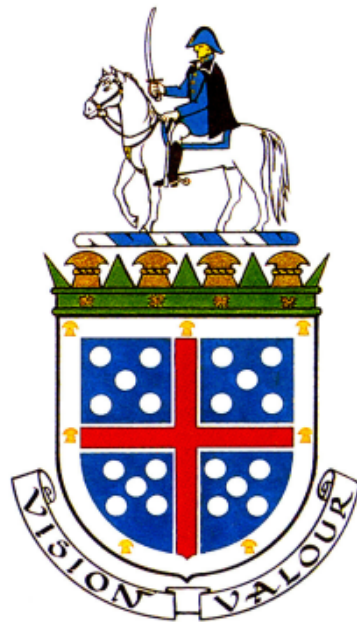


THE CORPORATION OF THE COUNTY OF WELLINGTON

**PRELIMINARY 2025-2034
TEN-YEAR PLAN**



PRESENTED TO:

COUNCIL

NOVEMBER 28, 2024

**CORPORATION OF THE COUNTY OF WELLINGTON
PRELIMINARY 2025-34 TEN-YEAR PLAN**

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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: Tuesday, November 19, 2024
Subject: Preliminary 2025-2034 Ten-Year Plan

Background:

This forecast provides a high-level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The Ten-Year Plan helps ensure Council’s ability to measure the reasonableness of the proposed levels of service and sources of financing and is presented in a series of high-level schedules.

Preliminary 2025-2034 Operating Budget and Tax Rate Forecast

The County’s Budget projection is set out in the following table:

	2025	2026	2027	2028	2029
Gross Expenditure (\$ millions)	\$356.4	\$363.7	\$374.1	\$383.8	\$394.0
Tax Levy (\$ millions)	\$139.8	\$147.8	\$156.2	\$164.1	\$171.9
County tax impact (% change)	4.1%	3.9%	3.9%	3.3%	2.9%
	2030	2031	2032	2033	2034
Gross Expenditure (\$ millions)	\$404.2	\$415.2	\$426.9	\$438.8	\$450.9
Tax Levy (\$ millions)	\$179.9	\$188.3	\$196.7	\$205.6	\$214.7
County tax impact (% change)	2.8%	2.9%	2.7%	2.7%	2.7%

Weighted assessment growth is currently estimated at 4.22%, which includes an estimate for the anticipated reduction in taxation from the aggregate industry, as imposed upon municipalities by the Provincial government. In 2025, a 1% change in County property taxes is equivalent to \$1,342,700. This report sets out the capital projects and specific operating budget impacts which are expected in 2025 and throughout the forecast. It should be noted that the figures and projects presented herein are preliminary, and the forecast will be updated in January 2025 as the detailed 2025 budgets are prepared.

1. 2025-2034 Capital Budget Forecast

The Ten-Year Capital Plan is found in the appendices. The schedule on page 27 provides Council with a high-level review of spending by programme, along with sources of financing. Detailed project lists are found on subsequent pages. In accordance with the Budget Management Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital budgets are presented as inflated by 5% for 2025 and 3.5% for 2026-2034, where applicable. The inflation factor for 2025 represents the current non-residential building construction price index. Construction inflation is slowly starting a downward trend toward historical levels and the future forecast reflects this expectation. The capital budget affects future operating budgets in several ways, including future operating and maintenance costs for infrastructure and facilities as well as debt servicing costs and certain reserve transfers.

Highlights of the capital programme include:

- ❑ The preliminary ten-year capital forecast projects a total capital investment of \$621.5 million over the next ten years. Included in this amount, a significant investment in infrastructure renewal and expansion with \$314.3 million invested in roads, bridges and culverts, and \$117.5 million in roads facilities and equipment representing 69.5% of total capital spending.
- ❑ In addition to the ongoing investment in the County road and bridge network; key initiatives include: the development of the County’s only active landfill site at Riverstown; the construction of new garages in Erin, Brucedale and Harriston; the construction of new ambulance facilities throughout the County; a provision to construct three new affordable housing buildings and an ongoing investment in County-owned existing social and affordable housing units.
- ❑ The capital budget is funded through a healthy mix of funding including:
 - ❑ 64.2% from Reserves
 - ❑ 11.5% from senior levels of government
 - ❑ 5.6% Canada Community Building Fund,
 - ❑ 2.9% Ontario Community Infrastructure Fund
 - ❑ 3.0% Other federal and provincial subsidies
 - ❑ 7.9% Municipal Recoveries (predominantly for social housing and roads related projects)
 - ❑ 13.5% Development Charges and Growth-Related Debentures
 - ❑ 2.9% Debentures
- ❑ In an effort to minimize the effect on the tax levy the preliminary ten-year forecast relies on \$83.0 million in debt funding for the following projects:

Project	Total
Tax Supported Debentures	
Elmira Rd Ambulance Station Upgrade	3,200,000
Erin Garage	4,420,000
Erin Ambulance Station	5,370,000
Drayton Ambulance Station	4,790,000
Total Tax Supported Debentures	17,780,000

Project	Total
Development Charge Supported Debentures	
Erin Garage	11,690,000
Erin Ambulance Station	2,750,000
WR124, WR32 to Guelph Rd 1	1,300,000
Brucedale Garage	14,500,000
Guelph/Eramosa Ambulance Station	5,105,000
WR 10 at WR 8, Intersection Improvements and Overlay	1,300,000
Harriston Garage	17,730,000
Arthur Ambulance Station	2,470,000
Drayton Ambulance Station	2,315,000
Aberfoyle Garage	6,100,000
Total DC Supported Debentures	65,260,000
Total County of Wellington	83,040,000

Specific project highlights are as follows:

Roads (Pages 28-37)

Roads Facilities: The County owns and operates eight roads maintenance facilities located throughout the County. Plans to upgrade facilities to meet current needs for equipment and material storage along with providing adequate staff facilities have been underway since 2012. To date, two facilities are complete (Central and Drayton) with construction of the Arthur Garage currently underway and to be completed in early 2025. Construction costs continue to increase, but not at the rates experienced during and leading out of the pandemic.

The 2025-2034 forecast totals \$72.0 million, \$70.4 million in new construction costs and \$1.6 million in facility rehabilitation costs:

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

- ❑ 77 percent of new construction costs are funded from debt, 6 percent for tax supported debt and 71 percent growth supported debt. Debt servicing costs for growth supported debt will be funded from development charges, placing pressure on the development charge reserve in the later years of the forecast.
- ❑ Bruce Dale Garage construction costs are now being funded from reserves (previously funded from tax-supported debt).
- ❑ Design and preliminary site work for the Aberfoyle Garage are planned for 2034 with construction costs beyond this forecasting period in 2035.
- ❑ Elora Garage rehabilitation investment of \$0.8 million (2024-\$0.4 million, 2025-\$0.4 million) results in the deferral of the construction of a new facility to beyond this forecast period
- ❑ As a result of the rehabilitation, construction costs for the Elora Garage are planned in 2050.

Roads Equipment: The ten-year plan includes \$45.5 million in capital spending for equipment replacements.

- ❑ Provision for the purchase of electric pickup trucks (½ tonne) in 2027. There are ¾ tonne pickups planned as electric vehicles in the forecast. The actual purchases will be dependent on the availability of this technology and charging infrastructure at the time of purchase. Planning’s Green Fleet Strategy will help inform these budget forecast items.
- ❑ The forecast also includes the replacement of radio equipment infrastructure in 2025.

Equipment purchases are funded from the roads equipment reserve, which receives funding from annual operating transfers.

Asset Management / Engineering: The asset management section in the roads budget continues to evolve in the 2025-2034 plan.

- ❑ Asset management activities total \$29.8 million over the forecast and is funded through a mix of Canada Community Building Fund allocations (75%), Reserves (24%), and development charges (1%).
- ❑ Annual allocation for Pavement Preservation has increased by \$500,000 to \$2.5 million to account for increased construction costs to maintain the same level of service on County roadways.
- ❑ Annual allocation of \$200,000 to complete speed management works and studies as recommended and approved as part of the Roads Master Action Plan.
- ❑ One-time funding of \$300,000 for a Storm Water Management System (SWMS) Condition study to assess the condition of the County’s Storm Water Management System and provide cleaning services, if needed.

- ❑ Road MAP Update/Area Plan Studies - The Road MAP was completed in 2022 with the plan to update the study every five years. Area Transportation Studies were recommended in the Road MAP to review in greater detail transportation needs in the Puslinch and Elora/Fergus areas. This is funded from development charges.

Growth Related Construction: The County's 2022 development charge (DC) study has been used to inform this forecast.

- ❑ The ten-year plan identifies \$39.7 million for growth related construction and provides DC funding of \$12.4 million (\$9.8 million DC collections, \$2.6 million growth-related debentures).
- ❑ Projects identified within this area include a \$15.1 million growth related investment to improve traffic flow on Wellington Road 124 between Guelph and Cambridge, \$9.6 million for improvements on WR 124 between Guelph and Ospringe to include road recycling and repaving. There are improvements to four intersections (WR124/WR27, WR124/WR125, WR124/29, WR124/WR26), \$2.8 million on Wellington Road 7, and \$12.2 million for other various intersection improvements throughout the County.

Roads Construction: The County is responsible for the care and maintenance of 1,434 lane kilometres of roads located throughout the County. Construction projects include work on both the base, surface and storm sewer while resurfacing projects are the surface only.

- ❑ Roads construction totals \$71.9 million over the forecast.
- ❑ Of this total, \$14.7 million is related to the County's portion of two joint projects with the Town of Minto for roadway and intersection improvements (\$14.0 million) and watermain, sanitary and stormwater works (\$0.7 million) along Main Street in Palmerston. Two joint grant applications with the Town of Minto have been submitted for these works:
 - ❑ Housing Enabling Core Servicing Fund – led by the County for the roadway and intersection improvements
 - ❑ Housing Enabling Water Systems Fund Intake II – led by the Town of Minto for the watermain, sanitary and stormwater works
 - ❑ Should the applications be unsuccessful, and the construction work proceeds, the County will need to look to other sources of funding for the roadway and intersections works currently budgeted for under grants (\$6.9 million)
- ❑ Another \$8.8 million relates to the non-development charge eligible works on the Wellington Road 124 corridor for roads construction and resurfacing.
- ❑ Another \$9.2 million relates to intersection works that are associated with safety concerns and not with growth-requirements, and therefore not currently eligible for DCs
- ❑ Additional projects include:
 - ❑ \$12.3 million allocated to road resurfacing on WR 12, 4.5 kilometres WR7 to 300m of 16th line and 10.5 kilometres WR 86 to WR 7
 - ❑ \$8.3 million allocated to recycle and repave of 12 km Wellington Road 16 from Highway 89 to Wellington Road 19
 - ❑ \$6.0 million allocated to road resurfacing on WR 25, 7 kilometres WR 52 to WR 42
 - ❑ \$4.9 million allocated to WR 109 at WR 16 for road reconstruction from east of HWY 6 to 16th Line for 4 kilometres and roundabout construction at the intersection of WR 109 and WR 16
 - ❑ \$4.1 million allocated to WR 50 for road resurfacing WR 50, Rockwood to WR 125

Bridges and Culverts: The County is responsible for 101 Bridges and 102 Culverts located throughout Wellington. Provincial legislation requires that structures are inspected on a bi-annual basis. The resulting report details the required works, timing and costs and informs the bridge and culvert budgets.

- ❑ The ten-year plan includes \$67.8 million for bridgework and \$15.3 million to address culverts.
- ❑ Wellington Road 109 bridgework includes the replacements of four structures along the same stretch of roadway. Construction start dates span from 2024-2026 with preliminary budget estimates totalling \$22.2 million. Project funding includes \$4.2 million in Provincial subsidy (ICIP), \$2.9 million in OCIF funding, \$1.5 million in CCBF funding and \$13.6 million in County reserves.

County Bridges on Local Roads: in 2008, the County Roads Committee considered a report entitled “Road Rationalization – The County Bridges on Local Roads Issue.” The committee and council passed the recommendation that “the County rebuild or close, if that was deemed appropriate, those bridges designated as County bridges on local roads on a priority basis, thereafter the responsibility of the bridge be returned to the local municipality.”

- ❑ To date, nine structures are complete, one structure is included in the forecast and three structures remain outstanding.

Roads Resurfacing: Projects totalling \$88.7 million are included for resurfacing in the ten-year forecast.

Solid Waste Services (Page 38)

- ❑ A total of \$13.9 million in expenditures are projected over the ten-year period.
- ❑ Equipment replacements total \$8.4 million and are fully funded by the SWS Equipment Reserve.
- ❑ Future year pick-up truck replacements are budgeted to accommodate electric vehicle purchases and reflects preliminary Corporate Climate Change initiatives. The actual purchase will be dependent on the availability of this technology and charging infrastructure at the time of acquisition. Planning’s Green Fleet Pilot, as approved by County Council in September 2024 will help inform these budget forecast items.
- ❑ Site improvements for roads (2028/2034) and buildings (2030) address lifecycle replacements and rehabilitations.
- ❑ New Projects:
 - ❑ Roll-Off Luggage for \$350,000 in 2025 to replace the current back-up truck to reduce downtime and maintenance costs.
 - ❑ Belwood Retaining Wall Replacement scheduled in 2026 at \$350,000 to maintain a safe environment by replacing the deteriorating retaining wall at the facility.

Riverstown landfill is the County’s one remaining active landfill site with expected capacity through 2049. Staff are planning for future development of this site throughout the ten-year forecast and have included projects totalling \$3.65 million, funded by the Solid Waste Services Capital Reserve. Projects for Phase II and III of the site include:

- ❑ Riverstown Cell Development continues throughout this forecast with pre-excavation work totalling \$765,000 and cell development totalling \$1.4 million.
- ❑ Riverstown North Pond Development scheduled in 2027 at \$700,000. The project involves the construction of a required storm water retention pond to the north of the Phase II filling area.
- ❑ New Project: Riverstown Phase III Studies (2027/2028) for \$800,000 will begin the process of initiating studies in support of applying for approvals for the future expansion of the facility.

Planning (Page 39)

- ❑ Capital spending includes additional budget to the existing Official Plan Review/Update including conformity/consistency with the Greenbelt Plan (2017), the Provincial Policy Statement (2020), and changes related to Source Water Protection Plans in Wellington County. These are partially funded from development charges.
- ❑ Climate Change Initiatives projects as identified in the Corporate Climate Change Mitigation Plan are included in the forecast. Corporate items reflected in this budget total \$420,000 and are funded through the Climate Change Mitigation Reserve.
Note: Staff research grant opportunities as they become available. Projects are evaluated for feasibility, and if successful, grant application results will be communicated, and project budgets are amended.

Climate change initiatives affecting other departments are summarized below and are budgeted within departmental budgets.

Department	Project	Year	Cost	Incremental Cost
Social Housing	GHG Initiatives	2025 - 2034	2,500,000	2,500,000
Roads	Pickup Truck & Van EV Replacements	2027, 2030-2033	4,360,000	702,000
Solid Waste Services	Pickup Truck EV Replacements	2025-2034	1,165,000	108,000
Property	Pickup Truck & Van EV Replacements	2025, 2031, 2032	585,000	82,000
Green Legacy	Pickup Truck & Van EV Replacements	2025, 2028, 2032,2033	480,000	50,000
CAO and Clerks	IT Van EV Replacement	2025, 2032	275,000	90,000
Library Services	Van EV Replacement	2030	145,000	48,000
Emergency Management	Pickup Truck EV Replacement	2028	100,000	16,000
Wellington Terrace	Van EV Replacement	2027	125,000	41,000
Total			\$9,735,000	\$3,637,000

Green Legacy (Page 40)

- ❑ Facility improvements at the County’s two nurseries are included in the capital forecast based on the building condition audits in the amount of \$334,000.
- ❑ End of lifecycle vehicle and equipment replacements are included throughout the forecast for a total of \$480,000.
- ❑ An electric pick up is included in 2025 as part of the Green Fleet Pilot that was presented at the September Planning Committee meeting.

Community Emergency Management (Page 41)

- ❑ The Emergency Management capital forecast includes paging site battery replacements in 2026, a vehicle replacement, the Emergency Management Portable and Mobile Radios replacement, and funding for the generator replacement programme in 2028.
- ❑ The pickup is planned as an electric vehicle in the forecast. The actual purchases will be dependent on the availability of this technology and charging infrastructure at the time of purchase. Planning’s Green Fleet Pilot will help inform these budget forecast items in the future.

County Property (Page 42-45)

- ❑ Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$6.8 million funded from the Property Reserve, which receives an annual contribution from the operating budget.
- ❑ Five vehicles are scheduled for replacement in the forecast. The pick-up truck in 2025 will be replaced by a hybrid and is part of the Green Fleet Pilot as approved by Council in September. Future replacements of the van and pick-ups are budgeted to accommodate electric vehicle purchases and 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.

Administration (Page 46-49)

- ❑ 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. Projects total \$8.8 million over the forecast.
- ❑ The IT Van is scheduled to be replaced by an electric vehicle in 2025 as it is part of the Green Fleet Pilot project. The future replacement of the van is also scheduled to be electric.

Applications Services: work continues on initiatives which will introduce efficiencies in current corporate processes.

- ❑ The Human Resources Information System (HRIS) continues to be implemented in 2025 with a new Health and Safety module to eliminate manual tracking and enable the division to monitor incidents and near misses, injury reports, disability costs, intervention data and to communicate collected data to key stakeholders.
- ❑ A Kronos upgrade is scheduled for 2026, which is a scheduling software being used by a number of departments in the County, including Long-Term Care, Library and Maintenance.

Information Management

- ❑ Plans for lifecycle upgrades of the Intranet and County website (wellington.ca).

County Council (Page 50)

- ❑ New Project: Council Chambers – Telecommunications/Network Upgrades in 2025 at an estimated amount of \$250,000 for equipment that will enable livestreaming of County Council meetings to the public as per the recommendations from the Nigel Bellchamber report on the opportunities to enhance transparency of Council decision making.

Police Services (Page 51)

- ❑ Equipment related capital include the replacement of the radar detection devices in 2027/2034 and the replacement of the Rockwood detachment generator in 2031. Equipment-related capital purchases total \$300,000 over the forecast and are funded from the General Capital reserve.
- ❑ Lifecycle replacements continue to be budgeted at the detachments over the ten-year plan:
 - ❑ Aboyne with \$1,350,000
 - ❑ Rockwood with \$1,395,000
 - ❑ Teviotdale with \$595,000

Staff will evaluate timing and budgets as projects identified in the later years of the forecast move closer to present time.

- ❑ The replacement of constable chairs at all detachments is budgeted for 2026 and 2031.
- ❑ Facility-related projects total \$3.4 million over the forecast and are funded through the Property reserve.

Museum and Archives at Wellington Place (Page 52)

Update: Wellington Place Mini-Master Plan – Budget and Funding

The Wellington Place Mini-Master Plan was presented to the Information, Heritage and Seniors Committee in November 2021. Committee and Council approved the Mini-Master Plan, with projects included capital budgets since then. Work continues in 2025-2030 to deliver on this initiative to improve the visitor experience and provide a place for people to meet, learn, reflect, and celebrate. The following is a summary of the 2025-2030 project plan to continue to deliver the initiatives outlined in the approved Mini-Master Plan:

	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	1,625,000	0	0	0	920,000	2,545,000
Total Wellington Place Mini-Master Plan	0	1,625,000	0	0	0	920,000	4,295,000

Funding for projects identified in the Mini-Master Plan is proposed to come from the County’s Property Reserve for facility related projects and the General Capital Reserve for the Wellington Place projects.

The Capital Forecast also includes projects for the following:

Programming:

- ❑ New project: Museum Dedicated Children’s Space for \$600,000 to enhance the Museum experience for young visitors. A specialized area for children and a needed respite zone for parents, this space would inspire wonder, imaginative play learning and nurturing a lasting and positive connection with the Museum.

Facilities:

- ❑ Building lifecycle replacements totalling \$1.0 million are included throughout the forecast. Projects are identified through previous Building Condition Assessments. As projects move through the forecast, staff adjust timing and costing as required. A detailed listing of projects is attached to this report.

Wellington Place:

- ❑ Roadwork: Samuel Honey Drive is an internal street within Wellington Place that will connect two internal streets, Charles Allan Way and Frederick Campbell Street. Staff continue to monitor the timing of this work, which will coincide with further development of the property and will adjust timing in future budgets, if required.
- ❑ Equipment replacements total \$45,000 for a front mount mower in 2027.
- ❑ Two new projects:
 - ❑ Contribution of \$100,000 to Aboyne Rural Hospice for stormwater management works.
 - ❑ A new utility vehicle, \$45,000, to enable unobtrusive and quick transport of people and maintenance materials/equipment across the site.

Library Services (Pages 53-56)

- ❑ Library branch building lifecycle replacements total \$6.8 million over the forecast and are identified through previous building conditions assessments. Replacements are based on the condition at the time of assessment and industry standards for expected useful lives. As the projects move through the forecast, staff review the timing and costing. Building lifecycle replacements are funded by the County Property Reserve.
- ❑ The library courier van replacement is scheduled for 2030 and is budgeted to accommodate an electric vehicle purchase reflecting Planning's Green Fleet Strategy. The actual purchases will be dependent on the availability of this technology and charging infrastructure at the time of purchase.
- ❑ The Library Master Plan in 2025 intends to review all aspects of library services from facilities and collections to staffing and programming.
- ❑ The capital plan is funded 98 percent from capital reserves and 2 percent from development charges.

Ontario Works (Page 58)

- ❑ The ten-year capital plan includes lifecycle replacements for building components at the administration offices located at 129 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.4 million. The County's portion of \$495,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$886,000.

Children's Early Years (Page 59)

- ❑ The ten-year capital plan for Children's Early Years includes lifecycle repairs of \$855,000 at Mount Forest Child Care and Learning Centre and \$550,000 at Willowdale Child Care and Learning Centre, and \$260,000 at 133 Wyndham Street in Guelph. Work at Mount Forest is a 100% County cost funded from the Property Reserve and the City funds 100% of the work at Willowdale. Improvements to 133 Wyndham Street are cost shared with the City of Guelph.

Housing (Pages 60-64)

- ❑ Capital spending on County-owned social housing units totals \$50.8 million over the ten-year forecast. The remainder of the National Housing Co-Investment funding, \$1.6 million, is included in the 2025 budget. The entire funding grant (\$10.4 million in 2024 and 1.6 million in 2025) must be spent by March 2026. Beyond 2026 the capital budget is increasing by an average of \$187,500 in 2026 through 2034 providing staff with a predictable and stable level of funding to address aging facilities and increasing costs.
- ❑ Lifecycle replacements of \$2.0 million for 138 Wyndham and \$482,000 for technology replacements at housing sites are included in the ten-year plan
- ❑ An annual project for Green House Gas Initiatives, \$2.5 million over ten years, is included in the capital plan. This project will incorporate recommendations from the work completed by the Climate Change group as social assets are renovated.
- ❑ The split between the County and City portions of capital funding is based on the three-year average prior residence of tenants in County-owned buildings. The County portion of the capital funding comes from the Housing Capital Reserve.
- ❑ A detailed listing of projects at County-owned units is attached to this report.

Affordable Housing (Page 65)

- ❑ Facility improvements for County owned affordable housing buildings total \$1.3 million over the ten-years and are funded through the Housing Capital Reserve.
- ❑ The provision to construct new County-owned affordable housing units throughout the County remains in the forecast. Staff will continue to monitor funding opportunities from senior levels of government for these builds and review project timing in the annual budget process.

Wellington Terrace Long-Term Care (Page 66)

- ❑ **Equipment and Technology** – Lifecycle replacements include IT infrastructure, nursing and nutrition services equipment and the resident van. Projects total \$2.7 million over the forecast.
- ❑ **Facility Improvements** – Staff continue planning for lifecycle replacements and repairs on building components and site elements. Projects total \$2.9 million over the ten years and include:
 - ❑ \$850,000 in 2025 for HVAC replacements
 - ❑ \$450,000 in 2025 from one-time grant funding for facility upgrades and repairs

Ambulance (Page 67)

- ❑ The Optimal Resource Deployment Study was last conducted in 2016, with a County-specific Ambulance Station Feasibility Study completed in 2018. The study outlined the optimal locations for the construction of six stations located throughout the County. In 2019, the Provincial government announced intentions to merge ambulance services across the province and review the funding model. Due to the uncertainty, the Ambulance Station construction budgets were delayed awaiting the provincial review. In early 2023, the province confirmed that they would no longer be considering the modernization work that was being pursued prior to the pandemic.

During the 2024 budget process, at County County’s direction, staff included the construction of new ambulance stations timed to begin in 2027. This aligned with the City’s planned update of the Optimal Resource Deployment Study at the time. At this time, the 2025 budget and ten-year plan maintains the timing of new ambulance station construction.

Facilities are planned for:

- ❑ Erin (2027/2028)
- ❑ Guelph/Eramosa (2029/2030)
- ❑ Arthur (2031/3032)
- ❑ Drayton (2033/2034)
- ❑ Mt Forest (2035/2036 – outside the 10-year forecast period)
- ❑ Harriston (2037/2038 - outside the 10-year forecast period)

At October’s Joint Social Services and Land Ambulance Committee meeting, the City presented a revised Optimal Resource Deployment Study. Staff will review the recommendations of the report, complete an analysis of the financial implications of these recommendations and incorporate any initiatives to be undertaken during the 2025 to 2034 timeline in the January 2025 budget update reports.

- ❑ The capital plan also includes the County’s share for replacement ambulances, the purchase of ambulance equipment, ambulance related IT replacements and facilities/studies. The budget is based on information provided by the City of Guelph at October’s Joint Social Services and Land Ambulance Committee meeting. Total County costs over the ten-years are \$6.6 million fully funded by the Ambulance Reserve.

- ❑ In addition, the City has identified rehabilitation work for the Elmira Road Station (2025-2026) with the County's share at \$3.5 million.
- ❑ In order to finance the construction of the new ambulance facilities – including the Elmira Road Station located in the City, the County will need to finance \$26.0 million worth of the projects from debt (\$13.4 million tax-supported and \$12.6 million development charge-supported).

Provincial Offences Act (POA) (Page 68)

- ❑ The County is responsible for 50% of POA related capital costs. A provision of \$1,061,000 funded from the General Capital Reserve is included over the forecast as the County's portion of POA capital replacements.

Economic Development (Page 69)

- ❑ A provision of \$1 million over 2030-2032 for the County to host the 2032 International Plowing Match. Historically, the County hosts this event every 16 years.
- ❑ New Project: Customer Relationship Management (CRM) Solution for \$40,000 to assist in managing the enquiry process and facilitate tracking, follow up and client history management effectively and collaboratively. CRMs are common practice they replace a manual tracking process and significantly increase efficiency.

2. 2025-2034 Operating Budget Major Impacts

The operating budget summary breaks down the tax levy impacts in 2025 by department or service area and is available on page 70. The high-level 10-year operating budget forecast is set out on pages 71 – 72. Items of significance that are expected to be included in the 2025 and future operating budgets include:

- ❑ **Staffing (Page 26)**
 - ❑ Included in a package is a summary of all staffing changes proposed in the 2025 budget as well as any in-year changes to staffing approved throughout 2024. The net impact of all staffing changes (in-year and proposed) is \$523,900 in 2025
- ❑ **Roads (Page 73)**
 - ❑ The user fees and charges line includes a one-time allocation of revenue in the amount of \$500,000 to be received from the Automated Speed Enforcement (ASE) pilot project. It is difficult to predict the amount to be received from the pilot project. Staff will review the consultants estimates from other municipal implementations and update the amount, if required, for the budget approval in January. This amount will be transferred to reserve to facilitate future traffic improvements.
 - ❑ Staffing changes include:
 - ❑ The annualization of the Engineering Technologist added in 2024
 - ❑ Debt servicing costs associated with tax supported debt issues for Roads facilities have been incorporated into the forecast for the Erin Garage (2027). The annual tax supported debt charges reach a peak of \$339,800 in 2028 and is maintained at this level for the remainder of the forecast period. Tax-supported debt for the Drayton Garage is scheduled to retire in 2026 in the amount of \$133,185. These debt charges are funded by the tax levy.

- ❑ Debt servicing costs for growth related debt issues are for six Roads facilities (Drayton, Arthur, Erin, Brucedale, Harriston, and Aberfoyle) and six roads' projects (WR 124 Passing Lane, WR124 Bridge B124135, WR46-WR34 to 401, WR124 Land & Utility, WR124-WR32 to Guelph Rd, WR10 at WR8). These debt charges are funded from development charges and have no impact on the tax levy.
- ❑ Transfers to the Roads Equipment Reserve have increased by \$450,000 in 2025 and gradually increase over the ten-year plan to accommodate changes to capital requirements. The capital forecast for Roads Equipment continues to experience inflationary pressures and increased costs over the next ten years. An increased transfer is required to accommodate increased capital costs.
- ❑ Transfers to the Roads Capital Reserve have increased by \$2.1 million in 2025, which includes the one-time ASE pilot estimated revenue transfer of \$500,000. The transfer is projected to increase by \$2.25 million in 2026 and gradually increase over the remainder of the forecast to deal with increased costs of construction and accommodating planned capital spending in the capital forecast. The Roads Capital Reserve balance is projected to decrease by over \$8.3 million in the first two years of the 10-Year Plan to a balance of approximately \$6.4 million in 2026. The Roads Capital Reserve transfer cannot be reduced in the first few years of the forecast without further delaying or deferring capital projects in the 10-Year Plan.
- ❑ As indicated in the year-end reserve report to the Administration, Finance and Human Resources Committee in May 2024, the targeted reserve balance for Road Equipment and Roads Capital is not being met to be able to accommodate forecasted asset replacement costs. Reducing contributions to these reserves place the County at risk of not being able to maintain its roads service levels and possibly not being able to address any major emergency road and bridge work.

Winter Maintenance

- ❑ As indicated in the October variance report, the 2024 winter control budget is likely to be well under budget as the milder winter has reduced the winter maintenance material inventory needs thus far. This will be the fourth time in the past five years that there will be significant savings in Winter Control. The below chart provides details on the Winter Control variance over that period inflated to 2024 dollars. In years with a milder winter staff and resources are redeployed to other roads activities resulting in budget overages to those roads areas.

Actual				Projected
2020	2021	2022	2023	2024
\$1,640,435	\$1,699,154	\$ (312,690)	\$1,850,314	\$1,683,027

- ❑ The Winter Control reserve is expected to reach just under \$8 million by year-end which would put it within the target range of 12-18 months of winter control expenditures. The 2025 budget has been adjusted to redistribute \$600,000 from winter control to a number of other roads maintenance activities to better align with current expenditures within the department.
- ❑ **Solid Waste Services (Page 74)**
 - ❑ Tipping fees have been largely maintained in 2025. The new minimum waste fee as approved by committee in September is forecasted to increase tipping fees by \$100,000 in 2025. This is largely offset by a modest reduction in tipping fee revenue at various locations based on experience to date in 2024.

- ❑ User Pay Bag sales have been increased by \$207,000 to reflect experience to date and to account for a full year of the higher bag prices implemented in July of 2024.
- ❑ As reported to committee in April, Solid Waste Services will be continuing the transition to adopt a Diversion Centre model for the current waste facilities. This will result in increased processing fees in order to divert additional materials at the sites. The anticipated cost to implement this change is \$209K.
- ❑ Internal charges has been increased by just under \$100K to reflect Roads staff taking over the maintenance for some of the vehicles and equipment.
- ❑ The Transfer to Reserves line is increasing by \$300,000 in 2025 to provide sufficient funding for the capital projects identified in the 10-Year Plan. This includes an increase of \$200,000 to the SWS Equipment Reserve and \$100,000 to the SWS Capital Reserve.

Blue Box Programme – Transition to Producer Responsibility

- ❑ In accordance with Ontario Regulation 391/21, the current Blue Box Programme will transition to full producer responsibility on January 1, 2026. The County will begin this transition six months earlier as it exits the Blue Box Programme on July 1, 2025, which will result in significant changes to the Solid Waste Services budget in 2025/2026.
- ❑ Revenues
 - ❑ RPPRA grant reduction of \$1.85 million over 2025/2026. At this time staff have included in 2025 a one-time allocation of \$92K for producer compensation for waste facility drop-off service.
 - ❑ Recycling sales revenue at sites has been reduced by \$25K in 2025
- ❑ Expenditures
 - ❑ Processing recyclables cost reductions of \$266K over 2025/2026
 - ❑ Blue box collection contract reduction of \$3.86 million over 2025/2026. This line item will contain \$65K in 2025 and \$130K thereafter to account for IC&I recycling collection for a commercial recycling programme to replace the loss of service for businesses following transition to Full Producer Responsibility (July 1st)
 - ❑ In order to provide ongoing recycling services at the sites staff have included \$187K over 2025/26 to account for processing costs for the continuation of recycling drop-off at waste facilities post transition
- ❑ The net result of these changes is a decrease to the County tax levy of \$2.1 million dollars between 2025 and 2026.
- ❑ **Planning (Page 75)**
 - ❑ Municipal recoveries includes a reduction of \$32,000 as County staff are no longer providing Planning consulting services for the Township of Puslinch.

Home Energy Efficiency Transition (HEET)

- ❑ The details of the HEET programme have been provided in a separate report to Planning committee this month. Staff have currently allocated revenues and expenses for the programme based on recommendations from the report represented in the table below. The expectation is that all expenses in relation to the programme will be fully offset by the FCM grant with no budget impact. The County's contribution is for the loan component of the programme and is a balance sheet item to be recorded as a loan receivable and does not appear in the County's operating and capital budget. The loans will be recovered over the life of the loan term.

	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	\$ -	\$ -	\$ -	\$ -	\$ -

❑ **Green Legacy (Page 76)**

- ❑ The budget includes a reduction to sales revenue as the City of Guelph is no longer purchasing trees from the Nursery.
- ❑ Transfer to reserves has been increased by \$30K in 2025 to address future facility improvement needs

❑ **Community Emergency Management (Page 77)**

- ❑ Included in the budget is the increase to software maintenance and licensing as a result of the new software to be implemented in 2024

❑ **Police Services (Page 78)**

- ❑ The Province has submitted an O.P.P. policing contract cost estimate for 2025 of \$20,375,886. The cost per property has increased significantly from \$429.29 in 2024 to \$484.16 in the 2025 estimated billing. Overall, contract costs have increased by \$2.5 million or 12.8% from 2024. New collective agreements cover January 1, 2023, through December 31, 2026 (four-year term agreements). They included general salary increases of 4.75% (2023), 4.5% (2024), and 2.75% (2025 and 2026). Additionally, effective September 1, 2024, many O.P.P. detachment front-line constables and sergeants will be receiving an additional 3% front-line patrol premium.
- ❑ The 2024 budget included funding to hire a new Media Relations Coordinator. As previously reported to committee, the posting for the position was delayed and has not yet been included in the O.P.P. policing contract estimate. Staff expect that the position will be filled in early 2025 and the anticipated cost has been included in the budget in 2025.
- ❑ 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 provision to account for the annual O.P.P. contract reconciliation remains at \$450,000 in 2025. The 2023 reconciliation amount was just over \$188,500. The amount of back pay related to the 2023 year was included in the reconciliation. Based on discussions with O.P.P. officials, the 2024 year-end reconciliation can be expected to be in line with the reconciliation received for 2023. However, County staff are not recommending an adjustment to the contract reconciliation estimate and are proposing to deal with any difference in the reconciliation as a variance in 2025, which could be funded by the Contingency and Stabilization Reserve, if necessary. This will avoid creating a fluctuation in the budget for a one-time item.
- ❑ Transfers to Reserves have been increased by \$180,000 beginning in 2026 in order to address capital requirements and future facility improvements identified in the 10-Year Plan for the three police locations within the County

❑ **Museum and Archives (Page 79)**

- ❑ Land Rental revenue in the amount of \$30,000 has been included in the forecast to account for the agreement with Holtz Grain Limited for lease of land. This has been included in the forecast out until 2029 based on the length of the agreement.
- ❑ Purchased Services includes a \$25,000 one-time consulting amount in order to create an Indigenous Exhibit Strategy to support the development of new Indigenous-focused content at the WCMA. The project would entail creating an Indigenous exhibit, further activating the Indigenous Gathering Circle, and updating existing Indigenous educational programming. This is more than offset by removal of the one-time cost (\$56,000) from 2024 for the dinosaur exhibit.
- ❑ Transfer to reserves has been increased by \$100,000 in each of 2025 and 2026 to provide adequate funding for the capital projects planned throughout the 2025-2034 forecast

❑ **Library Services (Page 80)**

- ❑ Municipal Recoveries has been increased by \$20K in 2025 as a new agreement with Southgate has been reached in 2024 resulting in additional revenue from non-resident membership
- ❑ Staffing changes include:
 - ❑ In year 2024 changes include the Board approved increase to Assistant Branch Supervisor (ABS) hours at the Clifford location, as well as additional hours having been required at various locations to accommodate library staff not working alone. In addition, as the Library has transitioned part-time branch supervisors into full-time roles there has been additional need for coverage of vacation for these positions (\$90,000)
 - ❑ Additional assistant branch supervisor and library page hours to meet staffing level needs at the new Erin Library starting in July 2025 (\$124,000)
- ❑ The budget includes a provision starting in 2026 estimated at \$100,000 for a capital lease (to own) payment for the Rockwood Library Branch, owned by the Township of Guelph/Eramosa. Moving forward with this item is dependent upon the timing of the Township building a new Community Centre and future discussions of ownership of the existing branch. Staff will report back when there is more certainty regarding this item.
- ❑ Erin Library debt charges start in 2025 and will be fully offset by development charge funding.
- ❑ Transfers to Reserves increases by \$300K in 2025 in order to provide the required funding to meet ongoing capital and facility improvements across the 14 library locations.

❑ **Human Resources (Page 82)**

- ❑ 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 associated expenses (\$35,800 over 2025-26). An update on the programme will be provided to committee in January.
- ❑ Staffing changes include:
 - ❑ A Disability Management Coordinator was approved by committee in October. This position will be posted shortly with an expectation to have the successful candidate in place for Jan 1, 2025. The net cost impact of this position, after recoveries is \$98,400.
 - ❑ The addition of a Health and Safety Specialist is included in 2025 starting in April. This position would provide the assistance required for Health and Safety as the need for dedicated staff and support in this area has increased significantly as a result of a focus on workplace safety and violence prevention at the County.
 - ❑ Annualization of the HR Recruitment Specialist added in 2024

- ❑ County culture/recruitment video is included in 2025 in order to promote the County's corporate culture to existing employees as well as external candidates. This would enhance the profile of the County in the community and improve recruitment activities.
- ❑ Purchased services includes:
 - ❑ 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
 - ❑ Maintenance and support for the planned Health and Safety module within the HRIS system is included in 2026 in the amount of \$65,000.
- ❑ **Office of the CAO and Clerk (Page 84)**
 - ❑ Staffing changes include:
 - ❑ The addition of a Senior Information Management Analyst with an April 1, 2024 start date. Corporate Information Management (IM) systems and secondary technology are growing in sophistication. This new position will spearhead the optimization of our corporate-wide IM strategy, focusing on enhanced governance, modernization, auditing and training of corporate information applications and assets.
 - ❑ Annualization of the Communications Officer added in 2024
 - ❑ A new business/applications analyst in Information Technology is forecasted in 2026. As the County continues to add new applications and software programs across departments, additional IT resources are required to support staff and to maintain the technical needs of these enhancements.
 - ❑ Purchased services includes an additional consultant allocation (\$140,000) for the March 2025 to March 2026 period in order to assist with support for existing and new County and departmental IT projects over this period.
- ❑ **County Council (Page 85)**
 - ❑ Includes a \$100,000 allocation for the Indigenous Advisory Committee to reflect an increasing level of responsibility for staff, which may include overtime hours for the committee members, meeting expenses and honorariums for Indigenous consultations.
- ❑ **Ambulance (Page 86)**
 - ❑ The County has received the 2025-2028 multi-year budget from the City of Guelph. In addition, the City has notified the County of its share of a significant negative variance in the amount of \$942,000 in 2024, which has not been addressed in their 2025 budget. The variance is primarily due to higher staff costs associated with staff leaves and backfill requirements. The City has also indicated that there may be additional costs due to the closure of the Consumption and Treatment Services (CTS) site. The County has been carrying a contingency in the Land Ambulance budget to address historical variances from the City. County staff have included an additional contingency of approximately \$650,000 (for a total of \$735,000) over the budget recommended by the City of Guelph to address these issues.
 - ❑ The City's budget includes the hiring of 8 additional paramedics and a superintendent in 2026 and 4 paramedics and 1 superintendent in 2027. The additional positions are intended to address pressures from increased call volumes and assist with meeting response time targets in future years.

□ **Economic Development (Page 89)**

- Grants and subsidies includes Ride Well funding detailed below along with the removal of one-time funding of \$25,000 through Rural Economic Development (RED) grant. The County recently received confirmation of approval of another RED grant of \$22,500 to be split over the next two years (2025 - \$16,300, 2026 - \$6,200) towards a farm succession planning project, this work can be accommodated within the existing budget and offset existing expenses.
- A new student position is included in 2025 to assist with ongoing initiatives and programmes in the department.
- Transfers from reserves includes the reversal of one-time funding of \$600K that was used as a tax levy reduction in 2024, as approved by committee during the 2024 budget process. The remaining transfers from the closure of the Rural Broadband project (\$1 million) are being used to phase-in or mitigate impacts from the implementation of Ride Well, as indicated in the table in this report.

Ride Well

- The budget incorporates the recommendations for the future of the RideWell service provided in a separate report to committee this month. The County has recently received correspondence from the Province indicating that the additional funding of \$227K approved earlier in the year could receive an extended deadline date from March 2025 to the end of 2025. Staff have incorporated this change into the 2025 budget to mitigate the financial impact of the enhancements to the programme. The details of the forecasted revenues and expenses associated with RideWell are provided below.

	2024	2025	2026	2027	2028	2029	2030
MTO Funding - Original	\$ 125,400	\$ 29,600	\$ -	\$ -	\$ -	\$ -	\$ -
MTO Funding - Additional*	-	169,000	-	-	-	-	-
Provincial Gas Tax Revenue	-	25,000	50,000	50,000	50,000	50,000	50,000
Passenger Revenue	88,000	114,600	118,700	153,800	157,800	161,800	165,800
Total Revenue	\$ 213,400	\$ 338,200	\$ 168,700	\$ 203,800	\$ 207,800	\$ 211,800	\$ 215,800
Transit Coordinator	\$ -	\$ -	\$ -	\$ 93,000	\$ 131,300	\$ 140,500	\$ 150,600
Transit Provider Contract Costs	439,000	639,700	685,200	699,200	713,200	727,200	741,200
Consultants, Advertising, Other	45,500	25,000	25,000	25,000	25,000	25,000	25,000
Total Expenses	\$ 484,500	\$ 664,700	\$ 710,200	\$ 817,200	\$ 869,500	\$ 892,700	\$ 916,800
Transfer from Reserves	-	(50,000)	(240,000)	(240,000)	(240,000)	(230,000)	-
Total Net Cost	\$ 271,100	\$ 276,500	\$ 301,500	\$ 373,400	\$ 421,700	\$ 450,900	\$ 701,000

*Additional funding of \$227,196 was received in 2024 (after budget approval), approx \$58,000 is expected to be used in 2024

□ **Social Services - Ontario Works (Page 90)**

- The grants and subsidies line is increasing by approximately \$2.5 million in 2025. This budget adjustment reflects an increase of \$251,000 in provincial administration funding – this first increase seen since 2018. In addition, staff are anticipating a 6% increase in OW benefits costs. Ontario Works benefits are 100% provincially funded and increases will not impact the levy.
- Funding for Agencies has been reduced by \$115,000 to reflect the ending of our funding commitment to the Royal City Mission and the Sanguen Health Van.
- The cost-sharing ratio for administration expenses between the County and City has been adjusted based on the caseload split experienced in 2024. This resulted in a projected decrease in cost of \$45,000 for the County and a corresponding increase for the City.

❑ **Social Services – Children’s Early Years (Page 91)**

- ❑ The grants and subsidies line reflects an increase of \$36 million over 2024. This funding has been increased based on budget allocations received over summer. To date, detailed information on the new cost-based child care funding approach has been received. This informs a portion of the Children’s Early Years budget that is entirely funded and does not have a municipal impact. Guidelines on the remaining funding areas and municipal cost share have not yet been communicated. As such, staff have made a number of assumptions in this preliminary budget. It is anticipated that full guidelines will be received in the coming weeks.
- ❑ The salaries, wages and benefits line includes the annualization of the Social Services Navigators. Also included is the addition of a Child Care Funding Analyst and an increase of 0.6 FTE for an Accounting Analyst. Both these positions will support the changes in the Children’s Early Years department, including significant increases in both funding responsibility and oversight requirements under the new CWELCC framework.

❑ **Social Services - Housing Services (Page 92)**

- ❑ Grants and subsidies are decreasing by \$2.3 million. The most significant change relates to a decrease of \$1.1 million of one-time funding in Homelessness Prevention Funding. In addition, \$660,000 in one-time federal Reaching Home Funding has been removed. Several provincially funded rent supplements programmes expired March 31, 2024.
- ❑ Rent revenue projections are increasing significantly to reflect actual rent collections from 2024 plus an economic adjustment. This is also the first year that rent for the property at 440 King, Mount Forest are included in the budget. The transfer of this property to the County owned housing stock will take place January 2025.
- ❑ Salaries, wages, and benefits line includes the annualization of the Housing Data Analyst and the Social Services Navigator positions added in 2024. A Maintenance Coordinator has been added with an anticipated April 1, 2025, start date to in response to the addition of several buildings including 65 Delhi and 128 Norfolk.
- ❑ The 2025 budget includes two significant additions that impact both the Purchased Services line and the Social Assistance line.
 - ❑ Based on an in-year commitment from Committee and Council, and annual budget of \$2.1 million has been added to the budget to support the operation of the Temporary Accommodation site at 128 Norfolk. This cost includes the agency staffing costs to operate 68 beds as well as the costs of the building lease and operations. Currently this cost is included in all ten years of the plan. Staff will develop a plan for 2026 and future years over the next year.
 - ❑ A municipal cost of \$379,000 (\$38,000 County and \$341,000 City) has been added to the budget to fund the winter shelter response plan provide to Committee in September 2024. Staff continue to seek Federal funding for these expenditures and the final budget will be amended should funding be confirmed.
- ❑ Insurance costs on County owned housing stock have seen a significant increase of 30% over 2024 resulting in a budget impact of approximately \$109,000.
- ❑ The transfer to reserve line reflects an increase of \$200,000 in the transfer to the County’s Housing Capital Reserve. This increase reflects the addition of the 440 King, Mount Forest property to the County’s housing portfolio and will ensure that future capital needs will be accommodated.

- ❑ **Social Services - Affordable Housing (Page 93)**
 - ❑ Budgeted revenues are slightly increasing to reflect the predicted actual of 2024 plus an economic adjustment.
 - ❑ Budgeted expenditures have been adjusted to reflect the rising costs in heating and plumbing supplies as well as a 30% increase in insurance.

- ❑ **Wellington Terrace Long-Term Care (Page 94)**
 - ❑ Provincial funding has increased \$1.5M from the 2024 budget. The most significant portion of this increase comes as a result of the funding commitment received in 2021 to increase direct hours of care within Long-Term Care. The remaining budget adjustments are made up of increased Level of Care funding and Nurse Practitioner funding.
 - ❑ The salaries, wages and benefits line include several changes that are largely offset by the higher provincial funding described above.
 - ❑ The addition of 1.7 FTE in PSW hours to increase staffing levels in Apple Valley.
 - ❑ The addition of 1.7 FTE to the night shift to support neighbourhood cohorting, reducing the transmission of illness.
 - ❑ A full time Nurse Practitioner that was approved by Committee and Council in September 2024
 - ❑ A 0.6 FTE Environmental Services Supervisor to assist the Environmental Services Manager with the needs of the facility.
 - ❑ The addition of Maintenance Worker backfill hours to provide adequate coverage when full-time staff are on vacation or other leaves.
 - ❑ Adjustments to backfill to reflect current costs related to modified work requirements.
 - ❑ The purchased services line has increased approximately \$120,000 due to the reallocation of legal services and increased physiotherapy and building maintenance costs

- ❑ **Public Health (Page 95)**
 - ❑ 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 Revenues and Expenditures (Page 96)**
 - ❑ OMPF grant amounts have been reduced by 15% in 2025 resulting in a decrease of \$100,300. The County has yet to receive confirmation of any grants beyond the 2025 allocation and has continued the assumption that the grant funding will be phased out over a four-year period, representing a further reduction of \$142,300 each year through to 2028 to bring the funding down to \$0 at that time.
 - ❑ Investment interest has been decreased by \$400K as interest rates for the County's general bank holdings have begun to reduce towards historical norms. All interest earnings are transferred to the County's reserves at year-end and are reflected in the reserve forecast figures.
 - ❑ Estimates for supplementary tax revenues have been increased by \$500,000 to \$3.5 million in 2025 and an additional \$100,000 per year in 2026-2034 reflecting strong assessment growth figures and revenue expectations for future years.

3. Debt Outstanding

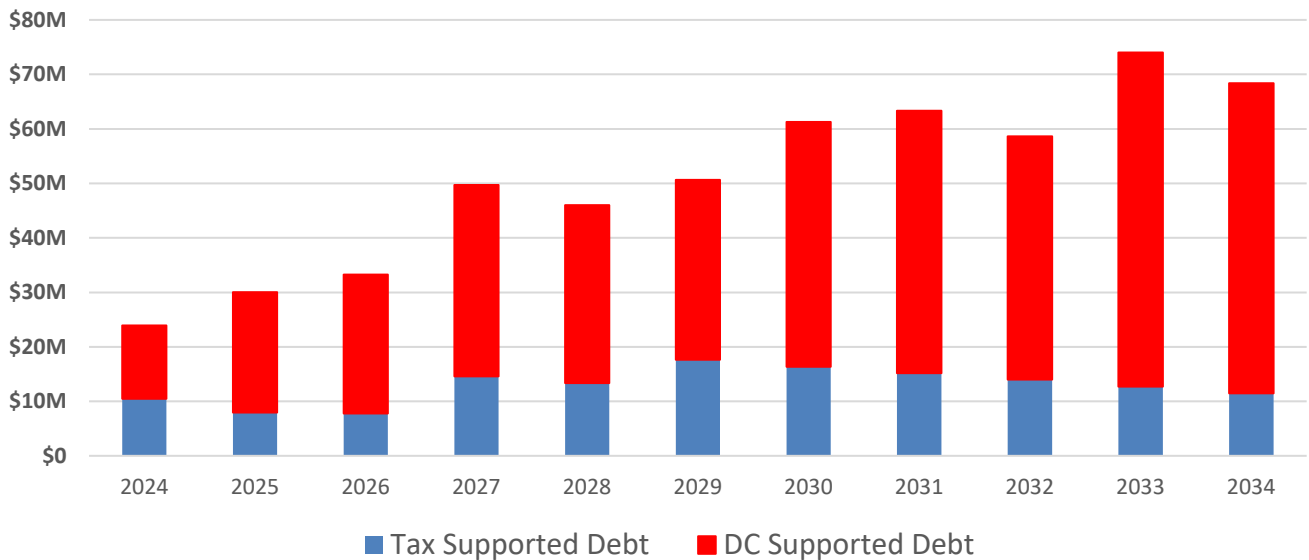
Projections for debt outstanding take into account the County’s existing debt, proposed issues for projects previously approved by Council but not yet funded (referred to as unfunded debt), and proposed new issues set out in the ten-year plan.

The proposed debt in the ten-year plan includes \$17.8 million in tax-supported debt and \$65.3 million in growth-supported debt. Tax-supported debt had decreased \$1.5 million from last year’s ten-year plan due to: a reduction of \$6.7 million for the Brucedale Garage, which is now forecasted to be funded by reserves, offset by \$390,000 increased costs due to inflation, and \$4.8 million for a new Drayton Ambulance Station in 2034.

Growth-supported debt has increased by \$11.9 million from last year’s ten-year plan projections. This increase in growth-supported debt is as a result of the impact of inflation on the costs for the County garage builds and the new ambulance stations. Development charge collections continue to be reduced due to exemptions for affordable housing (rental and ownership), causing the County to issue more growth-supported debt to be funded by future development charge collections. County garages account for 75% of the increase in growth-supported debt, while Land Ambulance stations make up the remaining 25% of this increase.

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.

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



4. Reserves and Reserve Funds

Projections for reserve and reserve fund balances take into account transfers from the operating budget, and 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

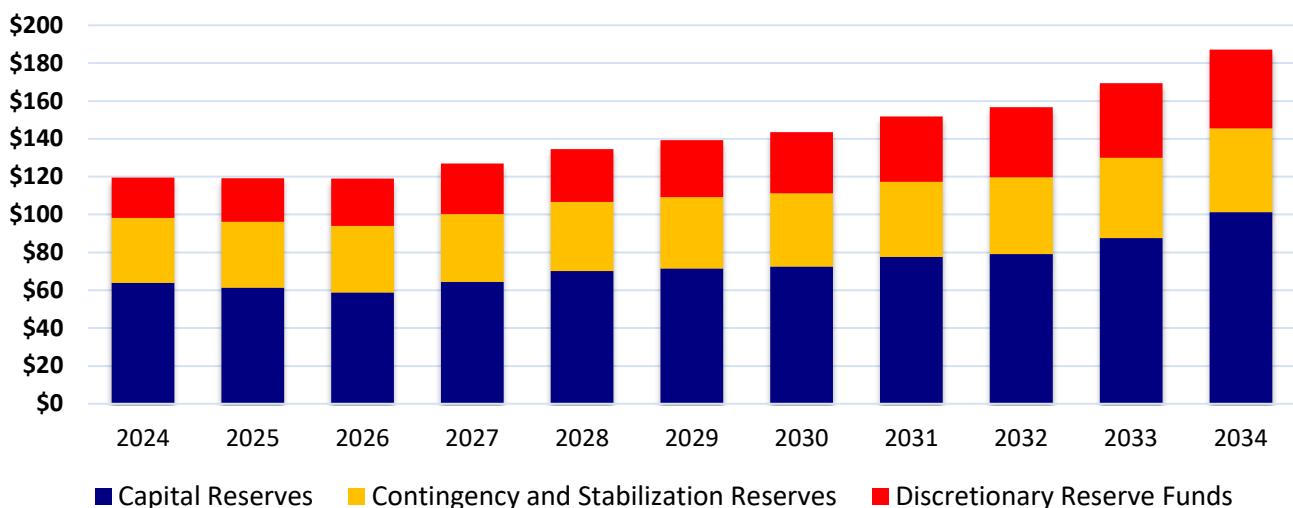
The 2025-2034 capital plan is predominately funded through use of county reserves (64.2%) providing stable, predictable, and sustainable funding to address infrastructure needs. The total draw on capital reserves within the 10-year capital budget is \$398.9 million.

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.

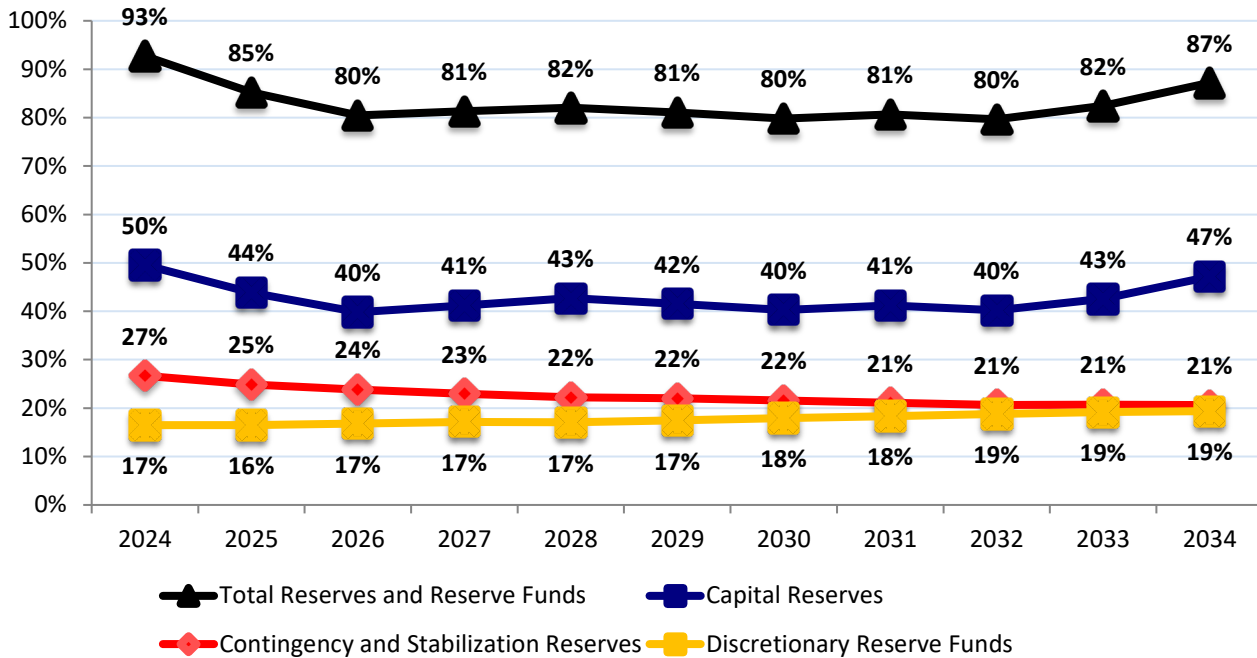
The following chart outlines the County’s projected reserve and reserve fund balances through 2034 and shows the breakdown by the three types of County reserves.

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



The following chart outlines the County’s reserves as a percentage of the tax levy through 2034.

Reserves and Reserve Funds as % of Tax Levy



Reserve balances are decreasing as a % of the tax levy in the first few years of the forecast and start to recover over the latter half of the forecast period.

5. Concluding Comments

The projected tax impacts set out in the following table are shown relative to last year’s forecast:

Projected County tax impact	2025	2026	2027	2028	2029
Last year’s 10-year plan	4.7%	3.8%	3.5%	3.3%	2.7%
Current 10-year plan	4.1%	3.9%	3.9%	3.3%	2.9%

Projected County tax impact	2030	2031	2032	2033	2034
Last year’s 10-year plan	2.6%	2.8%	2.8%	2.5%	N/A
Current 10-year plan	2.8%	2.9%	2.7%	2.7%	2.7%

Over half of this year’s budgetary increase can be attributed to the County’s two largest services, being Roads and Bridges, and Police Services. Although general inflation and construction prices are starting to return to historical norms, the County is still phasing in some of the major capital cost increases experienced over the last couple of years. The County’s strategy was to avoid major spikes in its tax rates by utilizing its reserves to phase-in major construction price increases over a three-to-four-year period, rather than realizing them all at once. This strategy was utilized to mitigate the impact of these large cost increases on its residents and ratepayers. As a result, the County continues to play a bit of catch up on the capital cost increases from the past two-to-three-years. However, the County was able to avoid the larger tax increases experienced by some of its municipal neighbours (many were as high as 8-10%) over this period.

The preliminary 2025 budget impact is lower on the tax levy (4.1% vs 4.7%) than was predicted at the time of the passage of the 2024 Budget and 10-Year Plan. The County was able to offset a much higher than predicted increase in the O.P.P. contract with strong assessment growth and supplementary tax revenue. The O.P.P. contract came in at just under \$20.4 million, which represents an increase of \$2.5 million over 2024. That is significantly higher than the County had forecasted in its 10-Year Plan. The County had projected a contract estimate of approx. \$18.3 million. The new estimate is \$2.1 million higher than last year's projection. The increase in the O.P.P. contract will add approximately 2.0% to the County tax levy, which is 1.7% higher than previously projected.

The County continues to invest in its capital plan, with \$621.5 million in spending projected over the next ten-years. This represents an increase of \$51.2 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, the County's on-demand ride sharing service. Additional investment to address pressures in the housing and homelessness system. Increased 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.

Any revisions to the capital plan will be presented along with the detailed 2025 operating budgets in January of 2025.

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 County's Preliminary 2025-2034 Ten-Year Plan be endorsed and forwarded to County Council.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

In consultation with/approved by:

All Department Heads
Scott Wilson, CAO

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	(0.7)	(48,800)	48,800	-
Total 2024 In-Year Staffing Adjustments	6.0	\$ 726,700	\$ (538,300)	\$ 188,400
Adjusted 2024 Staff Complement	771.8			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2025 Proposed Staffing Changes				
CAO & Clerks: Senior Information Management Analyst	0.8	98,700	(19,400)	79,300
Human Resources: Health and Safety Specialist	0.8	93,200	(19,000)	74,200
Economic Development: Student	0.3	15,000		15,000
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	77,500	(77,500)	-
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)	-
Proposed changes to Staff Complement	8.7	\$ 867,000	\$ (531,500)	\$ 335,500
2025 Proposed Staff Complement (full time equivalents)	780.5			



County of Wellington 2025-2034 Capital Budget Summary

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total	% of Total
Project Expenditure												
Programme / Service												
Roadways	\$44,295,000	\$52,880,000	\$38,360,000	\$41,835,000	\$41,355,000	\$39,450,000	\$41,700,000	\$51,985,000	\$36,830,000	\$43,108,000	\$431,798,000	69.5%
Solid Waste Services	\$530,000	\$680,000	\$3,220,000	\$3,285,000	\$855,000	\$605,000	\$0	\$810,000	\$3,140,000	\$805,000	\$13,930,000	2.2%
County Property	\$592,000	\$773,000	\$273,000	\$510,000	\$582,000	\$416,000	\$1,460,000	\$1,999,000	\$490,000	\$284,000	\$7,379,000	1.2%
Planning	\$570,000	\$0	\$100,000	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$1,070,000	0.2%
Green Legacy	\$85,000	\$0	\$31,000	\$100,000	\$0	\$0	\$103,000	\$360,000	\$135,000	\$0	\$814,000	0.1%
Emergency Management	\$0	\$50,000	\$0	\$205,000	\$0	\$0	\$0	\$0	\$0	\$0	\$255,000	0.0%
CAO and Clerks	\$1,335,000	\$1,005,000	\$900,000	\$980,000	\$805,000	\$1,975,000	\$1,335,000	\$770,000	\$1,100,000	\$645,000	\$10,850,000	1.7%
Council	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	0.0%
Police Services	\$55,000	\$335,000	\$140,000	\$125,000	\$475,000	\$325,000	\$1,265,000	\$30,000	\$35,000	\$925,000	\$3,710,000	0.6%
Museum	\$835,000	\$1,695,000	\$2,015,000	\$135,000	\$2,195,000	\$960,000	\$365,000	\$0	\$0	\$0	\$8,200,000	1.3%
Library Services	\$420,000	\$355,000	\$290,000	\$410,000	\$985,000	\$1,725,000	\$870,000	\$1,020,000	\$215,000	\$1,550,000	\$7,840,000	1.3%
Housing Services	\$9,622,000	\$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	\$59,260,000	9.5%
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	3.1%
Wellington Terrace	\$1,790,000	\$730,000	\$460,000	\$895,000	\$405,000	\$345,000	\$230,000	\$230,000	\$230,000	\$230,000	\$5,545,000	0.9%
Economic Development	\$40,000	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$600,000	\$0	\$0	\$1,040,000	0.2%
Ambulance Services	\$1,000,000	\$3,915,000	\$3,670,000	\$5,725,000	\$6,640,000	\$6,105,000	\$2,575,000	\$6,465,000	\$2,665,000	\$7,340,000	\$46,100,000	7.4%
Ontario Works	\$151,000	\$0	\$80,000	\$0	\$190,000	\$30,000	\$510,000	\$420,000	\$0	\$0	\$1,381,000	0.2%
Child Care	\$35,000	\$125,000	\$0	\$0	\$145,000	\$515,000	\$325,000	\$0	\$0	\$520,000	\$1,665,000	0.3%
Provincial Offences Act (POA)	\$141,000	\$60,000	\$60,000	\$105,000	\$175,000	\$135,000	\$145,000	\$55,000	\$85,000	\$100,000	\$1,061,000	0.2%
Total Expenditure	\$61,801,000	\$73,407,000	\$54,993,000	\$59,908,000	\$66,098,000	\$58,434,000	\$57,334,000	\$76,737,000	\$50,885,000	\$61,863,000	\$621,460,000	100.0%
Project Financing												
Recoveries	\$5,585,000	\$4,522,000	\$5,410,000	\$4,714,000	\$4,315,000	\$4,412,000	\$5,181,000	\$4,985,000	\$4,589,000	\$5,365,000	\$49,078,000	7.9%
Subsidy	\$4,363,000	\$4,145,000	\$3,400,000	\$910,000	\$2,000,000	\$0	\$0	\$2,000,000	\$0	\$0	\$16,818,000	2.7%
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	2.9%
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	5.6%
National Housing Co-Inv Fund	\$1,558,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,558,000	0.3%
Reserves	\$37,443,400	\$40,520,000	\$34,233,000	\$36,039,000	\$40,843,000	\$42,967,000	\$41,225,000	\$46,827,000	\$40,980,000	\$37,888,000	\$398,965,400	64.2%
Development Charges	\$1,371,600	\$1,240,000	\$3,210,000	\$4,815,000	\$1,265,000	\$1,665,000	\$1,118,000	\$2,985,000	\$0	\$1,200,000	\$18,869,600	3.0%
Growth Related Debentures	\$2,840,000	\$10,150,000	\$840,000	\$5,510,000	\$12,725,000	\$4,580,000	\$5,010,000	\$15,190,000	\$575,000	\$7,840,000	\$65,260,000	10.5%
Debentures	\$1,220,000	\$6,400,000	\$2,400,000	\$2,970,000	\$0	\$0	\$0	\$0	\$0	\$4,790,000	\$17,780,000	2.9%
Total Financing	\$61,801,000	\$73,407,000	\$54,993,000	\$59,908,000	\$66,098,000	\$58,434,000	\$57,334,000	\$76,737,000	\$50,885,000	\$61,863,000	\$621,460,000	100.0%



**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	2,800,000	3,330,000	2,800,000	29,800,000
Growth Related Construction	4,335,000	9,100,000	4,050,000	100,000	4,870,000	8,300,000	1,800,000	5,150,000		2,000,000	39,705,000
Roads Construction	6,805,000	6,725,000	14,340,000	12,655,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	71,870,000
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	6,880,000	3,550,000	10,580,000	4,080,000	4,040,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	88,745,000
Total	44,295,000	52,880,000	38,360,000	41,835,000	41,355,000	39,450,000	41,700,000	51,985,000	36,830,000	43,108,000	431,798,000
Sources of Financing											
Recoveries	1,741,000	675,000	1,080,000	270,000							3,766,000
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	29,487,400	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	292,906,400
Development Charges	1,091,600	1,240,000	3,100,000	4,705,000	1,265,000	1,300,000	1,118,000	2,985,000		1,200,000	18,004,600
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	51,985,000	36,830,000	43,108,000	431,798,000



**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
Brucedale 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 Stripers				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								250,000
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	2,800,000	3,330,000	2,800,000	29,800,000
Total	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	2,800,000	3,330,000	2,800,000	29,800,000
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								250,000
Total Financing	3,150,000	2,800,000	3,180,000	2,800,000	3,150,000	2,920,000	2,870,000	2,800,000	3,330,000	2,800,000	29,800,000



**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 7 @ 1st Line Roundabout	660,000										660,000
WR 7 at WR 18, Roundabout								150,000		2,000,000	2,150,000
WR 8 at WR 9, Roundabout	1,675,000										1,675,000
WR 10 at WR 8, Intersection Improvements and Overlay				100,000		3,000,000					3,100,000
WR 17 at WR 8, Intersection Improvement						250,000		2,000,000			2,250,000
WR 19 at Second Line, Intersection Improvement						250,000		2,000,000			2,250,000
WR 22 at WR 29, Realignment								1,000,000			1,000,000
WR 30, Intersection at Guelph Rd 3					120,000		1,800,000				1,920,000
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 124 at WR 32 Intersection		4,800,000									4,800,000
Total Growth Related Construction	4,335,000	9,100,000	4,050,000	100,000	4,870,000	8,300,000	1,800,000	5,150,000		2,000,000	39,705,000
Total	4,335,000	9,100,000	4,050,000	100,000	4,870,000	8,300,000	1,800,000	5,150,000		2,000,000	39,705,000
Sources of Financing											
Recoveries	836,000										836,000
Canada Community Building Fund		1,250,000									1,250,000
Reserves	2,485,000	5,310,000	3,000,000	45,000	4,805,000	5,700,000	910,000	2,165,000		800,000	25,220,000
Development Charges	1,014,000	1,240,000	1,050,000	55,000	65,000	1,300,000	890,000	2,985,000		1,200,000	9,799,000
Growth Related Debenture		1,300,000				1,300,000					2,600,000
Total Financing	4,335,000	9,100,000	4,050,000	100,000	4,870,000	8,300,000	1,800,000	5,150,000		2,000,000	39,705,000



**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 123/Main St E & W, Palmerston Reconstruction	50,000	215,000	340,000	90,000							695,000
WR 7 at WR 12, Intersection		120,000	4,780,000								4,900,000
WR 7 at WR 11, Roundabout			120,000		4,000,000						4,120,000
WR 9, WR 109 to WR 8 (Perth) 5	2,000,000										2,000,000
WR 12, WR 7 to WR 86 Phase 1									6,130,000	3,500,000	9,630,000
WR 12, WR 7 to 300m East of 16th Line					125,000		2,550,000				2,675,000
WR 16, Hwy 89 to WR 109					60,000		4,250,000				4,310,000
WR 16, WR 109 to WR 19				65,000		4,000,000					4,065,000
WR18 Geddes St Elora, RtngWall	1,500,000										1,500,000
WR 25, WR 52 to WR 42, 7 km		2,000,000	2,000,000	2,000,000							6,000,000
WR 42 at WR 24 Intersection	200,000										200,000
WR 50, Railway Tracks to WR 125 6km							130,000	4,000,000			4,130,000
WR 109 at WR 16, RAB + 4km				4,900,000							4,900,000
WR 123, Palmerston WR 5 to Hwy	780,000	4,390,000	7,000,000	1,800,000							13,970,000
WR 124 at WR 24, Intersection			100,000		2,600,000						2,700,000
WR 124, WR 24 to Ospringe 6km	100,000			3,800,000							3,900,000
WR 124, Stage 2 Preparation	2,000,000										2,000,000
WR 124 at WR 25, Intersection	175,000										175,000
Total Roads Construction	6,805,000	6,725,000	14,340,000	12,655,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	71,870,000
Total	6,805,000	6,725,000	14,340,000	12,655,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	71,870,000
Sources of Financing											
Recoveries	155,000	675,000	1,080,000	270,000							2,180,000
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	1,500,000					350,000		750,000			2,600,000
Reserves	4,655,000	3,905,000	8,710,000	7,675,000	5,685,000	3,650,000	6,880,000	3,250,000	6,130,000	3,500,000	54,040,000
Development Charges				2,800,000							2,800,000
Total Financing	6,805,000	6,725,000	14,340,000	12,655,000	6,785,000	4,000,000	6,930,000	4,000,000	6,130,000	3,500,000	71,870,000



**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 5, Bramwell Bridge B005015 Replace	100,000	1,100,000									1,200,000
WR 6, O'Dwyer's Bridge, 006008 Rehab				65,000		5,000,000					5,065,000
WR 7, Bosworth Bridge, B007028	500,000										500,000
WR 7, Rothsay Bridge, 07019, Rehab				120,000		6,770,000					6,890,000
WR 8, Bridge B008116 Replacement				100,000		1,250,000					1,350,000
WR 11, Flax Bridge B011025 Rep	500,000						200,000		4,500,000		5,200,000
WR 11, Simmons Bridge (B011029) Rehab	3,000,000										3,000,000
WR 12, Bridge B012100 Replace	970,000										970,000
WR 12, Princess Elizabeth Bridge				120,000			6,000,000				6,120,000
WR 17, Bridge B017098 Replacement								100,000		1,500,000	1,600,000
WR 32, Blatchford Bridge, Repl				6,500,000							6,500,000
WR 36, Bridge B036086, Replace				1,500,000							1,500,000
WR 36, Bridge B036122, Replace				1,500,000							1,500,000
WR 38, Bridge B038078, Replace	1,500,000										1,500,000
WR 43, Caldwell Bridge, Replace					260,000			6,250,000			6,510,000
WR 109, CR Bridge 4, B109133		6,000,000									6,000,000
WR 109, CR Bridge 10 B109134		6,000,000									6,000,000
WR 109, CR Bridge 5, C109123	5,100,000										5,100,000
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
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	1,000,000	2,430,000		1,700,000				650,000	1,341,000	380,000	7,501,000
Reserves	8,670,000	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	56,844,000
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 10, Clvrt C101000, Replace	1,000,000										1,000,000
WR 10, Clvrt C100970, Replace		650,000									650,000
WR 11, Clvrt C110930, Replace	125,000					2,500,000					2,625,000
WR 12, Clvrt C120210, Replace		750,000									750,000
WR 12, Clvrt C120200, Replace			750,000								750,000
WR 12, Clvrt C120239, Replace				800,000							800,000
WR 19, Clvrt C191070, Replace								100,000		2,000,000	2,100,000
WR 22, Clvrt C220010, Replace	750,000										750,000
WR 109, Clvrt C109142, Replace	400,000										400,000
WR 109, Clvrt C109143, Replace		100,000		1,500,000							1,600,000
WR 124, Clvrt C124124, Replace					130,000		750,000				880,000
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 6, WR 109 to HWY 89										5,000,000	5,000,000
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 7, Rothsay to Sideroad 3	1,750,000										1,750,000
WR 11, Drayton South Resurfacing							75,000		4,000,000		4,075,000
WR 18, WR 7 to ROW boundary		3,450,000									3,450,000
WR 21, ROW to WR 7 (8km)								100,000		4,000,000	4,100,000
WR 22, from WR 26 to WR 29							60,000	2,500,000	2,500,000		5,060,000
WR 22, Hwy 6 to WR 29 (4km)								75,000		2,000,000	2,075,000
WR 22, WR 26 to 300m S of WR24					2,000,000						2,000,000
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 25, WR 124 to WR 22 3.2 km		100,000			1,700,000						1,800,000
WR 26, WR 124 to WR 18 15km					150,000		5,500,000	5,500,000			11,150,000
WR 30, Maryhill to HWY 6 (6km)							4,000,000				4,000,000
WR 32, WR 34 to WR 124, 5 km							125,000		3,000,000		3,125,000
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 34, HWY 6 to WR 33 (9km)									6,000,000		6,000,000
WR 35, WR 34 to Hamilton bound	3,250,000										3,250,000
WR 51, WR 86 to 800m E of WR 39	120,000		1,790,000								1,910,000
WR 51, WR 39 to WR 7 2.2km								75,000	1,300,000		1,375,000
WR 52, WR 124 to WR 25	1,500,000										1,500,000
WR 86, COG to ROW 7.9 km	50,000		5,900,000	2,500,000							8,450,000
WR 109, Arthur to Teviotdale (17km)								100,000		8,000,000	8,100,000
WR 124, 400m N of WR 23 to WR 25 2.5 km	110,000		1,300,000								1,410,000
Total Roads Resurfacing	6,880,000	3,550,000	10,580,000	4,080,000	4,040,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	88,745,000
Total	6,880,000	3,550,000	10,580,000	4,080,000	4,040,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	88,745,000
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	6,182,400	3,550,000	6,630,000	2,230,000	1,240,000	1,905,000	8,532,000	8,500,000	15,650,000	17,850,000	72,269,400
Development Charges	27,600		1,850,000	1,850,000	1,200,000		228,000				5,155,600
Total Financing	6,880,000	3,550,000	10,580,000	4,080,000	4,040,000	2,955,000	11,260,000	9,600,000	16,800,000	19,000,000	88,745,000



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 Phase 1 Closed Site				840,000							840,000
Total Closed Landfill Sites				840,000							840,000
Total Solid Waste Services	530,000	680,000	3,220,000	3,285,000	855,000	605,000		810,000	3,140,000	805,000	13,930,000
Total	530,000	680,000	3,220,000	3,285,000	855,000	605,000		810,000	3,140,000	805,000	13,930,000
Sources of Financing											
Reserves	530,000	680,000	3,110,000	3,175,000	855,000	605,000		810,000	3,140,000	805,000	13,710,000
Development Charges			110,000	110,000							220,000
Total Financing	530,000	680,000	3,220,000	3,285,000	855,000	605,000		810,000	3,140,000	805,000	13,930,000



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



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



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		50,000									50,000
EM Portable and Mobile Radio Replacement				45,000							45,000
CEM Vehicle Replacement				100,000							100,000
Total Emergency Management		50,000		205,000							255,000
Total		50,000		205,000							255,000
Sources of Financing											
Reserves		50,000		205,000							255,000
Total Financing		50,000		205,000							255,000



**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	437,000	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000
Vehicles and Equipment	155,000						155,000	275,000			585,000
Total Property Services	592,000	773,000	273,000	510,000	582,000	416,000	1,460,000	1,999,000	490,000	284,000	7,379,000
Total	592,000	773,000	273,000	510,000	582,000	416,000	1,460,000	1,999,000	490,000	284,000	7,379,000
Sources of Financing											
Reserves	592,000	773,000	273,000	510,000	582,000	416,000	1,460,000	1,999,000	490,000	284,000	7,379,000
Total Financing	592,000	773,000	273,000	510,000	582,000	416,000	1,460,000	1,999,000	490,000	284,000	7,379,000



**County of Wellington
10 Year Capital Budget
Facility Improvements**

	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		100,000									100,000
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
Gaol: Domestic Water Distribution Rehab								46,000			46,000



**County of Wellington
10 Year Capital Budget
Facility Improvements**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
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	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000
Total Property Services	437,000	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000
Total	437,000	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000
Sources of Financing											
Reserves	437,000	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000
Total Financing	437,000	773,000	273,000	510,000	582,000	416,000	1,305,000	1,724,000	490,000	284,000	6,794,000



**County of Wellington
10 Year Capital Budget
Vehicles and Equipment**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Property Services											
Vehicles and Equipment											
Replace 1/2 Tonne Van							155,000				155,000
Replace Maintenance Pickup Hybrid	80,000							115,000			195,000
Replace Maintenance Van	75,000							160,000			235,000
Total Vehicles and Equipment	155,000						155,000	275,000			585,000
Total Property Services	155,000						155,000	275,000			585,000
Total	155,000						155,000	275,000			585,000
Sources of Financing											
Reserves	155,000						155,000	275,000			585,000
Total Financing	155,000						155,000	275,000			585,000



**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
Office of the CAO/Clerk											
Technical Services	1,170,000	655,000	750,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,815,000
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					100,000	100,000				120,000	320,000
Total Office of the CAO/Clerk	1,335,000	1,005,000	900,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,850,000
Total	1,335,000	1,005,000	900,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,850,000
Sources of Financing											
Recoveries	129,000	91,000	111,000	125,000	96,000	345,000	198,000	52,000	150,000	65,000	1,362,000
Reserves	1,206,000	914,000	789,000	855,000	709,000	1,630,000	1,137,000	718,000	950,000	580,000	9,488,000
Total Financing	1,335,000	1,005,000	900,000	980,000	805,000	1,975,000	1,335,000	770,000	1,100,000	645,000	10,850,000



County of Wellington
10 Year Capital Budget
Technical Services

	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 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	40,000	40,000	40,000	40,000	55,000				280,000
Video Security Recorder Rplace	50,000									75,000	125,000
Wifi Unit Replacement		125,000					155,000				280,000
Total Technical Services	1,170,000	655,000	750,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,815,000
Total Office of the CAO/Clerk	1,170,000	655,000	750,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,815,000
Total	1,170,000	655,000	750,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,815,000
Sources of Financing											
Recoveries	129,000	91,000	111,000	125,000	71,000	320,000	198,000	52,000	150,000	35,000	1,282,000
Reserves	1,041,000	564,000	639,000	705,000	484,000	1,405,000	987,000	568,000	800,000	340,000	7,533,000
Total Financing	1,170,000	655,000	750,000	830,000	555,000	1,725,000	1,185,000	620,000	950,000	375,000	8,815,000



County of Wellington
10 Year Capital Budget
Application Services

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Office of the CAO/Clerk											
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
Total Office of the CAO/Clerk	165,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,715,000
Total	165,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,715,000
Sources of Financing											
Reserves	165,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,715,000
Total Financing	165,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,715,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Office of the CAO/Clerk											
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					100,000	100,000				120,000	320,000
Total					100,000	100,000				120,000	320,000
Sources of Financing											
Recoveries					25,000	25,000				30,000	80,000
Reserves					75,000	75,000				90,000	240,000
Total Financing					100,000	100,000				120,000	320,000



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



**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											
Radar Detection Replacements			45,000							55,000	100,000
Rockwood OPP: Generator							200,000				200,000
Total Equipment			45,000				200,000			55,000	300,000
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	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	55,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,710,000
Sources of Financing											
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	55,000	335,000	140,000	125,000	475,000	325,000	1,265,000	30,000	35,000	925,000	3,710,000



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 Administration											
Museum Dedicated Childrens Space	600,000										600,000
Total Programming and Administration	600,000										600,000
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
Front Mount Lawn Mower			45,000								45,000
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
Wellington Place Utility Vehicle	45,000										45,000
Total Wellington Place	145,000	1,625,000	45,000		2,125,000	920,000					4,860,000
Total Museum & Archives at WP	835,000	1,695,000	2,015,000	135,000	2,195,000	960,000	365,000				8,200,000
Total	835,000	1,695,000	2,015,000	135,000	2,195,000	960,000	365,000				8,200,000
Sources of Financing											
Reserves	835,000	1,695,000	2,015,000	135,000	2,195,000	960,000	365,000				8,200,000
Total Financing	835,000	1,695,000	2,015,000	135,000	2,195,000	960,000	365,000				8,200,000



**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	170,000	105,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,040,000
Facilities	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000
Total Library Services	420,000	355,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,840,000
Total	420,000	355,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,840,000
Sources of Financing											
Reserves	340,000	355,000	290,000	410,000	985,000	1,680,000	870,000	1,020,000	215,000	1,550,000	7,715,000
Development Charges	80,000					45,000					125,000
Total Financing	420,000	355,000	290,000	410,000	985,000	1,725,000	870,000	1,020,000	215,000	1,550,000	7,840,000



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

	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
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	35,000	35,000	350,000
Library Courier Electric Van						145,000					145,000
Library Master Plan	50,000										50,000
Total Programming	170,000	105,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,040,000
Total Library Services	170,000	105,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,040,000
Total	170,000	105,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,040,000
Sources of Financing											
Reserves	90,000	105,000	65,000	65,000	65,000	265,000	65,000	65,000	65,000	65,000	915,000
Development Charges	80,000					45,000					125,000
Total Financing	170,000	105,000	65,000	65,000	65,000	310,000	65,000	65,000	65,000	65,000	1,040,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Library Services											
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 Rej										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
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 Replaceme										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 Finishe			35,000								35,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
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	130,000	110,000	150,000	100,000	135,000	245,000	215,000	135,000	100,000	175,000	1,495,000
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 Unit			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
Puslinch Branch: HDS-Snow Melting Rehab									50,000		50,000
Puslinch Branch: Water Heater						65,000					65,000
Total Facilities	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000
Total Library Services	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000
Total	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000
Sources of Financing											
Reserves	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000
Total Financing	250,000	250,000	225,000	345,000	920,000	1,415,000	805,000	955,000	150,000	1,485,000	6,800,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Ontario Works	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000
Children's Early Years Division	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000
Social Housing	9,622,000	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	59,260,000
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	9,863,000	10,929,000	5,474,000	5,598,000	11,626,000	5,793,000	7,086,000	12,413,000	5,960,000	6,876,000	81,618,000
Sources of Financing											
Recoveries	3,715,000	3,756,000	4,219,000	4,319,000	4,219,000	4,067,000	4,983,000	4,933,000	4,439,000	5,300,000	43,950,000
Subsidies	3,418,000	2,000,000			2,000,000			2,000,000			9,418,000
National Housing Co-Inv Fund	1,558,000										1,558,000
Reserves	1,172,000	5,173,000	1,255,000	1,279,000	5,407,000	1,726,000	2,103,000	5,480,000	1,521,000	1,576,000	26,692,000
Total Financing	9,863,000	10,929,000	5,474,000	5,598,000	11,626,000	5,793,000	7,086,000	12,413,000	5,960,000	6,876,000	81,618,000



**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											
129 Wyndham: Exterior Door Replacement						30,000					30,000
129 Wyndham: Interior Renovations	50,000							420,000			470,000
129 Wyndham: Rehab Emergency Power System					190,000						190,000
129 Wyndham: Roofing							385,000				385,000
129 Wyndham: Security			80,000								80,000
Fergus OW: Parking Lot Rehab							25,000				25,000
Fergus OW: Roof Replacement	101,000										101,000
Fergus OW: Rooftop Air Conditioners							100,000				100,000
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



**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											
133 Wyndham: Bathroom/Kitchen Refurbishments		90,000									90,000
133 Wyndham: Building Retrofits							100,000				100,000
133 Wyndham: Exterior Wall Rehab		35,000									35,000
133 Wyndham: Interior Upgrades: Wall Finishes	35,000										35,000
Mount Forest: Air Conditioning						400,000					400,000
Mount Forest: Commercial Equipment Replacement						50,000					50,000
Mount Forest: Exterior Door Rehab							45,000				45,000
Mount Forest: Fire Alarm System Upgrade						35,000					35,000
Mount Forest: Flooring					115,000						115,000
Mount Forest: Parking Lot							180,000				180,000
Mount Forest: Water Heater Replacement						30,000					30,000
Willowdale: Common Area Flooring Rehab					30,000						30,000
Willowdale: Fire Alarm System Upgrade										40,000	40,000
Willowdale: HVAC Air Conditioner Units										335,000	335,000
Willowdale: Parling Lot Rehab										145,000	145,000
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



**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: Elevator Modernization								230,000			230,000
138 Wyndham: Exterior Door Replacement						30,000					30,000
138 Wyndham: Fire Alarm System Upgrade			40,000								40,000
138 Wyndham: HVAC: Heat Cirulation Pumps Rehab	30,000										30,000
138 Wyndham: HVAC: Water Distribution								60,000			60,000
138 Wyndham: Rehab Emergency Power System			80,000								80,000
138 Wyndham: Renovations	254,000										254,000
138 Wyndham: Replace Heat Exchanger			60,000								60,000
138 Wyndham: Roof Top AC			70,000	230,000	30,000	30,000	30,000	320,000	35,000	35,000	780,000
138 Wyndham: Roofing							300,000				300,000
138 Wyndham: Security System Upgrade								60,000			60,000
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
Housing WiFi Replacements		41,000					50,000				91,000
COCHI Community Housing Init	2,256,000										2,256,000
OPHI Ont Priorities Housing In	1,162,000										1,162,000
Total Social Housing	9,622,000	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	59,260,000
Total	9,622,000	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	59,260,000
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	3,418,000										3,418,000
National Housing Co-Inv Fund	1,558,000										1,558,000
Reserves	994,000	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	11,944,000
Total Financing	9,622,000	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	59,260,000

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



**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
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
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
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



**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											
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						85,000
Telecommunications Upgrades	200,000	300,000									500,000
Terrace Network			125,000								125,000
Wireless Phone Replacements					140,000						140,000
Total Equipment and Technology	400,000	460,000	410,000	170,000	355,000	170,000	180,000	180,000	180,000	180,000	2,685,000
Facility Improvements											
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 AC Replacement	850,000										850,000
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	460,000	895,000	405,000	345,000	230,000	230,000	230,000	230,000	5,545,000
Total	1,790,000	730,000	460,000	895,000	405,000	345,000	230,000	230,000	230,000	230,000	5,545,000
Sources of Financing											
Subsidies	450,000										450,000
Reserves	1,340,000	730,000	460,000	895,000	405,000	345,000	230,000	230,000	230,000	230,000	5,095,000
Total Financing	1,790,000	730,000	460,000	895,000	405,000	345,000	230,000	230,000	230,000	230,000	5,545,000



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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Land Ambulance											
County of Wellington Led Projects											
Arthur Ambulance Station							1,910,000	5,960,000			7,870,000
Drayton Ambulance Station									2,145,000	6,530,000	8,675,000
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
Total County of Wellington Led Projects			3,240,000	4,880,000	5,925,000	5,460,000	1,910,000	5,960,000	2,145,000	6,530,000	36,050,000
City of Guelph Led Projects											
Ambulance Equipment	35,000	40,000	75,000	300,000	30,000	85,000			50,000	35,000	650,000
Ambulance IT Implementations	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	850,000
Ambulance Needs Study			55,000					60,000			115,000
Elmira Rd Station Upgrade	250,000	3,200,000									3,450,000
Facility Renewal	100,000										100,000
Replacement Ambulances	230,000	430,000	215,000	290,000	600,000	250,000	530,000	260,000	385,000	660,000	3,850,000
Vehicles & Equipment	300,000	160,000		170,000		225,000	50,000	100,000		30,000	1,035,000
Total City of Guelph Led Projects	1,000,000	3,915,000	430,000	845,000	715,000	645,000	665,000	505,000	520,000	810,000	10,050,000
Total Land Ambulance	1,000,000	3,915,000	3,670,000	5,725,000	6,640,000	6,105,000	2,575,000	6,465,000	2,665,000	7,340,000	46,100,000
Total	1,000,000	3,915,000	3,670,000	5,725,000	6,640,000	6,105,000	2,575,000	6,465,000	2,665,000	7,340,000	46,100,000
Sources of Financing											
Reserves	1,000,000	715,000	430,000	845,000	4,815,000	2,825,000	1,965,000	4,605,000	2,090,000	810,000	20,100,000
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		3,200,000	2,400,000	2,970,000						4,790,000	13,360,000
Total Financing	1,000,000	3,915,000	3,670,000	5,725,000	6,640,000	6,105,000	2,575,000	6,465,000	2,665,000	7,340,000	46,100,000



**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



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



County of Wellington

2025 Operating Budget Summary

	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	\$46,207,600	\$5,350,200	\$40,857,400	\$2,901,700	7.6%
Police Services	17,997,300	18,233,500	21,704,600	860,100	20,844,500	\$2,611,000	14.3%
Wellington Terrace Long-Term Care	9,775,400	11,076,500	32,516,500	20,775,600	11,740,900	\$664,400	6.0%
Solid Waste Services	9,770,100	10,775,900	16,662,500	6,012,600	10,649,900	(\$126,000)	(1.2%)
County Library System	8,095,100	8,672,300	9,922,000	288,600	9,633,400	\$961,100	11.1%
Ambulance Services	5,812,000	6,531,000	7,524,500	55,500	7,469,000	\$938,000	14.4%
Social Housing	5,091,100	5,366,700	47,307,300	41,341,800	5,965,500	\$598,800	11.2%
Museum and Archives at Wellington Place	2,656,500	3,021,000	3,516,200	263,200	3,253,000	\$232,000	7.7%
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	4,839,700	2,043,700	2,796,000	\$245,300	9.6%
Economic Development	1,591,800	1,482,500	2,576,300	378,500	2,197,800	\$715,300	48.2%
Property Assessment	1,522,400	1,569,600	1,621,400		1,621,400	\$51,800	3.3%
Ontario Works	1,479,100	1,542,600	30,996,100	29,426,600	1,569,500	\$26,900	1.7%
Children's Early Years	2,072,200	2,098,700	92,421,800	90,886,800	1,535,000	(\$563,700)	(26.9%)
Affordable Housing	1,200,000	1,400,700	2,978,900	1,558,300	1,420,600	\$19,900	1.4%
Green Legacy	929,900	1,007,800	1,117,100	9,000	1,108,100	\$100,300	10.0%
Emergency Management	855,200	898,500	974,800		974,800	\$76,300	8.5%
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	326,623,300	199,550,500	127,072,800	\$9,833,600	8.4%
General Government							
Office of the CAO and Clerk	6,592,100	7,061,600	9,982,800	2,400,900	7,581,900	\$520,300	7.4%
Treasury	2,675,000	2,875,200	3,759,900	672,200	3,087,700	\$212,500	7.4%
County Property	1,494,000	1,903,700	4,753,000	2,678,700	2,074,300	\$170,600	9.0%
Human Resources	1,426,200	1,836,400	3,493,100	1,542,700	1,950,400	\$114,000	6.2%
County Council	1,356,800	1,411,100	1,573,600		1,573,600	\$162,500	11.5%
Subtotal	13,544,100	15,088,000	23,562,400	7,294,500	16,267,900	\$1,179,900	7.8%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	1,057,100	466,400	6,195,000	5,224,400	970,600	\$504,200	108.1%
PILs and Supplementary Taxes	(3,433,300)	(3,956,000)		4,518,700	(4,518,700)	(\$562,700)	14.2%
Subtotal	(2,376,200)	(3,489,600)	6,195,000	9,743,100	(3,548,100)	(\$58,500)	1.7%
TOTAL	120,491,300	128,837,600	356,380,700	216,588,100	139,792,600	\$10,955,000	8.5%



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

	Approved		Projected								
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
EXPENDITURES											
Salaries, Wages and Benefits	83,166,000	90,589,800	94,532,900	98,669,200	102,905,900	106,865,100	111,017,300	115,596,700	120,028,300	124,608,400	129,631,200
Supplies, Material & Equipment	14,113,000	14,467,700	14,697,000	15,179,300	15,566,200	16,022,500	16,552,800	16,967,900	17,463,800	18,047,400	18,576,000
Purchased Services	36,211,800	38,209,100	36,827,700	37,900,400	38,733,300	40,089,700	40,679,600	41,768,600	43,036,600	44,146,100	45,445,700
Social Assistance	89,573,500	127,115,800	127,361,900	128,203,800	129,333,900	129,754,300	130,878,400	132,046,100	133,223,200	134,515,300	135,882,000
Transfer Payments	28,632,300	32,018,400	34,134,800	35,312,700	36,258,600	37,826,100	38,824,900	39,982,300	41,494,500	43,075,000	44,633,400
Minor Capital Expenses	400,500	452,800	509,500	573,800	401,700	357,000	555,200	455,100	396,000	319,000	370,000
Insurance & Financial	5,159,200	5,321,900	5,676,500	5,990,400	6,310,300	6,672,400	7,018,300	7,396,800	7,908,400	8,418,900	8,536,700
Internal Charges	9,336,000	8,943,700	9,103,500	9,416,800	9,593,900	9,846,700	10,226,700	10,414,300	10,700,100	10,928,300	11,201,200
Total Expenditures	266,592,300	317,119,200	322,843,800	331,246,400	339,103,800	347,433,800	355,753,200	364,627,800	374,250,900	384,058,400	394,276,200
yr/yr % change		19.0%	1.8%	2.6%	2.4%	2.5%	2.4%	2.5%	2.6%	2.6%	2.7%
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	7,765,900	8,865,600
Transfer from Reserves	(4,615,100)	(3,706,900)	(4,685,700)	(4,870,500)	(5,436,300)	(5,402,200)	(5,696,900)	(6,600,700)	(6,987,400)	(7,445,300)	(8,526,400)
Transfer to Reserves	35,022,400	38,686,200	41,952,100	43,356,400	44,581,000	46,518,000	47,927,500	50,285,700	52,292,100	54,397,100	56,302,600
Total Debt and Transfers	34,820,600	39,261,500	40,844,800	42,874,500	44,730,100	46,535,600	48,403,400	50,610,600	52,604,100	54,717,700	56,641,800
yr/yr % change		12.8%	4.0%	5.0%	4.3%	4.0%	4.0%	4.6%	3.9%	4.0%	3.5%
REVENUE											
Grants & Subsidies	101,375,600	139,022,300	137,402,700	137,186,400	136,499,500	137,222,800	136,429,100	137,059,000	137,989,000	138,920,600	139,873,400
Municipal Recoveries	30,520,700	35,136,900	36,392,100	37,796,600	39,636,800	40,372,400	42,255,000	43,539,100	45,003,500	46,384,900	47,550,400
Licenses, Permits and Rents	8,882,100	9,812,700	9,903,400	10,004,600	10,100,700	10,322,100	10,687,800	10,789,500	10,899,400	11,001,500	11,025,700
User Fees and Charges	11,756,900	12,859,500	12,474,700	12,624,200	12,745,500	12,899,400	13,053,900	13,208,900	13,366,400	13,525,500	13,634,200
Sales Revenue	1,015,300	972,200	980,000	987,900	995,900	1,004,200	1,012,900	1,021,600	1,030,600	1,040,000	1,048,900
Other Revenue	5,576,800	5,262,300	4,891,600	5,022,500	5,153,700	5,285,000	5,379,200	5,511,300	5,643,800	5,776,600	5,905,900
Internal Recoveries	9,491,900	9,003,500	9,186,800	9,524,400	9,726,300	10,004,700	10,411,000	10,625,700	10,939,500	11,196,300	11,692,100
PILs and Supplementary Taxes	3,956,000	4,518,700	4,642,700	4,767,500	4,867,500	4,967,500	5,067,500	5,167,500	5,267,500	5,367,500	5,467,500
Total Revenue	172,575,300	216,588,100	215,874,000	217,914,100	219,725,900	222,078,100	224,296,400	226,922,600	230,139,700	233,212,900	236,198,100
yr/yr % change		25.5%	(0.3%)	0.9%	0.8%	1.1%	1.0%	1.2%	1.4%	1.3%	1.3%
TAX LEVY REQUIREMENT	128,837,600	139,792,600	147,814,600	156,206,800	164,108,000	171,891,300	179,860,200	188,315,800	196,715,300	205,563,200	214,719,900



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

	Approved	Projected									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
yr/yr % change	6.9%	8.5%	5.7%	5.7%	5.1%	4.7%	4.6%	4.7%	4.5%	4.5%	4.5%
Weighted Assessment	18,690	19,479	20,811	22,234	23,754	25,378	26,597	27,874	29,213	30,616	32,086
yr/yr % change	2.21%	4.22%	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%	4.22%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
County Tax summary											
Residential tax rate	0.689340%	0.717658%	0.710271%	0.702558%	0.690865%	0.677324%	0.676242%	0.675597%	0.673383%	0.671424%	0.669201%
Per \$100,000 of Assessment	100,000	100,000	105,000	110,250	115,763	121,551	125,198	128,954	132,823	136,808	140,912
Taxes per \$100,000 of Assessment	\$689.34	\$717.66	\$745.78	\$774.57	\$799.77	\$823.29	\$846.64	\$871.21	\$894.41	\$918.56	\$942.98
yr/yr \$ change	30	28	28	29	25	24	23	25	23	24	24
yr/yr % residential impact	4.6%	4.1%	3.9%	3.9%	3.3%	2.9%	2.8%	2.9%	2.7%	2.7%	2.7%
yr/yr % budget impact	4.6%	4.1%	3.9%	3.9%	3.3%	2.9%	2.8%	2.9%	2.7%	2.7%	2.7%
Equivalent to a 1% change in taxes (\$000's)		1,343	1,422	1,504	1,589	1,670	1,749	1,830	1,916	2,002	2,092



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	1,338,400	1,340,900	1,343,400	1,345,900	1,348,400	1,350,900	1,350,900	1,350,900	1,350,900	1,350,900
User Fees & Charges	488,000	988,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000
Sales Revenue	720,000	720,000	720,600	721,200	721,800	722,500	723,200	723,900	724,600	725,300	726,100
Internal Recoveries	2,241,800	2,303,800	2,367,800	2,433,800	2,499,800	2,565,800	2,631,800	2,697,800	2,763,800	2,829,800	2,895,800
Total Revenue	4,785,700	5,350,200	4,917,300	4,986,400	5,055,500	5,124,700	5,193,900	5,260,600	5,327,300	5,394,000	5,460,800
EXPENDITURES											
Salaries, Wages and Benefits	8,187,200	8,881,100	9,210,600	9,551,000	9,911,600	10,247,800	10,583,300	10,931,100	11,293,300	11,667,200	12,054,300
Supplies, Material & Equipment	7,151,400	7,199,300	7,420,500	7,648,500	7,883,300	8,125,000	8,374,000	8,630,400	8,894,400	9,166,300	9,445,200
Purchased Services	2,979,200	3,072,300	3,142,700	3,215,400	3,286,400	3,361,800	3,435,800	3,511,400	3,588,800	3,668,300	3,739,900
Insurance & Financial	938,000	1,005,300	1,077,500	1,150,600	1,230,000	1,314,300	1,404,200	1,501,500	1,606,300	1,719,200	1,729,500
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	1,916,500	1,980,500	2,046,500	2,112,500	2,178,500	2,244,500	2,310,500	2,376,500	2,442,500	2,508,500
Total Expenditures	21,457,600	22,374,500	23,131,800	23,912,000	24,723,800	25,527,400	26,341,800	27,184,900	28,059,300	28,963,500	29,777,400
Net Operating Cost / (Revenue)	16,671,900	17,024,300	18,214,500	18,925,600	19,668,300	20,402,700	21,147,900	21,924,300	22,732,000	23,569,500	24,316,600
yr/yr % change		2.1%	7.0%	3.9%	3.9%	3.7%	3.7%	3.7%	3.7%	3.7%	3.2%
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	23,700,000	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	23,833,100	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	40,857,400	44,397,700	46,075,000	48,058,100	49,792,600	51,937,800	54,114,400	56,022,100	57,559,600	59,656,500
yr/yr % change		7.6%	8.7%	3.8%	4.3%	3.6%	4.3%	4.2%	3.5%	2.7%	3.6%



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	1,053,200	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400
Municipal Recoveries		23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600
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	3,984,500	4,036,200	4,090,700	4,145,200	4,199,700	4,254,200	4,308,700	4,363,200	4,417,700	4,417,700
Sales Revenue	153,000	125,900	129,800	133,700	137,600	141,700	146,000	150,300	154,800	159,600	164,300
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	6,012,600	5,074,200	5,157,100	5,240,700	5,325,300	5,410,800	5,497,100	5,584,500	5,673,000	5,707,800
EXPENDITURES											
Salaries, Wages and Benefits	3,409,100	3,622,700	3,737,500	3,858,100	3,981,000	4,109,200	4,242,600	4,378,500	4,521,600	4,668,200	4,820,300
Supplies, Material & Equipment	1,381,100	1,370,800	1,359,300	1,399,800	1,441,400	1,484,300	1,528,400	1,573,700	1,620,400	1,668,600	1,717,700
Purchased Services	9,952,000	8,592,400	6,780,100	6,971,800	7,166,400	7,366,100	7,569,500	7,776,800	7,989,800	8,207,600	8,426,600
Insurance & Financial	348,800	376,300	396,700	417,700	424,900	447,600	471,700	497,300	524,600	553,900	561,800
Internal Charges	848,500	945,700	945,700	945,700	945,700	945,700	945,700	945,700	945,700	945,700	945,700
Total Expenditures	15,939,500	14,907,900	13,219,300	13,593,100	13,959,400	14,352,900	14,757,900	15,172,000	15,602,100	16,044,000	16,472,100
Net Operating Cost / (Revenue)	9,311,800	8,895,300	8,145,100	8,436,000	8,718,700	9,027,600	9,347,100	9,674,900	10,017,600	10,371,000	10,764,300
yr/yr % change		(4.5%)	(8.4%)	3.6%	3.4%	3.5%	3.5%	3.5%	3.5%	3.5%	3.8%
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)	(295,400)	(339,800)	(465,400)	(476,600)	(488,100)	(500,100)	(512,400)	(525,000)	(538,100)	(538,100)
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	1,754,600	1,756,700	1,816,300	1,955,100	1,943,600	1,931,600	1,919,300	1,906,700	1,893,600	1,893,600
TAX LEVY REQUIREMENT	10,775,900	10,649,900	9,901,800	10,252,300	10,673,800	10,971,200	11,278,700	11,594,200	11,924,300	12,264,600	12,657,900
yr/yr % change		(1.2%)	(7.0%)	3.5%	4.1%	2.8%	2.8%	2.8%	2.8%	2.9%	3.2%



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	427,600	437,300	447,000	456,700	466,400	476,100	485,800	495,500	505,200	505,200
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	2,043,700	2,764,100	2,849,600	2,617,800	2,789,700	1,975,100	2,027,000	2,080,900	2,135,800	2,184,300
EXPENDITURES											
Salaries, Wages and Benefits	2,842,000	3,113,800	3,232,100	3,352,800	3,463,900	3,575,300	3,690,900	3,810,600	3,934,800	4,062,000	4,193,400
Supplies, Material & Equipment	46,200	46,800	47,800	48,800	49,800	50,800	51,800	52,800	54,000	55,200	56,300
Purchased Services	418,900	725,900	814,600	864,300	776,300	908,800	469,000	482,200	496,000	510,000	524,900
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	58,100	107,700	110,300	112,000	114,500	71,600	74,100	76,700	79,200	81,600
Internal Charges	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total Expenditures	4,230,500	4,829,700	5,651,100	5,839,100	5,697,700	5,960,100	5,240,400	5,392,300	5,549,600	5,710,500	5,860,300
Net Operating Cost / (Revenue)	2,540,700	2,786,000	2,887,000	2,989,500	3,079,900	3,170,400	3,265,300	3,365,300	3,468,700	3,574,700	3,676,000
yr/yr % change		9.7%	3.6%	3.6%	3.0%	2.9%	3.0%	3.1%	3.1%	3.1%	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	2,796,000	2,897,000	2,999,500	3,089,900	3,180,400	3,275,300	3,375,300	3,478,700	3,584,700	3,686,000
yr/yr % change		9.6%	3.6%	3.5%	3.0%	2.9%	3.0%	3.1%	3.1%	3.0%	2.8%



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	815,500	848,600	877,700	907,100	937,100	968,400	1,001,000	1,034,400	1,069,100
Supplies, Material & Equipment	109,400	107,200	110,100	113,100	116,200	119,300	122,500	125,900	129,400	133,100	136,900
Purchased Services	80,600	83,500	85,900	88,500	91,300	94,100	96,900	99,800	102,900	106,000	108,400
Insurance & Financial	31,800	34,100	37,000	39,200	41,400	44,000	46,600	49,600	52,500	55,700	56,500
Minor Capital Expenses	16,000	12,000	18,000	28,500			7,000	11,000			
Internal Charges	13,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Total Expenditures	980,800	1,039,100	1,087,500	1,138,900	1,147,600	1,185,500	1,231,100	1,275,700	1,306,800	1,350,200	1,391,900
Net Operating Cost / (Revenue)	963,800	1,030,100	1,077,400	1,127,700	1,135,300	1,172,100	1,216,500	1,259,900	1,289,700	1,331,800	1,372,800
yr/yr % change		6.9%	4.6%	4.7%	0.7%	3.2%	3.8%	3.6%	2.4%	3.3%	3.1%
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	1,108,100	1,149,400	1,189,200	1,225,300	1,262,100	1,299,500	1,338,900	1,379,700	1,421,800	1,462,800
yr/yr % change		10.0%	3.7%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.1%	2.9%



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	534,700	559,000	581,800	604,900	624,800	645,400	666,700	688,800	711,400
Supplies, Material & Equipment	21,800	21,900	22,400	22,900	23,400	24,000	24,600	25,200	25,800	26,400	27,000
Purchased Services	200,800	244,800	250,800	256,900	263,000	269,600	276,400	283,300	290,500	297,800	305,200
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	14,800	16,300	17,100	18,000	19,000	19,800	21,000	22,000	23,200	23,600
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	949,800	991,400	1,028,100	1,063,400	1,100,200	1,133,800	1,169,100	1,205,200	1,242,400	1,273,400
Net Operating Cost / (Revenue)	878,500	949,800	991,400	1,028,100	1,063,400	1,100,200	1,133,800	1,169,100	1,205,200	1,242,400	1,273,400
yr/yr % change		8.1%	4.4%	3.7%	3.4%	3.5%	3.1%	3.1%	3.1%	3.1%	2.5%
DEBT AND TRANSFERS											
Transfer to Reserves	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Debt and Transfers	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TAX LEVY REQUIREMENT											
	898,500	974,800	1,016,400	1,053,100	1,088,400	1,125,200	1,158,800	1,194,100	1,230,200	1,267,400	1,298,400
yr/yr % change		8.5%	4.3%	3.6%	3.4%	3.4%	3.0%	3.0%	3.0%	3.0%	2.4%



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	492,300	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	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Total Revenue	679,800	860,100	487,200	363,900	333,900	333,900	333,900	333,900	333,900	333,900	333,900
EXPENDITURES											
Salaries, Wages and Benefits	175,900	187,500	194,900	200,800	207,300	213,900	220,600	228,200	234,800	242,600	250,600
Supplies, Material & Equipment	80,600	82,000	83,800	85,600	87,400	89,200	91,000	92,900	94,800	96,900	99,500
Purchased Services	800,100	1,039,300	723,300	657,600	684,000	711,900	738,200	764,800	792,100	819,600	832,100
Transfer Payments	17,593,000	20,127,000	20,814,000	21,518,000	22,219,000	22,950,000	23,702,000	24,486,000	25,266,000	26,075,000	26,902,000
Insurance & Financial	21,100	26,200	27,400	28,600	29,900	31,400	32,900	34,500	36,200	38,000	38,300
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	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600
Total Expenditures	18,744,300	21,522,600	21,961,000	22,533,200	23,275,200	24,063,000	24,890,800	25,680,500	26,508,000	27,333,700	28,165,100
Net Operating Cost / (Revenue)	18,064,500	20,662,500	21,473,800	22,169,300	22,941,300	23,729,100	24,556,900	25,346,600	26,174,100	26,999,800	27,831,200
yr/yr % change		14.4%	3.9%	3.2%	3.5%	3.4%	3.5%	3.2%	3.3%	3.2%	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	200,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Total Debt and Transfers	169,000	182,000	305,000	380,000	375,000	356,000	316,500	348,500	338,500	361,000	380,000
TAX LEVY REQUIREMENT	18,233,500	20,844,500	21,778,800	22,549,300	23,316,300	24,085,100	24,873,400	25,695,100	26,512,600	27,360,800	28,211,200
yr/yr % change		14.3%	4.5%	3.5%	3.4%	3.3%	3.3%	3.3%	3.2%	3.2%	3.1%



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	57,900	59,100	60,300	61,500	62,800	64,100	65,400	66,700	68,100	69,600
Sales Revenue	15,400	22,100	22,500	22,900	23,300	23,700	24,100	24,500	24,900	25,300	25,700
Other Revenue	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenue	224,000	263,200	266,400	269,600	272,900	276,300	249,800	253,300	256,900	260,600	264,500
EXPENDITURES											
Salaries, Wages and Benefits	1,808,400	1,965,400	2,053,400	2,139,900	2,221,600	2,296,000	2,372,200	2,451,200	2,533,300	2,618,300	2,706,500
Supplies, Material & Equipment	185,800	189,800	178,900	184,100	189,300	194,600	200,000	205,500	211,200	216,900	223,000
Purchased Services	519,000	520,200	503,300	522,100	539,600	558,800	577,100	595,400	614,100	632,900	644,800
Insurance & Financial	71,800	78,300	84,200	89,100	94,000	99,200	104,500	110,300	116,400	122,900	124,900
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	2,766,200	2,832,300	2,947,700	3,057,000	3,161,100	3,266,300	3,374,900	3,487,500	3,603,500	3,711,700
Net Operating Cost / (Revenue)	2,371,000	2,503,000	2,565,900	2,678,100	2,784,100	2,884,800	3,016,500	3,121,600	3,230,600	3,342,900	3,447,200
yr/yr % change		5.6%	2.5%	4.4%	4.0%	3.6%	4.6%	3.5%	3.5%	3.5%	3.1%
DEBT AND TRANSFERS											
Transfer to Reserves	650,000	750,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
Total Debt and Transfers	650,000	750,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
TAX LEVY REQUIREMENT	3,021,000	3,253,000	3,415,900	3,528,100	3,634,100	3,734,800	3,866,500	3,971,600	4,080,600	4,192,900	4,297,200
yr/yr % change		7.7%	5.0%	3.3%	3.0%	2.8%	3.5%	2.7%	2.7%	2.8%	2.5%



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	55,000	55,400	55,800	56,200	56,600	57,000	57,400	57,800	58,200	58,600
User Fees & Charges	23,800	30,000	30,300	30,600	30,900	31,200	31,500	31,800	32,100	32,400	32,800
Sales Revenue	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
Total Revenue	256,900	288,600	289,300	290,000	290,700	291,400	292,100	292,800	293,500	294,200	295,000
EXPENDITURES											
Salaries, Wages and Benefits	5,681,700	6,256,100	6,559,000	6,776,700	6,993,500	7,216,700	7,445,700	7,681,700	7,926,000	8,181,000	8,440,600
Supplies, Material & Equipment	1,025,600	1,059,600	1,088,900	1,119,100	1,150,100	1,182,000	1,214,900	1,248,500	1,283,200	1,318,800	1,355,800
Purchased Services	1,369,300	1,438,800	1,568,700	1,619,900	1,669,300	1,722,700	1,773,800	1,826,200	1,879,700	1,934,600	1,979,000
Insurance & Financial	155,900	170,800	184,900	193,300	202,500	213,000	223,600	234,800	245,900	259,100	264,300
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	8,951,000	9,427,200	9,734,700	10,041,100	10,360,100	10,683,700	11,016,900	11,360,500	11,719,200	12,065,400
Net Operating Cost / (Revenue)	8,001,300	8,662,400	9,137,900	9,444,700	9,750,400	10,068,700	10,391,600	10,724,100	11,067,000	11,425,000	11,770,400
yr/yr % change		8.3%	5.5%	3.4%	3.2%	3.3%	3.2%	3.2%	3.2%	3.2%	3.0%
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	9,633,400	10,109,400	10,415,500	10,722,000	10,808,700	11,131,600	11,464,100	11,807,000	12,165,000	12,510,400
yr/yr % change		11.1%	4.9%	3.0%	2.9%	0.8%	3.0%	3.0%	3.0%	3.0%	2.8%



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	3,001,100	3,116,200	3,224,700	3,335,500	3,444,300	3,557,000	3,673,700	3,794,100	3,917,700
Supplies, Material & Equipment	47,200	50,400	51,400	52,400	53,400	54,500	55,700	56,900	58,200	59,500	60,800
Purchased Services	561,800	678,800	665,100	681,800	649,000	666,900	685,200	754,000	773,600	743,800	765,400
Insurance & Financial	223,100	231,300	238,800	253,500	268,600	285,100	302,700	321,300	341,400	362,900	366,900
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	3,852,200	3,959,400	4,106,900	4,198,700	4,345,000	4,490,900	4,692,200	4,849,900	4,963,300	5,113,800
Net Operating Cost / (Revenue)	2,884,100	3,180,000	3,267,100	3,393,700	3,464,200	3,588,600	3,711,900	3,889,900	4,023,600	4,112,300	4,212,500
yr/yr % change		10.3%	2.7%	3.9%	2.1%	3.6%	3.4%	4.8%	3.4%	2.2%	2.4%
DEBT AND TRANSFERS											
Transfer from Reserves	(184,000)	(267,300)	(240,600)	(243,900)	(197,400)	(201,100)	(203,900)	(206,000)	(207,300)	(207,300)	(207,300)
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)	(92,300)	(65,600)	(68,900)	(22,400)	(26,100)	(28,900)	(31,000)	(32,300)	(32,300)	(32,300)
TAX LEVY REQUIREMENT	2,875,100	3,087,700	3,201,500	3,324,800	3,441,800	3,562,500	3,683,000	3,858,900	3,991,300	4,080,000	4,180,200
yr/yr % change		7.4%	3.7%	3.9%	3.5%	3.5%	3.4%	4.8%	3.4%	2.2%	2.5%



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	58,300	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	1,992,700
Total Revenue	1,315,700	1,542,700	1,569,300	1,616,300	1,664,600	1,714,300	1,765,600	1,818,400	1,872,700	1,928,700	2,041,300
EXPENDITURES											
Salaries, Wages and Benefits	2,292,300	2,769,000	2,925,400	3,064,600	3,190,500	3,304,400	3,412,400	3,522,900	3,636,700	3,754,500	3,876,800
Supplies, Material & Equipment	184,100	135,600	109,200	112,800	116,500	120,300	124,200	128,100	132,100	136,200	139,700
Purchased Services	996,800	899,400	996,900	1,031,600	1,067,000	1,103,000	1,139,400	1,176,500	1,214,200	1,252,600	1,294,500
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	52,300	57,500	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	3,882,800	4,115,500	4,295,400	4,462,800	4,618,700	4,769,200	4,923,000	5,080,600	5,243,400	5,413,500
Net Operating Cost / (Revenue)	2,584,300	2,340,100	2,546,200	2,679,100	2,798,200	2,904,400	3,003,600	3,104,600	3,207,900	3,314,700	3,372,200
yr/yr % change		(9.4%)	8.8%	5.2%	4.4%	3.8%	3.4%	3.4%	3.3%	3.3%	1.7%
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	1,950,400	2,156,500	2,289,400	2,408,500	2,514,700	2,613,900	2,714,900	2,818,200	2,925,000	2,982,500
yr/yr % change		6.2%	10.6%	6.2%	5.2%	4.4%	3.9%	3.9%	3.8%	3.8%	2.0%



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	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000
Other Revenue	39,000	44,800	45,900	46,900	47,900	48,900	50,000	51,100	52,200	53,400	53,400
Internal Recoveries	963,200	1,159,900	1,116,800	1,220,200	1,182,200	1,215,800	1,372,000	1,331,300	1,386,100	1,377,500	1,433,100
Total Revenue	2,478,000	2,678,700	2,631,600	2,740,200	2,701,300	2,737,000	2,897,100	2,856,900	2,918,600	2,907,700	2,963,700
EXPENDITURES											
Salaries, Wages and Benefits	1,568,800	1,717,800	1,771,100	1,826,800	1,884,800	1,945,700	2,008,300	2,072,900	2,139,600	2,208,300	2,279,600
Supplies, Material & Equipment	266,600	266,200	272,500	278,900	285,300	291,800	298,500	305,500	312,600	320,000	327,800
Purchased Services	1,222,400	1,294,700	1,341,600	1,387,900	1,431,000	1,477,600	1,520,900	1,564,900	1,609,300	1,654,000	1,674,300
Insurance & Financial	97,300	105,900	113,500	120,700	128,400	136,600	145,600	154,900	165,100	175,800	177,400
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	3,517,100	3,539,400	3,766,300	3,815,200	3,880,400	4,126,700	4,168,500	4,309,800	4,386,800	4,487,800
Net Operating Cost / (Revenue)	694,800	838,400	907,800	1,026,100	1,113,900	1,143,400	1,229,600	1,311,600	1,391,200	1,479,100	1,524,100
yr/yr % change		20.7%	8.3%	13.0%	8.6%	2.6%	7.5%	6.7%	6.1%	6.3%	3.0%
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	2,074,300	2,142,300	2,260,000	2,347,000	2,581,300	2,666,900	2,748,100	2,826,600	2,913,200	2,957,500
yr/yr % change		9.0%	3.3%	5.5%	3.8%	10.0%	3.3%	3.0%	2.9%	3.1%	1.5%



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	5,999,000	6,398,500	6,705,500	6,949,400	7,196,500	7,438,500	7,682,700	7,934,800	8,194,300	8,461,100
Supplies, Material & Equipment	180,800	201,400	186,300	191,400	196,700	202,000	207,400	213,100	219,100	225,100	231,300
Purchased Services	2,306,000	2,457,100	2,446,400	2,487,600	2,560,700	2,636,100	2,713,600	2,793,700	2,876,100	2,961,100	3,048,800
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	253,200	276,800	294,300	311,900	330,300	350,000	370,700	393,100	417,100	441,500
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	8,982,800	9,380,100	9,750,900	10,090,800	10,437,000	10,781,600	11,132,300	11,495,200	11,869,700	12,254,800
Net Operating Cost / (Revenue)	6,061,600	6,581,900	6,907,500	7,204,400	7,468,200	7,736,000	8,000,000	8,267,600	8,544,900	8,831,200	9,037,500
yr/yr % change		8.6%	4.9%	4.3%	3.7%	3.6%	3.4%	3.3%	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	7,581,900	7,907,500	8,204,400	8,468,200	8,736,000	9,000,000	9,267,600	9,544,900	9,831,200	10,037,500
yr/yr % change		7.4%	4.3%	3.8%	3.2%	3.2%	3.0%	3.0%	3.0%	3.0%	2.1%



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	1,144,600	1,180,600	1,214,600	1,252,300	1,291,500	1,331,600	1,373,400	1,416,300	1,460,500	1,506,200
Supplies, Material & Equipment	51,600	153,400	154,800	156,300	157,800	159,300	161,100	163,000	164,900	166,800	171,700
Purchased Services	252,100	260,000	267,700	275,600	283,800	292,100	300,700	309,400	318,400	327,700	337,600
Insurance & Financial	14,800	15,600	16,200	16,900	17,600	18,400	19,300	20,200	21,100	22,100	22,900
Total Expenditures	1,411,100	1,573,600	1,619,300	1,663,400	1,711,500	1,761,300	1,812,700	1,866,000	1,920,700	1,977,100	2,038,400
Net Operating Cost / (Revenue)	1,411,100	1,573,600	1,619,300	1,663,400	1,711,500	1,761,300	1,812,700	1,866,000	1,920,700	1,977,100	2,038,400
yr/yr % change		11.5%	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											
TAX LEVY REQUIREMENT	1,411,100	1,573,600	1,619,300	1,663,400	1,711,500	1,761,300	1,812,700	1,866,000	1,920,700	1,977,100	2,038,400
yr/yr % change		11.5%	2.9%	2.7%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	3.1%



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	11,059,000
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	11,059,000
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	10,590,700
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	1,461,900	1,596,200
Transfer from Reserves	(268,000)		(474,000)			(61,900)	(211,400)	(326,300)	(603,900)	(659,500)	(793,800)
Transfer to Reserves	655,500	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	655,500	731,500	1,765,500	2,095,100	2,215,900	3,007,900	3,807,900	4,607,900	5,007,900	5,507,900
TAX LEVY REQUIREMENT											
yr/yr % change		14.4%	10.6%	16.4%	6.2%	4.9%	9.1%	8.8%	10.3%	7.3%	6.9%



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											
	(113,300)	(130,000)	(136,000)	(142,100)	(148,300)	(154,700)	(161,200)	(167,800)	(174,600)	(181,500)	(188,500)
yr/yr % change		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 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											
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%



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	150,400	239,900	56,200	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
User Fees & Charges	112,000	138,600	142,800	178,000	182,100	186,200	190,300	194,400	198,500	202,600	206,700
Total Revenue	262,400	378,500	199,000	228,000	232,100	236,200	240,300	244,400	248,500	252,600	256,700
EXPENDITURES											
Salaries, Wages and Benefits	1,074,500	1,165,900	1,215,800	1,362,200	1,445,700	1,498,600	1,551,900	1,607,400	1,660,600	1,714,200	1,769,700
Supplies, Material & Equipment	32,300	47,800	48,600	49,400	50,200	51,000	51,800	52,600	53,400	54,200	55,000
Purchased Services	804,100	977,000	1,032,200	1,056,100	1,080,200	1,104,800	1,129,600	1,155,600	1,182,700	1,211,200	1,242,100
Transfer Payments	485,500	485,500	499,500	496,700	493,900	660,400	623,800	587,100	616,200	569,800	587,800
Insurance & Financial	20,500	22,100	24,000	27,100	28,800	29,900	31,000	32,000	33,200	34,300	35,300
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	2,424,900	2,706,300	2,828,100	2,999,500	3,106,800	3,352,700	3,396,100	3,442,700	3,554,100	3,591,700	3,697,900
Net Operating Cost / (Revenue)	2,162,500	2,327,800	2,629,100	2,771,500	2,874,700	3,116,500	3,155,800	3,198,300	3,305,600	3,339,100	3,441,200
yr/yr % change		7.6%	12.9%	5.4%	3.7%	8.4%	1.3%	1.3%	3.4%	1.0%	3.1%
DEBT AND TRANSFERS											
Transfer from Reserves	(680,000)	(130,000)	(320,000)	(320,000)	(320,000)	(310,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
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)	(130,000)	(170,000)	(170,000)	(170,000)	(160,000)	70,000	70,000	70,000	70,000	70,000
TAX LEVY REQUIREMENT											
	1,482,500	2,197,800	2,459,100	2,601,500	2,704,700	2,956,500	3,225,800	3,268,300	3,375,600	3,409,100	3,511,200
yr/yr % change		48.2%	11.9%	5.8%	4.0%	9.3%	9.1%	1.3%	3.3%	1.0%	3.0%



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	25,489,600	26,124,300	26,774,000	27,441,400	28,127,800	28,833,300	29,558,600	30,307,400	31,056,700	31,824,500
Municipal Recoveries	3,525,100	3,881,900	4,089,000	4,391,100	4,567,100	4,801,800	5,079,700	5,327,100	5,572,700	5,806,900	6,069,500
Internal Recoveries	62,300	55,100	54,500	54,500	55,500	56,200	56,900	57,500	56,000	54,900	53,000
Total Revenue	26,581,500	29,426,600	30,267,800	31,219,600	32,064,000	32,985,800	33,969,900	34,943,200	35,936,100	36,918,500	37,947,000
EXPENDITURES											
Salaries, Wages and Benefits	6,317,500	6,702,800	6,951,900	7,203,700	7,453,900	7,693,600	7,933,900	8,183,200	8,440,600	8,704,800	8,976,200
Supplies, Material & Equipment	167,300	192,300	196,200	200,600	204,500	208,500	212,700	216,600	220,700	224,900	229,900
Purchased Services	446,600	466,300	479,900	494,200	507,800	520,100	537,000	551,800	566,400	581,800	596,700
Social Assistance	19,320,700	21,565,500	22,195,200	22,839,300	23,501,100	24,181,400	24,881,100	25,601,100	26,329,900	27,059,200	27,807,000
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	138,600	134,900	140,200	145,400	150,600	155,600	146,600	166,900	172,600	178,500
Minor Capital Expenses	5,000	5,000	23,500	30,000				55,000			
Internal Charges	1,501,800	1,695,200	1,687,500	1,800,400	1,793,900	1,843,800	1,943,200	1,956,100	2,044,500	2,070,700	2,124,500
Total Expenditures	28,194,900	30,976,100	31,884,500	32,928,800	33,832,000	34,828,400	35,899,300	36,951,800	38,016,000	39,066,600	40,171,000
Net Operating Cost / (Revenue)	1,613,400	1,549,500	1,616,700	1,709,200	1,768,000	1,842,600	1,929,400	2,008,600	2,079,900	2,148,100	2,224,000
yr/yr % change		(4.0%)	4.3%	5.7%	3.4%	4.2%	4.7%	4.1%	3.5%	3.3%	3.5%
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	1,542,600	1,569,500	1,636,700	1,729,200	1,788,000	1,862,600	1,949,400	2,028,600	2,099,900	2,168,100	2,244,000
yr/yr % change		1.7%	4.3%	5.7%	3.4%	4.2%	4.7%	4.1%	3.5%	3.2%	3.5%



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	85,879,400	85,950,700	86,024,200	86,097,500	86,172,700	86,249,000	86,326,600	86,408,600	86,491,400	86,576,700
Municipal Recoveries	4,895,800	4,025,600	4,258,800	4,443,100	4,612,400	4,803,200	4,976,300	5,149,000	5,348,600	5,552,500	5,714,800
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	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500
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	90,886,800	91,191,300	91,449,100	91,691,700	91,957,700	92,207,100	92,457,400	92,739,000	93,025,700	93,273,300
EXPENDITURES											
Salaries, Wages and Benefits	9,951,300	10,759,500	11,217,700	11,597,200	11,976,200	12,359,300	12,748,200	13,148,300	13,562,400	13,988,900	14,427,100
Supplies, Material & Equipment	582,900	609,200	608,800	627,700	647,100	666,700	687,000	707,500	727,400	747,700	768,000
Purchased Services	1,000,000	1,099,500	1,141,300	1,168,700	1,196,600	1,225,400	1,255,100	1,285,400	1,315,400	1,346,800	1,381,000
Social Assistance	44,343,600	78,125,000	78,046,900	78,001,000	77,983,700	77,934,800	77,895,900	77,866,900	77,824,900	77,775,800	77,838,700
Insurance & Financial	206,700	248,900	249,800	258,900	268,500	278,300	287,800	279,500	309,100	320,400	330,900
Minor Capital Expenses	41,500	14,000	81,000	92,000	39,700	33,000	60,000	16,000			70,000
Internal Charges	2,603,800	1,565,700	1,612,100	1,654,500	1,699,200	1,750,100	1,867,200	1,892,200	1,915,200	1,971,800	2,028,800
Total Expenditures	58,729,800	92,421,800	92,957,600	93,400,000	93,811,000	94,247,600	94,801,200	95,195,800	95,654,400	96,151,400	96,844,500
Net Operating Cost / (Revenue)	2,098,800	1,535,000	1,766,300	1,950,900	2,119,300	2,289,900	2,594,100	2,738,400	2,915,400	3,125,700	3,571,200
yr/yr % change		(26.9%)	15.1%	10.5%	8.6%	8.0%	13.3%	5.6%	6.5%	7.2%	14.3%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	2,098,800	1,535,000	1,766,300	1,950,900	2,119,300	2,289,900	2,594,100	2,738,400	2,915,400	3,125,700	3,571,200
yr/yr % change		(26.9%)	15.1%	10.5%	8.6%	8.0%	13.3%	5.6%	6.5%	7.2%	14.3%



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	8,987,000	7,732,300	7,587,600	6,486,800	6,377,800	5,537,900	5,431,400	5,431,900	5,431,700	5,431,700
Municipal Recoveries	20,007,500	25,087,800	25,884,500	26,784,300	28,260,800	28,552,300	29,965,200	30,812,900	31,815,600	32,742,300	33,475,900
Licenses, Permits and Rents	5,900,000	6,754,100	6,820,700	6,888,000	6,955,700	7,024,300	7,093,700	7,163,800	7,235,100	7,307,100	7,315,200
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	345,200	352,500	360,100	368,000	376,000	384,300	392,800	401,700	410,700	420,000
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	41,341,800	40,961,800	41,796,000	42,251,600	42,515,100	43,170,400	43,994,800	45,082,900	46,095,400	46,850,700
EXPENDITURES											
Salaries, Wages and Benefits	6,324,400	6,812,700	6,843,700	7,175,500	7,367,400	7,586,700	7,833,100	8,081,800	8,334,800	8,596,500	8,864,600
Supplies, Material & Equipment	627,000	676,300	696,300	716,700	737,500	759,000	780,900	803,300	826,200	850,300	874,100
Purchased Services	7,582,300	9,378,000	9,475,800	9,859,600	10,025,600	10,465,400	10,706,800	10,933,600	11,349,900	11,617,500	12,049,400
Social Assistance	25,909,200	27,425,300	27,119,800	27,363,500	27,849,100	27,638,100	28,101,400	28,578,100	29,068,400	29,680,300	30,236,300
Transfer Payments	117,900										
Insurance & Financial	514,800	653,100	705,000	777,000	856,600	947,300	1,051,100	1,155,000	1,302,500	1,456,600	1,466,800
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	46,044,800	45,950,500	47,046,200	48,013,600	48,609,000	49,730,900	50,839,100	52,221,900	53,563,400	54,890,500
Net Operating Cost / (Revenue)	4,317,900	4,703,000	4,988,700	5,250,200	5,762,000	6,093,900	6,560,500	6,844,300	7,139,000	7,468,000	8,039,800
yr/yr % change		8.9%	6.1%	5.2%	9.7%	5.8%	7.7%	4.3%	4.3%	4.6%	7.7%
DEBT AND TRANSFERS											
Transfer from Reserves	(51,200)	(37,500)	(6,800)								
Transfer to Reserves	1,100,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total Debt and Transfers	1,048,800	1,262,500	1,293,200	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	5,366,700	5,965,500	6,281,900	6,550,200	7,062,000	7,393,900	7,860,500	8,144,300	8,439,000	8,768,000	9,339,800
yr/yr % change		11.2%	5.3%	4.3%	7.8%	4.7%	6.3%	3.6%	3.6%	3.9%	6.5%



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	135,400	139,400	143,400	148,200	152,400	157,600	162,400	167,800	173,000
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	1,098,600
Insurance & Financial	58,500	75,500	84,800	96,000	109,100	124,100	141,300	160,200	183,300	209,300	209,500
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	1,319,600	1,366,200	1,456,300	1,500,300	1,543,000	1,583,600	1,648,000	1,733,500	1,831,300
Net Operating Cost / (Revenue)	(328,200)	(268,600)	(264,000)	(242,900)	(183,400)	(165,100)	(148,300)	26,600	60,500	114,700	199,200
yr/yr % change		(18.2%)	(1.7%)	(8.0%)	(24.5%)	(10.0%)	(10.2%)	(117.9%)	127.4%	89.6%	73.7%
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	1,503,300	1,488,300	1,443,600	1,461,400	1,451,800	1,440,900	1,428,300	1,414,300	1,400,000
Total Debt and Transfers	1,728,900	1,689,200	1,673,900	1,656,700	1,614,300	1,629,000	1,616,000	1,440,900	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	1,467,700	1,467,500	1,488,800	1,529,000	1,599,200
yr/yr % change		1.4%	(0.8%)	0.3%	1.2%	2.3%	0.3%		1.5%	2.7%	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	15,629,500	15,611,900	15,023,100	15,117,900	15,213,800	15,310,500	15,408,300	15,507,000	15,606,700	15,706,400
User Fees & Charges	4,758,800	5,039,400	5,089,400	5,139,900	5,190,900	5,242,400	5,294,500	5,347,100	5,400,200	5,453,800	5,508,000
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	20,775,600	20,809,200	20,272,200	20,419,300	20,568,000	20,718,200	20,870,000	21,023,200	21,177,900	21,333,300
EXPENDITURES											
Salaries, Wages and Benefits	22,949,500	25,085,200	25,912,000	26,674,600	27,497,200	28,338,200	29,208,500	30,107,400	31,037,900	32,001,000	32,994,000
Supplies, Material & Equipment	1,821,700	1,884,000	1,883,000	1,988,500	1,989,100	2,048,200	2,169,400	2,164,400	2,228,900	2,368,200	2,438,300
Purchased Services	1,479,800	1,601,700	1,645,900	1,691,300	1,738,000	1,785,900	1,835,400	1,886,400	1,938,500	1,993,800	2,036,200
Insurance & Financial	479,500	547,200	599,000	622,900	648,300	674,600	702,200	730,900	761,000	793,000	815,300
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	30,553,500	31,517,900	32,499,200	33,439,700	34,460,600	35,577,100	36,600,100	37,728,200	38,970,300	40,152,100
Net Operating Cost / (Revenue)	8,976,800	9,777,900	10,708,700	12,227,000	13,020,400	13,892,600	14,858,900	15,730,100	16,705,000	17,792,400	18,818,800
yr/yr % change		8.9%	9.5%	14.2%	6.5%	6.7%	7.0%	5.9%	6.2%	6.5%	5.8%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,713,000									
Transfer to Reserves	250,000	250,000	400,000	400,000	400,000	400,000	400,000	450,000	450,000	450,000	500,000
Total Debt and Transfers	2,099,700	1,963,000	400,000	400,000	400,000	400,000	400,000	450,000	450,000	450,000	500,000
TAX LEVY REQUIREMENT	11,076,500	11,740,900	11,108,700	12,627,000	13,420,400	14,292,600	15,258,900	16,180,100	17,155,000	18,242,400	19,318,800
yr/yr % change		6.0%	(5.4%)	13.7%	6.3%	6.5%	6.8%	6.0%	6.0%	6.3%	5.9%



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%



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	144,311,300	152,457,300	160,974,300	168,975,500	176,858,800	184,927,700	193,483,300	201,982,800	210,930,700	220,187,400
Total Revenue	138,418,300	149,535,700	157,140,000	165,635,300	173,614,900	181,476,800	189,666,400	198,342,700	206,962,900	216,031,600	225,409,100
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	2,571,100	2,648,900	2,729,100	2,811,600	2,896,700	2,984,300	3,074,600	3,167,600	3,263,300	3,360,200
Insurance & Financial	1,166,200	1,214,300	1,244,500	1,277,100	1,312,100	1,349,700	1,390,100	1,433,400	1,480,000	1,530,000	1,535,200
Total Expenditures	3,660,700	3,816,400	3,925,400	4,039,200	4,157,700	4,281,500	4,410,600	4,545,300	4,686,000	4,832,800	4,936,100
Net Operating Cost / (Revenue)	(134,757,600)	(145,719,300)	(153,214,600)	(161,596,100)	(169,457,200)	(177,195,300)	(185,255,800)	(193,797,400)	(202,276,900)	(211,198,800)	(220,473,000)
yr/yr % change		8.1%	5.1%	5.5%	4.9%	4.6%	4.5%	4.6%	4.4%	4.4%	4.4%
DEBT AND TRANSFERS											
Transfer from Reserves	(900,000)	(700,000)									
Transfer to Reserves	4,900,000	4,600,000	4,400,000	4,320,000	4,440,000	5,160,000	4,680,000	4,800,000	4,920,000	5,940,000	5,960,000
Total Debt and Transfers	4,000,000	3,900,000	4,400,000	4,320,000	4,440,000	5,160,000	4,680,000	4,800,000	4,920,000	5,940,000	5,960,000
TAX LEVY REQUIREMENT	(130,757,600)	(141,819,300)	(148,814,600)	(157,276,100)	(165,017,200)	(172,035,300)	(180,575,800)	(188,997,400)	(197,356,900)	(205,258,800)	(214,513,000)
yr/yr % change		8.5%	4.9%	5.7%	4.9%	4.3%	5.0%	4.7%	4.4%	4.0%	4.5%