

## Programme Overview

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

## Programme Description

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

## 2022 Budget Highlights

### Operating Budget

- The Museum and Archives will be undertaking marketing and branding development to establish the WCMA as a destination

### Capital Budget

- The Medicine Garden and Pavilion project includes the creation of a Sacred Garden and the construction of a pavilion and interpretive gathering area.
- Infrastructure work on the internal roads at Wellington Place include the rehabilitation of Charles Allen Way (2022) and the new construction of Samuel Honey Drive (2024). The external infrastructure project on the Beatty line (2023) represents the County contribution to a Township project.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
<b>Museum and Archives</b>	18.7	18.2
Current employee count: 24		



## Performance Measures

Programme/Service:	Museum and Archives at Wellington Place
Department:	Wellington County Museum and Archives
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### Programme Goals and Objectives

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

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

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

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

**Goal 5:** Public awareness of WCMA services. **Objectives:** Effective communication of our events, programmes and exhibits. **(Providing the highest level and best quality services)**

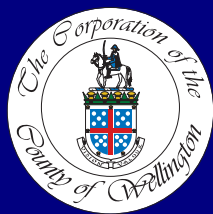
**Goal 6:** What we do suits the needs of our visitors. **Objectives:** Collecting data and developing policies to provide guidance, governance and to assess our value. **(Making the best decisions)**

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

### Performance Measures

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

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of patrons – 2022 Extended hours pilot	6,016	6,016	7,422	9,000
Number of interactive pieces in exhibits	0	0	1	3
Number of speaking engagements to businesses	3	3	5	6
Number of destination development work exercises	1	1	4	10
Number of conversation and consultation engagements	N/A	N/A	N/A	5
Number of public events for different audiences	2	2	6	10
Number of new promotion initiatives	0	0	2	3
Number of new or reviewed policies	0	0	1	3
Number of capital improvements to historic site	3	3	4	5



# COUNTY OF WELLINGTON

## 2022 OPERATING BUDGET

**Programme/Service:** Museum and Archives at Wellington Place  
**Department:** Wellington County Museum and Archives  
**Governance:** Information, Heritage and Senior's Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$70,739	\$54,800	\$57,589	\$54,800	\$51,100	(\$3,700)	(6.8%)
Licenses, Permits and Rents	\$8,908	\$52,100	\$16,884	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$27,483	\$75,000	\$33,166	\$75,000	\$80,100	\$5,100	6.8%
Sales Revenue	\$6,681	\$10,000	\$3,445	\$10,000	\$10,200	\$200	2.0%
Other Revenue	\$1,975	\$ -	\$10,984	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$115,786</b>	<b>\$191,900</b>	<b>\$122,068</b>	<b>\$191,900</b>	<b>\$193,500</b>	<b>\$1,600</b>	<b>0.8%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$1,599,480	\$1,584,600	\$1,450,313	\$1,605,500	\$1,586,600	(\$18,900)	(1.2%)
Supplies, Material & Equipment	\$136,845	\$143,100	\$120,117	\$150,800	\$168,400	\$17,600	11.7%
Purchased Services	\$390,296	\$432,900	\$388,793	\$461,500	\$457,100	(\$4,400)	(1.0%)
Transfer Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$55,142	\$59,400	\$54,722	\$60,900	\$57,500	(\$3,400)	(5.6%)
Minor Capital Expenses	\$ -	\$ -	\$51,068	\$13,000	\$ -	(\$13,000)	(100.0%)
Internal Charges	\$ -	\$ -	\$5,618	\$ -	\$10,000	\$10,000	-
<b>Total Expenditure</b>	<b>\$2,181,763</b>	<b>\$2,220,000</b>	<b>\$2,070,631</b>	<b>\$2,291,700</b>	<b>\$2,279,600</b>	<b>(\$12,100)</b>	<b>(0.5%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,065,977</b>	<b>\$2,028,100</b>	<b>\$1,948,563</b>	<b>\$2,099,800</b>	<b>\$2,086,100</b>	<b>(\$13,700)</b>	<b>(0.7%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$93,878)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$50,000	\$50,000	\$70,000	\$70,000	\$ -	(\$70,000)	(100.0%)
Transfers to Reserve	\$14,253	\$27,000	\$ -	\$27,000	\$427,000	\$400,000	1,481.5%
<b>Total Debt and Transfers</b>	<b>(\$29,625)</b>	<b>\$77,000</b>	<b>\$70,000</b>	<b>\$97,000</b>	<b>\$427,000</b>	<b>\$330,000</b>	<b>340.2%</b>
<b>NET COST / (REVENUE)</b>	<b>\$2,036,352</b>	<b>\$2,105,100</b>	<b>\$2,018,563</b>	<b>\$2,196,800</b>	<b>\$2,513,100</b>	<b>\$316,300</b>	<b>14.4%</b>



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>REVENUE</b>											
Grants & Subsidies	54,800	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	52,100	52,100	53,700	53,700	53,700	53,700	53,700	55,400	57,100	58,800	59,900
User Fees & Charges	75,000	80,100	81,100	81,100	81,100	81,100	81,100	83,000	84,600	85,700	86,400
Sales Revenue	10,000	10,200	10,400	10,600	10,800	11,000	11,000	11,200	11,400	11,600	11,800
<b>Total Revenue</b>	<b>191,900</b>	<b>193,500</b>	<b>196,300</b>	<b>196,500</b>	<b>196,700</b>	<b>196,900</b>	<b>196,900</b>	<b>200,700</b>	<b>204,200</b>	<b>207,200</b>	<b>209,200</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	1,605,500	1,586,600	1,665,800	1,723,600	1,785,800	1,861,800	1,925,200	1,991,600	2,060,300	2,132,800	2,206,200
Supplies, Material & Equipment	150,800	168,400	181,200	164,300	169,900	175,600	204,000	187,700	194,600	200,200	204,300
Purchased Services	461,500	457,100	434,200	450,400	468,600	487,500	507,100	518,000	537,900	548,100	556,400
Insurance & Financial	60,900	57,500	62,400	66,100	69,700	73,800	77,800	82,300	87,300	92,300	97,900
Minor Capital Expenses	13,000										
Internal Charges		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total Expenditures</b>	<b>2,291,700</b>	<b>2,279,600</b>	<b>2,353,600</b>	<b>2,414,400</b>	<b>2,504,000</b>	<b>2,608,700</b>	<b>2,724,100</b>	<b>2,789,600</b>	<b>2,890,100</b>	<b>2,983,400</b>	<b>3,074,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>2,099,800</b>	<b>2,086,100</b>	<b>2,157,300</b>	<b>2,217,900</b>	<b>2,307,300</b>	<b>2,411,800</b>	<b>2,527,200</b>	<b>2,588,900</b>	<b>2,685,900</b>	<b>2,776,200</b>	<b>2,865,600</b>
yr/yr % change		(0.7%)	3.4%	2.8%	4.0%	4.5%	4.8%	2.4%	3.7%	3.4%	3.2%
<b>DEBT AND TRANSFERS</b>											
Transfer to Capital	70,000			80,000			42,000				
Transfer to Reserves	27,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
<b>Total Debt and Transfers</b>	<b>97,000</b>	<b>427,000</b>	<b>427,000</b>	<b>507,000</b>	<b>427,000</b>	<b>427,000</b>	<b>469,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>2,196,800</b>	<b>2,513,100</b>	<b>2,584,300</b>	<b>2,724,900</b>	<b>2,734,300</b>	<b>2,838,800</b>	<b>2,996,200</b>	<b>3,015,900</b>	<b>3,112,900</b>	<b>3,203,200</b>	<b>3,292,600</b>
yr/yr % change		14.4%	2.8%	5.4%	0.3%	3.8%	5.5%	0.7%	3.2%	2.9%	2.8%



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Museum & Archives at WP											
Programming											
Medicine Garden and Pavilion	250,000										250,000
<b>Total Programming</b>	250,000										250,000
Facilities											
Aboyne Hall Flooring Replacement				28,000							28,000
Aboyne Hall Kitchen								64,000			64,000
Archives Reading Room Flooring				28,000							28,000
Archives Roof Replacement										204,000	204,000
Fire Alarm Panel							83,000				83,000
Main Elec Panel Replacement							37,000				37,000
Museum Air Conditioning						214,000					214,000
Museum Carpet Replacement		31,000	32,000	33,000							96,000
Replace Boilers					230,000						230,000
Replace Humidification Units									33,000		33,000
WCMA Flat Roof	200,000										200,000
<b>Total Facilities</b>	200,000	31,000	32,000	89,000	230,000	214,000	120,000	64,000	33,000	204,000	1,217,000
Wellington Place											
Beatty Line: Garafraxa St W to Andrew St C		580,000									580,000
Charles Allan Way Rehabilitation	340,000										340,000
Front Mount Lawn Mower						42,000					42,000
Museum Tractor			80,000								80,000
Samuel Honey Drive Construction			1,392,000								1,392,000
<b>Total Wellington Place</b>	340,000	580,000	1,472,000			42,000					2,434,000
<b>Total Museum &amp; Archives at WP</b>	790,000	611,000	1,504,000	89,000	230,000	256,000	120,000	64,000	33,000	204,000	3,901,000
Total	790,000	611,000	1,504,000	89,000	230,000	256,000	120,000	64,000	33,000	204,000	3,901,000
<b>Sources of Financing</b>											
Current Revenues			80,000			42,000					122,000
Reserves	790,000	611,000	1,424,000	89,000	230,000	214,000	120,000	64,000	33,000	204,000	3,779,000
<b>Total Financing</b>	790,000	611,000	1,504,000	89,000	230,000	256,000	120,000	64,000	33,000	204,000	3,901,000

**COUNTY OF WELLINGTON**  
**2022 Budget – Museum and Archives**  
**Explanation of Significant Budget Items**

## **Operating Budget**

### **Revenue**

- Grants and subsidies reduction reflects the Museum grant amount received in 2021
- User fees and charges have been adjusted to reflect the removal of the adult art programme and an increase to the kids summer programming

### **Expenditure**

- Staffing changes include:
  - The reallocation of existing student hours towards additional part time Museum maintenance staff for private rental events as well as additional weekend receptionist hours. These changes result in a financial impact of \$19,000.
  - The Museum Administrator position has been split between 50% to Museum and Archives and 50% to Economic Development to reflect the time commitment for this position in each respective department, this results in a decrease to the salary line in the Museum budget
- The Museum and Archives will be undertaking marketing and brand development to establish the WCMA as a destination with an anticipated cost of \$40,000, this is offset by reduced snow removal costs of \$25,000 which been reallocated from Wellington Place to the Terrace to properly reflect the breakdown of where the work is being completed. There is also a reduction to the exhibit rental line of \$27,000.
- The transfer to reserve line of \$427,000 is made up of three components:
  - Museum and Archives Donation funds – estimated admission by donation funds are transferred to the Donations reserve fund to undertake projects of a community benefit
  - A new transfer of \$200,000 to the Property Reserve replaces the transfer to capital line to provide funding for lifecycle replacements at the Museum and Archives facility and grounds. This provides consistency for treatment of facility costs across the County and is consistent with the County's Asset Management Plan and its goals.
  - A new transfer of \$200,000 to the General Capital Reserve provides funding for the projects identified for the Wellington Place property as well as to provide some initial funds to assist in funding projects identified in the Wellington Place Mini-Master Plan as reported in November

## **Capital Budget**

In accordance with the Budget Management Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital budgets are presented as inflated by 3.5% per year, which represents the five-year average of the non-residential construction price index. Projects identified include:

### **Programming:**

- An initial allocation for the Medicine Garden and Pavilion project is budgeted at \$250,000 in 2022. The project includes the creation of a Sacred Garden and the construction of a pavilion and interpretive gathering area. This project will be funded by the Museum and Archives Donation Reserve Fund, made up of community donations. Staff are planning on applying for a federal grant for this project, which could help move forward other aspects of this project earlier in the forecast, as identified in the Wellington Place Mini-Master Plan.

**Facilities:**

- Building lifecycle replacements totalling \$1.2 million are included throughout the forecast. Projects are identified through Building Condition Assessments conducted in 2016. As projects move through the forecast staff adjust timing and costing as required. A detailed listing of projects is attached to this report.

**Wellington Place:**

- Roadwork: The capital plan identifies three projects addressing roads at and around Wellington Place.
  - Charles Allan Way rehabilitation spans from Wellington Road 18 to the entrance of the roundabout and will address curb repair, reconstruction/adjustment of every manhole and catch basin, repair to the settled portion near the OPP station and two lifts of asphalt for the entire surface.
  - Beatty Line: Garafraxa St W to Andrew St project is a Centre Wellington project. Centre Wellington has requested that the County contribute to a share (roads and drainage) of this project in lieu of the County's exemption of paying development charges for projects located at Wellington Place.
  - Samuel Honey Drive is an internal street within Wellington Place that will connect two internal streets, Charles Allan Way and David Boyle Drive. Staff continue to monitor the timing of this work, which will coincide with further development of the property and will adjust timing in future budgets if required.
- Equipment replacements total \$122,000 and include a tractor in 2024 and a front mount mower in 2027. These two projects are funded by the tax levy.

The total levy requirement for the Museum and Archives is \$2,513,100 representing an increase of 14.4% from the 2021 budget. The entirety of the increase can be attributed to the above mentioned transfers to reserve that are being used to fund the capital programme.