

County of Wellington 2025 Budget and 10-Year Plan

January 6, 2025

Purpose of today's meeting

- ▶ Review 2025 Budget Process and significant budget updates since November
- ▶ Provide a background of the County's finances
- ▶ To provide Council with an overview of the 2025 Budget and 10-Year Plan in advance of January Committee meetings
- ▶ Opportunity for Council to review and discuss service levels and proposed capital projects



Agenda

- ▶ 2025 Budget and 10-Year Plan
 - ▶ 2025 Budget Process
 - ▶ Highlights of the Proposed 10-Year Plan
 - ▶ Asset Management and Capital Financing
 - ▶ Reserves and Reserve Fund Balances & Activity
 - ▶ County Debt Management and Forecast
 - ▶ Capital Budget Details
 - ▶ Operating Budget Forecast
 - ▶ Recap and wrap-up



County's Budget Process

- ▶ Year-round effort – budget monitoring takes place throughout the year
 - ▶ Monthly financial statements
 - ▶ Budget variance reporting
 - ▶ Capital budget amendments, as required
- ▶ 2025 Budget Schedule was approved by AF&HR in May
- ▶ Preliminary Budget and 10-Year Plan was presented to all committees in November
- ▶ CAO & Department Heads reviewed line-by-line budgets in December



Budget Schedule to Date

Description	Deadline/Date
Treasury staff update 10-year plan model and salary model	Summer 2024
Departments submit major 10-year operating budget items, draft 10-year capital forecast and proposed 2025 user fees to Treasury	September 6, 2024
Staff Advisory Committee review of preliminary 10-year plan	Mid-October 2024
Preliminary 10-year plan completed	Late October 2024
Staff develop detailed 2025 operating budgets	October - November 2024
Preliminary 10-year plan and 2025 user fees reviewed by all Standing Committees and Boards	November 2024
AF and HR Committee review of preliminary 10-year plan and 2025 user fees	November 19, 2024
County Council adopts 2025 user fees and receives 10-year plan for information	November 28, 2024
CAO & Department Head review of budgets	December 2024



2025 Budget Process – Next Steps

- ▶ January 6, 2025 – presentation to Council
- ▶ Budget reviews at Committee and Board meetings next 3 weeks
- ▶ Full budget package circulated to Council by January 24, 2025
- ▶ AF&HR review of budget on January 27, 2025
- ▶ AF&HR recommendations considered by Council on January 30, 2025



10-Year Plan Outlook in November

- ▶ 10-Year Plan projected a 4.1% budget increase for 2025
- ▶ Increases from 2.7% to 3.9% in 2026-2034



Changes to the 10-Year Plan since November

- ▶ Budget decreases
 - ▶ Province provided one-time financial relief for the O.P.P. contract (\$2.04 million)
 - ▶ Ride Well net decrease in costs after Provincial Gas Tax and MTO funding (\$102K)
- ▶ Budget increases
 - ▶ One-time transfer to reserves to fund Ambulance Station Property Acquisition (\$2.0 million)
- ▶ Total effect of all changes:
 - ▶ Tax levy reduced by \$133,000 – tax impact drops to 3.9% in 2025



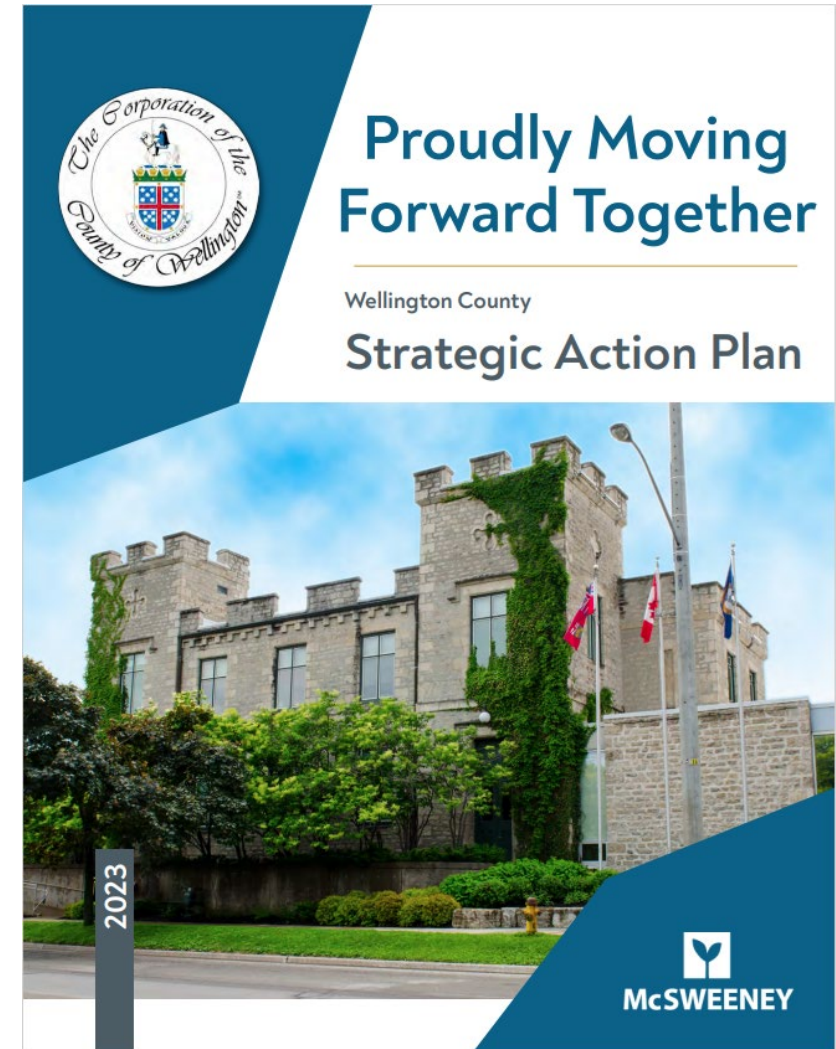
Highlights of the proposed 10-year plan

- ▶ Projected tax increase of 3.9% in 2025, 3.7% in 2026 and a range of 2.8% to 3.4% from 2026-2034
- ▶ Estimated 2025 operating budget of \$362.6 million
- ▶ \$627.8 million capital investment over 10 years
 - ▶ \$63.7 million in 2025
- ▶ \$84.0 million in new debt issues over 10 years
 - ▶ \$65.2 million growth-related
 - ▶ \$18.8 million tax-supported















Strategic Action Plan

- ▶ Collaborative process involving elected officials and senior staff to provide direction that the County will be taking over the remaining term of Council
- ▶ “Proudly Moving Forward Together”
 - ▶ Is an update after the completion of the previous “Future Focused. People Invested” Plan.
 - ▶ Seeks to review what is similar, what has changed and how the County can adapt and improve since the last plan was completed
 - ▶ Offers strategic directions aimed at helping Wellington County navigate its new circumstances while ensuring the County continues to thrive
- ▶ Identifies four priority areas with strategic actions in each
 - ▶ Tackling a Major Community Opportunity – Housing
 - ▶ Doing What the County Does Best – Providing Critical Daily Services for Your Residents
 - ▶ Making the Best Decisions for the Betterment of the Community
 - ▶ Cherishing the County’s Most Valued Asset – its Staff



Corporate Asset Management Planning

- Ontario Regulation 5887/17: Asset Management Planning for Infrastructure

Provincial Requirement	Completion Date	County Status	
Strategic Asset Management Policy	July 1, 2019		County Commitment to Continued Asset Management Planning and Reporting
Asset Management Plan for Core Assets: Roads, Bridges & Culverts, Stormwater Assets Current Levels of Service	July 1, 2022		 Total Replacement Value of Core Assets \$745 million
			 Average Condition of Core Assets Good
			 Ten-Year Average Capital Needs \$38 million
			 Cumulative Infrastructure GAP \$44 million
Asset Management Plan All Municipal Assets: Buildings, Vehicles and Equipment, Furniture and Fixtures, Library Materials Current Levels of Service	July 1, 2024		 Total Estimated Replacement Value of All Assets \$1.6 billion
			 Average Condition Good
			 Ten-Year Average Capital Needs \$70 million
			 Current Infrastructure GAP \$228 million
Asset Management Plan All Municipal Assets Proposed Levels of Service	July 1, 2025		In Progress



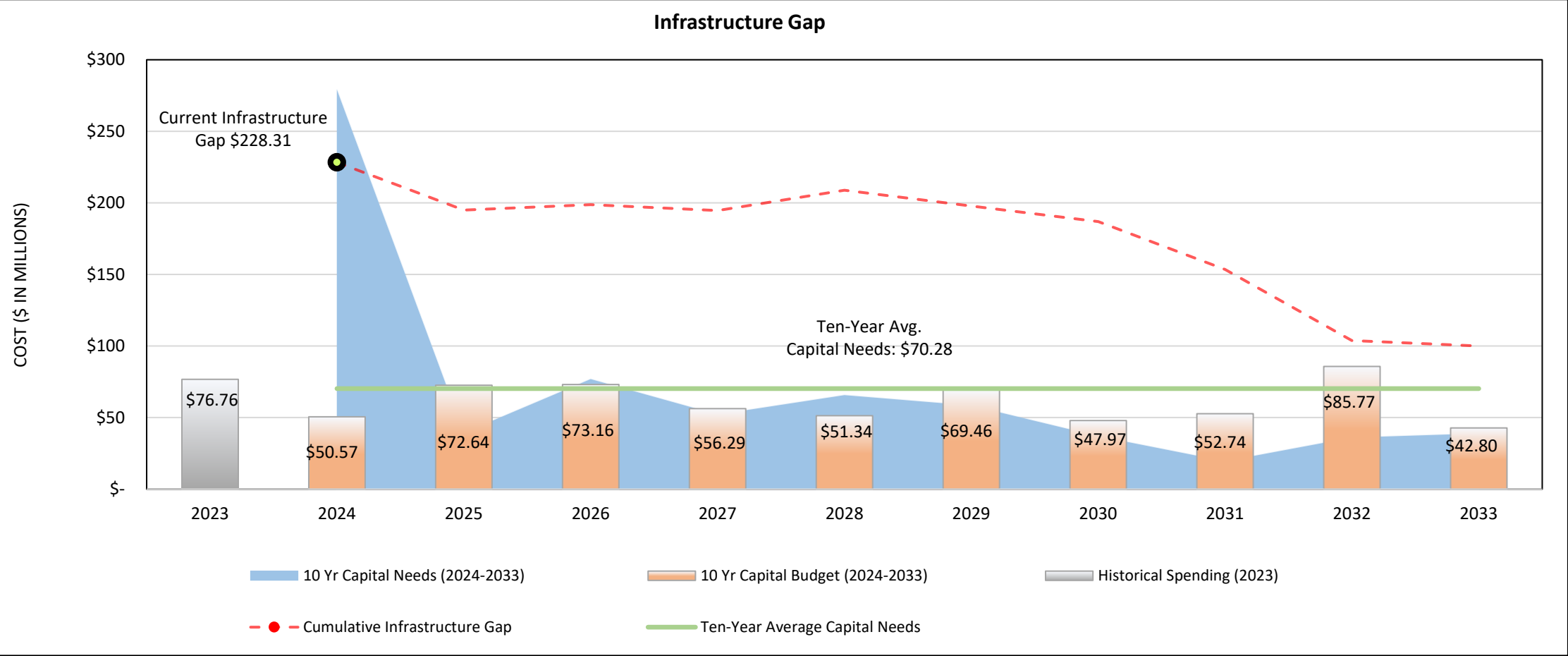
COMPLETE



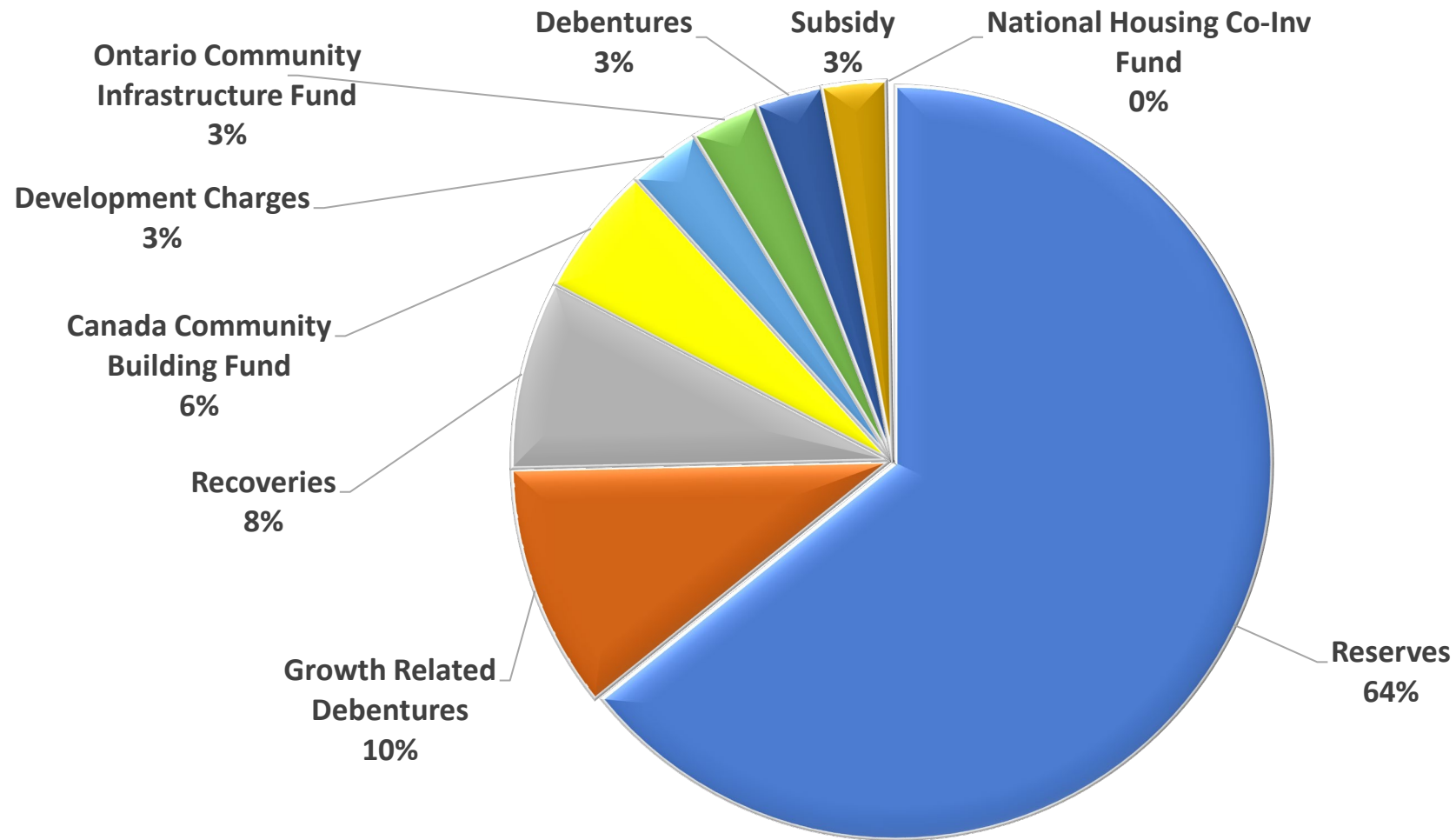
IN PROGRESS



Corporate Asset Management Planning



2025-2034 Capital Financing (\$627.8 million)



2025-2034 Capital Budget Highlights

- ▶ \$402.6 million – 64.1% of capital spending funded from own source revenue (reserves)
- ▶ \$71.5 million -11.4% funded through Federal and Provincial subsidies
 - ▶ \$34.9 million in Canada Community Building Fund (formerly Federal Gas Tax)
 - ▶ \$18.2 million in Ontario Community Infrastructure Fund (OCIF)
 - ▶ \$16.8 million federal/provincial subsidy Social and Affordable Housing, Roads
 - ▶ \$1.6 million in National Housing Co-Investment Fund (Social and Affordable Housing)
- ▶ \$84.0 million – 13.5% to be funded through Debt
 - ▶ \$65.2 million growth-related (recovered from DCs)
 - ▶ \$18.8 million tax supported
- ▶ \$50.1 million – 8.0% funded by Municipal Recoveries
- ▶ \$19.6 million – 3.1% funded by Development Charges



Reserves and Reserve Fund Balances

- ▶ County's reserve and reserve fund balances totalled \$117.8 million as of December 31, 2023 (down from \$127.8 million at the end of 2022)
 - ▶ Capital Reserves: \$62.9 million
 - ▶ Operating Reserves: \$35.0 million
 - ▶ Reserve Funds: \$19.9 million (more restrictive in use)
- ▶ Reserve and Reserve Fund balances currently sit at \$120.4 million in draft form
 - ▶ Capital projects still to be closed
 - ▶ Potential winter control savings to be allocated
 - ▶ Projected surplus still to be allocated (\$7.0 million to \$8.2 million)

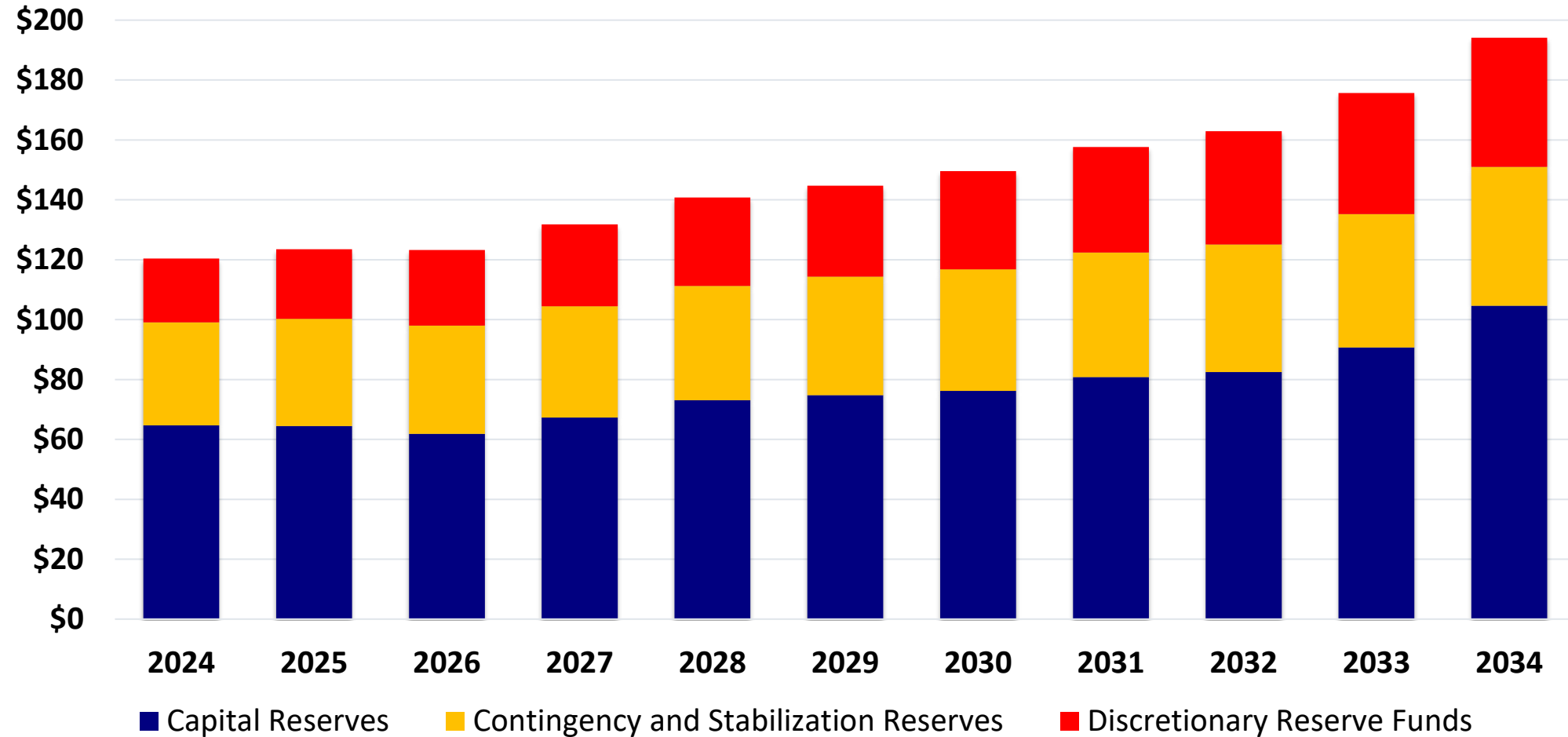


Reserves and Reserve Funds

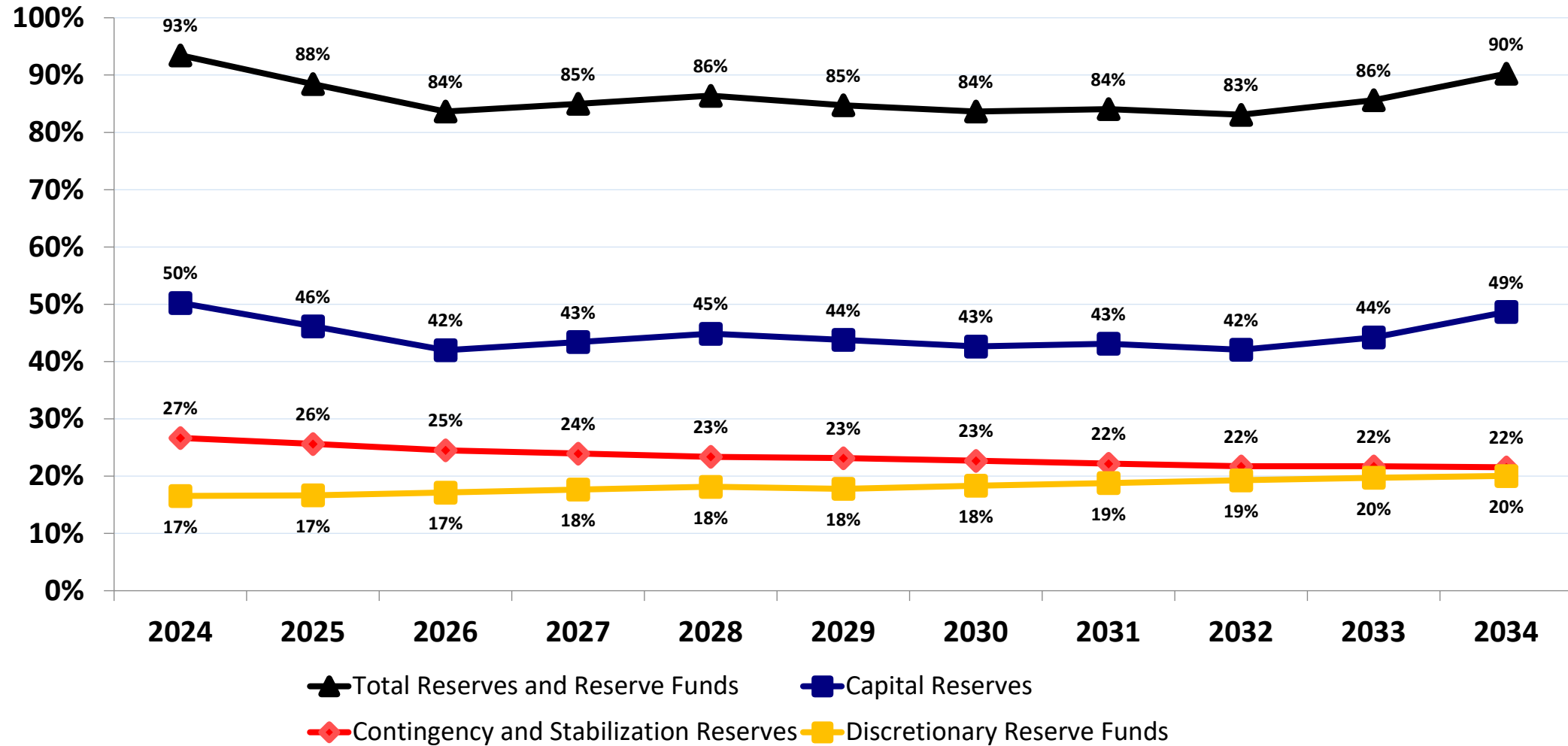
	Balance at Dec 31, 2023 (\$000s)	Projected Balance at Dec 31, 2024 (\$000s)	Projected Balance at Dec 31, 2025 (\$000s)
Reserves			
Operating Reserves			
Contingency & Stabilization Reserve	20,593	19,896	20,722
Winter Control Reserve	6,102	6,321	6,521
Shared Services Reserve	8,264	8,142	8,551
Capital Reserves	62,873	64,727	64,465
Total Reserves	\$ 97,832	\$ 99,086	\$ 100,258
Reserve Funds			
Future Liability Coverage Reserve Funds			
WSIB Self Insurance	4,161	1,619	1,857
WSIB Excess Compensation	-	2,590	3,071
Landfill Closure and Post Closure	10,696	11,407	12,067
Post Employment Benefits	2,428	2,666	3,091
Donation Reserve Funds	691	764	837
Specific Purpose			
Housing Regeneration	1,295	1,591	1,634
Homeownership Loan Programme	662	680	698
Total Reserve Funds	\$ 19,933	\$ 21,316	\$ 23,256
Total Reserves and Reserve Funds	\$ 117,765	\$ 120,403	\$ 123,515

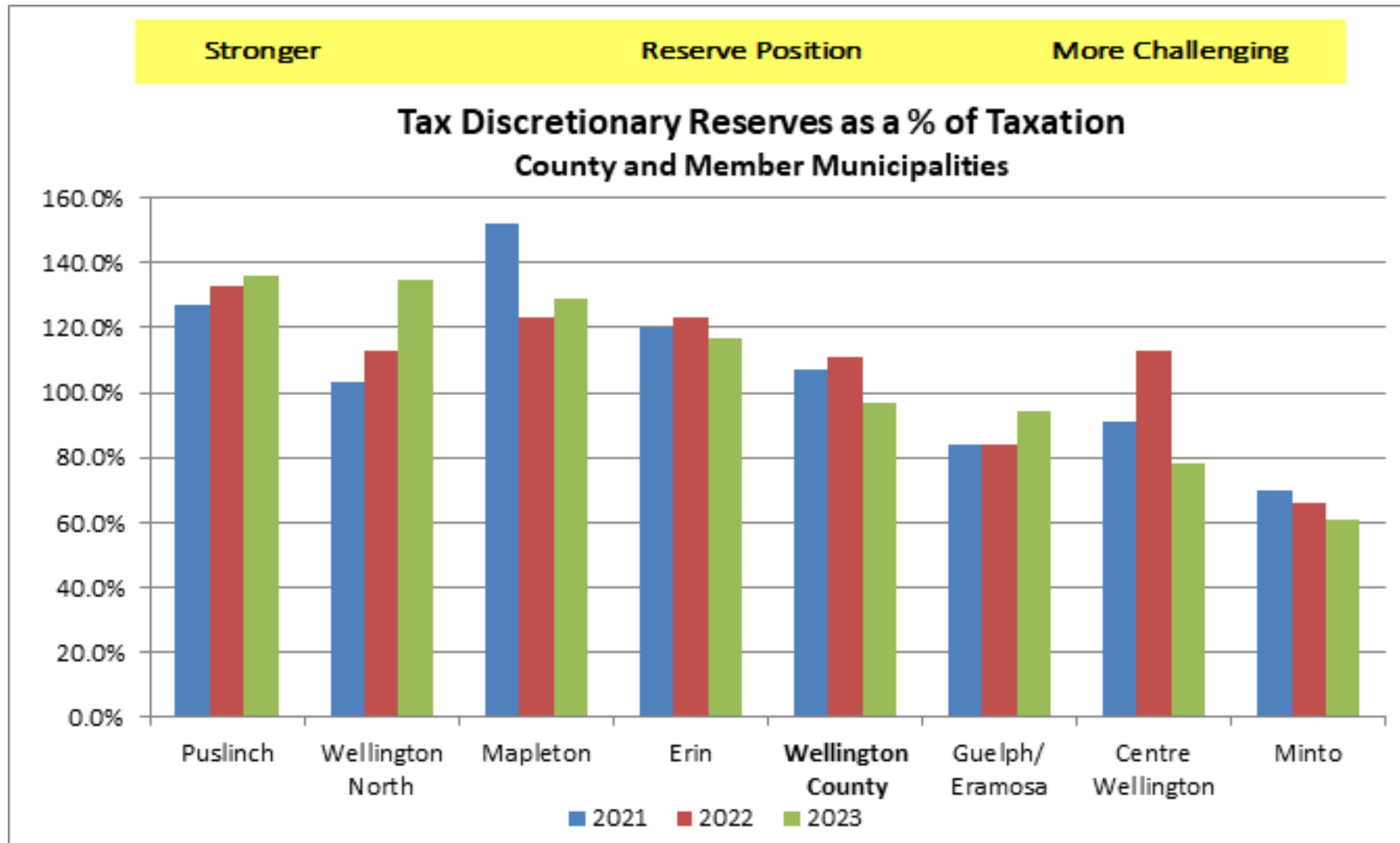


Reserves and Reserve Funds Forecast 2024-2034 (\$ Million)



Reserves and Reserve Funds as % of Tax Levy





Note: Does not include Water and Wastewater Reserves



Contingency and Stabilization (Operating) Reserves

Purpose:

- To mitigate significant increases in tax rates as a result of uncontrollable factors such as weather, economic conditions, interest rate fluctuations, unemployment levels, development trends and changes in subsidies, revenues or cost sharing agreements

(Source: County of Wellington Reserves and Reserve Fund Policy effective June 2021)

Target:

- GFOA recommends, at a minimum, that the Contingency and Stabilization Reserve balance be maintained at a level of no less than two months of operating fund revenues or expenditures or 16.7%.
- Contingency and Stabilization Reserve 2023 Balance/2023 Own Source Revenues

$$= \$20,593,091 / \$152,734,022 = 13.48\%$$



Capital Reserves

Purpose:

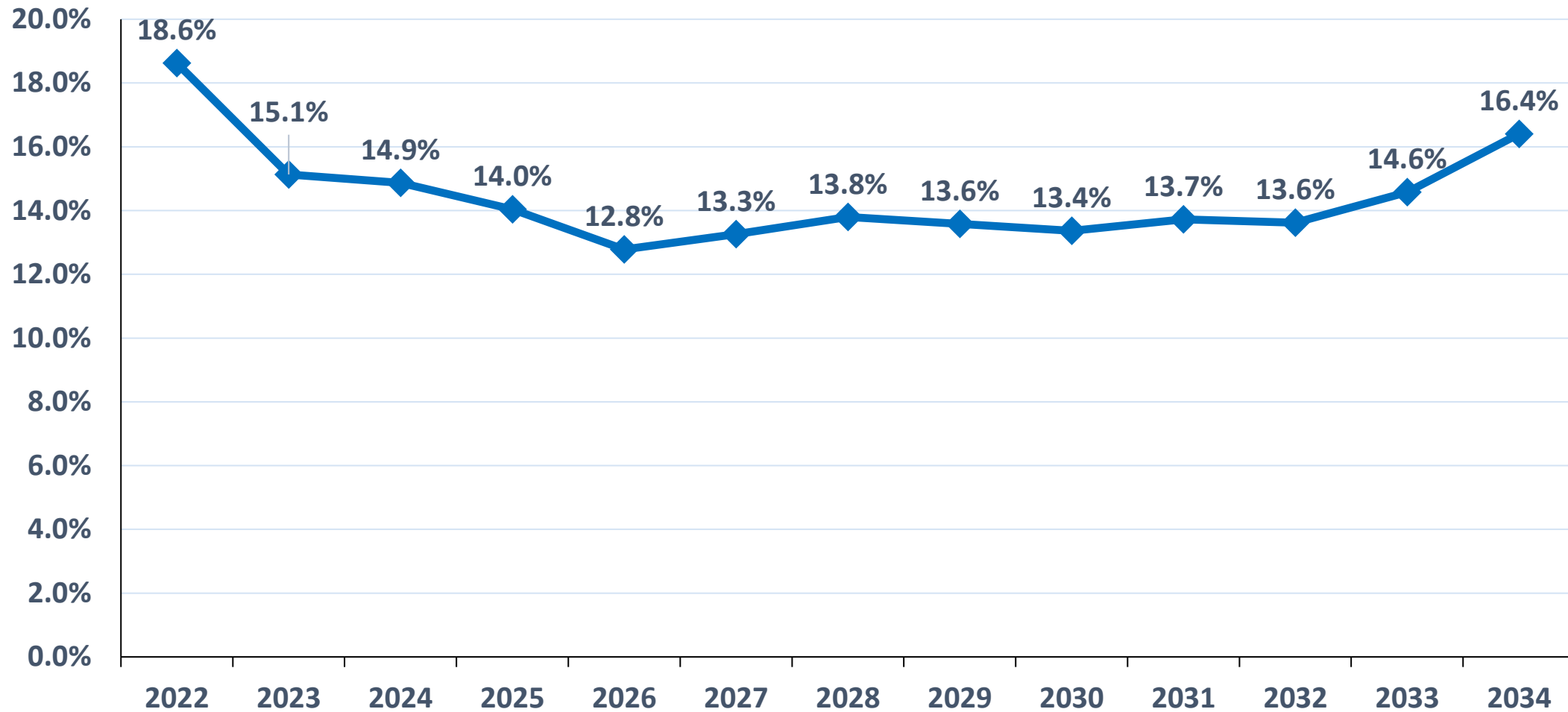
- To make provisions for replacements/renewals/acquisitions of assets and infrastructure that are currently being consumed and depreciated.
- Avoid spikes in funding requirements for capital projects by reducing the reliance on long-term debt. *(Source: County of Wellington Reserves and Reserve Fund Policy effective June 2021)*

Target: *(Source: 2021 BMA Financial Policy: Reserves and Debt Management Third Party Review)*

- The ratio of existing capital reserves to accumulated amortization should be 100% or greater, meaning that the amount available in reserves at any time is equal to the amount of assets that has been depreciated or used (on an historical cost basis).
 - This indicator supports intergenerational equity – past generations did not contribute at the appropriate level which has led to an infrastructure deficit in Wellington County (Backlog of \$228 million in 2023 for all County assets)
- Capital Reserve 2023 Balance/2023 Accumulated Amortization
$$= \$62,872,996 / \$415,528,936 = 15.13\%$$



Capital Reserves as % of Accumulated Amortization






Future Liability Coverage Reserve Funds

Purpose:

- Prudent and sustainable financial management strategies are needed to ensure future generations are not required to absorb a disproportionate share of currently incurred liabilities.

(Source: 2021 BMA Financial Policy: Reserves and Debt Management Third Party Review)

Target:

- WSIB – 2023 Liability = \$1,487,618 / 2023 Reserve Balance = \$4,160,646 
(Note: In 2024 Council approved the split of this reserve into two reserves: WSIB Self-Insurance Reserve Fund and WSIB Excess Compensation Reserve Fund)
- Landfill Closure and Post-Closure – 2023 Liability = \$22,511,386 / 2023 Reserve Balance = \$10,696,317 
(Note: in 2023, the requirement for Asset Retirement Obligations resulted in an amended liability figure)
- Post-Employment Benefit – 2023 Liability = \$2,358,980 / 2023 Reserve Balance = \$2,428,228 

These Reserve Funds are regularly reviewed and funding plans updated annually



Reserves summary

- ▶ Reserve and reserve fund balances peaked at the end of 2022 at \$127.8 million
- ▶ Reserve balances dropped by \$10.0 million in 2023 to \$117.8 million, but are forecasted to increase by \$2.6 million in 2024 and another \$3.1 million in 2025
- ▶ Reserve balances are projected to build back up over the 10-year plan
- ▶ Reserves and reserve funds as a % of the tax levy average 84% over the 10-year plan
 - ▶ There is significant pressure on the County's reserves in the first two years of the capital forecast as reserve increases continue to be phased-in in response to inflation and significant roads related projects are undertaken during this timeframe.
- ▶ General conclusions:
 - ▶ Contingency and Stabilization reserves are slightly underfunded
 - ▶ Capital reserves are well-underfunded
 - ▶ Future liability coverage reserve funds for WSIB and Post Employment Benefit are adequate; Landfill Closure and Post Closure liabilities are showing as underfunded, but need to review the target measure
- ▶ Estimates are conservative and can improve over time

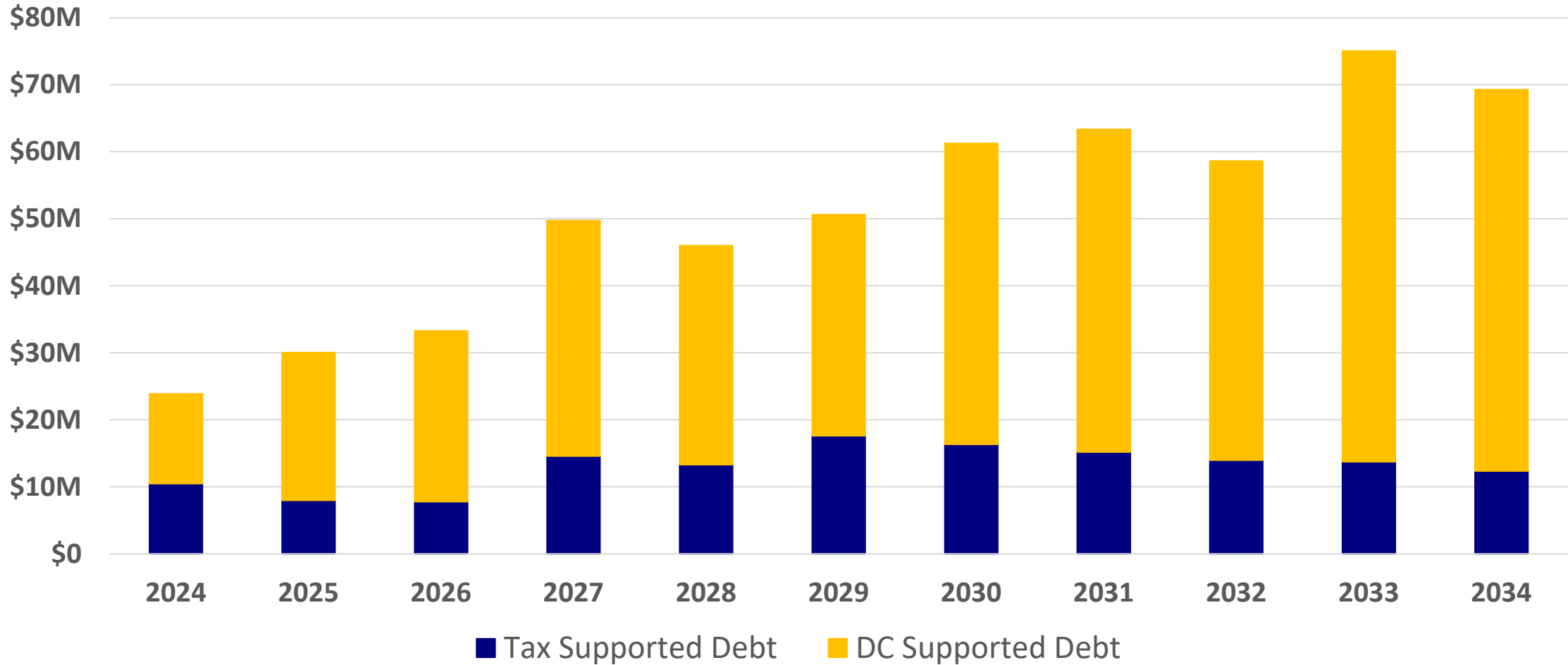


Projected long term borrowing

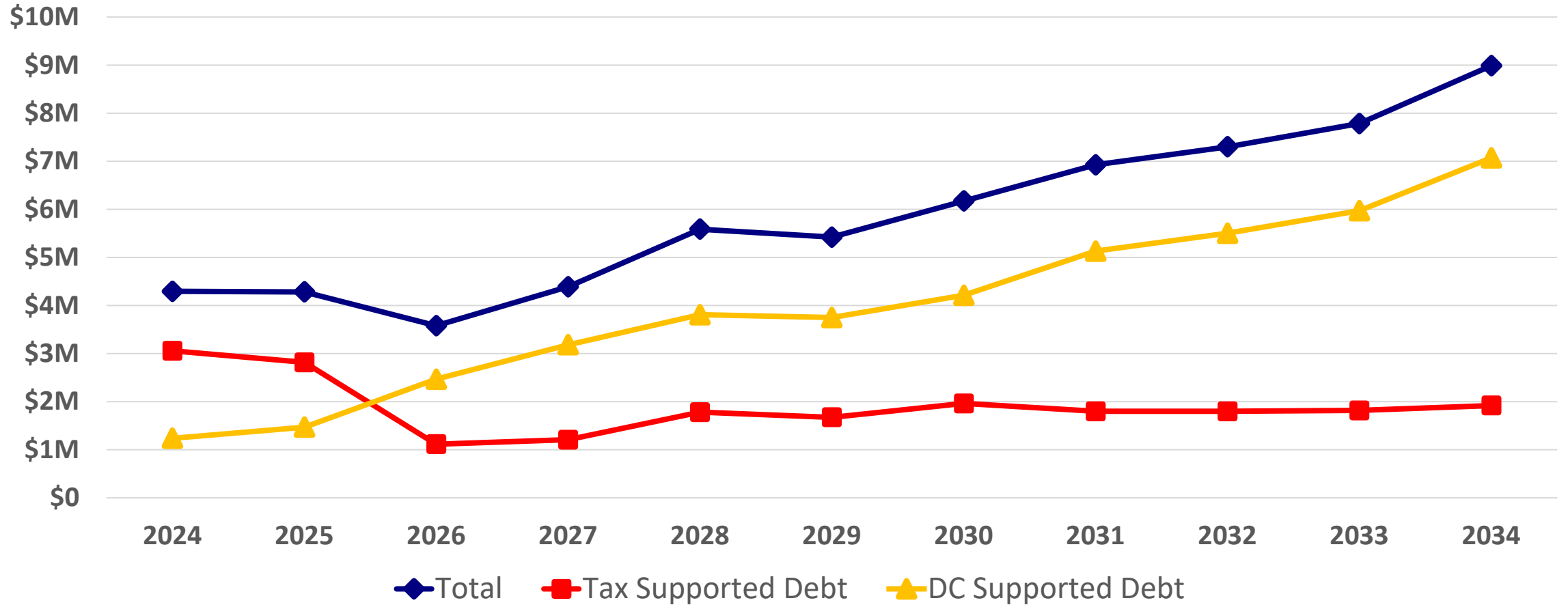
- ▶ \$84.0 million in new debt to be issued over the next ten years:
 - ▶ Tax-Supported Debt - \$18.8 million
 - ▶ Land Ambulance - \$14.4 million including the renovation of the Elmira Rd, Guelph station (2026), new ambulance stations in Erin (2027/2028) and Mount Forest (2033/2034)
 - ▶ Roads - \$4.4 million for the new Erin (2025/2026) garage
 - ▶ Growth-Related Debt - \$65.2 million
 - ▶ Roads - \$52.6 million
 - ▶ New garages: Erin (2025/2026), Brucesdale (2028/2029), Harriston (2031/2032), Aberfoyle (2034)
 - ▶ Roads Construction: WR124-WR32 to Guelph Rd (2026), WR10 at WR8 (2030)
 - ▶ Land Ambulance - \$12.6 million
 - ▶ New ambulance stations: Erin (2027/2028), Guelph/Eramosa (2029/2030), Harriston (2031/2032), Mount Forest (2033/2034)

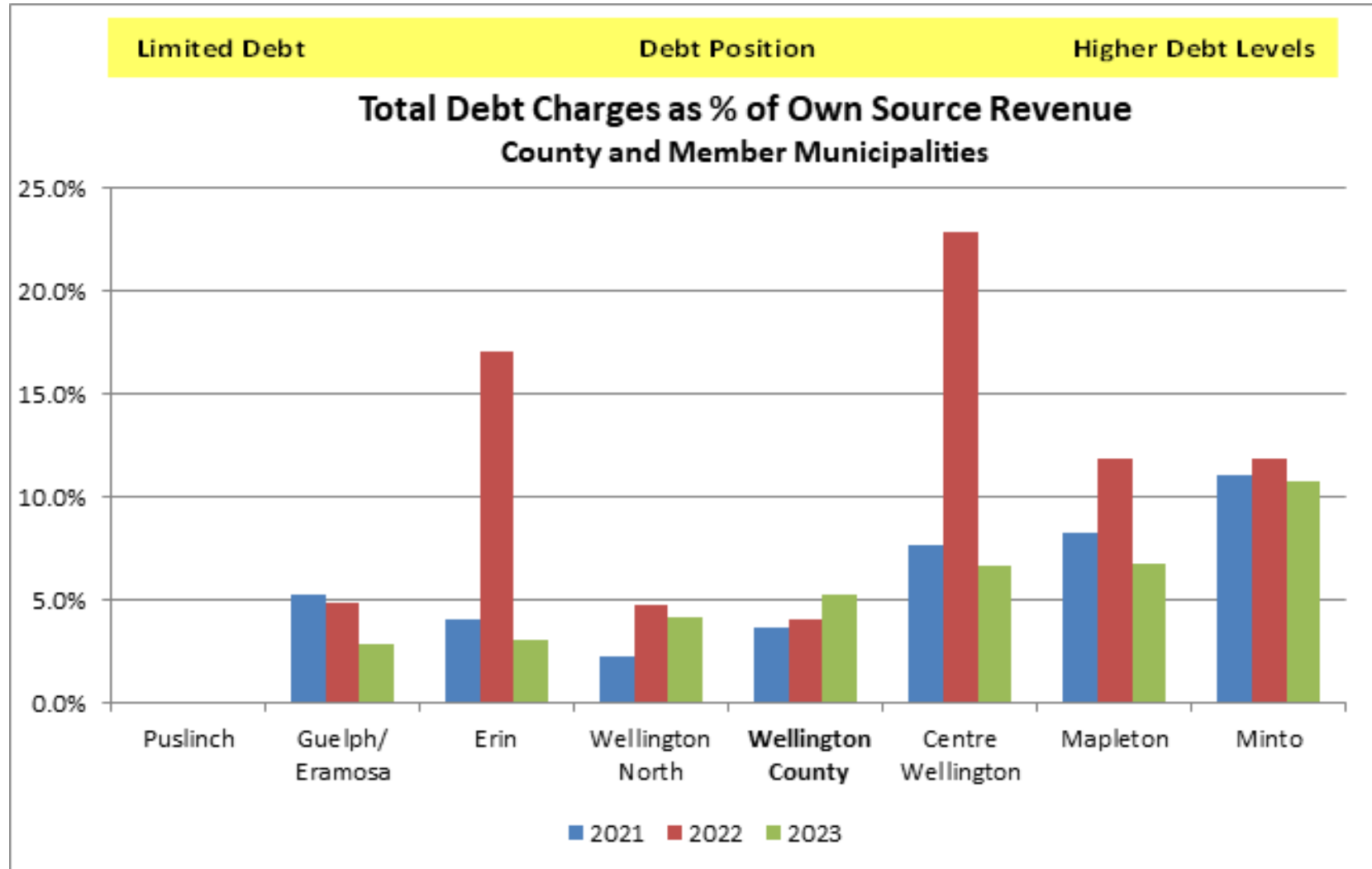


County of Wellington Debt Outstanding 2024-2034 (\$ Million)



County of Wellington Debt Servicing Charges 2024-2034 (\$ Millions)

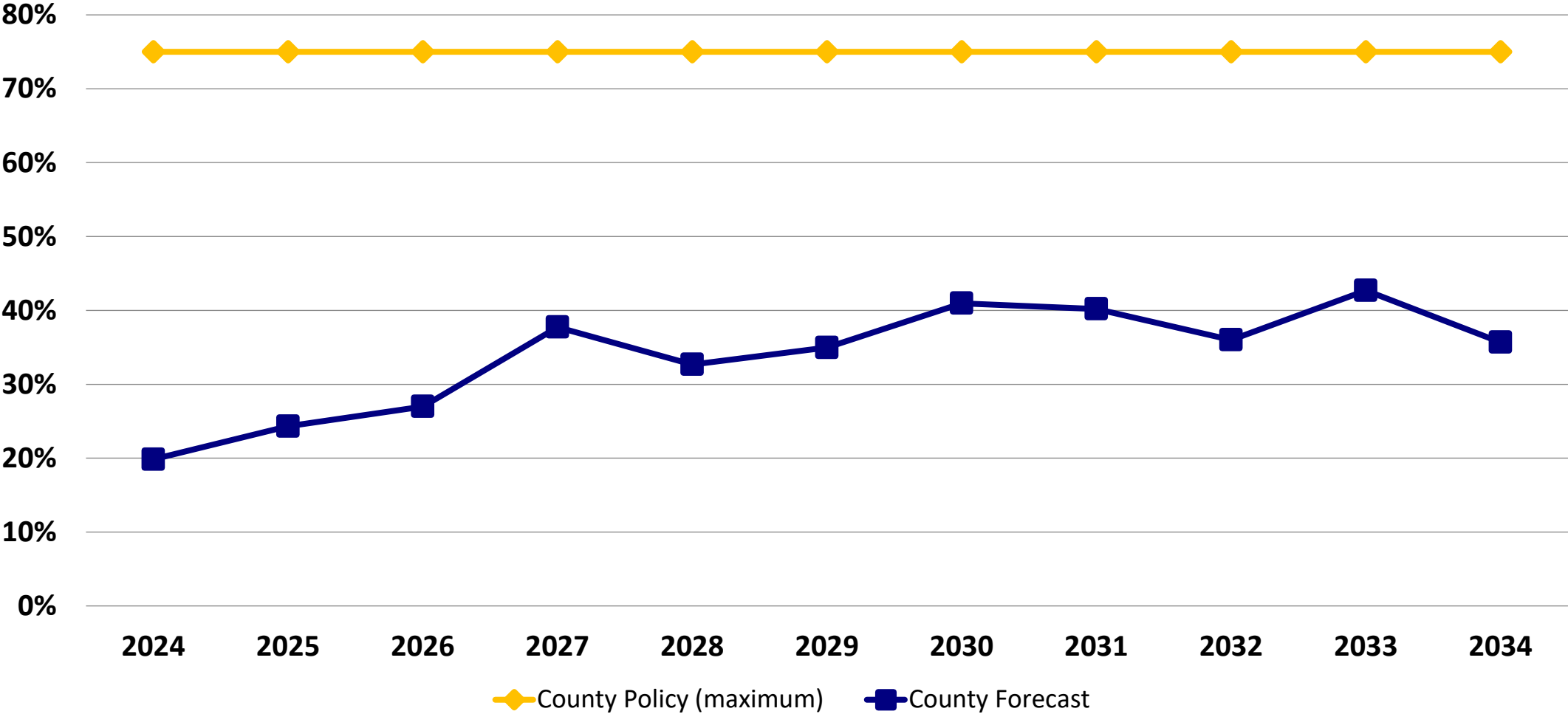


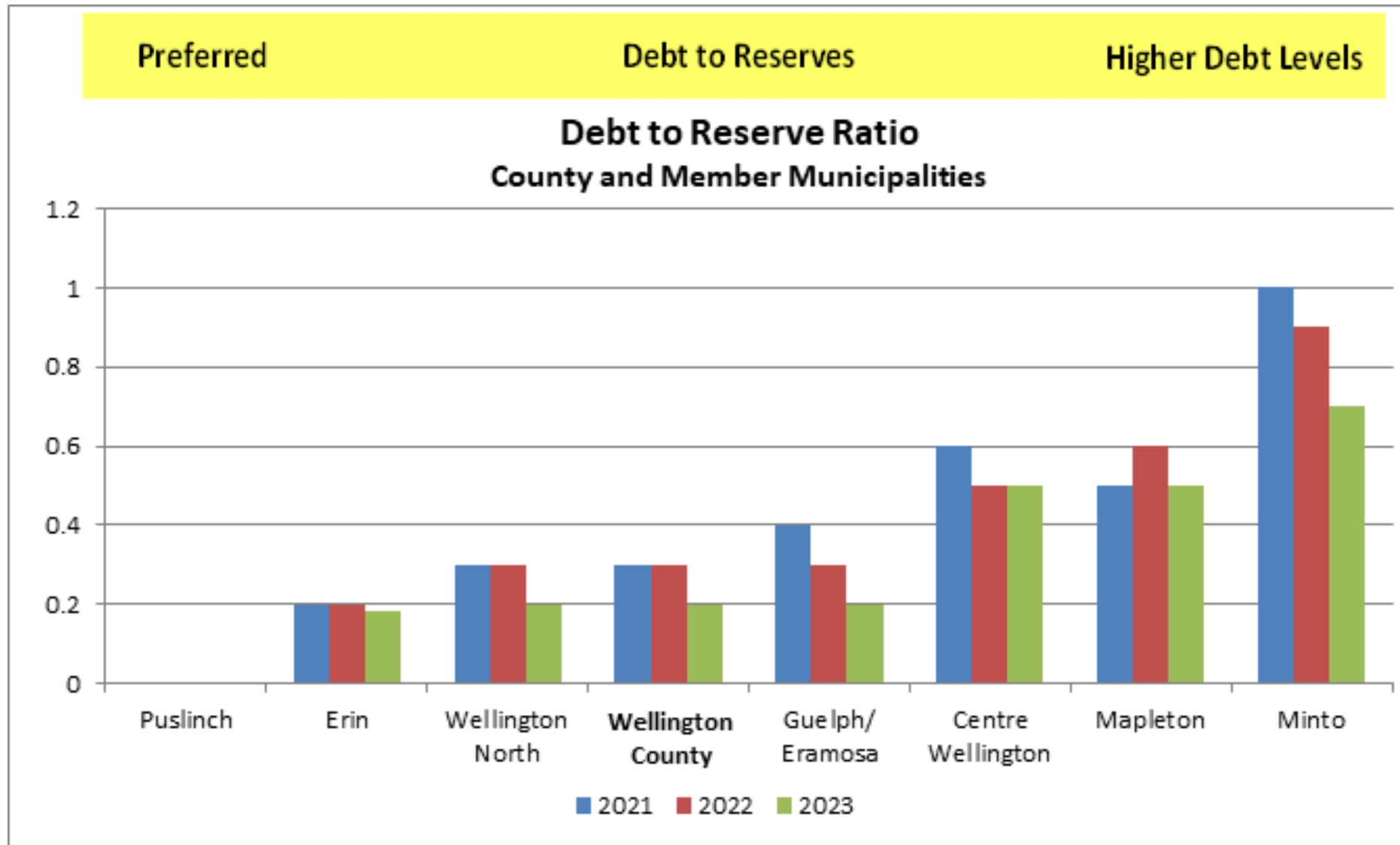


Note: Debt includes tax supported and DC supported debt; Own Source Revenue does not include DC revenue earned;



Debt Outstanding to Reserve Ratio





Note: Debt includes tax supported, Water and Wastewater and DC funded debt, Reserves include Water and Wastewater Reserves.

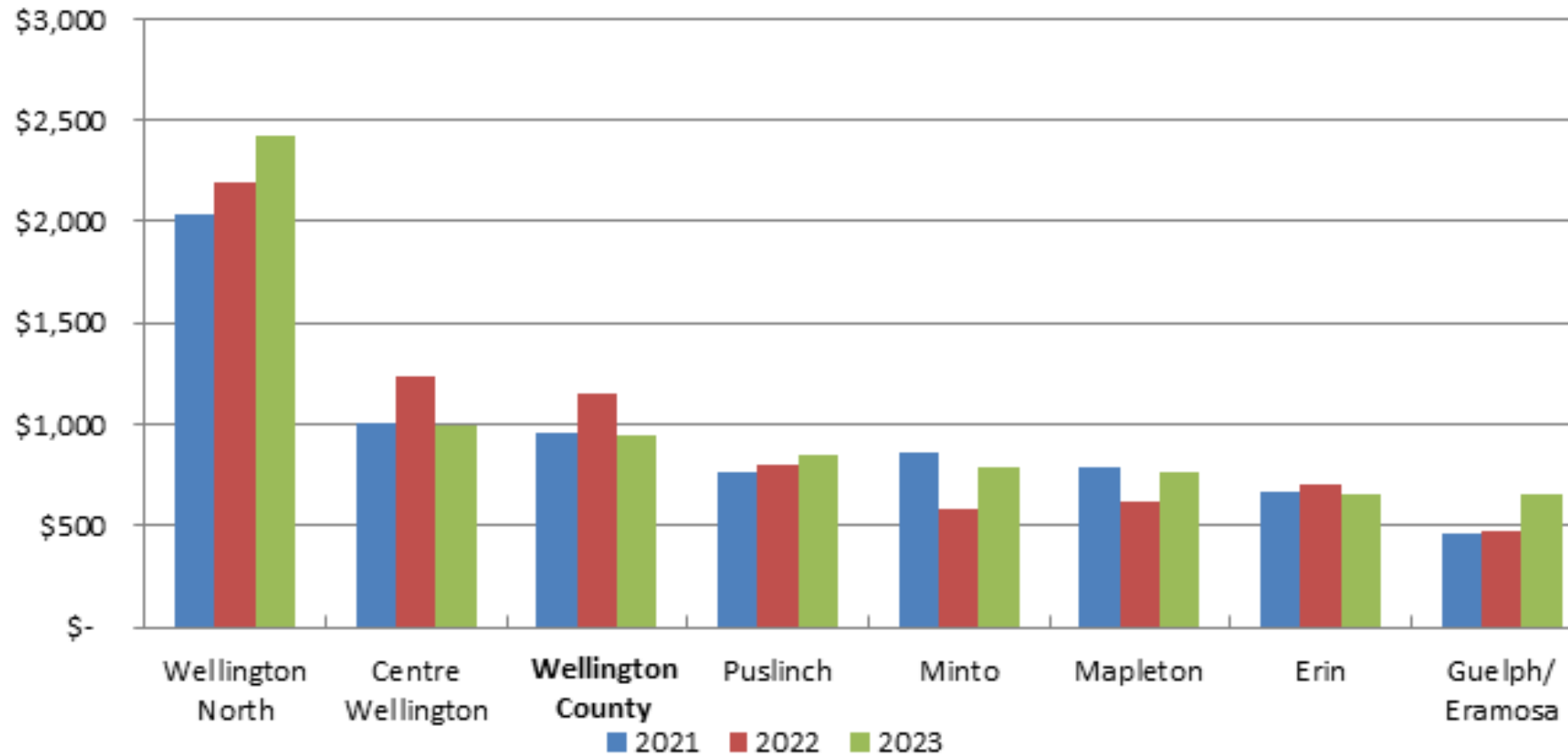


Stronger

Financial Position

More Challenging

Financial Position per Capita County and Member Municipalities

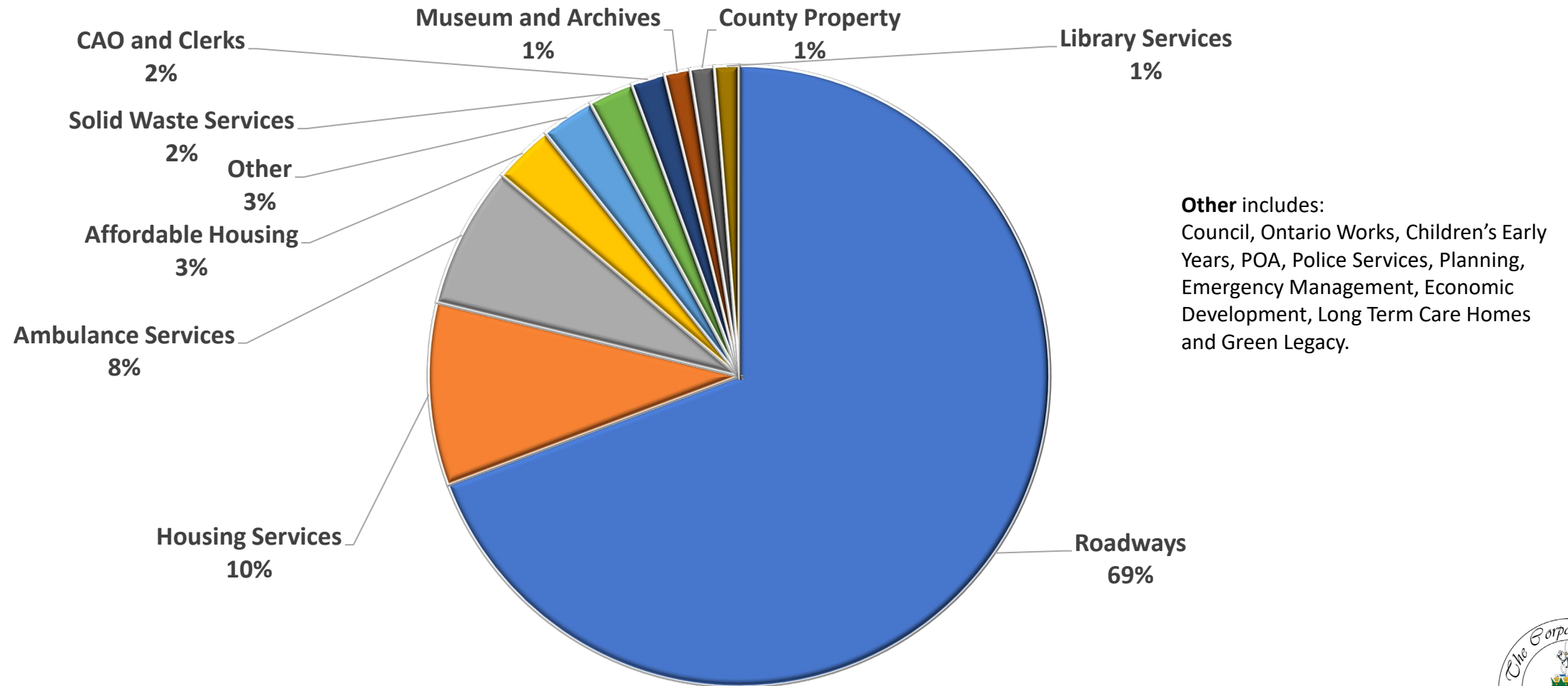


Debt summary

- ▶ Debt outstanding will top out at \$75.0 million in 2033
 - ▶ \$13.7 million tax supported, \$61.3 million DC supported
- ▶ Debt servicing costs will top out at \$8.9 million in 2034
 - ▶ \$1.9 million tax supported, \$7.0 million DC supported
- ▶ County's tax supported debt levels and debt servicing costs remain relatively stable over the forecast period
- ▶ County's growth supported debt levels and servicing costs are increasing over the forecast period
 - ▶ Reflects the needs of a growing community and increased construction costs
- ▶ Debt to reserve ratio remains below the policy level over the 10-year forecast



2025-2034 Capital Expenditures (\$627.8 million)



10 Year Capital Plan Highlights – Infrastructure

- ▶ Investment in County roads network
 - ▶ Roads Garages – the replacement of Erin, Brucedale, Harriston and Aberfoyle Garages, as well as the rehabilitation of the Elora Garage
 - ▶ 267 kilometres of road improvements
 - ▶ Replacement or rehabilitation of 19 bridges and 11 culverts
 - ▶ 19 intersection improvements
 - ▶ 1 structural wall replacement
- ▶ Social and Affordable Housing Capital Improvements
 - ▶ Continuation of improvements to County owned social and affordable housing units for \$50.8 million, including \$1.6 million (\$12 million total) funded from the National Housing Co-Investment fund



10 Year Capital Plan Highlights – Services

- ▶ Ambulance Station Improvements
 - ▶ New Optimal Resource Deployment Study for Paramedics completed with proposal to construct 8 station upgrades, including 5 station relocates and 1 new station
 - ▶ County has planned for the construction of 4 locations throughout the forecast
 - ▶ New project to assist with land acquisition for station relocations
 - ▶ County contribution for upgrades at the Elmira Road station
- ▶ Solid Waste Services
 - ▶ Further development of Phase II of the Riverstown Landfill
 - ▶ Landfill Gas Collection System for Riverstown
- ▶ Wellington Place Mini-Master Plan
 - ▶ Implementation of plan approved in 2022, continuation of work in 2025-30



Capital Plan: Roads

► Garage Construction - \$70.4 million:

Garage	Timing	Design, Preliminary Site Works	Construction	Total Costs	Reserves	Debt-Tax Supported	Debt-Growth Supported	Total Funding
Erin*	2025/2026	4.1	12.0	16.1	-	4.4	11.7	16.1
Bruce Dale	2028/2029	5.4	16.3	21.7	7.2	-	14.5	21.7
Harriston	2031/2032	6.3	19.0	25.3	7.5	-	17.8	25.3
Aberfoyle	2034/2035	7.3		7.3	1.2	-	6.1	7.3
Totals				70.4	15.9	4.4	50.1	70.4

*Note: \$2.3 million is previously approved for Erin Garage, for a project total of \$18.4 million

- Elora Garage Rehabilitation - \$800K in 2024-25 to extend the life of the facility to 2050
- Roads Equipment Replacements - \$45.5 million
- \$315.7 million investment over 10 years including:
 - \$121.8 million in roads construction projects (\$55.1 million growth-related)
 - \$84.2 million in bridges and culverts
 - \$78.5 million in resurfacing projects
 - \$31.2 million in asset management activities, includes \$1.2 million in facility repairs



Capital Plan: Roads

- ▶ Internal funding (69%):
 - ▶ \$291.7 million from County Reserves
 - ▶ \$246.2 million funded from the Roads Capital Reserve
 - ▶ \$45.5 million funded from the Roads Equipment Reserve
 - ▶ \$4.4 million in tax-supported debt
- ▶ External funding (31%):
 - ▶ \$60.1 million in Federal and Provincial Subsidies
 - ▶ \$34.9 million funded from Canada Community Building Fund (previously Federal Gas Tax)
 - ▶ \$18.2 million funded from Ontario Community Infrastructure Fund (OCIF)
 - ▶ \$6.9 million funded from Investing in Canada Infrastructure Fund
 - ▶ \$71.0 million funded through Development Charges and growth-related debt
 - ▶ \$4.8 million in municipal recoveries



Capital Plan: Solid Waste Services

- ▶ \$14.5 million in capital investment over 10 years
- ▶ \$4.7 million in improvements at active landfill sites and transfer stations
 - ▶ Riverstown Landfill (\$3.6 million) – development of Phase II
 - ▶ Excavation and Storm Water Retention Pond
 - ▶ Site improvements at all other sites (\$720,000)
 - ▶ Retaining Wall Replacement at Belwood (\$350,000)
- ▶ \$8.4 million for equipment
 - ▶ Including the replacement of 6 pickups and 2 collection vans with electric vehicles
- ▶ \$1.4 million to address closure costs for Riverstown Phase I, including a Landfill Gas Collection System



Capital Plan: Social Housing

- ▶ \$50.8 million investment in the County's 1,189 Social Housing units for improvements and upgrades
 - ▶ \$1.6 million federal grant funding (National Housing Co-Investment Fund)
 - ▶ Remainder cost shared with City of Guelph
 - ▶ County share funded from Housing Capital Reserve
- ▶ Climate Change Initiatives - \$2.5 million over ten years
- ▶ \$2.0 million in lifecycle repairs and replacements at 138 Wyndham St, Guelph



Capital Plan: Affordable Housing

- ▶ Provision for Development of new County-owned Affordable Housing Units
 - ▶ \$18.0 million in planned investment – numbers are preliminary, and assumptions are used
 - ▶ New construction planned for 2026, 2029, 2032
 - ▶ \$2 million in Provincial subsidy (assumed) per year
 - ▶ \$4 million from the Housing Development Reserve per year
- ▶ County-owned Affordable Housing Buildings (131 units):
 - ▶ Facility improvements totalling \$1.3 million over the forecast
 - ▶ Funded by Housing Capital Reserve



Capital Plan: Land Ambulance

- ▶ City of Guelph has updated its Optimal Resource Deployment Study for Paramedics
 - ▶ Recommended Paramedic Station Construction Sequence was identified as follows:

YEAR	LOCATION
2026	Guelph (Speedvale Avenue)
2028	Erin (Hillsburgh)
2028	Guelph-Eramosa (Rockwood)
2030	Minto (Harriston)
2030	Wellington North (Mount Forest)
2032	Centre Wellington (Fergus)
2032	Puslinch (Aberfoyle)
2034	Wellington North (Arthur)
2034	Mapleton (Drayton)
2034	Guelph (Gordon Street)



Capital Plan: Land Ambulance

- ▶ Updated 10-Year Plan
 - ▶ Order of the Ambulance Station construction has been re-prioritized to be in line with the updated study
 - ▶ Timing of the construction remains at the same schedule as last year's 10-year plan
 - ▶ Pending a review by County Council
- ▶ County budget includes:
 - ▶ Property Acquisition (2025) – \$2 million
 - ▶ Erin (2027-28) – \$8.1 million
 - ▶ Guelph/Eramosa (2029-30) – \$11.4 million
 - ▶ Harriston (2031-32) – \$8.9 million
 - ▶ Mount Forest (2033-34) – \$10.0 million
- ▶ Funded through a mix of reserves, development charges and debt



Capital Plan: Land Ambulance

- ▶ Ambulance Station Cost Recovery
 - ▶ County plans to pay for the cost of the construction up-front
 - ▶ Lease the stations back to the service to recover the capital costs over time
 - ▶ County will end up with an asset that it ultimately pays somewhere between 20% - 40% of the cost
 - ▶ Cost share will depend on how much Province pays
 - ▶ City and County will pay the remainder in a 60/40 split
- ▶ City-Led Ambulance Capital (County share approx. 40%)
 - ▶ Station Upgrades - \$3.4 million Elmira Road, Guelph (2025-26)
 - ▶ Total cost - \$4.6 million (\$1.2 previously approved)
 - ▶ Ambulances and related equipment - \$6.6 million (County portion) over 10 years
 - ▶ Funded through Ambulance Reserve and debt



Capital Plan: Museum and Wellington Place

- ▶ Wellington Place Mini-Master Plan
 - ▶ Work continues over 2025-29 to improve visitor experience on site

	2025	2026	2027	2028	2029	2030	Total
WP Museum Building Renovations			1,750,000				1,750,000
Total Facilities	0	0	1,750,000	0	0	0	1,750,000
WP Commons Recreation Area						920,000	920,000
WP Storage Building, Bicycle/Water Stations		1,625,000					1,625,000
Total Wellington Place	0	0	0	0	0	920,000	2,545,000
Total Wellington Place Mini-Master Plan	0	1,625,000	1,750,000	0	0	920,000	4,295,000

- ▶ Other projects include:
 - ▶ Dedicated children's space (\$600K), Building lifecycle replacements (\$990K) and vehicles and equipment (\$185K)

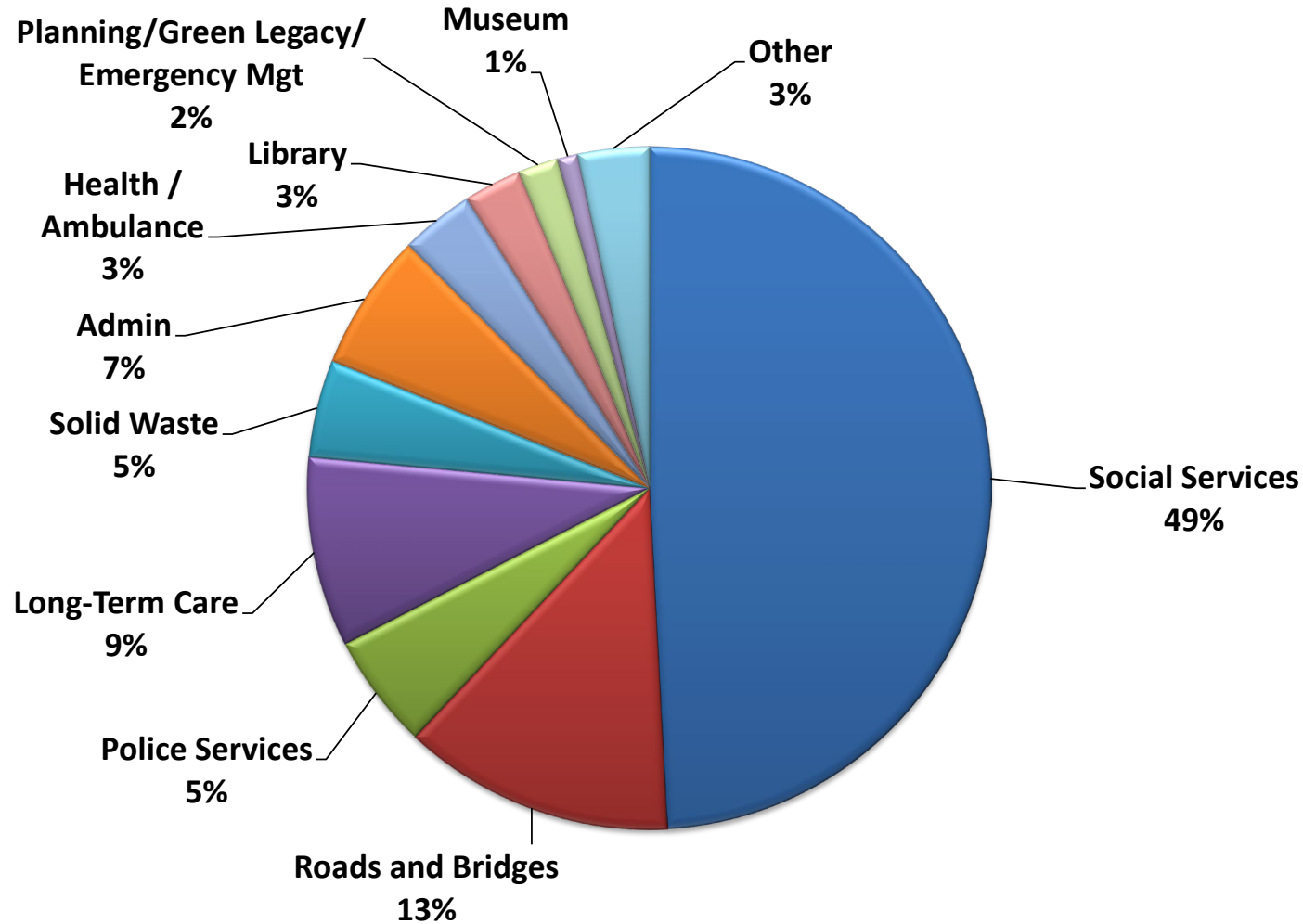


Operating Budget Forecast

- ▶ \$362.6 million in expenditures and transfers in 2025
 - ▶ Represents an increase of 20% over 2024 – driven by changes to Child Care budget (federally funded)
- ▶ Forecast to grow to \$458.7 million by 2034
 - ▶ Average annual increase of 4.4% over 10 years
 - ▶ Mainly driven by infrastructure requirements (capital transfers) in future years, but skewed by major increases in 2025 for Child Care
- ▶ Totals just over \$3.5 billion in projected spending over 10 years
- ▶ In 2025 -1% tax increase/decrease = \$1,344,000
- ▶ 2025 assessment growth = 4.32%



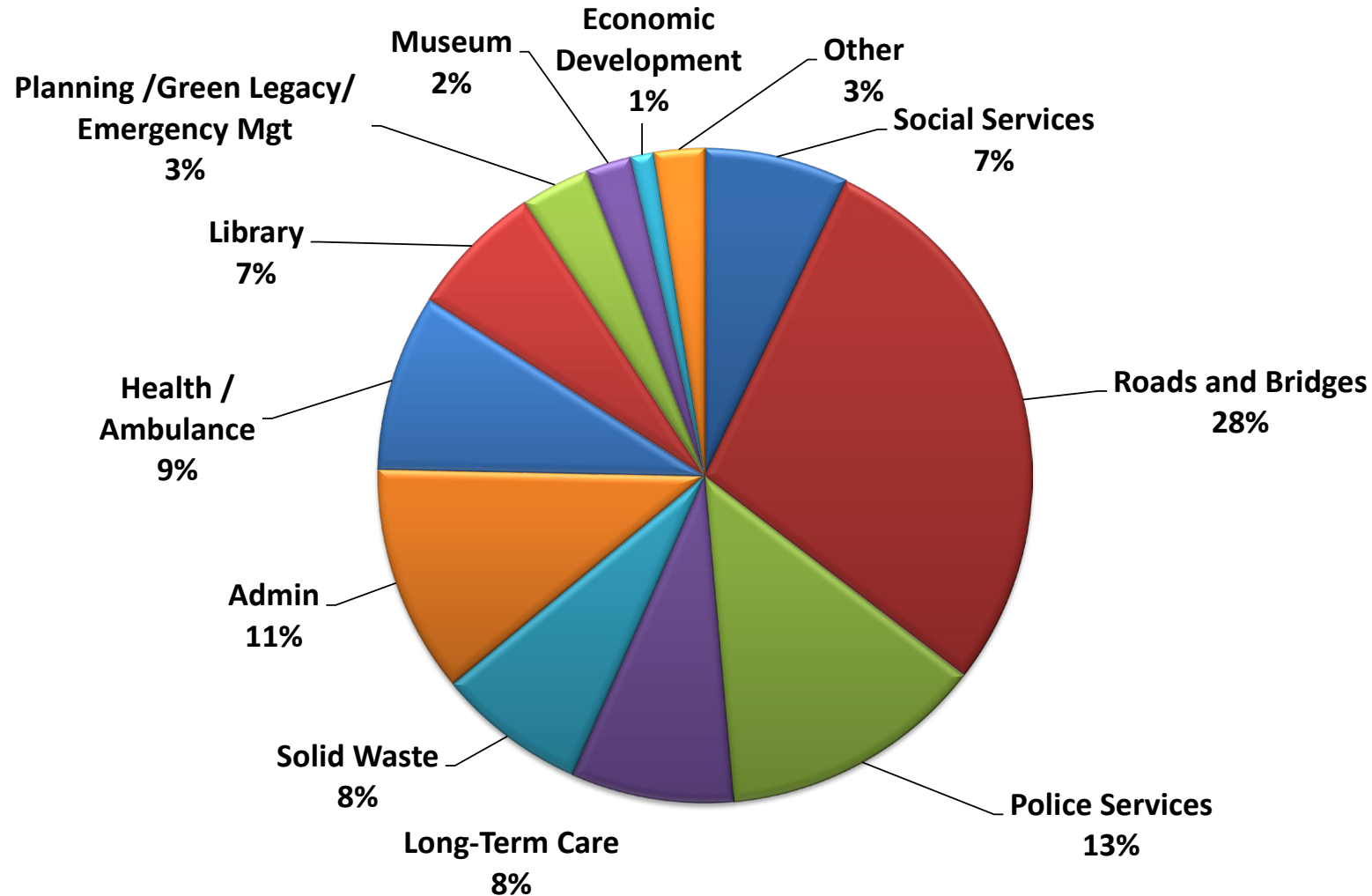
Operating Budget By Department



Other includes: Property Assessment, Economic Development, Tax Write-offs, Corporate Legal, Transfer of Interest to Reserves, Provincial Offences and Grants to Organizations.



Levy Requirement By Department



Other includes: Supplementary and Omitted Tax revenues, which have completely offset the expenses in the "Other" category listed on the prior slide.



Operating Budget: Roads

- ▶ Capital Funding Requirements
 - ▶ Have increased capital reserve transfers by \$3.0 million in 2025
 - ▶ \$1.6 million of this for capital requirements in Roads, \$1.0 million for ASE, and \$450K in Equipment
- ▶ Automated Speed Enforcement – Pilot (2025 only at this point)
 - ▶ Includes 7 new speed cameras, one in each member municipality
 - ▶ Estimated revenue of \$1.0 million to be transferred to reserves to fund future traffic safety initiatives
- ▶ Winter Control
 - ▶ Due to historical variances, have reduced and redistributed \$600K in costs to other roads activities



Operating Budget: Solid Waste Services

- ▶ Blue Box Programme – Transition to Producer Responsibility on July 1, 2025
 - ▶ RPRA grant reduction of \$1.8 million over 2025/2026
 - ▶ Blue Box Collection contract reduction of \$3.8 million over 2025/2026
 - ▶ Net result of all changes is a decrease to the County tax levy of \$2.1 million over 2025/26
- ▶ Service Continuity / Enhancements
 - ▶ Recycling collection for downtown businesses \$130K over 2025/2026 to replace loss of service from transition to producer responsibility (residential only)
 - ▶ Adapt a Diversion Centre model for current waste facilities - \$210K to divert additional materials at sites (mattresses, shingles, drywall, carpet)
- ▶ Tipping Fees
 - ▶ Minimum waste fee (\$10 per visit) at sites as of January 1
 - ▶ Increase in tipping fee to \$145/tonne from \$130/tonne as of February 1
 - ▶ Net impact estimated at \$93K in 2025



Operating Budget: Police

▶ O.P.P. Contract

- ▶ \$20.5 million in 2025 (an increase of \$2.6 million from 2024)
 - ▶ Reflects new uniform and civilian collective agreements from 2023 to 2026 reached in summer 2024
 - ▶ Bill 124 capped provincial salary increases at 1% - was overturned in courts
 - ▶ Updated contract includes general salary increases of 4.75% (2023), 4.5% (2024), and 2.75% (2025 and 2026)
- ▶ Province has since provided one-time financial relief of just over \$2.0 million
- ▶ Updated 2025 contract is now at \$18.4 million
- ▶ Forecast now shows O.P.P. contract at \$21.3 million in 2026
- ▶ County will be facing a \$2.9 million increase in the 2026 budget



Operating Budget: Police

▶ O.P.P. Contract

- ▶ Budget includes a \$450,000 provision for the annual contract reconciliation
- ▶ Updated contract includes the new Media Relations Coordinator not hired in 2024
- ▶ 10-year plan includes projected contract amounts and 1 new officer/year throughout the forecast beginning in 2026

	2024 budget	2025 estimate	2026 estimate	2027 estimate	2028 estimate	2029 estimate	2030 estimate	2031 estimate	2032 estimate	2033 estimate	2034 estimate	2025/24 change
OPP Base Contract <small>*Net of Reconciliation Provision</small>	\$17,553,000	\$17,981,000	\$20,575,000	\$21,040,000	\$21,515,000	\$22,001,000	\$22,498,000	\$23,005,000	\$23,524,000	\$24,054,000	\$24,596,000	2.44%
1 new Officer beginning in 2026			\$221,100	\$450,600	\$688,800	\$935,800	\$1,192,000	\$1,457,600	\$1,732,800	\$2,013,300	\$2,299,100	
OPP contract with new civilian and Officer positions	\$17,553,000	\$17,981,000	\$20,796,100	\$21,490,600	\$22,203,800	\$22,936,800	\$23,690,000	\$24,462,600	\$25,256,800	\$26,067,300	\$26,895,100	2.44%



Operating Budget: Ambulance Services

- ▶ One-time transfer of \$2 million to reserves to support land acquisition costs for new ambulance stations in the County
- ▶ County share of contract cost is increasing by \$670,000 in 2025
- ▶ Staffing changes include:
 - ▶ 12 additional paramedics (8 new in 2026, 4 new in 2027)
 - ▶ A new superintendent in 2026 and 2027
 - ▶ To mitigate pressures from increased call volumes and to improve response times



Operating Budget: Social and Affordable Housing

- ▶ Homelessness Prevention and Support
 - ▶ 128 Norfolk, Guelph – \$2.1 million for temporary accommodation site
 - ▶ 65 Delhi St, Guelph – \$1.4 million for transitional housing
 - ▶ Reaching Home – \$379,000 for winter shelter response
- ▶ Social Housing Units
 - ▶ Transfer of two non-profit providers to be directly operated by the County including:
 - ▶ 440 King Street, Mt Forest (Wellington Housing Corporation)
 - ▶ 301 Tucker Street, Arthur (New Hope Community Housing)
- ▶ Staffing changes for 2025 include:
 - ▶ Additional Maintenance Coordinator
 - ▶ For oversight of several buildings including 65 Delhi and 128 Norfolk



Operating Budget: Children's Early Years

- ▶ Canada Wide Early Learning and Child Care (CWELCC)
 - ▶ Significant expansion in funding and oversight – \$41 million increase
 - ▶ New provincial funding formula reflecting a cost-based funding approach
 - ▶ Includes a new benchmarking model and annual audit requirements
 - ▶ 100% federal funding
 - ▶ Potential for a wide range of outcomes – could result in higher than usual variances
- ▶ Staffing Changes in 2025 include:
 - ▶ New Child Care Funding Analyst (0.6 FTE)
 - ▶ New Accounting Analyst (0.75 FTE)
 - ▶ To support the implementation of the new provincial funding formula and ongoing oversight of the programme



Operating Budget: Ontario Works

- ▶ Loss of Immigration, Refugees, and Citizenship Canada (IRCC) funding:
 - ▶ County has been notified its funding will not be renewed as of March 31, 2025
 - ▶ Results in a loss of \$590,000 in funding (\$437,000 in 2025 and \$153,000 in 2026)
- ▶ Rural Community Transportation
 - ▶ \$250,000 has been reallocated from Ontario Works to the Rural Transportation budget (Ride Well)
- ▶ Staffing changes in 2025 include:
 - ▶ Restructuring due to the loss in IRCC funding (reduction of 1.7 FTE)



Operating Budget: Long-Term Care

- ▶ Revenue increases include:
 - ▶ Provincial funding enhancement of \$1.5 million (including \$1.1 million for direct hours of care)
 - ▶ Resident Revenue increase of \$450,000
- ▶ Staffing changes include:
 - ▶ New positions:
 - ▶ Personal Support Workers (PSWs)
 - ▶ Additional PSWs (1.7 FTE) in Apple Valley neighbourhood to align staffing levels with other neighbourhoods
 - ▶ Additional PSW hours (1.7 FTE) for the night shift to support neighbourhood cohorting, helping reduce the transmission of illness
 - ▶ Full-time Nurse Practitioner – offset by provincial funding
 - ▶ Part-time Environmental Services Supervisor (0.6 FTE) to assist with the needs of the facility
 - ▶ Additional Maintenance Worker backfill hours
 - ▶ Additional backfill hours reflecting current costs for modified work requirements



Operating Budget: Ride Well

- ▶ Ride Well Rural Transportation
 - ▶ Now reported on separately from Economic Development
 - ▶ 2024 budget and actuals re-stated to maximize Provincial Gas Tax revenues
 - ▶ Will be subject to an annual audit
 - ▶ Other eligible expenses now included:
 - ▶ Community Services Transportation Programme (reallocated from Ontario Works to Ride Well)
 - ▶ Economic Development staff time charged to this division
- ▶ Provincial Gas Tax
 - ▶ County needs to commit to “long-term funding” of the programme to be eligible
 - ▶ Funding is based on a 2-year lag (ie: 2025 funding is based on 2023 expenses)
 - ▶ Based on 75% of municipal net cost + passenger revenue
 - ▶ Other government funding – such as MTO Community Transportation (CT) funding is deducted
 - ▶ Revenue is now estimated at \$390,400 in 2025



Operating Budget: Ride Well

► Ride Well

- Service based on status quo (on-demand ride sharing), plus some enhancements to the availability of accessible rides
- New Transit Coordinator proposed to start in 2026
- Updated estimates are as follows:

	2024 Budget		2025	2026
	2024 Budget	Restated		
MTO Funding - Original	\$ 125,400	\$ 125,400	\$ 29,600	\$ -
Passenger Revenue	88,000	88,000	114,600	118,700
Total Revenue	\$ 213,400	\$ 213,400	\$ 144,200	\$ 118,700
Expenses				
Transit Coordinator (April 1, 2026 start date)	\$ -	\$ -	\$ -	92,600
Transit Provider Contract Costs	439,000	439,000	639,700	685,200
Community Services Transportation Programme	-	216,000	250,000	250,000
Consultants, Advertising, Other	45,500	45,500	25,000	25,000
Admin Internal Expense	-	102,500	107,800	28,100
Total Expenses	\$ 484,500	\$ 803,000	\$ 1,022,500	\$ 1,080,900
Net Cost Before Reserve Transfers and Gas Tax	\$ 271,100	\$ 589,600	\$ 878,300	\$ 962,200
Provincial Gas Tax Revenue	-	-	390,400	371,700
Total Final Net Cost	\$ 271,100	\$ 589,600	\$ 487,900	\$ 590,500



Operating Budget: Planning

- ▶ Home Energy Efficiency Transition (HEET) Programme
 - ▶ Provides low-cost loans to support residential energy efficiency projects
 - ▶ County loans the funding up front and is paid back by homeowner over time
 - ▶ Loan is registered on title and collected as a local improvement charge through annual taxes
 - ▶ Programme is anticipated to be fully-funded by an FCM grant
 - ▶ County share (20%) is to be provided in the form of a loan and paid back over time

	2025	2026	2027	2028	2029
FCM Grant	\$ (317,300)	\$ (952,600)	\$ (990,600)	\$ (708,900)	\$ (828,900)
Application Revenue		\$ (37,600)	\$ (37,600)	\$ (37,600)	\$ (37,600)
Operating Costs	\$ 317,300	\$ 394,800	\$ 432,800	\$ 332,800	\$ 452,800
Programme Incentives		\$ 550,300	\$ 550,300	\$ 368,600	\$ 368,600
Allowance for Bad Debts		\$ 45,100	\$ 45,100	\$ 45,100	\$ 45,100
Total Net Cost	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget: Human Resources

- ▶ Disability and Health & Safety Management Programme enhancements:
 - ▶ To build and strengthen the County's DM programme to address recommendations in the Workplace Disability Management Assessment (WDMA)
 - ▶ Includes 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
- ▶ Here for Hope Partnership is ending
 - ▶ CMHA has notified the County that this funding is ending effective immediately
 - ▶ Programme expenses are being phased out to offset the funding loss



Operating Budget: Admin and Other

- ▶ CAO & Clerks:
 - ▶ Staffing changes: new Information Management Analyst
 - ▶ Assist with the optimization of the County-Wide IM strategy
 - ▶ To enhance, modernize, audit and train staff on corporate information applications and assets
- ▶ County Council
 - ▶ Indigenous Advisory Committee
 - ▶ Includes a \$100,000 allocation to reflect an increasing level of responsibility for staff
- ▶ Economic Development
 - ▶ Staffing changes:
 - ▶ Talent Attraction position partially funded by Economic Development ends March 2025
 - ▶ Additional student to assist with ongoing initiatives and programmes
- ▶ One-time Budget Adjustment in 2024
 - ▶ Rural Broadband project was closed and \$600K was put towards levy reduction in 2024
 - ▶ This amount is reversed and removed from the 2025 budget



Operating Budget: General Rev and Exp.

- ▶ General Revenues:
 - ▶ PILs and supplementary taxes - \$5.0 million
 - ▶ Increased by \$1 million due to strong growth
 - ▶ OMPF Funding - \$569,000, further drop of 15% in 2025 (\$100,300)
 - ▶ Interest earnings - \$4.6 million

- ▶ General Expenses:
 - ▶ Contribution to MPAC for property assessment - \$1.7 million
 - ▶ Tax write-offs - \$700,000



Operating Budget: Staffing Changes

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			



Operating Budget: Staffing Changes

2025 Staffing Summary				
2025 Proposed Staffing Changes	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
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	(11,250)		(11,250)
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	\$ 737,350	\$ (456,900)	\$ 280,450
2025 Proposed Staff Complement (full time equivalents)	776.7			

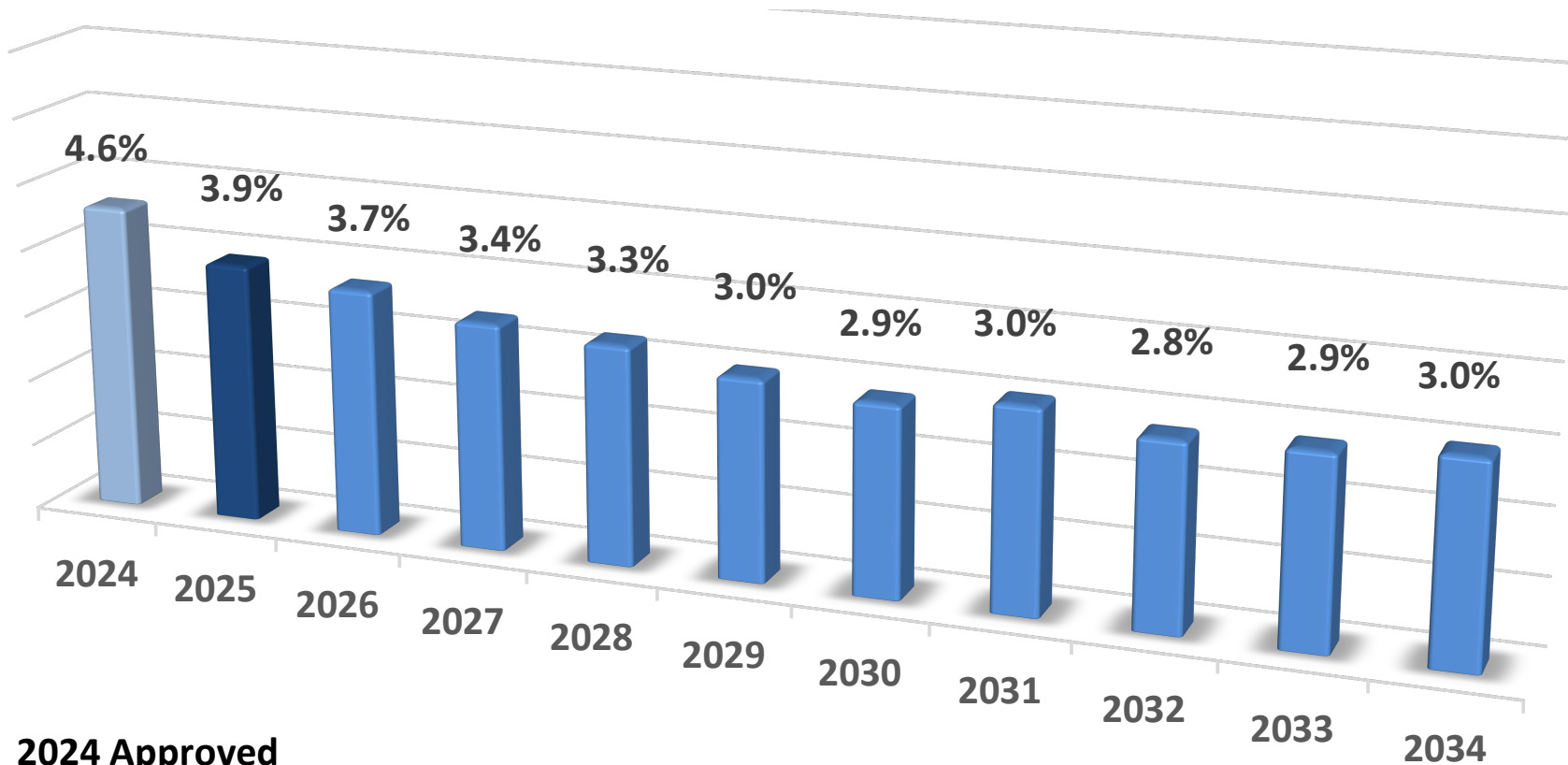


2025 Operating Budget Summary

- ▶ Continuing to phase-in significant capital cost increases experienced from 2021-2024
 - ▶ Roads Infrastructure – \$2.6 million – (1.9% levy impact)
 - ▶ Equipment (Roads, SWS) – \$650K – (0.5% levy impact)
 - ▶ Facility Improvements (Property, Police, Library) – \$650K – (0.5% levy impact)
 - ▶ All other (Housing, SWS, Museum) – \$600K – (0.4% levy impact)
- ▶ Police
 - ▶ O.P.P. contract increase - \$2.6 million – (1.9% levy impact)
 - ▶ Offset by one-time provincial relief - \$2.0 million – (1.5% levy reduction)
- ▶ Ambulance
 - ▶ One-time transfer for land acquisition for new stations - \$2.0 million (1.5% levy impact)
 - ▶ Contract increase - \$670K (0.5% levy impact)
- ▶ Offset by Assessment Growth
- ▶ Current tax impact at 3.9%



County of Wellington Tax Impact (2025-2034)



**2024 Approved
Budget**

**2025 Proposed Budget and
2026-2034 Forecast**

