

## Programme Overview

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

## Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,426 lane km of roadways, 104 bridges, 94 culverts and operates 39 sets of traffic signals, 10 roundabouts and approximately 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 85 licenced vehicles and 41 unlicensed vehicles and equipment.

## 2022 Budget Highlights

Capital works of \$36.7 million planned for 2022 include:

- \$7.7 million for bridge and culvert replacement and rehabilitation work; \$8.5 million for road reconstruction; \$8.6 million for asphalt resurfacing; \$2.3 million for asset management and engineering activities; \$7.1 million in facilities and \$2.5 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$33.2 million in debt, funding the construction of four County garages: Arthur, Erin / Brucedale, Harriston and Aberfoyle.

Operating impacts in 2022:

- Winter Control budget of \$6.3 million
- Roads departmental restructuring results in an additional Roads Operations Clerk and reduced winter control radio shift hours along with a consideration to fill the vacant Operations Manager position with a position with a lower job grade resulting in savings of \$35,000 to salaries and benefits.
- \$130,000 increase in order to address traffic signals on behalf of the lower tier municipalities offset by a municipal recovery
- \$150,000 increase for street light and crosswalk upgrades on a yearly basis that are to be pre-planned based on needs analysis

<b>Staff Complement (Full time equivalents)</b>	<b>2022</b>	<b>2022</b>
Hourly (field) staff	55.1	55.1
Salaried staff	14.5	15.0
<b>Total</b>	<b>69.6</b>	<b>70.1</b>
Current employee count: 86		



## Performance Measures

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

### Programme Goals and Objectives

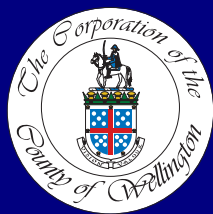
The County of Wellington is creating a Road Master Action Plan (RMAP). This Plan will help the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP will review current and future transportation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

- Identify improvements required to the County road network to accommodate future population and employment growth. **(Planning for and providing the best physical infrastructure)**
- Examine current traffic, safety, and speed management issues on the County road network and prioritize a list of improvements. **(Providing the highest level and best quality services)**
- Identify how County road improvements are funded through development and the existing tax base. **(Making the best decisions)**
- Provide guidance on the role of County roads through urban downtown areas, and help us create friendly and, liveable communities. **(People as the main priority of Wellington County)**
- An effective County road network provides economic and social benefits, and it helps communities thrive. **(People as the main priority of Wellington County)**
- Having a good plan in place for transportation means safer travel for all residents. **(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	Actual	Projected	Projected
	2020	2020	2021	2022
Average condition of the County road network (PCI)	64.41	64.41	71.68	68.75
Average condition of County bridges (BCI)	76.07	76.07	75.50	75.07
Average condition of County culverts (BCI)	73.06	73.06	72.63	71.53
Number of controlled intersections (roundabout or traffic signal)	43	43	48	48
Number of road maintenance service requests	NA	NA	NA	NA



# COUNTY OF WELLINGTON

## 2022 OPERATING BUDGET

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

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Municipal Recoveries	\$872,731	\$931,100	\$601,094	\$939,300	\$1,142,900	\$203,600	21.7%
User Fees & Charges	\$338,646	\$358,000	\$347,086	\$358,000	\$358,000	\$ -	-
Sales Revenue	\$392,622	\$400,000	\$531,292	\$420,000	\$420,000	\$ -	-
Other Revenue	\$ -	\$ -	\$140	\$ -	\$ -	\$ -	-
Internal Recoveries	\$2,017,928	\$2,005,300	\$1,466,651	\$2,013,700	\$1,974,400	(\$39,300)	(2.0%)
<b>Total Revenue</b>	<b>\$3,621,927</b>	<b>\$3,694,400</b>	<b>\$2,946,263</b>	<b>\$3,731,000</b>	<b>\$3,895,300</b>	<b>\$164,300</b>	<b>4.4%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$5,706,278	\$6,308,700	\$5,576,608	\$6,408,700	\$6,666,500	\$257,800	4.0%
Supplies, Material & Equipment	\$5,161,320	\$6,724,400	\$5,233,710	\$6,845,600	\$6,061,800	(\$783,800)	(11.4%)
Purchased Services	\$1,672,039	\$1,973,200	\$1,594,919	\$2,047,800	\$2,957,600	\$909,800	44.4%
Insurance & Financial	\$576,963	\$487,300	\$598,322	\$623,300	\$674,800	\$51,500	8.3%
Minor Capital Expenses	\$386,842	\$480,000	\$254,791	\$480,000	\$480,000	\$ -	-
Internal Charges	\$1,592,754	\$1,869,100	\$1,319,020	\$1,869,100	\$1,816,700	(\$52,400)	(2.8%)
<b>Total Expenditure</b>	<b>\$15,096,196</b>	<b>\$17,842,700</b>	<b>\$14,577,370</b>	<b>\$18,274,500</b>	<b>\$18,657,400</b>	<b>\$382,900</b>	<b>2.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$11,474,269</b>	<b>\$14,148,300</b>	<b>\$11,631,107</b>	<b>\$14,543,500</b>	<b>\$14,762,100</b>	<b>\$218,600</b>	<b>1.5%</b>
<b>Debt and Transfers</b>							
Debt Charges	\$896,660	\$935,900	\$859,958	\$927,600	\$1,865,400	\$937,800	101.1%
Transfer from Reserve	(\$839,460)	(\$801,900)	\$ -	(\$794,300)	(\$1,732,000)	(\$937,700)	118.1%
Transfer to Capital	\$10,325,000	\$10,325,000	\$10,513,500	\$10,513,500	\$ -	(\$10,513,500)	(100.0%)
Transfers to Reserve	\$5,278,561	\$3,950,000	\$4,588,365	\$5,050,000	\$17,650,000	\$12,600,000	249.5%
<b>Total Debt and Transfers</b>	<b>\$15,660,761</b>	<b>\$14,409,000</b>	<b>\$15,961,823</b>	<b>\$15,696,800</b>	<b>\$17,783,400</b>	<b>\$2,086,600</b>	<b>13.3%</b>
<b>NET COST / (REVENUE)</b>	<b>\$27,135,030</b>	<b>\$28,557,300</b>	<b>\$27,592,930</b>	<b>\$30,240,300</b>	<b>\$32,545,500</b>	<b>\$2,305,200</b>	<b>7.6%</b>



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>REVENUE</b>											
Municipal Recoveries	939,300	1,142,900	1,345,400	1,347,900	1,350,400	1,352,900	1,355,400	1,357,900	1,360,400	1,362,900	1,362,900
User Fees & Charges	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000
Sales Revenue	420,000	420,000	420,600	420,600	420,600	420,600	420,600	420,600	420,600	420,600	421,000
Internal Recoveries	2,013,700	1,974,400	2,032,400	2,092,400	2,154,400	2,218,400	2,284,400	2,284,400	2,284,400	2,284,400	2,284,400
<b>Total Revenue</b>	<b>3,731,000</b>	<b>3,895,300</b>	<b>4,156,400</b>	<b>4,218,900</b>	<b>4,283,400</b>	<b>4,349,900</b>	<b>4,418,400</b>	<b>4,420,900</b>	<b>4,423,400</b>	<b>4,425,900</b>	<b>4,426,300</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,408,700	6,666,500	6,911,200	7,128,100	7,357,200	7,603,200	7,853,700	8,112,500	8,380,900	8,660,800	8,945,200
Supplies, Material & Equipment	6,845,600	6,061,800	6,250,200	6,443,600	6,642,800	6,847,900	7,053,300	7,286,000	7,520,000	7,775,500	7,936,300
Purchased Services	2,047,800	2,957,600	2,975,000	3,037,600	3,105,600	3,176,300	3,248,800	3,309,000	3,387,700	3,453,900	3,518,200
Insurance & Financial	623,300	674,800	756,100	806,700	861,200	922,700	990,800	1,068,600	1,146,200	1,230,000	1,319,600
Minor Capital Expenses	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000
Internal Charges	1,869,100	1,816,700	1,874,700	1,934,700	1,996,700	2,060,700	2,126,700	2,127,300	2,127,900	2,127,900	2,127,900
<b>Total Expenditures</b>	<b>18,274,500</b>	<b>18,657,400</b>	<b>19,247,200</b>	<b>19,830,700</b>	<b>20,443,500</b>	<b>21,090,800</b>	<b>21,753,300</b>	<b>22,383,400</b>	<b>23,042,700</b>	<b>23,728,100</b>	<b>24,327,200</b>
<b>Net Operating Cost / (Revenue)</b>	<b>14,543,500</b>	<b>14,762,100</b>	<b>15,090,800</b>	<b>15,611,800</b>	<b>16,160,100</b>	<b>16,740,900</b>	<b>17,334,900</b>	<b>17,962,500</b>	<b>18,619,300</b>	<b>19,302,200</b>	<b>19,900,900</b>
yr/yr % change		1.5%	2.2%	3.5%	3.5%	3.6%	3.5%	3.6%	3.7%	3.7%	3.1%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	927,600	1,865,400	1,392,200	1,645,200	1,904,200	2,634,900	2,500,500	2,633,300	2,849,200	2,848,500	2,910,800
Transfer from Reserves	(794,300)	(1,732,000)	(1,226,200)	(1,229,500)	(1,231,900)	(1,231,600)	(1,230,400)	(1,230,500)	(1,121,800)	(1,121,100)	(1,122,100)
Transfer to Capital	10,513,500										
Transfer to Reserves	5,050,000	17,650,000	18,550,000	19,850,000	21,150,000	23,150,000	24,150,000	24,750,000	25,250,000	26,050,000	26,850,000
<b>Total Debt and Transfers</b>	<b>15,696,800</b>	<b>17,783,400</b>	<b>18,716,000</b>	<b>20,265,700</b>	<b>21,822,300</b>	<b>24,553,300</b>	<b>25,420,100</b>	<b>26,152,800</b>	<b>26,977,400</b>	<b>27,777,400</b>	<b>28,638,700</b>
<b>TAX LEVY REQUIREMENT</b>	<b>30,240,300</b>	<b>32,545,500</b>	<b>33,806,800</b>	<b>35,877,500</b>	<b>37,982,400</b>	<b>41,294,200</b>	<b>42,755,000</b>	<b>44,115,300</b>	<b>45,596,700</b>	<b>47,079,600</b>	<b>48,539,600</b>
yr/yr % change		7.6%	3.9%	6.1%	5.9%	8.7%	3.5%	3.2%	3.4%	3.3%	3.1%



**County of Wellington**  
**10 Year Capital Budget**  
**Roads and Engineering**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
<b>Roads and Engineering</b>											
Roads Facilities	7,100,000	3,100,000	100,000	14,800,000	670,000	100,000	6,860,000	740,000	100,000	7,600,000	41,170,000
Roads Equipment	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
Asset Management / Engineering	2,300,000	2,378,000	2,570,000	2,434,000	2,300,000	2,480,000	2,485,000	2,422,000	2,430,000	2,368,000	24,167,000
Growth Related Construction		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000
Roads Construction	8,450,000	7,670,000	8,219,000	5,546,000	345,000	7,780,000	2,890,000	9,799,000	8,161,000	6,130,000	64,990,000
Bridges	6,350,000	5,175,000	9,659,000	8,135,000	9,410,000	4,020,000	5,285,000	320,000	5,520,000	5,000,000	58,874,000
Culverts	1,400,000	352,000	1,440,000	1,298,000	414,000	300,000	2,144,000	427,000	300,000	300,000	8,375,000
County Bridges on Local Roads						119,000		1,018,000			1,137,000
Roads Resurfacing	8,550,000	4,507,000	6,775,000	7,515,000	9,418,000	11,595,000	12,263,000	9,308,000	7,930,000	9,990,000	87,851,000
<b>Total</b>	<b>36,670,000</b>	<b>34,595,000</b>	<b>31,808,000</b>	<b>44,316,000</b>	<b>33,953,000</b>	<b>35,806,000</b>	<b>34,842,000</b>	<b>28,266,000</b>	<b>27,921,000</b>	<b>34,893,000</b>	<b>343,070,000</b>
<b>Sources of Financing</b>											
Recoveries	575,000	1,560,000		1,247,000							3,382,000
Subsidies			4,160,000								4,160,000
Canada Community Building Fund	5,500,000	4,550,000	3,800,000	3,700,000	1,800,000	3,300,000	3,900,000	1,800,000	1,800,000	1,800,000	31,950,000
Ontario Community Infrastructure Fund	3,780,000	1,000,000	2,720,000	4,000,000	3,720,000	4,860,000	3,860,000	3,860,000	3,860,000	5,860,000	37,520,000
Reserves	20,315,000	22,049,000	21,128,000	20,040,000	24,591,000	23,150,000	20,582,000	21,970,000	22,261,000	24,233,000	220,319,000
Development Charges		2,936,000		629,000	3,842,000	4,496,000		636,000			12,539,000
Growth Related Debenture	6,500,000										6,500,000
Debenture		2,500,000		14,700,000			6,500,000			3,000,000	26,700,000
<b>Total Financing</b>	<b>36,670,000</b>	<b>34,595,000</b>	<b>31,808,000</b>	<b>44,316,000</b>	<b>33,953,000</b>	<b>35,806,000</b>	<b>34,842,000</b>	<b>28,266,000</b>	<b>27,921,000</b>	<b>34,893,000</b>	<b>343,070,000</b>



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Facilities											
Various Facility Repairs	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Harriston Shop					570,000		6,760,000				7,330,000
Erin / Brucedale Shop		3,000,000		14,700,000							17,700,000
Arthur Shop	7,000,000										7,000,000
Aberfoyle Shop								640,000		7,500,000	8,140,000
<b>Total Roads Facilities</b>	<b>7,100,000</b>	<b>3,100,000</b>	<b>100,000</b>	<b>14,800,000</b>	<b>670,000</b>	<b>100,000</b>	<b>6,860,000</b>	<b>740,000</b>	<b>100,000</b>	<b>7,600,000</b>	<b>41,170,000</b>
<b>Total</b>	<b>7,100,000</b>	<b>3,100,000</b>	<b>100,000</b>	<b>14,800,000</b>	<b>670,000</b>	<b>100,000</b>	<b>6,860,000</b>	<b>740,000</b>	<b>100,000</b>	<b>7,600,000</b>	<b>41,170,000</b>
<b>Sources of Financing</b>											
Reserves	600,000	600,000	100,000	100,000	670,000	100,000	360,000	740,000	100,000	4,600,000	7,970,000
Growth Related Debenture	6,500,000										6,500,000
Debenture		2,500,000		14,700,000			6,500,000			3,000,000	26,700,000
<b>Total Financing</b>	<b>7,100,000</b>	<b>3,100,000</b>	<b>100,000</b>	<b>14,800,000</b>	<b>670,000</b>	<b>100,000</b>	<b>6,860,000</b>	<b>740,000</b>	<b>100,000</b>	<b>7,600,000</b>	<b>41,170,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Equipment**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Equipment											
Roads Equipment											
Roads Equipment											
Pickup Electric Vehicle			375,000			460,000					835,000
Pickup			190,000			240,000			750,000		1,180,000
3 Ton Dump	150,000							155,000			305,000
6 Ton Trucks	1,415,000	1,551,000	2,005,000	1,660,000	1,721,000	1,782,000	2,305,000	1,908,000	1,977,000	2,555,000	18,879,000
Loader	265,000		295,000	305,000	316,000	654,000	337,000	350,000			2,522,000
Grader				499,000							499,000
Forklift	40,000							76,000			116,000
Trailers				33,000				15,000	42,000		90,000
Tractor		124,000		133,000			148,000			157,000	562,000
Bucket Truck									420,000		420,000
Backhoe								229,000		245,000	474,000
Vacuum Trailer		124,000									124,000
Manual Line Strippers	20,000						25,000				45,000
Loadster Float									59,000		59,000
Hot Box		124,000									124,000
Chipper		92,000								121,000	213,000
Excavator		383,000			425,000						808,000
Van									53,000		53,000
Mechanic Service Vehicle										327,000	327,000
Utility Truck	250,000										250,000
Steam Jenny	30,000							51,000			81,000
Roll Off Deck/Box		62,000			138,000			76,000	79,000		355,000
Miscellaneous Equipment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Roads Radio Replacements	250,000	260,000									510,000
Radio Infrastructure Replacements			80,000	83,000	86,000						249,000
<b>Total Roads Equipment</b>	<b>2,520,000</b>	<b>2,820,000</b>	<b>3,045,000</b>	<b>2,813,000</b>	<b>2,786,000</b>	<b>3,236,000</b>	<b>2,915,000</b>	<b>2,960,000</b>	<b>3,480,000</b>	<b>3,505,000</b>	<b>30,080,000</b>
<b>Total</b>	<b>2,520,000</b>	<b>2,820,000</b>	<b>3,045,000</b>	<b>2,813,000</b>	<b>2,786,000</b>	<b>3,236,000</b>	<b>2,915,000</b>	<b>2,960,000</b>	<b>3,480,000</b>	<b>3,505,000</b>	<b>30,080,000</b>
<b>Sources of Financing</b>											
Reserves	2,520,000	2,820,000	3,045,000	2,813,000	2,786,000	3,236,000	2,915,000	2,960,000	3,480,000	3,505,000	30,080,000
<b>Total Financing</b>	<b>2,520,000</b>	<b>2,820,000</b>	<b>3,045,000</b>	<b>2,813,000</b>	<b>2,786,000</b>	<b>3,236,000</b>	<b>2,915,000</b>	<b>2,960,000</b>	<b>3,480,000</b>	<b>3,505,000</b>	<b>30,080,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Asset Management / Engineering**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Speed Management	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Asset Management Hardware				50,000				57,000			107,000
Pavement Condition Study			110,000			120,000			130,000		360,000
Culvert Condition Study		26,000		29,000							55,000
Storm Water Condition Review			160,000				185,000				345,000
Pavement Preservation Programme	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Retaining Wall Inventory & Condition Study		52,000		55,000		60,000		65,000		68,000	300,000
<b>Total Asset Management / Engineering</b>	<b>2,300,000</b>	<b>2,378,000</b>	<b>2,570,000</b>	<b>2,434,000</b>	<b>2,300,000</b>	<b>2,480,000</b>	<b>2,485,000</b>	<b>2,422,000</b>	<b>2,430,000</b>	<b>2,368,000</b>	<b>24,167,000</b>
<b>Total</b>	<b>2,300,000</b>	<b>2,378,000</b>	<b>2,570,000</b>	<b>2,434,000</b>	<b>2,300,000</b>	<b>2,480,000</b>	<b>2,485,000</b>	<b>2,422,000</b>	<b>2,430,000</b>	<b>2,368,000</b>	<b>24,167,000</b>
<b>Sources of Financing</b>											
Canada Community Building Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Reserves	500,000	578,000	770,000	634,000	500,000	680,000	685,000	622,000	630,000	568,000	6,167,000
<b>Total Financing</b>	<b>2,300,000</b>	<b>2,378,000</b>	<b>2,570,000</b>	<b>2,434,000</b>	<b>2,300,000</b>	<b>2,480,000</b>	<b>2,485,000</b>	<b>2,422,000</b>	<b>2,430,000</b>	<b>2,368,000</b>	<b>24,167,000</b>





**County of Wellington**  
**10 Year Capital Budget**  
**Growth Related Construction**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Growth Related Construction											
WR 7 PL Rothsay S for 2km						119,000		1,272,000			1,391,000
WR 7 @ 1st Line Roundabout		1,713,000									1,713,000
WR 8 at WR 9, Roundabout (Perth)		104,000		1,664,000							1,768,000
WR 18 at WR 26 Intersection		1,600,000									1,600,000
WR 18 at WR 29, Intersection Improvement		518,000									518,000
WR 30, Intersection at Guelph Rd 3				111,000		1,307,000					1,418,000
WR124, Whitelaw Int to E of 32					4,020,000						4,020,000
WR 124 PL Ospringe to Guelph 10km					4,590,000	4,750,000					9,340,000
WR 124 at WR 32 Intersection		4,658,000									4,658,000
<b>Total Growth Related Construction</b>		8,593,000		1,775,000	8,610,000	6,176,000		1,272,000			26,426,000
<b>Total</b>		<b>8,593,000</b>		<b>1,775,000</b>	<b>8,610,000</b>	<b>6,176,000</b>		<b>1,272,000</b>			<b>26,426,000</b>
<b>Sources of Financing</b>											
Recoveries		266,000		832,000							1,098,000
Reserves		5,391,000		314,000	4,768,000	1,680,000		636,000			12,789,000
Development Charges		2,936,000		629,000	3,842,000	4,496,000		636,000			12,539,000
<b>Total Financing</b>		<b>8,593,000</b>		<b>1,775,000</b>	<b>8,610,000</b>	<b>6,176,000</b>		<b>1,272,000</b>			<b>26,426,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Construction**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Construction											
WR 5, WR 123 to Lett St Minto	1,500,000										1,500,000
WR 7 @ WR 12, Intersection					115,000	1,780,000					1,895,000
WR 9, WR 109 to WR 8 (Perth) 5km								127,000			127,000
WR 12, WR 7 to WR 86 Phase 1										6,130,000	6,130,000
WR 12, WR 7 to 300m East of 16th Line							123,000	2,544,000			2,667,000
WR 16, Hwy 89 to WR 109						60,000		3,821,000			3,881,000
WR 16, WR 109 to WR 19							61,000		3,951,000		4,012,000
WR 18, Mill to Elora PS Storm Sewer	100,000	1,550,000									1,650,000
WR18 Geddes St Elora, RtnngWall			2,678,000								2,678,000
WR 25, WR 52 to WR 42, 7 km	3,600,000	3,530,000	1,150,000								8,280,000
WR 32, WR 33 to Con 2, 2.5 km		2,590,000									2,590,000
WR 42 at WR 24 Intersection	750,000										750,000
WR 50, Third Line to WR 24	500,000										500,000
WR 50, Railway Tracks to WR 125 6km							123,000	127,000			250,000
WR 52, WR 124 to 9th Line				1,664,000							1,664,000
WR 109 at WR 16 Intersection						1,780,000					1,780,000
WR 123, Palmerston WR 5 to Hwy 23, 2km					230,000		2,583,000	3,180,000	1,580,000		7,573,000
WR 124, Land & Utility GET Rd1	2,000,000										2,000,000
WR 124 at WR 24, Intersection									2,630,000		2,630,000
WR 124: Guelph to Whitelaw						4,160,000					4,160,000
WR 124, WR 24 to Ospringle 6km			107,000	3,882,000							3,989,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km			4,284,000								4,284,000
<b>Total Roads Construction</b>	<b>8,450,000</b>	<b>7,670,000</b>	<b>8,219,000</b>	<b>5,546,000</b>	<b>345,000</b>	<b>7,780,000</b>	<b>2,890,000</b>	<b>9,799,000</b>	<b>8,161,000</b>	<b>6,130,000</b>	<b>64,990,000</b>
<b>Total</b>	<b>8,450,000</b>	<b>7,670,000</b>	<b>8,219,000</b>	<b>5,546,000</b>	<b>345,000</b>	<b>7,780,000</b>	<b>2,890,000</b>	<b>9,799,000</b>	<b>8,161,000</b>	<b>6,130,000</b>	<b>64,990,000</b>
<b>Sources of Financing</b>											
Recoveries	375,000										375,000
Canada Community Building Fund			1,000,000								1,000,000
Ontario Community Infrastructure Fund			1,000,000				860,000	1,000,000	1,860,000		4,720,000
Reserves	8,075,000	7,670,000	6,219,000	5,546,000	345,000	7,780,000	2,030,000	8,799,000	6,301,000	6,130,000	58,895,000
<b>Total Financing</b>	<b>8,450,000</b>	<b>7,670,000</b>	<b>8,219,000</b>	<b>5,546,000</b>	<b>345,000</b>	<b>7,780,000</b>	<b>2,890,000</b>	<b>9,799,000</b>	<b>8,161,000</b>	<b>6,130,000</b>	<b>64,990,000</b>



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
<b>Roads and Engineering</b>											
<b>Bridges</b>											
WR 6, O'Dwyer's Bridge, 006008 Rehab								65,000		5,000,000	5,065,000
WR 7, Bosworth Bridge, B007028	3,000,000	3,105,000									6,105,000
WR 7, Rothsay Bridge, 07019, Rehab							120,000		5,270,000		5,390,000
WR 11, Flax Bridge B011025 Rep			3,210,000								3,210,000
WR 12, Bridge B012100, Replace	100,000		964,000								1,064,000
WR 12, Princess Elizabeth Bridge					115,000		4,915,000				5,030,000
WR 16, Penfold Bridge, B016038	1,250,000										1,250,000
WR 17, Bridge B017115, Rehab	300,000										300,000
WR 17, Creekbank Bridge Rehab	750,000										750,000
WR 17, Bridge B017114, Rehab	400,000										400,000
WR 32, Blatchford Bridge, Replace			215,000		5,165,000						5,380,000
WR 35, Paddock Bridge, B035087		2,070,000									2,070,000
WR 36, Bridge B036122, Replace				1,110,000							1,110,000
WR 36, Bridge B036086, Replace				1,110,000							1,110,000
WR 38, Bridge B038113, Replace				830,000							830,000
WR 42, Bridge B042111, Rehab	100,000										100,000
WR 43, Caldwell Bridge, Replace								255,000			255,000
WR 109, CR Bridge 4, B109133					3,880,000						3,880,000
WR 109, CR Bridge 10 B109134						4,020,000					4,020,000
WR 109, CR Bridge 6 B109132			5,020,000								5,020,000
WR 109, CR Bridge 5, C109123				5,085,000							5,085,000
Steel Bridge Condition Survey	200,000										200,000
Various Bridge Patches	250,000		250,000		250,000		250,000		250,000		1,250,000
<b>Total Bridges</b>	<b>6,350,000</b>	<b>5,175,000</b>	<b>9,659,000</b>	<b>8,135,000</b>	<b>9,410,000</b>	<b>4,020,000</b>	<b>5,285,000</b>	<b>320,000</b>	<b>5,520,000</b>	<b>5,000,000</b>	<b>58,874,000</b>
<b>Total</b>	<b>6,350,000</b>	<b>5,175,000</b>	<b>9,659,000</b>	<b>8,135,000</b>	<b>9,410,000</b>	<b>4,020,000</b>	<b>5,285,000</b>	<b>320,000</b>	<b>5,520,000</b>	<b>5,000,000</b>	<b>58,874,000</b>
<b>Sources of Financing</b>											
Recoveries	200,000			415,000							615,000
Subsidies			4,160,000								4,160,000
Canada Community Building Fund	1,900,000	1,500,000		1,900,000							5,300,000
Ontario Community Infrastructure Fund	1,000,000	1,000,000		4,000,000	3,720,000	3,000,000				2,000,000	14,720,000
Reserves	3,250,000	2,675,000	5,499,000	1,820,000	5,690,000	1,020,000	5,285,000	320,000	5,520,000	3,000,000	34,079,000
<b>Total Financing</b>	<b>6,350,000</b>	<b>5,175,000</b>	<b>9,659,000</b>	<b>8,135,000</b>	<b>9,410,000</b>	<b>4,020,000</b>	<b>5,285,000</b>	<b>320,000</b>	<b>5,520,000</b>	<b>5,000,000</b>	<b>58,874,000</b>



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Culverts											
WR 10, Clvrt C101000, Replace		52,000		998,000							1,050,000
WR 10, Clvrt C100970, Replace					57,000		615,000				672,000
WR 11, Clvrt C110930, Replace					57,000		1,229,000				1,286,000
WR 12, Culvert C12086, Replace	1,100,000										1,100,000
WR 18, Culvert C180210, Liner			1,140,000								1,140,000
WR 124, Clvrt C124124, Replace								127,000			127,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Total Culverts</b>	<b>1,400,000</b>	<b>352,000</b>	<b>1,440,000</b>	<b>1,298,000</b>	<b>414,000</b>	<b>300,000</b>	<b>2,144,000</b>	<b>427,000</b>	<b>300,000</b>	<b>300,000</b>	<b>8,375,000</b>
<b>Total</b>	<b>1,400,000</b>	<b>352,000</b>	<b>1,440,000</b>	<b>1,298,000</b>	<b>414,000</b>	<b>300,000</b>	<b>2,144,000</b>	<b>427,000</b>	<b>300,000</b>	<b>300,000</b>	<b>8,375,000</b>
<b>Sources of Financing</b>											
Canada Community Building Fund	550,000										550,000
Ontario Community Infrastructure Fund			860,000				1,000,000				1,860,000
Reserves	850,000	352,000	580,000	1,298,000	414,000	300,000	1,144,000	427,000	300,000	300,000	5,965,000
<b>Total Financing</b>	<b>1,400,000</b>	<b>352,000</b>	<b>1,440,000</b>	<b>1,298,000</b>	<b>414,000</b>	<b>300,000</b>	<b>2,144,000</b>	<b>427,000</b>	<b>300,000</b>	<b>300,000</b>	<b>8,375,000</b>



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab						119,000		1,018,000			1,137,000
<b>Total County Bridges on Local Roads</b>						119,000		1,018,000			1,137,000
<b>Total</b>						<b>119,000</b>		<b>1,018,000</b>			<b>1,137,000</b>
<b>Sources of Financing</b>											
Reserves						119,000		1,018,000			1,137,000
<b>Total Financing</b>						<b>119,000</b>		<b>1,018,000</b>			<b>1,137,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Resurfacing**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 7, Rothsay to WR 11, 5.2 km			2,142,000								2,142,000
WR 7, Between PL at Ponsonby, 1km				28,000	574,000						602,000
WR 7, 1st Line to WR 18, 3.3 km					115,000		2,460,000				2,575,000
WR 7, Hwy 6 to Ponsonby PL	1,700,000										1,700,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km			1,071,000								1,071,000
WR 11, 300m S of 16th Line to WR 109				111,000			1,230,000				1,341,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line						119,000		2,540,000			2,659,000
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km		52,000		1,885,000							1,937,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km							123,000	2,544,000			2,667,000
WR 18, Fergus to Dufferin PH 2		1,607,000									1,607,000
WR 18, WR 7 to ROW boundary, 6.3 km			107,000		3,444,000						3,551,000
WR 19, Hwy 6 to 100m east of Tom St			27,000	555,000							582,000
WR 22, WR 26 to 300m S of WR24	3,250,000										3,250,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km			54,000	2,218,000							2,272,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			54,000		2,870,000						2,924,000
WR 24, WR 42 to 1.2 km N of WR 42							61,000	954,000			1,015,000
WR 25, WR 124 to WR 22 3.2 km			107,000	1,664,000							1,771,000
WR 26, WR 124 to WR 18 15km						130,000	2,000,000	2,000,000	2,000,000	3,860,000	9,990,000
WR 32, WR 34 to WR 124, 5 km					115,000	2,970,000					3,085,000
WR 33, WR 34 to Hwy 401, 1.8 km		52,000	1,071,000								1,123,000
WR 34, WR 33 to WR 32, 2 km		52,000		832,000							884,000
WR 34, WR 46 to Victoria Rd 2.1 km				111,000		1,188,000					1,299,000
WR 35, WR 34 to Hamilton boundary, 6.6 km							3,196,000				3,196,000
WR 38, City of Guelph to Highway 6, 3.7 km	1,600,000										1,600,000
WR 43, WR 19 to Glengarry Cr 1.3 km						60,000		1,270,000			1,330,000
WR 51, WR 86 to 800m E of WR 39				111,000		1,782,000					1,893,000
WR 52, 9th Line to WR 25 2.8 km		52,000	1,071,000								1,123,000
WR 86: Wallenstein	2,000,000										2,000,000
WR 86, COG to ROW 7.9 km					2,300,000	2,376,000					4,676,000
WR 109, Hwy 6 to Dufferin 11.1 km						2,970,000	3,073,000				6,043,000
WR 109, WR 7 to WR 10, 5.9 km							120,000		5,930,000	6,130,000	12,180,000
WR 123, Palm to Teviotdale		2,588,000									2,588,000
WR 124, 400m N of WR 23 to WR 25 2.5 km		104,000	1,071,000								1,175,000
<b>Total Roads Resurfacing</b>	<b>8,550,000</b>	<b>4,507,000</b>	<b>6,775,000</b>	<b>7,515,000</b>	<b>9,418,000</b>	<b>11,595,000</b>	<b>12,263,000</b>	<b>9,308,000</b>	<b>7,930,000</b>	<b>9,990,000</b>	<b>87,851,000</b>
<b>Total</b>	<b>8,550,000</b>	<b>4,507,000</b>	<b>6,775,000</b>	<b>7,515,000</b>	<b>9,418,000</b>	<b>11,595,000</b>	<b>12,263,000</b>	<b>9,308,000</b>	<b>7,930,000</b>	<b>9,990,000</b>	<b>87,851,000</b>



**County of Wellington**  
**10 Year Capital Budget**  
**Roads Resurfacing**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
<b>Sources of Financing</b>											
Recoveries		1,294,000									1,294,000
Canada Community Building Fund	1,250,000	1,250,000	1,000,000			1,500,000	2,100,000				7,100,000
Ontario Community Infrastructure Fund	2,780,000		860,000			1,860,000	2,000,000	2,860,000	2,000,000	3,860,000	16,220,000
Reserves	4,520,000	1,963,000	4,915,000	7,515,000	9,418,000	8,235,000	8,163,000	6,448,000	5,930,000	6,130,000	63,237,000
<b>Total Financing</b>	<b>8,550,000</b>	<b>4,507,000</b>	<b>6,775,000</b>	<b>7,515,000</b>	<b>9,418,000</b>	<b>11,595,000</b>	<b>12,263,000</b>	<b>9,308,000</b>	<b>7,930,000</b>	<b>9,990,000</b>	<b>87,851,000</b>

**COUNTY OF WELLINGTON**  
**2022 Budget – Roads and Bridges**  
**Explanation of Significant Budget Items**

**Operating Budget**

Revenue

- **Municipal recoveries** of \$1,142,900 represents maintenance contracts with Perth County, Peel Region, the Town of Milton and the seven member municipalities located within the County of Wellington. The increase in 2022 is in relation to traffic signal maintenance the County will be doing on behalf of our member municipalities and will be offset by a corresponding amount in purchased services.
- **User fees and charges:** includes \$250,000 from the Ministry of Natural Resources under the *Aggregate Resources Act*. The revenue is transferred to the Roads Capital Reserve on an annual basis. Also included in this line are various roads permits, which have been maintained at 2021 levels for 2022.
- **Sales revenue:** includes \$400,000 in auction revenue from the sale of used County equipment, which is transferred to the County's Roads Equipment Reserve.
- **Internal recoveries:** represents the recovery of internal equipment rental charges and recovery for work performed by Roads staff for other County departments.

Expenditure

- **Staffing changes include:** Roads departmental restructuring results in an additional Roads Operations Clerk and reduced winter control radio shift hours as this position is responsible for those duties. In addition, consideration to fill the vacant Operations Manager position with a technologist or another position with a lower job grade will result in restructuring savings of \$35,000 to salaries and benefits.
- **Supplies, Materials and Equipment:** The 2022 budget reduction is a result of reallocation of line painting (\$600,000) from this line to purchased services as this work is contracted out. The Sand, salt and deicer expense has been reduced (\$83,000) based on experience of the past few years. Vehicle related costs have been reduced (\$81,600) as a more cost effective GPS contract for the County snowplows was entered into in late 2021.
- **Purchased Services:** The 2022 budget changes include the moving of line painting mentioned as well as additional increases detailed below:
  - \$130,000 increase in order to address traffic signals on behalf of the lower tier municipalities. The expectation is that County roads staff will provide Traffic Signal Maintenance services to Town of Minto, Wellington North and Centre Wellington and will be fully offset by a municipal recovery for contracted services, materials and staff time.
  - \$150,000 increase for street light and crosswalk upgrades on a yearly basis that are to be pre-planned based on needs analysis as the current practice is upgrading when requests are made by residents.



- **Winter Maintenance**

- The County experienced significant savings in winter maintenance activities in 2020 with an expectation of this occurring in 2021 as the milder winters have required less material usage. The 2022 budget has been adjusted down by \$218,000 in order to reflect recent experience as well as expectations going forward. The overall winter control budget is \$6.4 million for 2022.

#### Debt and transfers

- **Debt charges:**

- Debt servicing costs associated with tax supported debt issues for three Roads facilities (Erin/Bruce, Harriston and Aberfoyle) have been incorporated into the forecast. The annual tax supported debt charges reach a peak of \$2.6 million in 2031, and are funded by the tax levy. Debt previously identified as needing to be issued for two bridge projects (WR 109 CR Bridge 5 and CR Bridge 10) have been eliminated as a result of the additional OCIF funding announced by the province in December.
- Development charge supported debt originally issued in 2012 for the Central Garage project is due for refinancing in March 2022. Staff are recommending paying off the remaining debt as a lump sum (\$735,000) as there is sufficient funding in the DC Roads reserve fund to accommodate the payment. There will be a separate report going to AF&HR regarding this item.

- **Transfers:**

- As reported to the committee in November, the ten-year forecast shows a significant change to the transfers section as the transfer to capital has been reallocated as a transfer to reserves. The County will now fund its Roads capital forecast predominantly through the Roads Capital Reserve (and the Roads Equipment Reserve for equipment purchases). Stable, predictable, long-term, sustainable funding is required for the County to address its infrastructure deficit. The reserve transfer is an easier way to fund roads capital and provide predictable and stable funding over the long-term as it isn't as dependent on the timing of projects, and availability of other funding sources – such as development charges, Canada Community Building Fund and Ontario Community Infrastructure Fund (OCIF) revenues.

#### 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. The Roads capital forecast totals \$343.1 million and represents 67% of total capital spending across the County. Highlights of the forecast are as follows:

- **Roads Facilities:** The County owns and operates eight roads maintenance facilities located throughout the County. Plans to upgrade facilities to meet current needs have been underway since 2012. To date, two facilities are complete (Central and Drayton) with the third in the preliminary design phase (Arthur). With each facility, construction costs are increasing significantly applying pressures on the original timing and costing estimates presented in previous budgets.

The 2022-2031 forecast totals \$41.2 million and has been updated to include:

- Arthur Shop – 2022 allocation of \$7.0 million for construction based on preliminary costing estimates bringing the total budget allocation to this project to \$9.2 million
- Erin / Bruce Dale Shop - budget increased based on the cost for both land (\$3 million) and construction (\$14.7 million) and adjusted the project start from 2022 to 2023. The resulting

funding adjustments increased tax supported debt issues by \$6.5 million over the 2021 – 2030 forecast

- Harriston and Aberfoyle Shop - moved the project timing back one year into the forecast. A third party facilities review is currently underway and will inform future budget requirements.
- Facilities Funding Sources:
  - Reserves \$8.0 million
  - Growth Related Debt \$6.5 million
  - Tax Supported Debt \$26.7 million

- **Equipment:** The ten-year plan includes a provision of \$30.1 million for equipment replacements.
  - New to the equipment budget, a provision for the purchase of electric pickup trucks (½ tonne) in 2024 and 2027. There are ¾ tonne pickups planned as gas powered vehicles in the forecast. The actual purchases will be dependent on the availability of this technology and charging infrastructure at the time of purchase.
  - New to the equipment forecast are two projects to address the replacement of roads radios and the associated infrastructure.

Equipment purchases are fully funded from the roads equipment reserve, which is funded from annual operating transfers.

- **Asset Management / Engineering:** The asset management section in the roads budget continues to evolve in the 2022-2031 plan.
  - New to the capital plan in 2022 an annual allocation of \$200,000 to complete speed management works and studies as recommended and approved as part of the Roads Master Action Plan.
  - Asset management activities total \$24.2 million over the forecast and is funded through a mix of Canada Community Building Fund allocations (74%) and Reserves (26%).
- **Growth Related Construction:** The County's development charge (DC) study update is underway for completion in June of 2022. The current 2017/18 study continues to inform this forecast.
  - The ten-year plan identifies \$26.4 million for growth related construction and provides DC funding of \$12.5 million.
  - Projects identified within this area include an \$8.7 million growth related investment to improve traffic flow on Wellington Road 124 between Guelph and Wellington Road 32, \$9.3 million for the addition of passing lanes on Wellington Road 124 north, \$3.1 million on Wellington Road 7 and \$5.3 million on various intersection improvements throughout the County.
- **Roads Construction:** The County is responsible for the care and maintenance of 1,426 lane kilometres of roads located throughout the County. Construction projects include work on the base, surface and storm sewer while resurfacing projects are the surface only.
  - Roads construction totals \$65 million over the forecast.
  - Of this total \$13.1 million relates to the non-growth related works on the Wellington Road 124 corridor between Guelph and Cambridge.
- **Bridges and Culverts:** The County is responsible for 104 Bridges and 94 Culverts located throughout Wellington. Provincial legislation requires that structures are inspected on a bi-annual

basis. The resulting report details the required works, timing and costs and informs the bridge and culvert budgets.

- The ten-year plan includes \$58.9 million for bridgework and \$8.4 million to address culverts.
- Wellington Road 109 bridgework includes the replacements of four structures along the same stretch of roadway. Construction start dates span from 2024-2027 with preliminary budget estimates totalling \$18 million. Project funding includes \$4.2 million in Provincial subsidy (ICIP), \$8.9 million in OCIF funding, and \$5.0 million in County reserves.
- **County Bridges on Local Roads:** in 2008, the County Roads Committee considered a report entitled “Road Rationalization – The County Bridges on Local Roads Issue.” The committee and council passed the recommendation that “the County rebuild or close, if that was deemed appropriate, those bridges designated as County bridges on local roads on a priority basis, thereafter the responsibility of the bridge be returned to the local municipality.”
  - To date, seven structures are complete, two structures are nearing completion and scheduled for transfer in 2022, one structure is included in the forecast and three structures remain outstanding.
- **Roads Resurfacing:** Projects totalling \$87.9 million are included for resurfacing in the ten-year forecast.
- **Capital Funding:** As budget pressure continues in the Roads Division staff are continuously seeking out funding options to help alleviate pressures on the tax levy. The recent announcement that the province will be doubling the Ontario Community Infrastructure Fund (OCIF) allowed the County to invest in even more infrastructure projects and eliminate the debt required for two bridge projects. The current ten year roads capital plan includes:
  - 64% - Own Source Revenue (Reserves)
  - 21% - Funding from Senior Levels of Government
    - 10.9% - Ontario Community Infrastructure Fund
    - 9.3% - Canada Community Building Fund
    - 1.2% - Investing in Canada Infrastructure Programme Grant
  - 8% - Tax Supported Debentures
  - 6% - Development Charges and Growth Related Debt
  - 1% - Recoveries (shared projects)
- Growth-related debentures total \$6.5 million and are recoverable from development charge collections.
  - Arthur Shop (2022)
- Tax-supported debentures affect the levy through debt servicing costs included in the operating budget. The rebuild of three roads garages are identified throughout the forecast to be funded by debt totalling \$26.7 million:
  - Erin / Brucedale Shop (2023 and 2025)
  - Harriston Shop (2028)
  - Aberfoyle Shop (2031)