

## Programme Overview

<b>Programme/Service:</b>	<b>Economic Development</b>
<b>Department:</b>	<b>Wellington County Museum and Archives</b>
<b>Governance:</b>	<b>Economic Development Committee</b>

## Programme Description

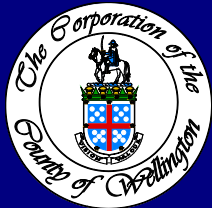
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while infrastructure development, attainable housing, investment attraction and enticing talent to move to Wellington County are areas of commitment going forward. We provide:

- Up-to-date information on the local economy, trends, opportunities and the annual credit rating review
- Workforce development and talent attraction through facilitation between private industry, support organizations, education and training
- Investment attraction and promotion of Wellington County through Experience Wellington and Taste Real Local Food Programme and Ontario Food Cluster participation
- Investment in the County broadband buildout
- Funding for a County-wide Business Retention and Expansion programme, the Invest Well Community Improvement Programme (CIP) and contributions to local business support organizations
- Solutions to encourage attainable housing stock development in Wellington County
- Participation in the Our Food Future initiative with the City of Guelph to encourage a Smart City approach that uses innovation, data and technology to support a circular food economy and reduce food waste
- The Ride Well Transportation Pilot which provides an on-demand rural transportation option from October 2019—March 2025

## 2022 Budget Highlights

- Rural Broadband Improvements Implementation is in place to complete the local gigabyte fibre optic broadband buildout. There is a \$4.0 million County contribution over five years (2021-2025)
- County-wide Business Retention and Expansion (\$175,000) and Community Improvement Plan Implementation Funds (\$160,000) are continued to be available annually throughout the forecast
- Smart Cities initiative “Our Food Future” - 2022 marks the third year of this four year initiative
- A two-year contract for a Sustainability Programme Assistant position to support the Our Food Future programme, which is to cost shared with the Climate Change area reporting to Planning
- Ride Well Community Transportation initiative has been adjusted based on the level of service currently being provided

Staff Complement (Full time equivalents)	2021	
	2021	2022
Economic Development	7.0	8.2
Total	7.0	8.2
Current employee count: 6		



## Performance Measures

Programme/Service:	Economic Development Division
Department:	Museum, Archives and Economic Development
Governance:	Economic Development Committee

## Programme Goals and Objectives

The Wellington County Economic Development Strategic Plan identifies the following vision, goals and strategic objectives:

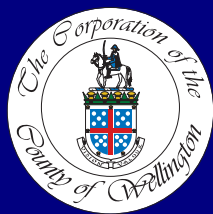
“Wellington County will be a collaborative community that protects and enhances its natural and cultural heritage assets while supporting the longer term economic and social prosperity of its residents and business community.”

- Increase the competitiveness and success of Wellington businesses – to support programmes that contribute to the sustainability and competitive position of the County (**Providing the highest level and best quality services**)
- Build a strong regional profile and brand – to build awareness of the County economic development goals (**Making the best decisions**)
- Create a community where people want to live and entrepreneurs want to do business – to foster an environment conducive to entrepreneurial activity (**People as the main priority**)
- Develop lasting partnerships that advance the economic sustainability of the County – to promote a collective understanding of the role resource and infrastructure investments play in ongoing community prosperity (**Planning for and providing the best physical infrastructure**)

## Performance Measures

In order to progress towards accomplishing the County’s Strategic Action Plan and the Economic Development Strategic Plan the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Business Retention and Expansion Programme Funding	\$175,000	\$175,000	\$175,000	\$175,000
Business Retention and Expansion Fund ROI	73%	73%	64%	64%
Invest Well CIP Funding	\$160,000	\$60,000	\$82,500	\$160,000
Invest Well CIP Return on Investment	1:30	1:30	1:48	1:20
Number of Invest Well CIP Projects Supported	10	10	10	16
Business Support Organization Funding	\$92,500	\$92,500	\$92,500	\$97,500
County Tourism Signage Engagement (sign blades/businesses)	50/25	50/25	65/31	73/37
Taste Real Local Food Participants	176	176	186	190
Division Enquiries From the Public	500	500	600	650
Ride Well Rural Transportation Pilot (# of rides)	2,248	2,248	4,572	6,467
Website Engagement – Business Directory views	33,902	33,902	31,629	32,000
Economic Development Division Website Page Views	165,686	165,686	188,057	190,000
E-Newsletter Communications to Businesses – Business, Taste Real, RIDE WELL (Newsletters/Subscribers)	40/3,875	40/3,875	26/4,064	30/4,200



# COUNTY OF WELLINGTON

## 2022 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Administration, Finance and Human Resources Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
<b>Revenue</b>							
Grants & Subsidies	\$261,509	\$338,000	\$2,994	\$369,800	\$528,000	\$158,200	42.8%
User Fees & Charges	\$34,534	\$66,500	\$53,233	\$66,500	\$104,200	\$37,700	56.7%
Sales Revenue	\$1,972	\$5,000	\$250	\$ -	\$ -	\$ -	-
Other Revenue	\$16,973	\$ -	\$12,561	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$3,413	\$ -	\$ -	\$ -	-
<b>Total Revenue</b>	<b>\$314,988</b>	<b>\$409,500</b>	<b>\$72,451</b>	<b>\$436,300</b>	<b>\$632,200</b>	<b>\$195,900</b>	<b>44.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$562,949	\$667,000	\$579,345	\$660,600	\$840,500	\$179,900	27.2%
Supplies, Material & Equipment	\$85,083	\$164,300	\$124,152	\$141,300	\$143,300	\$2,000	1.4%
Purchased Services	\$400,495	\$700,300	\$398,776	\$701,900	\$797,200	\$95,300	13.6%
Transfer Payments	\$378,105	\$487,500	\$504,572	\$672,500	\$462,500	(\$210,000)	(31.2%)
Insurance & Financial	\$19,507	\$14,800	\$12,767	\$14,400	\$15,200	\$800	5.6%
Internal Charges	\$1,232	\$8,000	\$6,949	\$8,000	\$8,000	\$ -	-
<b>Total Expenditure</b>	<b>\$1,447,371</b>	<b>\$2,041,900</b>	<b>\$1,626,561</b>	<b>\$2,198,700</b>	<b>\$2,266,700</b>	<b>\$68,000</b>	<b>3.1%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,132,383</b>	<b>\$1,632,400</b>	<b>\$1,554,110</b>	<b>\$1,762,400</b>	<b>\$1,634,500</b>	<b>(\$127,900)</b>	<b>(7.3%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	(\$166,850)	(\$200,000)	\$ -	\$200,000	(100.0%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$166,973	\$150,000	\$412,561	\$400,000	\$400,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$166,973</b>	<b>\$150,000</b>	<b>\$245,711</b>	<b>\$200,000</b>	<b>\$400,000</b>	<b>\$200,000</b>	<b>100.0%</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,299,356</b>	<b>\$1,782,400</b>	<b>\$1,799,821</b>	<b>\$1,962,400</b>	<b>\$2,034,500</b>	<b>\$72,100</b>	<b>3.7%</b>



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

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>REVENUE</b>											
Grants & Subsidies	369,800	528,000	383,000	143,000	31,000						
User Fees & Charges	66,500	104,200	104,400	104,400	50,400	31,700	31,700	32,300	32,700	32,900	33,100
<b>Total Revenue</b>	<b>436,300</b>	<b>632,200</b>	<b>487,400</b>	<b>247,400</b>	<b>81,400</b>	<b>31,700</b>	<b>31,700</b>	<b>32,300</b>	<b>32,700</b>	<b>32,900</b>	<b>33,100</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	660,600	840,500	766,600	807,500	808,200	841,100	869,200	898,500	928,700	960,400	992,400
Supplies, Material & Equipment	141,300	143,300	84,100	30,600	31,200	31,800	32,400	33,000	34,300	35,200	35,900
Purchased Services	701,900	797,200	767,200	620,200	419,200	345,700	357,300	369,600	381,800	394,000	402,200
Transfer Payments	672,500	462,500	447,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500	432,500
Insurance & Financial	14,400	15,200	13,700	14,500	14,400	15,000	15,500	16,200	16,600	17,300	17,900
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Total Expenditures</b>	<b>2,198,700</b>	<b>2,266,700</b>	<b>2,087,100</b>	<b>1,913,300</b>	<b>1,713,500</b>	<b>1,674,100</b>	<b>1,714,900</b>	<b>1,757,800</b>	<b>1,801,900</b>	<b>1,847,400</b>	<b>1,888,900</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,762,400</b>	<b>1,634,500</b>	<b>1,599,700</b>	<b>1,665,900</b>	<b>1,632,100</b>	<b>1,642,400</b>	<b>1,683,200</b>	<b>1,725,500</b>	<b>1,769,200</b>	<b>1,814,500</b>	<b>1,855,800</b>
yr/yr % change		(7.3%)	(2.1%)	4.1%	(2.0%)	0.6%	2.5%	2.5%	2.5%	2.6%	2.3%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(200,000)										
Transfer to Reserves	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>Total Debt and Transfers</b>	<b>200,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,962,400</b>	<b>2,034,500</b>	<b>1,999,700</b>	<b>2,065,900</b>	<b>2,032,100</b>	<b>2,042,400</b>	<b>2,083,200</b>	<b>2,125,500</b>	<b>2,169,200</b>	<b>2,214,500</b>	<b>2,255,800</b>
yr/yr % change		3.7%	(1.7%)	3.3%	(1.6%)	0.5%	2.0%	2.0%	2.1%	2.1%	1.9%



**County of Wellington**  
**10 Year Capital Budget**  
**Economic Development**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Economic Development											
Rural Broadband Improvements	800,000	800,000	800,000	800,000							3,200,000
Total	800,000	800,000	800,000	800,000							3,200,000
<b>Sources of Financing</b>											
Reserves	800,000	800,000	800,000	800,000							3,200,000
Total Financing	800,000	800,000	800,000	800,000							3,200,000

**COUNTY OF WELLINGTON**  
**2022 Budget – Economic Development**  
**Explanation of Significant Budget Items**

**Operating Budget**

**Revenues**

There are a number of ongoing projects and initiatives in Economic Development that are offset by grant and user fee revenue sources expected to be received in 2022, including:

- **Grant and Subsidies:**
  - Smart Cities Challenge funding of \$385,000
  - Community Transportation grant funding of \$143,000 for Ride Well
- **User Fees and Charges:**
  - Passenger revenue (\$72,700) projected for Ride Well
  - Taste Real event and membership revenue (\$16,500)
  - Tourism signage programme (\$15,000)

**Expenditures**

The 2022 budget continues with recommendations from previous projects as well as initiatives from the three-year County Economic Development Plan, including:

**Smart Cities**

The Smart Cities programme is continuing work on projects originally identified when funding was first approved. However, as a result of the COVID-19 pandemic projects have been delayed or modified to fit within the changing global environment. The budget for this programme in 2022 has been modified to take advantage of funds not used in 2021 and the expenditure budget has increased as a result. As these initiatives are fully funded from the grant funding there is no levy impact due to the changes.

Staffing changes include a two-year contract for a Sustainability Programme Assistant position, which is to cost shared with the Climate Change area reporting to Planning. The position will be partially funded from the previously approved grants within Smart Cities. This contract position is intended to ensure the County can get maximum value from the opportunities the Our Food Future partnership is presenting.

**Ride Well**

The Ride Well programme launched in October of 2019 and was significantly impacted by the COVID-19 pandemic with resident usage well below the original forecast. Recent months have seen the ridership levels increase and the use of the service is continuing to grow. The County received correspondence confirming provincial funding would be extended beyond the original end-date and now is anticipated to end in the first quarter of 2025. Passenger revenue as well as contract costs have been adjusted based on experience to date in 2021 as well as anticipated needs for operating capacity in 2022. These changes result in a 79% reduction to the net cost for Ride Well in 2022 and reduction to tax levy requirements of \$104,000.

## Other Activities and Grant Programmes planned in 2022:

- **Business Retention and Expansion Local Implementation Fund (\$175,000)** – will provide the County’s local municipalities the opportunity to access funding for the direct execution of BR+E recommendations for activities that enhance the local economies.
- **Community Improvement Plan Implementation Fund (\$160,000)** – this funding is to flow through the County’s member municipalities to provide financial incentives to help support local Community Improvement Plans and support County-wide priorities.
- **Invest Ready – Tax Increment Equivalent Grant (TIEG):** As part of the Community Improvement Programme, the County began participation in member municipalities’ Tax Increment Equivalent Grant Programmes starting in 2019 and will providing additional funds of approximately \$45,000 over the 2022-2023 period as follows: 2022 - \$30,043 and 2023 - \$15,021.
- **Business Support Agency Funding (\$97,500)** – the County funds agencies upon receiving an agreed upon annual review of services and events to support our local economy. Agencies include; the Guelph Wellington Business Enterprise Centre, Innovation Guelph, local Community Futures Development Organizations, LaunchIt Minto and the Western Ontario Warden’s Caucus project

The transfer payments line shows a significant drop in 2022 (\$200,000) as the one-time funding for business recovery due to COVID-19 has been removed, with a corresponding reduction to the transfer from reserves line in the same amount. There is no net budget impact for this change.

## Capital Budget

- **Rural Broadband Improvements (formerly SWIFT 2.0):** The County continues its commitment of \$4.0 million over five years (started in 2021) to complete the gigabyte fibre optic broadband buildout. In December 2021 the Province posted its Request for Proposal for the next steps in the broadband projects casting uncertainty around the future of SWIFT. Although the final programme name and project partners is unknown at this time, the County will be in a position to follow through with the local build out with the funds set aside in this project. The project will be funded by the General Capital Reserve, which receives annual transfers from the operating budget.

The overall net levy requirement for Economic Development in 2022 is \$2,034,500. This represents an increase from the 2021 budget of \$72,100 or 3.7%.