



# **The Corporation of the County of Wellington**

## **Administration, Finance and Human Resources Committee**

October 18, 2016

9:00 am

County Administration Centre

Guthrie Room

Members: Warden Bridge; Councillors Lever (Chair), Alls, Lennox, C. White

---

	Pages
<b>1. Call to Order</b>	
<b>2. Declaration of Pecuniary Interest</b>	
<b>3. Administration</b>	
3.1 Request to Illuminate County Buildings	2 - 3
3.2 Social Media Policy	4 - 5
3.3 BR+E County Fund for Wellington North and the Town of Erin	6 - 17
<b>4. Finance</b>	
4.1 Financial Statements and Variance Projections as of September 30, 2016	18 - 69
4.2 Summary of Purchasing Policy and Procedures	70 - 71
4.3 Property Tax Bill Inserts for 2017	72 - 75
4.4 Authority to Negotiate and Place Debenture Issue	76 - 77
<b>5. Human Resources</b>	
5.1 Non-Union Compensation Study and 2017 Non-Union Economic Adjustment	78 - 80
<b>6. Closed Meeting (Agenda emailed separately)</b>	
<b>7. Rise and Report</b>	
<b>8. Adjournment</b>	
Next meeting date November 15, 2016 or at the call of the Chair.	



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Andrea Ravensdale, Communications Manager  
**Date:** Tuesday, September 27, 2016  
**Subject:** **REQUEST TO ILLUMINATE COUNTY BUILDINGS**

---

### **Background:**

“Bring Diabetes to Light” Campaign Coordinator, Mr. Brian Martin, has written a letter asking that the County of Wellington consider illuminating the Wellington County Museum and Fergus library with blue exterior flood lights, in support of Diabetes Awareness Month. Mr. Martin has asked that the buildings be illuminated November 23 – 27, 2016.

The Canadian Diabetes Association (CDA) has planned an awareness campaign during this week. The CDA hopes to have a community within each of its regions to act as a showpiece for its “Bring Diabetes to Light” campaign. The Township of Centre Wellington has been selected by the CDA as the representative community for the Central West Region. The Fergus Lions Club and the Fergus BIA have also been asked to partner with this initiative.

### **Action:**

Should this recommendation be supported, County Maintenance staff would purchase and install blue exterior flood lights at the Wellington County Museum and the Fergus library branch. Staff at the Wellington County Museum and the Fergus library will be responsible for ensuring the lights are turned on each evening.

### **Additional Consideration:**

If approved, the County of Wellington may receive similar requests like this from other causes and non-for-profit organizations.

### **Recommendation:**

That the Administration, Finance and Human Resources approve this request on a trial basis; and,

That County staff ensure the Wellington County Museum and Fergus library branch are lit up with blue lighting for the period of November 23-27, 2016.

Respectfully submitted,

A handwritten signature in black ink, reading "Andrea Ravensdale". The signature is written in a cursive style with a large, prominent initial "A".

Andrea Ravensdale  
Communications Manager



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Andrea Ravensdale, Communications Manager  
**Date:** Tuesday, October 18, 2016  
**Subject:** Social Media

---

### Background:

Several members of County Council and senior staff have expressed interest in using social media at the County of Wellington to promote events, for announcements, committee meeting date notification, disruptions to service, to engage the community, promote initiatives, etc.

It is recognized that social media networks can be a powerful communications tool that can have a significant impact on the County's reputation. The use of social media creates new opportunities for enhanced communication with residents; it also creates new responsibilities for County of Wellington departments.

After careful consideration, the Communications staff recommends that the County should embark on this initiative cautiously, and begin with one corporate Twitter and Facebook account for a trial one-year period. One corporate account allows the County to have a single voice, it's easier to monitor and for residents to find information. After the trial period has concluded, the Communications Manager will meet with the Staff Advisory Committee to discuss creating additional County social media accounts.

Mrs. Jacqueline Willson, Senior Communications Officer, who was responsible for social media in her previous role at the City of Brantford, will assume this role. The position will be re-titled, "Communications Futurist," once the social media programme commences.

### Action:

A social media policy will be developed and reviewed by Sumita Pillay-Dason, County Solicitor. The policy will outline appropriate use, how to handle offensive comments, etc.

Each Department will assign a staff member who will provide the Communications Futurist with content. Every Friday, the designated staff member will send the Communications Futurist five or more items to be posted the following week. The Communications Futurist will plan a schedule for what is to be posted the following week. Time sensitive social media content can be sent for review at any time (e.g. job postings, special weather statements, committee date changes, building closures, etc.).

The designated staff member will also be the point of contact for the Communications Futurist. An alternate contact must be available during vacation time.

Departments with multiple divisions within them should have a point of contact for each division (e.g. Emergency Management, Green Legacy, Child Care, Ontario Works, Housing, SWS, Roads, etc.).

**Additional Consideration:**

The social media policy will further outline usage regulations, but it is important to note that the County Twitter and Facebook accounts will only be monitored between regular business hours (Monday – Friday from 8:30 am to 4:30 pm, excluding statutory holidays).

With respect to records retention, social media posts are considered transitory records and will remain live indefinitely, unless they are offensive, defamatory or libelous. Information on deleting posts will be carefully outlined in the County's social media policy.

**Recommendation:**

That the Administration, Finance and Human Resources Committee support corporate Twitter and Facebook accounts on a trial one-year basis beginning on November 1, 2016;

That Department Heads assign a point of contact for the Communications Futurist; and,

That this report be submitted to County Council for consideration.

Respectfully submitted,

A handwritten signature in black ink, reading "Andrea Ravensdale". The signature is fluid and cursive, with the first name "Andrea" and last name "Ravensdale" clearly distinguishable.

Andrea Ravensdale  
Communications Manager



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** [Crystal Ellis], [Manager of Economic Development]  
**Date:** Tuesday, October 18, 2016  
**Subject:** **BR+E County Fund for Wellington North and the Town of Erin**

---

### Background:

Requests for 2016 BR+E municipal funding has been received from the Township of Wellington North and the Town of Erin. As it was submitted without a scheduled Economic Development Committee meeting date until November, we are presenting it to the Administration, Finance and Human Resources Committee for approval.

The Township of Wellington North requests \$25,000 to cover 60% of costs of community improvement and business recruitment programmes. The community improvement project will involve a review of the current Wellington North community improvement programme and investigate new funding and potential boundary extensions. The business recruitment project will partner with the Renew Northern Wellington Arts and Business Association, local chambers of commerce and BIA to establish a business recruitment programme.

The Town of Erin requests \$25,000 to cover 100% of costs for the Economic Development Officer position to carry out the Erin Action Plan

County Economic Development staff are in favour of both projects as they will provide a supportive structure for business recruitment, community improvement and economic development facilitation in Wellington County.

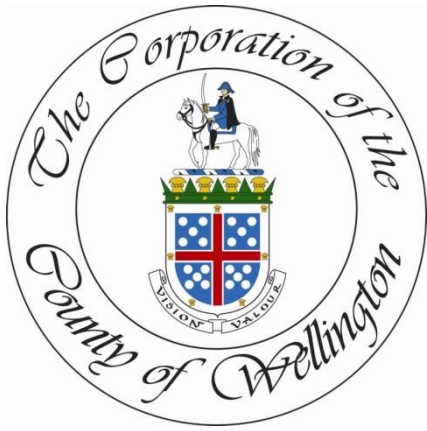
### Recommendation:

That the Committee approve the BR+E County Fund for the Township of Wellington North and the Town of Erin.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Crystal Ellis', written in a cursive style.

Crystal Ellis  
Manager of Economic Development



## COUNTY OF WELLINGTON

# BUSINESS RETENTION AND EXPANSION MUNICIPAL IMPLEMENTATION FUND



2016 Year

## County BR+E Implementation Fund

In 2015 the County of Wellington, together with the seven municipalities, aim to complete 160 business interviews. While 2014 focused on Wellington's four key sectors, 2015 interviews include foreign owned employers and those in Wellington's downtowns. The BR+E Local Implementation Fund provides the municipalities the opportunity to access funding for the direct execution of BR+E activities to enhance the local economy.

# County of Wellington – 2016 Business Retention and Expansion Municipal Implementation Fund

## COUNTY BR+E IMPLEMENTATION FUND

### OBJECTIVE

The County of Wellington BR+E Municipal Implementation Fund provides funding for projects that enhance the local economy. The Economic Development Committee of Council makes all funding decisions based on priorities identified in the individual municipal BR+E reports. Recognizing that the communities in the seven municipalities are distinct in economic assets and markets, the Fund provides flexibility with projects ensuring that overall, the project is in concert with developing a competitive economy.

Direct grant funding is available for each municipality to a maximum of \$25,000 to support BR+E implementation initiatives in the areas of:

- Downtown revitalization (incentive based assistance for remediation work)
- Business incubation
- Workforce training/Business support workshops
- Regional marketing and promotion (print or video)
- Newcomer attraction
- Youth engagement
- Employment attraction
- Investment attraction
- Strategic economic planning/Project feasibility studies

### GUIDELINES

- Regardless of the number of requests per municipality, a total amount of \$25,000 per municipality will be considered.
- All grants will be assessed in terms of the consideration for local BR+E suitability AND how the project fits with overall County BR+E objectives.
- Funds are not required to be matched by the municipality.
- Funds may not be rolled over for use beyond December 31.



- Grants will be assessed in terms of cost effectiveness; contribution to the economic viability of the community; partnership, financial leverage and long term impact.
- The budget submitted should be for the total project and should identify all sources of funding including other grants, self-generated revenue, contributions, etc.
- Applicants must be willing to present to County Council on completion of the project, detailing successes.
- Application packages are available through the County Economic Development office.

## **APPLICATION REVIEW**

- The Economic Development office will, on a revolving basis, collect and review all applications for eligibility/completeness of information.
- The County Economic Development Committee will review the applications and is the final granting authority.
- The Economic Development office will notify all applicants of the Committee's decisions.

## **OBLIGATIONS UPON RECEIVING A GRANT**

- Successful applicants must provide a final report on the project no later than 90 days following completion of the project. Final reporting requirements are listed on page 4.
- Grant recipients must acknowledge the County contribution to the project in all related public information, printed material and media coverage. The Municipal logo is available through the Economic Development office.

## **DISTRIBUTION OF FUNDS**

- Funds will be distributed to successful applicants upon the signing of a Letter of Agreement stating that the applicant will comply with the obligations as listed above.

# County of Wellington – 2016 Business Retention and Expansion Municipal Implementation Fund

## IMPLEMENTATION FUND APPLICATION

<b>TOWNSHIP OF WELLINGTON NORTH</b>	
<b>Dale Small</b>	
<b>Economic Development Officer</b>	
<b>7490 Sideroad 7 West, Kenilworth, Ontario. NOG-2EO</b>	
<b>PROJECT TITLE: Community Improvement &amp; Business Recruitment Programs</b>	
Project lead: <b>TOWNSHIP OF WELLINGTON NORTH</b>	
Project partners: <b>Business &amp; Development Community</b>	
Project Initiation Date: <b>March 22nd, 2016</b>	
Project Completion Date: <b>December 31<sup>st</sup>, 2016</b>	
(Please note that the below final reporting requirement is required within 90 days of this date.)	
Amount Requested: <b>\$ 25,000</b>	
Percentage of total project/operations budget requested: <b>60 %</b>	
Please attach a budget of the project/operation which identifies all sources of confirmed and anticipated income including other grants, self-generated revenue, contributions, etc. and all proposed expenses.	
<b>PROJECT BUDGET</b>	
<b>EXPENSES</b>	<b>REVENUE</b>
\$10,000 Consulting Fees SKA Design	
\$15,000 C.I.P. Improvements	\$25,000 BR+E Implementation Fund
\$ 5,000 Business Recruitment Research	
\$ 5,000 Business Recruitment Brochure,	\$15,000 Wellington North
\$ 5,000 Marketing Materials	
Please describe how your project enhances your local economy both in the short and long terms (attach additional pages if necessary).	
The Township of Wellington North held a Municipal Development Forum in Arthur on March 22nd, 2016. Over 200 members of the local and surrounding Development Community and key Business Leaders were invited to attend the forum which was facilitated by MBD Insight.	
The outcome of this process was recognized as a valuable first step in moving the municipality, its representatives and staff, and the business community closer to adopting a common understanding	

in the interest of Wellington North's future growth. One of the main objectives of the forum was to identify what the Top Barriers to investment were in Wellington North and how the Municipality and Business Community could better work together to resolve.

During the forum the following themes emerged:

- Development Charges and Cumulative Costs
- Improved Service Delivery/Development Process
- Infrastructure
- Land Related Issues
- Workforce/Labour Market

At a July 14<sup>th</sup> Wellington North Council approved 17 recommendations focused on addressing the above barriers to investment and staff are currently working on these programs. Two of the recommendations relate to the Community Improvement Program and initiating a Business Recruitment Program.

In Wellington North 26 businesses were invited to participate in the 2015-2016 BR+E program and in total 23 businesses were interviewed. At our August 17<sup>th</sup>, 2016 Economic Development Committee meeting a high level overview was provided and the top three most common areas of concern were discussed for both our urban areas

**Arthur and Area** top three concerns from the BR+E review:

- **Reliability of Hydro with specific concerns regarding outages.** *The issue was raised with Wellington North Power who has undertaken a number of initiatives. Most recently they spoke at a July Chamber Breakfast Meeting and continue to work with specific businesses.*
- **Capacity issues at the Arthur WWTP and the impact on current/future development:** *This well known issue was expressed by the majority of Arthur businesses as well as some Mount Forest businesses and was also raised at the Municipal Development Forum held in March. At the July 14<sup>th</sup> council meeting Wellington North council passed the following: The “**Arthur Wastewater Treatment Plant**” is the number one Infrastructure Priority for Wellington North and council passed an endorsement formally stating this as the number one infrastructure priority and directed staff to pursue all alternatives and funding options necessary to ensure this barrier to investment is resolved by the end of this term of council. More frequent progress reports, minimum of quarterly, will also be provided to council as well as the community and included in these reports will be a schedule to show progress towards completion.*
- **The look of our downtown facades, buildings and the large number of vacant buildings** *Many businesses expressed concern about the look of the downtown core and while programs like the Community Improvement Program and Renew Northern Wellington are good the view was more effort needs to be placed on beautification of our Main Streets as well as business recruitment programs to attract new businesses into our community*

**Mount Forest and Area** top three concerns from the BR+E review:

- **Main Street Parking and issues related to vehicles being parked for extended periods.** 91 surveys were distributed to Main Street businesses in May. Response rate was 51% with 48% voting yes to install Two Hour Only Parking signs and 52% voting no. Report was provided to the Mount Forest Chamber on July 12<sup>th</sup> and the Mount Forest BIA on July 19<sup>th</sup>. A number of suggestions have been made and we will continue to work through a communication plan and suggested action items.
- **Additional programs required to attract more customers to our downtown:** As part of the parking survey, as well as the BR+E interviews, we also asked participants questions around extending hours on Thursday or Friday evening as well as other views they had to attract more customers to our downtown. Joint marketing programs, more seasonal events, local incentives etc. were frequently mentioned however there was no consensus on extension of business hours or sharing the same open and closing times.
- **The increasing number of buildings becoming vacant on the Main Street:** Similar to Arthur many businesses expressed concern about the number of vacant buildings. (The look of our downtown and facades was less of a concern in Mount Forest) Again the Community Improvement Program and Renew Northern Wellington were identified as good programs however the view here was more effort needs to be placed on business recruitment programs to attract new businesses into our community

As a result of the information gathered during our Municipal Development Forum and subsequent recommendations approved by council, combined with the findings of our BR+E review at our August 17<sup>th</sup> Township of Wellington North Economic Development Committee meeting approval was received to utilize our \$25,000 in 2016 BR+E implementation funding to advance the following two Programs.

- ❖ Program 1: Undertake a complete review of the Wellington North “**Community Improvement Program**.” Now in its fifth year this review will give consideration to extending the CIPA boundaries beyond our Main Streets, we will also investigate new funding programs not currently included in our C.I.P., review future funding limit requirements and determine how best to leverage Wellington County’s involvement in the Community Improvement Program process.
- ❖ Program 2: Economic Development staff to work with the Renew Northern Wellington Arts & Business Association as well as the local Chambers of Commerce and BIA to establish a “**Business Recruitment Program**” to specifically target those businesses our community is looking for. Endorse and support current “business attraction programs”, (Business Retention & Expansion, Renew Northern Wellington, etc.) and “cultural initiatives” (Farmers Market, Doors Open, etc.) focused on improving availability to various amenities/services.

Please describe how your project enhances the Wellington economy (attach additional pages if necessary).

Our Community Improvement Program (C.I.P.) was approved in 2012 as a ten year program and it has proven quite popular. Since 2012 twenty seven applicants have submitted applications to the Community Improvement Program. The total dollar value of the overall improvements made to our Main Streets is conservatively estimated at \$257,590. Of this amount:

- \$ 57,937 (22%) has been covered by grants from the C.I.P.
- \$ 17,500 ( 7%) has been advanced in interest free loans repayable over 5 years
- \$182,153 (71%) has been the applicants contributions

Some communities in Wellington County have completed Community Improvement Plans for their towns and one of the recommendations in the Countywide Opportunities and Action Plans is for all Municipalities to have Municipal Community Improvement Plans. Wellington North strongly supports this recommendation as we believe all businesses in the county, regardless which municipality they are located in, should have the opportunity to obtain Municipal funding through the incentive programs to improve the appearance of their buildings/business. The better and more revitalized our downtowns in all our communities look the better the County will look as a whole.

#### FINAL REPORTING REQUIREMENT

Measureable results/outcomes where applicable/attainable:

1. Business Climate Improvements (testimonials, survey results)
2. Economic Impact (jobs, businesses)
3. Strategic Plan Implementation (how project has progressed municipal objectives)
4. Community Capacity Building (trained, new networks)
5. The actions formed as a result of the projects and their implementation
6. Engagement

Other Considerations:

1. Project partners
2. Applicability to other communities
3. Innovations to meet specific community needs
4. Anecdotal commentary demonstrating value of project (staff, business, agencies)
5. Media coverage

Please attach:

1. A budget of the project/operation which identifies all sources of income and shows expenses.
2. Materials created (marketing materials, promo videos, final strategies)

#### VERIFICATION

The undersigned verifies that the information provided in this application is correct and complete.

Dale Small Economic Development Officer

Signing agent

Dale Small

Signature

**The following section is for administration use only.**

**APPLICATION NO.**

**DATE RECEIVED:**

**DATE OF COMMITTEE DECISION:**

**GRANT APPROVED** ☐ YES ☐ NO

**AMOUNT OF GRANT:**

**DATE APPLICANT NOTIFIED:**

**DATE LETTER OF AGREEMENT SIGNED:**

**DATE FUNDS DISTRIBUTED TO APPLICANT:**

**DATE FINAL REPORT RECEIVED:**

# County of Wellington – 2016 Business Retention and Expansion Municipal Implementation Fund

## IMPLEMENTATION FUND APPLICATION

Municipality: Town of Erin
Contact name: Kathryn Ironmonger, CAO / Town Manager
Contact details: 5684 Trafalgar Road, Hillsburgh, Ontario N0B1Z0, 519-855-4407 x222
Kathryn.ironmonger@erin.ca
<b>PROJECT TITLE:</b>
Project lead: Robyn Mulder, Economic Development Officer
Project partners: Town of Erin
Project Initiation Date: January 1, 2016
Project Completion Date: December 31, 2016
(Please note that the below final reporting requirement is required within 90 days of this date.)
Amount Requested: \$25,000.00
Percentage of total project/operations budget requested: 100 %
Please attach a budget of the project/operation which identifies all sources of confirmed and anticipated income including other grants, self-generated revenue, contributions, etc. and all proposed expenses.
Please describe how your project enhances your local economy both in the short and long terms (attach additional pages if necessary).
In 2015 the Town of Erin Momentum Action Plan 2015-2018 was created as a road map to initiate and develop the economic prosperity of the community. The newly appointed Economic Development Officer (EDO) is working with the Erin Economic Development Committee (EEDC) that provides advisory services to the CAO and Town Council on all economic affairs pertaining to the Town of Erin. The EDO has a plethora of responsibilities including downtown revitalization; Tourism attraction; BR&E initiatives; investment attraction; and re-establishing community buy in. For this reason a number of project groups have been formed that will help to focus on short term goals and provide infrastructure for tackling the larger and long term projects.
The EDO's responsibilities under this initiative for 2016 include:
<ul style="list-style-type: none"> <li>- Re-establish and continue working with the Economic Development Committee (EEDC)</li> <li>- Re-establish and nurture a collaborative relationship with the Town of Erin and the Village of Erin BIA and the East Wellington Chamber of Commerce</li> </ul>

- Continue a collaborative relationship with the County of Wellington Economic Development Department and County wide EDO's
- Initiate and continue with steps to attract business development for the Erin Public School Property on Main St, Erin and the old Mundell Lumber property also on Main St, Erin
- Work with Headwaters Tourism to promote and market the Town of Erin
- Pursue opportunities for accessing government funding to undertake strategic tourism and equine development within the community
- Complete a retail BR&E survey in the Town of Erin
- Initiate and oversee the Erin Rotary Riverwalk Feasibility Study
- Continue with steps to implement a Town wide Community Improvement Plan
- Employ a full time student for 12 weeks under the Work Readiness Program
- Complete a First Impressions Exchange with the town of Mount Forest
- Initiate and install temporary downtown Erin public washroom facilities to ease the strain on downtown businesses during peak season who are on wells.
- Initiate and implement a business Ambassador Program for the Town of Erin
- Continue growing the "Four Season Attraction Strategy"
- Complete a comprehensive downtown Erin and Hillsburgh parking inventory
- Co-ordinate and implement the first standalone Doors Open Erin event
- Co-ordinate and collaborate with County officials the Town of Erin booth in the County showcase at IPM2016
- Initiate the coordination of an Erin Equine HUB capacity building project
- Create and produce a Community Profile/Site Selection for the Town of Erin
- Initiate and update the Town of Erin Business Directory into a working, functioning tool that can be used for business communications
- Organise and conduct 2 semi-annual Mayor's breakfasts
- Initiate and oversee with the Trails Committee the production of a town wide trails map
- Organise a totally local B2B event to help promote local goods and services and bring awareness to towns folk what is in their own back yard
- Build strong partnerships with local Real Estate Agents and Developers
- Promote and help build a sustainable downtown Erin Farmers Market

Please describe how your project enhances the Wellington economy (attach additional pages if necessary).

The Town of Erin is the closest municipality to the Greater Toronto Area (GTA) within the County of Wellington and strategically, the community offers a variety of assets that create significant day trip interest for shoppers and trail enthusiasts across the region and further into Wellington County. The creation of an Economic Development Action Plan and subsequent engagement of a fulltime Economic Development Officer (EDO) has added an additional level of credibility to the county wide economic development team and a clear indication from Erin Town Council that it is "Open for Business." The EDO's function in part is to create initiatives that enhance the County of Wellington's economy by promoting the Town of Erin as a destination for aspiring entrepreneurs and those seeking a location and better quality of life experience. Current EDO initiatives help to build broad community capacity and establish new mechanisms (EEDC/Business collaboration, local Farmers markets etc.) for creating economic opportunity and business retention and expansion. Future development will increase County and municipal tax base and bring



additional expertise into the region that can be leveraged in a variety of ways. Active participation on the board of Headwaters Tourism positions the Town of Erin as a strong tourism entry point to the County of Wellington and its many assets.

## FINAL REPORTING REQUIREMENT

Measureable results/outcomes where applicable/attainable:

1. Business Climate Improvements (testimonials, survey results)
2. Economic Impact (jobs, businesses)
3. Strategic Plan Implementation (how project has progressed municipal objectives)
4. Community Capacity Building (trained, new networks)
5. The actions formed as a result of the projects and their implementation
6. Engagement

Other Considerations:

1. Project partners
2. Applicability to other communities
3. Innovations to meet specific community needs
4. Anecdotal commentary demonstrating value of project (staff, business, agencies)
5. Media coverage

Please attach:

1. A budget of the project/operation which identifies all sources of income and shows expenses.
2. Materials created (marketing materials, promo videos, final strategies)

## VERIFICATION

The undersigned verifies that the information provided in this application is correct and complete.

28 July, 2016.

Signing agent

R. Mulder

Signature



# 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 18, 2016  
**Subject:** **County-Wide Financial Statements and Variance Projections as of September 30, 2016**

---

### 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, 2016. 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. Highlights of the financial statements and variances are as follows:

- ❑ **Roads:** There is approximately \$1.15 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 last five years for winter control for the period from October to December have ranged from a low of \$845,000 in 2015 to a high of \$2.17 million in 2013, with the overall (inflated) average at just under \$1.36 million. A negative variance in the range of \$200,000 to \$400,000 is possible if we end up around the historical average and may be funded from the Winter Control reserve which currently has a balance of \$1.7 million. Other roads activities are over budget as a result of additional fleet maintenance work, unanticipated building related maintenance costs at the County garages and additional site preparation work for the International Plowing Match (87% spent to date in total).
- ❑ **Solid Waste Services:** Bag sales recorded to September 30 are at 98% of the total budget of \$1,035,000. This time last year bag sales were at 77% of budget. The large increase can be partially attributed to the increase to user pay bag prices in July of this year. Another significant factor is that a large volume of bag purchases were made in advance of the fee increase. Tipping fees are tracking ahead of targeted levels to this point, sitting at 89% of the budgeted level of \$1.2 million for landfills and transfer stations. This can also be partially attributed to the increase in bag fees at the transfer stations. If revenues follow a similar pattern as in 2015, a positive variance between \$150,000 to \$200,000 could result.

### Rural Curbside Collection

At the March 31st County Council meeting, the decision was made to expand curbside collection of waste and recyclables to the rural areas of the five member municipalities not currently receiving the service. In the report staff estimated that the annual cost of implementing this service would be \$1,040,000. Council also approved an increase to user fee garbage bag prices that is expected to generate a significant increase in revenue. Staff anticipated that the costs of expanding rural collection would be largely offset by the user fee increase. One-time costs for the new 22 gallon blue boxes and promotion and education expenses amounted to approximately \$120,000. The programme has been in place as of July 1st. As expected, bag sales have seen a spike as large amounts were purchased in advance of the user pay bag increase, and are currently at 98% of the 2016 budget. The overall impact

of expanding curbside collection remains difficult to determine at this time given the short amount of time it has been in place. Staff continue to estimate, based on the early information available, that it will be cost neutral on an annualized basis, outside of the \$120,000 one-time costs mentioned above.

- ❑ **Land Ambulance:** Contract costs are currently below the budgeted amount. Based on recent correspondence from the City of Guelph it is expected that the County will have savings between \$220,000 and \$310,000 in 2016 related to lower call volumes, a Ministry grant increase and potential savings related to reduced backfill and overtime costs.
- ❑ **Ontario Works:** Total Ontario Works caseload across the County and the City combined is 2.2% higher at the end of August 2016 than the average 2015 caseload. The budget included a caseload increase of 3%. Despite the favourable caseload figures, benefit costs have been higher as a result of legislated costs increasing at approximately 3% while the budget included a 1% cost increase. Benefit costs for the County are tracking to budget and no variance is expected at year end. Benefit costs for the City are currently over budget by \$632,000 gross (\$36,600) net. Municipally funded discretionary benefits are currently over budget by \$39,000 for the County and under budget by \$97,000 for the City. Overall the County is expected to continue to track close to budget with a small negative variance of \$30,000 projected. The City is expected to end the year with a positive variance of approximately \$130,000.
- ❑ **Child Care:** The salaries and benefits line is currently under budget by approximately \$60,000. This is due to the Manager of Community Services position remaining vacant. It is expected that this position will be filled next month. Year end projected savings will be approximately \$65,000. The supplies, material and equipment and purchased services lines are under budget by a combined amount of \$231,400 at this point in the year. Several significant expenditures are remaining for payment in the fourth quarter and it is anticipated that this budget line will be fully spent by year end. Social Assistance expenditures appear to be over budget by almost \$750,000 year to date. This is due to the budget being finalized prior to the announcement of the County's Wage Enhancement Grant allocation. Total wage enhancement funding was approved at approximately \$954,000 higher than budget. Wage enhancement is 100% provincially funded requiring no municipal contribution. Other areas of spending are slightly under budget at this point, but it is expected that no major variances will exist at year end. Overall it is expected that small savings for both the County (\$40,000) and the City (200,000) will exist at year end largely due to increased revenues.
- ❑ **Housing:** Year to date savings of \$791,500 have been realized in the social assistance line. There are two main components contributing to these savings. First, payments to the non-profits are under budget by \$332,300. The majority of these savings result from lower mortgage renewals and savings of the contingency budget of \$288,850 that is set up to deal with emergencies experienced during the year. Additional savings of \$498,000 relate to the CHPI programme. Savings in the CHPI programme are related to lower shelter costs, lower housing stability costs as well as the timing of community grant payments. It is anticipated that at year end savings will be approximately \$250,000. Several areas of spending in the purchased services line contribute to the year to date savings of \$374,000. Year-to-date savings in the areas of snow removal, software licenses, grounds maintenance, and interior painting are expected to be largely spent by year end. It is anticipated that year end savings of \$250,000 will be realized. Rent revenues are tracking ahead of budget by \$120,000 year to date. This trend is expected to continue and a year-end favourable variance of \$160,000 is projected. Over all it is estimated that the County will see year end savings of \$150,000 to \$250,000 and the City will see savings of \$500,000 to 600,000.

- ❑ **Wellington Terrace:** In February of this year correspondence was received from the province indicating the County's funded Case Mix Index (CMI) will be increasing from 101.42 to 103.28 as of April 1, 2016. The resulting impact to the County is an additional \$83,000 in funding for 2016. In addition, behavioural support funding (\$78,000) was received in February of this year. This is to fund additional PSW and RN/RPN hours for resident support. A nursing and personal care adjustment for 2016 was received in July for \$30,000. Overall grants and subsidies are expected to exceed the budgeted amount by between \$180,000 and \$200,000. Salaries and benefits comprise the majority of expenditures. They are tracking over budget to this point in the year for a number of reasons including: staffing coverage requirements for training hours which are usually spread throughout the year that have been fully completed; additional hours for behavioural support as mentioned above; and there has been a significant number of staff absences and resulting coverage in Nursing Direct Care, should this result in an overall negative variance, it may be funded from the Short Term Disability Reserve.

- ❑ **Police Services:** Licenses, permits and rents and user fees and charges are both tracking ahead of budget with a positive variance of between \$20,000 and \$30,000 anticipated by year end. False alarm revenue is well under budget with only 32% of the yearly budgeted amount collected. This time last year false alarm revenue was at 96% of the yearly budget. Parking fine revenue is also under budget with 717 tickets issued to date in 2016 compared to 856 at this same time in 2015. This represents a decrease of 16% year over year. If revenues continue at the current pace a negative variance between \$20,000 and \$30,000 could be expected at year end. Quarterly reconciliations are no longer provided under the new policing funding model.

This is the second year of a new contract with the OPP. Recent correspondence from the Municipal Policing Bureau has indicated that both the 2015 and 2016 reconciliations will be received with the 2018 annual billing statement in October of 2017. The PSU credit amount will be determined at that time. The OPP costs are now based on a per property basis, which means the PSU credit may be applied specific to Wellington County or may be applied province-wide. It is not clear at this time whether any savings in police services will be received through a credit payment at the time of the reconciliation in 2017 or if they will be applied as a reduction in billing to the following year's contract. As a result of this updated information it is anticipated that there will be no variance in the annual policing contract costs for 2016.

- ❑ **POA Revenues:** POA revenues are currently sitting at \$241,700 overall, exceeding the budget of \$236,000 for the year. This amount includes the \$23,840 monthly payments for January to September as well as reconciliations to the end of the second quarter. In 2015, the County's total percentage at the end of Q2 was 46.636% and the City 53.364%. In 2016, at the end of Q2, the County was at 38.249% and the City at 61.751%. The increased net revenue in 2016 (despite the lower gross revenue) is largely due to the fact that the City is responsible for a greater portion of the operating expenses due to the higher percentage split. As indicated under Police Services, ticketing is well below the expected level in 2016 and is likely to result in no variance in POA in 2016.
- ❑ **Supplementary Taxes / Write-offs:** Supplementary tax revenues received to date are \$1,254,600 compared to a budget of \$800,000. The third and final supplementary run is due to close on October 31<sup>st</sup> and conservative estimates suggest we are on track to exceed the budget by approximately \$500,000 - \$700,000. Tax adjustments due to Minutes of Settlement are received throughout the year by the lower-tier municipalities. Gravel pit owners have been providing revised questionnaires subsequent to original returned minutes of settlement resulting in further reductions to assessments and greater write-offs for the County and member municipalities. Requests for reconsideration of these properties continue to come in. As a result, tax write-offs are expected to exceed budget by \$300,000 to \$500,000. Final figures will not be available until early 2017. Lower than anticipated corporate legal fees will mitigate this loss somewhat.

## Capital Projects

### AF&HR Committee Projects:

- **Solar panels** – This project has been open since 2012, at which time the County applied under the FIT programme to install panels at various locations throughout the County. The application was successful for 12 of the 15 panels applied for. Since that time staff applied unsuccessfully in 2013 for 4 additional panels, and again in 2015 for 1 panel. The current return on investment for these panels has dropped significantly since the original panels were installed in 2012. Given that the County was unsuccessful on its last two attempts, staff have closed out the project. The remaining funding from the project was budgeted from the Federal Gas Tax reserve and the issuance of debt. Since its inception the County has transferred \$467,140 net revenue to the Green Initiatives Reserve, and funded a total of \$309,760 to Green Capital Projects. Net revenue in 2016 is tracking on budget for an additional \$145,000 to the reserve.
- **Electric Vehicle Chargers** – Work is in progress on this project which will see the installation of electric vehicle charging stations at 138 Wyndham St, Puslinch Library and the Arthur Library. The County was successful in receiving \$215,076 in provincial funding to complete this project. Quotes to access the power supply for these stations have come in higher than expected which may result in costs exceeding the grant funding by \$25,000. Upon project completion any budget variance will be funded from the Green Initiatives Reserve.
- **Guelph Office Relocations** – Additional staffing re-locations and renovations within Guelph will result in 21 Douglas St no longer housing Children's Early Years staff. The planned renovation budget approved in 2016 has been combined with the renovation budget at 15 Douglas St and renamed Guelph Office Relocations and will now be reported under the Property Services Budget.
- **Information Technology** – The 2016 Storage Expansion project is complete with a minor negative variance to be funded from the General Capital Reserve. The 2015 Server Expansion and the Fire Suppression Data Centre projects have been delayed but hope to see activity in the upcoming months. The Integrated Housing System implementation is expected to move forward in 2017. The remaining capital projects are progressing as expected with no major variances anticipated.

**Roads** – Overall roads capital is tracking well behind approved expenditures, with many projects carrying forward to 2017.

- The Wyandot Bridge is projected to be completed over budget due to significantly higher professional fees than anticipated. Additional fees relate to extra work to accommodate the design and placement of the debris platform. The project also spanned two seasons increasing inspection and ongoing fees.

**Solid Waste Services** - Overall Solid Waste capital is tracking within budget.

**Planning** – Overall planning capital is tracking below budget. As projects close, savings will be transferred to reserve.

- Work on the Trans Canada Trail is complete however the project remains open for the installation of signage. Staff anticipate overall project savings of \$190,000, the County's portion is approximately \$100,000.

### Child Care:

- PHCC Admin Renovations at Aboyne - Renovations for the Children's Early Years staff relocation are currently underway at Aboyne and it is expected the project will remain on budget. The City of Guelph's portion of funding required to complete the renovation will be included in the 2017 Budget as approved by County Council and discussed with City staff.

**Social Housing** - Overall social housing capital is tracking within budget

- In May staff reported fairly significant budget variances regarding three capital projects.
  - The Speedvale Elevator and Addition project is expected to be completed in 2016 with an anticipated budget overage of approximately \$200,000. This is still an accurate reflection of the project status.
  - The fire systems upgrades taking place at both County and City locations are also experiencing budget pressures. A negative variance of approximately \$56,000 is anticipated, however this may increase based on additional information coming from the consultant.
  - The condition of Palmerston roof which was scheduled for replacement in 2017 has deteriorated faster than expected; temporary repairs have been completed but the roof was in need of immediate rehabilitation to prevent structural damages. The roofing replacement was completed this year within the \$35,000 estimate and was funded through the 2016 Capital Retrofits project.
  - A report will be brought forward to committee in November to address these negative variances.

**Library** - Overall library capital is tracking within budget.

- The self-checkout terminal purchases for Palmerston, Drayton and Mount Forest branches are complete and operational, and have come in significantly under budget. Savings will be used to purchase three additional terminals for use at Aboyne and Rockwood. A minor positive variance is anticipated, final project savings will be transferred to the General Capital Reserve.

**Museum** - Overall Museum capital is tracking under budget.

- Groves Hospital Grant: Construction on “Street B” is substantially complete, however, concrete blocks will remain in place and the roadway will remain closed until the completion of the hospital at which time the top coat of asphalt will be applied. In year expenditures on this project relate to engineering services to review utility agreements and design of the future helipad.

**Terrace** – Overall Terrace capital is tracking under budget. Project savings will be transferred to reserve.

**Summary**

The attached Schedule “A” sets out a year-end variance projection of a potential surplus between \$350,000 and \$1.3 million. The most significant factors which will determine the County’s final year end position in 2016 are as follows:

- The severity of the winter weather and its impact on roads and building operations (heat/hydro/energy/snow removal) costs
- The impact of the implementation of rural collection across the County and the extent to which increased bag fees will offset the cost
- Supplementary tax revenue and tax write-offs (including further revisions to gravel pit write-offs)

**Capital Summary**

The attached Schedule “B” summarizes County-wide capital budgets and spending to date. Capital projects that have gone to tender and resulted in budget variances have been presented to Council and Committee. All approved budget adjustments are reflected in this summary.

**Development Charge Update**

The attached charts on Schedule C 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 2011. Overall Development charges collected to date are 25% higher than this time last year, with a significant increase in other multiples offsetting the decrease in non-residential construction to this point in the year.

**Recommendation:**

That the County Financial Statements and Variance Projections as of September 30, 2016 be approved.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ken DeHart", with a long horizontal flourish extending to the right.

Ken DeHart, CPA, CGA  
County Treasurer

## Schedule "A"

<b>COUNTY OF WELLINGTON</b> <b>2016 OPERATING BUDGET VARIANCE ANALYSIS AS OF SEPTEMBER 30, 2016</b>					
	2016 Budget	Sept 30/16 net actual	Sept 30/16 actual as a % of budget	Projected variance to Dec. 31/16	
				Scenario 1	Scenario 2
<b><u>Programmes and Services</u></b>					
Ontario Works	1,601.1	1,150.3	72%	(40.0)	(20.0)
Social Housing	4,514.9	3,580.5	79%	150.0	250.0
Affordable Housing	500.0	426.3	85%	0.0	0.0
Roads and Bridges	22,232.8	19,571.6	88%	(700.0)	(500.0)
Police Services	16,319.2	12,627.3	77%	60.0	80.0
Wellington Terrace	7,816.8	5,493.3	70%	100.0	150.0
Children's Early Years	950.1	699.7	74%	30.0	50.0
Solid Waste Services	4,812.2	3,254.2	68%	30.0	50.0
County Library System	7,325.8	6,977.3	95%	(30.0)	(20.0)
Land Ambulance	3,849.7	2,666.4	69%	250.0	350.0
Planning and Development	2,242.2	1,431.5	64%	30.0	50.0
Public Health	2,551.5	1,881.2	74%	0.0	0.0
County Museum and Archives	1,930.0	1,441.3	75%	30.0	50.0
Emergency Management	615.6	462.8	75%	0.0	0.0
Green Legacy	747.8	494.3	66%	(10.0)	10.0
Grants	1,554.3	1,252.6	81%	0.0	0.0
Economic Development	1,361.7	879.6	65%	30.0	50.0
Provincial Offences	35.2	97.8	278%	0.0	0.0
Subtotal	80,960.9	64,387.8	80%	(70.0)	550.0
<b><u>General Government</u></b>					
Treasury	1,363.5	867.9	64%	30.0	50.0
County Property	1,153.5	898.2	78%	(50.0)	(30.0)
Human Resources	788.8	468.6	59%	20.0	30.0
County Council	970.9	692.6	71%	0.0	10.0
Office of the CAO and Clerk	3,493.7	2,038.0	58%	20.0	40.0
Subtotal	7,770.4	4,965.2	64%	20.0	100.0
<b><u>Non-Programme Expenditures and Revenues</u></b>					
General Expenses/Revenues	455.0	(2,049.0)	-450%	(100.0)	(50.0)
Tax Levy Requirement	(87,855.3)	(63,395.3)	72%	0.0	0.0
PILs and Supplementary Taxes	(1,331.0)	(606.9)	46%	500.0	700.0
Subtotal	(88,731.3)	(66,051.1)	74%	400.0	650.0
Net Total	0.0	3,302		350.0	1,300.0
Variance % of Tax Levy				0.4%	1.5%
Variance % of Operating Expenditures				0.2%	0.8%



### Schedule "B"

Department	Previous Year Carry Forward	2016 Approved Budget	Tender Adjustments*	Total budget	Closed Project Total	Total Approved Budget
Roads and Engineering	\$ 22,563,800	\$ 19,192,000	\$ 2,080,000	\$ 43,835,800	\$ 4,040,000	\$ 39,795,800
Social Services	\$ 4,167,300	\$ 17,072,000	\$ 1,306,100	\$ 22,545,400	\$ 204,600	\$ 22,340,800
Library Services	\$ 9,440,000	\$ 1,231,000	\$ 121,900	\$ 10,792,900	\$ 5,050,000	\$ 5,742,900
Museum and Archives at WP	\$ 5,112,000	\$ 419,000	\$ -	\$ 5,531,000	\$ -	\$ 5,531,000
Property Services	\$ 2,913,200	\$ 306,000	\$ 215,000	\$ 3,434,200	\$ -	\$ 3,434,200
Solid Waste Services	\$ 1,760,000	\$ 340,000	\$ -	\$ 2,100,000	\$ 40,000	\$ 2,060,000
Office of CAO & Clerks	\$ 505,000	\$ 470,000	\$ 25,500	\$ 1,000,500	\$ -	\$ 1,000,500
Hospital Funding	\$ 440,000	\$ 440,000	\$ -	\$ 880,000	\$ -	\$ 880,000
Land Ambulance	\$ 361,000	\$ 372,000	\$ -	\$ 733,000	\$ -	\$ 733,000
Emergency Management	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000
Homes for the Aged	\$ 40,000	\$ 265,000	\$ -	\$ 305,000	\$ 40,000	\$ 265,000
Economic Development	\$ 70,000	\$ 180,000	\$ -	\$ 250,000	\$ -	\$ 250,000
POA Administration	\$ 134,000	\$ 14,000	\$ -	\$ 148,000	\$ -	\$ 148,000
Green Legacy	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 50,000	\$ 50,000
Planning	\$ 435,300	\$ -	\$ -	\$ 435,300	\$ -	\$ 435,300
Total	\$ 47,941,600	\$ 40,801,000	\$ 3,748,500	\$ 92,491,100	\$ 9,424,600	\$ 83,066,500
* Tender Adjustments to be funded from reserve						

Summary of Capital Project Spending to September 30, 2016						
Department	Approved Budget	Current Year Spending	Previous Years Spending	Total	% of Budget	Remaining Budget
Roads and Engineering	\$39,795,800	\$13,670,363	\$9,480,769	\$23,151,131	58%	\$16,644,669
Social Services	\$22,340,800	\$5,369,045	\$1,539,088	\$6,908,133	31%	\$15,432,667
Library Services	\$5,742,900	\$1,759,780	\$3,244,434	\$5,004,214	87%	\$738,686
Museum & Archives at WP	\$5,531,000	\$192,130	\$2,760,122	\$2,952,252	53%	\$2,578,748
Property Services	\$3,434,200	\$85,764	\$942,603	\$1,028,367	30%	\$2,405,833
Solid Waste Services	\$2,060,000	\$36,384	\$1,210,164	\$1,246,548	61%	\$813,452
Office of the CAO/Clerk	\$1,000,500	\$258,083	\$300,509	\$558,592	56%	\$441,908
Hospital Funding	\$880,000	\$0	\$440,000	\$440,000	50%	\$440,000
Land Ambulance	\$733,000	\$97,156	\$207,790	\$304,946	42%	\$428,054
Planning	\$435,300	\$386	\$221,318	\$221,704	51%	\$213,596
Emergency Management	\$400,000	\$191,847	\$0	\$191,847	48%	\$208,153
Homes for the Aged	\$265,000	\$190,265	\$0	\$190,265	72%	\$74,735
Economic Development	\$250,000	\$45,703	\$54,846	\$100,549	40%	\$149,451
POA Administration	\$148,000	\$12,252	\$43,679	\$55,931	38%	\$92,069
Green Legacy	\$50,000	\$0	\$0	\$0	0%	\$50,000
<b>Total Capital</b>	<b>\$83,066,500</b>	<b>\$21,909,157</b>	<b>\$20,445,323</b>	<b>\$42,354,481</b>	<b>51%</b>	<b>\$40,712,020</b>

**Schedule "C"**

<b>County of Wellington Year To Date Development Charges 2015 vs. 2016</b>						
<b>Collected To Date September 30, 2016</b>	<b>2015 # of Units</b>	<b>DCs collected to 09/30/15</b>	<b>2016 # of Units</b>	<b>DCs collected to 09/30/16</b>	<b>\$ Change</b>	<b>% Change</b>
Single Dwelling	173	\$ 484,635	252	\$ 719,457	\$ 234,822	48.5%
Apartments - 2+ Bedrooms	54	\$ 85,050	5	\$ 8,140	\$ (76,910)	-90.4%
Apartments - 1 Bedroom	1	\$ 1,063	1	\$ 1,098	\$ 35	3.3%
Other Multiples	18	\$ 37,152	108	\$ 223,529	\$ 186,377	501.7%
Non-Residential (sq ft)	123,297	\$ 219,664	45,362	\$ 82,270	\$ (137,394)	-62.5%
<b>Total</b>		<b>\$ 827,564</b>		<b>\$ 1,034,494</b>	<b>\$ 206,930</b>	<b>25.0%</b>

<b>County of Wellington YTD and 5 Year Development Charge Collection History</b>						
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016 YTD</b>
Single Dwelling	\$ 534,697	\$ 608,026	\$ 495,557	\$ 624,406	\$ 798,795	\$ 719,457
Apartments - 2+ Bedrooms	\$ 2,518	\$ 61,501	\$ 7,850	\$ 85,050	\$ 85,050	\$ 8,140
Apartments - 1 Bedroom	\$ 20,884	\$ 32,572	\$ -	\$ 2,126	\$ 20,251	\$ 1,098
Other Multiples	\$ 14,300	\$ 71,131	\$ 62,837	\$ 101,644	\$ 110,659	\$ 223,529
Non-Residential	\$ 412,278	\$ 366,252	\$ 964,218	\$ 331,133	\$ 421,430	\$ 82,270
<b>Total</b>	<b>\$ 984,677</b>	<b>\$ 1,139,482</b>	<b>\$ 1,530,462</b>	<b>\$ 1,144,359</b>	<b>\$ 1,436,185</b>	<b>\$ 1,034,494</b>



**County of Wellington**  
**General Revenue & Expenditure**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Property Taxation	\$89,186,300	\$22,125,416	\$66,383,283	74%	\$22,803,017
Grants and Subsidies	\$2,445,000	\$0	\$1,841,625	75%	\$603,375
User Fees & Charges	\$0	\$0	\$35	0%	\$(35)
Sales Revenue	\$12,000	\$0	\$0	0%	\$12,000
Other Revenue	\$2,898,000	\$15,359	\$1,091,519	38%	\$1,806,481
Internal Recoveries	\$42,400	\$5,077	\$32,035	76%	\$10,365
<b>Total Revenue</b>	<b>\$94,583,700</b>	<b>\$22,145,852</b>	<b>\$69,348,497</b>	<b>73%</b>	<b>\$25,235,203</b>
<b>Expenditures</b>					
Supplies, Material & Equipment	\$18,000	\$1,837	\$16,443	91%	\$1,557
Purchased Services	\$2,003,400	\$10,873	\$1,133,359	57%	\$870,041
Transfer Payments	\$0	\$0	\$9,000	0%	\$(9,000)
Insurance & Financial	\$1,083,000	\$4,007	\$166,285	15%	\$916,715
<b>Total Expenditures</b>	<b>\$3,104,400</b>	<b>\$16,716</b>	<b>\$1,325,087</b>	<b>43%</b>	<b>\$1,779,313</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(91,479,300)</b>	<b>\$(22,129,136)</b>	<b>\$(68,023,410)</b>	<b>74%</b>	<b>\$(23,455,890)</b>
<b>Transfers</b>					
Transfers from Reserves	\$(150,000)	\$0	\$(150,000)	100%	\$0
Transfer to Reserves	\$2,898,000	\$0	\$0	0%	\$2,898,000
<b>Total Transfers</b>	<b>\$2,748,000</b>	<b>\$0</b>	<b>\$(150,000)</b>	<b>(5%)</b>	<b>\$2,898,000</b>
<b>NET COST (REVENUE)</b>	<b>\$(88,731,300)</b>	<b>\$(22,129,136)</b>	<b>\$(68,173,410)</b>	<b>77%</b>	<b>\$(20,557,890)</b>



**County of Wellington**  
**County Council**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Other Revenue	\$18,200	\$1,515	\$14,395	79%	\$3,805
<b>Total Revenue</b>	<b>\$18,200</b>	<b>\$1,515</b>	<b>\$14,395</b>	<b>79%</b>	<b>\$3,805</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$722,900	\$56,663	\$533,451	74%	\$189,449
Supplies, Material & Equipment	\$50,000	\$731	\$43,548	87%	\$6,452
Purchased Services	\$214,500	\$31,210	\$154,049	72%	\$60,451
Insurance & Financial	\$1,700	\$0	\$1,674	98%	\$26
<b>Total Expenditures</b>	<b>\$989,100</b>	<b>\$88,604</b>	<b>\$732,723</b>	<b>74%</b>	<b>\$256,377</b>
NET OPERATING COST / (REVENUE)	\$970,900	\$87,088	\$718,329	74%	\$252,571
<b>NET COST (REVENUE)</b>	<b>\$970,900</b>	<b>\$87,088</b>	<b>\$718,329</b>	<b>74%</b>	<b>\$252,571</b>



**County of Wellington**  
**Office of the CAO/Clerk**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
User Fees & Charges	\$600	\$5	\$368	61%	\$232
Internal Recoveries	\$1,504,000	\$125,329	\$1,127,957	75%	\$376,043
<b>Total Revenue</b>	<b>\$1,504,600</b>	<b>\$125,334</b>	<b>\$1,128,324</b>	<b>75%</b>	<b>\$376,276</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,239,000	\$266,078	\$2,412,016	74%	\$826,984
Supplies, Material & Equipment	\$251,000	\$25,506	\$164,854	66%	\$86,146
Purchased Services	\$1,082,600	\$63,947	\$769,205	71%	\$313,395
Insurance & Financial	\$2,400	\$0	\$2,182	91%	\$218
Internal Charges	\$2,200	\$50	\$639	29%	\$1,561
<b>Total Expenditures</b>	<b>\$4,577,200</b>	<b>\$355,580</b>	<b>\$3,348,896</b>	<b>73%</b>	<b>\$1,228,304</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$3,072,600</b>	<b>\$230,247</b>	<b>\$2,220,572</b>	<b>72%</b>	<b>\$852,028</b>
<b>Transfers</b>					
Transfer to Capital	\$421,100	\$0	\$421,100	100%	\$0
<b>Total Transfers</b>	<b>\$421,100</b>	<b>\$0</b>	<b>\$421,100</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$3,493,700</b>	<b>\$230,247</b>	<b>\$2,641,672</b>	<b>76%</b>	<b>\$852,028</b>



# County of Wellington

05-October-2016

Office of the CAO/Clerk

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Records Management	\$80,000	\$17,299	\$17,299	\$0	\$17,299	22 %	\$62,701
Server Expansion 2015	\$55,000	\$0	\$0	\$0	\$0	0 %	\$55,000
WiFi Unit Replacement 2016	\$75,000	\$1,281	\$46,676	\$0	\$46,676	62 %	\$28,324
Storage Expansion 2016	\$75,500	\$0	\$75,286	\$0	\$75,286	100 %	\$214
Integrated Housing System	\$65,000	\$0	\$0	\$0	\$0	0 %	\$65,000
Network Replacement 2016	\$100,000	\$0	\$63,018	\$0	\$63,018	63 %	\$36,982
Fire Suppression Data Centre	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Planning Software Replacement	\$130,000	\$0	\$44,774	\$0	\$44,774	34 %	\$85,226
JD Edwards Upgrade	\$370,000	\$3,673	\$11,030	\$300,509	\$311,539	84 %	\$58,461
Total Office of the CAO/Clerk	\$1,000,500	\$22,254	\$258,083	\$300,509	\$558,592	56 %	\$441,908



**County of Wellington**  
**Treasury**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Internal Recoveries	\$428,500	\$35,704	\$321,340	75%	\$107,160
<b>Total Revenue</b>	<b>\$428,500</b>	<b>\$35,704</b>	<b>\$321,340</b>	<b>75%</b>	<b>\$107,160</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,427,500	\$115,465	\$989,064	69%	\$438,436
Supplies, Material & Equipment	\$39,700	\$1,327	\$21,173	53%	\$18,527
Purchased Services	\$348,200	\$22,788	\$102,992	30%	\$245,208
Insurance & Financial	\$60,000	\$0	\$30,525	51%	\$29,475
Internal Charges	\$5,100	\$309	\$1,787	35%	\$3,313
<b>Total Expenditures</b>	<b>\$1,880,500</b>	<b>\$139,888</b>	<b>\$1,145,540</b>	<b>61%</b>	<b>\$734,960</b>
NET OPERATING COST / (REVENUE)	\$1,452,000	\$104,184	\$824,201	57%	\$627,799
<b>Transfers</b>					
Transfers from Reserves	\$(138,500)	\$0	\$0	0%	\$(138,500)
Transfer to Reserves	\$50,000	\$0	\$50,000	100%	\$0
<b>Total Transfers</b>	<b>\$(88,500)</b>	<b>\$0</b>	<b>\$50,000</b>	<b>(56%)</b>	<b>\$(138,500)</b>
<b>NET COST (REVENUE)</b>	<b>\$1,363,500</b>	<b>\$104,184</b>	<b>\$874,201</b>	<b>64%</b>	<b>\$489,299</b>



**County of Wellington**  
**Human Resources**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Other Revenue	\$0	\$0	\$200	0%	\$(200)
Internal Recoveries	\$1,020,000	\$151,055	\$764,598	75%	\$255,402
<b>Total Revenue</b>	<b>\$1,020,000</b>	<b>\$151,055</b>	<b>\$764,798</b>	<b>75%</b>	<b>\$255,202</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,439,900	\$115,593	\$1,051,222	73%	\$388,678
Supplies, Material & Equipment	\$108,800	\$1,724	\$35,838	33%	\$72,962
Purchased Services	\$403,300	\$13,281	\$174,704	43%	\$228,596
Transfer Payments	\$70,000	\$0	\$10,000	14%	\$60,000
Insurance & Financial	\$198,100	\$0	\$198,105	100%	\$(5)
Internal Charges	\$1,800	\$196	\$909	50%	\$891
<b>Total Expenditures</b>	<b>\$2,221,900</b>	<b>\$130,794</b>	<b>\$1,470,779</b>	<b>66%</b>	<b>\$751,121</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,201,900</b>	<b>\$(20,261)</b>	<b>\$705,981</b>	<b>59%</b>	<b>\$495,919</b>
<b>Transfers</b>					
Transfers from Reserves	\$(413,100)	\$(40,218)	\$(296,936)	72%	\$(116,164)
<b>Total Transfers</b>	<b>\$(413,100)</b>	<b>\$(40,218)</b>	<b>\$(296,936)</b>	<b>72%</b>	<b>\$(116,164)</b>
<b>NET COST (REVENUE)</b>	<b>\$788,800</b>	<b>\$(60,479)</b>	<b>\$409,045</b>	<b>52%</b>	<b>\$379,755</b>





**County of Wellington**  
**Property Services**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Licenses, Permits and Rents	\$1,021,800	\$75,639	\$762,555	75%	\$259,245
User Fees & Charges	\$150,000	\$22,503	\$128,768	86%	\$21,232
Other Revenue	\$1,500	\$0	\$4,058	271%	\$(2,558)
Internal Recoveries	\$633,300	\$52,626	\$473,637	75%	\$159,663
<b>Total Revenue</b>	<b>\$1,806,600</b>	<b>\$150,769</b>	<b>\$1,369,017</b>	<b>76%</b>	<b>\$437,583</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$876,700	\$77,270	\$695,872	79%	\$180,828
Supplies, Material & Equipment	\$160,600	\$6,829	\$111,113	69%	\$49,487
Purchased Services	\$691,300	\$39,561	\$536,615	78%	\$154,685
Insurance & Financial	\$31,500	\$0	\$31,175	99%	\$325
Minor Capital Expenses	\$187,000	\$0	\$63,320	34%	\$123,680
Debt Charges	\$336,300	\$0	\$304,233	90%	\$32,067
Internal Charges	\$0	\$0	\$441	0%	\$(441)
<b>Total Expenditures</b>	<b>\$2,283,400</b>	<b>\$123,660</b>	<b>\$1,742,770</b>	<b>76%</b>	<b>\$540,630</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$476,800</b>	<b>\$(27,109)</b>	<b>\$373,752</b>	<b>78%</b>	<b>\$103,048</b>
<b>Transfers</b>					
Transfers from Reserves	\$(117,000)	\$(14,302)	\$(27,192)	23%	\$(89,808)
Transfer to Reserves	\$793,700	\$0	\$648,100	82%	\$145,600
<b>Total Transfers</b>	<b>\$676,700</b>	<b>\$(14,302)</b>	<b>\$620,908</b>	<b>92%</b>	<b>\$55,792</b>
<b>NET COST (REVENUE)</b>	<b>\$1,153,500</b>	<b>\$(41,411)</b>	<b>\$994,660</b>	<b>86%</b>	<b>\$158,840</b>



# County of Wellington

06-October-2016

## Property Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Solar Panel Projects	\$2,624,200	\$0	\$0	\$895,804	\$895,804	34 %	\$1,728,396
116 Woolwich St Interior	\$150,000	\$0	\$0	\$0	\$0	0 %	\$150,000
Gaol: Elevator System	\$70,000	\$0	\$33,494	\$0	\$33,494	48 %	\$36,506
Admin Centre: Furniture Rplcmt	\$100,000	\$2,160	\$11,814	\$46,799	\$58,613	59 %	\$41,387
Electric Vehicle Chargers Ont	\$215,000	\$0	\$0	\$0	\$0	0 %	\$215,000
New Maintenance Van	\$50,000	\$0	\$40,455	\$0	\$40,455	81 %	\$9,545
Asset Management and BCA	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Guelph Office Relocation	\$125,000	\$0	\$0	\$0	\$0	0 %	\$125,000
Total Property Services	\$3,434,200	\$2,160	\$85,764	\$942,603	\$1,028,367	30 %	\$2,405,833



**County of Wellington**  
**Grants & Contributions**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$54,300	\$100	\$50,100	92%	\$4,200
<b>Total Expenditures</b>	<b>\$54,300</b>	<b>\$100</b>	<b>\$50,100</b>	<b>92%</b>	<b>\$4,200</b>
NET OPERATING COST / (REVENUE)	\$54,300	\$100	\$50,100	92%	\$4,200
<b>Transfers</b>					
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$1,554,300</b>	<b>\$100</b>	<b>\$1,550,100</b>	<b>100%</b>	<b>\$4,200</b>



## County of Wellington

05-October-2016

### Hospital Funding

#### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved Budget	September Actual	Current Year	Previous Years	Total	% of	Remaining
						Budget	Budget
Palmerston Hospital Grant	\$880,000	\$0	\$0	\$440,000	\$440,000	50 %	\$440,000
<b>Total Hospital Funding</b>	<b>\$880,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$440,000</b>	<b>\$440,000</b>	<b>50 %</b>	<b>\$440,000</b>



**County of Wellington**  
**POA Administration**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Municipal Recoveries	\$236,000	\$83,157	\$241,706	102%	\$(5,706)
<b>Total Revenue</b>	<b>\$236,000</b>	<b>\$83,157</b>	<b>\$241,706</b>	<b>102%</b>	<b>\$(5,706)</b>
<b>Expenditures</b>					
Debt Charges	\$257,300	\$0	\$231,847	90%	\$25,453
<b>Total Expenditures</b>	<b>\$257,300</b>	<b>\$0</b>	<b>\$231,847</b>	<b>90%</b>	<b>\$25,453</b>
NET OPERATING COST / (REVENUE)	\$21,300	\$(83,157)	\$(9,859)	(46%)	\$31,159
<b>Transfers</b>					
Transfer to Capital	\$13,900	\$0	\$13,900	100%	\$0
<b>Total Transfers</b>	<b>\$13,900</b>	<b>\$0</b>	<b>\$13,900</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$35,200</b>	<b>\$(83,157)</b>	<b>\$4,041</b>	<b>11%</b>	<b>\$31,159</b>



# County of Wellington

05-October-2016

## POA Administration

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Court House Roof Repairs	\$134,000	\$0	\$0	\$43,679	\$43,679	33 %	\$90,321
2016 POA Replacements	\$14,000	\$0	\$12,252	\$0	\$12,252	88 %	\$1,748
<b>Total POA Administration</b>	<b>\$148,000</b>	<b>\$0</b>	<b>\$12,252</b>	<b>\$43,679</b>	<b>\$55,931</b>	<b>38 %</b>	<b>\$92,069</b>



**County of Wellington**  
**Land Ambulance**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$3,499,700	\$283,925	\$2,493,283	71%	\$1,006,417
<b>Total Expenditures</b>	<b>\$3,499,700</b>	<b>\$283,925</b>	<b>\$2,493,283</b>	<b>71%</b>	<b>\$1,006,417</b>
NET OPERATING COST / (REVENUE)	\$3,499,700	\$283,925	\$2,493,283	71%	\$1,006,417
<b>Transfers</b>					
Transfer to Reserves	\$350,000	\$0	\$350,000	100%	\$0
<b>Total Transfers</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$350,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$3,849,700</b>	<b>\$283,925</b>	<b>\$2,843,283</b>	<b>74%</b>	<b>\$1,006,417</b>



# County of Wellington

05-October-2016

## Land Ambulance

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
2015 Replacement Ambulances	\$221,000	\$0	\$23,388	\$179,893	\$203,281	92 %	\$17,719
Ambulance IT Implmntn 2015	\$28,000	\$0	\$0	\$3,765	\$3,765	13 %	\$24,235
2015 Ambulance IT Replacements	\$76,000	\$0	\$47,691	\$22,359	\$70,050	92 %	\$5,950
2015 Ambulance Equipment	\$36,000	\$0	\$4,249	\$1,773	\$6,022	17 %	\$29,978
2016 Replacement Ambulances	\$271,000	\$0	\$21,828	\$0	\$21,828	8 %	\$249,172
2016 Ambulance IT Replacements	\$43,000	\$0	\$0	\$0	\$0	0 %	\$43,000
Ambulance IT Implmntn 2016	\$27,000	\$0	\$0	\$0	\$0	0 %	\$27,000
2016 Ambulance Equipment	\$31,000	\$0	\$0	\$0	\$0	0 %	\$31,000
<b>Total Land Ambulance</b>	<b>\$733,000</b>	<b>\$0</b>	<b>\$97,156</b>	<b>\$207,790</b>	<b>\$304,946</b>	<b>42 %</b>	<b>\$428,054</b>





**County of Wellington**  
**Public Health Unit**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$2,204,500	\$0	\$1,653,359	75%	\$551,141
Debt Charges	\$347,000	\$0	\$271,067	78%	\$75,933
<b>Total Expenditures</b>	<b>\$2,551,500</b>	<b>\$0</b>	<b>\$1,924,427</b>	<b>75%</b>	<b>\$627,073</b>
NET OPERATING COST / (REVENUE)	\$2,551,500	\$0	\$1,924,427	75%	\$627,073
<b>NET COST (REVENUE)</b>	<b>\$2,551,500</b>	<b>\$0</b>	<b>\$1,924,427</b>	<b>75%</b>	<b>\$627,073</b>



**County of Wellington**  
**Roads and Engineering**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Municipal Recoveries	\$740,000	\$4,046	\$521,748	71%	\$218,252
User Fees & Charges	\$180,000	\$113,846	\$180,565	100%	\$(565)
Sales Revenue	\$400,000	\$0	\$66,144	17%	\$333,856
Internal Recoveries	\$1,750,000	\$98,544	\$1,421,298	81%	\$328,702
<b>Total Revenue</b>	<b>\$3,070,000</b>	<b>\$216,436</b>	<b>\$2,189,756</b>	<b>71%</b>	<b>\$880,244</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$4,996,100	\$296,655	\$3,860,229	77%	\$1,135,871
Supplies, Material & Equipment	\$3,880,400	\$536,209	\$4,031,437	104%	\$(151,037)
Purchased Services	\$1,507,100	\$(295,468)	\$945,814	63%	\$561,286
Insurance & Financial	\$298,000	\$0	\$280,856	94%	\$17,144
Minor Capital Expenses	\$863,200	\$65,820	\$298,544	35%	\$564,656
Debt Charges	\$208,800	\$20,999	\$159,894	77%	\$48,906
Internal Charges	\$1,715,200	\$44,136	\$1,308,555	76%	\$406,645
<b>Total Expenditures</b>	<b>\$13,468,800</b>	<b>\$668,351</b>	<b>\$10,885,329</b>	<b>81%</b>	<b>\$2,583,471</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$10,398,800</b>	<b>\$451,915</b>	<b>\$8,695,572</b>	<b>84%</b>	<b>\$1,703,228</b>
<b>Transfers</b>					
Transfers from Reserves	\$(184,400)	\$0	\$0	0%	\$(184,400)
Transfer to Capital	\$9,884,200	\$0	\$9,884,200	100%	\$0
Transfer to Reserves	\$2,134,200	\$66,144	\$1,500,344	70%	\$633,856
<b>Total Transfers</b>	<b>\$11,834,000</b>	<b>\$66,144</b>	<b>\$11,384,544</b>	<b>96%</b>	<b>\$449,456</b>
<b>NET COST (REVENUE)</b>	<b>\$22,232,800</b>	<b>\$518,059</b>	<b>\$20,080,116</b>	<b>90%</b>	<b>\$2,152,684</b>



# County of Wellington

05-October-2016

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	% of	Remaining	
	Budget	Actual	Year	Years	Total	Budget	
Roads General							
Rebuild Drayton Shop	\$4,000,000	\$0	\$149,501	\$198,088	\$347,589	9 %	\$3,652,411
Roads Equipment 2016	\$2,242,000	\$9,099	\$1,504,848	\$0	\$1,504,848	67 %	\$737,152
Various Shop Repairs 2016	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Rebuild/Renovate Erin Shop	\$125,000	\$0	\$0	\$20,667	\$20,667	17 %	\$104,333
Subtotal Roads General	\$6,467,000	\$9,099	\$1,654,350	\$218,755	\$1,873,104	29%	\$4,593,896
Engineering							
WR18 @ WR26 Intersection Imprv	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR18 Geddes St Elora, RtngWall	\$50,000	\$0	\$6,487	\$14,119	\$20,606	41 %	\$29,394
WR21, Inverhaugh, Storm Sewer	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR32 Puslinch Lake, Struct Des	\$50,000	\$0	\$7,677	\$2,703	\$10,380	21 %	\$39,620
WR35 N of 401, Struct Design	\$50,000	\$0	\$7,677	\$2,703	\$10,380	21 %	\$39,620
Asset Management	\$35,000	\$0	\$2,155	\$19,138	\$21,293	61 %	\$13,707
Subtotal Engineering	\$285,000	\$0	\$23,995	\$38,663	\$62,658	22%	\$222,342
Growth Related Construction							
WR 30 at Road 3, Signals & L	\$120,000	\$0	\$0	\$38,937	\$38,937	32 %	\$81,063
WR 46, WR 34 to 401	\$3,900,000	\$1,113,859	\$2,550,245	\$918,798	\$3,469,043	89 %	\$430,957
WR 124, Passing Lane N of 125	\$200,000	\$0	\$0	\$34,300	\$34,300	17 %	\$165,700
WR7 PL Design Salem to Tev	\$200,000	\$3,351	\$31,940	\$59,025	\$90,965	45 %	\$109,035
WR109 @ WR5 Intersection	\$1,202,000	\$290,494	\$1,224,268	\$53,220	\$1,277,487	106 %	-\$75,487
WR124 @ Whitelaw Intersection	\$50,000	\$0	\$0	\$7,410	\$7,410	15 %	\$42,590
WR124 @ Guelph Rd 1 Inter	\$50,000	\$0	\$0	\$6,283	\$6,283	13 %	\$43,717
WR 46 Maltby to WR 34 2 km	\$1,100,000	-\$1,256	\$0	\$245,293	\$245,293	22 %	\$854,707
Subtotal Growth Related Constructi	\$6,822,000	\$1,406,447	\$3,806,452	\$1,363,265	\$5,169,717	76%	\$1,652,283



# County of Wellington

05-October-2016

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Roads Construction							
WR 50, 3rd Line to WR 24	\$3,175,000	\$387,648	\$728,917	\$647,718	\$1,376,636	43 %	\$1,798,364
WR14, Eliza & Frederick Arthur	\$2,793,300	\$7,509	\$59,915	\$2,625,431	\$2,685,346	96 %	\$107,954
WR 10, McGivern St Moorefield	\$150,000	\$15,886	\$43,907	\$67,964	\$111,871	75 %	\$38,129
WR109 AT WR7 Int Improvmnts	\$100,000	\$0	\$0	\$18,359	\$18,359	18 %	\$81,641
WR109, HWY89 S to end of curb	\$2,725,500	\$0	\$682	\$2,156,042	\$2,156,724	79 %	\$568,776
WR109 WR7 Traffic Imp Study	\$50,000	\$0	\$0	\$28,131	\$28,131	56 %	\$21,869
WR123, WR109 Traffic Imp Study	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR86, COG to WR9 Traffic Study	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR109 @ WR16 Intersection	\$50,000	\$0	\$0	\$17,450	\$17,450	35 %	\$32,550
WR51, WR7 @ Hwy 6 2.3km	\$100,000	\$75,499	\$125,601	\$24,379	\$149,980	150 %	-\$49,980
WR18 Geddes St Elora, Strm Swr	\$550,000	\$1,460	\$23,540	\$19,039	\$42,579	8 %	\$507,421
WR29 @ WR22, Intersection Impr	\$250,000	\$0	\$0	\$18,250	\$18,250	7 %	\$231,750
WR8 Main St Drayton Strm Sewer	\$1,410,000	\$779,316	\$1,451,272	\$69,654	\$1,520,926	108 %	-\$110,926
WR50, Hwy 7 to railway tracks	\$50,000	\$11,097	\$27,284	\$1,335	\$28,620	57 %	\$21,381
WR25 - WR52 to WR42 7.0km	\$850,000	\$0	\$0	\$267,122	\$267,122	31 %	\$582,878
WR21, 500m S of Inverhaugh	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
Subtotal Roads Construction	\$12,453,800	\$1,278,415	\$2,461,119	\$5,960,875	\$8,421,994	68%	\$4,031,806



# County of Wellington

05-October-2016

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous			
	Budget	Actual	Year	Years	Total	% of Budget	Remaining Budget
Bridges							
WR124, Bridge 124135	\$200,000	\$0	\$1,704	\$82,880	\$84,584	42 %	\$115,416
WR36, Bridge 36122	\$125,000	\$0	\$2,127	\$53,529	\$55,655	45 %	\$69,345
WR109, Bridge 109132	\$225,000	\$0	\$0	\$0	\$0	0 %	\$225,000
WR35, Paddock Bridge 35087	\$200,000	\$573	\$1,711	\$38,796	\$40,507	20 %	\$159,493
WR7, Bosworth Bridge 07028	\$150,000	\$287	\$13,952	\$41,833	\$55,785	37 %	\$94,215
WR8, Main St Bridge 008089	\$2,590,000	\$123,951	\$696,021	\$91,194	\$787,215	30 %	\$1,802,785
WR10, Wyandot Bridge 010024	\$1,500,000	\$45,026	\$685,862	\$873,637	\$1,559,498	104 %	-\$59,498
WR16, Penfold Bridge 16038	\$100,000	\$2,112	\$10,271	\$32,472	\$42,743	43 %	\$57,257
WR30, Bridge 030124	\$200,000	\$0	\$0	\$19,294	\$19,294	10 %	\$180,706
WR36 Bridge36086, design and	\$75,000	\$0	\$1,379	\$690	\$2,068	3 %	\$72,932
WR86 Conestogo Bridge 86125	\$1,800,000	\$199,221	\$1,449,759	\$163,673	\$1,613,432	90 %	\$186,568
WR109 Mallet River Brdg 109129	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR18 Carroll Crk Brdg rehab	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR109 Maitland Brdg 109128	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR21,Badley Bridge,021057 Repl	\$325,000	\$4,960	\$133,727	\$195,937	\$329,664	101 %	-\$4,664
WR22, Bridge 22107 rehab	\$150,000	\$1,656	\$13,438	\$0	\$13,438	9 %	\$136,562
WR18, Salem Bridge 018050 Repl	\$0	\$0	\$16,210	\$0	\$16,210	0 %	-\$16,210
WR14, Gordonville Brdg 014005	\$0	\$0	\$58,670	\$0	\$58,670	0 %	-\$58,670
Subtotal Bridges	\$7,790,000	\$377,786	\$3,084,829	\$1,593,934	\$4,678,763	60%	\$3,111,237



# County of Wellington

05-October-2016

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous			
	Budget	Actual	Year	Years	Total	% of Budget	Remaining Budget
Culverts							
WR18, Culvert 18021, D & Liner	\$350,000	\$0	\$6,057	\$61,929	\$67,986	19 %	\$282,014
WR6, Culvert 06081 replace	\$675,000	\$339,055	\$361,589	\$14,048	\$375,637	56 %	\$299,363
WR11 Culvert 110900 Replace	\$375,000	\$84	\$11,087	\$45,000	\$56,086	15 %	\$318,914
WR11, Culvert 111020	\$1,275,000	\$393,982	\$464,877	\$80,797	\$545,674	43 %	\$729,326
WR12, Culvert 12086	\$25,000	\$759	\$7,578	\$20,504	\$28,082	112 %	-\$3,082
WR12, Culvert 12087	\$50,000	\$0	\$2,213	\$7,633	\$9,846	20 %	\$40,154
WR5 Culvert 050780, Design and	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR7 Culvert 071270, design and	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR7 Mncpl Drain Clvrt, 330 m E	\$50,000	\$0	\$0	\$1,070	\$1,070	2 %	\$48,930
WR11, Clvrt 11092, design and	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR109 Clvrt 109142, design and	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR16, Culv .5km s of 2nd line	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
2016 Various Bridge and Culv	\$200,000	\$3,113	\$222,901	\$0	\$222,901	111 %	-\$22,901
WR36, Conc 1, 4 CSP Replace	\$50,000	\$0	\$15,772	\$8,659	\$24,431	49 %	\$25,569
Subtotal Culverts	\$3,300,000	\$736,993	\$1,092,075	\$239,638	\$1,331,713	40%	\$1,968,287
County Bridges on Local Roads							
E-W Luther TL Bridge 000101	\$600,000	\$0	\$2,075	\$52,244	\$54,319	9 %	\$545,681
E/W Luther TL,Hays Brdg 000001	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Subtotal County Bridges on Local R	\$650,000	\$0	\$2,075	\$52,244	\$54,319	8%	\$595,681
Roads Resurfacing							
WR87, Hwy23 to Minto/Howick	\$1,500,000	\$579,264	\$1,153,730	\$13,395	\$1,167,125	78 %	\$332,875
WR124, Guelph to Reg. Waterloo	\$150,000	\$635	\$59,545	\$0	\$59,545	40 %	\$90,455
WR7 Alma to Salem 6km	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR5, WR109 to Rantons Bridge	\$53,000	\$0	\$72,843	\$0	\$72,843	137 %	-\$19,843
WR109, WR5 to S End Harriston	\$225,000	\$79,394	\$204,890	\$0	\$204,890	91 %	\$20,110
Subtotal Roads Resurfacing	\$2,028,000	\$659,293	\$1,491,008	\$13,395	\$1,504,403	74%	\$523,597
Total Roads and Engineering	\$39,795,800	\$4,468,034	\$13,615,902	\$9,480,769	\$23,096,670	58 %	\$16,699,130



**County of Wellington**  
**Solid Waste Services**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$701,800	\$166,038	\$345,272	49%	\$356,528
Licenses, Permits and Rents	\$12,900	\$0	\$9,068	70%	\$3,832
User Fees & Charges	\$2,250,000	\$231,572	\$2,130,092	95%	\$119,908
Sales Revenue	\$765,400	\$78,323	\$480,173	63%	\$285,227
Internal Recoveries	\$405,800	\$151,681	\$321,707	79%	\$84,093
<b>Total Revenue</b>	<b>\$4,135,900</b>	<b>\$627,614</b>	<b>\$3,286,312</b>	<b>79%</b>	<b>\$849,588</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$2,365,300	\$212,285	\$1,736,357	73%	\$628,943
Supplies, Material & Equipment	\$898,200	\$33,564	\$679,026	76%	\$219,174
Purchased Services	\$4,406,100	\$429,011	\$3,015,299	68%	\$1,390,801
Insurance & Financial	\$137,300	\$4,269	\$129,780	95%	\$7,520
Internal Charges	\$405,400	\$151,845	\$302,970	75%	\$102,430
<b>Total Expenditures</b>	<b>\$8,212,300</b>	<b>\$830,974</b>	<b>\$5,863,432</b>	<b>71%</b>	<b>\$2,348,868</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$4,076,400</b>	<b>\$203,360</b>	<b>\$2,577,121</b>	<b>63%</b>	<b>\$1,499,279</b>
<b>Transfers</b>					
Transfers from Reserves	\$(264,200)	\$0	\$0	0%	\$(264,200)
Transfer to Capital	\$200,000	\$0	\$200,000	100%	\$0
Transfer to Reserves	\$800,000	\$0	\$800,000	100%	\$0
<b>Total Transfers</b>	<b>\$735,800</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>136%</b>	<b>\$(264,200)</b>
<b>NET COST (REVENUE)</b>	<b>\$4,812,200</b>	<b>\$203,360</b>	<b>\$3,577,121</b>	<b>74%</b>	<b>\$1,235,079</b>



# County of Wellington

04-October-2016

## Solid Waste Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Elora Transfer clsd Nichol LF	\$1,300,000	\$0	\$0	\$1,042,856	\$1,042,856	80 %	\$257,144
Aberfoyle Closed Site	\$200,000	\$0	\$4,683	\$160,897	\$165,580	83 %	\$34,420
Site Impr - Rd Maint All Sites	\$100,000	\$0	\$3,676	\$0	\$3,676	4 %	\$96,324
Waste Management Study	\$100,000	\$815	\$15,483	\$0	\$15,483	15 %	\$84,517
Belwood Closed Site	\$360,000	-\$2,406	\$12,541	\$6,411	\$18,952	5 %	\$341,048
<b>Total Solid Waste Services</b>	<b>\$2,060,000</b>	<b>\$(1,591)</b>	<b>\$36,384</b>	<b>\$1,210,164</b>	<b>\$1,246,548</b>	<b>61 %</b>	<b>\$813,452</b>





**County of Wellington**  
**Planning**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$13,000	\$0	\$0	0%	\$13,000
Municipal Recoveries	\$37,000	\$2,415	\$34,840	94%	\$2,160
User Fees & Charges	\$258,000	\$23,700	\$209,255	81%	\$48,745
Internal Recoveries	\$500	\$0	\$107	21%	\$393
<b>Total Revenue</b>	<b>\$308,500</b>	<b>\$26,115</b>	<b>\$244,202</b>	<b>79%</b>	<b>\$64,298</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,621,100	\$129,802	\$1,167,350	72%	\$453,750
Supplies, Material & Equipment	\$37,900	\$1,171	\$28,857	76%	\$9,043
Purchased Services	\$310,600	\$5,234	\$123,351	40%	\$187,249
Transfer Payments	\$745,000	\$0	\$345,764	46%	\$399,236
Internal Charges	\$6,100	\$732	\$4,152	68%	\$1,948
<b>Total Expenditures</b>	<b>\$2,720,700</b>	<b>\$136,940</b>	<b>\$1,669,474</b>	<b>61%</b>	<b>\$1,051,226</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$2,412,200</b>	<b>\$110,825</b>	<b>\$1,425,272</b>	<b>59%</b>	<b>\$986,928</b>
<b>Transfers</b>					
Transfers from Reserves	\$(170,000)	\$0	\$0	0%	\$(170,000)
<b>Total Transfers</b>	<b>\$(170,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$(170,000)</b>
<b>NET COST (REVENUE)</b>	<b>\$2,242,200</b>	<b>\$110,825</b>	<b>\$1,425,272</b>	<b>64%</b>	<b>\$816,928</b>



## County of Wellington

05-October-2016

### Planning

#### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Trans Canada Trail	\$395,300	\$0	\$386	\$193,950	\$194,336	49 %	\$200,964
Official Plan Update	\$40,000	\$0	\$0	\$27,368	\$27,368	68 %	\$12,632
<b>Total Planning</b>	<b>\$435,300</b>	<b>\$0</b>	<b>\$386</b>	<b>\$221,318</b>	<b>\$221,704</b>	<b>51 %</b>	<b>\$213,596</b>



**County of Wellington**  
**Green Legacy**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Sales Revenue	\$500	\$0	\$844	169%	\$(344)
Other Revenue	\$1,500	\$0	\$515	34%	\$985
<b>Total Revenue</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$1,358</b>	<b>68%</b>	<b>\$642</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$496,800	\$41,907	\$387,831	78%	\$108,969
Supplies, Material & Equipment	\$103,200	\$(4,636)	\$74,711	72%	\$28,489
Purchased Services	\$85,500	\$1,062	\$55,027	64%	\$30,473
Insurance & Financial	\$9,300	\$0	\$8,786	94%	\$514
Minor Capital Expenses	\$30,000	\$2,031	\$12,014	40%	\$17,986
Internal Charges	\$5,000	\$0	\$4,966	99%	\$34
<b>Total Expenditures</b>	<b>\$729,800</b>	<b>\$40,364</b>	<b>\$543,335</b>	<b>74%</b>	<b>\$186,465</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$727,800</b>	<b>\$40,364</b>	<b>\$541,976</b>	<b>74%</b>	<b>\$185,824</b>
<b>Transfers</b>					
Transfers from Reserves	\$(30,000)	\$0	\$(9,983)	33%	\$(20,017)
Transfer to Capital	\$50,000	\$0	\$50,000	100%	\$0
<b>Total Transfers</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$40,017</b>	<b>200%</b>	<b>\$(20,017)</b>
<b>NET COST (REVENUE)</b>	<b>\$747,800</b>	<b>\$40,364</b>	<b>\$581,994</b>	<b>78%</b>	<b>\$165,806</b>



## County of Wellington

05-October-2016

### Green Legacy

#### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Sthrn Nursery Foundation Work	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
<b>Total Green Legacy</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0 %</b>	<b>\$50,000</b>



**County of Wellington**  
**Emergency Management**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$272,300	\$23,403	\$206,407	76%	\$65,893
Supplies, Material & Equipment	\$20,800	\$552	\$16,407	79%	\$4,393
Purchased Services	\$174,500	\$4,418	\$131,941	76%	\$42,559
Transfer Payments	\$146,000	\$36,982	\$71,912	49%	\$74,088
Insurance & Financial	\$2,000	\$0	\$1,896	95%	\$104
<b>Total Expenditures</b>	<b>\$615,600</b>	<b>\$65,355</b>	<b>\$428,562</b>	<b>70%</b>	<b>\$187,038</b>
NET OPERATING COST / (REVENUE)	\$615,600	\$65,355	\$428,562	70%	\$187,038
<b>NET COST (REVENUE)</b>	<b>\$615,600</b>	<b>\$65,355</b>	<b>\$428,562</b>	<b>70%</b>	<b>\$187,038</b>



## County of Wellington

05-October-2016

### Emergency Management Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved Budget	September Actual	Current Year	Previous Years	Total	% of	Remaining Budget
						Budget	
Upgrade County Fire Paging Sys	\$400,000	\$65,780	\$191,847	\$0	\$191,847	48 %	\$208,153
<b>Total Emergency Management</b>	<b>\$400,000</b>	<b>\$65,780</b>	<b>\$191,847</b>	<b>\$0</b>	<b>\$191,847</b>	<b>48 %</b>	<b>\$208,153</b>



**County of Wellington**  
**Police Services**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$107,500	\$0	\$111,979	104%	\$(4,479)
Licenses, Permits and Rents	\$122,800	\$9,615	\$118,545	97%	\$4,255
Fines and Penalties	\$75,000	\$7,068	\$34,148	46%	\$40,852
User Fees & Charges	\$79,000	\$7,557	\$66,690	84%	\$12,310
Other Revenue	\$1,000	\$0	\$1,375	137%	\$(375)
<b>Total Revenue</b>	<b>\$385,300</b>	<b>\$24,240</b>	<b>\$332,736</b>	<b>86%</b>	<b>\$52,564</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$143,500	\$12,309	\$106,774	74%	\$36,726
Supplies, Material & Equipment	\$52,800	\$691	\$50,580	96%	\$2,220
Purchased Services	\$406,700	\$29,240	\$362,315	89%	\$44,385
Transfer Payments	\$15,689,000	\$1,305,469	\$11,748,921	75%	\$3,940,079
Insurance & Financial	\$7,300	\$0	\$7,355	101%	\$(55)
Minor Capital Expenses	\$8,000	\$0	\$19,570	245%	\$(11,570)
Debt Charges	\$408,500	\$6,674	\$221,431	54%	\$187,069
Internal Charges	\$1,500	\$116	\$653	44%	\$847
<b>Total Expenditures</b>	<b>\$16,717,300</b>	<b>\$1,354,499</b>	<b>\$12,517,599</b>	<b>75%</b>	<b>\$4,199,701</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$16,332,000</b>	<b>\$1,330,259</b>	<b>\$12,184,863</b>	<b>75%</b>	<b>\$4,147,137</b>
<b>Transfers</b>					
Transfers from Reserves	\$(102,800)	\$(19,570)	\$(19,570)	19%	\$(83,230)
Transfer to Reserves	\$90,000	\$0	\$90,000	100%	\$0
<b>Total Transfers</b>	<b>\$(12,800)</b>	<b>\$(19,570)</b>	<b>\$70,430</b>	<b>(550%)</b>	<b>\$(83,230)</b>
<b>NET COST (REVENUE)</b>	<b>\$16,319,200</b>	<b>\$1,310,688</b>	<b>\$12,255,292</b>	<b>75%</b>	<b>\$4,063,908</b>



**County of Wellington**  
**Museum & Archives at WP**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$52,300	\$0	\$0	0%	\$52,300
Licenses, Permits and Rents	\$58,000	\$8,478	\$56,395	97%	\$1,605
User Fees & Charges	\$69,000	\$3,405	\$75,134	109%	\$(6,134)
Sales Revenue	\$7,200	\$2,502	\$7,288	101%	\$(88)
Other Revenue	\$5,000	\$0	\$690	14%	\$4,310
<b>Total Revenue</b>	<b>\$191,500</b>	<b>\$14,386</b>	<b>\$139,507</b>	<b>73%</b>	<b>\$51,993</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,431,400	\$125,295	\$1,098,751	77%	\$332,649
Supplies, Material & Equipment	\$143,800	\$13,076	\$91,852	64%	\$51,948
Purchased Services	\$393,500	\$27,964	\$261,604	66%	\$131,896
Transfer Payments	\$5,000	\$0	\$0	0%	\$5,000
Insurance & Financial	\$17,800	\$(5)	\$17,271	97%	\$529
Internal Charges	\$0	\$0	\$60	0%	\$(60)
<b>Total Expenditures</b>	<b>\$1,991,500</b>	<b>\$166,329</b>	<b>\$1,469,537</b>	<b>74%</b>	<b>\$521,963</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,800,000</b>	<b>\$151,944</b>	<b>\$1,330,030</b>	<b>74%</b>	<b>\$469,970</b>
<b>Transfers</b>					
Transfer to Capital	\$130,000	\$0	\$130,000	100%	\$0
<b>Total Transfers</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$130,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$1,930,000</b>	<b>\$151,944</b>	<b>\$1,460,030</b>	<b>76%</b>	<b>\$469,970</b>





## County of Wellington

05-October-2016

### Museum & Archives at WP

#### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		
					Total	% of Budget	Remaining Budget
Groves Hospital Grant	\$3,882,000	\$821	\$4,255	\$2,441,659	\$2,445,914	63 %	\$1,436,086
WP& Artifact Storage Buildings	\$730,000	\$0	\$0	\$206,736	\$206,736	28 %	\$523,264
Commons Development	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WP Generator & Coal Room	\$400,000	\$16,790	\$169,226	\$111,726	\$280,952	70 %	\$119,048
Rehabilitation of WP Lands	\$264,000	\$0	\$4,523	\$0	\$4,523	2 %	\$259,477
Nicholas Keith Kitchen Reno	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Digitization Well Ad 69-pres	\$25,000	\$0	\$0	\$0	\$0	0 %	\$25,000
Museum Accessible Washrooms	\$100,000	\$2,713	\$14,127	\$0	\$14,127	14 %	\$85,873
<b>Total Museum &amp; Archives at WP</b>	<b>\$5,531,000</b>	<b>\$20,324</b>	<b>\$192,130</b>	<b>\$2,760,122</b>	<b>\$2,952,252</b>	<b>53 %</b>	<b>\$2,578,748</b>



**County of Wellington**  
**Library Services**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$157,500	\$0	\$82,166	52%	\$75,334
Municipal Recoveries	\$27,000	\$0	\$13,020	48%	\$13,980
Licenses, Permits and Rents	\$35,000	\$1,524	\$31,123	89%	\$3,877
User Fees & Charges	\$83,900	\$8,107	\$70,943	85%	\$12,957
Sales Revenue	\$7,900	\$1,384	\$7,711	98%	\$189
Other Revenue	\$0	\$723	\$4,002	0%	\$(4,002)
<b>Total Revenue</b>	<b>\$311,300</b>	<b>\$11,739</b>	<b>\$208,965</b>	<b>67%</b>	<b>\$102,335</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$4,011,900	\$313,801	\$2,918,276	73%	\$1,093,624
Supplies, Material & Equipment	\$812,500	\$30,530	\$572,503	70%	\$239,997
Purchased Services	\$908,600	\$49,255	\$778,373	86%	\$130,227
Insurance & Financial	\$24,000	\$(4)	\$24,949	104%	\$(949)
Minor Capital Expenses	\$83,000	\$0	\$38,589	46%	\$44,411
Debt Charges	\$690,200	\$11,145	\$597,140	87%	\$93,060
Internal Charges	\$800	\$0	\$1,590	199%	\$(790)
<b>Total Expenditures</b>	<b>\$6,531,000</b>	<b>\$404,726</b>	<b>\$4,931,419</b>	<b>76%</b>	<b>\$1,599,581</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$6,219,700</b>	<b>\$392,987</b>	<b>\$4,722,454</b>	<b>76%</b>	<b>\$1,497,246</b>
<b>Transfers</b>					
Transfers from Reserves	\$(269,900)	\$(31,334)	\$(38,589)	14%	\$(231,311)
Transfer to Capital	\$176,000	\$0	\$176,000	100%	\$0
Transfer to Reserves	\$1,200,000	\$0	\$1,200,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,106,100</b>	<b>\$(31,334)</b>	<b>\$1,337,411</b>	<b>121%</b>	<b>\$(231,311)</b>
<b>NET COST (REVENUE)</b>	<b>\$7,325,800</b>	<b>\$361,653</b>	<b>\$6,059,865</b>	<b>83%</b>	<b>\$1,265,935</b>



# County of Wellington

05-October-2016

## Library Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		
					Total	% of Budget	Remaining Budget
Aboyne Facility Improvements	\$941,900	\$13,005	\$51,254	\$106,166	\$157,420	17 %	\$784,480
Palmerston Branch Exp	\$3,500,000	\$0	\$648,747	\$2,848,562	\$3,497,308	100 %	\$2,692
Self Check out Drayton & MtFor	\$70,000	\$0	\$1,220	\$30,256	\$31,476	45 %	\$38,524
New Hillsburgh Library	\$1,000,000	\$37,824	\$885,088	\$259,451	\$1,144,539	114 %	-\$144,539
Marden Branch Outdoor Sign	\$50,000	\$0	\$16,946	\$0	\$16,946	34 %	\$33,054
Palm Branch Outdoor Sign	\$30,000	\$0	\$28,976	\$0	\$28,976	97 %	\$1,024
eBook Collection Enhancement	\$50,000	\$4,325	\$32,157	\$0	\$32,157	64 %	\$17,843
Two Self Check-Out Terminals	\$31,000	\$0	\$32,845	\$0	\$32,845	106 %	-\$1,845
Interactive Programme Equip	\$45,000	\$0	\$40,617	\$0	\$40,617	90 %	\$4,383
Rkwd Branch Int Lighting	\$25,000	\$0	\$21,833	\$0	\$21,833	87 %	\$3,167
<b>Total Library Services</b>	<b>\$5,742,900</b>	<b>\$55,155</b>	<b>\$1,759,683</b>	<b>\$3,244,434</b>	<b>\$5,004,117</b>	<b>87 %</b>	<b>\$738,783</b>



**County of Wellington**  
**Ontario Works**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$21,082,100	\$1,794,051	\$16,445,255	78%	\$4,636,845
Municipal Recoveries	\$3,387,300	\$222,969	\$2,031,177	60%	\$1,356,123
Other Revenue	\$49,000	\$1,704	\$47,828	98%	\$1,172
Internal Recoveries	\$10,100	\$(231)	\$6,645	66%	\$3,455
<b>Total Revenue</b>	<b>\$24,528,500</b>	<b>\$2,018,492</b>	<b>\$18,530,905</b>	<b>76%</b>	<b>\$5,997,595</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$6,281,400	\$495,788	\$4,620,391	74%	\$1,661,009
Supplies, Material & Equipment	\$185,000	\$9,262	\$73,135	40%	\$111,865
Purchased Services	\$419,800	\$24,028	\$286,381	68%	\$133,419
Social Assistance	\$17,973,000	\$1,484,601	\$13,743,325	76%	\$4,229,675
Transfer Payments	\$24,800	\$0	\$24,829	100%	\$(29)
Insurance & Financial	\$0	\$0	\$568	0%	\$(568)
Internal Charges	\$1,245,600	\$102,733	\$933,511	75%	\$312,089
<b>Total Expenditures</b>	<b>\$26,129,600</b>	<b>\$2,116,413</b>	<b>\$19,682,140</b>	<b>75%</b>	<b>\$6,447,460</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,601,100</b>	<b>\$97,921</b>	<b>\$1,151,234</b>	<b>72%</b>	<b>\$449,866</b>
<b>NET COST (REVENUE)</b>	<b>\$1,601,100</b>	<b>\$97,921</b>	<b>\$1,151,234</b>	<b>72%</b>	<b>\$449,866</b>



**County of Wellington**  
**Children's Early Years**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$13,144,800	\$555,988	\$10,839,554	82%	\$2,305,246
Municipal Recoveries	\$2,813,900	\$187,908	\$1,526,872	54%	\$1,287,028
User Fees & Charges	\$278,100	\$36,449	\$350,578	126%	\$(72,478)
Internal Recoveries	\$354,900	\$972	\$266,121	75%	\$88,779
<b>Total Revenue</b>	<b>\$16,591,700</b>	<b>\$781,317</b>	<b>\$12,983,125</b>	<b>78%</b>	<b>\$3,608,575</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$4,123,100	\$343,444	\$3,031,823	74%	\$1,091,277
Supplies, Material & Equipment	\$226,300	\$17,205	\$128,281	57%	\$98,019
Purchased Services	\$485,000	\$7,824	\$177,555	37%	\$307,445
Social Assistance	\$11,632,900	\$426,479	\$9,473,882	81%	\$2,159,018
Insurance & Financial	\$3,200	\$0	\$1,996	62%	\$1,204
Minor Capital Expenses	\$86,300	\$0	\$0	0%	\$86,300
Internal Charges	\$985,000	\$50,489	\$708,117	72%	\$276,883
<b>Total Expenditures</b>	<b>\$17,541,800</b>	<b>\$845,441</b>	<b>\$13,521,654</b>	<b>77%</b>	<b>\$4,020,146</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$950,100</b>	<b>\$64,124</b>	<b>\$538,529</b>	<b>57%</b>	<b>\$411,571</b>
<b>Transfers</b>					
Transfer to Capital	\$0	\$17,200	\$17,200	0%	\$(17,200)
<b>Total Transfers</b>	<b>\$0</b>	<b>\$17,200</b>	<b>\$17,200</b>	<b>0%</b>	<b>\$(17,200)</b>
<b>NET COST (REVENUE)</b>	<b>\$950,100</b>	<b>\$81,324</b>	<b>\$555,729</b>	<b>58%</b>	<b>\$394,371</b>



**County of Wellington**  
**Social Housing**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$7,425,500	\$532,098	\$5,614,766	76%	\$1,810,734
Municipal Recoveries	\$15,249,700	\$1,380,347	\$10,406,960	68%	\$4,842,740
Licenses, Permits and Rents	\$5,200,000	\$499,082	\$4,020,471	77%	\$1,179,529
User Fees & Charges	\$49,200	\$6,921	\$48,344	98%	\$856
<b>Total Revenue</b>	<b>\$27,924,400</b>	<b>\$2,418,449</b>	<b>\$20,090,540</b>	<b>72%</b>	<b>\$7,833,860</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,658,500	\$286,818	\$2,702,620	74%	\$955,880
Supplies, Material & Equipment	\$366,400	\$11,593	\$181,465	50%	\$184,935
Purchased Services	\$7,025,800	\$761,593	\$4,898,956	70%	\$2,126,844
Social Assistance	\$17,962,000	\$1,526,165	\$12,691,137	71%	\$5,270,863
Transfer Payments	\$1,015,100	\$0	\$761,301	75%	\$253,799
Insurance & Financial	\$243,000	\$2,759	\$223,058	92%	\$19,942
Internal Charges	\$668,500	\$55,187	\$510,527	76%	\$157,973
<b>Total Expenditures</b>	<b>\$30,939,300</b>	<b>\$2,644,113</b>	<b>\$21,969,064</b>	<b>71%</b>	<b>\$8,970,236</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$3,014,900</b>	<b>\$225,665</b>	<b>\$1,878,523</b>	<b>62%</b>	<b>\$1,136,377</b>
<b>Transfers</b>					
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$4,514,900</b>	<b>\$225,665</b>	<b>\$3,378,523</b>	<b>75%</b>	<b>\$1,136,377</b>



**County of Wellington**  
**County Affordable Housing**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$205,700	\$0	\$152,416	74%	\$53,284
Licenses, Permits and Rents	\$582,900	\$52,721	\$439,251	75%	\$143,649
User Fees & Charges	\$0	\$175	\$315	0%	\$(315)
<b>Total Revenue</b>	<b>\$788,600</b>	<b>\$52,896</b>	<b>\$591,982</b>	<b>75%</b>	<b>\$196,618</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,800	\$70	\$1,103	29%	\$2,697
Supplies, Material & Equipment	\$42,700	\$4,176	\$25,201	59%	\$17,499
Purchased Services	\$403,200	\$47,602	\$271,018	67%	\$132,182
Insurance & Financial	\$14,100	\$0	\$11,264	80%	\$2,836
Debt Charges	\$302,000	\$0	\$238,912	79%	\$63,088
<b>Total Expenditures</b>	<b>\$765,800</b>	<b>\$51,848</b>	<b>\$547,498</b>	<b>71%</b>	<b>\$218,302</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(22,800)</b>	<b>\$(1,048)</b>	<b>\$(44,484)</b>	<b>195%</b>	<b>\$21,684</b>
<b>Transfers</b>					
Transfer to Reserves	\$522,800	\$0	\$500,000	96%	\$22,800
<b>Total Transfers</b>	<b>\$522,800</b>	<b>\$0</b>	<b>\$500,000</b>	<b>96%</b>	<b>\$22,800</b>
<b>NET COST (REVENUE)</b>	<b>\$500,000</b>	<b>\$(1,048)</b>	<b>\$455,516</b>	<b>91%</b>	<b>\$44,484</b>



# County of Wellington

05-October-2016

## Social Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
<b>Ontario Works</b>							
129 Wyndham, Lobby Renovations	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Fergus OW Exterior Cladding	\$30,000	\$0	\$0	\$0	\$0	0%	\$30,000
<b>Subtotal Ontario Works</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$180,000</b>
<b>Child Care Services</b>							
PHCC Admin Reno at Aboyne	\$743,100	\$25,245	\$25,245	\$0	\$25,245	3%	\$717,855
<b>Subtotal Child Care Services</b>	<b>\$743,100</b>	<b>\$25,245</b>	<b>\$25,245</b>	<b>\$0</b>	<b>\$25,245</b>	<b>3%</b>	<b>\$717,855</b>
<b>Social Housing</b>							
261-263 Speedvale Addition/Ele	\$1,812,000	\$179,391	\$1,279,433	\$449,523	\$1,728,957	95%	\$83,043
229 Dublin Roof	\$487,000	\$0	\$467,013	\$21,875	\$488,887	100%	-\$1,887
Fire System Upg City Locations	\$550,700	\$13,115	\$109,586	\$394,391	\$503,977	92%	\$46,723
Fire System Upg County Locatn	\$225,000	\$26,779	\$150,496	\$56,713	\$207,209	92%	\$17,791
229 Dublin Make Up Air Unit	\$150,000	\$91,584	\$103,592	\$0	\$103,592	69%	\$46,408
32 Hadati Roof Design/Replace	\$363,000	\$0	\$314,947	\$0	\$314,947	87%	\$48,053
Vancouver Dr Major Upgrade	\$70,000	\$0	\$31,853	\$38,160	\$70,013	100%	-\$13
Mt. Forest Property Acquisition	\$1,300,000	\$0	\$0	\$0	\$0	0%	\$1,300,000
Delhi Marl Air Make up Unit	\$332,000	\$0	\$0	\$0	\$0	0%	\$332,000
32 Hadati Site Improvements	\$10,000	\$0	\$0	\$0	\$0	0%	\$10,000
Edinburgh Window And Siding	\$199,000	\$0	\$5,214	\$0	\$5,214	3%	\$193,786
Elizabeth St Site Improvements	\$10,000	\$0	\$0	\$0	\$0	0%	\$10,000
City Building Retrofits 2016	\$668,000	\$24,869	\$438,734	\$0	\$438,734	66%	\$229,266
County Building Retrofits 2016	\$441,000	\$168,768	\$282,343	\$0	\$282,343	64%	\$158,657
Affd Hsng and Non Profit BCA	\$110,000	\$0	\$0	\$0	\$0	0%	\$110,000
<b>Subtotal Social Housing</b>	<b>\$6,727,700</b>	<b>\$504,505</b>	<b>\$3,183,211</b>	<b>\$960,662</b>	<b>\$4,143,872</b>	<b>62%</b>	<b>\$2,583,828</b>





# County of Wellington

05-October-2016

## Social Services

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	Approved Budget	September Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
<b>Affordable Housing</b>							
Webster Place 55 Units Affd Hs	\$13,940,000	\$379,830	\$2,120,543	\$391,582	\$2,512,125	18 %	\$11,427,875
165 Gordon Generator	\$320,000	\$0	\$2,428	\$172,959	\$175,387	55 %	\$144,613
182 George St Capital Works	\$50,000	\$0	\$0	\$13,886	\$13,886	28 %	\$36,114
Affd Hsng Blding Retrofits 16	\$30,000	\$0	\$0	\$0	\$0	0 %	\$30,000
Webster Place Co-Generation	\$350,000	\$0	\$37,618	\$0	\$37,618	11 %	\$312,382
<b>Subtotal Affordable Housing</b>	<b>\$14,690,000</b>	<b>\$379,830</b>	<b>\$2,160,589</b>	<b>\$578,427</b>	<b>\$2,739,016</b>	<b>19%</b>	<b>\$11,950,984</b>
<b>Total Social Services</b>	<b>\$22,340,800</b>	<b>\$909,580</b>	<b>\$5,369,045</b>	<b>\$1,539,088</b>	<b>\$6,908,133</b>	<b>31 %</b>	<b>\$15,432,667</b>



**County of Wellington**  
**Homes for the Aged**  
Statement of Operations as of  
30 Sep 2016

	<b>Annual Budget</b>	<b>September Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$8,420,200	\$730,212	\$6,614,470	79%	\$1,805,731
User Fees & Charges	\$4,326,000	\$368,388	\$3,269,459	76%	\$1,056,541
Other Revenue	\$0	\$1,310	\$17,490	0%	\$(17,490)
<b>Total Revenue</b>	<b>\$12,746,200</b>	<b>\$1,099,910</b>	<b>\$9,901,419</b>	<b>78%</b>	<b>\$2,844,781</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$14,680,200	\$1,311,505	\$11,496,362	78%	\$3,183,838
Supplies, Material & Equipment	\$1,225,600	\$119,303	\$932,225	76%	\$293,375
Purchased Services	\$1,013,200	\$71,027	\$707,258	70%	\$305,942
Insurance & Financial	\$32,000	\$0	\$30,688	96%	\$1,312
Minor Capital Expenses	\$35,000	\$0	\$10,995	31%	\$24,005
Debt Charges	\$1,964,000	\$0	\$1,538,795	78%	\$425,205
Internal Charges	\$1,133,000	\$160,520	\$849,804	75%	\$283,196
<b>Total Expenditures</b>	<b>\$20,083,000</b>	<b>\$1,662,355</b>	<b>\$15,566,127</b>	<b>78%</b>	<b>\$4,516,873</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$7,336,800</b>	<b>\$562,445</b>	<b>\$5,664,708</b>	<b>77%</b>	<b>\$1,672,092</b>
<b>Transfers</b>					
Transfers from Reserves	\$(35,000)	\$0	\$0	0%	\$(35,000)
Transfer to Capital	\$265,000	\$0	\$265,000	100%	\$0
Transfer to Reserves	\$250,000	\$0	\$250,000	100%	\$0
<b>Total Transfers</b>	<b>\$480,000</b>	<b>\$0</b>	<b>\$515,000</b>	<b>107%</b>	<b>\$(35,000)</b>
<b>NET COST (REVENUE)</b>	<b>\$7,816,800</b>	<b>\$562,445</b>	<b>\$6,179,708</b>	<b>79%</b>	<b>\$1,637,092</b>



# County of Wellington

05-October-2016

## Homes for the Aged Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
2016 Nursing Equip Replacement	\$60,000	\$10,773	\$30,782	\$0	\$30,782	51 %	\$29,218
2016 Resident Equipment Lifts	\$60,000	\$56,197	\$56,197	\$0	\$56,197	94 %	\$3,803
Domestic Hot Water Boiler Repl	\$120,000	\$0	\$103,286	\$0	\$103,286	86 %	\$16,714
2016 Servery Upgrades	\$25,000	\$0	\$0	\$0	\$0	0 %	\$25,000
<b>Total Homes for the Aged</b>	<b>\$265,000</b>	<b>\$66,969</b>	<b>\$190,265</b>	<b>\$0</b>	<b>\$190,265</b>	<b>72 %</b>	<b>\$74,735</b>



**County of Wellington**  
**Economic Development**  
Statement of Operations as of  
30 Sep 2016

	Annual Budget	September Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$9,000	\$0	\$17,286	192%	\$(8,286)
User Fees & Charges	\$80,000	\$25	\$34,854	44%	\$45,146
<b>Total Revenue</b>	<b>\$89,000</b>	<b>\$25</b>	<b>\$52,140</b>	<b>59%</b>	<b>\$36,860</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$352,200	\$37,573	\$317,444	90%	\$34,757
Supplies, Material & Equipment	\$20,100	\$42,634	\$102,610	510%	\$(82,510)
Purchased Services	\$508,400	\$37,211	\$177,555	35%	\$330,845
Transfer Payments	\$300,000	\$0	\$100,000	33%	\$200,000
<b>Total Expenditures</b>	<b>\$1,180,700</b>	<b>\$117,418</b>	<b>\$697,608</b>	<b>59%</b>	<b>\$483,092</b>
NET OPERATING COST / (REVENUE)	\$1,091,700	\$117,393	\$645,468	59%	\$446,232
<b>Transfers</b>					
Transfers from Reserves	\$(200,000)	\$0	\$0	0%	\$(200,000)
Transfer to Capital	\$130,000	\$0	\$130,000	100%	\$0
Transfer to Reserves	\$340,000	\$0	\$340,000	100%	\$0
<b>Total Transfers</b>	<b>\$270,000</b>	<b>\$0</b>	<b>\$470,000</b>	<b>174%</b>	<b>\$(200,000)</b>
<b>NET COST (REVENUE)</b>	<b>\$1,361,700</b>	<b>\$117,393</b>	<b>\$1,115,468</b>	<b>82%</b>	<b>\$246,232</b>



# County of Wellington

18-September-2016

## Economic Development

### Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending September 30, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	September	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Wellington Signage Strategy	\$200,000	\$0	\$15,703	\$34,846	\$50,549	25 %	\$149,451
SWIFT Rural Broadband	\$50,000	\$0	\$30,000	\$20,000	\$50,000	100 %	\$0
Total Economic Development	\$250,000	\$0	\$45,703	\$54,846	\$100,549	40 %	\$149,451



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

---

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Mark Bolzon, Manager of Purchasing and Risk Management Services  
**Date:** Tuesday, October 18, 2016  
**Subject:** **Summary of Purchasing Policy and Procedures**

---

### Background:

At the September 2016 meeting of County Council staff were directed to bring forward a report on the County's Purchasing Policy as it relates to the awarding of a tender based on the receipt of one compliant bidder.

The County's Purchasing Policy and Purchasing Procedures are silent regarding this issue.

### Reissuing of Tenders

The reissuing of tenders falls under Tendering Law of Canada. A link to its interpretation [http://www.tbs-sct.gc.ca/cmp/doc/lopp\\_olap/lopp\\_olap-eng.asp](http://www.tbs-sct.gc.ca/cmp/doc/lopp_olap/lopp_olap-eng.asp) discusses the issue of cancelling and reissuing tenders (Section Titled - Duty of Fairness and Good Faith).

When the County issues tenders they are issued in "Good Faith". We have an obligation to be fair, open and transparent. Tenders are issued following defined processes (ie: issued, advertised, posted on-line and received and opened in public, as was done with the Aboyne Library Tender process).

When proceeding through the tender process and we receive a compliant bid there are three (3) options we consider when awarding:

1. Accept the lowest compliant bid meeting the specifications and budget and award accordingly (Award Memo or Council Report);
2. If the tender comes in over budget accept the lowest compliant bid meeting the specifications and bring the recommendation to Council along with a Financial Summary; or/
3. Cancel the tender or re-issue with changes (if you reissue, then more than 10% of the specs have to be changed; this applies to any tender whether it is construction, vehicles, equipment, etc.).

For example, staff recently issued a tender this summer for renovations to the Museum washrooms in order to make them accessible. We received two bids, both were compliant, however we cancelled it as the lowest compliant tender was over budget. In this case staff notified the bidders as such and indicated the tender would be issued in the new year with a revised budget but same specifications. We couldn't just go back out to tender right away in order to hope for better pricing.

Similarly if a tender for trucks is issued and the bids come in over budget we cannot just reissue the tender and hope for better pricing. We could bring a recommendation forward to Council with a request for additional funding to make the purchase, cancel the tender or revise the specifications by more than 10% and reissue the tender (ie: two door vs. four door, or 2WD vs. 4WD).

**The process with regards to the Aboyne Library project was as follows:**

- We issued a tender to six (6) prequalified contractors
- A mandatory bidders meeting was held and four (4) of the contractors attended
- We received two (2) bids and opened the tenders publicly with both prices announced (CRD and CSL)
- At the tender opening CRD were low bid
- After review of the two submissions we noted that CRD had qualified their bid with a letter as well as missing an alternate price (their bid was then deemed non-compliant and we moved on to the next lowest bid which was reviewed and recommended for acceptance to County Council along with the revised budget recommendation)
- At this time there were only two options available to recommend to Council: accept the lowest compliant bid with the recommended financial summary; or cancel the tender and redesign the project with a minimum of 10% changes.
- A competitive process was followed and contractors were bidding based on the assumption that there was more than one bidder.

When the County issues a tender and receives only one compliant bid, this is not considered to be sole sourcing.

**The sole sourcing process is outlined as follows:**

- Under this method of procurement, two parties find each other, negotiate through offer and acceptance and make a deal (or not, as the case may be). No competition for who has the best offer occurs; the owner (who is the one seeking the goods or services) simply chooses a single supplier or vendor to try to achieve a contract with.

**Penalty Clauses (for late completion)**

In the majority of contracts the County does not add penalty clauses to its tenders as they would also require bonus clauses (for early completion). The County's tenders for bridge, road and construction work contain a liquidated damages clause that would cover general costs associated with the project going over schedule. In most cases, under Ontario Provincial Standards Specifications (OPSS), subsection GC3.07 Extension of Contract Time, additional time would be granted to extend the contract and no liquidated damages would be assessed. This would be the case for the Drayton Bridge.

A true penalty clause can only be enforced if it is accompanied by a bonus clause as well. Not many municipalities include a penalty clause because they don't want to pay the bonus. They will be used when something has to be done for a very specific reason, like a road/bridge has to be completed because it affects a hospital access. There have been cases where a judge will not enforce the penalty clause if a bonus clause is not in place. Both penalty and bonus clauses have to be similar in value.

**Recommendation:**

That the summary outlining the tendering process, receipt of single bids and penalty clauses be received for information.

Respectfully submitted,



Mark Bolzon

Manager of Purchasing and Risk Management



# 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 18, 2016  
**Subject:** **Property Tax Bill Inserts for 2017**

---

### Background:

In September, the Administration, Finance and Human Resources Committee passed a resolution “that County staff be directed to prepare a communications postcard detailing the County component of the property tax rate, to be inserted with the member municipalities’ tax mail out.”

County staff hosted the Wellington County Treasurer’s meeting on September 30, 2016. Member municipalities were generally supportive of the County producing a postcard for inclusion in the property tax bills for 2017. One member municipality inquired if the County postcard could be incorporated into a joint postcard with member municipalities. After consulting with our Communications department, it wouldn’t be possible if the County were to include information on a double sided postcard and would also put the onus on the member municipality for printing in line with their own timelines, which vary from municipality to municipality. When polling the local Treasurers, it was estimated that the County would be required to produce approximately 37,000 postcards to be available to mail with local property tax bills by mid-May 2017. It is estimated the cost of these postcards will be approximately \$2,500.

County staff have produced the attached example of what a Wellington County property tax bill postcard could look like using existing 2016 budget information. Also attached is the information the County currently produces and sends to our member municipalities to be included within their tax bill information.

### Recommendation:

That the committee review and give consideration to the attached example communications postcard to be included in 2017 property tax bill mail outs; and

That the committee provide direction as to what County information they would like to be included in property tax bills for 2017.

Respectfully submitted,

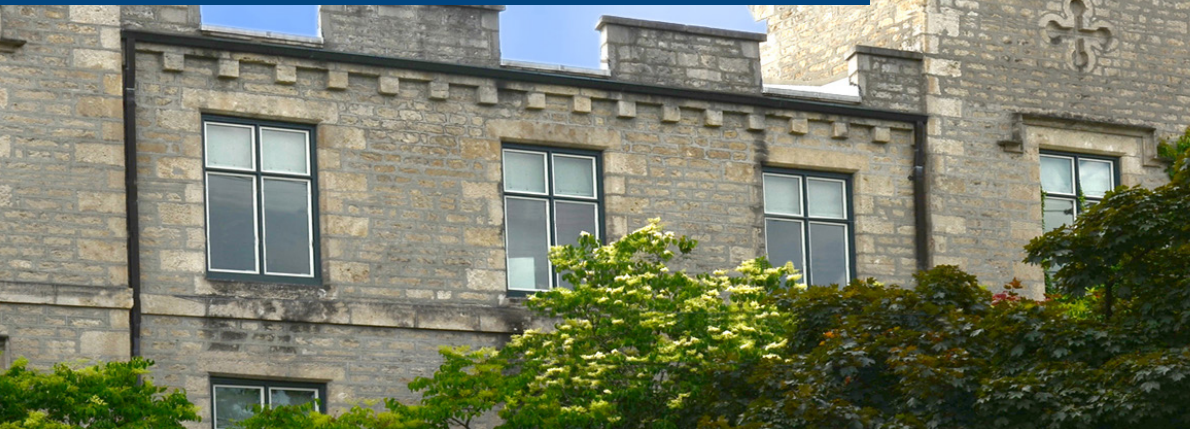
A handwritten signature in black ink, appearing to read 'Ken DeHart'.

Ken DeHart, CPA, CGA  
County Treasurer





# STAY CONNECTED



## NEWS NOTICES CLOSURES

[www.wellington.ca](http://www.wellington.ca)

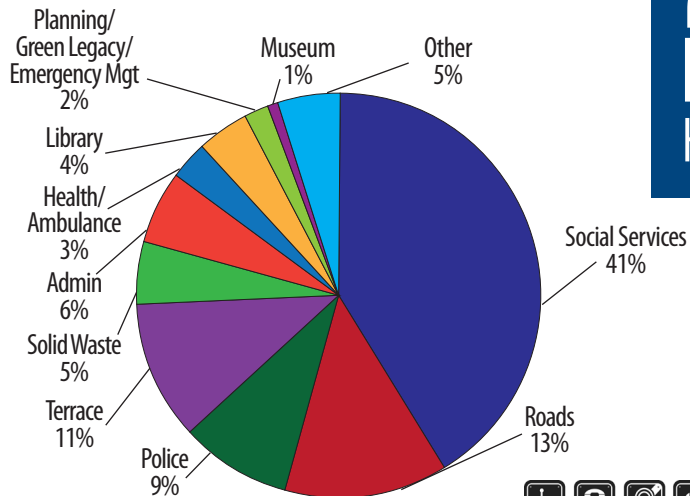


County of Wellington, 74 Woolwich Street, Guelph ON N1H 3T9 519.837.2600

# 2016 Budget Highlights

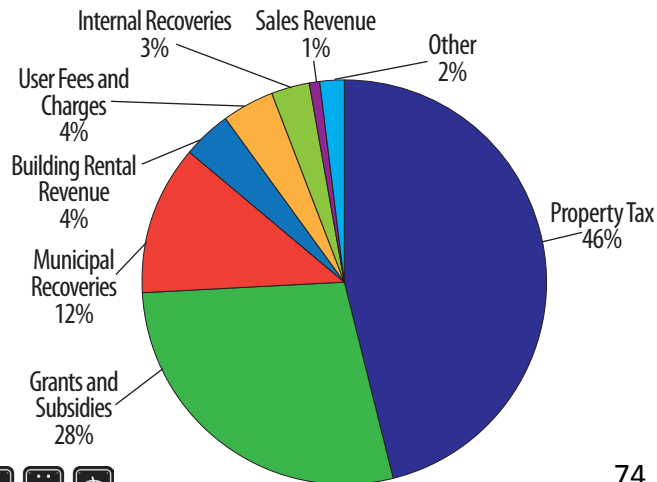
## Where the money goes

**2016 Operating Budget Expenditures - \$190.7 million**



## Where the money comes from

**2016 Operating Budget Revenues - \$190.7 million**



**ALTERNATE FORMATS AVAILABLE UPON REQUEST**

### **The County of Wellington – 2016 Budget Highlights**

The budget continues its investment in health care, affordable housing, cultural infrastructure and key investments to enhance the County's economic competitiveness well into the future. The capital investment plan will renew and improve existing County infrastructure and services through asset management planning and implementation.

The County funds a wide range of public services including County roads, solid waste management, public safety (police, ambulance, emergency management and public health), social services (housing, income support and child care) and cultural programmes (libraries and the County museum & archives). The County's annual operating budget exceeds \$190 million, with a further \$40.8 million in capital expenditures projected in 2016. Service enhancements in the 2016 budget include:

- The second installment of the \$9.4 million municipal investment in the County's three local hospitals.
- \$13.7 million for the construction of 55 new affordable housing units at Webster Place in Fergus.
- \$13.4 million investment in roads and bridges across the County.
- Construction of a new Hillsburgh Library in 2016 and 2017
- Rehabilitation of the Wellington Place Lands as part of Canada's 150th Anniversary – including expansion of existing trails, expansion and improvement of the existing public education programme of the National Historic Site, with all funding from Canada's 150th grant programme and community donations
- The second year of a five-year municipal investment in fibre optic technology as part of the Southwestern Integrated Fibre Technology (SWIFT) Programme
- The implementation of the Wellington Signage programme in 2016 to include welcome signs on Wellington boundary roads and way finding signs on County roads.
- Funding to host the 2016 International Plowing Match in Minto
- Upgrade of the County fire paging system in 2016 to improve emergency management activities
- Building of a new public works facility in Drayton in 2016.

### **Tax relief programmes**

The County and its member municipalities provide tax relief programmes for low-income seniors and low-income persons with disabilities. In addition, there is a tax rebate programme for charities and other similar organizations which either own or lease space in a commercial or industrial property. To find out more about these programs, contact the County or your local municipal office, or visit our website at [www.wellington.ca](http://www.wellington.ca)



### **County of Wellington**

<b>Programme/Service</b>	<b>Portion of each County tax dollar</b>
Roads	\$ 0.24
Police Services	\$ 0.18
Home for the Aged	\$ 0.08
County Library System	\$ 0.08
Solid Waste Services	\$ 0.05
Social Housing	\$ 0.05
Land Ambulance	\$ 0.04
Office of CAO/Clerk (+IT)	\$ 0.04
Public Health	\$ 0.03
Planning	\$ 0.02
Museum and Archives	\$ 0.02
Ontario Works	\$ 0.02
Property Assessment	\$ 0.02
Economic Development	\$ 0.02
Grants	\$ 0.02
Treasury	\$ 0.01
Child Care Services	\$ 0.01
Affordable Housing	\$ 0.01
Green Legacy	\$ 0.01
Emergency Management	\$ 0.01
County Property	\$ 0.01
Human Resources	\$ 0.01
County Council	\$ 0.01
<b>Total</b>	<b>\$ 1.00</b>

\*Numbers may not add up exactly due to rounding



# 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 18, 2016  
**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 certain applicant municipalities. 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 2016 Debenture Issue				
(All figures in \$000's)				
Municipality	Project	Proposed Financing	term (yrs)	
			10	20
County	Rebuild Drayton Operations Centre	\$ 1,200.0	\$ 1,200.0	
Erin	Fire - Rescue Pumper Truck and breathing apparatus	\$ 757.0	\$ 757.0	
Erin	Fire - Station 50 Completion	\$ 272.0		\$ 272.0
Erin	Road Works	\$ 1,517.0	\$ 255.0	\$ 1,262.0
Guelph/Eramosa	Alma St Pretreatment Plant and Sewer Upgrade	\$ 3,082.0		\$ 3,082.0
Guelph/Eramosa	Mill Road and Bridge Upgrade	\$ 615.0	\$ 615.0	
Guelph/Eramosa	Fire Truck - Medium Duty Pumper	\$ 350.0	\$ 350.0	
Minto	6th Line Resurfacing	\$ 190.0	\$ 190.0	
Minto	Guiderails	\$ 60.0	\$ 60.0	
Minto	Jane and Inkermant Streets - road, water & sewer work	\$ 870.0	\$ 870.0	
	Totals	\$ 8,913.0	\$ 4,297.0	\$ 4,616.0

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 (Borden Ladner Gervais LLP) will commence the process of reviewing the authorizing documents of the County and of the applicant municipalities 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 \$9,500,000.00 (\$Cdn) for the purposes of the County and for the purposes of any one or more of the applicant municipalities, being The Corporation of the Town of Erin, The Corporation of the Township of Guelph/Eramosa, and 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 each of the applicant municipalities.

Respectfully submitted,



Ken DeHart, CPA, CGA  
County Treasurer



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

---

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Andrea Lawson – Director of Human Resources  
**Date:** October 18, 2016  
**Subject:** Non-Union Compensation Study and 2017 Non-Union Economic Adjustment

---

### Non-Union Compensation Study

#### Background:

A report was presented to AF&HR and approved by County Council in November 2013 directing the County to retain a consultant to conduct a Non-union Compensation Study. As part of this study, it was agreed that there would be a market review to ensure that the County is best positioned to attract and retain our top performers. The last time that a full Compensation Study for the Non-union group was completed was in November 2001 when County Council adopted a new Non-union salary grid effective January 1, 2002 as a result of a Compensation Study prepared by Gazda, Houlne and Associates.

After receiving approval by Council in 2013 to move forward with a Non-union Compensation Study, Marianne Love was contacted to commence this project on our behalf. Marianne is a Senior Consultant with Gallagher McDowall Associates and a lawyer, who specializes in developing, implementing, and supporting job evaluation and pay equity compliant compensation systems for employers with Non-union and Union employees. Marianne has worked with many Municipalities to develop fair and Pay Equity compliant compensation systems, including the Town of Erin, Township of Puslinch, Township of Centre Wellington, City of Barrie, Region of Durham, District of Muskoka and Counties of Elgin, Middlesex and Haliburton; and is actively engaged in job evaluation and pay equity at the University of Guelph. Marianne has also worked with the County of Wellington to develop a new Job Evaluation Plan and to review Pay Equity/Internal Equity for our Union Compensation Grid in 2013.

To date, the Compensation Study has included the following steps:

- All Non-union Job Descriptions updated by management.
- Independent rating using updated Job Descriptions, conducted by the Consultant for approximately 200 County of Wellington positions on the McDowall Universal Job Evaluation Plan.
- A new banding structure with point spreads developed for the Non-union Compensation Grid.
- Positions placed in appropriate pay bands based on job value
- Pay equity adjustments identified for female dominant positions.
- Market review conducted using updated market comparators.
- Proposed grid prepared by Consultant; reviewed and approved by the County of Wellington Staff Advisory team.

#### Where we are today:

The Consultant recommended an updated municipal comparator group for the market review having regard to defined criteria (i.e., size, geographic placement, organization design and scope of service), and has recommended a pay policy of targeting the 65<sup>th</sup> percentile of the competitive pay market for County management/Non-union positions.

A pay equity analysis was conducted for all full time, permanent part time, casual and seasonal positions. The value of benefits was considered where part time female job classes without benefits, or a lower entitlement to benefits, were compared to male job classes with full benefits. Pay equity adjustments were identified for eight female dominant positions (including four full time, and 16 part time individuals).

The Consultant prepared a new Non-union Compensation Grid having regard to the job evaluation results, pay equity compliance and competitive placement with the external pay market.

Staff have performed the implementation costing, moving employees into the new salary grid having regard to current step placement. The approximate budget impact to implement the Grid is \$259,000, and it is anticipated that there will be an additional budget impact of approximately \$75,000 for Pay Equity adjustments. This is based on a Compensation Grid with Job Rates targeting the 65<sup>th</sup> percentile of the select market comparators. It is felt that this target percentile is in-line with ensuring competitiveness in the recruitment and retention of our employees. It is important to note that the implementation cost and rates reflected in the proposed Grid for Non-union employees are based on 2016 wage rates.

For implementation, it is proposed that all current incumbents in those classifications whose current job rate exceeds the Pay Equity/Internal Equity job rate for their position, will be grand-parented and green-circled, meaning that they will continue with the same rate of pay and be entitled to continue to receive all future economic increases approved by Wellington County Council.

It should be noted that the original budget impact for this project was approximately \$495,000 which was based on grid implementation costs alone, and did not include mandatory Pay Equity adjustments. Staff have worked diligently to decrease the overall budget impact by recommending adjustments to the minimum number of pay bands necessary in order to meet the proposed pay policy of targeting 65<sup>th</sup> percentile of the competitive pay market.

The anticipated gains from adopting the updated rating tool and Non-union Compensation Grid are:

- A job evaluation system that is well known for being compliant for Pay Equity purposes; is actively supported and updated; and, contains appropriate factor-weight allocation and relevant language to recognize leadership, innovation and customer service.
- A competitive pay policy.
- Job Rates that will be fair, reasonable and competitive to market throughout the entire Compensation Grid which will positively impact our ability to attract and retain staff, both immediately and into the future.

### **Non-Union Economic Adjustment**

The County of Wellington has historically made recommendations for economic adjustments for three years in advance for its Non-union employees (3% in 2009, 2010 and 2011 respectively).

Over the last few years, we have moved to make economic adjustment recommendations for one year in advance only. For 2012, a one year increase was approved for 3%, in 2013 it was 2.25%, and in 2014, 2015, and 2016 it was 2%, with the expectation of coming forward again to negotiate a 2017 economic adjustment.

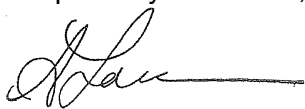
At this time, we are once again recommending an economic adjustment for the Non-union employees for one year only.

#### ***Recommendation:***

**“THAT the County of Wellington adopt the results of the Non-union Compensation Study, including the Compensation Grid competitive to the 65<sup>th</sup> percentile of market, Pay Equity adjustments for female dominant Part Time positions, and the McDowall Universal Job Evaluation Plan, with an implementation date of January 1, 2017, and;**

**THAT the Non-unionized employees of the County of Wellington receive a 2% economic adjustment effective January 1, 2017.”**

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'A. Lawson', with a long horizontal stroke extending to the right.

Andrea Lawson  
Director of Human Resources