



The Corporation of the County of Wellington
Administration, Finance and Human Resources Committee
Minutes

October 19, 2021
Council Chambers

Present: Warden Kelly Linton
 Councillor Chris White (Chair)
 Councillor George Bridge
 Councillor Earl Campbell
 Councillor Andy Lennox

Also Present: Councillor Campbell Cork
 Councillor Gregg Davidson
 Councillor Jeff Duncan
 Councillor Steve O'Neill

Staff: Susan Aram, Deputy Treasurer
 Donna Bryce, County Clerk
 Justine Dainard, Smart Cities Project Manager
 Ken DeHart, County Treasurer
 Susan Farrelly, Director of Human Resources
 Andrea Ravensdale, Communications Manager
 Scott Wilson, CAO

1. Call to Order

At 1:00 pm, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Administration

3.1 Smart Cities Our Food Future Project - October Update

1/8/21

Moved by: Councillor Bridge

Seconded by: Councillor Campbell

That the Administration, Finance and Human Resource Committee receive the Our Food Future report for information.

Carried

4. Finance

4.1 County-Wide Financial Statements and Variance Projections as of September 30, 2021

2/8/21

Moved by: Councillor Bridge

Seconded by: Warden Linton

That the Corporate Financial Statements and Variance Projections for the County of Wellington as of September 30, 2021 be approved.

Carried

4.2 Government Finance Officers Association 2021 Budget Award

3/8/21

Moved by: Councillor Lennox

Seconded by: Councillor Campbell

That the correspondence from the Government Finance Officers Association (GFOA) regarding the 2021 Budget Award be received for information.

Carried

4.3 Budget Management Policy

4/8/21

Moved by: Warden Linton

Seconded by: Councillor Bridge

That Council approves the Budget Management Policy; and

That the Budget Review, Approval and Amendment Policy; Budget Variance Reporting Policy; and Year-End Accounting Policy be repealed.

Carried

4.4 Debt Management Policy

5/8/21

Moved by: Councillor Lennox

Seconded by: Councillor Campbell

That Council approves the Debt Management Policy.

Carried

4.5 Authority to Negotiate and Place County Debenture Issue

6/8/21

Moved by: Councillor Lennox

Seconded by: Councillor Campbell

That the fiscal agent syndicate of National Bank Financial Inc. (as the lead fiscal agent) and RBC Dominion Securities Inc. be authorized to market a debenture issue by The Corporation of the County of Wellington (the "County") in a principal amount not to exceed \$6,985,000.00 (\$Cdn) for the purposes of the County and for the purposes of The Corporation of the Town of Minto, subject to the County's receipt of an appropriate application (to be evidenced by a by-law) in accordance with section 404 of the Municipal Act, 2001 from such applicant municipality.

Carried

5. Human Resources

5.1 Diversity and Inclusion Values Statement

7/8/21

Moved by: Warden Linton

Seconded by: Councillor Bridge

That the following Diversity and Inclusion Values Statement be approved:
The County of Wellington is committed to providing safe and inclusive spaces for everyone, and as such, any acts of hatred and discrimination will not be tolerated.

Carried

6. Closed Meeting

8/8/21

Moved by: Councillor Bridge

Seconded by: Councillor Campbell

That the Administration, Finance and Human Resources Committee move into a closed meeting for the purposes of considering personal matters about an identifiable individual.

Carried

7. Adjournment

At 1:43 pm, the Chair adjourned the meeting until November 16, 2021 or at the call of the Chair.

Chris White

Chair

Administration, Finance and Human Resources Committee



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Justine Dainard, Project Manager Smart Cities Office
Date: Tuesday, October 19, 2021
Subject: **Smart Cities Report - Our Food Future Project -October 2021 Update**

Background: Update on existing programmes within the Our Food Future project.

Our Food Future is reaching the halfway point in their funded work (January 2020 – December 2023). The Smart Cities team will be issuing a mid-term progress report as they reach the end of their second year this December. Early impact calculations indicate that the project is on-track and building successful supports for our region. Some preliminary findings are listed in the figure below.

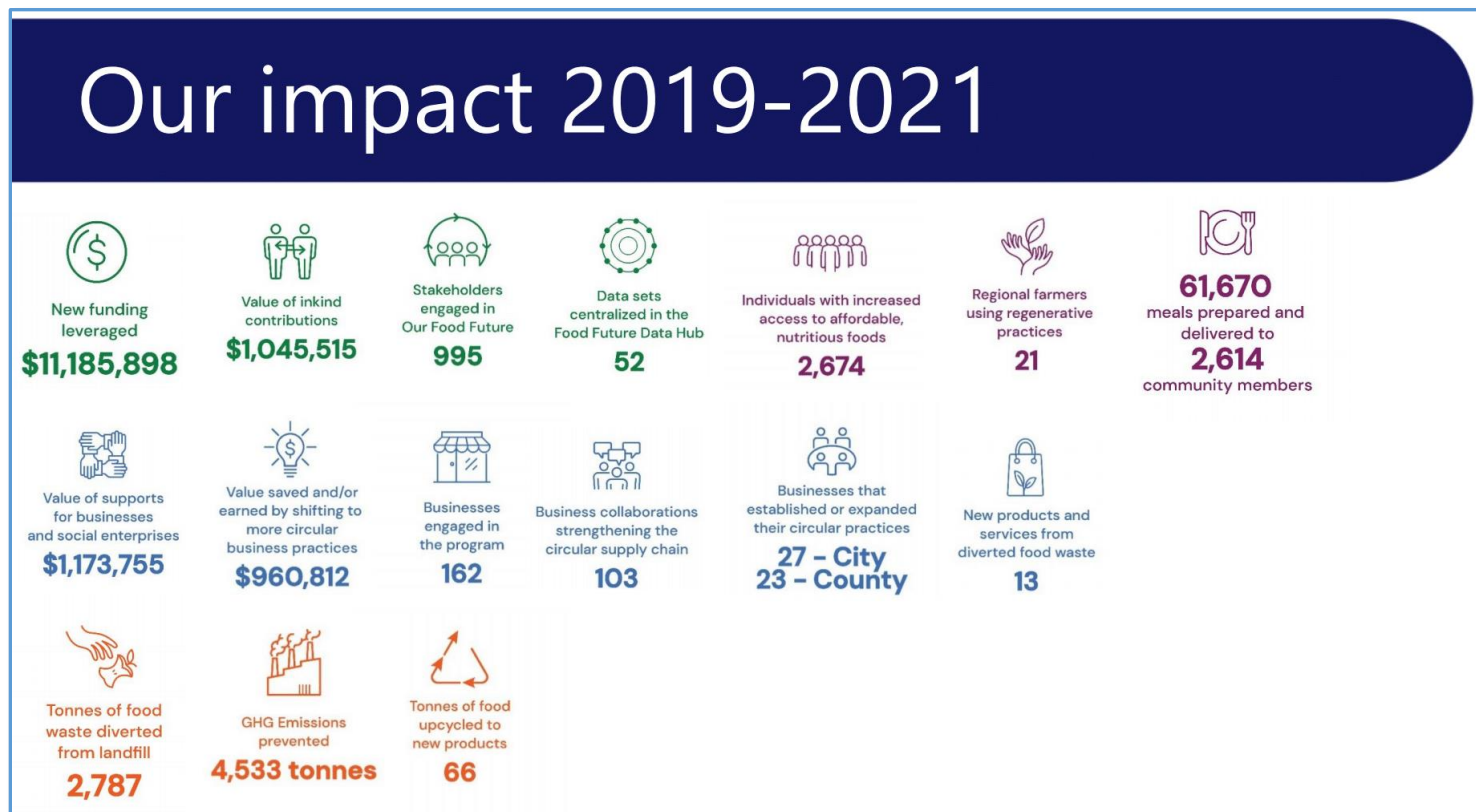


Figure 1: Impacts of Our Food Future

Recommendation:

That the Administration, Finance and Human Resource Committee receive the Our Food Future report for information.

Respectfully submitted,

Justine Dainard
Project Manager, Smart Cities Office



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, October 19, 2021
Subject: **County-Wide Financial Statements and Variance Projections as of September 30, 2021**

Background:

This report is respectfully submitted in accordance with the County's Budget Variance Reporting Policy, and provides an updated projection to year-end based on expenditures and revenues to September 30, 2021. Each standing Committee of Council as well as the Police Service and Library Boards has received financial statements and variance projections for its particular area of operation. This report summarizes all of the major issues covered at each meeting. Attached are a high-level variance analysis, a development charge collection summary, and the complete set of County financial statements.

Operations across all County departments have continued to be affected by the COVID-19 pandemic and are likely to see financial implications in various ways throughout the remainder of 2021. Impacts specific to COVID-19 are identified where applicable.

Highlights of the financial statements and variances are as follows:

- **Roads:** There is approximately \$3.2 million of winter control budget remaining, although some costs for work done by other municipalities on the County's behalf have yet to be processed. Costs in the previous five years for winter control for the period from October to December have averaged just over \$1.9 million, with a high of \$2.2 million (inflated to 2021 dollars). Given previous years' experience it is expected that winter control will come in lower than the budgeted amount. Any savings or overages will be transferred to or from the Winter Control reserve, which currently has a balance of \$2.8 million.

Salaries, wages and benefits are under budget to date. The amounts include savings due to a vacancy in the Operations Manager position as well as Winter Control salaries that will still have additional expenditures through to the end of the year. Any savings in salaries for Winter Control will contribute to the transfer to or from reserve to net Winter Control to a zero surplus impact. The department has made changes to staffing positions in order to better meet the growing asset management and capital infrastructure needs along with addressing current operational needs. Taking into account the expected changes as well as the vacancy to date, savings of \$80,000 to \$100,000 is anticipated.

- Net operating expenditures for all roads maintenance activities excluding winter control are at 71% expended to the end of September:
 - This includes the full annual contract payment of \$560,000 expenditure for road painting under roads safety devices.
 - Parts and fuel under fleet maintenance close to budget to date with no variance anticipated at year-end
 - It is likely that these roads activities will come in close to the budgeted amount.

The final roads variance will depend on the severity of the weather in the last two months of the year and the extent to which resources are allocated to other service areas in the event of a mild winter.

- ❑ **Waste Management:** Bag sales recorded to September 30 are at 69% of the total budget of \$1,870,000. If sales were to follow a similar path as 2020 then a shortfall of between \$120,000 to \$140,000 can be expected. Tipping fees are tracking below targeted levels to this point, sitting at 72% of the budgeted level of \$1.71 million for the landfill and transfer stations. While it remains difficult to determine the overall impact of COVID-19 as well as the full year of the collections contract, staff currently anticipate that tipping fees will fall short of the budgeted amount between \$100,000 and \$120,000. Sales revenue reflects amounts received to the end of July. Blue box materials and metal sales revenue has been strong as commodity markets have improved. With five months of revenue still to be received it is likely that there will be positive variance between \$160,000 to \$180,000. Salaries and wages are currently slightly ahead of budget as staffing at transfer stations was increased during the summer months as resident use of the sites increased and co-ordination to ensure distancing and safety procedures was required. A negative variance between \$50,000 and \$70,000 is anticipated.
- **Supplies, Materials and Equipment:**
 - User Pay Bags – Currently user pay bags costs are sitting at 61% of the \$300,000 budget. Additional purchases are still to be made throughout the rest of the year. No variance at year end is anticipated as a result.
 - Fuel savings to date is due to timing as the vehicle use increases during the year; savings of between \$10,000 and \$20,000 are expected

The year-end variance will largely depend on bag sales and tipping fee levels as well as continued strong sales revenue through the rest of the year and expenditures on services provided in the fall.

Tipping fee levels throughout the rest of the year, user pay bag sales and blue box revenues are difficult to forecast to the end of the year. The overall Solid Waste Services year-end variance is anticipated to be negative in the range of \$80,000 to \$100,000.

- **Police Services:** The annual reconciliation for 2020 (\$741,715) has been received with the 2022 annual billing statement. The OPP costs are based on a per property basis. Most of the savings generated by the reconciliation are for a reduction to the contractual hours calculation (presumably for work the enhanced officers completed for provincial initiatives) and were applied specific to Wellington County. The new Sergeant for the Community Safety Services (CSS) Unit that was budgeted for a July 1, 2021 start date has yet to be hired and will result in savings of \$108,000, including associated equipment costs. This position is expected to be added to the compliment in early 2022.

The OPP contract reconciliation for 2020 provides a one-time net savings of \$291,715 that will be realized in 2021. The delay in the hiring of the new Sergeant provides contract savings of \$108,000 for a total projected contract savings of just under \$400,000. Outside of the contract, staff are anticipating revenues to be slightly favourable to budget and there to be savings to building related operating expenses. Overall a positive variance for Police Services of between \$450,000 and \$460,000 will be realized by year-end.

- ❑ **Ontario Works:** The Ontario Works caseload has continued to decrease as clients access federal benefits during COVID-19 pandemic. Salaries and benefits are currently under budget by \$263,000 and year-end projected savings are approximately \$350,000. This savings are due to vacant positions and gapping. Currently projecting that there will be a savings of \$36,000 for supplies, materials and equipment at year-end. Purchased services are under budget by \$125,000 year-to-date, largely driven by savings in purchased services, postage, training and education, conferences, and mileage in light of COVID. A year-end surplus of \$167,000 is projected on this line. Year-end savings are anticipated in discretionary benefits \$180,000 (\$121,000 County and \$59,000 City) largely due to lower dental, prescribed drugs, optical, medical travel and funeral expenses incurred during the pandemic. An unbudgeted payment made to the Integrated Youth Services Network was approved by Committee in the amount of \$115,000, but will be offset by the transfer from reserves line. Overall, municipal savings of \$760,000 (County - \$226,000; City - \$534,000) are projected.

- ❑ **Children's Early Years:** The grants and subsidies line is currently tracking under budget. This line does include one-time provincial funding of \$1.4 million that was not included in the budget (Safe Restart, Reinvestment & Emergency Child Care). Parent fees collected from our directly operated centres are currently slightly under budget due to the multiple stay at home orders and several rooms not operating at full capacity. It is expected that a \$45,000 deficit will be experienced at year-end. Salaries, wages and benefit expenses are tracking under budget due to staff leaves that have not been backfilled, vacancies and gapping and will result in \$930,000 in savings at year-end. Supplies and purchased services are also experiencing savings as a result of the pandemic: directly operated centres have not been at full capacity, and limited spending on conferences, mileage, facility rentals and professional services. The social assistance line reflects significant year-to-date savings related to lower expenditures in Fee Subsidy as this need has been reduced during the pandemic. Other areas experiencing savings include General Operating Grants, Wage Enhancement, and Repairs and Maintenance. Any savings (or deficits) from the above line items will be offset through the general operating grants.
- ❑ **Housing:** Expenditures are tracking above budget at this point in the year due to expenditures related to COVID-19 and Mental Health which have been funded at 100%. These two programmes have been offset by other areas that are experiencing year-to-date savings. Community Homelessness Prevention Initiative (CHPI) is currently tracking below budget due to some expenditures moved in order to maximize a one-time grant as well as lower than expected costs in rent bank, retirement homes, and staff vacancies. This programme is being closely monitored to ensure the County is exhausting all provincial and municipal funding while meeting the community's needs by year-end. At our County-owned social housing units, annual inspections were delayed from spring to fall as a result of the pandemic. This will generate an increase in work-orders which will reduce the savings in supplies and purchased services to \$225,000 at year-end. Our rent revenue collections are currently under budget and expect to result in a year-end position of a \$135,000 deficit. In Administration, areas such as conferences, legal, consultants, office supplies, security and office furnishings will result in \$55,000 in savings at year-end. \$90,000 in savings is also expected in the area of Rent Supplement at year-end. Recent Annual Information Return reconciliations have resulted in balances owing to a small number of housing providers leaving this area \$45,000 over budget at year-end. Overall, year-end savings are projected to be approximately \$165,000 (\$65,000 County and \$100,000 City).
- ❑ **Wellington Terrace:** Grants and Subsidies are sitting at 96% of budget as of the end of September, or more than \$2 million ahead of budget. A summary of additional funding received as of the end of September is shown below:

Purpose	Amount
Emergency funding to support screening, staffing, supplies, minor capital and other costs to maintain the health and safety of residents and staff in long term care	\$1,503,108
PSW Top-up funding to support the hourly wage increase of \$3 for January –August 2021	\$331,100
TOTAL	\$1.834.208

While overall operating expenditures at the Wellington Terrace appear to be significantly ahead of budget at the end of September, these over expenditures reflect increased staffing and care costs directly related to the COVID-19 pandemic. All additional costs have been covered by provincial grants. Funding commitments have been received by the province to March 31, 2022, and it is anticipated that the 2021 portion of this funding will offsetting any pandemic related costs. It is projected that the Terrace may see minimal year-end savings as a result of limited ability to provide resident events to this point in the year.

- ❑ **Museum and Archives:** Room rentals for events will be well below budget as a result of COVID. The overall revenue shortfall is expected to be between \$35,000 and \$40,000. User fees and charges is behind budget as school tours, registrations and event revenue have been cancelled and are likely to continue to see significant impacts as patrons have been slow to return. Revenues thus far are close to \$18,000 lower than expected and the overall shortfall could range from \$20,000 to \$25,000 as a result of the pandemic. Supplies, materials and equipment are under budget and as programmes and events have been and may continue to be cancelled, the expectation is savings between \$15,000 and \$20,000. Purchased services is under budget at this point – snow removal is ahead of budget, this has been offset by lower building related expenses as the Museum has had periods of closure during the year. Additional expenditures are still to be made through to the end of the year and no significant variance is anticipated. At this time a positive variance between \$30,000 and \$40,000 is anticipated by year-end.
- ❑ **Library:** Rent revenue is expected to fall short of budget as the County has provided rent relief to the Town of Minto for the Harriston Library location to August for 2021 as the facility has been closed for in-person use. A negative variance of \$45,000 is anticipated. User fees and charges are tracking well below the budget (made up predominantly of late fees). The lost revenue for the Jan-September period is expected to be in the range of \$55,000 to \$60,000 due to the library facility shutdowns. An overall negative variance is expected between \$70,000 and \$75,000. Salaries, Wages and Benefits are tracking below budget at this time. The majority of the impact on staffing from COVID is a result of vacancies for maternity leaves and other library positions that have been delayed as the department has operated at a lower capacity. Savings due to these circumstances could be in a range of \$100,000 to \$120,000. Purchased services are under budget to date. This includes the full year rental payment for the Rockwood location having been made. Building related expenses including water and sewage, rug service and telephone will experience savings as the Library locations had been shut down. A positive variance between \$50,000 and \$70,000 is likely. At this time, an overall positive variance between \$70,000 and \$90,000 is anticipated by year-end.
- ❑ **Economic Development:** Salaries and wages are under budget. Additional savings are expected as a result of leaves of absences, vacancies and related coverage and gapping. Overall savings between \$50,000 and \$60,000 is anticipated. A number of projects are underway or to be undertaken; including the Attainable Housing, Business Resiliency, Talent Attraction, economic data collection and analysis, and Taste Real activities. At this time budgeted expenses related to Community Transportation (Ride Well) and Smart Cities are underspent. Various savings are likely to result in planned projects and events, conferences and mileage in a range of \$160,000 to \$180,000. The Community Improvement Plan Implementation Fund is expected to be at a reduced level due to the pandemic and temporary business interruptions. So far the County has received seven CIP requests that would provide \$57,500 and local staff are indicating there are more coming. At this time it is expected that \$80,000 of the budgeted \$160,000 will be approved in 2021. Overall, it is anticipated that the budget may have savings between \$320,000 and \$340,000 at year-end.
- ❑ **Land Ambulance:** Since our last report, we have not received any updates on current costs in land ambulance. We continue to anticipate a negative variance between \$100,000 and \$120,000 at year end due to increased call volumes and higher costs for cleaning and PPE.
- ❑ **POA Revenues:** POA revenues continue to sit in a negative position. We continue to see expensed being higher than revenue due to the impacts of the COVID-19 pandemic. Based on communications with the City it is anticipated that a negative variance of approximately \$100,000 to \$130,000 will exist at year end.
- ❑ **Public Health:** Transfers to Wellington-Dufferin-Guelph Public Health are made quarterly and are sitting on budget at 75%. To date, all additional pandemic related costs experienced by Public Health have been fully funded by the Province and it is anticipated that this will continue. It is anticipated that at year-end the County will have incurred a total of approximately \$650,000 to \$750,000 in municipal costs in support of the vaccination effort. At this time, it appears that there will not be funding available through the Ministry of Health.

- ❑ **Planning:** Municipal recoveries reflect work on behalf of local municipalities having recovered to pre-pandemic levels with the amount to date exceeding the full budget for the year. As a result, a positive variance between \$80,000 to \$100,000 may occur by year-end. User fees and charges are close to budget at this time (73%). Overall user fee revenues will be largely dependent on market conditions throughout the rest of the year. At this time staff anticipate these revenues to come close to budget. Salaries, wages and benefits are under budget as a result of staffing vacancies and gapping as the positions have been filled. A positive variance between \$30,000 and \$40,000 is anticipated. Consultant fees and legal fees are below budget at this time. These expenses are largely attributable to on-going appeals (LPAT). These expenses as well as conferences, mileage and other professional fees are likely to produce savings in the range of \$40,000 to \$50,000 in 2021. Currently, staff expect a positive variance of between \$150,000 and \$200,000.
- ❑ **Green Legacy:** Purchased services are under budget at this time, additional spending is expected to take place in the fall. It likely there will be savings of \$20,000 to \$25,000 on volunteer expense (busing for students), fuel, hydro and general operating supplies for the two County nurseries. The Green Legacy budget is expected to have a positive variance in the range of \$25,000 to \$30,000 at year-end.
- ❑ **Emergency Management:** Emergency Management is on budget at the end of September taking into consideration a number of full year costs having been incurred and two quarters of Fire Training Officer payments. A positive variance between \$10,000 and \$20,000 is anticipated for all activities within Emergency Management. All COVID-19 related expenses are being allocated to a new business unit within Emergency Management (EM) in order to isolate the financial impact due to the pandemic. Currently the most significant impact (\$207,000) has been the installation of HVAC equipment at various property buildings to enhance the air quality and reduce the possible transmission of COVID-19 particles. In addition to the building expenses a variety of advertising expenses (\$172,000) have been incurred to promote safety protocols, supporting local businesses, vaccination information and promotion of mental health. To date the additional expenses that have flowed through this business unit total nearly \$454,700. It is the expectation that the majority if not all of these expenses will be offset with upper level governmental funding that the County has already received and funded from reserve.
- ❑ **CAO & Clerks:** Savings are anticipated for conferences, travel, training and education and various staff related expenses. Overall a positive variance between \$200,000 and \$230,000 is projected.
- ❑ **Treasury:** Salaries, wages and benefits are under budget due to vacancies and gapping. Purchased services is under budget, however additional auditor and consulting fees will be processed throughout the remainder of the year. Savings are expected due to less than anticipated consulting needs for asset management software implementation. There will also be savings related to conferences, training and education. Overall it is anticipated that the Treasury department will have savings of between \$130,000 and \$150,000 this year.
- ❑ **HR:** There are a number of yearly expenditures that have been delayed or reduced as a result of COVID-19. These include staff recognition, training and education, mileage, meeting expenses and conferences. The scope and nature of these activities is likely to be modified for the remainder of the year and result in savings between \$130,000 and \$150,000 by year-end.
- ❑ **County Council:** Various expenses related to Council activities that have been impacted by COVID-19 include travel, conferences, special events and activities. While some of these activities may still take place in 2021 there are a number of them that will be reduced in participation and scope. At this time staff anticipate savings of between \$120,000 and \$140,000 in 2021.

- ❑ **General Revenues and Expenditures:** Legal and professional fees have slowed down in 2021 as the aggregate appeals are awaiting the board's final decision and next steps. Debt issuance expenses are expected to be lower as the County utilized its surplus to reduce debt requirements in 2021. It is expected there will be savings of \$300,000 to \$350,000 for these items. Tax adjustments due to Minutes of Settlement, RfR's and other change notices are received throughout the year by the member municipalities. As of the end of September, member municipalities have provided estimated figures and it is anticipated that tax write-offs will be at or below budget.
- ❑ **PILs and Supplementary Taxes:** Estimated supplementary taxes based on supplementary runs May through September are \$3,126,830 overall, of which \$1,703,041 is the County's share compared to a budget of \$1.5 million. Additional revenue will depend on MPAC's ability to pick up further assessment prior to the remaining supplementary run taking place on the first of November. County and local municipal staff are supporting this process through remitting electronic records directly to MPAC. At this point, we're projecting at least a \$400,000 favourable variance from supplementary and omitted tax revenues.

Capital

This report provides a summary of the 2021 capital spending for the period ending September 30, 2021. The County started 2021 with a total approved capital budget of \$104 million. To date Council approved \$3.7 million in project adjustments and staff completed and closed 23 projects with 22 more set to close on approval of this report. The table below also accounts for life-to-date spending and purchase order commitments for total available funding of \$33,958,979.

	May 31, 2021	Sept 30, 2021
Open Capital at Dec 31, 2020	\$69,965,100	\$69,965,100
plus: 2021 Approved Capital Budget	\$34,371,400	\$34,371,400
plus: 2021 In-Year Budget Adjustments	(\$575,000)	\$3,739,000
2021 Total Approved Capital Budget	\$103,761,500	\$108,075,500
less: Previous Years Capital Spending*	(\$45,112,266)	(\$40,825,157)
Available Capital Funding for 2021	\$58,649,234	\$67,250,343
2021 Capital Spending to date	(\$6,301,299)	(\$16,546,206)
Open Purchase Orders	(\$16,924,717)	(10,661,503)
Closed Projects (23)	(\$731,714)	(\$5,254,000)
Projects Closing this month (22)		(\$829,655)
Uncommitted Approved Funding	\$34,691,504	\$33,958,979

*note previous year spending reflects open projects only

In-Year Budget Adjustments

Capital budgets may be amended throughout the year at time of tender or as approved by council. To September 30, 2021, Council approved twenty-eight budget amendments, increasing the total capital budget by \$3,739,000. This number can be broken down further to represent:

\$4.2 million in funding from upper levels of government

- \$985,000 in COVID recovery funding to address air quality (2 projects)
- \$2,375,000 in additional Canada Community Building Fund (formerly Federal Gas Tax) to expand the scope of work in 4 roads projects
- \$834,000 increase in 2021 funding for COCHI Community Housing Initiative

\$330,000 in reserve funding to accommodate in-year project requests

- \$120,000 to renovate the old Drayton Roads Garage for use as a Para-medicine facility
- \$110,000 to seek out and install software for Roads Route Patrol
- \$100,000 to complete roofing repairs at 133 Wyndham Street.

(\$785,000) in overall project savings at time of tender of 14 projects.

Complete Projects

The following table details final variances for complete and closing projects. The net County savings of \$534,509 returns to reserve for future use.

Projects Closing September 30, 2021	Budget	Actuals	Remaining Budget	County Reserves
Catalogue Software Enhancement	45,000	36,837	8,163	8,163
Library Catalogue Replacement	30,000	-	30,000	30,000
Replace Public Area Furniture	50,000	46,789	3,211	3,211
Terrace Network Replacement 19	100,000	89,365	10,635	10,635
2021 Re-Shingle Museum and Archives Roof	45,000	18,921	26,079	26,079
Resurface Trestle Bridge Trail	40,000	8,630	31,370	31,370
2020 CEM Vehicle Replacement	50,000	34,743	15,257	15,257
Various Facility Improvements 2021	100,000	100,000	-	-
Intersection Safety Improvements	500,000	477,854	22,146	22,146
WR 16, Bridge B016103, Rehab	150,000	-	150,000	150,000
WR 32, Intersection Hwy 7 & Township Rd 3	150,000	45,236	104,764	104,764
232 Delhi Elevator Modernization	161,000	128,882	32,118	7,757
Applewood / Sunset Windows	647,000	492,672	154,328	37,700
Mohawk / Delaware Windows & Siding	819,000	731,209	87,791	20,898
51 John Balcony Rehab	110,000	16,695	93,305	22,954
450 Albert Balcony Rehab	10,000	-	10,000	2,000
2020 Network Replacement	100,000	64,181	35,819	26,906
Firewall and VPN Replacement	70,000	67,955	2,045	2,045
Advanced Malware Security	50,000	42,473	7,527	7,527
15 Douglas: Window Replacement	120,000	114,903	5,097	5,097
2020 POA Replacements	40,000	40,000	-	-
2019 Ambulance Equipment	158,000	158,000	-	-
	\$3,545,000	\$2,715,345	\$829,655	\$534,509

Capital Projects Details

Property Services

Property Services began 2021 with a total approved capital budget of \$2,687,000 consisting of 17 projects. To date staff added one project, completed and closed 4 projects, and have one more ready to close this month. The table below also accounts for life to date spending and purchase order commitments for total available funding of \$977,382.

Property Services	May 31, 2021	Sept 30, 2021
Open Capital at Dec 31, 2020	\$2,284,000	\$2,284,000
plus: 2021 Approved Capital Budget	\$403,000	\$403,000
plus: 2021 In-Year Budget Adjustments	\$0	\$570,000
2021 Total Approved Capital Budget	\$2,687,000	\$3,257,000
less: Previous Years Capital Spending*	(\$1,192,286)	(\$46,920)
Available Capital Funding for 2021	\$1,494,714	\$3,210,080
2021 Capital Spending to date	(\$195,282)	(\$726,282)
Open Purchase Orders	(\$210,067)	(\$221,829)
Closed Projects	(\$100,983)	(\$1,284,097)
Uncommitted Approved Funding	\$988,382	\$977,872

*Previous year spending reflects open projects only

The following table details spending to date and project spending plans for 2021.

Property Capital	LTD Budget	LTD Actuals	Remaining Budget	Comments
129 Wyndham: Tenant Elevator	\$200,000	\$0	\$200,000	Tender was awarded in June and work is underway. No variance is foreseen at this time.
15 Douglas: Window Replacement	\$120,000	\$115,037	\$4,963	Work is complete and ready to close. Minor surplus returns to the Property Reserve.
2021 Building Condition Audits	\$47,000	\$0	\$47,000	The project will complete assessments on facilities that were not completed in 2016. Work will be initiated this year.
2021 Property Building Retrofits	\$135,000	\$81,568	\$53,432	Project includes several building improvements across multiple facilities and work continues throughout 2021.
Admin Centre: Pave Corner Lot	\$40,000	\$0	\$40,000	Initial evaluation indicates that a larger area may need to be addressed. Additional budget is included in the 2022 budget process. Staff continue to monitor the condition of the site.
County Space Needs Study	\$100,000	\$0	\$100,000	Project remains open for future use to examine space needs for County staff.

Property Capital	LTD Budget	LTD Actuals	Remaining Budget	Comments
Courthouse: HVAC Upgrades	\$135,000	\$7,815	\$127,185	Project scope includes work on the cooling tower and chiller. Initial quotes exceed approved budget. Additional budget is included in the 2022 budget process.
Courthouse: Interior Upgrade	\$51,000	\$0	\$51,000	The project contains several components; staff are currently working to schedule contractors and secure materials. Work likely to carry forward to 2022.
COVID Air Quality Upgrades	\$570,000	\$376,970	\$193,030	This project is the result of a successful application through the ICIP COVID Stream. Work is fully funded and includes the installation of UV air filtration at various facilities throughout the County.
COVID HVAC Upgrades	\$400,000	\$152,707	\$247,293	Project scope includes the installation of humidification systems in county facilities and is ongoing.
Gaol: Facility Improvement	\$50,000	\$39,105	\$10,895	2021 works complete the repointing of the stone wall. Staff scheduled work to take place this summer, however the mason is experiencing a labour shortage. The hope is to complete prior to cold weather.
Admin Centre: Lighting Upgrade	\$40,000	\$0	\$40,000	Staff are working with consultants to evaluate building requirements and securing materials.
Courthouse: Lighting Upgrade	\$40,000	\$0	\$40,000	
Gaol: Lighting Upgrade	\$50,000	\$0	\$50,000	
Total Property	\$1,978,000	\$773,202	\$1,204,798	

CAO and Clerks

CAO and Clerks began 2021 with a total approved capital budget of \$1,177,000 consisting of 12 projects. To date staff completed and closed one project, and have three more ready to close this month. The table below also accounts for life to date spending and purchase order commitments for total available funding of \$340,385.

CAO & Clerks	May 31, 2021	Sept 30, 2021
Open Capital at Dec 31, 2020	\$747,000	\$747,000
plus: 2021 Approved Capital Budget	\$430,000	\$430,000
plus: 2021 In-Year Budget Adjustments	\$0	\$0
2021 Total Approved Capital Budget	\$1,177,000	\$1,177,000
less: Previous Years Capital Spending	(\$512,220)	(\$455,219)
Available Capital Funding for 2021	\$664,780	\$721,781
2021 Capital Spending to date	(\$72,306)	(\$162,107)
Open Purchase Orders	(\$22,848)	(\$106,898)
Closed Projects	(\$9,999)	(\$112,391)
Uncommitted Approved Funding	\$559,627	\$340,385

*Previous year spending reflects open projects only

The following table details spending to date and project spending plans for 2021.

CAO & Clerks	LTD Budget	LTD Actuals	Remaining Budget	Comments
Technical Services				
2020 Network Replacement	\$100,000	\$64,181	\$35,819	Work is complete and project is ready to close. County's share of savings returns to reserve. (\$26,906)
2021 Main Core Switches	\$120,000	\$0	\$120,000	Work scheduled to commence in November to coincide with life cycle, however, staff anticipate delays in materials due to the global chip shortage.
2021 Wifi Unit Replacement	\$100,000	\$27,336	\$72,664	Work on this lifecycle replacement is underway and will carry forward to 2022.
Advanced Malware Security	\$50,000	\$42,473	\$7,527	Work is complete and project is ready to close. Project surplus returns to reserve. (predates cost sharing of IT project)
Archive Storage Replacement	\$35,000	\$0	\$35,000	Work will be initiated in the 4 th quarter.
Fire Suppression Data Centre	\$50,000	\$0	\$50,000	Staff received quotes for the work, which exceed the approved budget. Additional budget is included in the 2022 budget process.
Firewall and VPN Replacement	\$70,000	\$67,955	\$2,045	Work is complete and project is ready to close. Project surplus returns to reserve. (predates cost sharing of IT project)
Point-to-Point Radios Guelph	\$30,000	\$0	\$30,000	Work is scheduled to begin this month with no variance anticipated at this time.

CAO & Clerks	LTD Budget	LTD Actuals	Remaining Budget	Comments
Asset Management Software	\$350,000	\$273,378	\$76,622	The software implementation is complete. Staff process the final invoice in October. Project surplus of \$7,775 returns to reserve for future use.
Application Services				
Financial Systems Software	\$45,000	\$40,299	\$4,701	Project is fully committed and will be complete in year and on budget.
Kronos: Library Implementation	\$160,000	\$101,703	\$58,297	Staff anticipate completion this fall with savings.
Total CAO and Clerks	\$1,110,000	\$617,326	\$492,674	

Land Ambulance and POA:

Land Ambulance and POA services provided by the City of Guelph are cost shared with the County. Capital statements for the City Led projects reflect the County's share of the overall project. Land Ambulance began 2021 with a total approved budget of \$1,509,000. To date one project closed and one more is set to close this month. The table below also accounts for life to date spending for total available funding of \$1,283,976.

Land Ambulance	May 31, 2021	Sept 30, 2021
Open Capital at Dec 31, 2020	\$ 1,063,000	\$ 1,063,000
plus: 2021 Approved Capital Budget	\$ 446,000	\$ 446,000
plus: 2021 In-Year Budget Adjustments	\$ 120,000	\$ 120,000
2021 Total Approved Capital Budget	\$ 1,629,000	\$ 1,629,000
less: Previous Years Capital Spending	\$ (240,572)	\$ (215,839)
Available Capital Funding for 2021	\$ 1,388,428	\$ 1,413,161
2021 Capital Spending to date	\$ -	\$ (104,185)
Open Purchase Orders	\$ -	
Closed Projects	\$ (266)	\$ (25,000)
Uncommitted Approved Funding	\$ 1,388,162	\$ 1,283,976

POA began 2021 with a total approved budget of \$103,000. Spending to date reflects second quarter invoicing from the City. To date one project is set to close this month. The table below also accounts for life to date spending for total available funding of \$53,610.

Provincial Offences Act	May 31, 2021	Sept 30, 2021
Open Capital at Dec 31, 2020	\$ 40,000	\$ 40,000
plus: 2021 Approved Capital Budget	\$ 63,000	\$ 63,000
plus: 2021 In-Year Budget Adjustments	\$ -	\$ -
2021 Total Approved Capital Budget	\$ 103,000	\$ 103,000
less: Previous Years Capital Spending	\$ (22,794)	\$ (22,794)
Available Capital Funding for 2021	\$ 80,206	\$ 80,206
2021 Capital Spending to date	\$ -	\$ (26,596)
Open Purchase Orders	\$ -	
Closed Projects	\$ -	\$ -
Uncommitted Approved Funding	\$ 80,206	\$ 53,610

Operating Budget Summary

The attached Schedule "A" sets out the year-end variance projections. A surplus of between \$1.8 million and \$2.5 million is projected at this point in the year, and the range of potential variances reflects the variability that may occur as the year progresses. The most significant factors which will determine the County's final year-end position in 2021 are as follows:

- The extent to which services throughout the County have been and continue to be impacted from the COVID-19 pandemic and how the funding from upper levels of government can be utilized to offset additional costs
- Supplementary taxes and tax write-offs
- The severity of the winter weather and its impact on roads and building operations (heat/hydro/energy/snow removal) costs
- Updates from the City of Guelph on potential Land Ambulance and POA variances

Capital Summary

The attached Schedule B summarizes County-wide capital spending to date. All approved budget adjustments are reflected in this summary.

Development Charge Update

The attached Schedule C charts show year to date development charges collections with a comparison to the same period last year and a summary of annual development charge collections since 2016.

Overall development charges collected to date are 3.2% higher than the same time last year and are tracking to end the year in line with last year.

Recommendation:

That the County Financial Statements and Variance Projections as of September 30, 2021 be approved.

Respectfully submitted



Ken DeHart, CPA, CGA
County Treasurer

Schedule "A"

COUNTY OF WELLINGTON					
2021 OPERATING BUDGET VARIANCE ANALYSIS AS OF SEPTEMBER 30, 2021					

	2021 Budget	Sept 30/21 net actual	Sept 30/21 actual as a % of budget	Projected variance to Dec. 31/21	
				Scenario 1	Scenario 2
<u>Programmes and Services</u>					
Roads and Bridges	30,240.3	23,095.8	76%	100.0	200.0
Police Services	17,724.7	12,785.9	72%	450.0	460.0
Long-Term Care Home	9,452.0	8,080.6	85%	25.0	30.0
County Library System	8,597.3	5,489.5	64%	70.0	90.0
Solid Waste Services	7,435.0	5,280.7	71%	(100.0)	(80.0)
Ambulance Services	5,305.5	3,816.1	72%	(120.0)	(100.0)
Social Housing	4,679.0	4,047.7	87%	60.0	70.0
Public Health	2,773.6	2,051.0	74%	(700.0)	(650.0)
Planning and Development	2,196.8	1,284.2	58%	150.0	200.0
County Museum and Archives	2,152.4	1,484.5	69%	30.0	40.0
Ontario Works	1,962.4	831.8	42%	200.0	250.0
Economic Development	1,573.6	996.6	63%	320.0	340.0
Children's Early Years	1,308.9	943.7	72%	0.0	20.0
Green Legacy	1,000.0	549.8	55%	25.0	30.0
Emergency Management	874.7	1,186.3	136%	10.0	20.0
Affordable Housing	738.0	180.2	24%	0.0	0.0
Community Grants	458.8	113.5	25%	0.0	10.0
Provincial Offences	(186.4)	209.6	-112%	(130.0)	(100.0)
Subtotal	98,286.6	72,427.6	74%	390.0	830.0
<u>General Government</u>					
Office of the CAO and Clerk	4,543.1	2,841.0	63%	200.0	230.0
Treasury	2,115.7	1,413.2	67%	130.0	150.0
County Property	1,271.1	848.5	67%	30.0	50.0
County Council	1,223.5	817.8	67%	120.0	140.0
Human Resources	1,103.5	673.9	61%	130.0	150.0
Subtotal	10,256.9	6,594.3	64%	610.0	720.0
<u>Non-Programme Expenditures and Revenues</u>					
General Expenses/Revenues	2,617.4	167.6	6%	400.0	450.0
Tax Levy Requirement	(108,828.1)	(79,209.6)	73%	0.0	0.0
PIIs and Supplementary Taxes	(2,332.8)	(652.0)	28%	400.0	500.0
Subtotal	(108,543.5)	(79,694.0)	73%	800.0	950.0
Net Total	0.0	(672.1)		1,800.0	2,500.0
Variance % of Tax Levy				1.7%	2.3%
Variance % of Operating Expenditures				1.0%	1.4%

Schedule "B"

Summary of Capital Projects to September 30, 2021						
	Approved Budget	Current Year	Previous Years	Total	% of Budget	Remaining Budget
Roads and Engineering	\$69,706,700	\$11,766,937	\$30,544,735	\$42,311,672	61%	\$27,395,028
Social Services	\$11,800,300	\$3,315,039	\$2,653,452	\$5,968,491	51%	\$5,831,809
Solid Waste Services	\$6,690,000	\$27,003	\$2,930,934	\$2,957,936	44%	\$3,732,064
Museum & Archives at WP	\$5,092,000	\$38,073	\$2,901,350	\$2,939,422	58%	\$2,152,578
Long-Term Care Homes	\$2,050,000	\$116,592	\$504,539	\$621,131	30%	\$1,428,869
Property Services	\$1,978,000	\$726,282	\$46,920	\$773,202	39%	\$1,204,798
Land Ambulance	\$1,604,000	\$104,186	\$215,839	\$320,025	20%	\$1,283,975
Economic Development	\$1,172,500	\$32,216	\$345,776	\$377,992	32%	\$794,508
Office of the CAO/Clerk	\$1,110,000	\$162,107	\$455,219	\$617,326	56%	\$492,674
Library Services	\$840,000	\$76,285	\$78,628	\$154,913	18%	\$685,087
Planning	\$455,000	\$89,457	\$124,971	\$214,428	47%	\$240,572
Police Services	\$140,000	\$10,250	\$0	\$10,250	7%	\$129,750
POA Administration	\$103,000	\$26,596	\$22,794	\$49,390	48%	\$53,610
Emergency Management	\$80,000	\$55,184	\$0	\$55,184	69%	\$24,816
Total Capital	\$102,821,500	\$16,546,206	\$40,825,157	\$57,371,364	56%	\$45,450,136

Schedule "C"

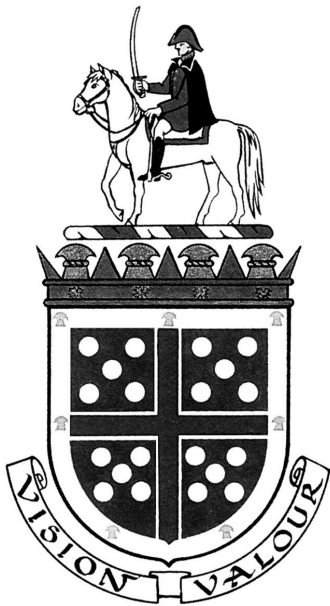
County of Wellington Year To Date Development Charges 2020 vs. 2021						
Collected To Date September 30, 2021	2020 # of Units	DCs collected to 09/30/20	2021 # of Units	DCs collected to 09/30/21	\$ Change	% Change
Single Dwelling	225	\$ 1,215,087	246	\$ 1,359,142	\$ 144,055	11.9%
Apartments - 2+ Bedrooms	33	\$ 115,619	10	\$ 35,390	\$ (80,229)	-69.4%
Apartments - 1 Bedroom	3	\$ 7,507	8	\$ 20,688	\$ 13,181	175.6%
Other Multiples	31	\$ 132,401	76	\$ 298,228	\$ 165,827	125.2%
Special Care Dwellings	0	\$ -	0	\$ -	\$ -	0.0%
Non-Residential (sq ft)	234,248	\$ 368,936	116,026	\$ 185,606	\$ (183,329)	-49.7%
Total		\$1,839,550		\$1,899,054	\$ 59,504	3.2%

County of Wellington YTD and 5 Year Development Charge Collection History						
	2016	2017	2018	2019	2020	2021 YTD
Single Dwelling	\$ 1,167,900	\$ 1,497,266	\$ 1,185,983	\$ 2,035,462	\$ 2,036,474	\$ 1,359,142
Apartments - 2+ Bedrooms	\$ 17,908	\$ 23,700	\$ 63,020	\$ 145,985	\$ 122,633	\$ 35,390
Apartments - 1 Bedroom	\$ 10,980	\$ 6,767	\$ 73,708	\$ 2,475	\$ 7,507	\$ 20,688
Other Multiples	\$ 305,468	\$ 387,258	\$ 139,358	\$ 463,008	\$ 316,054	\$ 298,228
Special Care Dwellings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 266,847	\$ 430,703	\$ 480,781	\$ 453,536	\$ 486,157	\$ 185,606
Total	\$1,769,103	\$2,345,694	\$1,942,850	\$3,100,466	\$ 2,968,825	\$1,899,054

THE COUNTY OF WELLINGTON

**ADMINISTRATION, FINANCE
AND HUMAN RESOURCES
COMMITTEE**

**CORPORATE FINANCIAL
STATEMENTS**



September 30, 2021



County of Wellington
General Revenue & Expenditure
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Property Taxation	\$111,160,900	\$27,433,097	\$82,306,331	74%	\$28,854,569
Grants and Subsidies	\$1,089,700	\$0	\$817,275	75%	\$272,425
Sales Revenue	\$19,200	\$0	\$0	0%	\$19,200
Other Revenue	\$2,837,000	\$122,375	\$1,272,922	45%	\$1,564,078
Internal Recoveries	\$42,500	\$2,297	\$20,329	48%	\$22,172
Total Revenue	\$115,149,300	\$27,557,770	\$84,416,856	73%	\$30,732,444
Expenditures					
Supplies, Material, Equipment	\$29,300	\$280	\$2,984	10%	\$26,316
Purchased Services	\$2,380,600	\$44,093	\$1,535,012	64%	\$845,588
Insurance and Financial	\$1,365,600	\$1,836	\$228,534	17%	\$1,137,066
Total Expenditures	\$3,775,500	\$46,208	\$1,766,531	47%	\$2,008,969
NET OPERATING COST / (REVENUE)	\$(111,373,800)	\$(27,511,562)	\$(82,650,325)	74%	\$(28,723,475)
Transfers					
Transfers from Reserves	\$(806,700)	\$0	\$(806,700)	100%	\$0
Transfer to Reserves	\$3,637,000	\$0	\$800,000	22%	\$2,837,000
Total Transfers	\$2,830,300	\$0	\$(6,700)	0%	\$2,837,000
NET COST (REVENUE)	\$(108,543,500)	\$(27,511,562)	\$(82,657,025)	76%	\$(25,886,475)



County of Wellington
County Council
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Salaries, Wages and Benefits	\$972,200	\$106,087	\$723,941	74%	\$248,259
Supplies, Material, Equipment	\$56,000	\$271	\$10,512	19%	\$45,488
Purchased Services	\$232,800	\$17,057	\$90,435	39%	\$142,365
Insurance and Financial	\$10,100	\$753	\$8,448	84%	\$1,652
Total Expenditures	\$1,271,100	\$124,168	\$833,335	66%	\$437,765
NET OPERATING COST / (REVENUE)	\$1,271,100	\$124,168	\$833,335	66%	\$437,765
NET COST (REVENUE)	\$1,271,100	\$124,168	\$833,335	66%	\$437,765



County of Wellington
Office of the CAO/Clerk
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
User Fees and Charges	\$600	\$0	\$136	23%	\$465
Sales Revenue	\$20,000	\$0	\$0	0%	\$20,000
Other Revenue	\$22,000	\$1,792	\$15,260	69%	\$6,741
Internal Recoveries	\$1,605,800	\$133,817	\$1,204,350	75%	\$401,450
Total Revenue	\$1,648,400	\$135,608	\$1,219,745	74%	\$428,655
Expenditures					
Salaries, Wages and Benefits	\$4,028,000	\$273,823	\$2,969,401	74%	\$1,058,599
Supplies, Material, Equipment	\$194,900	\$7,612	\$108,273	56%	\$86,627
Purchased Services	\$1,543,300	\$33,706	\$1,126,619	73%	\$416,681
Insurance and Financial	\$123,200	\$5,017	\$115,709	94%	\$7,491
Internal Charges	\$2,100	\$127	\$631	30%	\$1,469
Total Expenditures	\$5,891,500	\$320,284	\$4,320,633	73%	\$1,570,867
NET OPERATING COST / (REVENUE)	\$4,243,100	\$184,676	\$3,100,888	73%	\$1,142,212
Transfers					
Transfer to Reserves	\$300,000	\$0	\$300,000	100%	\$0
Total Transfers	\$300,000	\$0	\$300,000	100%	\$0
NET COST (REVENUE)	\$4,543,100	\$184,676	\$3,400,888	75%	\$1,142,212



County of Wellington

08-October-2021

Office of the CAO/Clerk

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Technical Services							
2020 Network Replacement	\$100,000	\$0	\$0	\$64,181	\$64,181	64 %	\$35,819
2021 Main Core Switches	\$120,000	\$0	\$0	\$0	\$0	0 %	\$120,000
2021 Wifi Unit Replacement	\$100,000	\$27,336	\$27,336	\$0	\$27,336	27 %	\$72,664
Advanced Malware Security	\$50,000	\$0	\$0	\$42,473	\$42,473	85 %	\$7,527
Archive Storage Replacement	\$35,000	\$0	\$0	\$0	\$0	0 %	\$35,000
Fire Suppression Data Centre	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Firewall and VPN Replacement	\$70,000	\$16,295	\$16,295	\$51,660	\$67,955	97 %	\$2,045
Point to Point Radios Guelph	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Subtotal Technical Services	\$555,000	\$43,631	\$43,631	\$158,314	\$201,946	36%	\$353,054
Application Services							
Asset Management Software	\$350,000	\$7,937	\$12,071	\$261,307	\$273,378	78 %	\$76,622
Financial Systems Software	\$45,000	\$0	\$4,701	\$35,598	\$40,299	90 %	\$4,701
Kronos: Library Implementation	\$160,000	\$12,060	\$101,703	\$0	\$101,703	64 %	\$58,297
Subtotal Application Services	\$555,000	\$19,997	\$118,475	\$296,905	\$415,380	75%	\$139,620
Total Office of the CAO/Clerk	\$1,110,000	\$63,628	\$162,107	\$455,219	\$617,326	56 %	\$492,674



County of Wellington
Treasury
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Other Revenue	\$1,700	\$116	\$116	7%	\$1,585
Internal Recoveries	\$561,000	\$46,750	\$420,750	75%	\$140,250
Total Revenue	\$562,700	\$46,866	\$420,866	75%	\$141,835
Expenditures					
Salaries, Wages and Benefits	\$2,077,600	\$167,755	\$1,519,891	73%	\$557,709
Supplies, Material, Equipment	\$51,600	\$6,637	\$33,016	64%	\$18,584
Purchased Services	\$565,700	\$18,994	\$317,332	56%	\$248,368
Insurance and Financial	\$207,300	\$6,165	\$84,416	41%	\$122,884
Internal Charges	\$3,000	\$92	\$776	26%	\$2,224
Total Expenditures	\$2,905,200	\$199,643	\$1,955,430	67%	\$949,770
NET OPERATING COST / (REVENUE)	\$2,342,500	\$152,777	\$1,534,565	66%	\$807,935
Transfers					
Transfers from Reserves	\$(401,800)	\$0	\$0	0%	\$(401,800)
Transfer to Reserves	\$175,000	\$0	\$175,000	100%	\$0
Total Transfers	\$(226,800)	\$0	\$175,000	(77%)	\$(401,800)
NET COST (REVENUE)	\$2,115,700	\$152,777	\$1,709,565	81%	\$406,135



County of Wellington
Human Resources
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Other Revenue	\$26,800	\$2,233	\$20,101	75%	\$6,699
Internal Recoveries	\$944,000	\$78,666	\$708,001	75%	\$235,999
Total Revenue	\$970,800	\$80,899	\$728,102	75%	\$242,698
Expenditures					
Salaries, Wages and Benefits	\$1,447,100	\$108,531	\$1,097,392	76%	\$349,708
Supplies, Material, Equipment	\$156,100	\$7,338	\$48,178	31%	\$107,922
Purchased Services	\$678,500	\$8,985	\$378,288	56%	\$300,212
Transfer Payments	\$90,000	\$21,133	\$61,133	68%	\$28,867
Insurance and Financial	\$283,300	\$1,995	\$284,195	100%	\$(895)
Internal Charges	\$1,500	\$3	\$729	49%	\$771
Total Expenditures	\$2,656,500	\$147,984	\$1,869,914	70%	\$786,586
NET OPERATING COST / (REVENUE)	\$1,685,700	\$67,085	\$1,141,812	68%	\$543,888
Transfers					
Transfers from Reserves	\$(582,200)	\$0	\$(305,000)	52%	\$(277,200)
Total Transfers	\$(582,200)	\$0	\$(305,000)	52%	\$(277,200)
NET COST (REVENUE)	\$1,103,500	\$67,085	\$836,813	76%	\$266,687



County of Wellington
Property Services
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Licenses, Permits and Rents	\$1,242,700	\$96,893	\$956,889	77%	\$285,811
User Fees and Charges	\$158,000	\$19,263	\$118,204	75%	\$39,796
Other Revenue	\$27,500	\$2,438	\$22,972	84%	\$4,528
Internal Recoveries	\$828,300	\$64,950	\$584,550	71%	\$243,750
Total Revenue	\$2,256,500	\$183,544	\$1,682,615	75%	\$573,885
Expenditures					
Salaries, Wages and Benefits	\$1,231,100	\$101,310	\$913,947	74%	\$317,153
Supplies, Material, Equipment	\$217,500	\$22,472	\$174,613	80%	\$42,887
Purchased Services	\$955,800	\$111,602	\$740,585	77%	\$215,215
Transfer Payments	\$0	\$0	\$5,000	0%	\$(5,000)
Insurance and Financial	\$70,700	\$5,455	\$64,749	92%	\$5,951
Minor Capital Expenses	\$86,500	\$0	\$18,935	22%	\$67,565
Debt Charges	\$292,100	\$0	\$236,768	81%	\$55,332
Internal Charges	\$0	\$225	\$4,896	0%	\$(4,896)
Total Expenditures	\$2,853,700	\$241,065	\$2,159,493	76%	\$694,207
NET OPERATING COST / (REVENUE)	\$597,200	\$57,521	\$476,877	80%	\$120,323
Transfers					
Transfers from Reserves	\$(128,000)	\$0	\$0	0%	\$(128,000)
Transfer to Reserves	\$754,300	\$0	\$650,000	86%	\$104,300
Total Transfers	\$626,300	\$0	\$650,000	104%	\$(23,700)
NET COST (REVENUE)	\$1,223,500	\$57,521	\$1,126,877	92%	\$96,623



County of Wellington

08-October-2021

Property Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
129 Wyndham: Tenant Elevator	\$200,000	\$0	\$0	\$0	\$0	0 %	\$200,000
15 Douglas: Window Replacement	\$120,000	\$134	\$115,037	\$0	\$115,037	96 %	\$4,963
2021 Building Condition Audits	\$47,000	\$0	\$0	\$0	\$0	0 %	\$47,000
21 Property Building Retrofits	\$135,000	\$9,892	\$81,568	\$0	\$81,568	60 %	\$53,432
Admin Centre: Lighting Upgrade	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
Admin Centre: Pave Corner Lot	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
County Space Needs Study	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Court House: HVAC Upgrades	\$135,000	\$0	\$0	\$7,815	\$7,815	6 %	\$127,185
Courthouse: Interior Upgrade	\$51,000	\$0	\$0	\$0	\$0	0 %	\$51,000
Courthouse: Lighting Upgrade	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
COVID Air Quality Upgrades	\$570,000	\$96,876	\$376,970	\$0	\$376,970	66 %	\$193,030
COVID HVAC Upgrades	\$400,000	\$4,961	\$152,707	\$0	\$152,707	38 %	\$247,293
Gaol: Facility Improvement	\$50,000	\$0	\$0	\$39,105	\$39,105	78 %	\$10,895
Gaol: Lighting Upgrade	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Total Property Services	\$1,978,000	\$111,862	\$726,282	\$46,920	\$773,202	39 %	\$1,204,798



County of Wellington
Grants & Contributions
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Transfer Payments	\$84,800	\$500	\$74,454	88%	\$10,346
Debt Charges	\$377,000	\$0	\$44,715	12%	\$332,285
Total Expenditures	\$461,800	\$500	\$119,169	26%	\$342,631
NET OPERATING COST / (REVENUE)	\$461,800	\$500	\$119,169	26%	\$342,631
Transfers					
Transfers from Reserves	\$(3,000)	\$0	\$0	0%	\$(3,000)
Total Transfers	\$(3,000)	\$0	\$0	0%	\$(3,000)
NET COST (REVENUE)	\$458,800	\$500	\$119,169	26%	\$339,631



County of Wellington
POA Administration
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Municipal Recoveries	\$266,400	\$20,342	\$125,271	47%	\$141,129
Total Revenue	\$266,400	\$20,342	\$125,271	47%	\$141,129
NET OPERATING COST / (REVENUE)	\$(266,400)	\$(20,342)	\$(125,271)	47%	\$(141,129)
Transfers					
Transfer to Reserves	\$80,000	\$0	\$80,000	100%	\$0
Total Transfers	\$80,000	\$0	\$80,000	100%	\$0
NET COST (REVENUE)	\$(186,400)	\$(20,342)	\$(45,271)	24%	\$(141,129)



County of Wellington

08-October-2021

POA Administration

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
2020 POA Replacements	\$40,000	\$0	\$17,206	\$22,794	\$40,000	100 %	\$0
2021 POA Replacements	\$63,000	\$0	\$9,390	\$0	\$9,390	15 %	\$53,610
Total POA Administration	\$103,000	\$0	\$26,596	\$22,794	\$49,390	48 %	\$53,610



County of Wellington
Land Ambulance
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Transfer Payments	\$4,705,500	\$350,110	\$3,446,111	73%	\$1,259,389
Total Expenditures	\$4,705,500	\$350,110	\$3,446,111	73%	\$1,259,389
NET OPERATING COST / (REVENUE)	\$4,705,500	\$350,110	\$3,446,111	73%	\$1,259,389
Transfers					
Transfer to Reserves	\$600,000	\$0	\$600,000	100%	\$0
Total Transfers	\$600,000	\$0	\$600,000	100%	\$0
NET COST (REVENUE)	\$5,305,500	\$350,110	\$4,046,111	76%	\$1,259,389



County of Wellington

08-October-2021

Land Ambulance

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
County Led Projects							
Amb Station Feasibility Study	\$100,000	\$0	\$0	\$16,078	\$16,078	16 %	\$83,922
Drayton Paramedicine Programme	\$120,000	\$0	\$5,431	\$0	\$5,431	5 %	\$114,569
Erin Ambulance Station	\$500,000	\$0	\$0	\$1,526	\$1,526	0 %	\$498,474
Subtotal County Led Projects	\$720,000	\$0	\$5,431	\$17,604	\$23,036	3%	\$696,964
City Led Projects							
2019 Ambulance Equipment	\$158,000	\$0	\$21,927	\$136,073	\$158,000	100 %	\$0
2020 Amb Facilities & Studies	\$105,000	\$0	\$13,705	\$45,389	\$59,093	56 %	\$45,907
2020 Ambulance Equipment	\$15,000	\$0	\$3,148	\$0	\$3,148	21 %	\$11,852
2020 Replacement Ambulances	\$160,000	\$0	\$16,509	\$16,773	\$33,282	21 %	\$126,718
2021 Amb Facilities & Studies	\$15,000	\$0	\$0	\$0	\$0	0 %	\$15,000
2021 Ambulance Equipment	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
2021 Ambulance IT Replacements	\$81,000	\$0	\$43,466	\$0	\$43,466	54 %	\$37,534
2021 Replacement Ambulances	\$300,000	\$0	\$0	\$0	\$0	0 %	\$300,000
Subtotal City Led Projects	\$884,000	\$0	\$98,755	\$198,234	\$296,989	34%	\$587,011
Total Land Ambulance	\$1,604,000	\$0	\$104,186	\$215,839	\$320,025	20 %	\$1,283,975



County of Wellington
Public Health Unit
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Salaries, Wages and Benefits	\$0	\$7,356	\$433,375	0%	\$(433,375)
Supplies, Material, Equipment	\$0	\$(2,395)	\$82,590	0%	\$(82,590)
Purchased Services	\$0	\$10,747	\$100,407	0%	\$(100,407)
Transfer Payments	\$2,426,500	\$0	\$1,819,844	75%	\$606,656
Insurance and Financial	\$0	\$168	\$8,844	0%	\$(8,844)
Debt Charges	\$347,100	\$0	\$286,788	83%	\$60,312
Total Expenditures	\$2,773,600	\$15,876	\$2,731,848	98%	\$41,752
NET OPERATING COST / (REVENUE)	\$2,773,600	\$15,876	\$2,731,848	98%	\$41,752
NET COST (REVENUE)	\$2,773,600	\$15,876	\$2,731,848	98%	\$41,752



County of Wellington
Roads and Engineering
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Municipal Recoveries	\$939,300	\$880	\$437,824	47%	\$501,476
User Fees and Charges	\$358,000	\$249,136	\$329,037	92%	\$28,963
Sales Revenue	\$420,000	\$0	\$197,435	47%	\$222,565
Other Revenue	\$0	\$140	\$140	0%	\$(140)
Internal Recoveries	\$2,013,700	\$125,658	\$1,263,443	63%	\$750,257
Total Revenue	\$3,731,000	\$375,814	\$2,227,878	60%	\$1,503,122
Expenditures					
Salaries, Wages and Benefits	\$6,408,700	\$415,729	\$4,382,422	68%	\$2,026,278
Supplies, Material, Equipment	\$6,845,600	\$166,939	\$3,960,156	58%	\$2,885,444
Purchased Services	\$2,047,800	\$146,391	\$1,355,524	66%	\$692,276
Insurance and Financial	\$623,300	\$10,177	\$568,326	91%	\$54,974
Minor Capital Expenses	\$480,000	\$90,212	\$199,500	42%	\$280,500
Debt Charges	\$927,600	\$14,187	\$474,742	51%	\$452,858
Internal Charges	\$1,869,100	\$100,649	\$1,151,439	62%	\$717,661
Total Expenditures	\$19,202,100	\$944,284	\$12,092,109	63%	\$7,109,991
NET OPERATING COST / (REVENUE)	\$15,471,100	\$568,471	\$9,864,231	64%	\$5,606,869
Transfers					
Transfers from Reserves	\$(794,300)	\$0	\$0	0%	\$(794,300)
Transfer to Capital	\$10,513,500	\$0	\$10,513,500	100%	\$0
Transfer to Reserves	\$5,050,000	\$0	\$4,400,000	87%	\$650,000
Total Transfers	\$14,769,200	\$0	\$14,913,500	101%	\$(144,300)
NET COST (REVENUE)	\$30,240,300	\$568,471	\$24,777,731	82%	\$5,462,569



County of Wellington

05-October-2021

Roads and Engineering

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	% of	Remaining	
	Budget	Actual	Year	Years	Total	Budget	
Roads General							
New Erin / Brucedale Shop	\$125,000	\$0	\$0	\$20,667	\$20,667	17 %	\$104,333
Rebuild Arthur Shop	\$2,200,000	\$0	\$3,562	\$0	\$3,562	0 %	\$2,196,438
Roads Equipment 2021	\$2,525,000	\$0	\$1,145,052	\$0	\$1,145,052	45 %	\$1,379,948
Route Patrol Hardware Upgrade	\$110,000	\$0	\$0	\$0	\$0	0 %	\$110,000
Various Facility Improv 2021	\$100,000	\$0	\$100,000	\$0	\$100,000	100 %	\$0
Subtotal Roads General	\$5,060,000	\$0	\$1,248,613	\$20,667	\$1,269,280	25%	\$3,790,720
Engineering							
2020 Mill and Pave	\$754,000	\$875	\$32,981	\$333,527	\$366,509	49 %	\$387,491
2021 Pavement Condition Study	\$325,000	\$0	\$0	\$0	\$0	0 %	\$325,000
2021 Pavement Preservation	\$3,225,000	\$1,412	\$1,322,980	\$0	\$1,322,980	41 %	\$1,902,020
2021 Retaining Wall Inv & Cond	\$250,000	\$0	\$0	\$0	\$0	0 %	\$250,000
2021 Warranty Works	\$100,000	\$1,603	\$43,002	\$0	\$43,002	43 %	\$56,998
Asset Management Hardware	\$45,000	\$91	\$16,132	\$0	\$16,132	36 %	\$28,868
Culvert Condition Study	\$50,000	\$0	\$0	\$2,962	\$2,962	6 %	\$47,038
Intersection Safety Imprvmnts	\$500,000	\$0	\$456,820	\$21,035	\$477,854	96 %	\$22,146
Storm Water Condition Review	\$500,000	\$0	\$303,880	\$187,997	\$491,876	98 %	\$8,124
WR 109, Bridge Work Strategy	\$346,600	\$12,959	\$106,188	\$112,059	\$218,247	63 %	\$128,353
Subtotal Engineering	\$6,095,600	\$16,940	\$2,281,983	\$657,580	\$2,939,564	48%	\$3,156,036
Growth Related Construction							
Transportation Master Plan	\$290,000	\$11,148	\$162,368	\$36,506	\$198,875	69 %	\$91,125
WR 124 at WR 32 Intersection	\$1,135,000	\$6,721	\$158,866	\$53,011	\$211,877	19 %	\$923,123
WR 18 at WR 26 Intersection	\$100,000	\$5,150	\$5,150	\$0	\$5,150	5 %	\$94,850
WR 18 Intersections	\$1,135,000	\$139,725	\$224,798	\$29,489	\$254,287	22 %	\$880,713
WR 46, WR 34 to 401	\$11,939,200	\$4,150	\$539,022	\$11,325,909	\$11,864,931	99 %	\$74,269
WR 7 @ 1st Line Roundabout	\$150,000	\$0	\$0	\$38,118	\$38,118	25 %	\$111,883
WR124, Whitelaw Int to E of 32	\$50,000	\$0	\$0	\$7,410	\$7,410	15 %	\$42,590
Subtotal Growth Related Constructi	\$14,799,200	\$166,894	\$1,090,204	\$11,490,443	\$12,580,647	85%	\$2,218,553



County of Wellington

05-October-2021

Roads and Engineering

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

LIFE-TO-DATE ACTUALS							
Approved Budget	September Actual	Current Year	Previous Years	Total	% of Budget	Remaining Budget	
Roads Construction							
WR 124, Land & Utility GET Rd1	\$2,000,000	\$0	\$0	\$0	0 %	\$2,000,000	
WR 25, WR 52 to WR 42, 7 km	\$7,150,000	\$0	\$57,549	\$2,955,651	42 %	\$4,136,800	
WR 32, WR 33 to Con 2, 2.5 km	\$200,000	\$0	\$15,081	\$74,696	45 %	\$110,223	
WR 42 at WR 24 Intersection	\$75,000	\$0	\$0	\$0	0 %	\$75,000	
WR 45, Road/Slope @ WR 12	\$1,300,000	\$0	\$13,353	\$0	\$13,353	1 %	\$1,286,647
WR 5, WR 123 to Lett St Minto	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR 50, Third Line to WR 24	\$6,125,000	\$10,338	\$50,893	\$6,005,008	\$6,055,901	99 %	\$69,099
WR 52, WR 124 to 9th Line	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR18 Geddes St Elora, RtnngWall	\$125,000	\$1,431	\$15,911	\$22,881	\$38,792	31 %	\$86,208
Subtotal Roads Construction	\$17,175,000	\$11,769	\$152,788	\$9,058,235	\$9,211,023	54%	\$7,963,977
Bridges							
WR 109, Bridges 128, 129 & 141	\$1,300,000	\$6,165	\$1,181,462	\$0	\$1,181,462	91 %	\$118,538
WR 109, CR Bridge 4, B109133	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR 109,CR Bridge 10 B109134	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR 109,CR Bridge 6 B109132	\$49,400	\$0	\$0	\$34,874	\$34,874	71 %	\$14,526
WR 11, Flax Bridge B011025 Rep	\$150,000	\$7,520	\$31,579	\$0	\$31,579	21 %	\$118,421
WR 16, Bridge B016103, Rehab	\$150,000	\$0	\$0	\$0	\$0	0 %	\$150,000
WR 16, Penfold Bridge, B016038	\$200,000	\$17,594	\$17,594	\$49,164	\$66,759	33 %	\$133,241
WR 17, Bridge B017114, Rehab	\$150,000	\$3,446	\$25,018	\$12,990	\$38,008	25 %	\$111,992
WR 17, Bridge B017115, Rehab	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR 18, Bridge B018105 Replace	\$660,000	\$44,685	\$383,082	\$32,422	\$415,504	63 %	\$244,496
WR 18, Carroll Creek B018090	\$650,000	\$0	\$0	\$0	\$0	0 %	\$650,000
WR 21,Badley Bridge,B021057	\$8,000,000	\$4,776	\$573,449	\$7,502,354	\$8,075,803	101 %	-\$75,803
WR 34, Bridge B034123, Rehab	\$150,000	\$1,807	\$23,840	\$15,532	\$39,372	26 %	\$110,628
WR 35, Paddock Bridge, B035087	\$200,000	\$7,918	\$29,723	\$44,161	\$73,884	37 %	\$126,116
WR 36, Bridge B036086, Replace	\$75,000	\$0	\$0	\$3,564	\$3,564	5 %	\$71,436
WR 36, Bridge B036122, Replace	\$125,000	\$0	\$0	\$57,020	\$57,020	46 %	\$67,980
WR 38, Bridge B038113, Replace	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR 42, Bridge B042111, Rehab	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR 7, Bosworth Bridge, B007028	\$200,000	\$6,870	\$108,504	\$78,290	\$186,794	93 %	\$13,206
WR 7, Bridge B007071, Rehab	\$220,000	\$1,990	\$19,921	\$15,199	\$35,120	16 %	\$184,880
WR 7, Elora Gorge Xing B007059	\$175,000	\$3,104	\$3,104	\$0	\$3,104	2 %	\$171,896
Subtotal Bridges	\$12,754,400	\$105,875	\$2,397,276	\$7,845,570	\$10,242,846	80%	\$2,511,554



County of Wellington

05-October-2021

Roads and Engineering

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	% of	Remaining	
	Budget	Actual	Year	Years	Total	Budget	
Remaining						Budget	
Culverts							
2021 Various Culvert Needs	\$350,000	\$0	\$143,531	\$0	\$143,531	41 %	\$206,469
Municipal Drains	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR 109, Clvrt C109142, Replace	\$150,000	\$0	\$0	\$0	\$0	0 %	\$150,000
WR 12, Culvert C12086, Replace	\$125,000	\$0	\$17,605	\$73,399	\$91,004	73 %	\$33,996
WR 16, Clvrt C160090, Replace	\$800,000	\$199,906	\$295,001	\$21,548	\$316,549	40 %	\$483,451
WR 18, Culvert C180210, Liner	\$350,000	\$2,972	\$16,870	\$91,545	\$108,414	31 %	\$241,586
WR 32, Culvert C320130, Liner	\$510,000	\$150,941	\$160,862	\$55,022	\$215,884	42 %	\$294,116
WR 32, Culvert C321140 Replace	\$835,000	\$146,403	\$174,238	\$50,548	\$224,785	27 %	\$610,215
Subtotal Culverts	\$3,220,000	\$500,222	\$808,107	\$292,061	\$1,100,167	34%	\$2,119,833
County Bridges on Local Roads							
Armstrong Bridge 000070, Rehab	\$1,050,000	\$134,533	\$693,010	\$62,787	\$755,797	72 %	\$294,203
Hagan's Bridge B000067, Rehab	\$200,000	\$138,773	\$153,301	\$0	\$153,301	77 %	\$46,699
Subtotal County Bridges on Local R	\$1,250,000	\$273,306	\$846,311	\$62,787	\$909,098	73%	\$340,902
Roads Resurfacing							
WR 109, WR 7 to WR 10, 5.9 km	\$50,000	\$1,361	\$17,694	\$0	\$17,694	35 %	\$32,306
WR 123, Palm to Teviotdale	\$100,000	\$2,379	\$30,922	\$0	\$30,922	31 %	\$69,078
WR 17, ROW to Floradale Rd 1.5	\$700,000	\$0	\$0	\$0	\$0	0 %	\$700,000
WR 18, Fergus to Dufferin PH 1	\$2,880,000	\$1,231,955	\$2,298,408	\$70,520	\$2,368,928	82 %	\$511,072
WR 22, WR 26 to 300m S of WR24	\$1,870,000	\$231,441	\$279,423	\$81,790	\$361,212	19 %	\$1,508,788
WR 30, WR 39 to WR86, 1.8km	\$615,000	\$192,800	\$245,499	\$25,184	\$270,683	44 %	\$344,317
WR 32, Int Hwy 7 & Twnshp Rd 3	\$150,000	\$45,236	\$45,236	\$0	\$45,236	30 %	\$104,764
WR 7, Rothsay to WR 11, 5.2 km	\$50,000	\$1,883	\$24,473	\$0	\$24,473	49 %	\$25,527
WR 86, WR 85 to SR 19, 4.1 km	\$2,937,500	\$0	\$0	\$939,899	\$939,899	32 %	\$1,997,601
Subtotal Roads Resurfacing	\$9,352,500	\$1,707,054	\$2,941,654	\$1,117,393	\$4,059,047	43%	\$5,293,453
Total Roads and Engineering	\$69,706,700	\$2,782,060	\$11,766,937	\$30,544,735	\$42,311,672	61 %	\$27,395,028



County of Wellington
Solid Waste Services
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$1,275,500	\$308,656	\$641,143	50%	\$634,357
Licenses, Permits and Rents	\$19,100	\$0	\$19,093	100%	\$7
User Fees and Charges	\$3,581,200	\$249,182	\$2,523,094	70%	\$1,058,106
Sales Revenue	\$472,100	\$77,623	\$452,542	96%	\$19,558
Other Revenue	\$0	\$162	\$162	0%	\$(162)
Internal Recoveries	\$839,800	\$104	\$279,572	33%	\$560,228
Total Revenue	\$6,187,700	\$635,727	\$3,915,606	63%	\$2,272,094
Expenditures					
Salaries, Wages and Benefits	\$2,683,600	\$213,708	\$2,071,684	77%	\$611,916
Supplies, Material, Equipment	\$1,052,200	\$30,728	\$602,269	57%	\$449,931
Purchased Services	\$8,719,000	\$1,255,466	\$5,592,311	64%	\$3,126,689
Insurance and Financial	\$258,400	\$11,589	\$227,991	88%	\$30,409
Debt Charges	\$27,400	\$0	\$0	0%	\$27,400
Internal Charges	\$839,100	\$191	\$279,552	33%	\$559,548
Total Expenditures	\$13,579,700	\$1,511,681	\$8,773,808	65%	\$4,805,892
NET OPERATING COST / (REVENUE)	\$7,392,000	\$875,954	\$4,858,203	66%	\$2,533,797
Transfers					
Transfers from Reserves	\$(344,700)	\$0	\$0	0%	\$(344,700)
Transfer to Reserves	\$1,550,000	\$0	\$1,550,000	100%	\$0
Total Transfers	\$1,205,300	\$0	\$1,550,000	129%	\$(344,700)
NET COST (REVENUE)	\$8,597,300	\$875,954	\$6,408,203	75%	\$2,189,097



County of Wellington

04-October-2021

Solid Waste Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
SWS Administration							
Waste Management Strategy	\$300,000	\$0	\$2,794	\$189,323	\$192,118	64 %	\$107,882
Subtotal SWS Administration	\$300,000	\$0	\$2,794	\$189,323	\$192,118	64%	\$107,882
Equipment							
2018 SWS Equipment	\$850,000	\$0	-\$75,000	\$666,955	\$591,955	70 %	\$258,045
2021 SWS Equipment	\$90,000	\$0	\$0	\$0	\$0	0 %	\$90,000
Subtotal Equipment	\$940,000	\$0	-\$75,000	\$666,955	\$591,955	63%	\$348,045
Landfill and Transfer Stations							
Riverstown Compliance Mitigati	\$500,000	\$0	\$1,984	\$0	\$1,984	0 %	\$498,016
Riverstown: Cell Dev Phase II	\$850,000	\$0	\$9,357	\$833,534	\$842,890	99 %	\$7,110
Riverstown: Leachate Syst Dev	\$2,600,000	\$0	\$61,272	\$52,085	\$113,357	4 %	\$2,486,643
Riverstown: New Cell Dev Ph I	\$100,000	\$3,967	\$20,510	\$36,664	\$57,175	57 %	\$42,825
Site Impr - Rd Maint All Sites	\$100,000	\$0	\$6,085	\$28,101	\$34,186	34 %	\$65,814
Subtotal Landfill and Transfer Statio	\$4,150,000	\$3,967	\$99,208	\$950,384	\$1,049,592	25%	\$3,100,408
Closed Sites							
Elora Transfer clsd Nichol LF	\$1,300,000	\$0	\$0	\$1,124,271	\$1,124,271	86 %	\$175,729
Subtotal Closed Sites	\$1,300,000	\$0	\$0	\$1,124,271	\$1,124,271	86%	\$175,729
Total Solid Waste Services	\$6,690,000	\$3,967	\$27,003	\$2,930,934	\$2,957,936	44 %	\$3,732,064



County of Wellington
Planning
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$10,000	\$0	\$2,509	25%	\$7,491
Municipal Recoveries	\$290,000	\$22,145	\$290,047	100%	\$(47)
User Fees and Charges	\$932,000	\$65,075	\$681,165	73%	\$250,835
Total Revenue	\$1,232,000	\$87,220	\$973,721	79%	\$258,279
Expenditures					
Salaries, Wages and Benefits	\$2,181,100	\$155,113	\$1,536,456	70%	\$644,644
Supplies, Material, Equipment	\$53,900	\$5,323	\$39,369	73%	\$14,531
Purchased Services	\$364,900	\$11,600	\$69,204	19%	\$295,696
Transfer Payments	\$725,000	\$0	\$305,839	42%	\$419,161
Insurance and Financial	\$45,400	\$2,986	\$31,228	69%	\$14,172
Internal Charges	\$6,600	\$(6,068)	\$3,012	46%	\$3,588
Total Expenditures	\$3,376,900	\$168,953	\$1,985,108	59%	\$1,391,792
NET OPERATING COST / (REVENUE)	\$2,144,900	\$81,733	\$1,011,387	47%	\$1,133,513
Transfers					
Transfers from Reserves	\$(10,000)	\$0	\$0	0%	\$(10,000)
Transfer to Capital	\$17,500	\$0	\$17,500	100%	\$0
Total Transfers	\$7,500	\$0	\$17,500	233%	\$(10,000)
NET COST (REVENUE)	\$2,152,400	\$81,733	\$1,028,887	48%	\$1,123,513



County of Wellington

04-October-2021

Planning

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Official Plan / MCR Update	\$415,000	\$18,238	\$80,827	\$124,971	\$205,798	50 %	\$209,202
Resurface Trestle Br Trail	\$40,000	\$8,630	\$8,630	\$0	\$8,630	22 %	\$31,370
Total Planning	\$455,000	\$26,868	\$89,457	\$124,971	\$214,428	47 %	\$240,572



County of Wellington
Green Legacy
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Sales Revenue	\$2,000	\$300	\$5,590	280%	\$(3,590)
Other Revenue	\$1,500	\$0	\$1,100	73%	\$400
Total Revenue	\$3,500	\$300	\$6,690	191%	\$(3,190)
Expenditures					
Salaries, Wages and Benefits	\$631,200	\$36,497	\$494,166	78%	\$137,034
Supplies, Material, Equipment	\$99,500	\$19,757	\$74,881	75%	\$24,619
Purchased Services	\$86,800	\$5,742	\$30,742	35%	\$56,058
Insurance and Financial	\$25,100	\$673	\$19,870	79%	\$5,230
Minor Capital Expenses	\$35,000	\$0	\$0	0%	\$35,000
Internal Charges	\$5,600	\$0	\$0	0%	\$5,600
Total Expenditures	\$883,200	\$62,669	\$619,659	70%	\$263,541
NET OPERATING COST / (REVENUE)	\$879,700	\$62,369	\$612,969	70%	\$266,731
Transfers					
Transfers from Reserves	\$(35,000)	\$0	\$0	0%	\$(35,000)
Transfer to Reserves	\$30,000	\$0	\$30,000	100%	\$0
Total Transfers	\$(5,000)	\$0	\$30,000	(600%)	\$(35,000)
NET COST (REVENUE)	\$874,700	\$62,369	\$642,969	74%	\$231,731



County of Wellington
Emergency Management
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Salaries, Wages and Benefits	\$365,800	\$26,080	\$272,624	75%	\$93,176
Supplies, Material, Equipment	\$9,900	\$8,778	\$263,036	2657%	\$(253,136)
Purchased Services	\$200,500	\$30,811	\$350,299	175%	\$(149,799)
Transfer Payments	\$151,200	\$0	\$71,674	47%	\$79,526
Insurance and Financial	\$10,600	\$533	\$8,619	81%	\$1,981
Total Expenditures	\$738,000	\$66,202	\$966,252	131%	\$(228,252)
NET OPERATING COST / (REVENUE)	\$738,000	\$66,202	\$966,252	131%	\$(228,252)
Transfers					
Transfers from Reserves	\$0	\$(36,467)	\$(454,684)	0%	\$454,684
Total Transfers	\$0	\$(36,467)	\$(454,684)	0%	\$454,684
NET COST (REVENUE)	\$738,000	\$29,735	\$511,568	69%	\$226,432



County of Wellington

05-October-2021

Emergency Management

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
2020 CEM Vehicle Replacement	\$50,000	\$2,027	\$34,743	\$0	\$34,743	69 %	\$15,257
EM Portable / Mobile Radio Rep	\$30,000	\$20,442	\$20,442	\$0	\$20,442	68 %	\$9,558
Total Emergency Management	\$80,000	\$22,469	\$55,184	\$0	\$55,184	69 %	\$24,816



County of Wellington
Police Services
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$263,300	\$55,956	\$99,421	38%	\$163,879
Licenses, Permits and Rents	\$115,400	\$10,400	\$85,515	74%	\$29,885
Fines and Penalties	\$52,000	\$17,366	\$58,782	113%	\$(6,782)
User Fees and Charges	\$80,000	\$5,105	\$49,517	62%	\$30,483
Other Revenue	\$16,000	\$296	\$8,536	53%	\$7,464
Total Revenue	\$526,700	\$89,123	\$301,771	57%	\$224,929
Expenditures					
Salaries, Wages and Benefits	\$146,300	\$9,761	\$104,689	72%	\$41,611
Supplies, Material, Equipment	\$61,400	\$2,757	\$40,014	65%	\$21,386
Purchased Services	\$687,100	\$29,013	\$401,596	58%	\$285,504
Transfer Payments	\$16,940,000	\$698,152	\$12,217,218	72%	\$4,722,782
Insurance and Financial	\$15,600	\$151	\$10,173	65%	\$5,427
Minor Capital Expenses	\$62,000	\$21,105	\$21,105	34%	\$40,895
Debt Charges	\$402,400	\$1,307	\$222,586	55%	\$179,814
Internal Charges	\$1,600	\$207	\$1,023	64%	\$577
Total Expenditures	\$18,316,400	\$762,452	\$13,018,403	71%	\$5,297,997
NET OPERATING COST / (REVENUE)	\$17,789,700	\$673,329	\$12,716,632	71%	\$5,073,068
Transfers					
Transfers from Reserves	\$(155,000)	\$0	\$0	0%	\$(155,000)
Transfer to Reserves	\$90,000	\$0	\$90,000	100%	\$0
Total Transfers	\$(65,000)	\$0	\$90,000	(138%)	\$(155,000)
NET COST (REVENUE)	\$17,724,700	\$673,329	\$12,806,632	72%	\$4,918,068



County of Wellington

04-October-2021

Police Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Facility Improvements							
Rockwood OPP: Air Conditioning	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Rockwood OPP: Furniture Repl	\$50,000	\$0	\$10,250	\$0	\$10,250	21 %	\$39,750
Subtotal Facility Improvements	\$80,000	\$0	\$10,250	\$0	\$10,250	13%	\$69,750
Equipment and Technology							
Parking Ticket Software	\$60,000	\$0	\$0	\$0	\$0	0 %	\$60,000
Subtotal Equipment and Technology	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
Total Police Services	\$140,000	\$0	\$10,250	\$0	\$10,250	7 %	\$129,750



County of Wellington
Museum & Archives at WP
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$54,800	\$0	\$6,525	12%	\$48,275
Licenses, Permits and Rents	\$52,100	\$790	\$11,638	22%	\$40,462
User Fees and Charges	\$75,000	\$5,003	\$25,086	33%	\$49,914
Sales Revenue	\$10,000	\$489	\$2,064	21%	\$7,936
Other Revenue	\$0	\$2,258	\$7,122	0%	\$(7,122)
Total Revenue	\$191,900	\$8,540	\$52,435	27%	\$139,466
Expenditures					
Salaries, Wages and Benefits	\$1,605,500	\$125,880	\$1,127,726	70%	\$477,774
Supplies, Material, Equipment	\$150,800	\$6,135	\$83,794	56%	\$67,006
Purchased Services	\$461,500	\$24,794	\$303,066	66%	\$158,434
Insurance and Financial	\$60,900	\$2,485	\$46,542	76%	\$14,358
Minor Capital Expenses	\$13,000	\$0	\$12,822	99%	\$178
Internal Charges	\$0	\$0	\$5,618	0%	\$(5,618)
Total Expenditures	\$2,291,700	\$159,295	\$1,579,568	69%	\$712,132
NET OPERATING COST / (REVENUE)	\$2,099,800	\$150,754	\$1,527,134	73%	\$572,666
Transfers					
Transfer to Capital	\$70,000	\$0	\$70,000	100%	\$0
Transfer to Reserves	\$27,000	\$0	\$0	0%	\$27,000
Total Transfers	\$97,000	\$0	\$70,000	72%	\$27,000
NET COST (REVENUE)	\$2,196,800	\$150,754	\$1,597,134	73%	\$599,666



County of Wellington

05-October-2021

Museum & Archives at WP

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Facility Improvements							
2021 Driveway Rehab	\$160,000	\$0	\$9,922	\$0	\$9,922	6 %	\$150,078
2021 Reshingle M&A Roof	\$45,000	\$0	\$18,921	\$0	\$18,921	42 %	\$26,079
WP Barn Repointing	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WP& Artifact Storage Buildings	\$630,000	\$0	\$0	\$218,900	\$218,900	35 %	\$411,100
Subtotal Facility Improvements	\$935,000	\$0	\$28,844	\$218,900	\$247,744	26%	\$687,256
Programming							
Poultry House Restoration	\$25,000	\$0	\$5,296	\$0	\$5,296	21 %	\$19,704
Subtotal Programming	\$25,000	\$0	\$5,296	\$0	\$5,296	21%	\$19,704
Wellington Place							
Commons Development	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Groves Hospital Grant	\$3,882,000	\$0	\$3,933	\$2,554,366	\$2,558,298	66 %	\$1,323,702
Wellington Place Signage	\$150,000	\$0	\$0	\$128,084	\$128,084	85 %	\$21,916
Subtotal Wellington Place	\$4,132,000	\$0	\$3,933	\$2,682,450	\$2,686,382	65%	\$1,445,618
Total Museum & Archives at WP	\$5,092,000	\$0	\$38,073	\$2,901,350	\$2,939,422	58 %	\$2,152,578



County of Wellington
Library Services
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$148,500	\$0	\$0	0%	\$148,500
Municipal Recoveries	\$30,000	\$0	\$14,820	49%	\$15,180
Licenses, Permits and Rents	\$50,000	\$0	\$3,319	7%	\$46,681
User Fees and Charges	\$86,200	\$953	\$3,581	4%	\$82,619
Sales Revenue	\$8,100	\$452	\$2,946	36%	\$5,154
Other Revenue	\$0	\$1,002	\$1,973	0%	\$(1,973)
Total Revenue	\$322,800	\$2,407	\$26,639	8%	\$296,161
Expenditures					
Salaries, Wages and Benefits	\$4,698,000	\$359,308	\$3,376,093	72%	\$1,321,907
Supplies, Material, Equipment	\$875,800	\$108,816	\$591,428	68%	\$284,372
Purchased Services	\$1,229,800	\$94,213	\$801,815	65%	\$427,985
Insurance and Financial	\$111,500	\$4,351	\$90,527	81%	\$20,973
Debt Charges	\$568,000	\$2,194	\$484,566	85%	\$83,434
Internal Charges	\$3,000	\$2,051	\$3,465	116%	\$(465)
Total Expenditures	\$7,486,100	\$570,934	\$5,347,895	71%	\$2,138,205
NET OPERATING COST / (REVENUE)	\$7,163,300	\$568,527	\$5,321,256	74%	\$1,842,044
Transfers					
Transfers from Reserves	\$(178,300)	\$0	\$0	0%	\$(178,300)
Transfer to Capital	\$90,000	\$0	\$90,000	100%	\$0
Transfer to Reserves	\$360,000	\$0	\$360,000	100%	\$0
Total Transfers	\$271,700	\$0	\$450,000	166%	\$(178,300)
NET COST (REVENUE)	\$7,435,000	\$568,527	\$5,771,256	78%	\$1,663,744



County of Wellington

05-October-2021

Library Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Facility Improvements							
2021 Library Capital Retrofits	\$50,000	\$0	\$6,869	\$0	\$6,869	14 %	\$43,131
Erin Branch: New Construction	\$550,000	\$0	\$0	\$0	\$0	0 %	\$550,000
Hillsburgh Branch: Sidewalk	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Subtotal Facility Improvements	\$630,000	\$0	\$6,869	\$0	\$6,869	1%	\$623,131
Programming							
2021 Branch Improvements FF&E	\$60,000	\$6,853	\$37,647	\$0	\$37,647	63 %	\$22,353
Branch Impro: Technology	\$75,000	\$1,092	\$31,770	\$41,791	\$73,561	98 %	\$1,439
Catalogue Software Enhancement	\$45,000	\$0	\$0	\$36,837	\$36,837	82 %	\$8,163
Library Catalogue Replacement	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Subtotal Programming	\$210,000	\$7,945	\$69,416	\$78,628	\$148,045	70%	\$61,955
Total Library Services	\$840,000	\$7,945	\$76,285	\$78,628	\$154,913	18 %	\$685,087



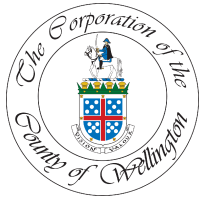
County of Wellington
Ontario Works
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$24,053,000	\$1,508,742	\$14,413,897	60%	\$9,639,103
Municipal Recoveries	\$3,189,400	\$196,444	\$1,912,639	60%	\$1,276,761
Internal Recoveries	\$64,000	\$9,351	\$38,813	61%	\$25,187
Total Revenue	\$27,306,400	\$1,714,536	\$16,365,349	60%	\$10,941,051
Expenditures					
Salaries, Wages and Benefits	\$6,658,800	\$477,178	\$4,731,077	71%	\$1,927,723
Supplies, Material, Equipment	\$185,600	\$5,668	\$111,846	60%	\$73,754
Purchased Services	\$465,100	\$21,023	\$223,601	48%	\$241,499
Social Assistance	\$19,606,700	\$1,137,627	\$10,890,190	56%	\$8,716,510
Transfer Payments	\$194,500	\$0	\$309,119	159%	\$(114,619)
Insurance and Financial	\$111,300	\$6,115	\$75,400	68%	\$35,901
Internal Charges	\$1,393,300	\$120,173	\$1,034,024	74%	\$359,276
Total Expenditures	\$28,615,300	\$1,767,783	\$17,375,256	61%	\$11,240,044
NET OPERATING COST / (REVENUE)	\$1,308,900	\$53,247	\$1,009,907	77%	\$298,993
Transfers					
Transfers from Reserves	\$0	\$0	\$(115,000)	0%	\$115,000
Total Transfers	\$0	\$0	\$(115,000)	0%	\$115,000
NET COST (REVENUE)	\$1,308,900	\$53,247	\$894,907	68%	\$413,993



County of Wellington
Children's Early Years
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$21,812,300	\$1,288,498	\$14,392,816	66%	\$7,419,484
Municipal Recoveries	\$3,315,200	\$104,981	\$2,226,962	67%	\$1,088,238
User Fees and Charges	\$1,186,300	\$89,969	\$848,304	72%	\$337,996
Other Revenue	\$0	\$376	\$376	0%	\$(376)
Internal Recoveries	\$487,300	\$43,716	\$426,005	87%	\$61,295
Total Revenue	\$26,801,100	\$1,527,540	\$17,894,463	67%	\$8,906,637
Expenditures					
Salaries, Wages and Benefits	\$8,190,800	\$603,200	\$5,456,773	67%	\$2,734,027
Supplies, Material, Equipment	\$599,600	\$15,453	\$311,333	52%	\$288,267
Purchased Services	\$785,500	\$23,548	\$431,445	55%	\$354,055
Social Assistance	\$17,250,400	\$821,497	\$11,681,133	68%	\$5,569,267
Insurance and Financial	\$151,800	\$7,628	\$95,204	63%	\$56,596
Internal Charges	\$1,396,600	\$116,824	\$1,085,200	78%	\$311,400
Total Expenditures	\$28,374,700	\$1,588,150	\$19,061,087	67%	\$9,313,613
NET OPERATING COST / (REVENUE)	\$1,573,600	\$60,610	\$1,166,624	74%	\$406,976
Transfers					
Transfers from Reserves	\$0	\$0	\$(54,500)	0%	\$54,500
Total Transfers	\$0	\$0	\$(54,500)	0%	\$54,500
NET COST (REVENUE)	\$1,573,600	\$60,610	\$1,112,124	71%	\$461,476



County of Wellington
Social Housing
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$8,744,700	\$621,301	\$9,651,107	110%	\$(906,407)
Municipal Recoveries	\$13,305,600	\$846,900	\$9,293,148	70%	\$4,012,452
Licenses, Permits and Rents	\$5,727,000	\$444,870	\$4,195,267	73%	\$1,531,733
User Fees and Charges	\$18,200	\$4,485	\$40,359	222%	\$(22,159)
Other Revenue	\$342,300	\$38,657	\$284,185	83%	\$58,115
Internal Recoveries	\$148,400	\$20,777	\$158,357	107%	\$(9,957)
Total Revenue	\$28,286,200	\$1,976,991	\$23,622,422	84%	\$4,663,778
Expenditures					
Salaries, Wages and Benefits	\$4,431,800	\$313,075	\$3,290,946	74%	\$1,140,854
Supplies, Material, Equipment	\$494,800	\$20,085	\$214,530	43%	\$280,270
Purchased Services	\$5,711,800	\$420,076	\$3,931,423	69%	\$1,780,377
Social Assistance	\$18,942,000	\$1,317,629	\$16,795,316	89%	\$2,146,684
Transfer Payments	\$556,100	\$0	\$417,049	75%	\$139,051
Insurance and Financial	\$348,500	\$4,857	\$259,250	74%	\$89,250
Internal Charges	\$830,200	\$77,066	\$666,186	80%	\$164,014
Total Expenditures	\$31,315,200	\$2,152,789	\$25,574,700	82%	\$5,740,500
NET OPERATING COST / (REVENUE)	\$3,029,000	\$175,798	\$1,952,278	64%	\$1,076,722
Transfers					
Transfer to Reserves	\$1,650,000	\$0	\$1,760,072	107%	\$(110,072)
Total Transfers	\$1,650,000	\$0	\$1,760,072	107%	\$(110,072)
NET COST (REVENUE)	\$4,679,000	\$175,798	\$3,712,349	79%	\$966,651



County of Wellington
County Affordable Housing
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$176,700	\$0	\$144,713	82%	\$31,988
Licenses, Permits and Rents	\$1,233,000	\$105,784	\$958,080	78%	\$274,920
User Fees and Charges	\$22,000	\$1,760	\$17,048	77%	\$4,953
Total Revenue	\$1,431,700	\$107,544	\$1,119,840	78%	\$311,860
Expenditures					
Salaries, Wages and Benefits	\$94,400	\$6,562	\$65,146	69%	\$29,254
Supplies, Material, Equipment	\$61,300	\$302	\$24,329	40%	\$36,972
Purchased Services	\$617,700	\$43,427	\$422,790	68%	\$194,910
Insurance and Financial	\$28,700	\$71	\$22,869	80%	\$5,831
Debt Charges	\$176,700	\$0	\$139,387	79%	\$37,313
Internal Charges	\$84,700	\$7,058	\$63,526	75%	\$21,174
Total Expenditures	\$1,063,500	\$57,420	\$738,045	69%	\$325,455
NET OPERATING COST / (REVENUE)	\$(368,200)	\$(50,124)	\$(381,795)	104%	\$13,595
Transfers					
Transfer to Reserves	\$1,368,200	\$0	\$1,050,000	77%	\$318,200
Total Transfers	\$1,368,200	\$0	\$1,050,000	77%	\$318,200
NET COST (REVENUE)	\$1,000,000	\$(50,124)	\$668,205	67%	\$331,795



County of Wellington

05-October-2021

Social Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Ontario Works							
129 Wyndham Generator Upgrade	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
129 Wyndham: Flooring Replace	\$35,000	\$0	\$0	\$25,199	\$25,199	72 %	\$9,801
129-133 Wyndham, Stone Work	\$130,000	\$0	\$0	\$8,783	\$8,783	7 %	\$121,217
Subtotal Ontario Works	\$205,000	\$0	\$0	\$33,982	\$33,982	17%	\$171,018
Children's Early Years							
133 Wyndham: Roofing	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Rockwood Child Care Grant	\$210,000	\$0	\$0	\$0	\$0	0 %	\$210,000
Subtotal Children's Early Years	\$310,000	\$0	\$0	\$0	\$0	0%	\$310,000
Social Housing							
2021 Housing Building Retrofit	\$985,000	\$136,043	\$605,201	\$0	\$605,201	61 %	\$379,799
232 Delhi Elevator Modern	\$161,000	\$0	\$126,137	\$2,745	\$128,882	80 %	\$32,118
33 Marl Lighting/Clng/Recrc	\$5,000	\$0	\$0	\$0	\$0	0 %	\$5,000
33 Marlborough Window Replace	\$380,000	\$0	\$4,528	\$0	\$4,528	1 %	\$375,472
387 Waterloo Lights/Clng/Recrc	\$285,000	\$83,094	\$185,032	\$0	\$185,032	65 %	\$99,968
450 Albert Balcony Rehab	\$10,000	\$0	\$0	\$0	\$0	0 %	\$10,000
500 Ferrier Window Replace	\$290,000	\$0	\$4,528	\$0	\$4,528	2 %	\$285,472
51 John Balcony Rehab	\$110,000	\$0	\$16,695	\$0	\$16,695	15 %	\$93,305
576 Woolwich Kitchen Refurbish	\$650,000	\$1,832	\$6,931	\$0	\$6,931	1 %	\$643,069
65 Delhi Renovations	\$0	\$0	\$100,187	\$0	\$100,187	0 %	-\$100,187
Adult Bldg Fob System Upgrade	\$1,055,700	\$35,504	\$331,856	\$690,379	\$1,022,235	97 %	\$33,466
Algonquin / Ferndale Siding	\$35,000	\$0	\$0	\$0	\$0	0 %	\$35,000
Applewood / Sunset Roofing Rep	\$20,000	\$0	\$0	\$0	\$0	0 %	\$20,000
Applewood / Sunset Site Dev	\$300,000	\$0	\$8,395	\$0	\$8,395	3 %	\$291,605
Applewood / Sunset Window Rep	\$647,000	\$985	\$985	\$491,687	\$492,672	76 %	\$154,328
COCHI Community Housing Init	\$1,468,000	\$95,280	\$1,169,448	\$180,822	\$1,350,270	92 %	\$117,730
Mohawk Delaware Windows/Siding	\$819,000	\$0	\$3,285	\$727,924	\$731,209	89 %	\$87,791
OPHI Ont Priorities Housing In	\$2,605,600	\$5,000	\$584,328	\$291,715	\$876,043	34 %	\$1,729,558
Various Full Fire Alarm Replac	\$750,000	\$7,722	\$128,839	\$234,198	\$363,038	48 %	\$386,963
Willow/Dawson Shingle Replace	\$20,000	\$0	\$0	\$0	\$0	0 %	\$20,000
Subtotal Social Housing	\$10,596,300	\$365,459	\$3,276,375	\$2,619,470	\$5,895,845	56%	\$4,700,455



County of Wellington

05-October-2021

Social Services

Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Affordable Housing							
165 Gordon 2021 Capital Retro	\$32,000	\$0	\$6,737	\$0	\$6,737	21 %	\$25,263
165 Gordon Air Conditioning	\$500,000	\$0	\$17,381	\$0	\$17,381	3 %	\$482,619
169 Gordon 2021 Capital Retro	\$30,000	\$6,161	\$6,161	\$0	\$6,161	21 %	\$23,839
169 Gordon St FOB System	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
182 George 2021 Capital Retro	\$79,000	\$8,386	\$8,386	\$0	\$8,386	11 %	\$70,614
250 Daly 2021 Capital Retrofit	\$8,000	\$0	\$0	\$0	\$0	0 %	\$8,000
Subtotal Affordable Housing	\$689,000	\$14,547	\$38,664	\$0	\$38,664	6%	\$650,336
Total Social Services	\$11,800,300	\$380,006	\$3,315,039	\$2,653,452	\$5,968,491	51 %	\$5,831,809



County of Wellington

06-October-2021

Social Services

Capital Work-in-Progress Expenditures By Departments (WHC)

All Open Projects For The Period Ending September 30, 2021

	LIFE-TO-DATE ACTUALS						Remaining Budget
	Approved Budget	September Actual	Current Year	Previous Years	Total	% of Budget	
2021 440 King St Retrofits	\$113,000	\$696	\$62,166	\$0	\$62,166	55 %	\$50,834
440 King St Expansion	\$2,000,000	\$402	\$53,277	\$1,702,028	\$1,755,305	88 %	\$244,695
440 King St Site Improvements	\$1,023,000	\$52,069	\$285,378	\$372,871	\$658,249	64 %	\$364,751
Total Social Services	\$3,136,000	\$53,167	\$400,821	\$2,074,899	\$2,475,720	79 %	\$660,280



County of Wellington
Long-Term Care Homes
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$9,538,800	\$1,397,110	\$9,172,692	96%	\$366,108
User Fees and Charges	\$4,834,000	\$385,050	\$3,419,547	71%	\$1,414,453
Sales Revenue	\$54,600	\$5,065	\$48,768	89%	\$5,832
Other Revenue	\$27,800	\$1,695	\$11,147	40%	\$16,653
Total Revenue	\$14,455,200	\$1,788,920	\$12,652,154	88%	\$1,803,046
Expenditures					
Salaries, Wages and Benefits	\$18,030,000	\$1,431,470	\$14,495,078	80%	\$3,534,922
Supplies, Material, Equipment	\$1,491,800	\$187,268	\$1,494,971	100%	\$(3,171)
Purchased Services	\$1,252,100	\$57,423	\$880,316	70%	\$371,784
Insurance and Financial	\$343,500	\$18,865	\$276,947	81%	\$66,553
Debt Charges	\$1,849,700	\$0	\$1,675,539	91%	\$174,161
Internal Charges	\$941,000	\$88,700	\$716,033	76%	\$224,967
Total Expenditures	\$23,908,100	\$1,783,725	\$19,538,884	82%	\$4,369,216
NET OPERATING COST / (REVENUE)	\$9,452,900	\$(5,195)	\$6,886,730	73%	\$2,566,170
Transfers					
Transfers from Reserves	\$(250,900)	\$0	\$0	0%	\$(250,900)
Transfer to Reserves	\$250,000	\$0	\$250,000	100%	\$0
Total Transfers	\$(900)	\$0	\$250,000	(27,778%)	\$(250,900)
NET COST (REVENUE)	\$9,452,000	\$(5,195)	\$7,136,730	76%	\$2,315,270



County of Wellington

24-September-2021

Long-Term Care Homes Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Facility Improvements							
2021 Access Control System	\$120,000	\$0	\$0	\$0	\$0	0 %	\$120,000
2021 WT Building Retrofits	\$35,000	\$0	\$0	\$0	\$0	0 %	\$35,000
Common Spaces Flooring	\$110,000	\$32,016	\$32,016	\$0	\$32,016	29 %	\$77,984
COVID - 19 WT Humidity Levels	\$415,000	\$0	\$0	\$0	\$0	0 %	\$415,000
Replace Public Area Furniture	\$50,000	\$0	\$46,789	\$0	\$46,789	94 %	\$3,211
Subtotal Facility Improvements	\$730,000	\$32,016	\$78,805	\$0	\$78,805	11%	\$651,195
Equipment and Technology							
2021 Nursing Equip Replacement	\$100,000	\$0	\$6,805	\$0	\$6,805	7 %	\$93,195
Terrace Network Replacement 19	\$100,000	\$7,581	\$7,581	\$81,784	\$89,365	89 %	\$10,635
WT Dishwasher Replacement	\$60,000	\$0	\$10,909	\$23,362	\$34,271	57 %	\$25,729
WT Laundry Equipment 2021	\$60,000	\$0	\$0	\$0	\$0	0 %	\$60,000
Subtotal Equipment and Technology	\$320,000	\$7,581	\$25,296	\$105,146	\$130,441	41%	\$189,559
Continuum of Care							
Phase I Continuum of Care	\$1,000,000	\$0	\$12,491	\$399,393	\$411,884	41 %	\$588,116
Subtotal Continuum of Care	\$1,000,000	\$0	\$12,491	\$399,393	\$411,884	41%	\$588,116
Total Long-Term Care Homes	\$2,050,000	\$39,597	\$116,592	\$504,539	\$621,131	30 %	\$1,428,869



County of Wellington
Economic Development
Statement of Operations as of
30 Sep 2021

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$369,800	\$0	\$0	0%	\$369,800
User Fees and Charges	\$66,500	\$3,978	\$34,780	52%	\$31,720
Sales Revenue	\$0	\$283	\$283	0%	\$(283)
Other Revenue	\$0	\$0	\$11,742	0%	\$(11,742)
Internal Recoveries	\$0	\$0	\$3,413	0%	\$(3,413)
Total Revenue	\$436,300	\$4,260	\$50,217	12%	\$386,083
Expenditures					
Salaries, Wages and Benefits	\$660,600	\$43,030	\$447,228	68%	\$213,372
Supplies, Material, Equipment	\$141,300	\$53,384	\$67,381	48%	\$73,919
Purchased Services	\$701,900	\$32,028	\$236,925	34%	\$464,975
Transfer Payments	\$672,500	\$53,368	\$401,350	60%	\$271,150
Insurance and Financial	\$14,400	\$899	\$9,680	67%	\$4,720
Internal Charges	\$8,000	\$0	\$5,772	72%	\$2,228
Total Expenditures	\$2,198,700	\$182,709	\$1,168,337	53%	\$1,030,363
NET OPERATING COST / (REVENUE)	\$1,762,400	\$178,449	\$1,118,119	63%	\$644,281
Transfers					
Transfers from Reserves	\$(200,000)	\$(166,850)	\$(166,850)	83%	\$(33,150)
Transfer to Reserves	\$400,000	\$0	\$411,742	103%	\$(11,742)
Total Transfers	\$200,000	\$(166,850)	\$244,892	122%	\$(44,892)
NET COST (REVENUE)	\$1,962,400	\$11,599	\$1,363,011	69%	\$599,389



County of Wellington

08-October-2021

Economic Development

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2021

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
SWIFT 2.0 Implementation	\$800,000	\$0	\$0	\$0	\$0	0 %	\$800,000
Wellington Signage Strategy	\$372,500	\$0	\$32,216	\$345,776	\$377,992	101 %	-\$5,492
Total Economic Development	\$1,172,500	\$0	\$32,216	\$345,776	\$377,992	32 %	\$794,508

September 27, 2021

Ken Dehart
County Treasurer
County of Wellington
74 Woolwich Street
Guelph, ON N1H 3T9

Dear Mr. Dehart:

We are pleased to inform you, based on the examination of your budget by a panel of independent reviewers, that your budget document has been awarded the Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for the current fiscal period. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant achievement by your organization.

The Distinguished Budget Presentation Award is valid for one year. To continue your participation in the program, it will be necessary to submit your next annual budget document to GFOA within 90 days of the proposed budget's submission to the legislature or within 90 days of the budget's final adoption. Information about how to submit an application for the Distinguished Budget Program application is posted on GFOA's website.

Each program participant is provided with confidential comments and suggestions for possible improvements to the budget document. Your comments are enclosed. We urge you to carefully consider the suggestions offered by our reviewers as you prepare your next budget.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for its having achieved the award. Enclosed is a Certificate of Recognition for Budget Preparation for:

Treasury Department, County of Wellington, Ontario

Continuing participants will receive a brass medallion that will be mailed separately. First-time recipients will receive an award plaque within eight to ten weeks. Enclosed is a camera-ready reproduction of the award for inclusion in your next budget. If you reproduce the camera-ready image in your next budget, it should be accompanied by a statement indicating continued compliance with program criteria. The following standardized text should be used:

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **County of Wellington, Ontario**, for its Annual Budget for the fiscal year beginning **January 01, 2021**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

A press release is enclosed.

Upon request, GFOA can provide a video from its Executive Director congratulating your specific entity for winning the Budget Award.

We appreciate your participation in this program, and we sincerely hope that your example will encourage others in their efforts to achieve and maintain excellence in governmental budgeting. The most current list of award recipients can be found on GFOA's website at www.gfoa.org. If we can be of further assistance, please contact the Technical Services Center at (312) 977-9700.

Sincerely,

A handwritten signature in black ink, reading "Michele Mark Levine". The signature is written in a cursive, flowing style.

Michele Mark Levine
Director, Technical Services Center

Enclosure

FOR IMMEDIATE RELEASE

September 27, 2021

For more information, contact:

Technical Services Center

Phone: (312) 977-9700

Fax: (312) 977-4806

E-mail: budgetawards@gfoa.org

(Chicago, Illinois)--Government Finance Officers Association is pleased to announce that **County of Wellington, Ontario**, has received GFOA's Distinguished Budget Presentation Award for its budget.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for having achieved the award. This has been presented to **Treasury Department, County of Wellington, Ontario**.

There are over 1,700 participants in the Budget Awards Program. The most recent Budget Award recipients, along with their corresponding budget documents, are posted quarterly on GFOA's website. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources and practical research for more than 21,000 members and the communities they serve.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Wellington
Ontario**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Treasury Department, County of Wellington, Ontario
County of Wellington, Ontario**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards

Executive Director

Christopher P. Morill

Date: **September 27, 2021**



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, October 19, 2021
Subject: **Budget Management Policy**

BACKGROUND:

The County of Wellington has a 2021 operating budget totaling over \$231 million, and a 2021-30 Capital Plan consisting of a \$441.1 million investment in infrastructure, facilities and equipment¹.

It is critical that the budget and ten-year plan are developed using best practices and the best available data to ensure that it accurately reflects revenues and expenses. This enables the County to efficiently allocate funding to provide services and programmes to residents, while maintaining reserves and reserve funds at appropriate levels, managing asset management requirements, and having the flexibility to take advantage of emerging opportunities and respond to unforeseen challenges.

Optimizing the processes related to the development and management of the County budget and ten-year plan is critical to the long-term financial sustainability of the County.

The budget development and management processes at the County of Wellington are informed by a number of policies:

1. Budget Review, Approval and Amendment Policy
2. Budget Variance Reporting Policy
3. Capital Budget, Lease Financing and Debt Management Policy
4. Year-End Accounting Policy

The purpose of the Budget Management Policy is two-fold:

1. To consolidate the above policies into a single document that clearly outlines the processes by which the County develops and manages its annual budget and ten-year plan;
2. To incorporate best practices, as identified by the Government Finance Officers Association (GFOA).

¹ 2021 Budget Summary

SIGNIFICANT CHANGES INCLUDED IN THE BUDGET MANAGEMENT POLICY:

The Budget Management policy was built using the foundation provided by the four original policies. The following components were added and/or expanded in order to reflect best practices:

1. **Principles:** We have included a list of principles that inform the development of the budget.
2. **Roles and Responsibilities:** We have expanded on the roles and responsibilities identified in the Budget Review, Approval, and Amendment Policy to highlight the role of the Treasury Department and other Departments in both the development and monitoring of the budget.
3. **Section 1: Developing the Budget**
The information in this section exists in the Budget Book, and has been codified in the policy to ensure consistency and transparency in the development of the County budget.

ATTACHMENTS:

Appendix A: Proposed Budget Management Policy

RECOMMENDATIONS:

That Council approves the attached Budget Management Policy; and

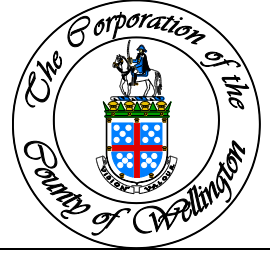
That the Budget Review, Approval and Amendment Policy; Budget Variance Reporting Policy; and Year-End Accounting Policy be repealed.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

COUNTY OF WELLINGTON POLICY & PROCEDURE MANUAL



DEPARTMENT	TREASURY	POLICY NUMBER	TR-21-03
SECTION	FINANCIAL SERVICES	EFFECTIVE DATE	NOVEMBER 1, 2021
SUBJECT	BUDGET MANAGEMENT POLICY		
AUTHORITY	PENDING COUNTY COUNCIL APPROVAL ON OCTOBER 28, 2021		

TABLE OF CONTENTS

PURPOSE	2
PRINCIPLES	2
GENERAL	2
ROLES AND RESPONSIBILITIES	3
SECTION 1: DEVELOPING THE BUDGET	4
1.1 BASIS OF BUDGETING	4
1.2 BUDGET CALENDAR	4
1.3 INFORMATION INCLUDED IN THE BUDGET	5
1.4 CAPITAL PROJECTS	5
SECTION 2: BUDGET APPROVAL AND MONITORING	6
2.1 BUDGET REVIEW AND APPROVAL	6
2.2 EXPENDITURES PRIOR TO BUDGET APPROVAL	6
2.3 OPERATING BUDGET AMENDMENTS	7
2.4 CAPITAL BUDGET AMENDMENTS	7
2.5 VARIANCE REPORTING PROCEDURES	7
SECTION 3: YEAR-END PROCESS	8
RELATED POLICIES AND BY-LAWS	9
DEFINITIONS	9

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

PURPOSE

1. To ensure the long-term financial sustainability of the Corporation;
2. To establish the authority and process for the development and ongoing management of the annual budget and capital forecast for the County of Wellington;
3. To ensure that all service levels and resource commitments are approved by Council with the appropriate funding;
4. To define responsibilities for the creation, maintenance and reporting of budgets and variances;
5. To promote a long-term and corporate approach to the use of surplus operating funds.

PRINCIPLES

1. **Strategic Priorities:** This policy is aligned with various strategic plans of the County, including the Strategic Action Plan, the Long-Term Financial Sustainability Strategy, and the Strategic Asset Management Policy.
2. **Accountability:** As a public sector organization, the County of Wellington is responsible to tax payers. Budget management is the responsibility of all County departments, supported by the Treasury Department.
3. **Interdependency:** Capital expenditures and financing decisions impact current and future operating budgets. The long-term impact of any capital or operating expenditures on critical indicators of financial health will be evaluated.
4. **Risk Management:** The County must understand the likelihood and impact of budget variances, and proactively mitigate the impacts of overspending.
5. **Relevance:** Ensure that the County budget and associated documentation provide the necessary information for decision-makers and key stakeholders.
6. **Best Practices:** The County strives to develop and monitor the budget based on best practices.

GENERAL

1. In accordance with the *Municipal Act*, Wellington County Council has the final authority to approve and amend operating and capital budgets.
2. The Operating and Capital Budgets reflect the level of services established by County Council.
3. The County commits to preparing an annual budget and ten-year plan that has a fully-integrated operating and capital forecast whereby the implications of funding all of the projects in the capital forecast are recognized in the operating budget and resulting ten-year tax rate forecast.
4. All changes to service levels which are within the control of the County must be approved by County Council through the annual budget process or by Council resolution subsequent to budget approval, and must include a current year and annualized costing impact.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

5. If emergency expenditures which are not part of the budget are required, such expenditures may be undertaken only under the authority of the Chief Administrative Officer. Where such authorization has been given, a report detailing the emergency and financing of such expenditures shall be prepared for Council approval.

ROLES AND RESPONSIBILITIES

To prepare the annual budget and ten-year plan:

1. The Treasury Department will:
 - a. Provide advice and recommendations to Council on the timing, format and content of budget documents;
 - b. Develop guidelines for use by County staff during budget preparation and support each department in the development of their budget;
 - c. Prepare certain components of each departmental budget (e.g. salaries and benefits, capital financing, etc.);
 - d. Compile all budgets for the purposes of overall corporate budget analysis;
 - e. Develop all presentations and staff reports to Standing Committees, in conjunction with departmental staff.
2. All Other Departments will:
 - a. Recommend service levels and service delivery policies to the appropriate Standing Committee and Council;
 - b. Implement service levels and service delivery policies as approved by County Council;
 - c. Provide preliminary budget impacts and detailed budget review feedback in conjunction with the Treasury Department;
 - d. Inform the Treasury Department of any anticipated changes to existing funding levels as a result of new grants or changes in funding expected from senior levels of government.

To evaluate capital projects for inclusion in the annual budget and ten-year plan:

3. The Treasury Department will:
 - a. Review the project plan proposed by the department;
 - b. Review planned project expenditures impacting the current budget, and lifecycle project costs impacting future projections;
 - c. Review the appropriateness and availability of revenue sources identified in the project plan;
 - d. Confirm the adequacy of cash flow in relation to project requirements.
4. All Other Departments will:
 - a. Provide the Treasury Department with a project plan for review, including planned project expenditures;
 - b. Review any project retainages, warranties, or conditional performance schedules with Purchasing and Risk Management.

To monitor the budget and ten-year plan:

5. The Treasury Department will:
 - a. Review project-related financial transactions;
 - b. Review operating budget expenditures against budget, working with departments to identify causes of variances;
 - c. Provide support to departments to ensure projects are funded appropriately.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

6. All Other Departments will:
 - a. Review the project plan, including scope and key milestones, to manage the scope, cost, and quality of the project;
 - b. Inform the Treasury Department of any anticipated changes to key project milestones;
 - c. Review operating expenditures to provide programme insight into variances.

SECTION 1: DEVELOPING THE BUDGET

1.1 BASIS OF BUDGETING

1. In accordance with s.289 of the *Municipal Act*, the County is required to have a balanced budget. The operating budget is balanced when all budgeted revenues equal expenditures.
2. The County prepares a fully-integrated 10-year operating and capital forecast with all capital project funding sources identified and funded through the operating budget, as necessary.
3. As part of the development of the budget, the County budgets for all anticipated expenditures and revenues. The difference between budgeted expenditures and revenues must come from the tax levy. This process is called net-based budgeting.
4. The County of Wellington approves its annual operating and capital budgets using the modified accrual basis of accounting. The County's annual financial statements are produced on a full accrual basis.
5. In accordance with *Ontario Regulation 284/09* the County excludes amortization (a non-cash expense) from the annual budget. The County includes transfers of tax levy funding to capital projects and capital related reserves for tangible capital asset renewal and funding from other levels of government. The budget also includes the current year expense for eligible retired employees, and landfill site closure and post-closure expenses. The budget also includes transfers to the landfill closure and post-closure and post-employment benefit reserve funds.

1.2 BUDGET CALENDAR

1. Council shall, in accordance with the *Municipal Act, 2001*, consider and adopt an annual operating and capital budget. The County also commits to adopting a nine-year forecast.
2. A budget calendar shall be prepared which includes deadlines for County department contributions, preliminary budget and ten-year forecast, and final budget approval, as well as scheduled Standing Committee and Local Board meetings to review budget items.
3. Each County department shall submit major ten-year capital items, draft ten-year operating forecast and proposed user fees to the Treasury Department. The Treasury Department will prepare a preliminary budget and ten-year forecast of the operating budget, tax rates, and capital budget.
4. The Staff Advisory Committee meets to review the preliminary budget.
5. Treasury Department staff and the CAO meet with each Department Head to review the preliminary budget.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
---------	--------------------------	------------------	----------

6. A meeting of County Council shall be held to review the preliminary budget and ten-year forecast, followed by Committee and Board reviews. The Administration, Finance and Human Resources (AF and HR) Committee recommends all budgets to County Council.

1.3 INFORMATION INCLUDED IN THE BUDGET

1. The operating budget and ten-year operating forecast will include:
 - a. Financing sources, such as transfers from reserves, deferred revenues, user fees, grants subsidies from other levels of government, cost sharing and the tax levy;
 - b. Operating expenditures required in-year for programme delivery;
 - c. Capital financing, including transfers to capital reserves, debt charges, and transfers to the capital fund;
 - d. A residential tax rate summary;
2. The capital budget and ten-year capital forecast will include:
 - a. A listing of works (both growth and non-growth related) to be undertaken within the term of the budget for all County departments and services, including those services not directly provided by County staff;
 - b. A cost estimate for each of the works;
 - c. A link to the Asset Management Plan for each of the works, where applicable;
 - d. Sources of financing for each project equivalent to the estimated cost;
 - e. Estimated future operating budget impacts, including staffing levels;
3. The County shall complete an annual Budget Book that contains other budget information that impacts, or is impacted by, the operating and/or capital budgets.

1.4 CAPITAL PROJECTS AND RESERVE TRANSFERS

1. For a project to be included in the Capital Budget, it must meet all of the following criteria:
 - a. For non-growth related projects, the total cost of the project must exceed \$25,000;
 - b. The project must relate to the acquisition, improvement or rehabilitation of land, buildings, engineering structures, facilities, machinery or equipment, thereby resulting in the acquisition or extension of the life of a fixed asset;
 - c. The project must confer a benefit lasting beyond one year (i.e. must be non-recurring in nature);
 - d. A repair or maintenance expenditure designed to maintain an asset in its original state is not a capital expenditure, unless it meets the definition of a betterment as defined in the TCA Policy. Repairs and maintenance expenditures that do not meet the definition shall be including in the Operating Budget.
 - e. Generally, all growth-related projects funded by development charges will be included in the capital budget except where it is more appropriately budgeted in operating such as growth-related debt charges, library book provisions, and Development Charge Background Study updates.
2. In accordance with standard practice for capital fund reporting, separate accounts will be created to track the expenditures and financing of each approved capital project.
3. Budgeted operating transfers to and from reserves and reserve funds are processed following budget approval.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
---------	--------------------------	------------------	----------

4. Current year tax levy funding and reserve funding of capital projects will be transferred to each project following budget approval.
5. Project managers must notify the Treasury Department upon project completion.
6. When a project is complete, any unspent funds are to be transferred back to Capital Reserves.
7. Project accounts will be closed once the project is complete and all expenditures and financing have been recorded against the accounts.
8. In order to adequately plan for the financing of the capital budget, it is expected that new projects will initially appear in the latter half of the forecast, as opposed to the first five years.

SECTION 2: BUDGET APPROVAL AND MONITORING

2.1 BUDGET REVIEW AND APPROVAL

1. The Standing Committees and Local Boards have the responsibility for reviewing and approving the preliminary budget forecasts and detailed budgets for the services under their jurisdiction, and for making budget recommendations to the Administration, Finance and Human Resources (AF and HR) Committee.
2. The AF and HR Committee has the responsibility for reviewing all budget recommendations from other Standing Committees and Local Boards and has the sole responsibility for recommending budgets and budget amendments to County Council.
3. The AF and HR Committee reviews and may return for more consideration, budgets from the Standing Committees and Local Boards; the committee also reviews budgets for departments and services under their jurisdiction.
4. The AF and HR Committee recommends all budgets to County Council.
5. County Council is responsible for the final review and approval of the budget and ten-year plan.

2.2 EXPENDITURES PRIOR TO BUDGET APPROVAL

1. No new projects, services or significant service level changes which are within the control of the County will be initiated prior to the approval of the annual budget or without a resolution of County Council.
2. Operating expenditures may be committed or incurred on the basis of the previous year's operating budget and service levels;
3. Capital expenditures may be permitted if an individual project is deemed a priority and specifically approved by Council in advance of the entire capital budget;
4. Where expenditures form part of a multi-year agreement or are part of the annualization of a service or cost that was introduced in the prior year's budget, the goods or services may be incurred in the current year in advance of budget approval.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

2.3 OPERATING BUDGET AMENDMENTS

1. The operating budget is amended only under exceptional circumstances which requires a change to the County tax rate.
2. All other deviations from the original approved budget are treated as in-year variances and reported to Council in accordance with this Policy.
3. The Standing Committees and Local Boards make recommendations to the AF and HR Committee regarding operating budget amendments for services under their jurisdiction.
4. The AF and HR Committee reviews and may return for more consideration, proposed operating budget amendments from the Standing Committees and Local Boards; the committee also reviews budget amendments for departments and services under its own jurisdiction.
5. The AF and HR Committee recommends all operating budget amendments to County Council.

2.4 CAPITAL BUDGET AMENDMENTS

1. Refers to any adjustments made to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded.
2. If a capital budget amendment is required, the Department Head in conjunction with the Treasury Department will prepare a capital project expenditure and financing schedule. This will identify all expenditures and sources of financing for committee and Council approval.
3. The scope of an existing project may not be amended without Council approval.

2.5 VARIANCE REPORTING PROCEDURES

1. Operating and capital budget financial statements will be presented to each Standing Committee of Council and Local Boards at their regularly scheduled meetings, beginning with February month-end figures. The Treasurer and the appropriate Department Head will provide verbal explanations of the reports as required.
2. The format of the monthly statements submitted to each of the committees will be at a level of detail similar to that of the annual budget presentations.
3. Corporate operating and capital budget variance analysis, including variance explanations and projections to year end, will be submitted to the AF and HR Committee based on the month-end results for May (reported in June), September (reported in October), and December (reported in April of the following year).
4. Each Department Head or his/her designate will provide explanations of major line programme variances and projections to year-end based on the May and September month-end reports, as well as explanations of any year-end variances based on the December month-end reports.
5. Additional variance reporting or explanations shall be provided to the appropriate Standing Committee on an as required basis.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

6. In the event that a year-end deficit is projected, the County Treasurer will recommend to the AF and HR Committee what measures, if any, should be taken to avoid the incurring of a deficit.

SECTION 3: YEAR-END PROCESS

1. The County will prepare an Annual Report summarizing the financial position of the Corporation.
2. The County Treasurer shall submit a report to the AF and HR showing the final fiscal year-end financial position and recommending what action, if any, is required.
3. The overall year-end position (surplus or deficit) is considered a corporate financial position.
4. The AF and HR Committee is the committee responsible for considering action with respect to the funding of deficits and the allocation of surplus funds for the corporation, and to recommend such action to County Council.
5. Any actual year-end deficit shall be funded first by transferring funds from the Contingency and Stabilization Reserve; and as a last resort, the following year's operating budget.
6. The County Treasurer shall prepare recommendations to the AF and HR Committee with respect to the allocation of any year-end surplus. Any such recommendation shall be given the following considerations:
 - That the surplus is corporate in nature (see Statement 2 above)
 - That the surplus be utilized in a manner which contributes to the long term financial health and stability of the corporation
 - That allocating surplus to finance capital projects and to reserves is an integral part of a successful long-term financial strategy
 - That the recommendations are consistent with principles set out in the Reserve and Reserve Fund Policy
 - That the practice of bringing forward surplus funds into the following year's budget be discouraged as it can potentially create longer-term problems, such as if a significant surplus is available in one year and not the next. In such a case, a levy increase would be required for no other reason than a surplus did not exist, or did not exist to the same magnitude.
 - That the amount of surplus funds to be carried forward into the following year's operating budget is not to exceed 1% of the tax levy in the year in which the surplus was generated.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	----------------------	-----------------

RELATED POLICIES AND BY-LAWS

- *Ontario Regulation 284/09*
- *Municipal Act, 2001*
- Long-Term Financial Sustainability Policy
- Purchasing Policy
- Reserves and Reserve Funds Policy
- Debt Management Policy
- Strategic Asset Management Policy

DEFINITIONS

AF and HR: Administration, Finance and Human Resources Committee

Balanced Budget: Total expenses equal total revenues in an operating year.

Betterments: Subsequent expenditures on tangible capital assets that fulfill one or more of the following requirements:

- Increase service potential (ie: capacity/output)
- Lower associated operating cost
- Extend the useful life of the asset
- Improve the quality of output of the asset

Budget Variance Report: A financial report, typically prepared at the end of a reporting period, which compares actual expenditures incurred and revenues received to the estimated expenditures and revenues. The report would also include projections to the end of the fiscal year, and would normally be accompanied by written explanations of major variances.

Capital Budget: A multi-year financial plan for the construction, acquisition and financing of capital works. A capital budget should provide for the planning of future financial resources required to finance projects, and identify the future financial resources to be allocated from the operating budget to operate and maintain the capital asset once it is acquired.

Capital Budget Amendment: Any adjustment to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded.

Capital Expenditure: Any significant expenditure incurred to acquire, improve or rehabilitate land, buildings, engineering structures, facilities, machinery or equipment, and all associated items to bring the foregoing into function operation. The work typically confers a benefit lasting beyond one year (and as such is non-recurring in nature) and results in the acquisition or extension of the life of a fixed asset. Capital expenditures also include the cost of studies undertaken in connection with acquiring land or constructing infrastructure and facilities.

Deficit: A year-end corporate financial position in which total expenditures exceed total revenues.

Fiscal Year: January 1 to December 31

Long-Term Financial Sustainability Strategy: A principle-based approach to long-term financial decision-making.

Modified Accrual Basis of Accounting: A bookkeeping methodology that combines accrual-basis accounting with cash-basis accounting. Revenues are recognized when they are measurable and available, while expenditures are recorded on a full accrual basis. County staff reconcile the budget to a full accrual basis in the annual financial report.

SUBJECT	BUDGET MANAGEMENT POLICY	POLICY NUMBER	TR-21-03
----------------	---------------------------------	--------------------------	-----------------

Net Budget: The difference between gross expenditures and offsetting subsidies and fees. The resulting value, the net budget, is the amount paid by property taxes.

Operating Budget: Provides for the day-to-day expenditures of a municipality for items such as salaries, wages, benefits, heat, hydro, maintenance of buildings and infrastructure, etc.

Operating Budget Amendment: Any change to the operating budget approved by Council which impacts the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with this policy.

Reserve: An allocation of accumulated net revenue set aside for a designated purpose. Funds held in a reserve can be utilized at the discretion of Council. Reserves do not earn interest on their own, although interest may be allocated to reserves if desired.

Reserve Fund: A reserve fund is established based on a statutory requirement or defined liability payable in the future and is usually prescriptive as to the basis for collection and use of monies in the fund. All earnings derived from reserve fund investments form part of the reserve fund. There are two types of reserve funds: discretionary reserve funds and obligatory reserve funds. Discretionary reserve funds are established whenever Council wishes to set aside a certain portion of any year's revenues to finance a future expenditure for which it has the authority to spend money, or to provide for a specific contingent liability. Obligatory reserve funds are created whenever a statute or legislation requires that revenue received for special purposes is to be segregated from the general revenues of the municipality. Obligatory reserve funds are created solely for the purpose prescribed for them

Surplus: A year-end corporate financial position in which total revenues exceed total expenditures.

Variance: The difference between an actual and budgeted expense or revenue.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, October 19, 2021
Subject: **Debt Management Policy**

BACKGROUND:

As referenced in the Budget Management Policy report on this agenda, staff have recently completed a review of all policies that inform the budget development and management process. This review has led to the recommendation to consolidate several policies into a single policy providing clear direction.

This consolidation has resulted in the removal of all capital budgeting aspects from the previously named Capital Budget, Lease Financing and Debt Management Policy. As such staff are recommending, as a housekeeping item, that a renaming take place to more accurately reflect the Policy contents.

ATTACHMENTS:

Appendix A: Proposed Debt Management Policy

RECOMMENDATIONS:

That Council approves the attached Debt Management Policy.

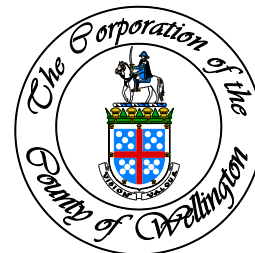
Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ken DeHart".

Ken DeHart, CPA, CGA
County Treasurer

COUNTY OF WELLINGTON

POLICY & PROCEDURE MANUAL



DEPARTMENT	TREASURY	POLICY NUMBER	TR-21-04
SECTION	FINANCIAL SERVICES	EFFECTIVE DATE	NOVEMBER 1, 2021
SUBJECT	DEBT MANAGEMENT POLICY		
AUTHORITY	PENDING COUNTY COUNCIL APPROVAL ON OCTOBER 28, 2021		

PURPOSE:

1. To preserve and improve the long term financial health of the Corporation.
2. To establish the principles governing the financing of the County's long term infrastructure and facility requirements.
3. To establish the process for evaluating potential lease financing arrangements and reporting the results to Council under the *Municipal Act, 2001* and Ontario Regulation 266/02.
4. To provide guidance to staff when contemplating lease arrangements for the provision of municipal equipment and facilities.
5. To ensure that both staff and Council are aware of the entire cost of the financial lease, of any specific risks to the County that are attached to the lease agreement and that alternative sources of financing have been considered.

STATEMENTS:

LONG-TERM FINANCING AND DEBT MANAGEMENT

Philosophy for Capital Financing and Debt Issuance

1. The first and guiding principle with respect to capital budget financing is to adopt a "pay-as-you-go" approach, and therefore to minimize the issuance of debentures or other forms of long term financing. The benefits of this approach are as follows:
 - The financial consequences of capital spending are faced as spending decisions are being made
 - Paying for capital costs up-front encourages a realistic level of spending
 - Greater operating budget flexibility is preserved for the future, in that there is no appropriation of current tax revenues simply to finance interest and principal payments on previously issued debt
 - Increased corporate financial strength
 - Future generations inherit paid-up facilities
 - Interest payments, fiscal agent fees, and debenture issuance costs avoided

SUBJECT	DEBT MANAGEMENT POLICY	POLICY NUMBER	TR-21-04
----------------	------------------------	--------------------------	----------

2. Council may, where it is deemed to be in the best interest of its taxpayers, approve the issuance of debt for its own purposes, or those of its municipal business corporations.
3. Capital financing and debenture practices will be responsive and fair to the needs of both current and future ratepayers and will be reflective of the underlying life cycle and nature of the expenditure.

Development of Capital Budget Financing

1. The County will seek to maximize the use of grants and subsidies from senior levels of government, as well any other possible sources of external capital financing
2. Development Charges are used as a source of financing for growth-related capital works in accordance with the current Development Charges Background Study, the County's current Development Charges By-Law, and the Development Charges Act
3. Wherever possible, the net County share of capital works will be funded through current year appropriations from the tax levy
4. The County will use its capital reserves as required in order to finance capital works and to limit large fluctuations in tax levy funding for capital works – through the County's reserve and reserve fund policy, funds will be set aside on an annual basis from the operating budget in order to accumulate reserves which are sufficient to fund large capital works, subject to annual budget approval
5. Long-term debt will not be used to finance current operations
6. Long-term debt will only be used for capital expenditures that are identified in the ten-year plan and for emergency capital expenditures as approved by Council resolution.
7. Debenture or long-term financing is restricted to the following cases:
 - The capital project value exceeds \$1 million for tax supported debt
 - Any amount as deemed necessary by County Council to fund growth related capital projects in advance of development charge collections
 - The overall debenture issue will exceed \$1 million
 - The estimated useful life of the asset is greater than ten years
 - The debenturing of a mortgage for an affordable housing project owned directly by the County or the Wellington Housing Corporation
 - Emergency expenditures for which there is no immediately available source of financing
 - Funding cannot be accommodated within the tax levy, use of reserves or reserve funds and external funding sources have been thoroughly investigated

SUBJECT	DEBT MANAGEMENT POLICY	POLICY NUMBER	TR-21-04
----------------	------------------------	----------------------	----------

LEASE FINANCING PROCEDURES

Prior to entering into a material lease, the County Treasurer must prepare a report to Wellington County Council that:

- Evaluates the financial costs of the lease; and
- Evaluates the potential risks of the lease

Evaluating a Financing Lease Agreement

- Before entering into a lease, a report will be presented to Council that clearly identifies the following:
 - A comparison of the lease costs of the proposed lease and other methods of financing (debt, reserves, operating funds);
 - A calculation of the effective rate(s) of interest for the lease financing;
 - A sensitivity analysis of leases with variable lease payments;
 - A schedule of all fixed amounts of payment
 - A statement of any contingent payment options associated with termination, replacement, loss, guarantees and indemnities;
 - An opinion on whether or not the costs of the financing lease agreement are lower than other methods of financing available to the County; and
 - An opinion on whether the risks associated with the financing lease are reasonable.
- The report shall include legal advice on the provisions of the proposed financing lease agreement to ensure that all of the risks of the lease have been adequately disclosed to the Treasurer and County Council.
- The costs and risks associated with a proposed financing lease in the report shall be assessed as of the date the report is made. The summary of information in the report shall include all information required for the entire term of the lease, including any possible extensions or renewals.
- At any time after a report regarding a potential financing lease agreement has been made, but before the financing lease is entered into, if the County Treasurer becomes of the opinion that a changed circumstance with respect to the proposed lease may result in a material impact for the County, the Treasurer shall as soon as reasonably possible update the report and present the updated report to County Council.

Annual Reporting Requirements

- Annually, the County Treasurer is required to report on all leases to Council in addition to the reporting requirements for the new lease financing agreements. This report will be submitted to Council in January and cover all leases in effect as of December 31st the previous year. The report shall include:
 1. A description of the estimated proportion of the total financing arrangements of the County that is undertaken through financing leases to the total long-term debt of the County and a description of the change, if any, in that estimated proportion since the previous year's report;
 2. A statement by the County Treasurer as to whether, in his/her opinion, all financing leases were made in accordance with this Lease Financing Policy; and
 3. Any other information that County Council may require or that, in the opinion of the County Treasurer, should be recorded.

SUBJECT	DEBT MANAGEMENT POLICY	POLICY NUMBER	TR-21-04
----------------	------------------------	--------------------------	----------

Exemptions for Non-Material Leases

- A financing lease agreement is exempt from the requirements of this policy if it is considered not to have a material impact on the finances of the County. The following leases are considered non-material leases:
 1. Rental agreements that have a term of less than one year and the cancellation of which results in no financial penalty to the County.
 2. Commercial real property leases (e.g. libraries) with a term of five years or less.
 3. An operating lease that has a present value of \$125,000 or less.
 4. A capital lease that has a present value of \$250,000 or less.
- Before entering into a non-material financing lease, the County Treasurer will prepare a report for County Council that expresses the opinion that the proposed lease is exempt from the Lease Financing Policy and that its costs and risks would not result in a material impact, as defined in this policy. This includes an assessment of all non-material leases to ensure that when they are entered into or proposed to be entered into, do not result in a combined material impact for the County.

Local Municipal Notification

- The seven local municipalities located within the County of Wellington are required to notify the County of material leases that they plan to enter into. Long-term material leases form part of the debt repayment calculation as performed by the Province and could have an impact on the County and local municipal credit rating.

DEBT MANAGEMENT PROCEDURES

Debt Limits

1. Statutory Limitations – Annual Repayment Limit (ARL)

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

2. Self-Imposed Limitations

- Notwithstanding the limits prescribed in the regulations, prudent financial management calls for more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.
 - **Tax-Supported Debt to Operating Revenue:**
This measure identifies the percentage of annual operating revenues that would be required to retire the County's net debt. It is also used by Standard and Poor's when assessing the debt burden of a municipality. A target rate of less than 30% should be maintained.
 - **Interest Payment to Adjusted Operating Revenues:**
This ratio is a measure of the interest payable annually as a proportion of adjusted operating revenues (excludes non-cash items). It should not exceed a target of 5%.
 - **Direct Debt to Reserve Ratio:**
This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County should maintain a ratio below 0.75:1.

SUBJECT	DEBT MANAGEMENT POLICY	POLICY NUMBER	TR-21-04
----------------	------------------------	--------------------------	----------

Debt Structuring Practices

1. The repayment term will be dependent on the useful life of the asset being acquired by the County, but should not exceed 10 years except for major capital construction of public infrastructure. Longer term financing will be evaluated with respect to capital market conditions, nature of the project, and long-term infrastructure needs as considered appropriate by the County Treasurer.
 - Debt shall be structured for the shortest period consistent with a fair allocation of costs to current and future users.
 - Debt shall be structured to achieve the lowest possible net cost to the County given market conditions, the type of debt being issued, and the nature and type of the repayment source.
 - Unless otherwise justified and deemed necessary by the County's fiscal agent, the repayment schedule should be structured on a level of declining payment basis.
 - Early repayment of debt may be considered if it's financially beneficial to do so.
2. Terms and Types of Debt
 - Short-term Debt (under one year):
The County may use either of the following sources to fund short-term operation needs:
 1. Bank line of credit
 2. Operating lease
 - Medium-term Debt (one to nine years):
The County may use any of the following sources to fund medium-term needs:
 1. Operating and capital leases
 2. Term Loans
 3. Promissory notes
 - Long-term Debt (10 years or longer):
The County may use any of the following sources to fund long-term needs:
 1. Municipal serial or amortized debentures
 2. Loans through Infrastructure Ontario (or successor organization)
 3. Term loans / mortgages with any Canadian bank
 4. Capital leases
3. The capital financing programme will be managed in a manner to limit, wherever practicable, financial risk exposure including currency risk and interest rate risk. The County shall only issue debt denominated in Canadian dollars with an interest rate that will be fixed over its term.

Debt Issuance Practices

1. The approval to fund an eligible capital project by debenture will generally be sought through the annual capital budget process.
2. Each debenture shall be approved by specific by-law of Council including the term, rates of interest, debt servicing obligation, and general terms of issue.
3. The County will engage the services of a Fiscal Agent to develop the debt issuance strategy, determine the interest rate and method of calculating the interest rate, and to market bonds to investors.
4. For all debt issues, the County will retain external legal counsel who will assist with the drafting and reviewing of the debt issue by-law and related schedules.
5. When feasible, debt issuances will be pooled to minimize insurance costs.

SUBJECT DEBT MANAGEMENT POLICY	POLICY NUMBER TR-21-04
---------------------------------------	-----------------------------------

6. The County will continually strive to maintain or improve its current AA+ credit rating by adhering to sound financial management practices. This practice will ensure the long-term financial health of the County so that its borrowing costs are minimized and its access to credit is preserved. Standard and Poor's (S&P) is the County's debt rating agency. County staff will carry out a review with S&P officials annually to provide updates on information affecting the County's credit position and to obtain an updated credit rating.

DEFINITIONS:

Amortizing Debenture: debentures for which the total annual payment (principal and interest) is approximately even throughout the life of the debenture issue.

Capital Lease: a financing lease that is for the acquisition of a capital asset and meets one or more of the following criteria, which classifies it as a purchase by the County:

- The lease term is greater than 75% of the property's estimated economic life;
- The lease contains an option to purchase the property for less than fair market value;
- Ownership of the property is transferred to the County at the end of the lease term;
- The present value of the lease payments exceeds 90% of the fair market value of the property

Credit Rating: is an independent opinion of an issuer's financial capacity to meet its debt payment obligations. A credit rating is not an audit of an issuer, nor is the rating agency acting as a financial advisor. The investment community uses credit ratings in order to differentiate credit quality when considering various investment options. Generally speaking, the higher the credit rating, the lower the credit risk to investors and the lower interest rate the County will need to pay on debt issued.

Combined Material Impact: means the cost or risks of a proposed non-material lease, which, when combined with all other non-material leases entered into or proposed to be entered into in a particular year by the municipality, would result in a material impact.

Currency Risk: is the potential risk of loss from fluctuating foreign exchange rates when a borrower has exposure to foreign currency or in foreign currency-denominated debt.

Debenture: A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in the future, called maturity dates, together with periodic interest at a specified rate. Debentures are purchased by the investment community and are used as a source of long term financing for municipal capital works, in return for interest and principal payments.

Financial Flexibility: The ability to issue debt responsibly without impacting the credit rating or ability to generate required revenues. It is the ability to change debt or tax levels to meet the County's obligations.

Financial Sustainability: The ability to provide and maintain service and infrastructure levels without resorting to unplanned increases in rates or cuts to service. It is the ability to meet present needs without compromising the ability to meet future needs.

SUBJECT	DEBT MANAGEMENT POLICY	POLICY NUMBER	TR-21-04
----------------	------------------------	----------------------	----------

Financing Lease: is a lease allowing for the provision of municipal capital facilities if the lease may or will require payment by the County beyond the term for which Council was elected.

Infrastructure Ontario (or successor organization): any entity established by the Province of Ontario to provide Ontario municipalities, universities and hospitals with access to alternative financing service for longer-term fixed rate loans for the building and renewal of public infrastructure.

Interest Rate Risk: is the risk that arises from fluctuating interest rates. Interest rate risk on a debt instrument will depend on how sensitive it is to interest rate changes in the market.

Material Impact: means costs or risks that significantly affect, or would reasonably be expected to have a significant effect on, the debt and financial obligation limit prescribed under Ontario Regulation 403/02

Material Lease: is a financing lease that would result in a material impact for the County.

Municipal Capital Facilities: include land, as defined in the Assessment Act, works, equipment, machinery and related systems and infrastructures as defined in Section 110 of the Municipal Act.

Operating Lease: a financing lease for the acquisition of an operating item or for which the County acquires the property for only a small portion of its useful life. An operating lease is commonly used to acquire equipment on a short-term basis. Any lease that is not a capital lease is an operating lease.

Operating Revenue: are recurring revenues that are received by the County. Operating revenues comprise of property taxes and non-tax revenues, such as grants, operating subsidies, fines, user fees and rents. It excludes capital revenues, such as capital subsidies and proceeds from asset sales and any revenue from borrowed funds.

- Formula:
Total consolidated statement of operations revenues (per FIR 10-9910) less Ontario grants for general assistance (12-1210-1), less provincial and federal grants and other municipal contributions for tangible capital assets (10-0815, 10-0825 and 10-1098), less gain/loss on sale of land and capital assets (10-1811), less development charges earned (10-1812), less federal gas tax earned (10-0831) and less donations revenue and donated capital assets (10-1830 and 10-1831). To be updated from time-to-time as required by Standard and Poor's.

Pay-As-You-Go: Used to describe a financial policy whereby capital outlays are financed from current revenues and/or reserves rather than by debt.

Serial (Instalment) Debentures: debentures of which a portion of the principal matures each year throughout the life of the debenture issue.

Tax-Supported Debt: The total debt burden of the County (per FIR 74-9910). It includes all debt issued by the County and consolidated entities net of on-lent debt to the County's self-supporting member municipalities.

OTHER RELATED POLICIES:

- Budget Management Policy
- Purchasing Policy



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, October 19, 2021
Subject: Authority to Negotiate and Place a County Debenture Issue

Background:

The purpose of this report is to establish the necessary authority to proceed with the marketing of a County debenture issue. The debenture issue will meet capital financing requirements for the County and the applicant municipality, the Town of Minto. While the exact amounts required have not been finalized, the following table provides a preliminary list of projects and debenture financing requirements:

COUNTY OF WELLINGTON				
Proposed Fall 2021 Debenture Issue				
(All figures in \$000's)				
Municipality	Project	Proposed Financing	term (yrs)	
			10	20
County	WR 46 - WR 34 to 401 - DC Debt portion	\$ 1,825.0		\$ 1,825.0
Minto	Palmerston Community Centre Renovations	\$ 650.0	\$ 650.0	
Minto	Palmerston Sewage Treatment Plant Clarifier	\$ 2,500.0		\$ 2,500.0
Minto	12th Line - Mill and Pave	\$ 500.0	\$ 500.0	
Minto	Whites Road - Royal Terrace Servicing (Roads)	\$ 575.0	\$ 575.0	
Minto	Whites Road - Royal Terrace Servicing (Wastewater)	\$ 580.0		\$ 580.0
Minto	Whites Road - Royal Terrace Servicing (Water)	\$ 355.0		\$ 355.0
Totals		\$ 6,985.0	\$ 1,725.0	\$ 5,260.0

The *Municipal Act, 2001* provides that a municipality may incur a debt for municipal purposes and may issue debentures for or in relation to the debt. Upon application by a lower-tier municipality in a county, the *Municipal Act, 2001* further provides that the council of the County shall consider the application and if it approves the application and the borrowing of all or part of the money needed, the council of the County shall pass a by-law authorizing the issue of debentures in respect of the borrowing. These provisions allow applicant municipalities to finance their capital works through the issuance of County debentures at lower rates than they would be able to negotiate in their own names as a result of the County's favourable AA+ credit rating.

It is recommended that the syndicate of National Bank Financial Inc. (NBF) and RBC Dominion Securities Inc. be authorized to market the debenture issue for the County on its own behalf and on behalf of the participating applicant municipalities, with NBF acting as the lead fiscal agent. Establishing an upper limit on the principal amount of the debenture issue provides staff and the fiscal agents with parameters to work within, while maintaining flexibility in the event that adjustments are required.

With respect to the County's financing requirements, the resulting debt charges will not exceed the County's annual debt and financial obligation limit calculated by the Ministry of Municipal Affairs and Housing and updated by the County pursuant to Ontario Regulation 403/02.

Next steps:

Subject to approval of the recommendation contained in this report, staff will finalize the amounts and terms of the issue and external legal counsel (WeirFoulds LLP) will commence the process of reviewing the authorizing documents of the County and of the applicant municipality in respect of the proposed issue. Once complete, the fiscal agents can proceed with pricing and placing the issue. The actual timing of the issue will be based on market conditions and cash flow requirements of the County and the participating applicant municipalities.

Recommendation:

That the fiscal agent syndicate of National Bank Financial Inc. (as the lead fiscal agent) and RBC Dominion Securities Inc. be authorized to market a debenture issue by The Corporation of the County of Wellington (the "County") in a principal amount not to exceed \$6,985,000.00 (\$Cdn) for the purposes of the County and for the purposes of The Corporation of the Town of Minto, subject to the County's receipt of an appropriate application (to be evidenced by a by-law) in accordance with section 404 of the Municipal Act, 2001 from such applicant municipality.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Susan Farrelly – Director of Human Resources
Date: October 19, 2021
Subject: Diversity and Inclusion Values Statement

Background

The County of Wellington's Diversity and Inclusion (D&I) Sub-Committee was created in January 2021. The purpose of the D&I Sub-Committee that is outlined in the committee's Terms of Reference indicates that at the County of Wellington (County), we recognize and appreciate the importance of creating an environment in which all employees feel valued, included, safe and empowered. We recognize that each employee's unique identity, experiences, perspectives, and viewpoints add to the culture of our workplace and enhance our ability to create and deliver the best possible service to our residents, clients and community partners.

Operating under the umbrella of the Wellness Steering Committee, the Diversity and Inclusion (D&I) Sub-Committee is committed to supporting and facilitating a working environment that respects, acknowledges and celebrates the diversity of our workforce, and the community at large. The D&I Sub-Committee will work to promote these values while assisting in further developing an inclusive workplace that is free from prejudice and harassment in all forms.

The D&I Sub-Committee is comprised of two Co-Chairs and includes representation from the County's Departments, Divisions and various work locations. Membership includes individuals passionate about matters related to diversity, inclusion and equality and should reflect diversity in all respects, including factors such as race/ethnicity, gender identity, sexual orientation, age, disability, work role and location, etc. The Sub-Committee members are expected to be active participants and champions of diversity and inclusivity.

Diversity and Inclusion Values Statement

The Sub-Committee was asked to provide a recommendation for a corporate Diversity and Inclusion Values Statement that would be used and included for signage at our County locations to signal to all individuals of the safe space for all and that acts of hatred and discrimination would not be tolerated.

The following D&I Value Statement was recommended by the Sub-Committee as well as by the Staff Advisory Committee:

The County of Wellington is committed to providing safe and inclusive spaces for everyone, and as such, any acts of hatred and discrimination will not be tolerated.

With the approval of Council of this Corporate D&I Value statement, we would start to move forward in working with Communications for signage for our County locations.

Recommendation

"THAT the Diversity and Inclusion Values Statement 'The County of Wellington is committed to providing safe and inclusive spaces for everyone, and as such, any acts of hatred and discrimination will not be tolerated' be approved."

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Susan Farrelly". The signature is fluid and cursive, with a large loop at the end.

Susan Farrelly
Director of Human Resources