64,500	6.3%
Purchased Services	\$1,388,489	\$1,248,300	\$1,234,881	\$1,369,300	\$1,430,500	\$61,200	4.5%
Insurance & Financial	\$162,620	\$134,600	\$153,737	\$155,900	\$170,500	\$14,600	9.4%
Minor Capital Expenses	\$5,801	\$43,500	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$41,158	\$25,700	\$28,298	\$25,700	\$25,700	\$ -	-
Total Expenditure	\$8,075,202	\$7,723,800	\$7,960,410	\$8,258,200	\$8,973,300	\$715,100	8.7%
Net Operating Cost / (Revenue)	\$7,545,103	\$7,478,800	\$7,661,229	\$8,001,300	\$8,667,000	\$665,700	8.3%
Debt and Transfers							
Debt Charges	\$371,028	\$371,800	\$214,648	\$231,000	\$316,000	\$85,000	36.8%
Transfer from Reserve	(\$157,801)	(\$195,500)	\$ -	\$ -	(\$85,000)	(\$85,000)	-
Transfers to Reserve	\$697,640	\$440,000	\$440,000	\$440,000	\$740,000	\$300,000	68.2%
Total Debt and Transfers	\$910,867	\$616,300	\$654,648	\$671,000	\$971,000	\$300,000	44.7%
NET COST / (REVENUE)	\$8,455,970	\$8,095,100	\$8,315,877	\$8,672,300	\$9,638,000	\$965,700	11.1%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
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	32,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
Licenses, Permits and Rents	49,500	56,100	56,500	56,900	57,300	57,700	58,100	58,500	58,900	59,300	59,700
User Fees & Charges	23,800	37,100	37,400	37,700	38,000	38,300	38,600	38,900	39,200	39,500	39,900
Sales Revenue	10,100	11,800	11,800	11,800	11,800	11,800	11,800	11,800	11,800	11,800	11,800
Other Revenue		7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
Total Revenue	256,900	306,300	307,000	307,700	308,400	309,100	309,800	310,500	311,200	311,900	312,700
EXPENDITURES											
Salaries, Wages and Benefits	5,681,700	6,256,500	6,561,200	6,776,700	6,993,300	7,216,800	7,444,800	7,682,900	7,926,100	8,179,900	8,440,600
Supplies, Material & Equipment	1,025,600	1,090,100	1,119,400	1,149,600	1,180,600	1,212,500	1,245,400	1,279,000	1,313,700	1,349,300	1,386,300
Purchased Services	1,369,300	1,430,500	1,580,400	1,631,600	1,681,000	1,734,400	1,785,500	1,837,900	1,891,400	1,946,300	2,003,600
Insurance & Financial	155,900	170,500	184,900	193,300	202,500	213,000	223,600	234,800	245,900	259,100	271,600
Internal Charges	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700
Total Expenditures	8,258,200	8,973,300	9,471,600	9,776,900	10,083,100	10,402,400	10,725,000	11,060,300	11,402,800	11,760,300	12,127,800
Net Operating Cost / (Revenue)	8,001,300	8,667,000	9,164,600	9,469,200	9,774,700	10,093,300	10,415,200	10,749,800	11,091,600	11,448,400	11,815,100
yr/yr % change		8.3%	5.7%	3.3%	3.2%	3.3%	3.2%	3.2%	3.2%	3.2%	3.2%
DEBT AND TRANSFERS											
Debt Charges	231,000	316,000	645,500	644,800	645,600	414,000	414,000	414,000	414,000	414,000	414,000
Transfer from Reserves		(85,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)
Transfer to Reserves	440,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000
Total Debt and Transfers	671,000	971,000	971,500	970,800	971,600	740,000	740,000	740,000	740,000	740,000	740,000
TAX LEVY REQUIREMENT											
	8,672,300	9,638,000	10,136,100	10,440,000	10,746,300	10,833,300	11,155,200	11,489,800	11,831,600	12,188,400	12,555,100
yr/yr % change		11.1%	5.2%	3.0%	2.9%	0.8%	3.0%	3.0%	3.0%	3.0%	3.0%



County of Wellington
10 Year Capital Budget
Library Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Catalogue Software Replacement		40,000				45,000					85,000
Circulating/Programming Technology	35,000										35,000
Collection Enhancement	55,000					55,000					110,000
Future Technology Advancements			35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	280,000
Library Courier Electric Van						145,000					145,000
Library Master Plan	50,000										50,000
Total Programming	170,000	70,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,005,000
Facilities											
Aboyne Branch: Interior Upgrades						70,000					70,000
Aboyne Branch: Roof Replacement							300,000				300,000
Arthur Branch: Common Area Floor Finishes					50,000						50,000
Arthur Branch: Domestic Water Distribution Re										40,000	40,000
Arthur Branch: Elevator Modernization				200,000							200,000
Arthur Branch: Exterior Doors							30,000				30,000
Arthur Branch: Exterior Wall										100,000	100,000
Arthur Branch: HVAC Replacements					150,000						150,000
Arthur Branch: Parking Lot					65,000						65,000
Arthur Branch: Roofing Rehabilitation										155,000	155,000
Arthur Branch: Security Systems	30,000										30,000
Arthur Branch: Site Lighting Rehab										50,000	50,000
Clifford Branch: AC Replacement		110,000									110,000
Clifford Branch: Common Area Floor Finishes		30,000									30,000
Clifford Branch: Domestic Water Distribution							30,000				30,000
Clifford Branch: Roof Replace	90,000										90,000
Clifford Branch: Site Lighting							30,000				30,000
Drayton Branch: Flooring					60,000						60,000
Drayton Branch: HVAC Replacements					45,000						45,000
Drayton Branch: Lighting Equipment-Units Re										35,000	35,000
Drayton Branch: Parking Lot					155,000						155,000
Drayton Branch: Roof Rehab										240,000	240,000
Drayton Branch: Site Lighting					25,000					60,000	85,000
Drayton Branch: Site Rehabilitation										50,000	50,000



County of Wellington
10 Year Capital Budget
Library Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Elora Branch: Fire Alarm Systems					40,000						40,000
Elora Branch: Packaged Air Conditioner Units						35,000				25,000	60,000
Elora Branch: Roofing Rehabilitation					30,000						30,000
Fergus Branch: Common Area Wall Finishes					65,000						65,000
Fergus Branch: Exterior Doors Replacement										40,000	40,000
Fergus Branch: Exterior Windows Replacement										80,000	80,000
Fergus Branch: Flooring					100,000					45,000	145,000
Fergus Branch: Roofing Replacement										200,000	200,000
Harriston Branch: Common Area Wall Finishes			35,000								35,000
Harriston Branch: Common Areas Floor Finish								30,000			30,000
Harriston Branch: Elevator Rehabilitation								230,000			230,000
Harriston Branch: Fire System Upgrades								60,000			60,000
Harriston Branch: HVAC Rehabilitation								190,000			190,000
Harriston Branch: Parking Lot Rehabilitation								80,000			80,000
Harriston Branch: Plumbing Upgrades						50,000					50,000
Harriston Branch: Rain Water Drainage						35,000					35,000
Harriston Branch: Roofing Rehabilitation								45,000			45,000
Harriston Branch: Site Lighting Rehab										50,000	50,000
Hillsburgh Branch: Common Areas Walls & Floors							75,000				75,000
Hillsburgh Branch: Exterior Window Replacement				45,000							45,000
Hillsburgh Branch: HVAC Rehab							60,000				60,000
Library Building Retrofits	155,000	110,000	150,000	100,000	135,000	245,000	215,000	135,000	100,000	175,000	1,520,000
MF Branch: Elevator Modernization						480,000					480,000
MF Branch: Exterior Doors Replacement						30,000					30,000
MF Branch: HVAC Upgrades						50,000					50,000
Marden Branch: Bathroom Refurbishment								25,000			25,000
Marden Branch: Packaged Air Conditioner Units			40,000								40,000
Marden Branch: Parking Lot Rehabilitation								160,000			160,000
Palmerston Branch: Air Conditioning						30,000					30,000
Palmerston Branch: Domestic Water Distribution						55,000					55,000
Palmerston Branch: Elevator Modernization										140,000	140,000
Palmerston Branch: Interior Upgrades						85,000					85,000
Puslinch Branch: Air Conditioning						150,000					150,000
Puslinch Branch: Domestic Water Distribution						35,000					35,000
Puslinch Branch: Flooring Replacements							65,000				65,000



County of Wellington
10 Year Capital Budget
Library Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Puslinch Branch: HDS-Snow Melting Rehab									50,000		50,000
Puslinch Branch: Water Heater						65,000					65,000
Total Facilities	275,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,825,000
Total Library Services	445,000	320,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,830,000
Total	445,000	320,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,830,000
Sources of Financing											
Reserves	365,000	320,000	290,000	410,000	985,000	1,680,000	870,000	1,020,000	215,000	1,550,000	7,705,000
Development Charges	80,000					45,000					125,000
Total Financing	445,000	320,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,830,000



Programme Overview

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

Programme Description

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

2025 Budget Highlights

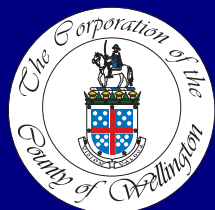
Operating Budget

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

Capital Budget

- Projects to advance the Wellington Place Mini-Master Plan include the rehabilitation on the Museum Building and improvements to the grounds to improve visitor experience and provide a place for people to meet, learn and reflect (\$4.3 million over 2025-2030)
- Project to provide a dedicated Children's space for child oriented programming
- Construction of Samuel Honey Drive to connect Charles Allen Way and Frederick Campbell Street (2029)
- Building, equipment and site improvements continue throughout the forecast.

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



Performance Measures

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

Programme Goals and Objectives

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

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

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

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

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

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

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

Goal 5: Public awareness of WCMA services. **Objectives:** Effective communication of our events, programmes and exhibits.

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

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

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

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

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

Performance Measures

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

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

* Note: Includes significant attendance to Dinosaur Exhibit



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$51,064	\$51,100	\$ -	\$51,100	\$51,100	\$ -	-
Licenses, Permits and Rents	\$30,004	\$52,100	\$79,101	\$52,100	\$82,100	\$30,000	57.6%
User Fees & Charges	\$102,888	\$80,500	\$60,114	\$55,400	\$63,200	\$7,800	14.1%
Sales Revenue	\$13,890	\$15,300	\$24,482	\$15,400	\$21,900	\$6,500	42.2%
Other Revenue	\$10,947	\$ -	\$105,297	\$50,000	\$50,000	\$ -	-
Total Revenue	\$208,793	\$199,000	\$268,994	\$224,000	\$268,300	\$44,300	19.8%
Expenditure							
Salaries, Wages and Benefits	\$1,657,118	\$1,720,600	\$1,693,134	\$1,808,400	\$1,957,900	\$149,500	8.3%
Supplies, Material & Equipment	\$178,893	\$174,000	\$142,017	\$185,800	\$193,800	\$8,000	4.3%
Purchased Services	\$456,176	\$459,300	\$469,155	\$519,000	\$510,200	(\$8,800)	(1.7%)
Transfer Payments	\$6,000	\$ -	\$500	\$ -	\$ -	\$ -	-
Insurance & Financial	\$67,440	\$64,600	\$73,969	\$71,800	\$79,500	\$7,700	10.7%
Minor Capital Expenses	\$4,350	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$18,232	\$10,000	\$15,432	\$10,000	\$12,500	\$2,500	25.0%
Total Expenditure	\$2,388,209	\$2,428,500	\$2,394,207	\$2,595,000	\$2,753,900	\$158,900	6.1%
Net Operating Cost / (Revenue)	\$2,179,416	\$2,229,500	\$2,125,213	\$2,371,000	\$2,485,600	\$114,600	4.8%
Debt and Transfers							
Transfers to Reserve	\$453,893	\$427,000	\$600,000	\$650,000	\$750,000	\$100,000	15.4%
Total Debt and Transfers	\$453,893	\$427,000	\$600,000	\$650,000	\$750,000	\$100,000	15.4%
NET COST / (REVENUE)	\$2,633,309	\$2,656,500	\$2,725,213	\$3,021,000	\$3,235,600	\$214,600	7.1%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	52,100	82,100	83,700	85,300	87,000	88,700	60,500	62,300	64,200	66,100	68,100
User Fees & Charges	55,400	63,200	64,400	65,600	66,800	68,100	69,400	70,700	72,000	73,400	74,900
Sales Revenue	15,400	21,900	22,300	22,700	23,100	23,500	23,900	24,300	24,700	25,100	25,500
Other Revenue	50,000	50,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Total Revenue	224,000	268,300	291,500	294,700	298,000	301,400	274,900	278,400	282,000	285,700	289,600
EXPENDITURES											
Salaries, Wages and Benefits	1,808,400	1,957,900	2,051,400	2,140,600	2,225,800	2,302,600	2,379,000	2,458,400	2,540,700	2,625,800	2,714,400
Supplies, Material & Equipment	185,800	193,800	176,700	181,700	186,700	191,800	197,000	202,300	207,800	213,300	219,300
Purchased Services	519,000	510,200	518,300	537,100	554,600	573,800	592,100	610,400	629,100	647,900	667,500
Insurance & Financial	71,800	79,500	85,600	90,500	95,500	100,600	106,000	111,700	117,800	124,300	131,100
Internal Charges	10,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Total Expenditures	2,595,000	2,753,900	2,844,500	2,962,400	3,075,100	3,181,300	3,286,600	3,395,300	3,507,900	3,623,800	3,744,800
Net Operating Cost / (Revenue)	2,371,000	2,485,600	2,553,000	2,667,700	2,777,100	2,879,900	3,011,700	3,116,900	3,225,900	3,338,100	3,455,200
yr/yr % change		4.8%	2.7%	4.5%	4.1%	3.7%	4.6%	3.5%	3.5%	3.5%	3.5%
DEBT AND TRANSFERS											
Transfer to Reserves	650,000	750,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000
Total Debt and Transfers	650,000	750,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000
TAX LEVY REQUIREMENT	3,021,000	3,235,600	3,423,000	3,537,700	3,647,100	3,749,900	3,881,700	3,986,900	4,095,900	4,208,100	4,325,200
yr/yr % change		7.1%	5.8%	3.4%	3.1%	2.8%	3.5%	2.7%	2.7%	2.7%	2.8%



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Museum & Archives at WP											
Programming and Equipment											
Archives Van		80,000									80,000
Museum Dedicated Childrens Space	600,000										600,000
Wellington Place Utility Vehicle	45,000										45,000
Zero Turn Mowers (3)			60,000								60,000
Total Programming and Equipment	645,000	80,000	60,000								785,000
Facilities											
Aboyne Hall Flooring Replacement	30,000										30,000
Aboyne Hall Kitchen					70,000						70,000
Archives Reading Room Flooring	30,000										30,000
Archives Roof Replacement							230,000				230,000
Exhibit Hall Flooring Replacement	30,000										30,000
Fire Alarm Panel				90,000							90,000
Main Elec Panel Replacement				45,000							45,000
Museum Air Conditioning			220,000								220,000
Replace Boilers		70,000					135,000				205,000
Replace Humidification Units						40,000					40,000
WP - Museum Building Renovations			1,750,000								1,750,000
Total Facilities	90,000	70,000	1,970,000	135,000	70,000	40,000	365,000				2,740,000
Wellington Place											
Aboyne Rural Hospice Stormwater Mgt	100,000										100,000
Samuel Honey Drive Construction					2,125,000						2,125,000
WP - Commons Recreation Area						920,000					920,000
WP - Storage Building, Bicycle/Water Stations		1,625,000									1,625,000
Total Wellington Place	100,000	1,625,000			2,125,000	920,000					4,770,000
Total Museum & Archives at WP	835,000	1,775,000	2,030,000	135,000	2,195,000	960,000	365,000				8,295,000
Total	835,000	1,775,000	2,030,000	135,000	2,195,000	960,000	365,000				8,295,000
Sources of Financing											
Reserves	835,000	1,775,000	2,030,000	135,000	2,195,000	960,000	365,000				8,295,000
Total Financing	835,000	1,775,000	2,030,000	135,000	2,195,000	960,000	365,000				8,295,000



Programme Overview

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

Programme Description

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

2025 Budget Highlights

Operating Budget:

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

Capital Budget:

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

Staff Complement (Full time equivalents)	2024	2025
Planning and Development	14.3	14.3
Land Division Committee	2.0	2.0
Climate Change	2.0	2.0
Weed Inspection/Tree Cutting	1.2	1.2
Total	19.5	19.5
Current employee count: 20		



Performance Measures

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

Programme Goals and Objectives

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

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

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

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

Performance Measures

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

	Projected 2025	Projected 2024	Actual 2023	Actual 2022
Percent of new residential units from building permits in settlement areas	90%	90%	87%	88%
Percent of agriculturally designated land retained since year 2000*	99.40%	99.60%	99.60%	99.60%
Number of new residential units from building permits	730	1,020	592	853
Corporate greenhouse gas emission % reduction yr/yr	-1.00%	0.20%	1.00%	-18.60%
Community greenhouse gas emissions % reduction yr/yr	1.00%	1.00%	1.00%	-1.20%

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



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Preliminary Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$ -	\$ -	\$ -	\$ -	\$317,300	\$317,300	-
Municipal Recoveries	\$400,125	\$418,700	\$371,195	\$441,100	\$409,100	(\$32,000)	(7.3%)
User Fees & Charges	\$1,265,078	\$1,200,600	\$1,071,172	\$1,248,700	\$1,298,800	\$50,100	4.0%
Other Revenue	\$126	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,665,329	\$1,619,300	\$1,442,367	\$1,689,800	\$2,025,200	\$335,400	19.8%
Expenditure							
Salaries, Wages and Benefits	\$2,526,379	\$2,655,500	\$2,522,912	\$2,842,000	\$3,072,700	\$230,700	8.1%
Supplies, Material & Equipment	\$34,485	\$43,000	\$34,065	\$46,200	\$41,800	(\$4,400)	(9.5%)
Purchased Services	\$182,277	\$392,800	\$192,475	\$418,900	\$701,800	\$282,900	67.5%
Transfer Payments	\$788,690	\$785,000	\$663,801	\$865,000	\$878,500	\$13,500	1.6%
Insurance & Financial	\$48,916	\$47,300	\$45,296	\$51,800	\$57,500	\$5,700	11.0%
Internal Charges	\$6,663	\$6,600	\$19,032	\$6,600	\$21,600	\$15,000	227.3%
Total Expenditure	\$3,587,410	\$3,930,200	\$3,477,581	\$4,230,500	\$4,773,900	\$543,400	12.8%
Net Operating Cost / (Revenue)	\$1,922,081	\$2,310,900	\$2,035,214	\$2,540,700	\$2,748,700	\$208,000	8.2%
Debt and Transfers							
Transfer from Reserve	(\$924)	(\$20,000)	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$58,334	\$10,000	\$10,000	\$10,000	\$10,000	\$ -	-
Total Debt and Transfers	\$57,410	(\$10,000)	\$10,000	\$10,000	\$10,000	\$ -	-
NET COST / (REVENUE)	\$1,979,491	\$2,300,900	\$2,045,214	\$2,550,700	\$2,758,700	\$208,000	8.2%



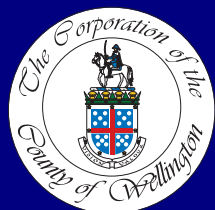
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Planning

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies		317,300	952,600	990,600	708,900	828,900					
Municipal Recoveries	441,100	409,100	418,800	428,500	438,200	447,900	457,600	467,300	477,000	486,700	486,700
User Fees & Charges	1,248,700	1,298,800	1,336,600	1,374,400	1,414,600	1,456,800	1,499,000	1,541,200	1,585,400	1,630,600	1,679,100
Other Revenue			37,600	37,600	37,600	37,600					
Total Revenue	1,689,800	2,025,200	2,745,600	2,831,100	2,599,300	2,771,200	1,956,600	2,008,500	2,062,400	2,117,300	2,165,800
EXPENDITURES											
Salaries, Wages and Benefits	2,842,000	3,072,700	3,198,900	3,329,100	3,451,500	3,575,100	3,690,900	3,810,400	3,934,700	4,061,900	4,193,400
Supplies, Material & Equipment	46,200	41,800	42,600	43,400	44,200	45,000	45,800	46,600	47,500	48,400	49,400
Purchased Services	418,900	701,800	790,500	840,200	752,200	884,700	444,900	458,100	471,900	485,900	500,800
Transfer Payments	865,000	878,500	1,442,300	1,456,300	1,289,100	1,304,100	950,500	966,000	981,500	997,500	997,500
Insurance & Financial	51,800	57,500	107,200	109,900	111,800	114,500	71,600	74,100	76,700	79,200	81,600
Internal Charges	6,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600
Total Expenditures	4,230,500	4,773,900	5,603,100	5,800,500	5,670,400	5,945,000	5,225,300	5,376,800	5,533,900	5,694,500	5,844,300
Net Operating Cost / (Revenue)	2,540,700	2,748,700	2,857,500	2,969,400	3,071,100	3,173,800	3,268,700	3,368,300	3,471,500	3,577,200	3,678,500
yr/yr % change		8.2%	4.0%	3.9%	3.4%	3.3%	3.0%	3.0%	3.1%	3.0%	2.8%
DEBT AND TRANSFERS											
Transfer to Reserves	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Debt and Transfers	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TAX LEVY REQUIREMENT											
	2,550,700	2,758,700	2,867,500	2,979,400	3,081,100	3,183,800	3,278,700	3,378,300	3,481,500	3,587,200	3,688,500
yr/yr % change		8.2%	3.9%	3.9%	3.4%	3.3%	3.0%	3.0%	3.1%	3.0%	2.8%



County of Wellington
10 Year Capital Budget
Planning

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Planning											
Planning and Trails											
Official Plan Rev/Update	250,000					400,000					650,000
Total Planning and Trails	250,000					400,000					650,000
Climate Change Initiatives											
Adaptation Plan	100,000										100,000
Corporate EV Infrastructure	70,000										70,000
Green Energy Mapping			100,000								100,000
Pathway to Net Zero - County Corporate Build	150,000										150,000
Total Climate Change Initiatives	320,000		100,000								420,000
Total Planning	570,000		100,000			400,000					1,070,000
Total	570,000		100,000			400,000					1,070,000
Sources of Financing											
Reserves	370,000		100,000			80,000					550,000
Development Charges	200,000					320,000					520,000
Total Financing	570,000		100,000			400,000					1,070,000



Programme Overview

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

Programme Description

- The mission of the Green Legacy programme is to inspire and enable the Wellington County community to grow and plant trees to improve our environment for future generations.
- The Green Legacy is a dynamic programme that includes the growing of trees and community involvement in the process. The programme was established in 2004 and by the end of 2024, over 3.36 million trees will have been distributed and planted within the County.
- Trees produced are distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

2025 Budget Highlights

Operating Budget:

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

Capital Budget:

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

Staff Complement (Full time equivalents)	2024	2025
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.7	4.7
Northern Tree Nursery	2.5	2.5
Total	8.2	8.2
Current employee count: 7		



Performance Measures

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

Programme Goals and Objectives

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

- Provide 175,000 high quality trees a year to residents of the County of Wellington.
(Doing what the County does best - providing critical daily services for your residents)
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board.
(Doing what the County does best - providing critical daily services for your residents)
- Provide volunteer opportunities for residents of Wellington County to assist in the production of Green Legacy trees. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide trees and expertise to Wellington County member municipalities, conservation authorities and service groups. **(Doing what the County does best - providing critical daily services for your residents)**

Performance Measures

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

	Projected 2025	Actual 2024	Actual 2023	Actual 2022
# of high quality trees planted per year	167,000	160,953	166,050*	156,318*
# of students (grades K-8) involved in Green Legacy events	8,000	8,112	7,580*	2,818*
# of volunteers involved in Green Legacy events	500	492	507*	144*
# of trees provided to municipalities, conservation authorities and service groups	32,000	39,020	26,623*	29,454*

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



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$383	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sales Revenue	\$11,744	\$35,000	\$14,971	\$15,000	\$7,000	(\$8,000)	(53.3%)
Other Revenue	\$100	\$2,000	\$915	\$2,000	\$2,000	\$ -	-
Total Revenue	\$12,227	\$37,000	\$15,886	\$17,000	\$9,000	(\$8,000)	(47.1%)
Expenditure							
Salaries, Wages and Benefits	\$698,652	\$676,500	\$661,004	\$730,000	\$781,300	\$51,300	7.0%
Supplies, Material & Equipment	\$87,716	\$110,300	\$71,724	\$109,400	\$106,300	(\$3,100)	(2.8%)
Purchased Services	\$64,718	\$79,500	\$50,730	\$80,600	\$75,600	(\$5,000)	(6.2%)
Insurance & Financial	\$28,191	\$27,600	\$29,373	\$31,800	\$33,700	\$1,900	6.0%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$16,000	\$12,000	(\$4,000)	(25.0%)
Internal Charges	\$6,726	\$13,000	\$35,895	\$13,000	\$28,000	\$15,000	115.4%
Total Expenditure	\$886,003	\$906,900	\$848,726	\$980,800	\$1,036,900	\$56,100	5.7%
Net Operating Cost / (Revenue)	\$873,776	\$869,900	\$832,840	\$963,800	\$1,027,900	\$64,100	6.7%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$16,000)	(\$12,000)	\$4,000	(25.0%)
Transfers to Reserve	\$60,000	\$60,000	\$60,000	\$60,000	\$90,000	\$30,000	50.0%
Total Debt and Transfers	\$60,000	\$60,000	\$60,000	\$44,000	\$78,000	\$34,000	77.3%
NET COST / (REVENUE)	\$933,776	\$929,900	\$892,840	\$1,007,800	\$1,105,900	\$98,100	9.7%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Sales Revenue	15,000	7,000	8,100	9,200	10,300	11,400	12,600	13,800	15,100	16,400	17,100
Other Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenue	17,000	9,000	10,100	11,200	12,300	13,400	14,600	15,800	17,100	18,400	19,100
EXPENDITURES											
Salaries, Wages and Benefits	730,000	781,300	815,800	848,700	877,600	906,900	937,000	968,400	1,000,800	1,034,300	1,068,900
Supplies, Material & Equipment	109,400	106,300	104,200	107,200	110,300	113,400	116,600	120,000	123,500	127,200	131,000
Purchased Services	80,600	75,600	78,000	80,600	83,400	86,200	89,000	91,900	95,000	98,100	101,200
Insurance & Financial	31,800	33,700	36,600	38,800	41,000	43,600	46,200	49,200	52,100	55,300	58,500
Minor Capital Expenses	16,000	12,000	18,000	28,500			7,000	11,000			
Internal Charges	13,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Total Expenditures	980,800	1,036,900	1,080,600	1,131,800	1,140,300	1,178,100	1,223,800	1,268,500	1,299,400	1,342,900	1,387,600
Net Operating Cost / (Revenue)	963,800	1,027,900	1,070,500	1,120,600	1,128,000	1,164,700	1,209,200	1,252,700	1,282,300	1,324,500	1,368,500
yr/yr % change		6.7%	4.1%	4.7%	0.7%	3.3%	3.8%	3.6%	2.4%	3.3%	3.3%
DEBT AND TRANSFERS											
Transfer from Reserves	(16,000)	(12,000)	(18,000)	(28,500)			(7,000)	(11,000)			
Transfer to Reserves	60,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Debt and Transfers	44,000	78,000	72,000	61,500	90,000	90,000	83,000	79,000	90,000	90,000	90,000
TAX LEVY REQUIREMENT	1,007,800	1,105,900	1,142,500	1,182,100	1,218,000	1,254,700	1,292,200	1,331,700	1,372,300	1,414,500	1,458,500
yr/yr % change		9.7%	3.3%	3.5%	3.0%	3.0%	3.0%	3.1%	3.0%	3.1%	3.1%



County of Wellington
10 Year Capital Budget
Green Legacy

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Green Legacy											
Facility Improvements											
Bradford Whitcombe Nursery: Exhaust Ventila			31,000								31,000
Bradford Whitcombe Nursery: HVAC Rehabilit								200,000			200,000
Bradford Whitcombe Nursery: Parking Lots							45,000				45,000
Northern Nursery: Green Roof membrane and							30,000				30,000
Northern Nursery: Irrigation system and Parkir							28,000				28,000
Total Facility Improvements			31,000				103,000	200,000			334,000
Vehicles and Equipment											
Green Legacy Pick up Replacement EV	85,000								135,000		220,000
Green Legacy Van Replacement								160,000			160,000
Northern Nursery Pick Up Replacement EV				100,000							100,000
Total Vehicles and Equipment	85,000			100,000				160,000	135,000		480,000
Total Green Legacy	85,000		31,000	100,000			103,000	360,000	135,000		814,000
Total	85,000		31,000	100,000			103,000	360,000	135,000		814,000
Sources of Financing											
Reserves	85,000		31,000	100,000			103,000	360,000	135,000		814,000
Total Financing	85,000		31,000	100,000			103,000	360,000	135,000		814,000



Programme Overview

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

Programme Description

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

2025 Budget Highlights

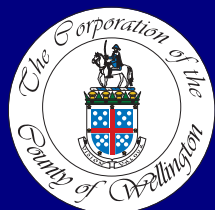
Operating Budget:

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2025-2034
- Purchased services includes an increase to software maintenance and licensing as a result of the new software implemented in 2024
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget:

- Continued programme funding for paging site batteries, generator replacements and radio replacements (\$165,000 in 2028 - 2030)
- Vehicle replacement with an electric vehicle scheduled for 2028

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



Performance Measures

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

Programme Goals and Objectives

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

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

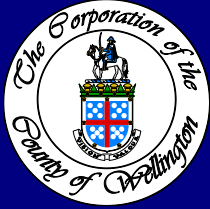
Wellington County has developed a risk-based emergency management programme that consists of the following prescribed elements that may include these five components:

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

Performance Measures

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

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



County of Wellington

2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$432,534	\$455,000	\$449,579	\$484,800	\$506,100	\$21,300	4.4%
Supplies, Material & Equipment	\$19,861	\$21,800	\$15,007	\$21,800	\$21,800	\$ -	-
Purchased Services	\$172,165	\$193,300	\$202,266	\$200,800	\$238,900	\$38,100	19.0%
Transfer Payments	\$163,765	\$151,200	\$126,745	\$155,700	\$160,700	\$5,000	3.2%
Insurance & Financial	\$12,995	\$12,400	\$14,760	\$13,900	\$14,500	\$600	4.3%
Internal Charges	\$ -	\$1,500	\$600	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$801,320	\$835,200	\$808,957	\$878,500	\$943,500	\$65,000	7.4%
Net Operating Cost / (Revenue)	\$801,320	\$835,200	\$808,957	\$878,500	\$943,500	\$65,000	7.4%
Debt and Transfers							
Transfers to Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$10,000	50.0%
Total Debt and Transfers	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$10,000	50.0%
NET COST / (REVENUE)	\$821,320	\$855,200	\$828,957	\$898,500	\$973,500	\$75,000	8.3%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	484,800	506,100	534,800	558,900	581,800	604,900	624,900	645,500	666,700	688,900	711,400
Supplies, Material & Equipment	21,800	21,800	22,300	22,800	23,300	23,900	24,500	25,100	25,700	26,300	26,900
Purchased Services	200,800	238,900	244,900	251,000	257,100	263,700	270,500	277,400	284,600	291,900	299,300
Transfer Payments	155,700	160,700	165,700	170,700	175,700	181,200	186,700	192,700	198,700	204,700	204,700
Insurance & Financial	13,900	14,500	16,000	16,800	17,700	18,700	19,500	20,700	21,700	22,900	24,000
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	878,500	943,500	985,200	1,021,700	1,057,100	1,093,900	1,127,600	1,162,900	1,198,900	1,236,200	1,267,800
Net Operating Cost / (Revenue)	878,500	943,500	985,200	1,021,700	1,057,100	1,093,900	1,127,600	1,162,900	1,198,900	1,236,200	1,267,800
yr/yr % change		7.4%	4.4%	3.7%	3.5%	3.5%	3.1%	3.1%	3.1%	3.1%	2.6%
DEBT AND TRANSFERS											
Transfer to Reserves	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Debt and Transfers	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TAX LEVY REQUIREMENT											
898,500	973,500	1,015,200	1,051,700	1,087,100	1,123,900	1,157,600	1,192,900	1,228,900	1,266,200	1,297,800	
yr/yr % change		8.3%	4.3%	3.6%	3.4%	3.4%	3.0%	3.0%	3.0%	3.0%	2.5%



County of Wellington
10 Year Capital Budget
Emergency Management

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Emergency Management											
Generator Replacement Program				60,000							60,000
Replace Paging Site Batteries				55,000					65,000		120,000
EM Portable and Mobile Radio Replacement				45,000							45,000
CEM Vehicle Replacement				100,000							100,000
Total Emergency Management				260,000					65,000		325,000
Total				260,000					65,000		325,000
Sources of Financing											
Reserves				260,000					65,000		325,000
Total Financing				260,000					65,000		325,000



Programme Overview

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

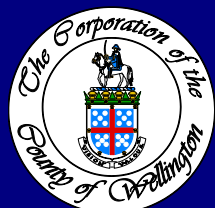
Programme Description

- Wellington County was the first municipality in Ontario to have a County-wide policing contract with the Ontario Provincial Police (O.P.P.), has the largest single contract location in the O.P.P., and is the second largest O.P.P. detachment in the Province. The provincial billing model splits policing costs into a Base Service – with a cost based on the number of properties in the County and a Calls for Service component that is variable from year-to-year based on the proportion of calls the O.P.P. takes in the County in relation to the overall provincial workload.
- Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.
- Governance of policing services is provided by the Wellington County O.P.P. Detachment Board which is comprised of the Warden, two County Councillors, one individual appointed by the County and one provincial appointee.

2025 Budget Highlights

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

Staff Complement (Full time equivalents)	2024	2025
Purchasing and Risk Analysts	0.7	0.7
Cleaners—Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



Performance Measures

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

Programme Goals and Objectives

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

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

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

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

Performance Measures

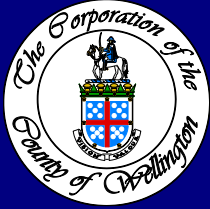
In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2025	Actual*** 2024	Actual 2023	Actual 2022
# of completed Investigations*	38	95	80	104
# of mental health associated calls for service that include the support/involvement of the IMPACT team	N/A	489	683	647
# of Memorandums of Understanding with local hospitals and other care facilities	2	2	1	1**
% of collisions that use the Collision Reporting Centres	61%	58%	49%	37%
Total # of calls from the public for service	34,611	32,993	37,823	33,687

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

** Note: 2022 MOU encompassed three hospitals

***As of Oct 2024



County of Wellington

2025 Operating Budget

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

	2023	2023	2024	2024	2025	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$236,156	\$282,800	\$338,441	\$282,000	\$447,300	\$165,300	58.6%
Municipal Recoveries	\$40,983	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses, Permits and Rents	\$127,597	\$129,800	\$116,275	\$129,800	\$129,800	\$ -	-
Fines and Penalties	\$132,614	\$132,000	\$151,246	\$132,000	\$132,000	\$ -	-
User Fees & Charges	\$132,916	\$120,000	\$70,099	\$120,000	\$90,000	(\$30,000)	(25.0%)
Other Revenue	\$11,404	\$16,000	\$17,008	\$16,000	\$19,500	\$3,500	21.9%
Total Revenue	\$681,670	\$680,600	\$693,069	\$679,800	\$818,600	\$138,800	20.4%
Expenditure							
Salaries, Wages and Benefits	\$170,571	\$166,000	\$156,933	\$175,900	\$181,000	\$5,100	2.9%
Supplies, Material & Equipment	\$104,090	\$65,400	\$90,858	\$80,600	\$99,400	\$18,800	23.3%
Purchased Services	\$780,324	\$756,200	\$898,780	\$800,100	\$980,100	\$180,000	22.5%
Transfer Payments	\$17,094,775	\$17,430,000	\$16,199,786	\$17,593,000	\$18,036,000	\$443,000	2.5%
Insurance & Financial	\$16,728	\$17,200	\$20,359	\$21,100	\$25,800	\$4,700	22.3%
Minor Capital Expenses	\$25,135	\$40,000	\$14,628	\$31,000	\$18,000	(\$13,000)	(41.9%)
Internal Charges	\$2,368	\$1,900	\$26,312	\$42,600	\$34,600	(\$8,000)	(18.8%)
Total Expenditure	\$18,193,991	\$18,476,700	\$17,407,656	\$18,744,300	\$19,374,900	\$630,600	3.4%
Net Operating Cost / (Revenue)	\$17,512,321	\$17,796,100	\$16,714,587	\$18,064,500	\$18,556,300	\$491,800	2.7%
Debt and Transfers							
Debt Charges	\$140,882	\$141,200	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	(\$124,545)	(\$140,000)	\$ -	(\$31,000)	(\$18,000)	\$13,000	(41.9%)
Transfers to Reserve	\$200,000	\$200,000	\$200,000	\$200,000	\$380,000	\$180,000	90.0%
Total Debt and Transfers	\$216,337	\$201,200	\$200,000	\$169,000	\$362,000	\$193,000	114.2%
NET COST / (REVENUE)	\$17,728,658	\$17,997,300	\$16,914,587	\$18,233,500	\$18,918,300	\$684,800	3.8%



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	282,000	447,300	149,400	56,100	56,100	56,100	56,100	56,100	56,100	56,100	56,100
Licenses, Permits and Rents	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800
Fines and Penalties	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	120,000	90,000	60,000	30,000							
Other Revenue	16,000	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500
Total Revenue	679,800	818,600	490,700	367,400	337,400	337,400	337,400	337,400	337,400	337,400	337,400
EXPENDITURES											
Salaries, Wages and Benefits	175,900	181,000	189,900	197,100	205,400	213,800	220,600	228,100	234,800	242,500	250,700
Supplies, Material & Equipment	80,600	99,400	101,200	103,000	104,800	106,600	108,400	110,300	112,200	114,300	116,900
Purchased Services	800,100	980,100	708,200	641,600	667,000	693,800	719,000	744,500	770,700	797,100	823,100
Transfer Payments	17,593,000	18,036,000	20,861,000	21,568,000	22,269,000	23,002,000	23,755,000	24,540,000	25,322,000	26,132,000	26,960,000
Insurance & Financial	21,100	25,800	27,100	28,300	29,500	31,100	32,600	34,200	35,900	37,700	39,500
Minor Capital Expenses	31,000	18,000	75,000		5,000	24,000	63,500	31,500	41,500	19,000	
Internal Charges	42,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600	34,600
Total Expenditures	18,744,300	19,374,900	21,997,000	22,572,600	23,315,300	24,105,900	24,933,700	25,723,200	26,551,700	27,377,200	28,224,800
Net Operating Cost / (Revenue)	18,064,500	18,556,300	21,506,300	22,205,200	22,977,900	23,768,500	24,596,300	25,385,800	26,214,300	27,039,800	27,887,400
yr/yr % change		2.7%	15.9%	3.2%	3.5%	3.4%	3.5%	3.2%	3.3%	3.1%	3.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(31,000)	(18,000)	(75,000)		(5,000)	(24,000)	(63,500)	(31,500)	(41,500)	(19,000)	
Transfer to Reserves	200,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Total Debt and Transfers	169,000	362,000	305,000	380,000	375,000	356,000	316,500	348,500	338,500	361,000	380,000
TAX LEVY REQUIREMENT	18,233,500	18,918,300	21,811,300	22,585,200	23,352,900	24,124,500	24,912,800	25,734,300	26,552,800	27,400,800	28,267,400
yr/yr % change		3.8%	15.3%	3.5%	3.4%	3.3%	3.3%	3.3%	3.2%	3.2%	3.2%



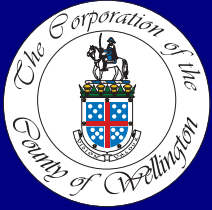
County of Wellington
10 Year Capital Budget
Police Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Police Services											
Equipment											
New OPP Vehicle	45,000										45,000
Radar Detection Replacements			45,000							55,000	100,000
Rockwood OPP: Generator							200,000				200,000
Total Equipment	45,000		45,000				200,000			55,000	345,000
Facilities											
Aboyne OPP: Elevator Modernization						215,000					215,000
Aboyne OPP: Fire Alarm System Upgrade										185,000	185,000
Aboyne OPP: Furniture Replacements			95,000								95,000
Aboyne OPP: Generator Upgrades										275,000	275,000
Aboyne OPP: Interior Upgrades	55,000										55,000
Aboyne OPP: Plumbing Replacements					130,000						130,000
Aboyne OPP: Rehab Air Handling Units		95,000									95,000
Aboyne OPP: Replace HVAC Control System					200,000						200,000
Aboyne OPP: Security System Upgrade										100,000	100,000
Constable Chair Replacements		30,000					40,000				70,000
Rockwood OPP: Elevator Modernization		210,000									210,000
Rockwood OPP: Fire Alarm System							135,000				135,000
Rockwood OPP: Flooring Replacements							95,000				95,000
Rockwood OPP: HVAC Replacements				35,000							35,000
Rockwood OPP: Heating and Cooling							400,000				400,000
Rockwood OPP: Lockup Cell Plumbing Fixture				90,000							90,000
Rockwood OPP: Parking Lot							350,000				350,000
Rockwood OPP: Security System Upgrade							45,000				45,000
Rockwood OPP: Site Lighting									35,000		35,000
Teviotdale OPP: Air Conditioning						110,000					110,000
Teviotdale OPP: Building Retrofits								30,000			30,000
Teviotdale OPP: Domestic Water Heater & Dis										120,000	120,000
Teviotdale OPP: Exterior Doors Replacement										30,000	30,000
Teviotdale OPP: Interior Upgrades					95,000						95,000
Teviotdale OPP: Roofing Rehabilitation										160,000	160,000
Teviotdale OPP: Security Camera Replaceme					50,000						50,000
Total Facilities	55,000	335,000	95,000	125,000	475,000	325,000	1,065,000	30,000	35,000	870,000	3,410,000
Total Police Services	100,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,755,000



County of Wellington
10 Year Capital Budget
Police Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Total	100,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,755,000
Sources of Financing											
Subsidies	45,000										45,000
Reserves	55,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,710,000
Total Financing	100,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,755,000



Programme Overview

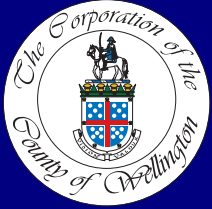
Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

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

2025 Budget Highlights

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



County of Wellington 2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	\$351,035	\$288,900	\$366,441	\$238,300	\$300,000	\$16,700	5.9%
Total Revenue	\$351,035	\$288,900	\$366,441	\$238,300	\$300,000	\$16,700	5.9%
Net Operating Cost / (Revenue)	(\$351,035)	(\$288,900)	(\$366,441)	(\$283,300)	(\$300,000)	(\$16,700)	5.9%
Transfers							
Transfers to Reserve	\$120,000	\$120,000	\$170,000	\$170,000	\$170,000	\$-	-%
Total Transfers	\$120,000	\$120,000	\$170,000	\$170,000	\$170,000	\$-	-%
NET COST / (REVENUE)	(\$231,035)	(\$168,900)	(\$196,441)	(\$113,300)	(\$130,000)	(\$16,700)	14.7%



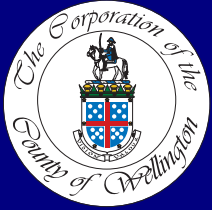
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
POA Administration

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Municipal Recoveries	283,300	300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500	358,500
Total Revenue	283,300	300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500	358,500
EXPENDITURES											
Total Expenditures											
Net Operating Cost / (Revenue)	(283,300)	(300,000)	(306,000)	(312,100)	(318,300)	(324,700)	(331,200)	(337,800)	(344,600)	(351,500)	(358,500)
yr/yr % change		5.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
DEBT AND TRANSFERS											
Transfer to Reserves	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Total Debt and Transfers	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
TAX LEVY REQUIREMENT											
yr/yr % change	(113,300)	(130,000)	(136,000)	(142,100)	(148,300)	(154,700)	(161,200)	(167,800)	(174,600)	(181,500)	(188,500)
		14.7%	4.6%	4.5%	4.4%	4.3%	4.2%	4.1%	4.1%	4.0%	3.9%



County of Wellington
10 Year Capital Budget
POA Administration

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
POA Administration											
POA Court Facility Renewals	56,000	30,000		25,000	75,000	25,000	30,000	25,000	25,000	25,000	316,000
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		30,000	50,000	70,000	50,000	85,000		30,000	45,000	385,000
Total POA Administration	141,000	60,000	60,000	105,000	175,000	135,000	145,000	55,000	85,000	100,000	1,061,000
Total	141,000	60,000	60,000	105,000	175,000	135,000	145,000	55,000	85,000	100,000	1,061,000
Sources of Financing											
Reserves	141,000	60,000	60,000	105,000	175,000	135,000	145,000	55,000	85,000	100,000	1,061,000
Total Financing	141,000	60,000	60,000	105,000	175,000	135,000	145,000	55,000	85,000	100,000	1,061,000



Programme Overview

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

Programme Description

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

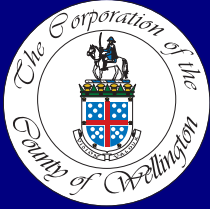
2025 Budget Highlights

Operating Budget

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

Capital Budget

- The City of Guelph has completed a new Ambulance Deployment Optimization Study. The capital forecast includes a proposal to build four new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City.
- Proposed locations include: Erin (2027/28), Guelph/Eramosa (2029/30), Harriston (2031/32), Mount Forest (2033/34). Design and construction, including land acquisition costs as required, for the four stations in the current 10 year plan is budgeted at \$40.4 million.
- There are two station rehabilitation projects within the City of Guelph: Elmira Road and Clair Road with the County's share at \$3.5 million, funded through a mix of Ambulance Reserve contributions and debt.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$6.5 million is funded through the Ambulance Reserve.



County of Wellington 2025 Operating Budget

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

	2023 Actuals	2023 Budget	2024 Prelim. Actuals	2024 Budget	2025 Budget	\$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	\$83,300	\$75,000	\$55,500	\$55,500	\$55,500	\$-	-%
Total Revenue	\$83,300	\$75,000	\$55,500	\$55,500	\$55,500	\$-	-%
Expenditure							
Purchased Services	\$3,288	\$ -	\$ 2,547	\$ -	-	\$ -	-
Transfer Payments	\$5,725,544	\$5,338,000	\$6,407,980	\$6,199,000	\$6,869,000	\$670,000	10.8%
Total Expenditure	\$5,728,832	\$5,338,000	\$6,410,527	\$6,199,000	\$6,869,000	\$670,000	10.9%
Net Operating Cost / (Revenue)	\$5,645,532	\$5,263,000	\$6,355,027	\$6,143,500	\$6,813,500	\$670,000	10.9%
Transfers							
Transfer from Reserve	(\$126,000)	(\$126,000)	\$-	(\$268,000)	\$-	\$268,000	(100%)
Transfers to Reserve	\$675,000	\$675,000	\$655,500	\$655,500	\$2,655,500	\$2,000,000	305.1%
Total Transfers	\$549,000	\$549,000	\$655,500	\$387,500	\$2,655,500	\$2,268,000	585.3%
NET COST / (REVENUE)	\$6,194,532	\$5,812,000	\$7,010,527	\$6,531,000	\$9,469,000	\$2,938,000	45.0%



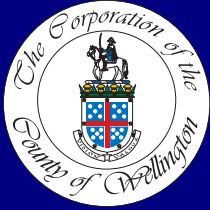
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Land Ambulance

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Licenses, Permits and Rents	55,500	55,500	55,500	55,500	55,500	176,300	468,300	468,300	468,300	468,300	468,300
Total Revenue	55,500	55,500	55,500	55,500	55,500	176,300	468,300	468,300	468,300	468,300	468,300
EXPENDITURES											
Transfer Payments	6,199,000	6,869,000	7,584,000	7,905,000	8,173,000	8,675,000	9,153,000	9,382,000	9,898,000	10,522,000	11,055,000
Total Expenditures	6,199,000	6,869,000	7,584,000	7,905,000	8,173,000	8,675,000	9,153,000	9,382,000	9,898,000	10,522,000	11,055,000
Net Operating Cost / (Revenue)	6,143,500	6,813,500	7,528,500	7,849,500	8,117,500	8,498,700	8,684,700	8,913,700	9,429,700	10,053,700	10,586,700
yr/yr % change		10.9%	10.5%	4.3%	3.4%	4.7%	2.2%	2.6%	5.8%	6.6%	5.3%
DEBT AND TRANSFERS											
Debt Charges				60,000	389,600	572,300	1,013,800	1,128,700	1,406,300	1,480,700	1,718,000
Transfer from Reserves	(268,000)		(517,200)			(61,900)	(211,400)	(326,300)	(603,900)	(659,500)	(793,800)
Transfer to Reserves	655,500	2,655,500	1,205,500	1,705,500	1,705,500	1,705,500	2,205,500	3,005,500	3,805,500	4,205,500	4,705,500
Total Debt and Transfers	387,500	2,655,500	688,300	1,765,500	2,095,100	2,215,900	3,007,900	3,807,900	4,607,900	5,026,700	5,629,700
TAX LEVY REQUIREMENT	6,531,000	9,469,000	8,216,800	9,615,000	10,212,600	10,714,600	11,692,600	12,721,600	14,037,600	15,080,400	16,216,400
yr/yr % change		45.0%	(13.2%)	17.0%	6.2%	4.9%	9.1%	8.8%	10.3%	7.4%	7.5%



County of Wellington
10 Year Capital Budget
County of Wellington Led Projects

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Land Ambulance											
County of Wellington Led Projects											
Ambulance Station Property Acquisition	2,000,000										2,000,000
Erin Ambulance Station			3,240,000	4,880,000							8,120,000
Guelph/Eramosa Ambulance Station					5,925,000	5,460,000					11,385,000
Harriston Ambulance Station							2,910,000	5,960,000			8,870,000
Mount Forest Ambulance Station									3,515,000	6,530,000	10,045,000
Total County of Wellington Led Projects	2,000,000		3,240,000	4,880,000	5,925,000	5,460,000	2,910,000	5,960,000	3,515,000	6,530,000	40,420,000
Total Land Ambulance	2,000,000		3,240,000	4,880,000	5,925,000	5,460,000	2,910,000	5,960,000	3,515,000	6,530,000	40,420,000
Total	2,000,000		3,240,000	4,880,000	5,925,000	5,460,000	2,910,000	5,960,000	3,515,000	6,530,000	40,420,000
Sources of Financing											
Reserves	2,000,000				4,100,000	2,180,000	2,300,000	4,100,000	1,570,000		16,250,000
Development Charges									370,000		370,000
Growth Related Debenture			840,000	1,910,000	1,825,000	3,280,000	610,000	1,860,000	575,000	1,740,000	12,640,000
Debenture			2,400,000	2,970,000					1,000,000	4,790,000	11,160,000
Total Financing	2,000,000		3,240,000	4,880,000	5,925,000	5,460,000	2,910,000	5,960,000	3,515,000	6,530,000	40,420,000



Programme Overview

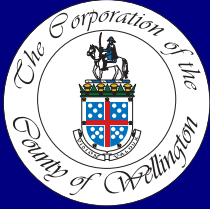
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

Programme Description

- Public Health services are delivered by Wellington-Dufferin-Guelph Public Health (WDGPH) in accordance with the Health Protection and Promotion Act and the Ontario Public Health Standards and Protocols published by the Ministry of Health and Long-Term Care.
- WDGPH was formed in 1967 and is governed by an autonomous Board of Health consisting of municipal and provincial appointees. The County of Wellington appoints three members to the Board.
- WDGPH receives an annual operating grant from the Province of Ontario, and the net municipal cost is funded by the City of Guelph (46.7%), the County of Wellington (31.7%) and the County of Dufferin (21.6%) in proportion to their population. These proportions reflect the 2021 census figures.
- Services and/or administration are currently provided from four locations throughout Wellington and Dufferin Counties and the City of Guelph: in Wellington County at Wellington Terrace; in Dufferin County at offices in Shelburne and Orangeville; and in Guelph at the Chancellors Way facility.
- WDGPH owns two of the four facilities, located at 180 Broadway in Orangeville, and 160 Chancellors Way in Guelph. A portion of the cost of construction was funded through a financing agreement between WDGPH, the County of Wellington, the County of Dufferin, and the City of Guelph. WDGPH makes annual loan repayments to each of the three municipalities which are deducted from the annual municipal levy. The loan was completely repaid in 2024, with a blended payment of \$306,176 to the County of Wellington.

2025 Budget Highlights

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



County of Wellington

2025 Operating Budget

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

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



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

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	2,699,400	3,093,000	3,216,700	3,345,400	3,479,200	3,618,400	3,763,100	3,913,600	4,070,100	4,232,900	4,403,200
Total Expenditures	2,699,400	3,093,000	3,216,700	3,345,400	3,479,200	3,618,400	3,763,100	3,913,600	4,070,100	4,232,900	4,403,200
Net Operating Cost / (Revenue)	2,699,400	3,093,000	3,216,700	3,345,400	3,479,200	3,618,400	3,763,100	3,913,600	4,070,100	4,232,900	4,403,200
yr/yr % change		14.6%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT											
2,699,400	3,093,000	3,216,700	3,345,400	3,479,200	3,618,400	3,763,100	3,913,600	4,070,100	4,232,900	4,403,200	
yr/yr % change		14.6%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%