



**The Corporation of the County of Wellington**  
**County Council**  
**Agenda**

Thursday, November 26, 2015

10:00 am

County Administration Centre  
Council Chambers

---

Pages

**1. O Canada**

**2. Warden's Remarks**

**3. Roll Call**

**4. Declaration of Pecuniary Interest**

**5. Confirmation of Council Minutes - Councillor Lennox**

5.1 October 29, 2015

4 - 11

**6. Resolution to Permit Delegations - Councillor Breen**

6.1 Green Legacy Awards of Excellence

Warden George Bridge and Rob Johnson, Green Legacy Manager

Individual Award: Jacob Schering

Group Award: Wellington County Stewardship Council

6.2 Accessibility for Ontarians with Disabilities Act (AODA) Champion Award  
Presentation

Mr. Matthew Bulmer, Township of Puslinch

6.3 Ms. Rebecca Mackenzie, Executive Director and Ms. Julia Gilmore, Food Tourism  
Development Manager, Ontario Culinary Tourism Alliance

Wellington County Food Tourism Strategy

6.4 2015 Ontario Event of the Year Award

Ms. Jana Burns, Economic Development Officer

**7. Resolution First and Second Reading of By-Laws - Councillor Alls**

5447-15 - A by-law to dedicate property as a public highway

5448-15 - A by-law to establish user fees and charges for services at Wellington Terrace  
provided by the County of Wellington and to repeal by-law number 5327-12

5449-15 - A by-law to authorize user fees and charges for services provided by the Planning Department at the County of Wellington and to repeal by-law number 5414-15

5450-15 - A by-law to amend by-law 4547-03 Section 7.4 being a by-law to authorize the Corporation of the County of Wellington transfer and disposal of waste and recyclable materials

5451-15 - A by-law to adopt Official Plan Amendment No. 97 Ghent Pit to the Official Plan of the County of Wellington

5452-15 - A by-law to amend by-law 4563-03 being a by-law to regulate traffic on various County Roads within the County of Wellington

5453-15 - A by-law to confirm the proceedings of the Council of the Corporation of the County of Wellington at its meeting held November 26, 2015

**8. Resolution Moving Council into Committee of the Whole - Councillor Linton**

**9. Closed Meeting - Councillor Driscoll**

(Agenda emailed under separate cover)

**10. Rise and Report - Councillor Brianceau**

**11. Report from Closed Meeting - Warden Bridge**

**12. Committee Minutes and By-Laws For Action**

12.1	Roads Committee - November 10	12 - 42
12.2	Solid Waste Services Committee - November 10	43 - 58
12.3	Planning Committee - November 12	59 - 172
12.4	Economic Development Committee - November 17	173 - 240
12.5	Police Services Board - November 18	241 - 268
12.6	Social Services Committee - November 18	269 - 316
12.7	Information, Heritage and Seniors Committee - November 18	317 - 398
12.8	Administration, Finance and Human Resources - November 19	399 - 586

**13. Proposed By-Laws Resolution to Refer to Council - Councillor Davidson**

**14. Reports from Staff**

14.1	BR + E County Fund for Centre Wellington	587 - 587
------	--	-----------

**15. Correspondence for Council's Information**

**16. Resolution that the Committee of the Whole Rise and Report - Councillor Watters**



17. Resolution to Adopt Action of Council in Committee of the Whole - Councillor L. White
18. Resolution for Third Reading of By-Laws - Councillor McKay
19. Notice of Motion
20. Cultural Moment
21. Adjournment



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

October 29, 2015  
County Administration Centre  
Council Chambers

---

### **1. O Canada**

Councillor Watters led Council in the singing of O Canada.

### **2. Warden's Remarks**

Warden Bridge welcomed everyone to the Chambers and advised of the following:

A new site for the relocation of the Hillsburgh Library had been found on Station Road, including a 1892 farmhouse along with the adjacent property and Mill Pond.

The dedication ceremonies for the re-naming of the Puslinch Green Legacy Nursery and the Puslinch Library Community Room in honour of former Warden Bradford Glen Whitcombe would take place on November 2.

The Museum would be holding the annual Remembrance Ceremony to honour war veterans from Wellington County on November 5 on the front lawn of the Museum and Archives Building.

### **3. Roll Call**

Present: Warden George Bridge, Councillors Allan Alls, David Anderson, Rob Black, Doug Breen, Pierre Brianceau, Gregg Davidson, Neil Driscoll, Andy Lennox, Dennis Lever, Kelly Linton, Don McKay, Shawn Watters, Chris White, Lynda White and Gary Williamson.

### **4. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

**5. Confirmation of Council Minutes**

1/9/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor Brianceau

That the minutes of the Council Meetings in Committee of the Whole and Council Session held on September 24, 2015 be confirmed as recorded and distributed.

**Carried**

**6. Resolution to Permit Delegations**

2/9/15

**Moved by:** Councillor Brianceau

**Seconded by:** Councillor Alls

That persons desiring to address Council be permitted to do so.

**Carried**

**6.1 Crime Stoppers Guelph Wellington Auction Proceeds**

Warden George Bridge presented a cheque for \$1,448.10, the proceeds from the Annual OPP Auction, to Mr. Rob Mattice, Board Member and Ms. Sarah Bowers-Peter, Programme Coordinator, Crime Stoppers.

**6.2 Wellington County OPP Project Lifesaver**

Provincial Constable Heather Nellis presented an overview of the Project Lifesaver Programme and shared an educational video with Council.

**6.3 International Plowing Match 2016**

Mr. Ron Faulkner, Chair, Wellington County, IPM updated Council on the activities underway in preparation for the County to host the IPM in Teviotdale on September 20-24, 2016.

#### **6.4 Business Retention + Expansion International Awards**

Ms. Jana Burns, Economic Development Officer presented the Wellington County Mayors with plaques in appreciation for their participation in and support of the County's Business Retention and Expansion Programme, which recently won two international awards for programme design and economic impact.

#### **7. Resolution First and Second Reading of By-Laws**

3/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Councillor Williamson

That by-laws numbered 5444-15 to 5446-15 inclusive, be taken as read by the Clerk; and that they be given consideration in Committee of the Whole.

**Carried**

#### **8. Resolution Moving Council into Committee of the Whole**

4/9/15

**Moved by:** Councillor Breen

**Seconded by:** Councillor C. White

That Council now go into Committee of the Whole to consider correspondence, minutes and by-laws.

**Carried**

#### **9. Closed Meeting**

5/9/15

**Moved by:** Councillor Davidson

**Seconded by:** Councillor McKay

That Council move into a closed meeting for the purposes of securing property, considering personal matters about an identifiable individual, acquisition or disposition of land by the municipality and authority under another act.

**Carried**

**10. Rise and Report**

6/9/15

**Moved by:** Councillor Linton

**Seconded by:** Councillor Watters

That Council rise and report from the closed meeting.

**Carried**

**11. Report from Closed Meeting**

Warden Bridge advised there was nothing to report from the closed meeting.

**12. Committee Minutes and By-Laws For Action**

**12.1 Roads Committee**

7/9/15

**Moved by:** Councillor Williamson

**Seconded by:** Councillor C. White

That the October 13, 2015 Minutes of the Roads Committee be received and referred to Council for adoption.

**Carried**

**12.2 Solid Waste Services Committee**

8/9/15

**Moved by:** Councillor McKay

**Seconded by:** Councillor Williamson

That the October 13, 2015 Minutes of the Solid Waste Services Committee be received and referred to Council for adoption.

**Carried**

**12.3 Police Services Board**

9/9/15

**Moved by:** Councillor L. White

**Seconded by:** Councillor Black

That the October 14, 2015 Minutes of the Police Services Board be received and referred to Council for adoption.

**Carried**

**12.4 Social Services Committee**

10/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Councillor Black

That the October 14, 2015 Minutes of the Social Services Committee, be received and referred to Council for adoption.

**Carried**

**12.5 Information, Heritage and Seniors Committee**

11/9/15

**Moved by:** Councillor Black

**Seconded by:** Councillor Anderson

That the September 29 and October 14, 2015 Minutes of the Information, Heritage and Seniors Committee be received and referred to Council for adoption.

**Carried**

**12.6 Economic Development Committee**

12/9/15

**Moved by:** Councillor C. White

**Seconded by:** Councillor Breen

That the October 20, 2015 Minutes of the Economic Development Committee be received and referred to Council for adoption.

**Carried**

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

13/9/15

**Moved by:** Councillor Lever

**Seconded by:** Councillor Lennox

That the October 20, 2015 Minutes of the Administration, Finance and Human Resources Committee be received and referred to Council for adoption.

**Carried**

**13. Proposed By-Laws Resolution to Refer to Council**

14/9/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor Linton

That by-laws numbered 5444-15 to 5446-15 inclusive, be considered and referred to Council for third reading.

**Carried**

**14. Reports from Staff**

There were no reports from staff.

**15. Correspondence for Council's Information**

There was no correspondence for Council's information.

**16. Resolution that the Committee of the Whole Rise and Report**

15/9/15

**Moved by:** Councillor Brianceau

**Seconded by:** Councillor Davidson

That the Committee rise as Council to report and confirm the actions taken in Committee of the Whole.

**Carried**

**17. Resolution to Adopt Action of Council in Committee of the Whole**

16/9/15

**Moved by:** Councillor L. White

**Seconded by:** Councillor Williamson

That the actions taken in Committee of the Whole today be confirmed by this Council and the Minutes of the Committees be adopted.

**Carried**

**18. Resolution for Third Reading of By-Laws**

17/9/15

**Moved by:** Councillor McKay

**Seconded by:** Councillor Black

That by-laws numbered 5444-15 to 5446-15 inclusive be taken as read a third time and passed.

**Carried**

**19. Notice of Motion**

There were no notices of motion.

**20. Cultural Moment**

Ms. Janice Hindley, Wellington Place Administrator presented a slide show of photographs from the Museum's collection on the theme of World War Two, including Wellington County resident Elmer Smith, POW in a Japanese internment camp; and a mock funeral and parade in Mount Forest for the Japanese General TooJo to celebrate Victory in Japan by the Allies. Letters written to Elmer Smith's mother, and written by Elmer Smith from a Red Cross Camp following his liberation, were read aloud.



**21. Adjournment**

At 11:40 am, the Warden adjourned the meeting until November 26, 2015 or at the call of the Chair.

---

George Bridge - Warden

---

Donna Bryce - County Clerk



## **Corporation of the County of Wellington Roads Committee Minutes**

November 10, 2015  
County Administration Centre  
Keith Room

**Present:** Warden George Bridge  
Councillor Gary Williamson (Chair)  
Councillor Doug Breen  
Councillor Neil Driscoll  
Councillor Kelly Linton

**Also Present:** Councillor Pierre Brianceau  
Councillor Gregg Davidson  
Councillor Don McKay

**Staff:** Susan Aram, Manager of Financial Services  
Mark Bolzon, Manager, Purchasing and Risk Management  
Donna Bryce, County Clerk  
Cathy Butcher, Financial Analyst  
Pasquale Costanzo, Technical Services Supervisor  
Mark Eby, Construction Manager  
Paul Johnson, Operations Manager  
Gord Ough, County Engineer  
Scott Wilson, CAO

---

### **1. Call to Order**

At 9:00 am the Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

**3. Financial Statements as of October 31, 2015**

1/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Warden Bridge

That the Roads and Engineering Financial Statements as of October 31, 2015 be approved.

**Carried**

**4. 2016 Roads User Fees and Charges**

2/9/15

**Moved by:** Councillor Breen

**Seconded by:** Councillor Linton

That the 2016 User Fees and Charges for Roads be approved.

**Carried**

**5. Preliminary 2016-2020 Five-Year Plan**

3/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Councillor Linton

That the preliminary 2016-2020 Roads Capital plan and major Operating Budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five Year Plan.

**Carried**

The County Engineer was requested to place the issue of raising speed limits on the January 2016 Roads agenda.

**6. Tender Award - Rehabilitation of Wallenstein Bridge**

4/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Breen

That County of Wellington Project No. CW2015-043, a tender for the rehabilitation of the Conestogo (Wallenstein) Bridge, Structure No. B086125 over the Conestogo River on Wellington Road 86, be awarded McLean Taylor Construction Limited, of St. Mary's, at the tendered amount of \$1,388,090.96, exclusive of HST @ 13%; and

That the funding for the project be approved as set out in the Funding Summary; and

That the additional funding required to complete the project be included in the 2016 Budget; and

That the Warden and Clerk be authorized to sign the construction agreements.

**Carried**

**7. Correspondence Regarding Brisbane Public School**

5/9/15

**Moved by:** Councillor Linton

**Seconded by:** Councillor Breen

That the report regarding Brisbane Public School be received for information.

**Carried**

**8. Speed Limit Adjustment Request**

6/9/15

**Moved by:** Councillor Linton

**Seconded by:** Warden Bridge

That a by-law be presented to County Council to authorize the lowering of the posted speed limit on WR 18, from WR 29 to the Third Line, to 70km/hr.

**Carried**

**9. Accessibility Issue**

7/9/15

**Moved by:** Councillor Linton

**Seconded by:** Councillor Breen

That the request for the installation of remote activated solar powered crosswalk beacons on Toronto St. (WR 5) in Palmerston be deferred to allow staff to develop and report on a County-wide approach.

**Carried**

**10. Road Widening By-law Update - Verbal**

Mr. Gord Ough, County Engineer informed the Committee that in order to facilitate the sale of two properties on Wellington Road 124 near Kossuth Road, in the Township of Guelph/Eramosa, a road widening by-law would be prepared for the November 26 Council meeting. The two slivers of property were acquired as conditions of severances and have to be registered as part of the County's road allowance to allow the pending sale of two adjacent properties.

**11. Roundabout Education - Verbal**

Educational posters and postcards on roundabout safety were distributed to the Committee.

**12. Adjournment**

At 10:34 am, the Chair adjourned the meeting until January 12, 2016 or at the call of the Chair.

---

Gary Williamson  
Chair  
Roads Committee



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Tuesday, November 10, 2015  
**Subject:** Roads 2016 User Fees and Charges

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Roads be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Entrance Permit – Residential Farm, Field (Security deposit of \$500)	\$100.00	\$100.00	0%	N/A
Entrance Permit – Commercial, Industrial, etc. (Security deposit of \$1000)	\$250.00	\$250.00	0%	N/A
Entrance Permit--Public, Private, Emergency Road (Security deposit of \$1000)	\$500.00	\$500.00	0%	N/A
Road Occupancy Permit - Basic (Security deposit of \$500 + \$5.00 per metre of work greater than 100 metres in length)	\$100.00	\$100.00	0%	N/A
Road Occupancy Permit - Fibre Installation (Security deposit of \$500 + \$5.00 per metre of work greater than 100 metres in length)	\$250.00	\$250.00	0%	N/A
Oversize Load Permit - One-time	\$100.00	\$100.00	0%	N/A
Oversize Load Permit - Annual	\$400.00	\$400.00	0%	N/A
Encroachment Agreements	\$100.00	\$100.00	0%	N/A
Tender Documents – re construction (varies)	\$20-\$40	\$20-\$40	0%	N/A
Lawyer charges for By-Laws	\$250.00	\$250.00	0%	Incl
Removal of sign pursuant to by-law # 4555-03	\$200.00 or actual cost, whichever is greater	\$200.00 or actual cost, whichever is greater	0%	Incl
Storage charge for signs removed pursuant to by-law #4555-03	\$20.00/day or \$2.00 per square metre of sign face per day, whichever is greater	\$20.00/day or \$2.00 per square metre of sign face per day, whichever is greater	0%	Incl

**Note:**

Authority to impose fees and charges is set out in Part XII of the Municipal Act, S.O. 2001, c. 25 and in by-law #5298-12 of the Corporation of the County of Wellington.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Tuesday, November 10, 2015  
**Subject:** **Preliminary 2016-2020 Five Year Plan: Roads**

---

### **Background:**

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. Highlights of the \$95.1 million Roads capital forecast are as follows:

- \$64.6 million for the existing network of roads, bridges and signals: the 2016 tax levy requirement for road and facility work is higher than the amount projected in last year's five-year plan due to increased costs associated with the reconstruction of Wellington Road 46. The tax levy funding level over the forecast period sees a significant increase in order to accommodate the replacement of the Badley Bridge without compromising the planned works on the remaining infrastructure. Staff have maximized the use of the Federal Gas Tax and Ontario Community Infrastructure fund to help minimize the impact on the levy. A complete listing of funded projects is attached in Schedule A. The current list of proposed capital works over the five years is also attached.
- \$11.8 million in growth related construction for the addition of passing lanes on Wellington Roads 7, 46 and 124 and intersection improvement projects on Wellington Roads 30, 109 and 124.
- The budget has increased for the design and rebuild of the Erin Garage and has been moved to 2019 and 2020. The replacement of the Drayton Garage budget has also increased and is expected to be constructed in 2016. County staff have been working with Mapleton staff regarding the relocation of the Drayton shop to the current Township Administration centre. \$500,000 was approved in the 2015 budget process; the 2016 budget includes an additional \$3.5 million to complete the 20,000 square foot facility. The funding is shared between the Roads Capital Reserve (\$1 million), current revenues (\$1.3 million) and a debt issue for the remaining \$1.2 million.
- Various shop repairs have been included at \$100,000 for each of the five years.
- \$10.2 million in equipment replacement: as in previous years, the equipment replacement expenditures are to be funded in full from the equipment replacement reserve, which in turn will be funded through reserve contributions from the tax levy.



### Major operating impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016-2020 Roads Operating Budget include the following:

- An increase to purchased services has been added for fleet maintenance (\$100,000) to meet the growing needs of vehicle maintenance and repair as a result of winter conditions, as well as in roads garages (\$60,000) as GPS technology has been implemented on the County's snowplows
- Minor Capital has been increased by \$150,000 based on the increasing costs associated with Hot Mix Patches
- Additional roads safety hours have been added in 2016 in order to have electrical work required on traffic signals, street light and overhead flashing lights at intersections performed internally by County staff and reduce the costs associated with having the work completed by outside vendors, it is expected with this change that the increased salaries are fully offset
- Debt servicing costs associated with Drayton Shop are expected to commence in 2016 with the majority of the charges to begin in 2017.

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January 2016. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Roads department.

### **Recommendation:**

That the preliminary 2016-2020 Roads Capital plan and major Operating Budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five Year Plan.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager of Financial Services

Schedule "A"		
Proposed projects to be funded from Federal Gas Tax revenues in 2016-2020		
Bridge / Culvert Projects		
Description	Year	Funding
WR 10 Wyandot Bridge. 010024, design and rehab	2016	\$ 828,000.00
WR 22, Bridge 22107, rehabilitation	2016	\$ 135,000.00
WR 86, Conestogo River Bridge, 086125, design & rehab	2016	\$ 200,000.00
WR 5 Culvert 050780, design and rehab	2017	\$ 100,000.00
WR 7 Culvert 071270, design and rehab	2017	\$ 100,000.00
WR 12 Culvert 12087, design and rehab	2017	\$ 360,000.00
WR 12, Culvert 12086, design and rehab	2017	\$ 1,000,000.00
WR 16 Penford Bridge # 16038, design & rehabilitation	2017	\$ 1,080,000.00
WR 30, Bridge 030124, design and rehab	2017	\$ 400,000.00
WR 36 Bridge 36086, design and rehab	2017	\$ 500,000.00
WR 36, (Concession 1) 4 CSP Culverts design and replace	2017	\$ 200,000.00
WR 109 Culvert 109142, design and rehab	2017	\$ 125,000.00
E/W Luther TL, Hays Bridge 000001, design and replace	2017	\$ 300,000.00
WR 11, Culvert 11092, design and rehab	2018	\$ 200,000.00
WR 16 Culvert .5km s of 2nd line, design and widen	2018	\$ 150,000.00
WR 18, Carroll Creek Bridge	2018	\$ 500,000.00
WR 109, Mallet River Bridge, 109129, design and rehab	2018	\$ 250,000.00
WR 109 Maitland River Bridge, 109128, design and rehab	2019	\$ 400,000.00
Jones Baseline, Armstrong Bridge, 000070, design and rehab	2020	\$ 300,000.00
<b>Bridge and Culvert Totals</b>		<b>\$ 7,128,000.00</b>
Roads Construction		
Description	Year	Funding
WR 109 @ WR5 Intersection Improvements	2016	\$ 275,000.00
WR 46 Maltby to WR 34 2 KM	2018	\$ 271,000.00
<b>Construction Total</b>		<b>\$ 546,000.00</b>
Asphalt Resurfacing		
Description	Year	Funding
WR 87, Hwy 23 to Minto/Howick townline, 6.8km	2016	\$ 1,350,000.00
WR 14, Tucker St to 400m N or SR9 5.1 km	2018	\$ 1,200,000.00
WR 38, City of Guelph to Hwy 6, 3.7km	2018	\$ 750,000.00
WR 86, Region of Waterloo boundary to Sideroad 19, 4.1km	2018	\$ 650,000.00
WR 30, WR 39 to WR 86 1.7km	2019	\$ 375,000.00
WR 124, Guelph to Region of Waterloo	2019	\$ 865,000.00
WR 18 WR7 to Region of Waterloo boundary	2020	\$ 1,000,000.00
WR 109, WR7 to WR10, 5.9km	2020	\$ 700,000.00
WR 124, Guelph to Region of Waterloo	2020	\$ 635,000.00
<b>Asphalt Total</b>		<b>\$ 7,525,000.00</b>
<b>Gas Tax Total</b>		<b>\$ 15,199,000.00</b>
Schedule "A"		
Proposed projects to be funded from Ontario Community Infrastructure Fund (OCIF)		
Description	Year	Funding
WR 8, Main Street Drayton, storm sewer design and construction	2016	\$ 165,000.00
WR 11 Culvert 11092, design and rehabilitation	2016	\$ 300,000.00
WR 7, Alma to Salem and Alma urban area (WR17 included) 6 km	2017	\$ 465,000.00
<b>OCIF Total</b>		<b>\$ 930,000.00</b>
<b>Federal and Provincial Subsidy Grand Total</b>		<b>\$ 16,129,000.00</b>



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Roads**  
 Department: **Engineering Services**  
 Governance: **Roads Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Municipal Recoveries	\$ 715	\$ 736	\$ 759	\$ 781	\$ 805	\$ 829
User Fees and Charges	\$ 210	\$ 216	\$ 223	\$ 229	\$ 236	\$ 243
Sales revenue	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Internal Recoveries	\$ 1,750	\$ 1,803	\$ 1,857	\$ 1,912	\$ 1,970	\$ 2,029
<b>Total Revenue</b>	<b>\$ 3,075</b>	<b>\$ 3,155</b>	<b>\$ 3,238</b>	<b>\$ 3,323</b>	<b>\$ 3,411</b>	<b>\$ 3,501</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 4,870	\$ 5,046	\$ 5,198	\$ 5,407	\$ 5,623	\$ 5,847
Supplies, Materials and Equipment	\$ 3,750	\$ 3,862	\$ 3,978	\$ 4,097	\$ 4,220	\$ 4,347
Purchased Services	\$ 1,390	\$ 1,566	\$ 1,617	\$ 1,670	\$ 1,725	\$ 1,776
Insurance and Financial	\$ 293	\$ 305	\$ 317	\$ 330	\$ 343	\$ 357
Minor Capital	\$ 713	\$ 863	\$ 863	\$ 863	\$ 863	\$ 863
Debt Charges	\$ 227	\$ 210	\$ 331	\$ 332	\$ 332	\$ 331
Internal Charges	\$ 1,655	\$ 1,705	\$ 1,756	\$ 1,809	\$ 1,863	\$ 1,919
<b>Total Expenditure</b>	<b>\$ 12,898</b>	<b>\$ 13,557</b>	<b>\$ 14,061</b>	<b>\$ 14,507</b>	<b>\$ 14,969</b>	<b>\$ 15,440</b>
Net Operating Cost / (Revenue)	\$ 9,823	\$ 10,401	\$ 10,823	\$ 11,184	\$ 11,559	\$ 11,939
<b>Transfers</b>						
Transfer from Reserves	\$ (227)	\$ (183)	\$ (184)	\$ (183)	\$ (183)	\$ (184)
Transfers to Capital	\$ 8,820	\$ 10,144	\$ 11,971	\$ 12,769	\$ 12,639	\$ 15,447
Transfers to Reserves	\$ 2,264	\$ 1,934	\$ 2,134	\$ 2,334	\$ 3,134	\$ 4,934
<b>Total Transfers</b>	<b>\$ 10,858</b>	<b>\$ 11,896</b>	<b>\$ 13,921</b>	<b>\$ 14,920</b>	<b>\$ 15,590</b>	<b>\$ 20,197</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 20,681</b>	<b>\$ 22,297</b>	<b>\$ 24,744</b>	<b>\$ 26,105</b>	<b>\$ 27,149</b>	<b>\$ 32,136</b>
<b>Year to Year Percentage Change</b>		7.8%	11.0%	5.5%	4.0%	18.4%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Roadways**  
Department: **Engineering Services**  
Governance: **Roads Committee**

		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing						
Project Description		2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debentures
	<b><u>Facilities</u></b>													
1	Various shop repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500			\$ 500				
2	Rebuild Drayton Shop	\$ 3,500					\$ 3,500			\$ 1,300	\$ 1,000		\$ 1,200	
3	Rebuild Erin Shop				\$ 500	\$ 4,000	\$ 4,500			\$ 2,060	\$ 1,000	\$ 1,440		
	Subtotal	\$ 3,600	\$ 100	\$ 100	\$ 600	\$ 4,100	\$ 8,500	\$ -	\$ -	\$ 3,860	\$ 2,000	\$ 1,440	\$ 1,200	
	<b><u>Equipment</u></b>													
4	Pickup	\$ 192		\$ 160	\$ 192	\$ 40	\$ 584				\$ 584			
5	3 Ton Dump		\$ 120				\$ 120				\$ 120			
6	6 Ton Trucks	\$ 1,240	\$ 1,240	\$ 1,240	\$ 1,240	\$ 1,240	\$ 6,200				\$ 6,200			
7	Loader	\$ 190	\$ 190	\$ 190		\$ 190	\$ 760				\$ 760			
8	Grader				\$ 350		\$ 350				\$ 350			
9	Forklift			\$ 60			\$ 60				\$ 60			
10	Trailers		\$ 30				\$ 30				\$ 30			
11	Slide in sander unit	\$ 100	\$ 100				\$ 200				\$ 200			
12	Tractor		\$ 80				\$ 80				\$ 80			
13	Bucket Truck		\$ 250				\$ 250				\$ 250			
14	Backhoe			\$ 180		\$ 180	\$ 360				\$ 360			
15	Vacuum Trailer	\$ 100					\$ 100				\$ 100			
16	Manual Line Stripers		\$ 20				\$ 20				\$ 20			
17	Loadstar Float			\$ 45			\$ 45				\$ 45			
18	Hot Box					\$ 120	\$ 120				\$ 120			
19	Chipper					\$ 60	\$ 60				\$ 60			
20	Excavator	\$ 320					\$ 320				\$ 320			
21	Miscellaneous Equipment	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500				\$ 500			
	Subtotal	\$ 2,242	\$ 2,130	\$ 1,975	\$ 1,882	\$ 1,930	\$ 10,159	\$ -	\$ -	\$ -	\$ 10,159	\$ -	\$ -	
	<b><u>Roads Capital Works</u></b>													
22	Roads Capital works (See attached list)	\$ 13,350	\$ 16,950	\$ 17,300	\$ 14,775	\$ 14,075	\$ 76,450	\$ 1,425	\$ 930	\$ 55,233	\$ -	\$ 15,199	\$ 3,664	\$ -
	Subtotal	\$ 13,350	\$ 16,950	\$ 17,300	\$ 14,775	\$ 14,075	\$ 76,450	\$ 1,425	\$ 930	\$ 55,233	\$ -	\$ 15,199	\$ 3,664	\$ -
	<b><u>TOTAL</u></b>	\$ 19,192	\$ 19,180	\$ 19,375	\$ 17,257	\$ 20,105	\$ 95,109	\$ 1,425	\$ 930	\$ 59,093	\$ 12,159	\$ 15,199	\$ 5,104	\$ 1,200

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 750	\$ 50	\$ 625	\$ -	\$ -	\$ 1,425
Subsidy	\$ 465	\$ 465	\$ -	\$ -	\$ -	\$ 930
Current Revenues	\$ 10,144	\$ 11,622	\$ 12,036	\$ 11,566	\$ 13,724	\$ 59,093
Reserves	\$ 3,242	\$ 2,130	\$ 1,975	\$ 2,382	\$ 2,430	\$ 12,159
Development Charges	\$ 603	\$ 748	\$ 768	\$ 1,669	\$ 1,316	\$ 5,104
Federal Gas Tax	\$ 2,788	\$ 4,165	\$ 3,971	\$ 1,640	\$ 2,635	\$ 15,199
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 1,200
Totals	\$ 19,192	\$ 19,180	\$ 19,375	\$ 17,257	\$ 20,105	\$ 95,109



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Roadways**  
Department: **Engineering Services**  
Governance: **Roads Committee**

PROJECT DESCRIPTION	Gross Project Cost (Uninflated \$'000's)					Total Project Cost	Sources of Financing						
	2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debtentures
<b>ENGINEERING</b>													
WR 7, Concrete Road investigation at Ponsonby		\$ 50				\$ 50			\$ 50				
WR 8, at WR9, intersection improvement review			\$ 50			\$ 50	\$ 25		\$ 25				
						\$ -			\$ -				
						\$ -		\$ -	\$ -				
<b>TOTAL ENGINEERING</b>	\$ -	\$ 50	\$ 50	\$ -	\$ -	\$ 100	\$ 25	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -
<b>GROWTH RELATED CONSTRUCTION</b>													
WR 7, Passing Lane Design and Construction, Sale to Teviotdale	\$ 50			\$ 750		\$ 800			\$ 272			\$ 528	
WR 7, Passing Lane Construction, Sale to Culvert 70470		\$ 500				\$ 500			\$ 170			\$ 330	
WR 30, at T. of G/E Road 3, intersection improvements				\$ 950		\$ 950			\$ 447			\$ 504	
WR 46, Maltby Road to WR 34, 2.0 km design and reconstruction			\$ 2,100			\$ 2,100			\$ 1,061		\$ 271	\$ 768	
WR 46, WR 34 to 401, 3.0 km design and reconstruction	\$ 2,100	\$ 2,200				\$ 4,300			\$ 3,483			\$ 817	
WR 109, at WR5 Intersection improvements	\$ 950					\$ 950			\$ 504		\$ 275	\$ 171	
WR 124, Passing Lane construction north of WR 125 (Ospringle)		\$ 1,500				\$ 1,500			\$ 1,080			\$ 420	
WR 124, intersection improvements, Whitelaw Road				\$ 500		\$ 500			\$ 410			\$ 90	
WR 124, intersection improvements, Guelph Road 1					\$ 200	\$ 200			\$ 164			\$ 36	
						\$ -			\$ -			\$ -	
						\$ -			\$ -			\$ -	
<b>ROAD CONSTRUCTION</b>													
WR 8, Main Street, Drayton, storm sewer design and construction	\$ 1,200					\$ 1,200	\$ 400	\$ 165	\$ 635				
WR 10, McGivern Street, Moorefield, 1.0 km reconstruction		\$ 2,350				\$ 2,350			\$ 2,350				
WR 18, (Geddes St) at John St, storm sewer construction	\$ 500					\$ 500			\$ 500				
WR 21, 500m south of Inverhaugh, frost boil repair, 150m	\$ 100					\$ 100			\$ 100				
WR 25, WR 52 to WR 42, 7.0 km (Region of Peel project)			\$ 500	\$ 1,000	\$ 1,000	\$ 2,500			\$ 2,500				
WR29, at WR22, intersection improvements	\$ 200					\$ 200			\$ 200				
WR 32, at WR 33 to Concession 2, 2.5 km design and construction		\$ 150			\$ 2,500	\$ 2,650			\$ 2,650				
WR 50, Third Line to WR 24, 5.8 km design and construction	\$ 750					\$ 750			\$ 750				
WR 50, Hwy 7 to railway tracks, 1.1 km design and reconstruction			\$ 500			\$ 500			\$ 500				
WR 51, WR 7 to Hwy 6, 2.3 km design and reconstruction			\$ 2,000			\$ 2,000			\$ 2,000				
WR 109, at WR 7, roundabout construction			\$ 900			\$ 900			\$ 900				
WR 124, at Kossuth Road, Roundabout construction				\$ 1,200		\$ 1,200			\$ 1,200				
						\$ -			\$ -				
<b>TOTAL ROAD CONSTRUCTION</b>	\$ 5,850	\$ 6,700	\$ 6,000	\$ 4,400	\$ 3,700	\$ 26,650	\$ 400	\$ 165	\$ 21,876	\$ -	\$ 546	\$ 3,664	\$ -
<b>BRIDGE CONSTRUCTION</b>													
WR 7, Rothsay Bridge, 07019, design and replacement			\$ 150			\$ 150			\$ 150				
WR 7, Bosworth Bridge, 07028, design and replacement			\$ 2,800			\$ 2,800			\$ 2,800				
WR 8, Main St. Bridge, 008089, design and rehabilitation	\$ 850					\$ 850			\$ 850				
WR 10, Wyandot Bridge, 010024, design and rehabilitation	\$ 925					\$ 925			\$ 97		\$ 828		
WR 16, Penford Bridge 16038, design and replacement		\$ 1,200				\$ 1,200			\$ 120		\$ 1,080		
WR 18, Carroll Creek Bridge, design and reahilitation	\$ 50		\$ 500			\$ 550			\$ 50		\$ 500		
WR 21, Badley Bridge, 021057, replace sidewalks	\$ 325	\$ 1,000	\$ 3,000			\$ 4,325			\$ 4,325	\$ -			
WR22, Bridge 22107, rehabilitation	\$ 150					\$ 150			\$ 15		\$ 135		
WR 30, Bridge 030124, design and rehabilitation		\$ 450				\$ 450			\$ 50		\$ 400		
WR 35, Paddock Bridge 35087, design and replacement				\$ 1,000		\$ 1,000			\$ 1,000				
WR 36, Bridge 36122, design and replacement	\$ 25	\$ 750				\$ 775			\$ 775				
WR 36, Bridge 36086, design and replacement	\$ 25	\$ 750				\$ 775			\$ 275		\$ 500		
WR 86, Conestogo River Bridge 86125, design and rehabilitation	\$ 600					\$ 600	\$ 300		\$ 100		\$ 200		
WR 109, Maitland River Bridge, 109128, design and rehabilitation	\$ 50			\$ 400		\$ 450			\$ 50		\$ 400		
WR 109, Mallet River Bridge, 109129, design and rehabilitation			\$ 300			\$ 300			\$ 50		\$ 250		
WR 124, Bridge 124135 (Eramosa River), replacement		\$ 100	\$ 400	\$ 2,300		\$ 2,800			\$ 2,800				
						\$ -			\$ -				
<b>CULVERTS CONSTRUCTION</b>													
WR 5, Culvert 050780, design and rehabilitation		\$ 100				\$ 100			\$ -		\$ 100		
WR 6, Culvert 06081, replacement, design and construction	\$ 600					\$ 600			\$ 600				
WR 7, Culvert 071270, design and rehabilitation		\$ 100				\$ 100			\$ -		\$ 100		
WR 7, Wright and Stanners Municipal drain culvert, replacement		\$ 250				\$ 250			\$ 250				
WR 11, Culvert, 110900, design and replace	\$ 325					\$ 325		\$ 300	\$ 25				
WR 11, Culvert 11092, design and rehabilitation			\$ 250			\$ 250			\$ 50		\$ 200		
WR 11, Culvert 110020, rehabilitation and slope stabilization	\$ 750					\$ 750			\$ 750				
WR 12, Culvert 120860, design and rehabilitation		\$ 1,200				\$ 1,200			\$ 200		\$ 1,000		
WR 12, Culvert 120870, design and replacement		\$ 400				\$ 400			\$ 40		\$ 360		
WR 16, Culvert, 0.5 km south of 2nd Line, design and widen	\$ 50		\$ 150			\$ 200			\$ 50		\$ 150		
WR 32, Culvert 321140 design and replacement		\$ 50		\$ 400		\$ 450			\$ 450				
WR36, (Concession 1) 4 CSP culverts, design and replace	\$ 50	\$ 200				\$ 250			\$ 50		\$ 200		
WR 109, Culvert 109142, design and rehabilitation		\$ 150				\$ 150			\$ 25		\$ 125		
WR 109, Conestogo River Bridge 5, 109123, design and replace		\$ 100			\$ 3,000	\$ 3,100			\$ 3,100				
Various, bridge and culvert repairs	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,000			\$ 1,000				
<b>TOTAL BRIDGE AND CULVERT CONSTRUCTION</b>	\$ 4,975	\$ 7,000	\$ 7,750	\$ 4,300	\$ 3,200	\$ 27,225	\$ 300	\$ 300	\$ 20,097	\$ -	\$ 6,528	\$ -	\$ -
<b>COUNTY BRIDGES ON LOCAL ROADS</b>													
E/W Luther TL, Hay's Bridge, 000001, design and replace		\$ 350				\$ 350			\$ 50		\$ 300		
E/W Luther TL, Extra T-beam bridge, 000004, design and replace		\$ 50		\$ 300		\$ 350			\$ 350				
Jones Baseline, Ostrander Bridge, 000032, design and rehab		\$ 50			\$ 325	\$ 375			\$ 375				
Jones Baseline, Armstrong Bridge, 000070, design and rehab		\$ 50			\$ 550	\$ 600			\$ 300		\$ 300		
						\$ -			\$ -				
<b>TOTAL COUNTY BRIDGES ON LOCAL ROADS</b>	\$ -	\$ 500	\$ -	\$ 300	\$ 875	\$ 1,675	\$ -	\$ -	\$ 1,075	\$ -	\$ 600	\$ -	\$ -



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Roadways**  
Department: **Engineering Services**  
Governance: **Roads Committee**

PROJECT DESCRIPTION	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing						
	2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debentures
<b>ASPHALT RESURFACING</b>													
WR 5, WR109 to Ranton's Bridge, pave shoulders, 400m	\$ 50					\$ 50	\$ 50		\$ -				
WR 7, Alma to Salem and Alma urban area (WR17 included) 6 km	\$ 100	\$ 2,400				\$ 2,500		\$ 465	\$ 2,035				
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km			\$ 100	\$ 1,000		\$ 1,100			\$ 1,100				
WR 7, Hwy 6 to WR51				\$ 600		\$ 600			\$ 600				
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km					\$ 100	\$ 100			\$ 100				
WR 11, WR 7 to Emmerson Simmons Bridge, 3.8 km					\$ 100	\$ 100			\$ 100				
WR 14, Tucker Street to 400m north of Sideroad 9, 5.2 km		\$ 100	\$ 1,200			\$ 1,300			\$ 100		\$ 1,200		
WR 18, WR 7 to Region of Waterloo boundary, 6.3 km				\$ 100	\$ 1,000	\$ 1,100			\$ 100		\$ 1,000		
WR 22, WR 26 to 300 m south of WR 24, 9.3 km			\$ 100		\$ 1,000	\$ 1,100			\$ 1,100				
WR 30, WR 39 to WR 86, 1.7 km			\$ 50	\$ 375		\$ 425			\$ 50		\$ 375		
WR 32, WR 124 to Hwy 7, 5.3 km	\$ 650					\$ 650			\$ 650				
WR 35, WR 34 to Hamilton boundary, 6.6 km					\$ 100	\$ 100			\$ 100				
WR 38, City of Guelph to Highway 6, 3.7 km		\$ 100	\$ 850			\$ 950			\$ 200		\$ 750		
WR 86, Region of Waterloo boundary to Sideroad 19, 4.1 km		\$ 100	\$ 1,200			\$ 1,300	\$ 650		\$ -		\$ 650		
WR 86, WR11 to Sideroad 6 (Perth Project)				\$ 2,000		\$ 2,000			\$ 2,000				
WR 52, WR 124 to WR 25, 3.2 km				\$ 100	\$ 700	\$ 800			\$ 800				
WR 87, Hwy 23 to Minto/Howick townline, 6.8 km	\$ 1,400					\$ 1,400			\$ 50		\$ 1,350		
WR 109, WR5 to south end of Harriston, 800m	\$ 325					\$ 325			\$ 325				
WR 109, WR 7 to WR 10, 5.9 km				\$ 100	\$ 700	\$ 800			\$ 100		\$ 700		
WR 124, Brucedale to Erin 10.2km					\$ 1,500	\$ 1,500			\$ 1,500				
WR 124, Guelph to Region of Waterloo, 6.5 km				\$ 1,500	\$ 1,100	\$ 2,600			\$ 1,100		\$ 1,500		
<b>TOTAL ASPHALT RESURFACING</b>	<b>\$ 2,525</b>	<b>\$ 2,700</b>	<b>\$ 3,500</b>	<b>\$ 5,775</b>	<b>\$ 6,300</b>	<b>\$ 20,800</b>	<b>\$ 700</b>	<b>\$ 465</b>	<b>\$ 12,110</b>	<b>\$ -</b>	<b>\$ 7,525</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 13,350</b>	<b>\$ 16,950</b>	<b>\$ 17,300</b>	<b>\$ 14,775</b>	<b>\$ 14,075</b>	<b>\$ 76,450</b>	<b>\$ 1,425</b>	<b>\$ 930</b>	<b>\$ 55,233</b>	<b>\$ -</b>	<b>\$ 15,199</b>	<b>\$ 3,664</b>	<b>\$ -</b>
<b>SOURCES OF FUNDING BY YEAR</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>TOTAL</b>							
Recoveries	\$ 750	\$ 50	\$ 625		\$ -	\$ 1,425	-						
Subsidy	\$ 465	\$ 465		\$ -	\$ -	\$ 930		-					
Current Revenues	\$ 8,744	\$ 11,522	\$ 11,936	\$ 11,626	\$ 11,404	\$ 55,233			-				
Reserves				\$ -	\$ -	\$ -							
Development Charges	\$ 603	\$ 748	\$ 768	\$ 1,509	\$ 36	\$ 3,664						-	
Federal Gas Tax	\$ 2,788	\$ 4,165	\$ 3,971	\$ 1,640	\$ 2,635	\$ 15,199							
Growth Related Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
<b>Totals</b>	<b>\$ 13,350</b>	<b>\$ 16,950</b>	<b>\$ 17,300</b>	<b>\$ 14,775</b>	<b>\$ 14,075</b>	<b>\$ 76,450</b>	<b>-</b>						



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Mark Bolzon, Manager Purchasing and Risk Management Services  
**Date:** Tuesday, November 10, 2015  
**Subject:** **Tender Award– Rehabilitation of Conestogo (Wallenstein) Bridge, Structure No. B086125**

---

### Background:

Staff recently issued Project No. CW2015-043, a tender for the rehabilitation of the Conestogo (Wallenstein) Bridge, Structure No. B086125 over the Conestogo River on Wellington Road 86.

The scope of work generally includes the rehabilitation of the Conestogo (Wallenstein) Bridge in two coordinated construction stages utilizing Ontario Traffic Manual Book 7 lane restrictions that are managed with temporary pavement markings, temporary concrete barrier wall, temporary energy attenuators, delineators, signs and portable temporary traffic signals. Also included in this work, are roadworks on the bridge approaches and the reconfiguration of the roadway to the east in order to facilitate construction of a slip lane.

The structure rehabilitation of the Conestogo (Wallenstein) Bridge includes:

- removal of asphalt and waterproofing system;
- full depth removal of the deck overhangs;
- partial depth removal of bridge deck along exterior girders;
- removal of concrete curb and railing;
- removal and disposal of asbestos ducts in curb;
- removal of the top portion of the wingwalls and ballast walls;
- removal of diaphragms at abutments;
- removal of deteriorated concrete and patch repairs to the deck surface and soffit, wingwalls, abutments, piers and prestressed girders;
- new deck overhangs;
- reconstruction of the top portions of the wingwalls and ballast walls;
- new semi-integral deck ends;
- new approach slabs;
- replacement of abutment bearings;
- new parapet wall and railing; and
- bridge deck waterproofing and paving.
- Other works include roadway reconstruction, new slip lane to the east, steel beam guide rail,
- energy attenuators, permanent pavement markings and site restoration

On Tuesday, November 03, 2015, six (6) submissions were received as follows, with pricing shown exclusive of HST @13% -

COMPANY	BID AMOUNT (excluding HST)
McLean Taylor Construction Limited, St. Marys	\$1,388,090.96
Clearwater Structures Inc, Ajax	\$1,613,894.00
Marbridge Construction Limited, Mississauga	\$1,896,937.00
Facca Incorporated, Ruscom	\$1,995,000.00
Toronto Zenith Contracting Ltd., Concord	\$2,224,110.20
Maloney & Pepping Construction Ltd., Stratford	\$2,799,567.00

The submissions were all in order and staff are recommending awarding the contract to McLean Taylor Construction Limited, of St. Mary's, at the tendered amount of \$1,388,090.96, exclusive of HST @ 13%.

The funding for this project is provided in detail in the attached Funding Summary.

The work will commence in March 2016 (as weather permits).

**Recommendation:**

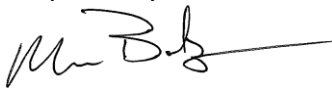
That County of Wellington Project No CW2015- CW2015-043, a tender for the rehabilitation of the Conestogo (Wallenstein) Bridge, Structure No. B086125 over the Conestogo River on Wellington Road 86, be awarded McLean Taylor Construction Limited, of St. Mary's, at the tendered amount of \$1,388,090.96, exclusive of HST @ 13%; and

That the funding for this project be approved as set out in the attached Funding Summary; and

That the additional funding required to complete the project be included in the 2016 Budget; and

That the Warden and Clerk be authorized to sign the construction agreements.

Respectfully submitted,



Mark Bolzon  
Manager, Purchasing and Risk Management Services



## FINANCIAL SUMMARY

<b>COUNTY OF WELLINGTON</b> <b>CAPITAL PROJECT EXPENDITURE AND FINANCING SCHEDULE</b>
--

Project name: WR 86 Conestogo River Bridge 86125, design and rehabilitation  
 Project number: 21150231

### **PROJECT COSTS**

	<b>Total</b>
Tendered Construction Cost*	\$1,413,000
Previously Incurred Professional Fees	\$103,000
Professional Fees	\$100,000
Previously Incurred County Labour	\$4,000
County Labour & Materials	\$15,000
Contingency	\$165,000
<b>Project total</b>	<b>\$1,800,000</b>

\* includes net cost to County of HST

### **PROJECT BUDGET APPROVALS AND FINANCING**

	Gross cost	Tax Levy	Municipal Recoveries Region of Waterloo	Federal Gas Tax Reserve
2015 Capital Budget	\$ 1,200,000		\$ 600,000	\$ 600,000
	\$ 1,200,000	\$ -	\$ 600,000	\$ 600,000
2016 Capital Budget Request	\$ 600,000	\$ 100,000	\$ 300,000	\$ 200,000
<b>Revised cost and sources of financing</b>	<b>\$ 1,800,000</b>	<b>\$ 100,000</b>	<b>\$ 900,000</b>	<b>\$ 800,000</b>



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Gord Ough, County Engineer  
**Date:** Tuesday, November 10, 2015  
**Subject:** **Correspondence Regarding Brisbane Public School**

---

### **Background:**

Attached for the Committee member's information is recent correspondence regarding the Brisbane Public School Safety Initiative.

It is noted that the author of most of the attached correspondence continues to press for action from the County of Wellington.

### **Recommendation:**

That this report be received for information.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Gord Ough'.

Gord Ough,  
County Engineer

## Gord Ough

---

**From:** Matt Sammut <matt.sammut@sympatico.ca>  
**Sent:** October 29, 2015 9:17 AM  
**To:** Gord Ough; Paul Johnson  
**Cc:** 'garyw@wellington.ca'; 'georgeb@wellington.ca'; 'Rachel Ingram'; Reena Anand; Kathryn Cooper; Pierre Brianceau; 'allanalls@erin.ca'; matt@fortrusfinancial.com; Scott Wilson; Ken DeHart  
**Subject:** RE: Brisbane School Community Update \*\*\*\*\*ADDITIONAL INFORMATION - REPORT OPP

Good Morning,

As a follow up to the email below, I have been sent a report from the OPP which I would like to forward to you:

**From:** Lawson, Scott (OPP) [mailto:Scott.Lawson@opp.ca]  
**Sent:** October-26-15 8:57 PM  
**To:** Reena Anand  
**Cc:** Dawson, Victoria (OPP)  
**Subject:** Re: Brisbane P.S Safety Initiative

Good evening Reena,

Hope you are well.

Here is a summary submitted by Provincial Constable Ange Stiles after our Brisbane safety initiative.

### DATES

County of Wellington OPP officers were deployed Monday to Friday from September 8th to 25th. Police targeted the timeframes of 8:00am to 9:00am, and 3:00pm to 4:00pm.

### SUPPORT

Front line general patrol duty officers in fully marked OPP cruisers were utilized.

### REACH, RESULTS and FINDINGS

This initiative focused on education. All speeding and parking violators were warned.

Warnings to drivers exiting or parking the wrong way: 5

RADAR hours conducted: 10 hours  
Drivers warned: 16

### BREAKDOWN

West bound speeders warned: 10 (4 x transport truck drivers). Speed ranges: 72kms/hr – 86kms/hr in a posted 60kms/hr zone

East bound speed: 6 (1 x transport truck driver). Speed ranges: 77kms/hr – 96kms/hr in a posted 60kms/hr zone

### FINAL COMMENTS

Parents parking on the south side of the roadway – One violator warned. Overall excellent compliance.

Heavy truck traffic – There is heavy truck traffic east and west bound. However, they are not the source of the speeders. For many truck drivers, this is their regular route. They appear aware of the 60kms/hr zone and abide by it. Police often saw truck drivers waving to Police and dropping their speeds well in advance to set the pace.

Speeding seems to typically occur in the mornings 7:45am to 9:00am. West bound direction of traffic appears to be the main problem. Drivers were stopped and warned even with rear cruiser lights on and the portable Speed sign 100m from the typical Police location. With a signalized intersection east bound Of interest, Police frequently observed vehicles west bound at a high rate of speed entering into the 60kms/hr zone, then turn into the school. One can only draw the conclusion that these drivers are contributing to the problem.

Kind Regards

Scott Lawson  
Inspector  
Detachment Commander  
Ontario Provincial Police  
Wellington County  
519-831-6100

I would like to just add a couple of points of common sense to the report:

- Given an OPP officer was standing at the side of the road with a cruiser, clearly most of the drivers would slow down much more than they would without their presence
- Truckers are professional drivers...they know what to look for to avoid tickets so they would be first in line to abide by speeding limits when OPP presence is out
- A large digital speed unit that stated a cars speed was used which again, forces vehicles to slow down much more than they would otherwise
- Even given an OPP vehicle, officer on side of road, and speed unit, a number of vehicles were closed going from 72 to 96km per hour
- I can assure you, as I drive this route nearly daily, the speed of trucks and cars goes significantly higher when there is no presence of the OPP, with most trucks going well above 60km/hr
- If there is a speeding issue with an officer, his vehicle and a speed unit out, we can reasonably assume the problem is much worse when the three are not

Once again, I look forward to hearing back from you on this important issue to the Brisbane School Community and Town of Erin.

Best regards,  
Matt Sammut  
Councillor, Town of Erin  
416-606-9136

---

**From:** Matt Sammut [mailto:matt.sammut@sympatico.ca]

**Sent:** October-27-15 3:47 PM

**To:** 'Gord Ough'; 'Paul Johnson'

**Cc:** 'garyw@wellington.ca'; 'georgeb@wellington.ca'; 'Rachel Ingram'; Reena Anand; Kathryn Cooper; Pierre Brianceau;



Good Afternoon,

The Brisbane Community continues to be an unsafe area for children and families. The decision to make the south side of Hwy 124 a no stopping/parking zone has not made the situation any better and it could be argued that the situation is worse. The community clearly recognizes that this issue is more a Board of Education challenge than a County one. But saying that, the County is in a position to help the situation and make it safer for the community and up to this point, has chosen not to so. As a Councillor for the Town of Erin, and a very engaged parent at the school, I can tell you the disappoint I have with the decisions made. More importantly, we have many parents who are infuriated at the situation and I have asked them to 'wait and see' before they continue to mobilize action groups.

Here we are, over a year since the problem has been brought to the attention of both the Board and County. The issue on the surface seems fairly inexpensive and logical – make this a school zone with a 40km flashing light during school transition periods with the flexibility to also have it at 40km during school parent events. Here are critical issues that cannot be ignored:

- Winter season is coming and parents will be forced to walk along Hwy 124 on the side of the road of trucks and cars – barely any room between cars and ditch and with snow, the ditch will be unseen and unsafe to walk
- Truck traffic continues to be a major issue with the average speed being recorded at 66km. We have to recognize that was with the digital speed sign which clearly slows traffic down and is temporary. I would say the average is probably closer to 75km/hr with many vehicles going beyond 80km/hr
- Buses exit at the east end of the parking lot and when they are doing so, prevents cars from entering and forces traffic to stop on Hwy 124 – with speed of vehicles currently, leads to increased risk of accidents
- Making a left turn from the west entrance by cars is extremely dangerous...I have had to do so many times and you have to put the nose of your car out to see around cars – guaranteed accident waiting to happen
- A number of major events will be happening at the school such as Remembrance Day, Christmas events etc...during this period, cars will all have to park on the north side of the road and will probably have to walk along Hwy 124 for  $\frac{1}{4}$  to  $\frac{1}{2}$  km. This clearly is exceptionally dangerous. Of course a speed change does not eliminate this issue but it significantly lowers the chances of a tragic accident occurring
- Parents will be forced to walk up a crazy driveway where buses and cars enter and buses also exit. During non-winter times, parents and kids can climb through the ditch up the hill on the grass. This is not possible in the winter due to snow and ice. Again, an extremely dangerous situation.
- Individuals who walk along the snowy ditch are at risk of injury as they can easily slip on what they think is solid ground but in essence is the beginning of the ditch.
- Icy roads make the situation that much more dangerous. Lets think about a truck or car going 65-75km/hr and having to slam the brakes on to avoid a car or child. The vehicle could easily lose control with risks I do not even want to type here.
- I know that the argument is that this is a busing school but parents have every right to drive their children if they wish. With full day junior and senior kindergarten, the number of younger children has significantly gone up and parents decide that their safety is utmost priority – the reason for busing
- There is a risk of children going onto the wrong bus as they are transferred at other Erin schools. Also, having 4 to 7 year old children in the same bus as high school kids is a poor situation. It is known that language and actions of older kids is unacceptable and parents do not want their children exposed to this.
- Rockwood seems to have a 40km school zone for their new school with flashing lights. Numerous schools in Guelph do. The situation at Brisbane appears much more dangerous for children and parents – why are they not in this same position. We also showed you all the schools in Caledon who also offer such safety precautions of school zones.
- Other areas are looking at lowering school zones to 30km/hr. We cannot even get our school to a 40km/hr during transition periods.

I could go on and on. The frustration of many parents is that the issue has not even been addressed via a letter which would highlight why the safety of the community is not top priority. As you can clearly see, I am a frustrated parent, Brisbane School community member and Councillor of Erin.

We look to local government to provide a number of services but probably the most important thing they can provide is a safe environment. Clearly, the Brisbane Community does not believe this is the case for the school.

I thank you for your time in the past at reviewing the situation but a better solution has to be found. Waiting for the Board of Education to do their part is not an excuse for the County to not act in a responsible manner. The Board of Education is most important in this issue but their solutions will take longer to implement. The County can put their action plan in immediately.

I look forward to hearing from you on this issue as I will be reporting to the School and parent Council.

Best regards,

Matt Sammut  
Erin Councillor  
519-833-4664

---

**From:** Matt Sammut [<mailto:matt.sammut@sympatico.ca>]

**Sent:** September-04-15 11:31 AM

**To:** 'RachelIngram5'

**Subject:** FW: Brisbane Public School Road Issue

---

**From:** Matt Sammut [<mailto:matt.sammut@sympatico.ca>]

**Sent:** June-29-15 4:29 PM

**To:** 'Gord Ough'; 'Paul Johnson'

**Cc:** 'garyw@wellington.ca'; 'georgeb@wellington.ca'; 'alalls@erin.ca'; 'Pierre Brianceau'; 'Rachel Ingram'; Reena Anand; 'Kathryn Cooper'

**Subject:** Brisbane Public School Road Issue

Good Afternoon,

I believe it is important for me to provide a few thoughts on the initial recommendations made in the attached report, as I was one of the individuals who has lobbied for the school since this issue began:

- It appears that only one option has been approved and that is making the south side of Hwy124 a 'no stopping zone'. This will not make the situation any safer for the Brisbane School parent community and their children. There are many events that the school puts on after school hours throughout the year. During these times there are over 40-50 cars that have to park on Hwy 124. Having parents, many times with little children or infants, walk a quarter mile along the north side of Hwy 124 with traffic flying by them at an average of over 70-80km/hr does not make the situation safer. Many could argue, it makes it more dangerous and an extreme risk to these families.
- It is understood why you want to make the south side of Hwy 124 a 'no stopping zone' as crossing a busy highway is not safe. But your solution does not resolve the problem at all.
- We agree that the Upper Grand Board of Education should look at participating in a solution but that does not mean that the County of Wellington should not do all they can to prevent a tragic accident prior to the Board's decision. Hopefully, they will address this situation as is addressed in 'the other possible options' you highlight in the attached report.



- A flashing light with a 40km zone for 3 hours of the day (1.5 in the morning and same at end of the school day) is not an expensive request, should not dramatically impact trucks and commuters; and the parent community strongly believes it would provide a safer situation until other options are resolved. Brisbane School clearly qualifies as a 'school zone' as per the department of transportation analysis report we provided to you in your delegation. The safety of young children and families has to take priority over anything else.
- If you do the 'no stopping zone', we respectfully request that you put up the flashing yellow signs and change the speed limit to 40km during the specified times above.
- If both are done at the same time, your belief that police enforcement is critical leads to an obvious conclusion that the police could not only look for parking violators but speeding infractions at the same time.
- We believe that recently, a couple of schools in Wellington County have been designated as school zones. Why Brisbane is not on the list must be addressed.

We truly hope that the wishes of the entire Brisbane community (over 300 signed a petition that you have) and that safety of its population becomes the top priority. That has to be at the forefront prior to waiting to see what the Board does, or your recommendation will potentially make the situation worse.

I thank you for addressing this situation and hopefully a solution will be found to make the 400 students at Brisbane School and their families safer.

Best regards,

Matt Sammut  
Councillor, Town of Erin



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Gordon J. Ough, P.Eng., County Engineer  
**Date:** Tuesday, November 10, 2015  
**Subject:** **Speed Limit Adjustment Request**

---

### Background:

In response to the attached, October 28, 2015 letter from F. Nelson and A. Thompson, a review of the current speed limit on WR 18 east of Fergus was carried out using the Canadian Guidelines for Establishing Posted Speed Limits as published by the Transportation Association of Canada (TAC).

Based on the results of the review, the 80km/hr speed limit on WR 18 between WR 29 and the Third Line, the Belwood Lake Conservation area entrance, should be lowered to 70km/hr.

### Recommendation:

That a by-law be presented to County Council to Authorize the lowering of the posted speed limit on WR 18 from, WR 29 to the Third Line, to 70km/hr.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.  
County Engineer



OCT 28 2015

ENGINEERING SERVICES  
DEPARTMENT

28 October 2015  
F. Nelson, A. Thompson  
8194 Wellington Rd 18  
RR4 FERGUSON  
N1M 2W5

Traffic Association of Canada  
Mr. Gordon Outh, Wellington Cnty Engr.,  
74 Woolwich St.,  
Guelph ON N1H 3T9

Re: Speed Reduction

Mr. Outh, MPP Mr. Ted Arnot's office  
directed us to you with our request  
for a reduction of our local speed limit.

- Location: Wellington Cnty Rd 18  
from Fergus to Belwood  
Lake Conservation entrance.

- Speed requested: 60 kph

- Supporting documentation:

- Signatures & Locations on  
Cnty Rd 18

- OPP 2014 motor vehicle

collisions Wellington Cnty

Shand speed limit

We, the undersigned request; the Shand area  
speed limit be reduced to 60 km. p.h.

Signage be posted / installed to identify

"SHAND COMMUNITY"

8196 A.R. Thompson  
8194 F.T. Nelson  
8187 C. Davies  
8193 B. PHATT  
8377 A. ANDERSON  
8215 R. Macdonald  
8217 T. Jones  
8223 J. Hunter  
8219 G. VanEerde  
8227 KURT GARIBOTA  
8244 R. WATKINS  
8246 Susan Wagner  
8250 LARRY PENNER  
8250 SUSAN PENNER  
8238 Lorraine Rennie  
8238 ALLAN RENNICK  
8224 Andrew Hall  
8224 Christine Smith  
8218/8220 Lynn Fuhleight  
8214 Heather Clayton  
8210 JAMES HETZEL  
8210 PEGAS GARRISON  
8216 James Dyer  
6385 Sheila Dyer  
8191 Bob Whitte  
8614 Greta Green  
8614 Bill Randall  
8247 Tony Leis  
8229 Joyce Devine  
8229 Jessie Devine

Thompson  
Nelson  
C. Davies  
B. Phatt  
A. Anderson  
R. Macdonald  
T. Jones  
J. Hunter  
G. VanEerde  
Kurt Garibota  
R. Watkins  
Susan Wagner  
Larry Penner  
Susan Penner  
Lorraine Rennie  
Allan Rennie  
O. Hall  
Christine Smith  
Lynn Fuhleight  
Heather Clayton  
James Hetzel  
Peggy Garrison  
James Dyer  
Sheila Dyer  
Bob Whitte  
Greta Green  
Bill Randall  
Tony Leis  
Joyce Devine  
Jessie Devine

# Shand speed limit

We, the undersigned request; the Shand area speed limit be reduced to 60 km. p.h.

Signage be posted / installed to identify

"SHAND COMMUNITY"

8222  
8220  
8220  
8210  
8208  
8142  
8142  
8096  
8096  
8072  
8072

C TAYLOR  
Jill Davey  
Billie Fishleigh  
David Hetzel  
Ryan Lamont  
Senda Isley  
George Isley  
SIM WSHAN  
BEU CUSHING  
JAS DODSWORTH  
Kale clodsworth

Taylor  
J Davey  
Billie Fishleigh  
David Hetzel  
Ryan Lamont  
Senda Isley  
George Isley  
SIM WSHAN  
BEU CUSHING  
JAS DODSWORTH  
Kale clodsworth

Shand Comm Only  
pets killed, dangerous for  
Children.

Speed Limit Too High  
with Corner And Hill M

CRITICAL THAT THIS  
BE ADDRESSED.

must BE DONE !!

I have been ~~to~~ recommended  
a car trying to turn into  
the driveway



Elora & Fergus Tourism

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

Centre Wellington Tourism: [www.elorafergus.ca](http://www.elorafergus.ca)

Online Mapping: [maps.centrewellington.ca](http://maps.centrewellington.ca)

The Township of Centre Wellington:

11 Macdonald Sq  
Elora, ON N0B1S0  
519-846-9691

East Garafraxa

Belwood

19

Seventh Line

Tenth St

George St

Nelson St

Fifth St

Valley Rd

Torrance Lane

26

Sidroad 9

Conservation

Green

Trail

Switt St

Sidroad 10

Cres

Sidroad 20

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 15

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

Sidroad 10

Sidroad 9

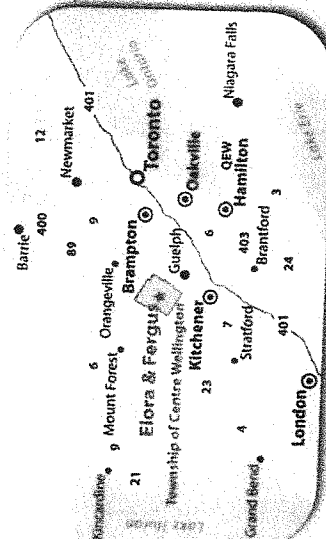
Sidroad 10

Petitioned  
Section of  
Wellington city  
Rd. 18

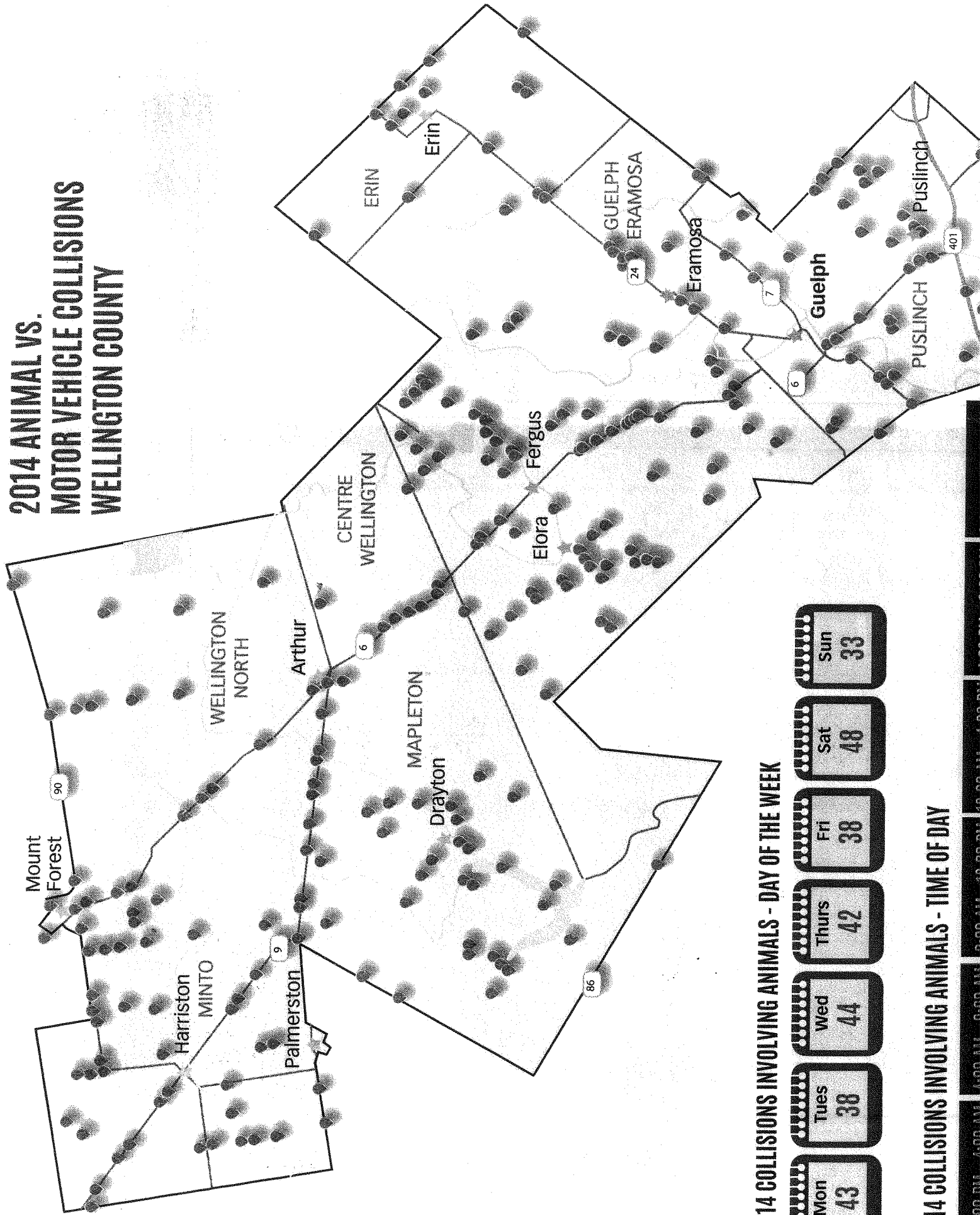
Guelph/Eramosa

Disclaimer: Data provided herein is derived from sources with varying levels of accuracy and currency. This is not a survey product. The Township of Centre Wellington disclaims all responsibility for the accuracy or completeness of information contained herein. The Township of Centre Wellington assumes no responsibility for errors arising from use of these mapping products.

Aboyne  
Stroline St  
Harvey St  
Cedarside Dr PVT  
Elkison St  
Broken Front Path PVT  
South  
Gillkison Close  
Wellington Rd 18  
Chaplin Rd  
Sargeant Blvd  
Analia  
Cres  
Cres  
Amelia  
Skeen St  
Torrence Lane  
Valley Rd  
Conservation  
Green  
Trail  
Sidroad 9  
Sidroad 10  
Switt St PVT



# 2014 ANIMAL VS. MOTOR VEHICLE COLLISIONS WELLINGTON COUNTY



## 2014 COLLISIONS INVOLVING ANIMALS - DAY OF THE WEEK

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
43	38	44	42	38	48	33

## 2014 COLLISIONS INVOLVING ANIMALS - TIME OF DAY





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Roads Committee  
**From:** Gord Ough, County Engineer  
**Date:** Tuesday, November 10, 2015  
**Subject:** Accessibility Issue

---

### Background:

The attached correspondence from a resident of Palmerston, Jessica Cashmore, highlights an accessibility issue related to the intersection of Toronto St. (Wellington Road 5) and Prospect Street in Palmerston.

Jessica is blind, she does have the aid of a guide dog, and she finds the intersection of Toronto St. and Prospect Street dangerous to use due to the traffic speed on both Toronto St. and Prospect St.

Jessica is asking for an All Way Stop condition to be installed.

A traffic count has been carried out and the "technical warrants" are not satisfied.

Staff has identified a pedestrian crossing sign option that is preferred to the installation of an all way stop at this location.

The pedestrian crossing sign and the solar powered flashing lights would be installed on Toronto St. (WR5) to alert vehicular traffic, in both directions, that a pedestrian is crossing or is about to cross the street.

As per the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) the act requires "that municipalities make their best efforts to accommodate request(s) from persons with disabilities."

### Recommendation:

That the Roads Committee approves the installation of remote activated solar powered crosswalk beacons on Toronto St (WR5) in Palmerston in response to a request from a blind individual for assistance at this location.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gord Ough".

Gord Ough,  
County Engineer

To: Palmerston Town Council  
From: Jessica Cashmore  
RE: Accessibility issue with lack of traffic control  
Date: September 10, 2015

To whom this may concern:

I, Jessica Cashmore have become a resident of the beautiful town of Palmerston as of August 1, 2015. I would like to take this opportunity to share with you a concern that I have with one of the intersections in town.

The intersection of Prospect Street and Toronto Street has no traffic control while crossing Toronto Street. This makes it extremely difficult for me to walk in the area. Traffic tends to drive too fast along both streets, and I am afraid that since it is uncontrolled, I (or any other pedestrian) may get hit. I am proposing that an all way stop be put in place or crosswalk lines so that traffic can be more aware of pedestrians. This change will also benefit school children as the school is nearby.

Another reason that I bring this to your attention is because I am blind and would like to be able to travel as independently as possible with my guide dog. I am being supported by the Canadian National Institute for the Blind in Kitchener, so if you wish to gain further insight, please feel free to contact Deb Lashbrook, Orientation and Mobility Instructor at 1-519-742-3536. I am also willing to speak with you should you have further questions. I can be reached at 1-226-821-3743.

Sincerely,

Jessica Cashmore

## Rectangular-Rapid Flashing Beacon: 9200 Series

AB-9205, AB-9207








\* stand not included









Conforms to 4(09)-41(I)—Additional Flash Pattern for RRFBs

### Applications

This pedestrian-activated or remote-activated crosswalk beacon is the perfect solution for temporary or permanent locations:

- |  |  |
|--|--|
|  Crosswalks         | Great for any mid-block or uncontrolled crosswalk.                                     |
|  Fire Stations      | Give your emergency vehicles a chance to enter the roadway by alerting drivers.        |
|  Parking Lots       | From shopping malls to private industrial sites, they're all a hazard for pedestrians. |
|  Construction Sites | Aid pedestrians in crossing away from construction sites and closed sidewalks.         |
|  College Campuses   | Busy and packed with pedestrians.  |

### Benefits

- |  |   |
|--|---|
|  High Quality     | Proudly designed and manufactured in North America.   |
|  Clean Technology | Solar-powered and wireless to save on power bills and end roadway trenching.                  |
|  Reliable         | Energy management system to ensure operation under all environmental conditions.              |
|  Simple           | Installs in minutes to minimize traffic disruption and allow for relocation and re-purposing. |
|  Flexible         | Adjustable activation duration to meet the needs of various traffic conditions.               |
|  Elegant          | Self-contained, cabinet-free, discrete design to enhance streetscapes and inhibit vandalism.  |





## **Corporation of the County of Wellington Solid Waste Services Committee Minutes**

November 10, 2015  
County Administration Centre  
Keith Room

**Present:** Warden George Bridge  
Councillor Don McKay (Chair)  
Councillor Pierre Brianceau  
Councillor Gregg Davidson  
Councillor Gary Williamson

**Also Present:** Councillor Neil Driscoll

**Staff:** Susan Aram, Manager, Financial Services  
Donna Bryce, County Clerk  
Gord Ough, County Engineer  
Das Soligo, Manager, Solid Waste Services  
Cathy Wiebe, Admin Supervisor, Solid Waste Services  
Scott Wilson, CAO

---

### **1. Call to Order**

At 10:38 am, the Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

### **3. Financial Statements as of October 31, 2015**

1/7/15

**Moved by:** Councillor Brianceau

**Seconded by:** Councillor Williamson

The Financial Statements as of October 31, 2015 were received for information.

**Carried**

**4. 2016 SWS User Fees and Charges**

2/7/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the 2016 User Fees and Charges for Solid Waste Services be approved.

**Carried**

**5. Preliminary 2016-2020 Five-Year Plan**

3/7/15

**Moved by:** Councillor Williamson

**Seconded by:** Councillor Davidson

That the preliminary 2016-2020 Solid Waste Services capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

**6. Tipping Fee Policy**

4/7/15

**Moved by:** Councillor Davidson

**Seconded by:** Councillor Brianceau

That By-Law Number 4547-03, Section 7.4 be amended to include waiving tipping fees for brush material generated due to extreme weather events such as tornadoes or ice storms, at the direction of the CAO, County Engineer, or Solid Waste Services Committee; and

That the Manager of Solid Waste Services be allowed the discretion to waive tipping fees on a case by case basis for specific materials, such as clay, topsoil and clean fill, that could be used on landfill properties for cover material and/or road-building.

**Carried**

**7. Strategy Discussion Paper**

5/7/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the County staff, with the assistance of consultants as required, initiate the process of creating a report, to outline the County's direction in Solid Waste issues in future years.

**Carried**

**8. Waste and Recycling Collection Contracts - Verbal**

6/7/15

**Moved by:** Councillor Williamson

**Seconded by:** Councillor Davidson

That the Curbside Collections and Processing and Marketing of Recyclables Contracts with Waste Management, Inc. be extended by 3 years effective July 1, 2016.

**Carried**

**9. Adjournment**

At 11:16 am, the Chair adjourned the meeting until January 12, 2016 or at the call of the Chair.

---

Don McKay  
Chair  
Solid Waste Services Committee



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Solid Waste Services Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Tuesday, November 10, 2015  
**Subject:** **SWS 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Solid Waste Services be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Solid Waste Services</b>
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Description	2015 fee	2016 fee	% change	HST (add/incl/ na)
Curbside User Pay Bags – large	\$1.75	\$1.75	0%	N/A
Curbside User Pay Bags – small	\$1.00	\$1.00	0%	N/A
<b>Landfill site and transfer station tipping fees</b>				
Tipping fees – landfills/transfer sites with scales *as of March 31, 2015	\$75.00 tonne	\$75.00 tonne	0%	N/A
	\$10.00 minimum	\$10.00 minimum	0%	N/A
Tipping fees – sites without weigh scales	\$15.00 carload	\$15.00 carload	0%	N/A
	\$30.00 pickup	\$30.00 pickup	0%	N/A
	\$30.00 trailer	\$30.00 trailer	0%	N/A
Appliances (freon removed & tagged)	\$10.00	\$10.00	0%	N/A
Appliances (with freon)	\$25.00	\$25.00	0%	N/A
Freon removal	\$15.00 unit	\$15.00 unit	0%	N/A
Bagged waste up to 10 bags (or unbagged equivalent)	\$1.00 per bag	\$1.00 per bag	0%	N/A
<b>Waste reduction</b>				
Desk top blue boxes	\$3.50	\$3.50	0%	Incl
Blue Boxes (additional)	\$5.00	\$5.00	0%	Incl
Composters	\$30.00	\$30.00	0%	Incl
Can Carts – new	\$95.00	\$95.00	0%	Incl
Can Carts – used	\$50.00	\$50.00	0%	Incl

**Note:**

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5413-15 of the Corporation of the County of Wellington.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Solid Waste Services Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Tuesday, November 10, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Solid Waste Services

---

### **Background:**

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Highlights of the Solid Waste Services capital forecast are as follows:

- A total of \$6.5 million in expenditures is projected over the five-year period
- Capital expenditures related to closed landfill sites totals \$100,000 for work at Elora Transfer closed Nichol Landfill. This work will be funded by the Landfill Closure and Post Closure Reserve Fund.
- A leachate collection system at the Riverstown landfill site is included in 2018 and 2019
- The equipment reserve will be used to fund both new and replacement equipment

### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Solid Waste Services Operating Budget include the following:

- As reported to committee in September of 2015, SWS will be implementing a new HHW mobile unit in order to increase the quantity of and access to HHW materials diverted each year. This includes the addition of a part-time HHW technician in June of 2016. The cost of the part-time position would be fully offset by additional revenue from Waste Diversion Ontario as well as reduced costs associated with the elimination of 5 of the 7 the current HHW events each year.
- The 2016 estimate of blue box recyclables and scrap metal sales revenue has been decreased by \$200,000. Industry experts forecast the significant drop in recyclable markets have likely hit their floor, however there has been a substantial decrease to revenues in 2015 and this is now reflected in the 2016 budget.

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for Solid Waste Services.

**Recommendation:**

That the preliminary 2016-2020 Solid Waste Services capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Solid Waste Services**  
 Department: **Engineering Services**  
 Governance: **Solid Waste Services Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 718	\$ 734	\$ 734	\$ 734	\$ 734	\$ 734
Licenses Permits and Rents	\$ 13	\$ 13	\$ 14	\$ 14	\$ 15	\$ 15
User Fees and Charges	\$ 2,225	\$ 2,250	\$ 2,275	\$ 2,300	\$ 2,325	\$ 2,350
Sales Revenue	\$ 973	\$ 802	\$ 826	\$ 851	\$ 876	\$ 902
Internal Recoveries	\$ 396	\$ 408	\$ 420	\$ 433	\$ 446	\$ 459
<b>Total Revenue</b>	<b>\$ 4,324</b>	<b>\$ 4,207</b>	<b>\$ 4,268</b>	<b>\$ 4,331</b>	<b>\$ 4,395</b>	<b>\$ 4,460</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 2,338	\$ 2,345	\$ 2,432	\$ 2,522	\$ 2,615	\$ 2,712
Supplies, Materials and Equipment	\$ 935	\$ 963	\$ 992	\$ 1,022	\$ 1,052	\$ 1,084
Purchased Services	\$ 4,429	\$ 4,541	\$ 4,679	\$ 4,821	\$ 4,967	\$ 5,118
Insurance and Financial	\$ 137	\$ 142	\$ 148	\$ 154	\$ 160	\$ 166
Internal Charges	\$ 398	\$ 410	\$ 422	\$ 435	\$ 448	\$ 461
<b>Total Expenditure</b>	<b>\$ 8,237</b>	<b>\$ 8,402</b>	<b>\$ 8,673</b>	<b>\$ 8,953</b>	<b>\$ 9,243</b>	<b>\$ 9,542</b>
Net Operating Cost / (Revenue)	\$ 3,913	\$ 4,195	\$ 4,404	\$ 4,622	\$ 4,847	\$ 5,081
<b>Transfers</b>						
Transfer from Reserves	\$ (273)	\$ (281)	\$ (289)	\$ (298)	\$ (307)	\$ (316)
Transfers to Capital	\$	\$ 200	\$ 268	\$ 2,016	\$ 1,908	\$ 338
Transfer to Reserves	\$ 800	\$ 800	\$ 1,100	\$ 800	\$ 800	\$ 800
<b>Total Transfers</b>	<b>\$ 527</b>	<b>\$ 719</b>	<b>\$ 1,078</b>	<b>\$ 2,518</b>	<b>\$ 2,401</b>	<b>\$ 822</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 4,440</b>	<b>\$ 4,914</b>	<b>\$ 5,483</b>	<b>\$ 7,140</b>	<b>\$ 7,248</b>	<b>\$ 5,903</b>
<b>Year to Year Percentage Change</b>		10.7%	11.6%	30.2%	1.5%	-18.6%





# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Solid Waste Services**  
Department: **Engineering Services**  
Governance: **Solid Waste Services Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves & Other	Development Charges	Debentures
<b><u>Equipment</u></b>											
1 Collection: Van	\$ 40					\$ 40			\$ 40		
2 General Ops: Pickup				\$ 80		\$ 80			\$ 80		
3 Collections Ops Pickup		\$ 40				\$ 40			\$ 40		
4 Disposal Ops: Pickup		\$ 40				\$ 40			\$ 40		
5 Transfer Ops: Backhoe			\$ 110			\$ 110			\$ 110		
6 Rolloff Ops: Lugger			\$ 200	\$ 200		\$ 400			\$ 400		
7 Disposal Ops: Compactor			\$ 600			\$ 600			\$ 600		
8 Transfer Ops: Pickup				\$ 40		\$ 40			\$ 40		
9 Disposal Ops: Loader				\$ 225		\$ 225			\$ 225		
10 Transfer Ops: Dump Truck					\$ 200	\$ 200			\$ 200		
						\$ -			\$ -		
Subtotal	\$ 40	\$ 80	\$ 910	\$ 545	\$ 200	\$ 1,775	\$ -	\$ -	\$ 1,775	\$ -	\$ -
<b><u>Active Landfill Sites and Transfer Stations</u></b>											
11 Leachate Collection System: Riverstown			\$ 1,700	\$ 1,700		\$ 3,400		\$ 3,100	\$ 300		
12 Riverstown - New Cell Development Phase 1		\$ 100				\$ 100		\$ 100			
13 Riverstown - Cell Development Phase 2			\$ 300			\$ 300		\$ 300			
14 Riverstown - Passive Methane System Study		\$ 60				\$ 60		\$ 60			
15 Site Improvements - road maintenance all sites	\$ 100					\$ 100		\$ 100			
16 Waste Management Strategy	\$ 100	\$ 100	\$ 100			\$ 300		\$ 300			
17 Site Improvements - buildings all sites					\$ 300	\$ 300		\$ 300			
18 Riverstown- Site Scale Replacement				\$ 95		\$ 95		\$ 95			
Subtotal	\$ 200	\$ 260	\$ 2,100	\$ 1,795	\$ 300	\$ 4,655	\$ -	\$ 4,355	\$ 300	\$ -	\$ -
<b><u>Closed Landfill Sites</u></b>											
19 Elora Transfer (closed Nichol LF)	\$ 100					\$ 100			\$ 100		
Subtotal	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ 100	\$ -	\$ -
<b><u>TOTAL</u></b>	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530	\$ -	\$ 4,355	\$ 2,175	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 200	\$ 260	\$ 1,900	\$ 1,695	\$ 300	\$ 4,355
Reserves and Other	\$ 140	\$ 80	\$ 1,110	\$ 645	\$ 200	\$ 2,175
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Solid Waste Services Committee  
**From:** Gordon J. Ough, P. Eng., County Engineer  
**Date:** Tuesday, November 10, 2015  
**Subject:** **Tipping Fee Policy**

---

### Background:

Periodically Solid Waste Services (SWS) and/or the SWS Committee receive requests to waive tipping fees for various reasons, functions or causes. There is value in having a policy which lays out under which circumstances tipping fees will or will not be waived. Having a tipping fee policy standardizes the process and provides fairness to the variety of individuals or organizations that make these requests.

By-Law #4547-03 is the by-law that outlines the operations of the County's solid waste facilities. The following sections of the by-law address who is charged tipping fees:

7.2 Disposal fees established by the County shall be applicable to all persons authorized to use the solid waste transfer and disposal facilities. These fees will be clearly posted at each facility.

7.3 Every person shall pay disposal fees in full by cash or cheque to the County before leaving the facility unless a charge account has been approved in accordance with County policy.

7.4 Notwithstanding Section 7.3, disposal fees shall be waived for wastes collected under County-recognized community-wide roadside cleanup programmes and Adopt-A-Road programmes, if run in accordance with County protocol.

As noted in Section 7.4, currently only County recognized roadside clean-up events and programmes are eligible to have tipping fees waived. However, there have been a few occasions where severe weather has caused substantial damage to trees and property, where the Council has waived tipping fees for a specific amount of time to assist residents in clean-up efforts.

In addition, the Manager of Solid Waste Services has waived tipping fees for specific materials, such as clay or clean fill, which could be used on landfill properties for daily cover and road-building. These are reviewed on a case by case basis.

## **Typical Requests to Waive Tipping Fees:**

Based on past practices, previous committee resolutions and County By-Law #4547-03, staff recommends the following types of requests for waiving tipping fees be granted:

- Extreme weather events such as tornadoes or ice storms, at the direction of the CAO, County Engineer, or SWS Committee (brush only)
- Member municipalities' organized roadside clean-up days, as per By-Law #4547-03, Section 7.4
- County Adopt-A-Road programme, as per By-Law #4547-03, Section 7.4

Based on past practices, previous committee resolutions and County By-Law #4547-03, staff recommends the following requests be declined:

- Special events (fairs, festivals etc.)
- Charitable or not-for-profit organizations
- School events
- Providing complimentary User Pay bags for various purposes/clean-up events
- Debris from events that should involve insurance i.e. fires, floods, damage caused to structures from extreme weather events etc.

Staff discretion shall continue to be used for the following materials, depending on whether the material is required at landfill sites:

- Clay
- Top soil
- Clean fill

## **Additional Investigation**

As directed in the October SWS Committee, staff investigated whether other municipalities waive tipping fees for various extreme weather events. Of the feedback received, none have a formal policy on waiving tipping fees due to major weather events, most operate on a case by case basis. None of the municipalities provides tipping fee relief for damage to buildings or structures as these situations would normally involve insurance claims.

One large urban municipality did offer residents the opportunity to apply for tipping fee relief after a major weather event, with specific time limitations, and to a maximum of \$200. This opportunity was made available to residents with physical limitations to compensate them for contractor costs to remove their tree limbs and brush following the 2013 ice storm. Receipts were required to receive compensation.

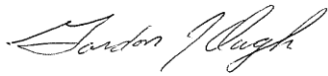
Regarding situations where there is "debris from events that should involve insurance", staff recommend continuing to decline these requests, as per County By-Law #4547-03. Determining whether the claims are legitimate and that full costs incurred from damages have not been covered could have a significant impact on staff time for both SWS and Treasury staff. Having County staff or County lawyers assess the merits of these requests could be challenging, time-consuming, confrontational, and costly.

By granting tipping fee relief requests, or in allowing more flexible discretion than the current by-law allows, may well result in these types of requests becoming more commonplace. There could be significant budget impacts the more commonplace the practice of waiving tipping fees becomes.

**Recommendation:**

That By-Law #4547-03, Section 7.4 be amended to include waiving tipping fees for brush material generated due to extreme weather events such as tornadoes or ice storms, at the direction of the CAO, County Engineer, or SWS Committee; and, to allow the Manager of Solid Waste Services the discretion to waive tipping fees on a case by case basis for specific materials, such as clay, topsoil and clean fill, that could be used on landfill properties for cover material and/or road-building.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon Hughes".



## COMMITTEE REPORT

**To:** Chair and Members of the Solid Waste Services Committee  
**From:** Gordon J. Ough, P. Eng., County Engineer  
**Date:** Tuesday, November 10, 2015  
**Subject:** **SWS Strategy - Discussion Paper**

---

### Background:

Throughout 2015, the Solid Waste Services (SWS) Committee has been discussing the need to develop a short and long-term Strategy for provision of waste and diversion services in the County of Wellington. SWS staff have been directed to develop timelines and a plan to produce a Strategy Report under the guidance of the SWS Committee.

### Strategy Report Structure

There are many steps in developing a strategy for the future of solid waste services in the County.

- Identify current practices, operations, services, and goals to establish a baseline.
- Identify the priorities, goals, guiding principles, parameters and evaluation criteria.
- Review all areas of service to meet those goals and priorities.
- Establish a timeline to achieve those goals and priorities.

As goals and priorities are evaluated, decisions will need to balance:

- Customer service
- Economic considerations
- Environmental stewardship
- Waste management hierarchy (reduce, reuse, recycle, recover, avoid, disposal)

### Strategy Report Topics

The following list of topics was presented at the September Committee meeting for consideration for inclusion in the SWS Strategy Report. The list was accepted and has been sorted into three groupings.

- |            |  |
|------------|--|
| Grouping A | Provision of Waste Management Services in the County |
| Grouping B | Future of Waste Disposal in the County               |
| Grouping C | Independent Topics                                   |

Within the first two groupings, the topics cannot be investigated independently. A decision on one will affect one or more of the other topics within the grouping. The final grouping consists of topics that can be analyzed in isolation, as the relationships with other topics is relatively minimal.

## **A. Provision of Waste Management Services in the County**

- Review of waste and recycling programmes
  - Rural curbside collection
  - Single stream vs two stream recycling
  - Cart Collection – household, multi-residential and Industrial, Commercial and Institutional (ICI)
  - Bulky item collection
  - Organics collection
  - Leaf and yard waste collection
  - Special event recycling
  - Collections and processing contracts – timing, length, best practices
  - Additional recyclable materials added to the programme
- Waste facility optimization
  - Optimal location and number of waste facilities
  - Vision of how best to utilize waste facilities (i.e. diversion centres etc.)
  - Hours and days of operation
- User fees
  - Optimum price at curb
  - Optimum price at sites
  - Minimum fees
  - Surcharges for unsorted loads
- Additional site diversion materials
  - Explore shingle, drywall, carpet, mattress, Styrofoam, film plastic recycling
  - ICI diversion programmes

## **B. Future of Waste Disposal in the County**

- Disposal considerations
  - Riverstown expansion (i.e. Phase III)
  - Other landfill siting
  - Landfill mining
  - Buffer land acquisition
  - Use of closed landfill properties
- Alternative technologies
  - Explore technologies for managing waste (i.e. Energy from Waste (EFW), gasification, “Dirty Materials Recycling Facilities (MRF)” etc.)
- Landfill bans
  - Mandatory recycling

## **C. Independent Topics**

- Co-operative arrangements with other municipalities
  - Involvement in regional waste management systems (i.e. MRF, landfills, EFW plants etc.)
  - Co-operative contract procurement
- Food waste management
  - Master Composter programme
  - Education on reducing food waste

- Partnerships (i.e. composting, community gardens etc. with Green Legacy, U of G, horticultural societies, County Housing)
- Endorse and or/comply with Extended Producer Responsibility and other waste minimization legislation
- Outreach
  - Tours and presentations to provide education related to waste reduction
  - Working with ICI sector to reduce waste
  - Meeting outreach Green Strategy initiatives
  - Partnerships with schools, Environmental Non-Governmental Organizations (ENGOS)
  - New outreach tools (i.e. Waste App, Technology)
- Event Days
  - Spring clean-up support
  - Earth Day or other Event Days
- Goals
  - Diversion targets, “Zero Waste”

## Work Plan and Timelines

There is significant value in investigating the “Grouping A - Provision of Waste Management Services” topic first. This grouping contains the issues and services that residents are most familiar with and have formed opinions about. It is about what services SWS provides, how they are delivered, how they are financed and how they impact the environment.

By tackling this critical topic grouping first, it simplifies determining the direction for SWS to take with the other topics and issues. There is also value in exploring this topic grouping first because the decisions and conclusions reached will be very useful for developing the next curbside collection contract which will need a tender issued by early summer in 2018.

As Grouping A involves the services the public utilize, it would be prudent to seek public feedback at the start of the process. By incorporating public feedback into the process early, it provides a good starting point for this task. Public input should be sought throughout the project which will allow SWS Staff and Committee to guide and re-focus the project as required.

A suggested timeline for establishing the project parameters and studying the three topic groupings is provided below;

Project Timelines	2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish current baseline, set goals, guiding principles, parameters, evaluation criteria for project	■											
Grouping A		■	■	■	■	■	■	■				
Grouping B							■	■				
Grouping C									■	■	■	

Grouping A contains the most complex topics and involves difficult decisions and potential trade-offs. It may take a 12-18 months to:

- Review current systems and best practices.
- Engage in public consultation.
- Evaluate and analyze the results, and make draw conclusions, and incorporate public feedback into the development of options for achieving the optimal waste system for the County.
- Analyze and cost the various options.
- Make recommendations.

Grouping B involves determining the future of waste disposal in the County. It will take approximately 6 months to:

- Study how best to utilize existing County landfill resources. Determine whether landfill expansion or siting a new landfill would be the optimal outcome.
- Assess whether there is potential for the use of alternate technologies in the future.
- Analyze and cost the various options.
- Make recommendations.

Grouping C includes various topics that are relatively independent of each other and of other topics in Grouping A and B. It will take approximately 6 months to:

- Assess the desirability of the different policies and programmes that are complementary to the delivery of solid waste services.
- Analyze and cost the various options.
- Make recommendations.

There is time built-in throughout the life of the project to provide progress reports and receive direction from Committee.

### **Recommendation:**

That the County staff, with the assistance of consultants as required, initiate the process of creating a report, to outline the County's direction in Solid Waste issues in future years.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.  
County Engineer





## **Corporation of the County of Wellington Planning Committee Minutes**

November 12, 2015  
County Administration Centre  
Keith Room

**Present:** Councillor Andy Lennox (Chair)  
Councillor Allan Alls  
Councillor Don McKay  
Councillor Shawn Watters

**Regrets:** Warden George Bridge

**Also Present:** Councillor Dennis Lever  
Ken Roth, Councillor, Township of Puslinch

**Staff:** Susan Aram, Manager of Financial Services  
Donna Bryce, County Clerk  
Linda Dickson, Emergency Manager - CEMC  
Mark Paoli, Manager, Policy Planning  
Jameson Pickard, Planner  
Aldo Salis, Manager, Development Planning  
Mark Van Patter, Manager, Planning and Environment  
Sarah Wilhelm, Planner

---

### **1. Call to Order**

At 10:20 am, the Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

**3. Financial Statements as of October 31, 2015**

1/7/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor McKay

That the Planning Financial Statements as of October 31, 2015 be received for information.

**Carried**

**4. 2016 Planning User Fees and Charges**

2/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

That the 2016 User Fees and Charges for Planning be approved.

**Carried**

**5. Preliminary 2016-2020 Five-Year Plans**

3/7/15

**Moved by:** Councillor McKay

**Seconded by:** Councillor Watters

That the preliminary 2016-2020 Planning, Green Legacy and Emergency Management capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

**6. Aggregate Resources Act Report**

4/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

That the report titled Aggregate Resources Act Review- Blueprint for Change – PD2015-37 be forwarded to the Province on behalf of the County of Wellington; and

That staff continues to monitor the progress of the Government's review of the Aggregate Resources Act policy framework and provide input as necessary.

**Carried**

**7. Emergency Management**

**7.1 Wellington County Fire Paging Update Report**

5/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

That Council for the County of Wellington supports the inclusion of \$400,000 in the 2016 Emergency Measures Budget for a replacement-in-kind of all of the components of the existing fire paging system to be funded from the General Capital Reserve.

**Carried**

**7.2 2015 Emergency Management Report**

6/7/15

**Moved by:** Councillor McKay

**Seconded by:** Councillor Alls

That the Council for the County of Wellington accepts the annual emergency management report; and

That the report of the Emergency Manager /CEMC serve as the annual review of the County's Emergency Management Programme for 2015.

**Carried**

**8. Trails**

**8.1 Cottontail Road Trail Final Report Trans Canada Trail Gap Construction**

7/7/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor Alls

That the Cottontail Road Trail Final Report (PD2015-31) be received for information and provided to the Trans Canada Trail office for information.

**Carried**

**8.2 Trail Funding Request – Wellington North**

8/7/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor McKay

That the request by the Township of Wellington North under the County Trail Funding Programme be approved for improvements to the Upper Grand Trailway – West Luther up to a maximum of \$ 20,305.00 for no more than 50% of the total cost of the project.

**Carried**

**8.3 Kissing Bridge Annual Report 2015- Trail Update 2015**

9/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

**1. That the County of Wellington, in concert with the Region of Waterloo:**

- a. Amend sub-section 2.1 (c) of the Terms of Reference to delete the reference to the Village of Millbank Association, as requested by the group, and add two representatives of the Guelph Hiking Trail Club, one for each segment of the trailway stewarded by the Guelph Hiking Trail Club, and make other editorial amendments as shown in Attachment 1 to the report; and

- b. Authorize the County Warden and Clerk, and Regional Chair and Clerk to execute agreements to outline the roles and responsibilities of each railway Steward Group for its respective segment of the Kissing Bridge Trailway, as well as the role and responsibilities of the Regional Municipality of Waterloo and the County of Wellington for the following railway Steward Groups:

- Guelph Hiking Trail Club
- Lions Club of Elmira
- Linwood and District Lions Club
- Golden Triangle Snowmobile Association

As prepared by the County of Wellington Director of Planning and Development and the Region of Waterloo Commissioner of Planning, Development and Legislative Services.

2. That the 2014 Annual Report of the Kissing Bridge Trailway Advisory Board be received for information.

**Carried**

## **9. Green Legacy**

### **9.1 Green Legacy September 2015 Meeting Minutes**

10/7/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor McKay

That the September 2015 Minutes of the Green Legacy meeting be received for information.

**Carried**

## **10. Official Plan Amendments**

### **10.1 OPA No. 97 Ghent Pit - Township of Wellington North**

11/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

That a by-law adopting County of Wellington Official Plan Amendment 97 – Ghent Pit, Township of Wellington North, be approved.

**Carried**

10.2 OPA No. 96 Community Improvement Plan Draft Amendment

12/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor McKay

That report PD2015-35 OPA No. 96 Community Improvement Plan Draft Amendment be received for information.

**Carried**

10.3 Bill 140- Second Unit and Garden Suite Policies

13/7/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor Watters

That staff prepare and circulate an amendment to update the County Official plan to address changes in the *Planning Act* relating to second units and garden suites and hold public meeting(s) at the appropriate time(s).

**Carried**

**11. Adjournment**

At 12:08 pm, the Chair adjourned the meeting until January 14, 2016 or at the call of the Chair.

---

Andy Lennox  
Chair  
Planning Committee



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 12, 2015  
**Subject:** **Planning 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Planning be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Planning and Land Division</b>
Department:	Planning Department
Governance:	Planning and Land Division Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Severance application	\$1,000	\$1,025	2%	N/A
Severance registration	\$385	\$400	4%	N/A
County official plan amendment application <sup>(1)</sup>	\$2,700	\$2,800	4%	N/A
Local official plan amendment application	\$850	\$875	3%	N/A
Part Lot Control By-law Director's Final Approval <sup>(2)</sup>	\$475	\$485	2%	N/A
Change of Conditions for severance applications	\$220	\$225	2%	N/A
Draft Plan of Subdivision/Condominium application <sup>(1),(2)</sup>	\$5,500	\$5,700	4%	N/A
Major Plan Revision – Subdivision	\$1,500	\$1,550	3%	N/A
Major Plan Revision – Condominium	\$1,500	\$1,550	3%	N/A
Minor Plan Revision – Subdivision or Condominium	\$750	\$775	3%	N/A
Emergency Extension – Subdivision or Condominium	\$750	\$775	3%	N/A
Draft Approval Extension – Subdivision or Condominium	\$750	\$775	3%	N/A
Director's Final Approval – Subdivision	\$2,400	\$2,500	4%	N/A
Director's Final Approval – Condominium	\$2,400	\$2,500	4%	N/A
By-laws affecting highways	\$400	\$0	-100%	N/A
Approval of highways less than 20 metres	\$750	\$0	-100%	N/A
Filing of applications for validation of title	\$925	\$0	-100%	N/A
Local Municipal Projects - Hourly Rate	\$100	\$105	5%	N/A
Local Municipal Projects - Meeting Charge	\$200	\$210	5%	N/A

### **Notes:**

1. subject to \$2,000 deposit
2. plus \$52.50 per lot/unit

Fees are established under the authority of Section 69 of the *Planning Act, R.S.O. 1990, c. P.13* and/or in by-law #5449-15 of the Corporation of the County of Wellington.





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 12, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Planning Department

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

#### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. Projected capital spending includes:

- No capital projects have been identified in the five year forecast.

#### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Planning Operating Budget include the following:

- The grant programme for the Active Transportation Plan will have allocations of \$150,000 in 2016 and the remaining \$50,000 in 2017. Savings from the Trans-Canada Trail capital project in 2015 are expected to be transferred to the Local Trails reserve and used to fund the Active Transportation plan in 2016 and 2017

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Planning department.

### Recommendation:

That the preliminary 2016-2020 Planning capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Planning**

Department:

Governance: **Planning and Land Division Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Recoveries	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35
User Fees and Charges	\$ 250	\$ 260	\$ 270	\$ 280	\$ 290	\$ 300
Internal Recoveries	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
<b>Total Revenue</b>	<b>\$ 314</b>	<b>\$ 296</b>	<b>\$ 306</b>	<b>\$ 316</b>	<b>\$ 326</b>	<b>\$ 336</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 1,588	\$ 1,613	\$ 1,656	\$ 1,718	\$ 1,781	\$ 1,847
Supplies, Materials and Equipment	\$ 37	\$ 38	\$ 39	\$ 40	\$ 41	\$ 43
Purchased Services	\$ 298	\$ 259	\$ 287	\$ 296	\$ 305	\$ 314
Transfer Payments	\$ 740	\$ 740	\$ 640	\$ 590	\$ 590	\$ 590
Internal Charges	\$ 6	\$ 6	\$ 6	\$ 7	\$ 7	\$ 7
<b>Total Expenditure</b>	<b>\$ 2,669</b>	<b>\$ 2,656</b>	<b>\$ 2,629</b>	<b>\$ 2,651</b>	<b>\$ 2,725</b>	<b>\$ 2,801</b>
Net Operating Cost / (Revenue)	\$ 2,356	\$ 2,361	\$ 2,323	\$ 2,335	\$ 2,399	\$ 2,466
<b>Transfers</b>						
Transfer from Reserves	\$ (20)	\$ (150)	\$ (50)	\$ -	\$ -	\$ -
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ (20)</b>	<b>\$ (150)</b>	<b>\$ (50)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 2,336</b>	<b>\$ 2,211</b>	<b>\$ 2,273</b>	<b>\$ 2,335</b>	<b>\$ 2,399</b>	<b>\$ 2,466</b>
<b>Year to Year Percentage Change</b>		-5.3%	2.8%	2.7%	2.7%	2.8%



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 12, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Green Legacy

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. Projected capital spending includes:

- Replacement Truck for Tree nursery manager is scheduled for 2016.
- Facility work on the southern nursery includes waterproofing the foundation. This work is funded from the property reserve.

### Major Operating Budget Impacts

No operating impacts have been identified in the 2016-2020 five year plan.

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget for the Green Legacy.

### Recommendation:

That the preliminary 2016-2020 Green Legacy major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager of Financial Services



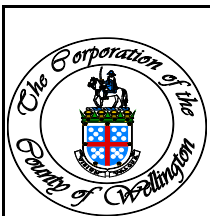
# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Green Legacy**

Department:

Governance: **Planning and Land Division Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Sales Revenue	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Other Revenue	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Revenue</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 476	\$ 496	\$ 510	\$ 529	\$ 548	\$ 568
Supplies, Materials and Equipment	\$ 101	\$ 104	\$ 107	\$ 110	\$ 114	\$ 117
Purchased Services	\$ 77	\$ 79	\$ 82	\$ 85	\$ 88	\$ 90
Insurance & Financial	\$ 9	\$ 9	\$ 9	\$ 10	\$ 10	\$ 11
Internal Charges	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6
<b>Total Expenditure</b>	<b>\$ 668</b>	<b>\$ 694</b>	<b>\$ 714</b>	<b>\$ 739</b>	<b>\$ 765</b>	<b>\$ 792</b>
Net Operating Cost / (Revenue)	\$ 666	\$ 692	\$ 712	\$ 737	\$ 763	\$ 790
<b>Transfers</b>						
Transfer to Capital	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 666</b>	<b>\$ 742</b>	<b>\$ 712</b>	<b>\$ 737</b>	<b>\$ 763</b>	<b>\$ 790</b>
<b>Year to Year Percentage Change</b>		11.4%	-4.1%	3.6%	3.6%	3.6%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Green Legacy**

Department:

Governance: **Planning and Land Division Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Pick up Truck replacement	\$ 50					\$ 50		\$ 50			
2	Southern Nursery Waterproof Foundation	\$ 50					\$ 50		\$ -	\$ 50		
<b>TOTAL</b>		\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ 50	\$ 50	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50
Reserves	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 12, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Emergency Management

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

#### Capital Budget Forecast

- The fire paging system was reviewed through the 2015 operating budget resulting in a recommendation to increase the 2015 estimate of \$250,000. A capital project for the upgrading of the County fire paging equipment is proposed at \$400,000 in 2016 to be funded from the General Capital Reserve.
- Emergency Management software is proposed for 2017 at \$80,000. The emergency management software will be similar to the mapping tool that can be accessed by all municipalities to log information, email, and create reports, etc. that can be viewed by all emergency responding personnel. There are several software tools on the market staff will be working with IT to source an appropriate tool for the County and member municipalities
- The Emergency Management Vehicle replacement is scheduled for 2019 at \$50,000.

#### Major Operating Budget Impacts

- Consulting fees for the fire paging system as well as the County emergency brochure costs are removed in 2016 and will not be required again until 2020

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget for the Green Legacy department.

### Recommendation:

That the preliminary 2016-2020 Emergency Management capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Community Emergency Management**

Department:

Governance: **Planning and Land Division Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 278	\$ 272	\$ 279	\$ 289	\$ 300	\$ 311
Supplies, Materials and Equipment		\$ 9	\$ 9	\$ 9	\$ 9	\$ 10	\$ 10
Purchased Services		\$ 177	\$ 154	\$ 159	\$ 164	\$ 169	\$ 199
Transfer Payments		\$ 141	\$ 141	\$ 141	\$ 141	\$ 141	\$ 141
Insurance and Financial		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>		<b>\$ 606</b>	<b>\$ 578</b>	<b>\$ 590</b>	<b>\$ 605</b>	<b>\$ 621</b>	<b>\$ 663</b>
Net Operating Cost / (Revenue)		\$ 606	\$ 578	\$ 590	\$ 605	\$ 621	\$ 663
<b>Transfers</b>							
Transfer from Reserves			\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Capital		\$ -	\$ -	\$ 82	\$ -	\$ 56	\$ -
<b>Total Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 82</b>	<b>\$ -</b>	<b>\$ 56</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 606</b>	<b>\$ 578</b>	<b>\$ 672</b>	<b>\$ 605</b>	<b>\$ 677</b>	<b>\$ 663</b>
<b>Year to Year Percentage Change</b>			-4.6%	16.4%	-10.0%	11.9%	-2.2%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Emergency Management**

Department: **Planning**

Governance: **Planning and Land Division Committee**

Project Description	Gross Project Cost (Uninflated \$'000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Upgrade County Fire Paging Equip	\$ 400					\$ 400			\$ 400		
2 EM Software		\$ 80				\$ 80		\$ 80			
3 CEM Vehicle Replacement				\$ 50		\$ 50		\$ 50			
<b>TOTAL</b>	<b>\$ 400</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ 530</b>	<b>\$ -</b>	<b>\$ 130</b>	<b>\$ 400</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ 80	\$ -	\$ 50	\$ -	\$ 130
Reserves	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 400
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 400</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ 530</b>





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Linda Dickson, Emergency Manager/CEMC  
**Date:** Thursday, November 12, 2015  
**Subject:** Wellington County Fire Paging Update Report PD2015-29

---

### Background:

In January, the Committee was provided with an information report (PD2015-1) on the current operation and costs of the Wellington County Fire Paging System. The report indicated that monies had been included in the 2015 budget for consulting fees for a review of the fire paging system.

In June, the County of Wellington contracted the services of KVA Communications, the consultant who had undertaken a similar review of the paging system in 2010. The primary aim of KVA's review was to determine "which solution would represent the optimal way forward – to upgrade or replace the existing Fire Paging System – and to recommend the best course of action to achieve this goal".

KVA has completed their report and the following are the findings and potential paging costs outlined in the study. The report has been reviewed by the Emergency Manager/CEMC, and the Purchasing and Risk Manager. The Public Safety Officer with the Centre Wellington Fire Department assisted the Emergency Manager with the review process and has also reviewed the findings of the report. The Public Safety Officer was part of the review team as a representative of the Wellington County Fire Departments.

The report from KVA Communications and recommendations were presented to the Wellington County Fire Chief's Association at the October 28, 2015. The Chief's passed a motion to support the recommendations of KVA Communications for the paging systems.

### KVA Report Recommendations:

The following recommendations are from the draft report prepared by KVA Communications. KVA recommends,

- i) That maintaining the status quo should not be considered to be a viable long term strategy for the County.
- ii) That the County undertake an open tendering process to replace the Fire Paging system using the existing design in a "replacement-in-kind" approach. If the County's primary priorities lie elsewhere and there is a need to delay certain relatively large capital expenditures at this time, then it could decide to spread the implementation over perhaps two or three years; however, the plans to replace the current system should proceed now and without delay.

## Options to Proceed with Replacement-In-Kind

- 1) Replace all components of the system all at once at an estimated cost of **\$400,000**
- 2) Undertake a piecemeal replacement of the components of the system, spread over a number of years as compared to a one-time change out of equipment. Cost will vary depending on the replacement process approved.
- 3) Replace all radio units in the system and leave the passive elements at an estimated cost of **\$250,000**

As stated in the report, the passive” elements of the system “includes antennas, transmission lines and antenna multicoupling. These elements are not consumed in use, nor do they “wear out” over time but rather are determined in large part by the frequency utilized and on the specifics of radio equipment located at each respective site”. If not replaced now, it may be necessary in the future to replace these passive components and will have to be considered in future budget processes.

## 2016 Financial Impacts:

KVA Communications was aware that \$250,000 had been included in our five year capital plan for 2016. The report from KVA states that “this amount should be increased to at least \$400,000, unless it is decided to delay the replacement of all site passive elements until a later date.” The 2016 Capital Budget currently includes a figure of \$400,000 to replace all components of the existing fire paging system to be funded from the General Capital Reserve.

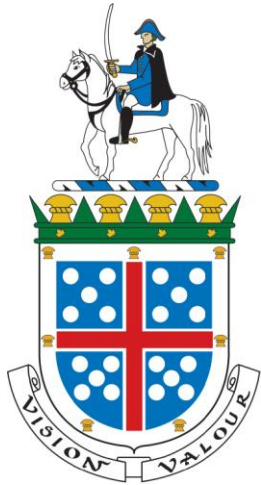
## Recommendation:

That Council for the County of Wellington supports the inclusion of \$400,000 in the 2016 Emergency Measures Budget for a replacement-in-kind of all of the components of the existing fire paging system to be funded from the General Capital Reserve.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "L. Dickson", is written over a light blue rectangular background.

Linda Dickson,  
Emergency Manager/CEMC



## WELLINGTON COUNTY

# FIRE PAGING SYSTEM STUDY FINAL REPORT

**Prepared By:**

KVA Communications Inc.  
113 Gerald Ave.  
Orillia, Ontario L3V 3S4  
Telephone: (705) 259-1282  
Facsimile: (705) 259-1283  
E-mail: kvacomcommunications@rogers.com

**Prepared For:**

KVA Project Number:  
Purchase Order No.

The Corporation of the County of Wellington  
15-2034  
29733

**Date:**

November 2, 2015

**Signed:**

A handwritten signature in blue ink that reads "Al Forest".

Al Forest, P. Eng.,  
President

## EXECUTIVE SUMMARY

### Project Overview

KVA Communications has been hired once more by Wellington County to review the County's Fire Paging System and to develop strategies to address the long term requirements for the alerting of municipal volunteer Fire Fighters. The primary aims of our efforts are to determine which solution would represent the optimal way forward – to upgrade or replace the existing Fire Paging System – and to recommend the best course of action to achieve this goal.

### Assessment

The existing paging system has provided and continues to provide reliable operation for the municipal Fire Departments and is not at risk for sudden and catastrophic failure. Therefore, there would be no requirement for immediate or urgent remedial action on the part of the County.

Almost five years since our previous report, the system, with some modifications, remains functional; however, there have been fresh concerns raised regarding the long term viability of the system and its equipment – is it now approaching the end of its economic life ? And are there new technologies available now which might supplant the use of tone and voice radio paging ?

### Alternative Solutions

A number of alternative solutions were examined as part of our study. These included: keeping the status quo, a system “replacement-in-kind”, alphanumeric paging and other technologies. It should be noted that the impact on the County Paging system by technological changes at Guelph Fire Dispatch or by other changes in dispatching services or operational communications which some of the municipal Fire Departments may be considering, would be minimal.

### Recommendations

Regarding the Wellington County Fire Paging System, the following recommendations are made by KVA Communications:

- i) that maintaining the status quo should not be considered to be a viable long term strategy for the County.
- ii) that the County undertake an open tendering process to replace the Fire Paging system using the existing design in a “replacement-in-kind” approach. If the County's primary priorities lie elsewhere and there is a need to delay certain relatively large capital expenditures at this time, then it could decide to spread the implementation over perhaps two or three years; however, the plans to replace the current system should proceed now and without delay.

**It is understood that the County had planned to budget \$250,000 in the upcoming fiscal year for the replacement of the current paging infrastructure. This amount should be increased to at least \$400,000, unless it is decided to delay the replacement of all site passive elements – multicoupling, antennas and transmission lines – until a later date.**

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>i</b>
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
<b>2.0 OVERVIEW OF THE COUNTY FIRE PAGING SYSTEM .....</b>	<b>1</b>
<b>3.0 ASSESSMENT .....</b>	<b>2</b>
<b>3.1 Assessment Criteria .....</b>	<b>2</b>
<b>3.2 Assessment of the Current System .....</b>	<b>3</b>
<b>4.0 ALTERNATIVES .....</b>	<b>4</b>
<b>4.1 Status Quo .....</b>	<b>4</b>
<b>4.2 Replacement-in-kind .....</b>	<b>5</b>
<b>4.3 Alphanumeric Paging .....</b>	<b>6</b>
<b>4.4 Other Technologies .....</b>	<b>7</b>
<b>5.0 NOTES .....</b>	<b>9</b>
<b>5.1 Industry Canada .....</b>	<b>9</b>
<b>5.2 Guelph Fire Dispatching .....</b>	<b>10</b>
<b>5.3 Outside Agency Dispatching Services .....</b>	<b>10</b>
<b>5.4 Two-way Fire Communication Systems .....</b>	<b>10</b>
<b>5.5 Open Tendering Process .....</b>	<b>11</b>
<b>6.0 RECOMMENDATIONS .....</b>	<b>12</b>

### APPENDIX A      Paging System Details

## 1.0 INTRODUCTION

KVA Communications Inc. has been hired by the County of Wellington (Purchase Order Number: 29733) to review the County Fire Paging system and to develop strategies to address the long term (10 to 15 year) requirements for the alerting of municipal volunteer Fire Fighters. The scope of the study was described in our proposal of May 22, 2015.

The primary aims of our efforts are to determine which solution(s) would represent the optimal way forward for the County to satisfy the long term needs – to upgrade or replace the existing Fire Paging System – and to recommend the best process to achieve this goal.

### Key Objectives

The key objectives of the study are to:

- review the existing County VHF paging system and its operation,
- make an assessment of its current state,
- determine the requirements – existing and new – for the alerting of municipal Fire Fighters,
- re-visit the recommendations of our previous report regarding County paging,
- determine the position of Industry Canada with regard to the long term use of analog tone and voice paging on the assigned VHF frequency,
- examine the options to enhance, upgrade or replace entirely the current system,
- describe each viable alternative and list its advantages and disadvantages,
- determine the budgetary costs of the viable alternative solutions,
- determine the impact on the paging system of potential changes at Guelph Fire dispatch
- determine the impact on the paging system should one or more municipal Fire Departments decide to move away from dispatching by Guelph Fire,
- provide recommendations as a guide to the County on upgrade or replacement strategies to ensure reliable alerting of volunteer Fire Fighters for the next 10 to 15 years to come,
- prepare a report that summarizes the findings of our study.

### Sources of Information

The sources of information for this report included the following:

- an initial meeting with County staff and the Fire Chief's representative to discuss the specific requirements of the study,
- visit to and discussions with MRC Wireless Systems in Kitchener regarding the paging system and their previous proposal
- visit to and discussions with Hartman Communications in Hanover regarding the paging system and their previous proposal
- discussions with Industry Canada regarding the future of wideband analog tone and voice paging.
- review of relevant documentation including our previous reports prepared for the County
- a review of background information from the radio vendor community websites.

## 2.0 OVERVIEW OF THE COUNTY FIRE PAGING SYSTEM

Refer to Appendix A for technical details of the County Paging System.

It has been about 15 years since the mechanism for the alerting of volunteer Fire Fighters in Wellington County was improved by the establishment of the “simulcast” paging system. There are currently eight strategically placed transmitter sites around the County which operate on the County Fire paging channel (153.770 MHz). These sites are linked to the Guelph Fire Communications Centre by means of a VHF channel (154.355 MHz) in a one-way configuration.

The majority of the sites utilize Glenayre Series 90 base transmitters, which were originally procured by the County as “used” equipment; however, after recent changes, two of the sites have been equipped with new Motorola GTR8000 transmitters.

### 3.0 ASSESSMENT

It should be re-iterated that there is no such thing as a “perfect” radio communications system. With respect to system performance, priorities must be established and choices must be made, to implement the optimum solution with regard to coverage, capacity, functionality and reliability, given the constraints imposed by Industry Canada, while minimizing overall costs.

#### 3.1 Assessment Criteria

Effective two-way voice radio communications are a critical part of the day-to-day operational requirements of the municipal Fire Departments of Wellington County. The rapid and reliable wide area alerting of volunteer Fire Fighters is a necessary element of these daily needs. In order to be effective, **all** six of the following basic requirements must be satisfied.

The two-way voice radio communications system must:

- i) have adequate coverage.
- ii) have sufficient capacity,
- iii) provide the required functionality.
- iv) deliver reliable operation.
- vi) be compliant with Industry Canada regulations.
- v) be cost effective.

Similar requirements exist for the County Fire Paging system; however, with different specific levels and with the primary need for one-way transmissions to Fire Fighters during their everyday routines and while in their usual locations.

Coverage is the unique requirement for radio systems; without coverage, there is no radio system. To be effective, radio coverage must encompass, in a reliable manner, the areas which municipal volunteer Fire Fighters find themselves on a daily basis.

Excellent radio coverage throughout the required areas would be useless, if the radio channel were to be overcrowded and dispatchers could not gain access within a reasonable length of time – for the case of Public Safety – within a few seconds.

The radio system must satisfy the functional and operational requirements of the end users.

Operational reliability is a critical aspect to overall radio system effectiveness. Down time must be minimized and a robust system configuration is required with adequate redundancy of equipment and components throughout the radio infrastructure. Back up power is needed at all radio and control sites to ensure continued operation without the main AC power feed.

Any failures causing a *complete* system shut down would be unacceptable. Work around plans and procedures must be set up to ensure that the alerting of volunteer Fire Fighters can continue at all times with perhaps reduced performance levels. Users should understand the limitations of all failure-mode operations.

An effective maintenance and repair program should be in place to ensure that the inevitable equipment failures are rectified quickly. There should be plans in place to periodically test and then, if necessary, update and/or replace obsolete equipment and sub-systems.

The radio systems must comply with all Industry Canada technical regulations including, in particular, the Redeployment Plan for Land Mobile Radio equipment operating within the frequency range of 100 - 500 MHz which was released in October 1998.

The system should be cost effective for the County to own and operate.

### **3.2 Assessment of the Current System**

The existing paging system continues to provide functional and reliable operation for the municipal Fire Departments and is not at risk for sudden and catastrophic failure. Therefore, there would be no requirement for immediate or urgent remedial action on the part of the County. However, the long term viability of the Glenayre transmitters is very much in question.

#### **Coverage**

It is understood that since the addition of the site in Clifford, the coverage of the paging system has been and continues to be excellent throughout Wellington County. In some areas, overlapping coverage allow for site redundancy, although due to the scarcity of failures and because of quick repairs, such coverage overlap has not been exercised.

#### **Capacity**

Capacity of a single paging channel is more than adequate for the number of Fire calls per year.

It is understood that with some 400 calls annually the busiest volunteer Fire Department in the County (and possibly in the province) is Puslinch, with its requirement to service portions of Highway 401 and due to its increasing population and industrialization. The second largest use of the County Paging System is for periodic system testing.

#### **Functionality**

The current functionality; that is, basic tone alerting and voice messages, is acceptable; however, there has been interest expressed to have alpha-numeric paging alert messaging.

#### **Reliability**

Despite being almost 30 years old, the Glenayre paging transmitters have been very reliable in day-to-day operations for the municipal Fire Departments. The units were considered “top-of-the-line” products in their day and are rated for continuous duty operation – full power for 24 hours a day, seven days a week. This means that for the typical paging requirements in the County, they have been only very lightly stressed over the past 15 or so years.

The current maintenance contract calls for an annual preventative maintenance program in order to keep the units precisely aligned and simulcasting efficiently.

It is understood that since the initial installation there have been few failures with the units (no more than perhaps one or two failures in any given year). MRC Systems keeps a couple of complete spare units on hand, so that if there were to be a failure, a site can be brought back on-line quite quickly and then repairs can be made under controlled conditions back at the repair shop, with the proper tools and test equipment.

One of the main factors which has allowed the Glenayre paging transmitters to continue for such an extended period of time is their use of discrete components (resistors, capacitors, inductors, transistors) and standard, off-the-shelf integrated circuits (IC's). This means that failures may be rectified using readily available and low cost components. On the other hand, their use of plug-in modules and edge connectors, could soon lead to intermittent problems and increasing unreliability.



Another disadvantage of the Glenayre units, compared to current state-of-the-art base transmitters, is their reliance on tuned “analog” components versus software based and programmable “digital” control circuitry. The Glenayre units will inevitably “drift” off frequency and require periodic re-adjustments. New units with their external frequency references, tied to GPS satellite technology, are significantly more stable and require no on-going tweaks.

### **Compliance with Industry Canada Regulations**

The current Fire Paging System uses so-called “wideband” channels (30 KHz) which have been officially deemed “non standard” by Industry Canada as part of their Redeployment Plan for frequencies under 500 MHz. There is a risk that the regulator may force the County to modify the system to comply with the latest requirements; that is, 6¼ KHz wide channels (or equivalent). This would necessitate a complete replacement of the system with digital technology and new pagers.

Fortunately, since the spectrum crunch in the VHF band did not materialize as anticipated, Industry Canada continues to maintain a “hands-off” approach regarding the Redeployment Plan for rural Fire Departments.

### **Cost Effectiveness**

The system is considered to be cost effective to operate and maintain.

## **4.0 ALTERNATIVES**

In order to be given consideration, alternative means for the alerting of municipal volunteer Fire Fighters must meet all the given technical and operational requirements and they must be practical and field proven without introducing any degradation when compared to the existing system. Furthermore, the County is looking for a long term solution which would remain effective for some 10 to 15 years to come.

For each viable alternative, there will be a brief description, risk factors, budgetary cost estimates and a listing of advantages and disadvantages given.

### **4.1 Status Quo**

For this analysis, status quo would mean keeping the existing paging system exactly as it is today. As indicated above, the current system continues to provide functional and reliable operation for the municipal Fire Department in Wellington County and is not at risk for an imminent or catastrophic wide ranging failure. On the other hand, maintaining the status quo is not considered to be a viable long term solution for the County, as the Glenayre transmitters are *ancient*, by today’s state-of-the-art for radio equipment and over time, they can only be expected to be subject to increasing failures and/or intermittent operation.

Furthermore, these units are not capable of meeting the narrowband requirements of Industry Canada and as such are deemed to be “non-standard” per the regulator’s official policy. Refer to the “Notes” section below for more details regarding the position of Industry Canada on the matter of rural Fire Department alerting.

Keeping the system as is, should only be considered as an interim measure until a new, replacement system is implemented in the near term.

## 4.2 Replacement-in-kind

In this alternative, the existing paging system design; that is, the eight site VHF simulcast configuration, would remain intact, but all of the component elements, including battery backup, (where needed) would be replaced with brand new units. New, state-of-the-art radios would be far more stable than the Glenayre units, due to their superior control mechanisms, greatly reducing the chance of frequency drift and interference problems out in the field.

There would be a few options or approaches which the County could take to achieve the overall goal of a complete system replacement. First of all, would be a choice of a piecemeal replacement, spread over a number of years as compared to a one-time change out of equipment.

Another option relates to the “passive” elements of the system; that is, the antennas, transmission lines and antenna multicoupling. These passive components are determined in large part by the frequency utilized and on the specifics of what other radio equipment is located at each respective site. The elements are not consumed in use, nor do they “wear out” over time. The County might decide to replace absolutely everything, including the passive components, or it might decide to leave these in place for a few more years.

Over time, there would be a small risk of damage to the outside components – lightning strikes to antennas or mechanical damage to transmission lines – and corrosion or other degradation to interior multicouplers and filters. A reasonable plan might be to establish a contingency fund which can be drawn upon in the eventuality of a failure of one or more of these passive elements. The longevity of these components over a 10 year period may be no better than 50-50 probability of replacement.

Nowadays, all new base repeaters which would be suitable as replacements for the existing paging units, would be capable inherently of narrowband operation (i.e., within 12½ KHz channels), in compliance to Industry Canada’s requirements for Phase 1 of the Redeployment Plan. The replacement radio equipment would operate in wideband mode (i.e., 30 KHz) unless and until Industry Canada would mandate a change to narrowband operation.

### Risk Factors

A very slight risk that Industry Canada might mandate a change to Phase 2 (6¼ KHz) transmissions.

### Costs

Budgetary estimate to replace all components of the existing system:	<b>\$400,000</b>
Budgetary estimate to replace all radio units, while leaving the passive elements:	<b>\$250,000</b>
Estimated annual operating costs (after expiration of warranty) – same as current:	<b>\$ 30,000</b>

### Advantages

- tone and voice paging, as has been used for many years, is maintained
- analog transmissions have the highest potential voice quality, voice storage pagers allow for later retrieval of the messages
- lowest cost viable alternative for the County and the local Fire Departments
- programmable paging interface is standard among all major console suppliers
- all existing pager units can be retained by the municipal departments, at least in the short term
- volunteers in departments which operate on the Wellington County Fire channel can monitor the channel en route with their pagers
- tone and voice paging is an Industry Canada “approved” method for alerting of volunteer Fire Fighters

### Disadvantages

- none

### 4.3 Alphanumeric Paging

Commercial paging systems made the transition from analog mode (tone only or tone and voice models) to digital mode (numeric and alphanumeric models only, without voice) in the 1980's into the early 1990's as a response to severe spectrum restrictions at the time. The primary intent was to increase the number of paying customers for an existing paging service on a given RF frequency. Generally speaking, technical developments allowed the number of per channel subscribers to increase from a few thousand to hundreds of thousands, approaching a million. These increases significantly improved the profits for paging companies, until the widespread adoption of cellular telephone and then the bottom dropped out of the paging market altogether.

The development of alphanumeric paging was never made to improve the alerting of volunteer Fire Fighter who by and large remained rooted to tone and voice analog systems. It should be noted that the only known use of alphanumeric pagers by Fire Departments in the local area is in Peel Region where the primary usage is for full time Fire Departments as a means to quickly convey critical data to the Fire Halls.

Wellington County might consider to replace the existing paging system with an alphanumeric system operating on the current VHF channel.

Implicit to such a move by the County, it would be necessary for all municipal Fire Departments on the system to replace all of their pagers.

#### Risk Factors

Industry Canada may not authorize alphanumeric paging on the existing VHF channel given its wideband (30 KHz) emissions.

#### Costs

Budgetary cost estimate to replace the existing system with alphanumeric:	<b>\$1,300,000</b>
Budgetary cost estimate to replace all pagers with alphanumeric:	<b>\$ 100,000</b>
Estimated annual operating costs (after expiration of warranty):	<b>\$ 75,000</b>

#### Advantages

- ancillary devices may be controlled through this system – remote siren activation, etc.
- alert messages are stored on the pager for later retrieval

#### Disadvantages

- Highest cost viable alternative for the County and the local Fire Departments
- No possibility to monitor communications on the County Fire channel
- Specialized console interface required with no guarantees that future consoles would be so equipped
- Industry Canada may have difficulty to authorize such a system due to the fact that it must operate on a wideband channel (POCSAG option).
- Most commercial alphanumeric protocols have been rendered uneconomic and thus obsolete due to the wide scale adoption of cell phones adding uncertainty to future procurement of pagers
- A number of equipment suppliers voiced opinions that digital paging was not appropriate for rural Fire Departments
- When alerting a volunteer who has been asleep and is groggy, a small line of text may be difficult to comprehend as compared to a voice message.

## 4.4 Other Technologies

### *“e Dispatching”*

It is understood that a number of the Fire Departments in Wellington County make use of the so-called “e Dispatching” technology, which is a computer based system that receives and decodes the analog paging tones and stores the dispatcher’s voice message and then re-sends the audio to a specific list of cellphones associated with the particular Fire Hall being alerted.

While generally providing a back up mechanism to distribute the page to volunteer Fire Fighters, who may not be wearing their pager units, the *e Dispatching* system should not be considered as a primary way to alert Fire Fighters. One issue is the length of time that is required to alert all the listed cellphones and the uncertainty associated with the cellular telephone. During periods of disaster level activity – major storms or man-made calamities – the cell networks may become overloaded with users from the general Public, thus clogging the airways. These might be precisely the times when Fire protection services are urgently required.

While being able to extend the alert function of volunteers to a much wider area – and in the case of major fires, where all fire fighting personnel, even those beyond the normal response area, are needed – the *e Dispatching* service may be seen as complimentary to the existing paging system, rather than as a specific replacement. In the future *e Dispatching* may be expanded, as desired, by individual Fire Departments; however, its use should have no bearing on the County’s plans.

### *“IamResponding”*

With the “*IaR*” application software on their smartphone, a volunteer Fire Fighter is able to make a quick response (via a single button press) after hearing their paging alert tone and voice message through the County paging system. The information from each such responding volunteer is sent via the Internet to the *IamResponding* server, where it may be accessed through a secure web site by authorized personnel, again via the Internet. This would allow them to determine the extent of the response. According to the information available, there is a host of other data which may be displayed to assist Fire command regarding a specific incident.

The need for volunteers to first hear the standard page, precludes this service from being considered as a primary alerting system. Furthermore, with respect to Public Safety operations, the reliance on speedy Internet access would bring into question the ability to retrieve pertinent information in a timely fashion under disaster scenario conditions.

Again, as a complimentary system to the existing County Paging, the *IamResponding* service may be seen as a benefit to an individual Fire Department; however, its use should have no bearing on the County’s plans.

### **A Land Mobile Radio Solution**

With this alternative, the County could establish a state-of-the-art wide area two-way communications system which has a “paging” function built into its basic functionality set. Volunteer Fire Fighters would be provided with portable radio units, rather than pagers and they would have the added benefit of being able to respond to the call and to monitor their department’s operational channel while en route to the Fire Hall.

Most trunking control systems have a paging or an alert function as a standard feature. These would include P25, Mototrbo (Connect Plus), DMR, Nexedge and TETRA systems.

In order to meet the coverage requirements, the wide area trunking system would need to deliver reliable in-building coverage throughout Wellington County – at least to a level which is provided by the current eight repeater sites at VHF. In the higher frequency bands – UHF and 700/800 MHz, if those were to be used – it would take a greater number of sites to provide the same level of coverage.

While such a two-way system would have other advantages and could be used by all Fire Departments as their operational/tactical channel, the primary downside would be that new base radio infrastructure would need to be implemented.

The only exception to this requirement would be the use of the existing *Connect Plus* system operating in the UHF band. It is unknown whether or not this system currently provides adequate in-building radio coverage throughout Wellington County, but it seems to have made major improvements in Puslinch over their previous *Passport* system.

Another major cost to each Fire Department would be the purchase of new portable radios – one for each volunteer Fire Fighter at approximately \$1000 each. While small, light weight units may be procured it is not known if the battery life of these units would be comparable to that of the current pagers – likely not.

The County would essentially get out of the Fire Department paging “business” but it would be necessary for all municipal Fire Departments to adopt the use of this system. Then straight forward interoperability among all departments would be assured.

### **Risk Factors**

None, once the system coverage is confirmed to be adequate.

### **Costs**

Upgrade to the Connect Plus system to provide adequate in-door coverage for portables:	<b>Unknown</b>
Replace all pagers with Mototrbo portable radios:	<b>\$ 360,000</b>

Annual operating costs for the County	:	<b>Nil</b>
(as all costs would be borne by the individual Fire Departments)		

### **Advantages**

- volunteers can respond with their portable radio to the alert call
- the operating channel may be monitored en route to the Fire Hall
- short text messaging may be incorporated into the radio functionality
- Fire Department interoperability throughout the County would be assured

### **Disadvantages**

- portable radios would likely be more inconvenient for volunteers to carry vs. pagers
- extra radio traffic associated with alerting may cause capacity issues on the trunking system

### **Public Safety Broadband**

Hand-in-hand with the cellular Industry, there are efforts currently underway to develop appropriate features in the designated Public Safety segment of the new 700 MHz radio band. The technology to be deployed is called “LTE” (or Long Term Evolution) and would include PTT unit operation, group voice calling, high security encryption and other required Public Safety features. Because the technology operates on very wide channels (1 MHz), it is termed “broadband”.

It is likely that once these Public Safety broadband systems start being deployed and have achieved wide ranging adoption, they would be able to deliver on two long standing promises: (a) true inter-vendor compatibility and (b) low radio unit cost due to the economies of scale. Hopefully, in the future, group paging would be one of the features that is developed for the Public Safety Fire market.

One of the practical limitations of this technology is the small site coverage footprints, due to low power (a few milliwatts) user equipment. On the other hand, low power means long battery life. The challenge of providing an in-building level of coverage, as required by Public Safety users, points to systems with hundreds of sites to cover an area the size of Wellington County and so, it is likely that only by means of PPP (Private Public Partnership) cooperation and generous government subsidies could such wide area systems become economically viable in the future. Currently, they do not represent a viable solution for the County.

At the present time, the County need not give any consideration to broadband systems as a means of volunteer Fire Fighter alerting. Perhaps, during the next procurement cycle, say in 10 to 15 years, there may be no question on how to proceed, as these systems would be ubiquitous and extremely robust and reliable with adequate capacity for all Public safety users, irrespective of any consumer market or social media usage.

## **5.0 NOTES**

### **5.1 Industry Canada**

Industry Canada officials have indicated from a regulatory perspective, tone and voice paging is viable for Wellington County for the long term. While the official policy of the department remains as Phase 2 (6¼ KHz) channel bandwidth usage, they have the practice of not imposing undue financial hardship on rural communities and so they would allow, at least at the present time, that the County continue with a wideband paging channel at VHF.

However, they strongly recommend that, as a minimum, as the County were to purchase replacement paging base radio equipment, that it complies with the Phase 1 requirement of 12½ KHz operation – as all new radios now must. The suggestion is that it may prove to be false economy for the County to again procure old, obsolete radio units in the hope of saving money in the long run.

If and when (and it may not be any time soon – perhaps not even within a 10 year period) the County is given specific official notice from Industry Canada to convert the wideband paging channel to narrowband operation, there would be the requisite two year period given to undertake that transition. If the recommended “replacement-in-kind” solution has been implemented with new radios, then it would be a very simple matter to re-program the base repeater units, at essentially no cost.

At that point, if there were to be any pagers units which were not capable of efficient narrowband operation (such as Motorola Minitors II, III, & IV), then these would have to be replaced by the respective Fire Departments. It is understood there would be few, if any, of these old pagers left in operation, as departments have replaced them with Minitor V & VI and Swissphone units, which are all capable of narrowband operation.

From a technical perspective, there would be some degradation in performance of the paging system after a transition to 12½ KHz operation. While base Effective Radiated Power (ERP) levels would likely remain the same, the pager sensitivity would be reduced by 2 dB. The upshot of this would be a minor reduction in coverage footprint from each site; however, it is not likely to be noticed by end users, unless they currently operate on a hit and miss basis, near the fringe areas of paging coverage.

The Industry Canada representative also made another suggestion, that during any procurement process, that the County give some consideration to acquiring Phase 2 compatible radio units. This may be done during an RFP tendering process, and a final decision based on costs and technical impact may be made by the County at that time. It is unlikely that Phase 2 equipment would be viable.

## 5.2 Guelph Fire Dispatching

All major vendors of modern radio console equipment, Motorola Solutions, Harris, Zetron, E.F. Johnson, Moducom, etc., provide analog tone and voice paging as a standard feature in their product lines. Furthermore, they all provide some form of conventional radio interface, to allow for transmit, receive and PTT functionality. The reason for this is that tone and voice paging for volunteer Fire Departments is essentially a universal requirement for all radio systems – old and new.

These console systems are computer-based; that is, their functionality is derived from software applications running on a standard OS (operating system) platform. They have a great deal of flexibility and customization to allow for specific features with GUI (graphical user interface) controls.

It is understood that the City of Guelph is in the process to upgrade their radio communications and so in the near term, new consoles may be implemented at the Guelph Fire comm centre. No matter which system or vendor is finally selected (conforming to the P25 standards is highly likely) it would be a straight forward bit of configuration programming to provide an interface and control of the County Fire Paging system.

Irrespective of whether Guelph Fire provides page out only and then the local Fire Department takes over support, or if Guelph Fire were to provide fully dispatching support for the call duration, there would be no difficulties for them to provide the proper paging functionality.

All future console systems would have internal tone and voice paging interfaces; however, alphanumeric or text based dispatching might be another question altogether. In the past, for digital interface requirements (for example, for CAD interface), the console vendors have been notoriously deficient in providing “off-the-shelf” or “plug and play” offerings. Typically, they state that customized middleware is required and then they charge significant sums to provide such interfaces, despite the fact that they are required over and over again in different systems around North America.

If the County proceeds with a replacement-in-kind replacement paging system, there would be no impact, no matter which upgrades are implemented for the Guelph Fire console positions.

## 5.3 Outside Agency Dispatching Services

In a similar way, if any of the municipal Fire Department in Wellington County were to move away from Guelph Fire dispatching and opt for an outside agency to provide such services, there would be no technical difficulties to implement the required interface. All that would be necessary, would be to set up a VHF base radio on the correct system input frequency to access the County paging.

If necessary, depending on the actual physical location of that outside agency, a suitable base unit would be installed within reliable range of the Arthur Hub Site (for example, by using a high gain directional antenna to establish the link). The agency would require a secure connection to that site, assuming their facility was out of range of the Arthur site. Once established, paging could proceed through their consoles, in a very similar manner as if Guelph Fire were providing that service.

## 5.4 Two-way Fire Communication Systems

As is currently experienced by the municipal Fire Departments – some remaining at VHF and other migrating to the Connect Plus system in the UHF band – there is virtually no impact on the County Paging system related to a particular department’s operating channel. It is understood that the previous problem related to subsequent pages disrupting on-going tactical communications has been resolved since as each department that operates in the VHF band has been assigned their own working channel. Interoperability with surrounding departments and agencies within and outside the County has been maintained and enhanced, but now the wide area broadcast of alert paging would occur on an exclusive frequency and thus there would normally be no way to monitor the working channel.

Similarly, with the departments operating via the *Connect Plus* system, there is no ability for the pagers to monitor the operational communications, while the volunteer is on route to the station. This feature was a part of the paging system when all departments shared a common VHF channel. However, because of a number of practical issues, such monitoring is no longer feasible.

## 5.5 Open Tendering Process

The best way to ensure that the County is getting the best value for money spent is to proceed to an open tender for the procurement of new equipment for the Fire Paging system replacement. The competitive process among vendors would make certain that even suppliers who have long standing partnerships with the County would “sharpen their pencils” and provide their lowest prices.

Of course, there is the reality that some of the paging site radio equipment has already been replaced with new units in the recent past. It is very important for any system, especially a simulcast paging system, to include identical radio transmitters across all sites. Notwithstanding any issues related to the actual transmitter technical characteristics, there would be very real difficulties related to sparing, service, training, set up and repair. It seems that the primary way around this dilemma would be to specify that all site equipment be replaced and to request a trade-in credit for the existing units.

Other specifics of the technical requirements for the “replacement-in-kind” procurement would include the following items:

- radio equipment shall capable of 12½ KHz operation; however, it shall be set up initially for 30 KHz channel width
- the existing radio sites shall be re-used and the bidder shall provide maps to indicate the extent of reliable indoor paging coverage that they are willing to guarantee as part of acceptance testing both at 30 KHz and at 12½ KHz
- as an option, the equipment shall allow for a transition to 6¼ KHz operation at a future date
- the bidder shall provide maps to indicate the extent of reliable indoor paging coverage that they would be willing to guarantee at 6¼ KHz operation
- as an option, all site equipment would be replaced over an extended period lasting three years
- as an option, new battery back up units would be provided at each paging site
- as an option, all site multicoupling would be replaced with new units
- as an option, all antennas and transmission lines would be replaced
- as an option, alphanumeric operation would be provided
- bidders would be allowed to provide alternative proposals; however, they must first provide a response which is compliant to the primary requirements.

The timing of the open tendering process may be as follows:

- document release to the Industry: December 2015
- closing date: March 2016
- contract award: April 2016
- implementation and acceptance: October 2016

It is understood that the County had budgeted \$25,000 for consulting services in 2015 for the completion of the current study. Given the total amount disbursed to date, preparation of the technical specifications could be completed in 2015 without exceeding the established budget. However, the County should budget an additional \$20,000 for 2016 to be used for consulting services related to the remaining procurement process elements and implementation – efforts related to a pre-bid meeting with potential proponents, answering technical questions, bid evaluation, assistance with contract negotiations, and technical support during the installation and acceptance phases of the new system.

If an open tendering process were to put undue strain or pressure upon established relationships within the business community, then perhaps other suitable arrangements may be crafted.



## 6.0 RECOMMENDATIONS

Regarding the Wellington County Fire Paging System, the following recommendations are made by KVA Communications:

- i) that maintaining the status quo should not be considered to be a viable long term strategy for the County.
- ii) that the County undertake an open tendering process to replace the Fire Paging system using the existing design in a “replacement-in-kind” approach. If the County’s primary priorities lie elsewhere and there is a need to delay certain relatively large capital expenditures at this time, then it could decide to spread the implementation over perhaps two or three years; however, the plans to replace the current system should proceed now and without delay.

It is understood that the County had planned to budget \$250,000 in the upcoming fiscal year for the replacement of the current paging infrastructure. This amount should be increased to at least \$400,000, unless it is decided to delay the replacement of all site passive elements – multicoupling, antennas and transmission lines – until a later date.

## APPENDIX A

### Paging System Details

The paging of municipal volunteer Fire Fighters throughout Wellington County is accomplished at VHF (153.770 MHz) by means of eight simulcast transmitter sites, strategically located around the County. The sites are connected to the Guelph Fire Communications Centre by means of a VHF link in a one-way configuration. The Fire dispatcher remotely activates a fixed VHF base unit (at 154.355 MHz) located at Guelph Police Headquarters. A receiver at the hub site in Arthur receives this signal and resends it on a separate frequency (151.160 MHz). All sites, including the Arthur site, receive this transmission and high power repeater units re-broadcast a selected tone sequence on the paging channel.

All active pagers within range of any of the transmitters will pick up the audio tones thus broadcast; however, only the units in the selected group are activated. The alert tone (beeping) – or vibration, if the unit is operating in silent mode – is generated by the individual pager and then an audio path is opened up allowing the volunteer to hear the dispatcher's voice message. In many cases, this audio message is stored in the pager's digital memory for later retrieval, as necessary.

The Wellington County Fire Paging system has a fundamentally simple and sound design basis. It provides a cost effective way to reliably alert the majority of volunteers who are within the County and includes specialized units at each remote site to minimize the effects of broadcasting the radio signal from different sites. When multiple transmitters are keyed up simultaneously the general result is garbled communications due to mutual interference. Steps need to be taken so as to minimize the interference.

In order to simulcast effectively, all transmitters must operate at precisely the same frequency – the tolerance is approximately  $\pm 1$  Hz. A high stability reference oscillator is located at each site in the Wellington Paging System to maintain this tolerance. The transmitted audio must be of the same amplitude at each site and the signals from two or more transmitters must arrive at the paging receiver at exactly the same time; that is, the audio paging tones must be "in phase". In order to accomplish the latter, there are delay circuits at each site that electronically slow down the signals from the hub site.

Even travelling at the speed of light, it takes hundreds of microseconds (millionths of seconds) for the radio signals from the hub site to reach the remote sites. A calculation is made to determine exactly how long it takes the signal to reach each of the sites and the local delay circuits are set to achieve a total delay (propagation time + wait time) which equals that of the site furthest away from the hub which is the Arkell site at some 50 kilometres with a propagation time of about 250 microseconds. All signals are broadcast at exactly the same moment in time from each site.

The delay circuitry in conjunction with the high stability reference oscillators can minimize, but never completely eliminate the simulcast interference, sometimes termed "heterodyning"; however, in Wellington County, due to the relatively large separation of transmit sites and the fact that most of the volunteers who might be expected to respond, are relatively close to their stations (and close to a paging transmitter), the closer and stronger radio signals are "captured" by the pager and the weaker, more distant signals are eliminated, further reducing the chance of interference.

It is understood that except for a few specific locations, the multiple paging sites provide excellent and redundant coverage for the volunteers throughout Wellington County.

### 3.2 Paging System Sites and Equipment

The following chart provide a listing of the original paging system sites (details for the Clifford site are unknown, but not critical to the findings of this report):

SITES	LOCATION	SITE NAME	LATITUDE	LONGITUDE	PWR (W)	GEN SET
1	HARRISTON	WATER TOWER	43-55-06 W	80-52-44 N	80	
2	MOOREFIELD	-	43-44-07 W	80-46-07 N	120	
3	CONN	BELL TOWER	43-58-34 W	80-33-36 N	80	√
4	ARTHUR	HUB SITE	43-47-06 W	80-29-34 N	100	√
5	FERGUS	WATER TOWER	43-42-10 W	80-21-26 N	80	
6	ERIN	BELL TOWER	43-43-30 W	80-03-11 N	80	
7	PUSLINCH	ARKELL	43-30-21 W	80-07-26 N	100	√
8	CLIFFORD	-	-	-	-	-

In addition to the antennas and multicoupling that vary from site to site depending on the other radio frequencies at each site, there are 19" rack mounted Glenayre Series 90 paging transmitters at each site. All incoming antenna and transmission lines are grounded and have lightning arrestors located within the heated and air conditioned equipment shelters.

It is understood that the Wellington County Glenayre paging transmitters were first installed for a commercial paging company called Datamax in 1988. The firm was subsequently purchased by Bell Mobility and then about 15 or so years ago, when Bell Mobility decided to exit the commercial paging business, the units were procured by MRC Systems and then by Wellington County as surplus equipment.

In the recent past, a new site was added in Clifford to improve coverage in the north-west corner of the County and the paging transmitter at the Fergus site was replaced. In both of these cases, new Motorola GTR8000 base repeaters were installed. In addition the tower at the Arthur hub site was replaced; however, the radio equipment was re-located rather than replaced.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Linda Dickson, Emergency Manager/CEMC  
**Date:** Thursday, November 12, 2015  
**Subject:** **2015 Emergency Management Report PD2015-30**

---

### **Background:**

The following report outlines how the County of Wellington has satisfied the “essential level” requirements of the Emergency Management and Civil Protection Act for 2015.

### **Programme Committee**

A joint Emergency Management Program Committee was held March 27, 2015 and included HIRA training (Geoff Coulson and Weather Trends) and a focused discussion. On November 19, 2015 staff met to review the Hazard Identification and Risk Assessment and specific County program items.

### **Emergency Response Plan**

Proposed changes to the Emergency Response Plan were reviewed at the Joint Emergency Management Program Committee meeting on March 27, 2015. The changes were minor and will be brought forward for consideration in 2016 with other changes to the plan including Source Water Protection policies.

### **Training:**

Several members of the County of Wellington’s Control Group have attended provincially mandated training for 2015 which included training and information from Geoff Coulson of Environment Canada on March 27, 2015 regarding weather trends. Training sessions on Service Continuity (Business Continuity) and the importance of note taking were held on August 11, 2015 and a second session on November 18, 2015. Attendance lists are being recorded for these training sessions.

Additional training above the provincially mandated training included a workshop for elected Officials on January 28, 2015. Staff has also attended the following:

Basic Emergency Management Course – April and December 2015  
Environment Canada CANWARN Training – June 3, 2015  
Scribe Training June 17, 2015

### **Exercises:**

On October 22, 2015, the County held its required annual emergency management exercise. The exercise included members of the County’s Municipal Emergency Control Group as well as staff from Human Resources, Information Technology and Social Services/Housing Division. One of the main aims

of the exercise was to test aspects of departments draft Service Continuity Plans. The specific objectives of the exercise included:

- i. Testing the County Notification procedures using the Bestel Messaging system
- ii. Internal communication between the Service Continuity Exercise teams and the EOC through various means including analogue phone systems
- iii. Evaluate and test Payroll back-up redundancies
- iv. Testing the supportive IT role for priority services in a power failure emergency
- v. Test displacement procedures for a Social Housing Unit

Staff is currently working on an After Action Report for this exercise. There were a number of observations/recommendations brought forward for consideration and improvement to our emergency management and service continuity procedures.

### **Critical Infrastructure**

The Emergency Management and Civil Protection Act require municipalities to identify facilities and other elements of critical infrastructure that are at risk of being affected by emergencies. Staff reviews this list annually and updates as necessary.

The Critical Infrastructure mapping was completed and updated on the County's Emergency Management COP using the County's GeoGortex GIS mapping this year. Training for municipal staff will be arranged.

### **Public Education**

A number of public education events were held this year. The following is a list of the main public education initiatives held.

1. The "Be Better Prepared" Booklet was updated and redistributed to all households in 2015. Additional copies of the booklet can be acquired by contacting the Emergency Management Division or on the County's website
2. Emergency management information was made available at the Wellington County Libraries and Municipal Offices during Emergency Preparedness Week.
3. A County-wide draw for a generator along with municipal draws for weather radios were held throughout the County of Wellington's 14 Library Branches and each Municipal Office during week
4. The County page in the Wellington Advertiser regularly contains emergency public information and a number of emergency management advertisements were placed in local Newspapers during Emergency Preparedness Week including the Mount Forest Confederate.
5. Staff attended the Wellington North Show Case, Guelph/Eramosa Emergency Preparedness Day, City of Guelph Emergency Preparedness Day, Fergus Home Show, Minto and Mapleton Safety Days, the Puslinch and Mapleton Fire Departments Breakfast and Open House, and Wellington County Safe Community Day.
6. Staff lunch and learns on how to "Be Better Prepared" were held during EP week.

## Further Enhancements:

1. **Strategic Planning:** The After Action Reports from both the April 2013 and December 2013 Ice Storms provided good lessons learned and recommendations to improve our emergency management programs. Many of these recommendations were applicable on a County wide basis. In order to develop a more appropriate and consistent response framework to events like the ice storms that often impact several municipalities within the same jurisdiction, a focus discussion group session was proposed to include an invite to all of the members of the County and member municipalities Emergency Management Control Groups.

At the March 27, 2015 joint Emergency Management Program Committee meeting a focused discussion was held and participants were divided into groups to consider the following topics:

- i. Shelters/Cooling Centres/Evacuation Centres
- ii. Generators/funding –
- iii. Time Frames (48 -72 hours)
- iv. Crisis Communications

The following are the main recommendations from the focused discussion session.

- Pre-identify shelters/evacuation centres and promote the location to residents as part of our public education program. However, there are very few sites with back-up power that meet the Health Canada requirements for overnight accommodations within the County of Wellington. Emergency Management and Social Services will continue to work with Red Cross to identify appropriate sites in the County suitable for overnight accommodations.
- Agreed that if any part of the community is in need reception centres/shelters should be opened and where possible we should avoid using fire halls for reception centres/shelters. Shelters should be opened within 48 hours of a situation (power outage) and it should be the decision of the EOC when to open and what sites to open.
- Make list be made of all potential shelter sites, identify if they have back-up power and what facilities in the site are available with or without back-up power.
- Have a pool of municipal generators that could be moved around the county. It was suggested/agreed to that this could be funded through the County; or County staff could assist with bulk buying of generators.
- Need to maintain fuel supply for generators, generally 72 hours is considered appropriate time frame.
- Continue to promote 72 hour “Be Better Prepared” in our public education across the County.

- Create a standardized heat and cold weather extreme policy. This policy is currently being drafted.
- Where and if possible promote a staged evacuation process such as Stage 1 – elderly, those with very young children and those with medical need; Stage 2- would be the rest of the community.
- We need to ensure we make appropriate use of all forms of technology available. Different demographics use different technologies. Create ready to use communication templates.
- There needs to be ongoing training for communication officers and spokespersons.
- For single municipal events, local staff may be able to deal with the communication needs of an emergency but for larger and county wide events need to access the resources of the County Communications Division and the Wellington OPP media officers.

The objective for the 2016 work plan is to look at each of these bullet points in more detail in order to determine the feasibility of implementing each of the recommendation.

## **2. ODRAP Review**

In 2015, the Province of Ontario – Ministry of Municipal Affairs and Housing (MMAH) - undertook a review of the Ontario Disaster Relief Assistance Program which has been in existence for approximately 50 years. MMAH has been conducting presentations throughout the province on the changes to the programs. There are a number of changes being proposed and guidelines on the two new programs should be available in 2016.

## **3. Public Alerting**

Bruce Power has submitted to the CRTC a Part 1 Application (2015-0522-3) requesting the CRTC to mandate wireless carriers to put in place wireless public alerting now, similar to the alerts now being forwarded to the public by Television and Radio Broadcasters.

The consultation period for this application closed on July 4, 2015, and Bruce Power is still awaiting an outcome from the submission, but they have met with government agencies and other organizations recently to further discuss the status of Public Alerting in Canada.

The Emergency Management Division has reached out to Bruce Nuclear and they have advised that they will keep our office informed of any decision or direction from the CRTC. We support their request and will be monitoring and reviewing the CRTC website for information as well as correspondence from Bruce Power as it becomes available. More information on the application can be found on the CRTC website.

## **4. FCM Consultation**

The Emergency Manager/CEMC has been asked to participate in a consultation process regarding new Federal emergency management programs including:

- A Federal emergency preparedness funding program. The former Joint Emergency Preparedness Program which provided municipalities with monies to prepare and promote

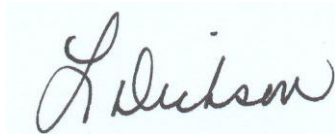
emergency management programs. This funding program has not been supported by the Federal Government since 2013.

- Opportunities to expand the National Disaster Mitigation Program (NDMP). The Emergency/Manager/CEMC provided feedback and information to FCM staff during their submission to the Federal Government on the program.
- Consider ways to improve the Disaster Financial Assistance Arrangements (DFAA) program eligibility Guidelines.

**Recommendation:**

That the Council for the County of Wellington accepts the annual emergency management report, and further THAT this report serves as the annual review of the County's Emergency Management Programme for 2015.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'L. Dickson', is set against a light blue rectangular background.

Linda Dickson, MCIP, RPP  
Emergency Manager/CEMC

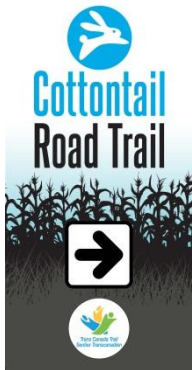




# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chairman and Members of the Planning and Development Committee  
**From:** Sarah Wilhelm, Planner  
**Date:** November 12, 2015  
**Subject:** **Cottontail Road Trail Final Report (PD2015-31)**  
**Trans Canada Trail Gap Construction**



### Purpose

This report is the final update of the Cottontail Road Trail construction project in Centre Wellington. This 2015 Trans Canada Trail gap construction project is to be funded by a Trans Canada Trail Ontario (TCTO) Pan Am grant, a Trans Canada Trail (TCT) grant and by the County of Wellington.

### Trail Route

The trail is comprised of 2.6 km of gravel off-road trail, 3.0 km of grassed off-road trail and 8.6 km of on-road or shoulder trail. The total trail is 14.2 km in length. The various components of the trail route are identified below.

Short **paved** shoulder from Elora to the unopened Cottontail Road



A **gravel** off-road trail on Cottontail Road

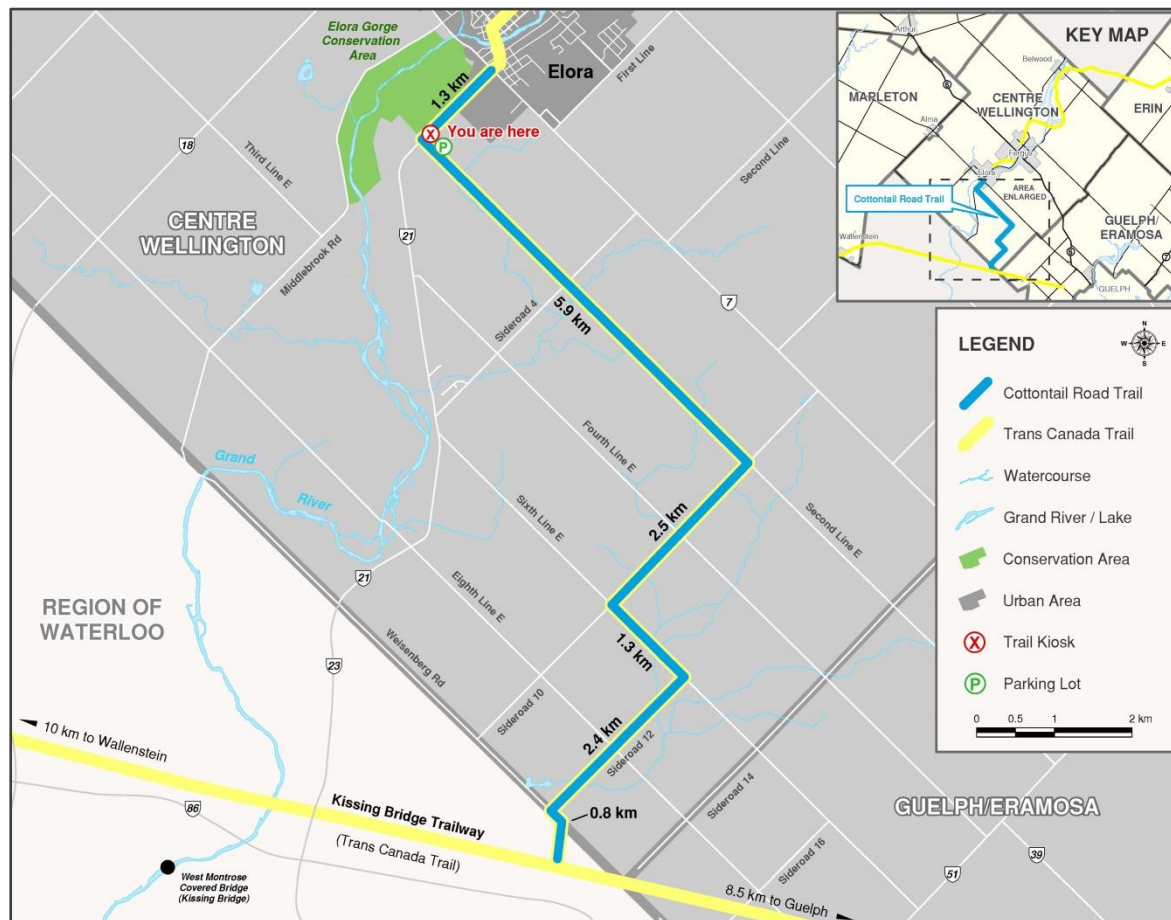


A **grassed** trail along most of the OMAFRA Research Station lands



A **signed** route to the Kissing Bridge Trailway

**Figure 1** Cottontail Road Trail Route

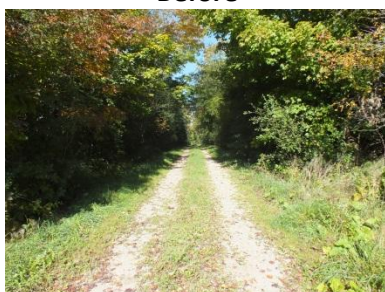


## Trail Improvements

This trail project was complex. It was completed with the assistance of over 10 contractors, together with County staff (Roads, Communications, Finance, Purchasing and Planning). The tables which follow highlight some of the work.

### TRAIL CONTRACTOR

#### Before



#### After



#### Details

- Clearing and grading the trail
- Moving fill to designated areas
- Installing culverts where needed
- Fabricating and installing new barrier gates



## COUNTY ROADS & PAVING CONTRACTOR

**Before**



**After**



**Details**

- Paving of parking area and installation of fence along perimeter
- Shoulder paving of Wellington Road 21
- Relocation of farm access for the Grand River Agricultural Society



- Paving trail at steep grade north of Sideroad 4
- Ramp construction and seeding
- Installation of on road and off road signage

## ADDITIONAL ITEMS BY OTHERS

**Before**



**After**



**Details**

- Shoulder widening and post relocation



- Kiosk design, construction and installation
- Bench installation
- Landscaping
- Signage fabrication and installation

## Budget

In the 2014, budget County Council set aside \$375,000 to complete the Trans Canada Trail in Wellington County between Elora and Ariss. A trail route and costing was developed by a trail consultant funded by the Trans Canada Trail organization (Kathy Smith). She estimated that the cost of the off-road sections (5.6 km) would be \$728,000. It was later determined that the Elora Research Station would prefer a grassed trail surface rather than stonedust which reduced the budget to \$349,000. When the tender was awarded for the gravel trail surfacing, we were able to further reduce the budget to \$251,800 based on the figures for that portion of the budget, including the fact that there was a gravel section of Cottontail Road trail from Wellington Road 21 to the well house which was in good condition.

Our final costs were further reduced mainly because the trail surfacing came in under budget (by \$60,000) and we were able to complete the trail design in-house, saving another \$10,000. As a result, we have an updated overall cost of \$167,376 plus an additional \$26,272 not eligible for funding. The total County share is \$34,960. The remaining \$158,688 will be covered by provincial grants.

**Figure 2** Trail Budget

	June 2014	January 2015	May 2015	FINAL
Total Budget Eligible for Funding	\$728,000	\$349,300	\$251,800	\$167,376
Basis for change	Amount determined by TCT trail consultant	Costs reduced due to grass trail portion	Costs reduced due to bid amount for trail surfacing	Costs reduced due to actual amount for trail surfacing
TCTO Pan Am Grant	\$150,000	\$150,000	\$150,000	\$150,000
TCT Grant	\$289,000	\$99,650	\$50,900	\$8,688
County Share	\$289,000	\$99,650	\$50,900	\$8,688
Total Budget Ineligible for Funding	\$50,570	\$50,750	\$50,750	\$26,272
<b>Total County Share</b>	<b>\$339,570</b>	<b>\$150,220</b>	<b>\$101,650</b>	<b>\$34,960</b>

Detailed costs are attached as Appendix 1 and 2.

## Trail Event

The County is required to recognize the Trans Canada Trail (TCT) grant in a variety of ways. We have already recognized the TCT through media coverage, our website, project notice and by incorporating the TCT logo in our signage for the trail. We are also required to host a trail opening event. This is a standard requirement for projects where the TCT contribution accounts for more than 50% of the total project cost. We are planning to host the event in spring 2016.

## Next Steps

The next steps for the trail project include the following:

- Complete required financial reporting to Trans Canada Trail to receive grant allocations
- Register Cottontail Road Trail as part of the Trans Canada Trail
- Plan trail opening event for spring 2016

By connecting the Kissing Bridge and Elora Cataract trails, the Trans Canada Trail in Wellington County is complete.

## Recommendations

THAT the Cottontail Road Trail Final Report (PD2015-31) be received for information and provided to the Trans Canada Trail office for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Sarah Wilhelm', with a stylized, flowing script.

Sarah Wilhelm, BES, MCIP, RPP  
Planner

Attachments:    1 Detailed Costs Eligible for Funding  
                      2 Detailed Costs Ineligible for Funding

**Appendix 1**      **Detailed Costs**  
**ELIGIBLE FOR FUNDING**

	<b>ESTIMATED COST</b>	<b>ACTUAL COST</b>	<b>SURPLUS/ DEFICIT</b>
<b>TRAIL PLANNING</b>			
Design Fees	\$10,000	\$0.00	<b>\$10,000.00</b>
Engineering	\$4,500	\$2,922.69	<b>\$1,577.31</b>
Travel	\$1,500	\$0.00	<b>\$1,500.00</b>
Trail Opening Event	\$2,500		
<b>SUBTOTAL</b>	<b>\$18,500</b>	<b>\$2,922.69</b>	<b>\$15,577.31</b>
<b>TRAIL PREPARATION</b>			
Tree Assessment & Hazard Removal	\$25,000	\$20,461.41	<b>\$4,538.59</b>
<b>SUBTOTAL</b>	<b>\$25,000</b>	<b>\$20,461.41</b>	<b>\$4,538.59</b>
<b>CONTRACTOR</b>			
Barrier Gates and Trail	\$144,000	\$84,831.19	<b>\$59,168.81</b>
<b>SUBTOTAL</b>	<b>\$144,000</b>	<b>\$84,831.19</b>	<b>\$59,168.81</b>
<b>ROADS DEPT WORKS</b>			
Parking Area & Ramp	\$31,000	\$28,769.80	<b>\$2,230.20</b>
Paving at Sideroad 4 (m)	\$2,000	\$7,160.00	<b>(\$5,160.00)</b>
<b>SUBTOTAL</b>	<b>\$33,000</b>	<b>\$35,929.80</b>	<b>(\$2,929.80)</b>
<b>OFF-ROAD SIGNAGE</b>			
Kiosk construction	\$10,000	\$6,003.84	<b>\$3,996.16</b>
Off-road signage	\$13,300	\$13,617.77	<b>(\$317.77)</b>
<b>SUBTOTAL</b>	<b>\$23,300</b>	<b>\$19,621.61</b>	<b>\$3,678.39</b>
<b>TRAIL AMENITIES</b>			
Landscaping	\$4,000	\$1,423.00	<b>\$2,577.00</b>
Benches	\$4,000	\$2,186.72	<b>\$1,813.28</b>
<b>SUBTOTAL</b>	<b>\$8,000</b>	<b>\$3,609.72</b>	<b>\$4,390.28</b>
<b>TOTAL</b>	<b>\$251,800</b>	<b>\$167,376</b>	<b>\$84,424</b>

**Appendix 1**      **Detailed Costs**  
**INELIGIBLE FOR FUNDING**

	<b>ESTIMATED COST</b>	<b>ACTUAL COST</b>	<b>SURPLUS/ DEFICIT</b>
<b>ROADS DEPT WORKS</b>			
WR 21 Access	\$5,000	\$4,644.69	\$355.31
Shoulder Paving WR 21	\$40,000	\$4,460.89	<b>\$35,539.11</b>
<b>SUBTOTAL</b>	<b>\$45,000</b>	<b>\$9,105.58</b>	<b>\$35,894.42</b>
<b>SIGNAGE INSTALLED BY ROADS</b>			
On-road Signage	\$6,500	\$5,909.90	<b>\$590.10</b>
<b>SUBTOTAL</b>	<b>\$6,500</b>	<b>\$5,909.90</b>	<b>\$590.10</b>
<b>EXTRA</b>			
Guide Rail (2nd Line)	\$0	\$11,256.10	(\$11,256.10)
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$11,256.10</b>	<b>(\$11,256.10)</b>
<b>TOTAL</b>	<b>\$51,500</b>	<b>\$26,272</b>	<b>\$25,228</b>



# COUNTY OF WELLINGTON

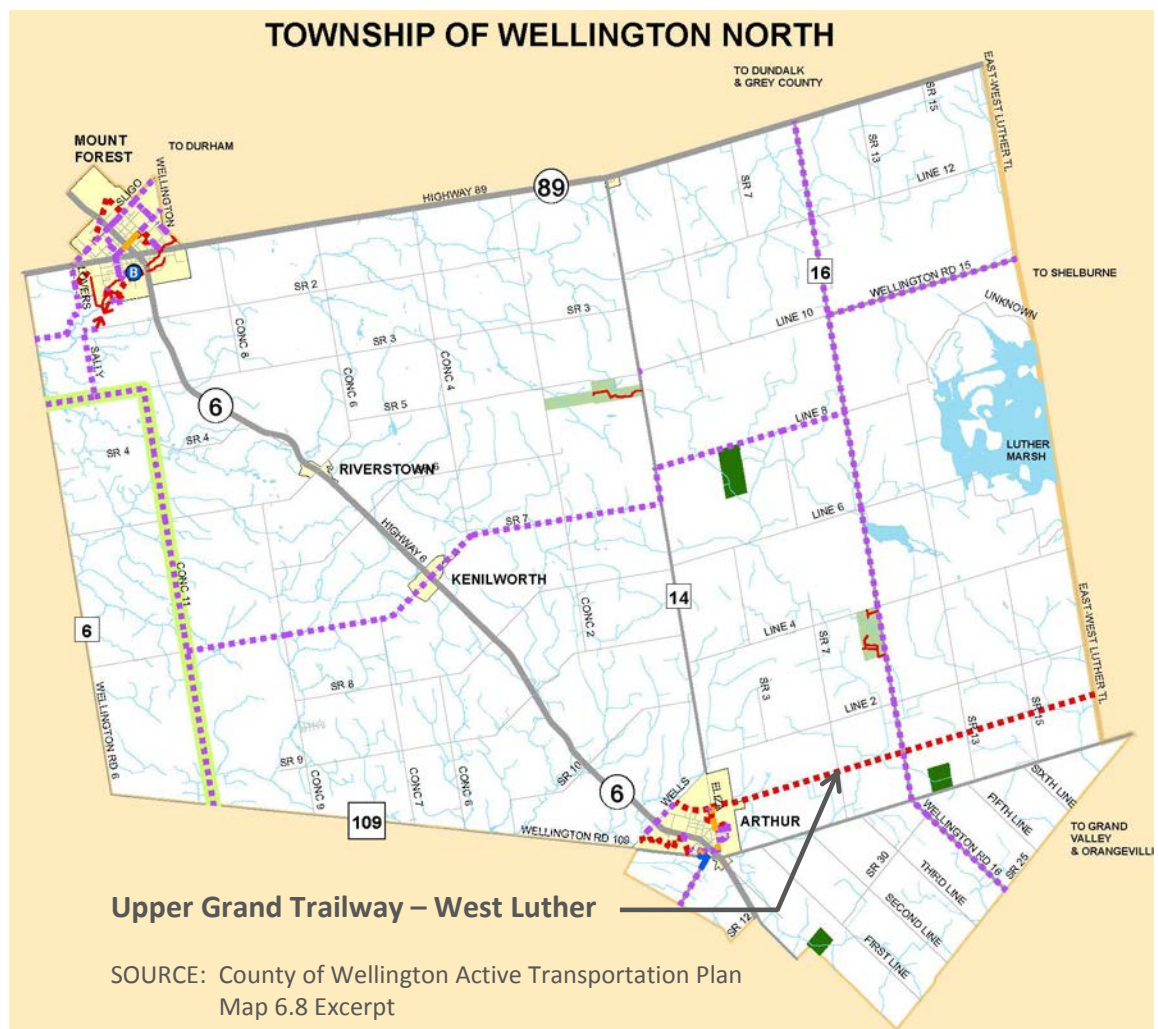
## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Sarah Wilhelm, Senior Planner  
**Date:** November 12, 2015  
**Subject:** Trail Funding Request – Wellington North (PD2015-32)

### 1. Purpose

The purpose of this report is to consider a \$20,305.00 trail funding request from the Township of Wellington North to support improvements to the Upper Grand Trailway – West Luther. This rail trail connects the River Trail in Arthur running east to the Upper Grand Trailway at Township/County limit. The trail is also a priority identified in the County of Wellington Active Transportation Plan.

**Figure 1** Location of Upper Grand Trailway – West Luther





## 2. Trail Funding Programme

The Wellington County Trail Funding Programme was approved by County Council in February, 2015. The programme allows for matching funds up to \$50,000 per municipality to be applied to one or more municipally endorsed projects matched by the municipality or community groups. The programme ends November 30, 2018.

The Arthur Trails – West Luther project includes 3 km of trail surfacing, 2 bridges, barrier gates/posts, signage, and tree planting. The Township's request is to match the \$20,305.00 raised by the Arthur Trails – West Luther Group for a project totaling \$43,431.17 (see Appendix 1 Budget).

If this request is approved, there would be \$29,695.00 remaining in the funding programme for Wellington North.

**Figure 2** Programme Criteria

Criteria	Met?
Trail primarily serves non-motorized users	YES
Project must be supported by a local council resolution	YES
Funding is matched by the local municipality or community groups	YES
County provided with support invoice for 50% of cost	YES

Based on Figure 2, we are satisfied that the request meets the programme criteria. Please see report attachments for additional detail.

## 3. Recommendation

That the request by the Township of Wellington North under the County Trail Funding Programme be approved for improvements to the Upper Grand Trailway – West Luther up to a maximum of \$20,305.00 for no more than 50% of the total cost of the project.

Respectfully submitted,



Senior Planner

Attachments:

- 1 Budget
- 2 Work Schedule
- 3 Mayor Lennox Explanatory Letter of October 9, 2015
- 4 Wellington North Council Resolution of May 11, 2015 and Committee Mandate

## Appendix 1 Budget

### Budget – Arthur Trails – West Luther Trail

October 5, 2015

#### Expenditures

Bridges – High hoes	3550.	
Decks	800.	
Blocks (piers)	240.	
Railings	500.	
	5090. X 2 bridges	10,180.
Tree Planting – Wild Things/GRCA		2,950.
Sign Kiosks including signage	4,000. X 2	8,000.
Interpretive signs	800. X 3	2,400.
Directional signs	50. X 15	750.
Distance Markers	50. X 12	600.
Road Signs stop/trail crossing	50 X 27	1,350.
Gates/posts	500. X 5 roads	2,500.
Work on trail surface	Jack Benham	4,000.
Benches	200. X 5 benches	1,000.
Gravel trail surface	3 km	10,000.
Sub total		42,680.
HST 1.76%		751.17
Total expenditures		43,431.17

#### Revenues

Donations	17,355.
TD Grant	2,950.
Sub total	20,305.
County matching of local funds	20,305.
Total revenue	40,610.

**Proposed Work Schedule – Arthur Rail Trail – 2015**

May – tree and shrub planting – Wellington Heights SS CELP students – Mr Timberlake

June – plant bush flowers

July – place 2 bridges  
- trail surface tilling and seeding

July-August – install fences and posts at trail entrances

September – erect 2 sign kiosks

October – tree planting – WHSS students – geography class – Mr Kivell  
(trees from GRCA and County Green Legacy program)

August – October – put up distance markers

September – official trail opening



## Township of Wellington North

P.O. Box 125 • 7490 Sideroad 7 W • Kenilworth • ON • N0G 2E0

October 9, 2015

Wellington County Council,

Members of the Arthur Trails - West Luther Group eagerly request the support of Wellington County Council in the development of the "Arthur Trails – West Luther". This trail will span the former CP rail lands running from the east end of Arthur to the East-West Luther Townline. The lands are owned by the Township of Wellington North.

This trail development project is strongly supported by Council of the Township of Wellington North. Wellington North Council has endorsed an Arthur Trails Trailway Sub Committee as per the attached May 11, 2015 resolution and authorized the entering into of a Letter of Agreement between the Township and the Arthur Trails Group for the future operation and management of the Arthur Trail - West Luther.

The development work and associated fundraising related to this trail is being spearheaded by community volunteers who recognize the trail as a valuable asset that can serve the community and visitors for years to come. Township Council has offered to administer the funds associated with the project and has two representatives on the current Sub Committee.

We trust that Wellington County Council will also see the value in the trail and offer their support and access to the Wellington County Trail Funding Programme for this project. Attached for County Council's consideration is the project budget. As indicated in the budget the total project cost is estimated at \$48,546.00. The Sub Committee is requested \$20,255.00 from the County in support of the project and match the funds already raised for the trail.

The Township of Wellington North and the Arthur Trail - West Luther enthusiastically requests support for the development of the trail and anxiously awaits County Council's positive response.

Sincerely,

Andy Lennox  
Mayor

Tel 519-848-3620

[www.wellington-north.com](http://www.wellington-north.com)

Toll Free 1-866-848-3620

[township@wellington-north.com](mailto:township@wellington-north.com)

Fax 519-848-3228

TOWNSHIP OF WELLINGTON NORTH  
Regular Meeting of Council

COPY

MOVED BY:

Muriel J. Galt

DATE: May 11, 2015

SECONDED BY:

Harry Burke

RES. NO.: 2015- 200

THAT the Council of the Corporation of the Township of Wellington North adopt the attached Township of Wellington North Upper Grand Trailway Wellington Sub Committee Mandate, as recommended by the Recreation and Culture Committee.

MAYOR

[Signature]



CARRIED



DEFEATED



TOWNSHIP OF WELLINGTON NORTH  
Arthur Trails - West Luthers...  
SUB COMMITTEE  
MANDATE

COMMITTEE PURPOSE

The purpose of the Trailway Sub Committee for the Township of Wellington North is to advise the Recreation & Culture Advisory Committee on planning, development, utilization and construction specific to the proposed Upper Grand Trailway Wellington Project along the former CP rail lands and provide guidance to the dedicated volunteers working towards the establishment of the trail.

COMMITTEE GOALS

The committee goals will be:

- To review progress in the implementation of the Upper Grand Trailway Wellington (UGTW) project as it pertains to the community trail linking with the existing Upper Grand Trailway Dufferin
- To provide reports, updates and information on progress where required
- To follow applicable legislation where required
- To oversee the construction of the trail and ensure that safety and liability concerns are met
- To enable volunteers to work on the project and keep accurate records of active members of the project
- To provide specific training needs for volunteers
- To promote activity for all people for recreational purposes through public access to the trail
- To educate the public on the benefits of activity
- To design and implement a proper ongoing maintenance schedule for the trail once completed
- To foster a mutual respect for land, people, and nature
- To develop short term goals and long terms goals for the benefit of all.
- To acquire Recreation & Culture Advisory Committee and Council approval where needed

MEMBERSHIP

The committee membership will consist of:

Recreation Committee Chairperson, Recreation Committee Councillor,  
Director of Recreation Parks & Facilities and 3 volunteer members of  
Wellington North as appointed by Council

Arthur Facilities Manager/Public Works Staff will provide information and recommendations to the committee as required

From time to time community volunteers as recommended by this Subcommittee and appointed by Council will be involved in the specified project and trail development

An active list of volunteers is essential and must be maintained and provided to the Township through the Director of Recreation, Parks & Facilities

#### **TERM OF COMMITTEE**

- As determined by Council
- Committee will meet April and October or as determined by the Chairperson/Director. It is acknowledged that during the project more frequent meetings may be required
- This Committee's role will be revisited once the trail is established
- It is assumed that future maintenance of the trail will be done by volunteers and a different governance model will be required at that time

#### **CHAIRMANSHIP & RECORDER**

- Recreation Chairperson will chair meetings
- The location will be determined by the committee
- Township staff will be responsible for minute taking at the meetings

#### **MEMBERSHIP RESPONSIBILITIES**

- To attend and participate actively
- To report to the Recreation & Culture Committee on progress specific to the development of the Trailway

#### **QUORUM & DECISION MAKING**

- A minimum of 3 members must be present to make recommendations
- Decisions by consensus.

#### **REPORTING**

- Minutes to be forwarded to Recreation & Culture Advisory Committee for ratification by Township Council



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Sarah Wilhelm, Senior Planner  
**Date:** November 12, 2015  
**Subject:** **2015 Trail Update #2 (PD2015-33)**

---

### 1. Purpose

The purpose of this report is to:

- Amend the Terms of Reference of the Kissing Bridge Trailway Advisory Board;
- Amend the Trailway Steward Group agreements; and
- Receive the 2014 Kissing Bridge Trailway Annual Report.

### 2. Terms of Reference

The Village of Millbank Association would like to give up stewardship of its segment at the western end of the trailway. The Guelph Hiking Trail Club has agreed to assume that segment of the trailway in addition to its segment between Guelph and the Grand River that it has developed and stewarded since 1998. The Guelph Hiking Trail Club will have two members on the Board to ensure that each of its widely-separated segments is represented at Board discussions, but only the principal representative of this Steward Group shall be a voting member. The Terms of Reference in Attachment 1 reflect these changes.

### 3. Steward Group Agreements

The Trailway Steward Group Agreements also need to be changed to reflect that the Conestogo-Winterbourne Optimists Club also relinquished its section of the trailway from Elmira to the Grand River in 2014. Part of this segment was assigned to the Lions Club of Elmira and part to a new steward group, the West Montrose Residents' Association Inc. More recently (as noted above), the Guelph Hiking Trail Club assumed an additional trailway segment in Millbank.

When Region of Waterloo Legal Services staff prepared the revised agreements for execution, it became apparent that there was no specific Council authorization for the execution of the agreements, only for the overall lease agreement for the trail. Accordingly, staff now recommends that Council authorize the County Warden and Clerk to execute Trailway Steward Group agreements.

### 4. Annual Report

When the County of Wellington and Regional Municipality of Waterloo jointly created the Kissing Bridge Trailway Advisory Board in 1998, the Terms of Reference required the Board to report to both Councils each year on its activities. The Board adopted the attached report as its Seventeenth Annual Report for the year 2014, with highlights including the following:



- A bridge was installed across a tributary creek of the Nith River just east of the village of Millbank. This is the last of the smaller bridges on the trailway to be replaced. It will help move pedestrian and cyclist traffic off local roads and facilitate access to the Guelph to Goderich (G2G) Rail Trail as it becomes operational in 2015.
- “Spring on the Trail” was held for the fourth year. This event promotes activities along the length of the trail and helps raise the local profile of the trail.
- Regional and County staff have addressed significant encroachments by neighbouring landowners onto the trailway right-of-way.

## 5. Recommendations

1. That the County of Wellington, in concert with the Region of Waterloo:

- a. Amend sub-section 2.1 (c) of the Terms of Reference to delete the reference to the Village of Millbank Association, as requested by this group, and add two representatives of the Guelph Hiking Trail Club, one for each segment of the trailway stewarded by the Guelph Hiking Trail Club, and make other editorial amendments as shown in Attachment 1; and
- b. Authorize the County Warden and Clerk, and Regional Chair and Clerk to execute agreements to outline the roles and responsibilities of each trailway Steward Group for its respective segment of the Kissing Bridge Trailway, as well as the role and responsibilities of the Regional Municipality of Waterloo and the County of Wellington for the following trailway Steward Groups:
  - Guelph Hiking Trail Club
  - Lions Club of Elmira
  - Linwood and District Lions Club
  - Golden Triangle Snowmobile Association

As prepared by the County of Wellington Director of Planning and Development and the Region of Waterloo Commissioner of Planning, Development and Legislative Services.

2. That the 2014 Annual Report of the Kissing Bridge Trailway Advisory Board be received for information.

Respectfully submitted,



Sarah Wilhelm, MCIP, RPP  
Senior Planner

Attachments:    1    Terms of Reference  
                          2    Annual Report

Text with yellow highlighting is proposed to be revised/added



## KISSING BRIDGE TRAILWAY

### Trailway Advisory Board

#### 1. Terms of Reference

- 1.1 As a representative of the various stakeholders in the Trailway - local residents, Trailway Steward groups, the business community, and the County of Wellington and Regional Municipality of Waterloo - the Trailway Advisory Board will provide ongoing supervision of the Trailway, and coordinate the work of the various Trailway Steward groups having regard to the report presented to County and Regional Councils in 1997.
- 1.2 The Trailway Advisory Board is an advisory board to the County and Regional Councils and will provide the ongoing liaison between the Councils, the Trailway Steward Groups and local residents. It will strive to ensure that the interests of the various stakeholders are appropriately addressed, and seek to balance potentially competing interests.
- 1.3 Staff will address concerns, complaints, and suggestions from local residents and Trailway users, and, where appropriate, refer them to the Trailway Advisory Board for further discussion. Where issues cannot be satisfactorily resolved, the Board will request County and Regional staff to refer the matter to County and Regional Councils for resolution.
- 1.4 The Trailway Advisory Board will consult with stakeholder groups to determine standards for fencing, signage, parking facilities, other capital improvements, and ongoing maintenance.
- 1.5 The Trailway Advisory Board will receive, evaluate, and prioritize requests for fencing according to the following priorities:

##### Priority 1

- a. Adjacent property used for livestock, or potentially hazardous activities;
- b. Areas experiencing recurrent problems with trespass and vandalism;
- c. Residences and barns located in proximity to the Trailway;

## Priority 2

- d. Commercial and recreational establishments adjacent to the Trailway;
  - e. Agricultural cropland; and
  - f. Other areas deemed appropriate by the Trailway Advisory Board.
- 1.6 The Trailway Advisory Board will make recommendations to the Councils through their respective planning committees concerning such matters as policy issues, issues which have significant Regional or County implications, the expenditure of contributions to a tax creditable Trailway Fund (which will be jointly administered by the County and Region), and any matters that may be referred to the Trailway Advisory Board by either Council.
- 1.7 The Trailway Advisory Board will participate in fund-raising for capital improvements and other ongoing expenses.
- 1.8 The Trailway Advisory Board will prepare an annual report to the Councils of the County of Wellington and Regional Municipality of Waterloo on its activities, initiatives, and proposals for the coming year.

## 2. Membership

2.1 The Trailway Advisory Board will consist of the following **voting members**:

- a) One local farm landowner to represent each local municipality in which the Trailway is located (i.e., the Townships of Guelph/Eramosa, Mapleton, Woolwich, and Wellesley), to be nominated by the respective Federation of Agriculture (if for any reason no representative is available, a farm landowner from another municipality may be nominated) [Total 4 **voting members**];
- b) Three representative local non-farming landowners from any of the municipalities in which the Trailway is located, to be selected from applicants responding to public advertisements [Total 3 **voting members**];
- c) **One representative nominated by the following Trailway Steward groups:**

West Montrose Residents' Association Inc. [1 **voting member**]  
The Lions Club of Elmira [1 **voting member**]  
Linwood and District Lions Club [1 **voting member**]  
Golden Triangle Snowmobile Club [1 **voting member**]

Two representatives nominated by the Guelph Hiking Trail Club, one for each Trailway segment it stewards, but only the principal representative designated by the Club shall be a voting member, and the other shall be a non-voting member. [1 **voting member**, 1 **non-voting member**]

(Alternates may be designated by each group to attend when the principal representative is unavailable. For clarity, any non-voting member cannot have an alternate designated for it.) [Total for all Trailway Steward groups: 5 **non-voting members**, 1 **non-voting member**, and 5 **alternatives**];

- d) One nominee of the local Chambers of Commerce or Business Associations in communities along the Trailway, on a rotating basis, or failing nomination, a member of the business community who applies to serve [Total 1 **voting member**];
  - e) One person appointed by the Council of the County of Wellington [Total 1 **voting member**]; and
  - f) One person appointed by the Council of the Regional Municipality of Waterloo [Total 1 **voting member**].
- 2.2 In the event the County of Perth or the Township of Perth East elects to participate in the Trailway at a future date, the membership shall be increased to include one **voting** local farm landowner and one **voting** appointee of the respective Council.
- 2.3 All members of the Trailway Advisory Board shall be jointly appointed by the Councils of the County of Wellington and the Regional Municipality of Waterloo.
- 2.4 The members of the Board shall be appointed for three year terms. The two Council appointees will be appointed by their respective Councils for a four-year term coinciding with the term of Council.
- 2.5 A member of the Board may be reappointed for a **subsequent** term at the conclusion of the initial term.

### **3. Operation of the Committee**

- 3.1 The Chair and Vice-Chair of the Trailway Advisory Board will be elected from among the **voting** members at the Board's first meeting of each calendar year. **The Chair and Vice-Chair will be elected from appointed members.** The Chair should be able to devote some time between meetings to working informally with Trailway Steward Groups, County and Regional staff, and to attending meetings of the County and Regional Planning Committees when circumstances warrant.
- 3.2 The quorum for a meeting shall be half the total **voting** membership of the Board.
- 3.3 Meetings of the Trailway Advisory Board will be held at least twice a year. Meetings may also be held at the call of the Chair to consider urgent matters.
- 3.4 When an issue must be resolved expeditiously and it is not feasible to convene a quorum, draft motions or resolutions may be circulated to all voting members of the Board. If a majority of the resolutions are signed and returned to the Chair, the motion shall be considered adopted.
- 3.5 Any member missing three consecutive meetings without a valid reason will be replaced at the earliest opportunity.
- 3.6 Meetings will normally be open to the public. In camera discussions will only be held in compliance with the County and Regional Procedural By-laws.

- 3.7 Members may from time to time be requested to serve on a sub-committee to investigate particular issues.
- 3.8 The Trailway Advisory Board will advise Trailway Steward groups, adjoining residents, or County and Regional Councils on matters referred to them.
- 3.9 The Trailway Advisory Board will discuss and resolve issues identified by local residents, Trailway Steward Groups, Trailway users, or County and Regional staff. Where issues cannot be satisfactorily resolved, the Board may request County and Regional staff to refer the matter to County and Regional Councils for resolution. Subject to the terms of the leasing arrangements, the final decision in such cases will rest jointly with County and Regional Councils.
- 3.10 The Board shall engage volunteers from the community to prepare agendas, minutes, and correspondence. If necessary, staff support to perform these functions may be provided by the County of Wellington and/or Regional Municipality of Waterloo on an interim basis.
- 3.11 Staff support will be provided by the County of Wellington and the Regional Municipality of Waterloo to collect and disburse moneys other than those contributed directly to Trailway Steward Groups, and to provide other advice.
- 3.12 The Trailway Advisory Board may, from time to time, invite other persons to address the Board and participate in discussions on subjects before the Board or to be briefed on Trail-related initiatives by other agencies or organizations.
- 3.13 The Trailway Advisory Board may review these Terms of Reference from time to time as required. With support from two-thirds of the **voting** members eligible to vote, the Board may request County and Regional Councils to make necessary amendments thereto.
- 3.14 The Trailway Advisory Board shall report to the County and Regional Councils on a regular basis.

#### **4. Conflict of Interest Policy**

All members shall adhere to the Conflict of Interest Policy for Advisory Committees, approved by Regional Council on May 28, 2003. All members shall annually review and complete the agreement and signature form attached to the policy. Signature forms are to be returned to the Committee Clerk for safe keeping.

Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interests could be in conflict with the interests of the Region is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except in common with residents of the municipality.



**Seventeenth Annual Report  
of the Kissing Bridge Trailway Advisory Board  
for the Year 2014**

Submitted to the Councils of  
The County of Wellington  
and  
The Regional Municipality of Waterloo



Spring 2015



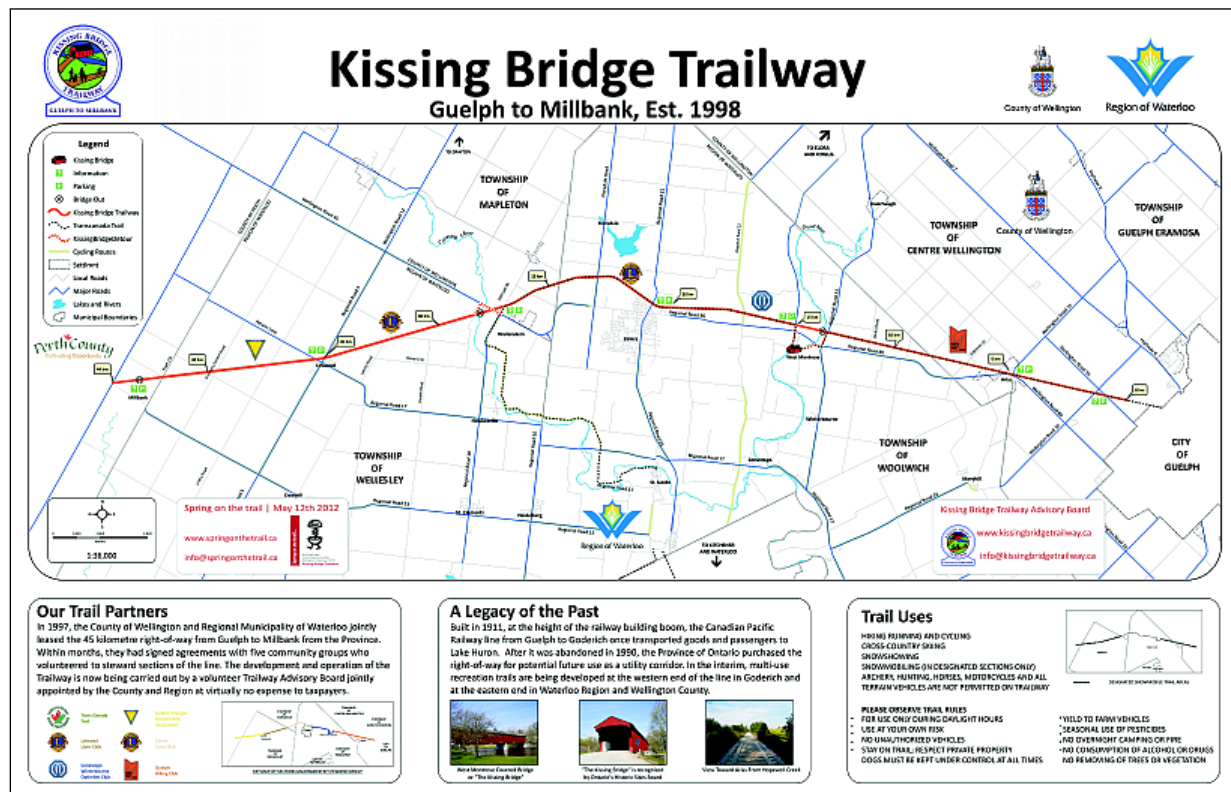
## Table of Contents

Introduction .....	3
Trailway Advisory Board Activities .....	4
New Steward Group and Section Realignment .....	4
Installation of Millbank Bridge .....	5
Spring on the Trail .....	5
Steaming Nostrils Cycling Race .....	6
Trans Canada Trail .....	6
Trail Maintenance and Enhancement .....	6
Trailway encroachment.....	7
Finances and funding .....	7
Activities Planned for 2015.....	7
Conclusion .....	8



## Introduction

In September 1997, the County of Wellington and Region of Waterloo jointly leased a 44.5 kilometre stretch of abandoned rail right-of-way from the Province for development as a multi-use recreational trail between the outskirts of the City of Guelph and the Village of Millbank. During the winter and spring of 1998, the County and Region concluded Trailway Steward agreements with five community groups to develop and operate sections of the Trailway.



In May 1998, the County and Region jointly approved Terms of Reference for the Trailway Advisory Board, and appointed fifteen persons and four alternate representatives to the Board. Section 1.8 of the Terms of Reference states that the Board "will prepare an annual report to the Councils of the County of Wellington and Regional Municipality of Waterloo on its activities, initiatives, and proposals for the coming year." The seventeenth annual report covers the year 2014.

In 2009, the Village of Millbank Association signed a co-stewardship agreement with the Golden Triangle Snowmobile Association and the County and Region to become steward of the segment between the Perth Waterloo boundary (Perth Road 116) and Perth Road 121 in Millbank. The Association now has a representative and alternate on the Board like the other Trailway Steward Groups.

In 2014, the Conestogo-Winterbourne Optimist regretfully withdrew their stewardship agreement with the Trailway Advisory Board due to an increasing inability to make the



time commitment necessary to ensure trail maintenance and board contribution. The Bridgekeepers Association (a West Montrose Village residents group) had been eager to become actively involved in the Kissing Bridge Trailway and were appointed as steward group for the section west of the Grand River and up to Northfield Drive. At the same time, the Elmira Lions Club extended their steward group section from the east limit of Elmira to Northfield Drive.

The current steward groups and their respective segments are as follows:

<u>Segment</u>	<u>Trailway Steward Group</u>
Guelph to Grand River	→ Guelph Hiking Trail Club
Grand River to Northfield Drive	→ Bridgekeepers Association
Northfield Drive to Wallenstein	→ Lions Club of Elmira
Wallenstein to Linwood (Ament Line)	→ Linwood Lions Club
Linwood to Perth Road 116	→ Golden Triangle Snowmobile Association
Perth Road 116 to Perth Road 121	→ Village of Millbank Association

During 2014 the steward groups carried out a range of activities including routine trail maintenance, completion of the information kiosk in Linwood and generally improving the overall appearance of the Trailway. The Spring on the Trail Event was held for the fourth year and has been successful in promoting the Trailway and raising funds for the trail. These activities have had a positive impact on the profile and use of the trail, particularly among local residents.

## **Trailway Advisory Board Activities**

The Trailway Advisory Board met three times in 2014. For the most part, the meetings focused on activities involving development of infrastructure, promotion of trail use and maintenance required to ensure that trail users are provided with a safe and enjoyable experience.

Mike Curtis, representative of the Guelph Hiking Trail Club was re-elected Chair of the Advisory Board for 2014 and Doug Cerson, a community business representative, was elected as vice-chair.

### ***New Steward Group and Section Realignment***

During the past few years, the Conestogo-Winterbourne Optimists group was finding it ever more difficult to keep up with the maintenance activities required on their section of the Trailway due to declining numbers of volunteers. At the same time, a number of community groups in the West Montrose area expressed an interest in developing a closer working relationship with the Trailway. After lengthy discussions, the Optimists group decided to not renew their stewardship agreement in favour of allowing the Bridgekeepers Association to take over stewardship activities of the section of Trailway nearest to West Montrose, i.e. from the west bank of the Grand River to Northfield Drive. The remainder of the former section from Northfield Drive to the eastern limits of Elmira was added to the Elmira Lions Club stewardship agreement as a natural

extension of the section.

### ***Installation of Millbank Bridge***

After several years of planning and fundraising activities, a bridge was installed across the Nith tributary creek located in Millbank, north and east of Anna Mae's Restaurant. The bridge was manufactured by Iron Bridge Fabrication in Brunner, Ontario and is sufficient to support a trail groomer, should it be decided to re-route the Golden Triangle Snowmobile trails into and out of the Village of Millbank. It is anticipated that this new bridge will help to move pedestrian and cyclist traffic off of the county and township roads and facilitate access on to the G2G trail section toward Goderich when it becomes operational in the near future.

 <p><b>You Are Invited!</b> Bring your family, friends and any outdoor enthusiast! Building Bridges   Connecting Communities</p> <p>After many hours of planning, fundraising and hard work the Kissing Bridge Trailway will be officially "Bridged" into Perth County at Millbank, Ontario!</p> <p><b>Bike, Hike, Run or Walk the Trail!</b></p> <p>Join us for the "Ribbon Cutting" starting in Anna Mae's Parking lot where we will gather to celebrate the installation of the new Trailway Bridge.</p> <p>Join us on <b>SATURDAY</b> October 11<sup>th</sup> 11:30 AM</p>	
<p>Millbank Bridge invitation to opening and view to east after installation</p>	

### ***Spring on the Trail***

In 2010, a proposal was put forward by Doug Cerson, the business community representative, to organize an annual trail event. A subcommittee was formed to explore possibilities for such an event. The resulting event has become known as Spring on the Trail and is intended to promote activities along the length of the trail and to help to raise the local profile of the Trailway. The priority for the event is to raise funds for the two major bridges required across the Conestogo River (near Wallenstein) and the Grand River (near West Montrose).



Spring on the Trail gains momentum each year and as a result people are starting to recognize the Kissing Bridge Trailway, but it requires participation by all stakeholders. Money is being raised from the general public and is helping to

make improvement to the Trail. Currently plans are underway to develop an online system for making contributions to Kissing Bridge Trailway. The Regional Tourism Organization from Zone 4 (RTO4) is providing assistance in this endeavour along with the County of Wellington and the Region of Waterloo. In addition, Spring on the Trail has resulted in participation and interest from non-steward groups who want to make the event a success in their respective communities. Local steward groups are considering identifying “local heroes” who contribute to the further development of the Trailway in their community or elsewhere

### ***Steaming Nostrils Cycling Race***

For the second year, the Steaming Nostril Race was a success with some 300+ competitors. The trail was snow covered and groomed by Jeff Mitchell Property Management several days prior to event resulting in a hard-packed icy surface that held up well. The event was well received by participants and the community and it is expected that it will continue to grow in future years.

### ***Trans Canada Trail***

A major gap in the Kissing Bridge Trailway continues to be the Grand River near West Montrose in Woolwich Township. The missing bridge results in a significant detour for trail users travelling between Guelph and Elmira and has been identified as a major gap in the Trans Canada Trail in Southern Ontario. Regional Transportation and Environmental Services staff are providing technical advice on potential design solutions which address the configuration of the century-old abutments and piers which remain from the original bridge.

### ***Trail Maintenance and Enhancement***

Several ice- and windstorms in 2014 resulted in many trees and shrubs being broken and damaged along the entire length of the Trailway. All steward groups were busy with tree removals and pruning activities to ensure that trail users could do so safely and that the overall aesthetic appearance of the trail was maintained.

The Township of Woolwich Environmental Enhancement Committee's Trees for Woolwich group made a proposal to initiate a tree planting project along the Middlebrook Rd. to Grand River section. The adjacent landowner, G. Bauman, currently crops part of right-of-way and has offered to help with preparation of site and watering. The Advisory Board approved the project which is to take place early in 2015. As part of the maintenance work necessary along this section, controlling an infestation of Dog Strangling vine (*Vincetoxicum rossicum*) will also be undertaken. Dog strangling vine is listed on Ontario's Noxious Weed List and due to its proximity to agricultural fields, must be controlled. The Advisory Board will submit an application for funding to the Region of Waterloo's Community Environmental Fund to cover the costs of herbicide and its application for a period of at least three years.



Dog Strangling Vine (*Vincetoxicum rossicum*) plant and invasion site

### ***Trailway Encroachment.***

Over the past years there have been a number of encroachments onto the Trailway right-of-way by neighbouring landowners. Region and County staff continue to work with the local steward groups to find effective solutions to these situations, including installation of fencing and or planting trees to clearly demarcate the boundary lines. Surveys of the property line will be undertaken where and when appropriate and necessary.

## **Finances and funding**

The cost of developing recreational trails can be high. When the Kissing Bridge Trailway was established, it was intended that most of the cost would be borne by the community groups who are jointly developing the Trailway. To date, the majority of the funds expended on the Trailway have come from the Trailway Steward Groups or private donations. In the past three years, private donations have increased, largely in part due to the Spring on the Trail event.

The Region of Waterloo contributed \$38,000 to the Kissing Bridge Trailway in 1999, and a further \$20,000 in 2000. The Board has developed a formula to allocate this money among Trailway Steward Groups based on infrastructure development costs within Regional boundaries. In addition, Wellington County provided \$10,000 in 2001 to assist the Guelph Hiking Trail Club install barrier gates at intersections along its section. The County provided \$25,000 in each of 2004, 2005 and 2006 to grade and apply stonedust to the Trailway. The County continues to fund ongoing maintenance (mowing and weed control) in Guelph/Eramosa.

Regional and County staff provide assistance in a variety of ways to the steward groups including brochure and signage development, clerical support and technical expertise.

## **Activities Planned for 2015**

During 2015, Trail Condition Reports will be completed by each of the steward groups.

Trailway inspections cover all aspects of the Trailway infrastructure including trail surface, bridges, gates, signage, fencing and vegetation. Conducting the inspection and report regularly enables the steward groups to take the required actions in a timely fashion in order that all trail users will be able to enjoy themselves safely.

One of the necessary activities of 2015 will be the demarcation of property lines and rights-of-way where farmers are farming or pasturing onto Trailway property. Due to increased pressure by a few neighbours, parts of the Trailway will have to be surveyed and marked clearly in order to reduce encroachment onto Trailway right-of-way. Planting trees and shrubs and possibly some fence installations will help to maintain a clearly marked property line. Farm crossings (where farm equipment is permitted to cross the right-of-way to gain access to fields separated by the Trailway will be clearly marked as a precautionary measure to inform Trailway users of potential machinery presence on or near the trail

During 2015, the Trailway Advisory Board plans to continue its participation in Guelph to Goderich Trail effort by having one or two representatives sit on the G2G advisory group. The representatives will bring the many years of experience in trail steward activity to new steward group representatives in Perth and Huron County as the process unfolds. The participation will enable the linkage and cooperative functioning across all sections of what promises to become one of the major off-road trail systems in southwestern Ontario.

## Conclusion

The Trailway Advisory Board anticipates that 2015 will continue as another busy year along the entire length of the Trailway. The Advisory Board is confident that the enthusiasm generated by the activities of the various steward groups will result in increased overall support for the Kissing Bridge Trailway. The Advisory Board also looks forward to the developments of the G2G initiative and the realization of an approximately 124 km, off-road trail connecting a network of communities across a significant portion of the southern Ontario landscape.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mike Curtis", with a stylized flourish extending to the right.

Mike Curtis, Chair (2014)  
Trailway Advisory Board  
May, 2015

DOCS#1862284





## THE GREEN LEGACY MINUTES



**September 28 at 10:12 am**  
**Guthrie Room, Administration Centre**

**Attendance:** Fred Lehmann, Rob Johnson, John Brennan, Mark Van Patter, Paul Day,  
Nathan Munn, John O'Donnell

**Absent:** Scott Wilson, Gary Cousins, Walter Trachsel,

### **1. Review of August 25, 2014 Minutes/Changes to Agenda:**

The minutes were approved. There were no changes to the Agenda.

### **2. Nursery Manager's – Summary of Spring Activities:**

Mr. Rob Johnson, Green Legacy Nursery Tree Manager presented a summary of activities this Spring. His reports include the 2015 Green Legacy Volunteers Report, as of 10 01 15, as well as the 2015 Annual Nursery Production Report. They are attached to the Minutes.

### **3. School Labour Tensions – Impact on Student Visits to Nursery:**

Mr. Johnson reported that student plantings and volunteering at the nursery will not occur this fall due to the labour dispute between the Province and public schools. He added that it may require bringing in some staff, but added that it shouldn't result in any problems.

### **4. Warden's Planting - 2015:**

Mr. Mark Van Patter, Manager of Planning and Environment, announced that the Warden's Tree Planting will take place Friday, October 16 at 10:00 am. It will take place at the Minto Town Office. A rain date of Monday, October 19 has been chosen. Details will be forwarded to Committee members.

It is anticipated that 500 trees will be planted. Mr. Johnson will meet with Minto CAO Bill White to discuss a landscaping plan ahead of the event. Mr. Johnson indicated it may change the number of trees to be planted.

Communications will develop the sign. Mr. Fred Lehmann, Senior Communications Officer will find the previous year's design and prepare.

Mr. Johnson and Mr. John O'Donnell, County Roads Superintendent, will work together on delivering mulch to Minto.

### **5. Dedication Ceremony – Bradford Whitcombe Green Legacy Nursery – November 2:**

Mr. Lehmann was asked to update the Committee on the content for the Nursery Plaque. Mr. Lehmann read the approved content and explained that the company producing the plaque has the content and will prepare a proof. Upon approval, the plaque will be minted in time for Dedication Ceremony.

Mr. John Brennan, Erin Town Councillor, suggested a date should be added to the plaque content in order to connect with the number of trees planted included in the plaque content.

Mr. Van Patter announced the Dedication Ceremony will take place November 2. Initial discussions with Mr. Scott Wilson, CAO have included a start time of 1:00 pm, followed by a similar ceremony at Puslinch Library. A reception will follow at the Library. Mr. Van Patter indicated that Mr. Gary Cousins, Director of Planning and Development will discuss further with Mr. Wilson.

In the interim, Mr. Johnson announced that beautification of the Nursery is presently underway at the Southern Nursery in advance of the ceremony.

Mr. Johnson will look into a new sign out front on Wellington Road 34. He will discuss with Mr. O'Donnell about the size requirements, supports and locates as may be required.

#### **6. T.G. Minto – Afforestation Project - 2016:**

This is an event in Palmerston scheduled for the Fall of 2016. Mr. Van Patter indicated that the Green Legacy will assist by providing some or all of the trees. Mr. Johnson will be involved in the planning. Mr. Brennan suggested the planting could be part of the annual Warden's Tree Planting.

#### **7. St. Ignatius Old Growth Forest Project:**

Mr. Johnson and Mr. Van Patter attended a public ceremony of partners of St. Ignatius, who are transforming a portion of the property into an Old Growth Forest to protect it from purchase and development. The Farmland Trust holds a conservation easement on the area. Mr. Johnson noted that the Green Legacy Nursery has offered trees to help St. Ignatius.

#### **8. Stewardship Council Donation to Trees for Minto:**

Mr. Van Patter announced that the Stewardship Council recently donated \$10,000 to the Trees for Minto organization. The money will be used for tree planting. Mr. Paul Day, Mapleton farmer, mentioned that four members of the Mennonite community are members of the organization. Mr. Johnson stated that there have been discussions about planting trees as a way of rural stormwater management in the headwaters above Harriston. This may help reduce the flood risk there.

#### **9. Need for New Additional Committee Members:**

The Committee discussed the need to add new members to the Green Legacy Committee. Several individuals were identified. Mr. Johnson suggested Ron Faulkner, although he is likely to be too busy as International Plowing Match Co-Chair. Mr. Day suggested Mapleton Township Mayor Neil Driscoll. Mr. Brennan suggested extending an invitation to each municipality to select one representative to join the Committee. It was also suggested to invite someone from the school board to represent the public and high schools. Mr. Van Patter will send a letter to six of the seven local municipalities. Mr. Johnson will look into a committee member from the school system.

Mr. Van Patter also suggested Andy Gordon, Professor of Agro Forestry at the University of Guelph. He will be retiring in the next year and has indicated an interest in becoming involved in the Green Legacy Programme. The Committee agreed that it would be beneficial to have Mr. Gordon deliver a formal presentation to the Committee at its next meeting. Mr. Van Patter and Mr. Johnson agreed to set up a meeting with Mr. Gordon in the next 2-3 weeks to discuss.

#### **10. Green Legacy Awards:**

The Committee discussed potential recipients for this year's Green Legacy Awards. Mr. Day suggested the Stewardship Council. Mr. Van Patter agreed that the Committee had discussed the Stewardship Council last year. They are a fitting choice for the "group award" as they initiated the community forest concept, had many tree planting projects and provided members on the Green Legacy Committee. Ms. Alison Morrison, the Community Outreach Coordinator with the Green Legacy Programme, will be asked to create a list of "individual award" candidates. Mr. Johnson agreed to provide a background on each of the names appearing on the list. The awards are normally given at the November meeting of County Council.

#### **11. Snow Fences:**

The Committee discussed living snow fences. The Committee agreed that the County of Wellington should once again consider sending letters to owners of priority properties on County roads. These are areas where County Road Foremen have identified significant drifting snow in the winter. The letter will inform them of the benefits of living snow fences and invite them to participate. Mr. Day also suggested giving information on windbreaks to Mr. O'Donnell to distribute to farmers. Mr. Van Patter and Mr. Nathan Munn, GRCA Forester, will work together to provide Mr. O'Donnell with literature/brochures. Mr. Day will contact the owner just north of Goldstone with a priority property to determine interest in a living snow fence.

#### **12. Ontario/Canada 150 year Anniversary:**

Wellington-Halton Hills MPP Ted Arnott is recommending the Province plant 150-million trees in celebration of the Province's 150-year anniversary. He is encouraging municipalities to do what the Green Legacy Programme is doing in Wellington County. Mr. Van Patter agreed to contact Mr. Arnott to see if the Green Legacy Programme can provide any help in his initiative.

#### **13. Next Meeting:**

The meeting was adjourned at 11:50 am. The next Green Legacy Committee meeting will be held on Monday, November 23 at 9:30 am, in the Guthrie Room at the County Administration Centre.





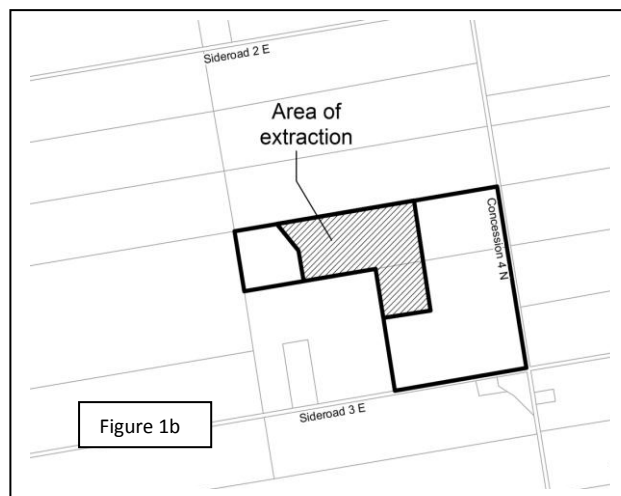
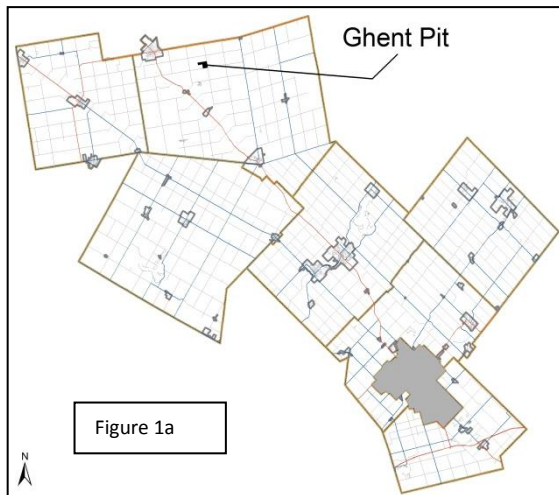
## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Linda Redmond, Senior Planner  
**Date:** Wednesday, November 04, 2015  
**Subject:** COUNTY OFFICIAL PLAN AMENDMENT NO. 97  
Ghent Pit - Township of Wellington North  
File No. OP-2014-02  
**Report:** PD2015-34

### 1. Introduction

#### 1.1 Location

The lands subject to the amendment are located at Part Lot 5 & 6, Concession 5 with municipal addresses of 7572 Sideroad 3 and 9458 Concession 4 N. The property is located in the northerly part of the Township approximately 6 km east of Mount Forest (see Figure 1a). These properties are owned by Alette Holsteins who have entered into an extraction agreement with H. Bye Construction Ltd.



#### 1.2 Purpose

The applications currently before the County of Wellington and the Township of Wellington North are a proposed Official Plan amendment and Zoning By-law amendment respectively. The purpose of the applications is to provide for the establishment of an aggregate extraction operation (known as the Ghent Pit) to be operated by H. Bye Construction.

The proponent has also submitted a Category 3 (1.5 metres above the water table), Class "A" gravel pit. The purpose is to amend Schedule A6 (Wellington North) of the County Official Plan by adding a Mineral Aggregate Area boundary to a 24.5 hectare area of the subject lands, within an existing Prime Agricultural designation.

The proposed Zoning By-law Amendment will rezone the 24.5 ha area of lands from Agricultural (A) to Extractive Industrial (EI). This will permit development of a gravel pit operation pursuant to the Aggregate Resources Act, on the subject property.

This report provides a review of the planning issues and applicable land use policies that require consideration for the proposed Official Plan and zoning by-law amendments. Comments regarding the proposed license application are also provided.

### 1.3 Proposed Aggregate Extraction Operation

The proposed Ghent Pit is to be operated by H. Bye Construction, a local aggregate producer and road construction company. The site plan indicates that the area to be licensed is approximately 24.5 ha., and the area to be extracted is 21.8 ha. The proposed zoning excludes a redi-mix concrete plant, asphalt plant, aggregate transfer station or a waste recycling depot.

It is estimated that approximately 2.5 million tonnes of aggregate is present. The total annual volume being applied for in the license application to the Ministry of Natural Resources is 75,000 tonnes per year. Extraction is to stay at least 1.5 metres above the water table. The proposed Ghent Pit can be categorized as a relatively small scale operation.

The proposed main haul route will be north on Concession 4N to Highway 89 and west to Mount Forest (Figure 2). The hours of operation are proposed to be from 7am to 6pm, Monday to Friday and exclude holidays.

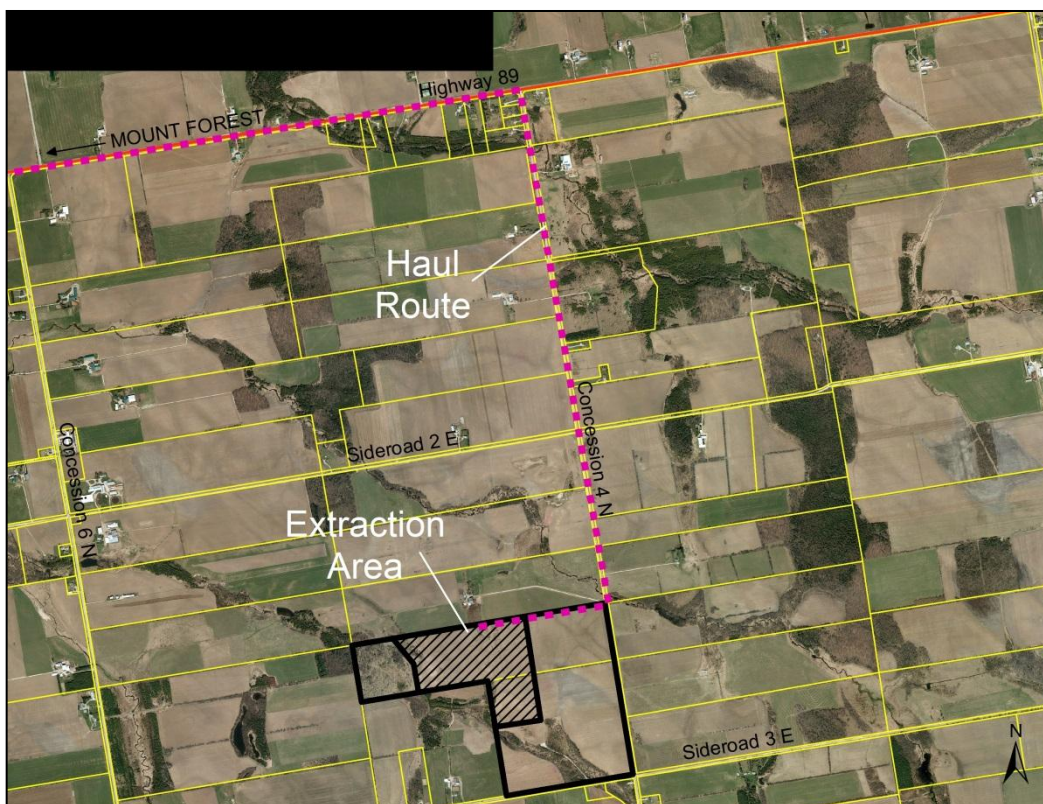


Figure 2

#### **1.4 Physical Characteristics of Subject Property**

The majority of the subject land is currently used for agricultural purposes; however, no dwellings or agricultural buildings are within the proposed licensed area. A small portion of land on the westerly part of the property consists of various natural heritage features including: significant woodlands and hazardlands (small water course). It should be noted that this area is outside of the licensed pit area.

There is a Provincially Significant Wetland (Clare Creek Complex) that extends beyond the subject land and encompasses a large area in the Township. In addition to the natural areas described above, land uses which surround the proposed Ghent Pit include agricultural land with farm buildings, a parochial school to the south (1360 ft.) and rural residential properties (985 & 2000 ft.).

#### **1.5 Supporting Technical Reports**

To address the policies of the County Official Plan, the Provincial Policy Statement, and the Aggregate Resources Act, and to satisfy technical requirements of the applicable public review and approval agencies, the proponent submitted the following studies and reports:

As part of the application, H. Bye Construction Ltd. has provided the following documents:

- Summary Statement for license application (January 2013)
- Fisheries Report (AET Consultants – December 2013)
- Hydrogeologist Study – Level 1 (Gamsby and Mannerow Engineers – November 2012)
- Natural Environment Level 1 and 2 Reports for Class A Pit License (AET Consultants – Dec. 2013)
- Natural Heritage Response (SPL Consultants Limited – December 5, 2014)
- Stage 1-2 Archeological Assessment (William R. Fitzgerald, Ph.D. - July 2013)
- Site Plans for Class A Pit License (W.L. Bradshaw P.ENG – January 2014)
- Transportation Impact Study (Paradigm Transportation Solutions Limited – June 2015)

### **2. Planning Review**

#### **2.1 Current Planning Status**

The area of the proposed pit is designated Primary Agricultural and Core Greenlands in the County Official Plan. The area is currently zoned Agricultural (A) and Natural Environment (NE).

#### **2.2 Applicable Planning Policies**

The subject applications for Official Plan and Zoning By-law amendment were filed with the County and the Township after April 30, 2014. Accordingly, these applications are subject to the legislation and land use planning policies in effect at that time (i.e. *Provincial Policy Statement*, 2014 and the Wellington County Official Plan, 1999, as amended).

The subject land is not within the Greenbelt Planning Area and therefore these planning applications are not subject to the policies of the Greenbelt Plan, 2005. The Growth Plan for the Greater Golden Horseshoe, 2006 (“Places to Grow”) does not apply in the assessment of these applications.

#### **2.3 Provincial Policy Statement**

In considering the subject Official Plan and Zoning By-law amendments, Council must be satisfied that the proposed land use change is consistent with the policy objectives of the 2014 Provincial Policy Statement (PPS). This report will address the applicable policies of the PPS.

## 2.4 Wellington County Official Plan

In the Official Plan, the Aggregate Resource Area designation overlays other designations such as Primary Agricultural and Core Greenlands. It delineates an area of gravel resource of primary significance as well as existing gravel pit licenses. Section 2.5 of the Provincial Planning Statement as well as Section 6.6 of the County Plan protects such areas for extraction, provided that social and environmental impacts can be mitigated to acceptable levels.

The proposed site plan as submitted identifies the license boundary area as approximately 24.5 ha., and the area to be extracted is 21.8 ha. This is the document that would be approved by the Ministry of Natural Resources (MNR) along with the license.

According to Schedule A6 (Wellington North) of the County Official Plan, the subject lands are designated PRIME AGRICULTURAL and CORE GREENLANDS. The establishment of an aggregate extraction operation on the subject land requires an amendment to the County Official Plan to include the “Mineral Aggregate Area” boundary.

The establishment of new aggregate extraction operations is addressed under Section 6.6.5 of the County Official Plan which requires an amendment to the mineral aggregate area for new or expanded mineral aggregate operations. New or expanded mineral aggregate operations also require appropriate rezoning and licensing. Rezoning applications to allow mineral aggregate operations are subject to all relevant policies of this Plan. In considering proposals to establish new aggregate operations, the following matters will be considered:

- a) the impact on adjacent land uses and residents and public health and safety;
- b) the impact on the physical (including natural) environment;
- c) the capabilities for agriculture and other land uses;
- d) the impact on the transportation system;
- e) existing and potential municipal water supply resources are protected in accordance with Section 4.9.5 of this Plan;
- f) the possible effect on the water table or surface drainage patterns;
- g) the manner in which the operation will be carried out;
- h) the nature of rehabilitation work that is proposed; and
- i) the effect on cultural heritage resources and other matters deemed relevant by Council.

It is essential that extraction be carried out with as little social and environmental cost as practical. Provincial standards, guidelines and regulations will be used to assist in minimizing impacts.

Section 5.6.1 of the County’s Greenlands System provides for the extraction of aggregate resources within areas designated CORE GREENLANDS and GREENLANDS. In assessing development impacts within the Greenland System, Section 5.6.3 of the County Official Plan requires the proponent to identify, protect, and where appropriate, enhance natural areas. The proponent is required to demonstrate that there will be no negative impacts on the natural heritage resources or feature or on their ecological function. In this case the applicant has amended their original site plan to exclude the natural features in the pit license and also provide adequate buffering as per the SVCA requirements.

## **2.5 Public Meetings**

The public information meeting required under the Aggregate Resources Act (ARA) was held on March 19, 2014 at the Mount Forest Fire Hall. A second information meeting (under the ARA) was held on August 27, 2015. This second meeting was required in order to fulfill the notification requirements under the ARA. Following that the statutory Public Meeting (pursuant to the requirements of the Planning Act) was held on June 23, 2014 at the Wellington North Council Chambers. A second Public meeting was held on March 23, 2015 at the Kenilworth Public School. At both of these meetings the proponent's consultants presented information and responded to various questions regarding the proposed application. There were a number of questions and concerns raised by the public at these meetings. We have summarized the concerns as follows:

- Destruction of Agricultural land
- Site not suitable
- Truck traffic will damage roads
- Safety of Mennonite community travelling in area particularly to the parochial school in the immediate area of the pit.
- Decrease in property values
- Dust and noise pollution
- Impact to the natural environment and wildlife
- Effects on wells and ground water
- No benefits to neighbors
- Notification of application was inadequate

The Township of Wellington North Council passed a resolution in support of the Official Plan Amendment at their Council meeting of June 22, 2015.

## **2.6 Written Submissions**

Correspondence regarding the proposed Official Plan and Zoning By-law amendments was submitted by public review agencies, land owners, area residents, and others having an interest in the proposed Ghent pit.

Comments were received from the Ministry of Natural Resources and Forestry (MNRF) and the Saugeen Valley Conservation Authority (SVCA). The MNRF indicated that it objected to the proposed pit and raised a number of concerns with the proposal at that time. In response the applicant made the necessary modifications to the pit site plan as per the MNRF comments. Subsequently the MNRF stated in their letter of January 7, 2015 that "they have no further concerns and withdraws their objection to the Ghent Pit license application". The SVCA has also indicated that their concerns have been addressed and have no further objections. Reference to those submissions is made later in this report.

The Wellington Federation of Agriculture (WFA) submitted written comments in opposition of the proposed pit. Their concerns centered on issues of impact on the local farm operations and residents related to increased truck traffic, the demonstration of need and the loss of prime agricultural land. The WFA has also raised concerns related to the rehabilitation of the pit and whether the pit will be returned to an agricultural condition "which is substantially the same area and soil capability for agriculture" and will meet the standard required under the PPS.

Many letters of concern and opposition to the proposed Ghent pit were submitted by the public. The concerns expressed in the letters were generally the same as the matters raised at the public meetings and included: impacts due to increased truck traffic, noise, and dust impacts, safety concerns, suitability of Roads, damage and maintenance of roads, loss of farmland, decrease in property values, demonstration of need, impacts to groundwater, streams, wetlands, woodlands and other natural areas.

### **3. Review of Provincial and County Planning Policy**

In assessing the appropriateness of establishing a new aggregate extractive use, consideration of various Provincial and County planning policies is required. Consideration of provincial standards, guidelines and regulations to assist in minimizing potential environmental and social impacts must also be considered. The following sections review the proposed development to determine conformity with such policies, guidelines, and standards.

#### **3.1 Mineral Aggregate Potential**

Prior to establishing the Mineral Aggregate Area for the subject land, the mineral aggregate potential of the site should be considered. The subject land contains part of a glaciofluvial ice contact deposit which is typically comprised of sand and gravel. This type of deposit indicates a good potential for sand and/or gravel. (Hydrogeologist Study – Level 1 (Gamsby and Mannerow Engineers – November 2012)). Based on the above, we are satisfied that there is merit in considering a proposed Mineral Aggregate Area overlay for the subject land.

#### **3.2 Establishment of New Mineral Aggregate Areas**

The Mineral Aggregate Area identification under the County Official Plan “only indicates that aggregate deposits are likely to be available” at a particular location. The overlay “does not presume that all conditions are appropriate to allow extraction or processing of the resource to proceed”. While the intention of Provincial policy (PPS Sections 2.5) and County policy (Section 6.6) is to protect aggregate deposits and make as much aggregate resources available as close to markets as is realistically possible, these policies also require that new aggregate extraction operations be carried out in a manner which minimizes social and environmental impacts. Therefore, the proponent is required to demonstrate that there will be no negative impacts on the significant natural heritage features and to protect adjacent land uses from the negative effects of the proposed extractive use. The following sections address environmental protection and land use compatibility as required by Provincial and County policies.

#### **3.3 Protection of Natural Features and Functions**

Portions of the subject lands are situated with the Core Greenlands designation of the County Official Plan which recognizes the presence of significant natural heritage features, in particular, Provincially Significant Wetlands, Significant Forest and hazardlands. The policies of the County Official Plan require a proponent to submit a satisfactory environmental impact study to ensure that development will not adversely impact natural features or their ecological functions.

SVCA staff reviewed and provided detailed comments regarding the proponent’s hydrogeological study, the natural environment report, the fisheries report, the archeological report and the draft site plans. The Authority recommended (letter dated April 18, 2014) a number of changes to the proponent’s site plan mostly related to the extraction setback from the Natural Environment area. The proponent responded (see Natural Heritage Response, SPL Consultants Limited – December 5, 2014)

and the site plans were revised accordingly. ). Measures have been taken by the proponent to avoid direct intrusion into the Core Greenlands through identification of natural features and the establishment of acceptable setbacks and buffer areas from the feature. The site plan was modified to exclude this area from the pit license. The SVCA is satisfied, subject to those changes, that appropriate environmental protection and enhancement measures will be provided to ensure that the proposed use will not negatively impact the natural heritage features at the Ghent pit site.

### **3.4 Groundwater Protection**

Public concerns were expressed regarding groundwater and well protection. It should be noted that the proposed pit will not be mining below the water table. A minimum separation distance of 1.5m is required between the high watertable and the bottom of the aggregate extraction areas. Monitoring wells on the site have established the "high" water table elevation ranges between 452.5 and 457 m asl. Four monitoring wells will be monitored on a quarterly basis to ensure that the maximum depth of extraction does not occur within 1.5m of the established water table.

We have reviewed the hydrogeological study from the proponent's hydrogeological consultant (Gambsy and Mannerow Ltd.) dated November 2012. Based on their assessment, they are satisfied that the proposed aggregate extractive use will not impact negatively on groundwater resources.

### **3.5 Noise Mitigation**

Due to aggregate processing, truck traffic and other activities at gravel extraction operations, sound levels can negatively impact surrounding properties. As such, aggregate operations are required to mitigate noise to acceptable levels as established by the Ministry of the Environment. Provincial Standards states that "if extraction and/or processing facilities are within 150 metres of a sensitive receptor, a noise assessment is required to determine whether Provincial Guidelines can be satisfied." The closest sensitive receptor is to the north (Ferguson farmhouse), which is approximately 185 metres from the proposed area of extraction, as such a noise study was not required.

It should be noted that the pit is proposed to be located approximately 400m from the Road (Concession 4N) and is located to the rear of the subject lands. A berm is proposed along the easterly pit boundary and the natural area which is treed is located to the rear (west) of the pit. Both features will provide some noise and visual mitigation from the surrounding land uses.

### **3.6 Dust Mitigation**

To address the migration of dust from aggregate extraction operations to adjacent properties, the Ministry of the Environment requires pit operators to control dust generated on site. Dust control is usually achieved through such measures as the application of MOE approved chemical dust suppressants, establishment of vegetative berms, and the construction of an asphalt or similar hard-surfaced haul route. These measures are routinely applied to site plans.

The proposed site plans for the proposed Ghent Pit makes reference to dust control measures under note 10 which states that dust control shall be maintained through the application of water on all internal haul roads when required. The dust control measures currently only deal with the internal haul roads. At this point there is nothing in place to address dust suppression on the Township Road should it become an issue. We would recommend that dust mitigation measures be included in the agreement between the Township and the proponent. This agreement is discussed below under Traffic.

### **3.7 Aggregate Need**

A number of concerns have been raised regarding the obligation of the Pit Operator to demonstrate need. Correspondence (Booi report) has been received which has provided a well analyzed argument related to need. However, the PPS is clear in its direction that need is not a factor in determining conformity with provincial policies. Section 2.5.2.1 states the following, “As much of the mineral aggregate resources as is realistically possible shall be made available as close to markets as possible. Demonstration of need for mineral aggregate resources, including any type of supply/demand analysis, shall not be required, notwithstanding the availability, designation or licensing for extraction of mineral aggregate resources locally or elsewhere.”

### **3.8 Traffic**

The main haul route for the proposed Ghent Pit is Concession 4 N and Hwy 89. These roads (together with the other county and provincial roads that would likely be used to bring the aggregate material to market) are designed and constructed to accommodate truck traffic.

The proponent has submitted a Traffic Impact Study (Paradigm Transportation Solutions Ltd. June, 2015) that was requested by the Township. The scope of the study was to give attention to the current and future uses of the proposed haul route, address the suitability of the current road infrastructure to serve the proponent and current traffic and any measures that will be required if the road infrastructure is deemed inadequate. And finally the TIS should provide for safety recommendations to be implemented that will ensure safe passage along the haul route for current and future users.

The study’s findings indicated that the intersections will continue to operate with acceptable levels of service over a 10 year horizon and that no remedial measures are required to accommodate the truck traffic generated from the operation. There were three recommendations related to signage and monitoring at Hwy 89 intersection and education of the truck drivers regarding the presence of horse and buggy traffic. The study did consider the cumulative effect of the existing adjacent Ferguson Pit and did account for horse and buggy traffic. The TIS was further peer reviewed by Triton Engineering and MTO. Aside from some minor adjustments no further changes were necessary and both the MTO and Triton were satisfied with the TIS findings.

Correspondence was received from the Townships Director of Public Works which referenced the 2013 BM Ross and Associates “Road Management Study” for the Township of Wellington North Roads. Based on this study the Director indicated that Concession 4N is rated as an 8.5/10 gravel road. There are two bridges (1 & 7) along the proposed haul route that are assessed as fair and good condition respectively. The Roads Department has indicated that there are no known concerns about the condition of Concession 4N between Sideroad 3E and Highway 89. However, additional road maintenance may be necessary as traffic volumes increase.

Concerns and questions were raised regarding the need for maintenance and repairs on Concession 4N, due to proposed haul route truck traffic. It is not unusual for a municipality to enter into an agreement with the pit operator to address this matter. The agreement could establish a requirement for annual inspection of Concession 4N and also the operator’s obligations regarding road repairs during the life of the pit. This agreement could also include dust mitigation on the external haul route as well as appropriate signage.



With the monitoring of the condition of this section of the road, it is our opinion that safe and proper access can be obtained directly to a road system which is capable of carrying the anticipated truck traffic as required by the County Official Plan.

### **3.9 Cultural Heritage Resources**

In order to address the policies of Section 4.1 of the County Official Plan and Section 2.6 of the Provincial Policy Statement regarding cultural heritage and archaeology, the proponent retained a licensed archaeologist (William R. Fitzgerald, Ph.D.) to complete a Stage 1 & 2 archaeological assessment. The report concluded that the Ghent Aggregate Pit licensed area can now be considered free from further archaeological concern and that no further studies were recommended. A letter from the Ministry of Tourism, Culture and Sport stating that they concur with the assessment is required.

### **3.10 Loss of Agricultural Land**

The PPS allows prime agricultural land to be used for aggregate extraction provided it is rehabilitated back agricultural lands.

## **4. Aggregate Site Plans**

The development and implementation of effective site plans will assist in the establishment of a proper and orderly aggregate operation and thus minimize social and environmental costs. The latest site plans prepared for the Ghent Pit are dated December 9, 2014. The following sections highlight specific aspects of the proposed aggregate extraction operation.

### **4.1 Proposed Extraction Operation and Phases**

The proposed aggregate site plans indicate that the method of aggregate extraction is divided into three segments. It is proposed that extraction will commence in the westerly area (area 1) of the subject land and move in an easterly direction. Progressive rehabilitation is to occur as extraction is completed in each of the phases.

All processing equipment (both portable and stationary) and product stockpiles will be contained within the extraction area a minimum of 30m from any license boundary and outside of any extraction setback area.

### **4.2 Pit Rehabilitation**

Concerns were raised regarding the rehabilitation of the existing gravel pit once the supply of gravel has been exhausted. There have been concerns raised that gravel pits are not being rehabilitated in a timely fashion and operators are allowed to continue to extract small amounts of material on an annual basis in order to keep the gravel pit license active. Also the level of rehabilitation seems to be a concern.

In terms of site restoration and pit rehabilitation, the majority of the existing agricultural lands will be returned to agricultural use. Note 6 of the operational plan indicates that all topsoil that is striped in the operation of the site will be stored on site and used in the rehabilitation of this site. The notes (21) further indicate that only clean inert fill may be imported, if required. The licensee must ensure that the material is tested at the source and must meet the Ministry of Environment and Climate Change (MOECC) parameters as required under the Environmental Protection Act.

With respect to rehabilitation under the PPS, Section 2.5.3 states, “progressive and final rehabilitation shall be required to accommodate subsequent land uses, to promote land use compatibility, to recognize the interim nature of extraction, and to mitigate negative impacts to the extent possible. Final rehabilitation shall take surrounding land use and approved land use designations into consideration”. In our opinion, the phasing of extraction and the proposed rehabilitation of the site would be in keeping with the policies of the County Official Plan and be consistent with Provincial Policy.

#### **4.3 Hours of Operation**

The site plans indicate that processing (aggregate extraction, crushing, etc.) at the Ghent Pit is to occur weekdays from 07:00 to 18:00 (i.e. 7 am to 6 pm) Monday to Friday excluding holidays. These are normal production hours for many aggregate operations. Some Saturday processing may occur provided MNRF and the local municipality give permission.

#### **5. Proposed Official Plan Amendment**

The purpose of the amendment is to establish the Mineral Aggregate Area for the proposed Ghent Pit. Accordingly, the proposed amendments to the County Official Plan are considered appropriate, in keeping with the intent of the other policies of the Official Plan, and consistent with the Provincial Policy Statement. The amending OPA is attached for Councils information.

#### **6. Proposed Zoning By-law Amendment**

In addition to the County of Wellington Official Plan Amendment, the applicant has applied to the Township of Wellington North for a zone amendment to consider rezoning the same area from Agricultural (A) to Extractive Industrial (EI). The Extractive Industrial zoning would rezone only those lands identified as “Limit of Extraction” on the site plans and would limit extraction to 1.5 metres above the water table.

The area of the proposed new driveway entrance at Concession Road 4N will not be designated or zoned for aggregate extraction. Instead this narrow strip of land will remain within an Agricultural zoning with special provisions to permit the haul route access associated with a licensed aggregate operation. Aggregate extraction will not be permitted within this site specific zone.

The proposed rezoning of the subject land to accommodate an aggregate extractive use and accessory haul route is deemed appropriate and in the public interest. The passage of an amending by-law for the subject land should not occur until after the adoption of the corresponding Official Plan Amendment by Wellington County Council.

#### **7. Conclusion**

The identification, protection, and utilization of mineral aggregate resources are a matter of Provincial interest and a policy of the County Official Plan. Gravel pits and quarries are regulated by the Ministry of Natural Resources and Forestry (MNRF), under the authority of the Aggregate Resources Act (ARA). MNRF issues site specific approvals to operators through licenses. A key part of the process is the site plan which is drafted by the operator of the gravel pit. In approving the site plan, MNRF sets out conditions on how operations at the gravel pit site are to be carried out, such as allowable depths, allowable hours of operation, constraints on noise, visual screens and environmental protection. In addition, the PPS requires municipalities to provide access to aggregate resources. Staff recognizes the importance of aggregate resources to the Provincial and local economy.

Planning Staff notes that the geologic condition within the County provides a large abundance of high quality aggregate resources in close proximity to a diverse and vibrant economy that generates the demand for aggregate extraction. Staff also recognizes the importance of that resource to the local and provincial economies and that gravel pits are not an “end use” of land but are temporary in nature.

The purpose of the proposed planning applications is to allow for the establishment of a new mineral aggregate extraction operation as an interim land use. This report has assessed the proposed use in terms of: potential impacts on the natural environment, land use compatibility, adequacy of the existing transportation system, protection of cultural heritage resources, suitability of the proposed rehabilitation and after-use, and matters pertaining to public health and safety.

All of the technical studies and supplementary information provided by the applicant were reviewed by the appropriate public agencies with the exception of the traffic study. In response to reviewed comments, the proponent has modified (or agreed to modify) the proposed operation and site.

In considering the establishment of a new aggregate extraction operation, it must be demonstrated that such uses are compatible with surrounding land uses and not create adverse impacts to those properties. The establishment of the proposed Ghent Pit pursuant to the notes and conditions of the site plans as amended would assist in ensuring that the aggregate operation can be undertaken in a manner that would minimize social impacts as required by the County Official Plan and Provincial Policy Statement.

## **8. Planning Opinion**

Based on the comments and reports received from the proponent’s consultant and public agency input, concerns regarding land use compatibility, environmental protection, and public health and safety can be appropriately addressed through proposed extractive zoning provisions and implementation of satisfactory conditions and site plan requirements pursuant to an aggregate license. In our opinion, the request for Official Plan Amendment and zone change for the subject land is consistent with the Provincial Policy Statement and conforms to the applicable policies of the County Official Plan. Further, the approval of a Class “A” license for the Ghent Pit, subject to satisfactory conditions and site plan requirements, is considered appropriate and in the public interest.

### **Recommendation:**

**THAT** a by-law adopting County of Wellington Official Plan Amendment 97 be approved.

Respectfully submitted,



Linda Redmond  
Senior Planner

## Attachment 1

Excerpt from Proposed County Official Plan Amendment 97  
File OP-2014-02

### PART B - THE AMENDMENT

All of this part of the document entitled Part B - The Amendment, consisting of the following text constitutes Amendment No. 97 to the County of Wellington Official Plan.

### DETAILS OF THE AMENDMENT

The Official Plan of the County of Wellington is hereby amended as follows:

1. THAT **SCHEDULE C (Mineral Aggregate Resource Overlay)** is amended as shown on schedule "A".

#### SCHEDULE 'A' OF OFFICIAL PLAN AMENDMENT NO. 97





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Mark Paoli, Manager of Policy Planning  
**Date:** Thursday, November 12, 2015  
**Subject:** OPA 96 Community Improvement (PD2015-35)

---

### 1. Background:

At its September meeting, County Council approved a number of recommendations on Community Improvement, including the following:

*"That staff prepare and circulate an amendment to update the County Official Plan Community Improvement policies, remove community improvement area boundaries from the land use schedules, and hold public meeting(s) at the appropriate time(s)."*

A draft of proposed Official Plan policies was pre-circulated to local municipalities for an early chance to provide feedback. Wellington North staff was supportive while noting that their current Community Improvement Plan (CIP) should be duly considered in the County's approach to participation in local CIPs. Mapleton Council and Puslinch Council received the policies for information. The Guelph/Eramosa Economic Development Committee endorsed staff comments: that the Township supports the initiative to update the policies; and that the Township supports the proposed policy changes. Centre Wellington staff indicated support and have no concerns with the policies. Erin staff advised that the proposed policies are in line with recent Town initiatives.

More recently, the attached draft Official Plan Amendment No. 96 was circulated to agencies for comments, and a Public Meeting will be held at Wellington Place on December 3, 2015 at 7:00 pm (Notice is also attached).

### Recommendation:

"That report PD2015-35 be received for information."

Respectfully submitted,

Mark Paoli  
Manager of Policy Planning

**ATTACHMENT 'A'**

**DRAFT OPA 96**

**COMMUNITY IMPROVEMENT**

**AMENDMENT NUMBER 96**

**TO THE OFFICIAL PLAN FOR THE**

**COUNTY OF WELLINGTON**

**November 2, 2015**  
**Circulation Draft**

**COUNTY OF WELLINGTON**

**GENERAL AMENDMENT**

**(Community Improvement)**

**Important Notice:** This draft amendment to the Official Plan for the County of Wellington may be revised after the statutory public meeting at any point prior to County Council's consideration as a result of public input, agency comments, and further review by the County of Wellington.

# THE CORPORATION OF THE COUNTY OF WELLINGTON

**BY-LAW NO. \_\_\_\_\_**

A By-law to adopt Amendment No. 96 to the  
Official Plan for the County of Wellington.

The Council of the Corporation of the County of Wellington, pursuant to the provisions of the Planning Act, R.S.O. 1990, as amended, does hereby enacts as follows:

1. THAT Amendment Number 96 to the Official Plan for the County of Wellington, consisting of the attached maps and explanatory text, is hereby adopted.
2. THAT this By-law shall come into force and take effect on the day of the final passing thereof.

**READ A FIRST AND SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_**

**READ A THIRD TIME AND PASSED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_**

---

**WARDEN**

---

**CLERK**



AMENDMENT NUMBER 96  
TO THE  
COUNTY OF WELLINGTON OFFICIAL PLAN

# AMENDMENT NUMBER 96 TO THE COUNTY OF WELLINGTON OFFICIAL PLAN

## INDEX

### **PART A - THE PREAMBLE**

The Preamble provides an explanation of the proposed amendment including the purpose, location, and background information, but does not form part of this amendment.

### **PART B - THE AMENDMENT**

The Amendment describes the changes and/or modifications to the Wellington County Official Plan which constitute Official Plan Amendment Number 96.

### **PART C - THE APPENDICES**

The Appendices, if included herein, provide information related to the Amendment, but do not constitute part of the Amendment.

## **PART A - THE PREAMBLE**

### **PURPOSE**

The purpose of the amendment is to update the County Official Plan policies on Community Improvement.

### **LOCATION**

The amendment applies to the entire County of Wellington.

### **BACKGROUND**

Currently, the County Official Plan has policies on Community Improvement that: set out objectives; provide criteria to be considered in establishing community improvement areas; have the effect of requiring amendments to the Official Plan for new, or major changes to, community improvement areas; and identify ways to implement a community improvement plan. The current policies reflect *Planning Act* provisions that were available in the 1990s.

### **BASIS**

As there have been a number of changes to the *Planning Act*, the Official Plan policies should be updated to:

- Include provisions that enable the County to make grants or loans to local municipalities to assist in the implementation of Community Improvement Plans;
- Broaden the matters that may be considered in identifying community improvement project areas to include remediation of brownfields, improving the energy efficiency of buildings, and providing affordable housing; and
- Update terminology, add definitions and make housekeeping changes resulting from the above changes.

The County Official Plan also shows Community Improvement Areas that were identified in the previous local Official Plans (shown in Appendix 'A'). There is no requirement in the *Planning Act* for community improvement project areas to be shown in the Official Plan, or for their boundaries to conform with the Official Plan. Therefore,

- The Community Improvement Area boundaries shown in Appendix A are to be removed through this amendment.

### **IMPLEMENTATION AND INTERPRETATION**

The implementation and interpretation of this Amendment shall be in accordance with the relevant policies of the County of Wellington Official Plan.

## **PART B - THE AMENDMENT**

All of this part of the document entitled **Part B - The Amendment**, consisting of the following text constitutes Amendment No 96 to the County of Wellington Official Plan.

### **DETAILS OF THE AMENDMENT**

The Official Plan of the County of Wellington is hereby amended as follows:

1. THAT **Schedule 'A'** be amended by removing the Community Improvement Area boundaries.
2. THAT Section 4.12 be deleted in its entirety and replaced with the following:

#### **"4.12 COMMUNITY IMPROVEMENT**

##### **4.12.1 Introduction**

The Community Improvement provisions of the Planning Act provide for and co-ordinate comprehensive improvements in identified areas of a community. Community improvement policies are intended to provide a planning mechanism for improvements, access to cost sharing programs and encouragement for private investment.

Under the Planning Act, local councils may by by-law, designate "Community Improvement Project Areas" within which a local municipality may acquire land, prepare Community Improvement Plans and undertake various community improvement initiatives and works to implement those plans, including the provision of grants and loans to private landowners.

##### **4.12.2 Objectives**

Community Improvement Policies are intended to accomplish the following objectives:

- a) promote the long term stability and viability of identified Community Improvement Project Areas by reducing land use conflicts and upgrading municipal services;
- b) encourage coordinated municipal expenditures, planning and development activities within identified Community Improvement Project Areas;
- c) stimulate the maintenance and renewal of private property; and
- d) enhance the visual quality of the community
- e) foster local economic growth.

#### **4.12.3 Identifying Areas**

Councils shall consider the following criteria in the designation of Community Improvement Project Areas:

- a) a significant portion of the housing stock and other buildings are in need of maintenance, rehabilitation or redevelopment;
- b) municipal services including sanitary sewer, storm sewer, water supply systems, roads, sidewalks, curbs, gutters, street lighting or parking facilities are inadequate and in need of repair;
- c) the supply of public open space or recreation facilities is deficient;
- d) there are conflicting land uses in the area;
- e) within commercial areas, deterioration in the appearance of building facades, inadequate parking facilities or inadequate pedestrian access;
- f) a significant portion of the buildings are considered heritage resources;
- g) there is a need to remediate brownfields, improve the energy efficiency of buildings, or provide affordable housing; or
- h) there are other environmental, social or community development reasons that have been identified by a Council.

On the basis of the criteria above, a local Council may, by by-law designate 'Community Improvement Project Areas', the boundaries of which may be the entire municipality or part of the municipality. These areas will be eligible for 'Community Improvement' as defined by the *Planning Act*.

#### **4.12.4 Implementation**

In order to accomplish the community improvement objectives set out in the Plan, a local Council may:

- a) Prepare, adopt and implement a Community Improvement Plan(s) within a designated Community Improvement Project Area(s), pursuant to the *Planning Act* and the community improvement policies set out in this Plan;
- b) Provide public funds such as grants, loans and other financial instruments;
- c) take advantage of federal, provincial or County funding programs which would benefit the community;
- d) prepare and adopt a property standards by-law;
- e) co-operate with groups and organizations whose objectives include community improvement;
- f) undertake other municipal actions, programs or investments for the purpose of achieving the community improvement objectives identified in Section 4.12.2.

#### **4.12.5 County Participation**

County Council may participate in a municipality's Community Improvement Plan, and may make grants and loans to the Council of a lower tier municipality for the purpose of carrying out a Community Improvement Plan that has come into effect, on such terms as to security and otherwise as County Council considers appropriate."

3. Part 15 – Definitions is amended by adding the following:

**“Community improvement:**

Means the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary.

**Community improvement plan:**

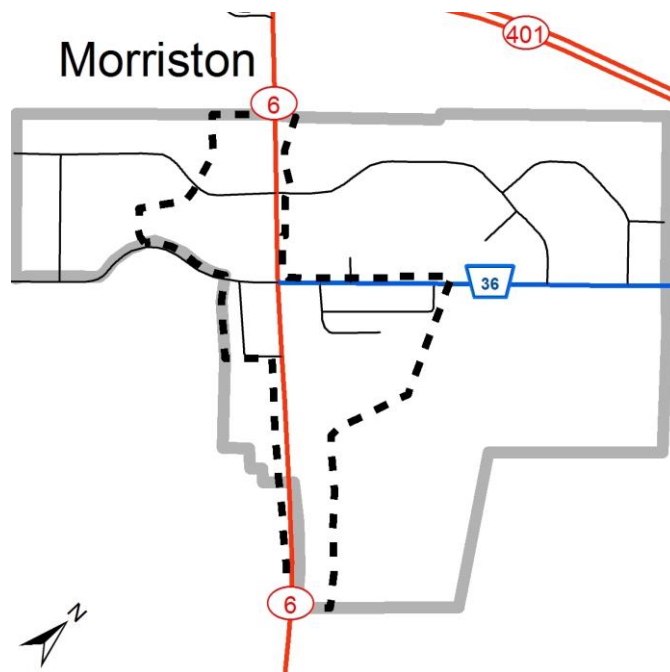
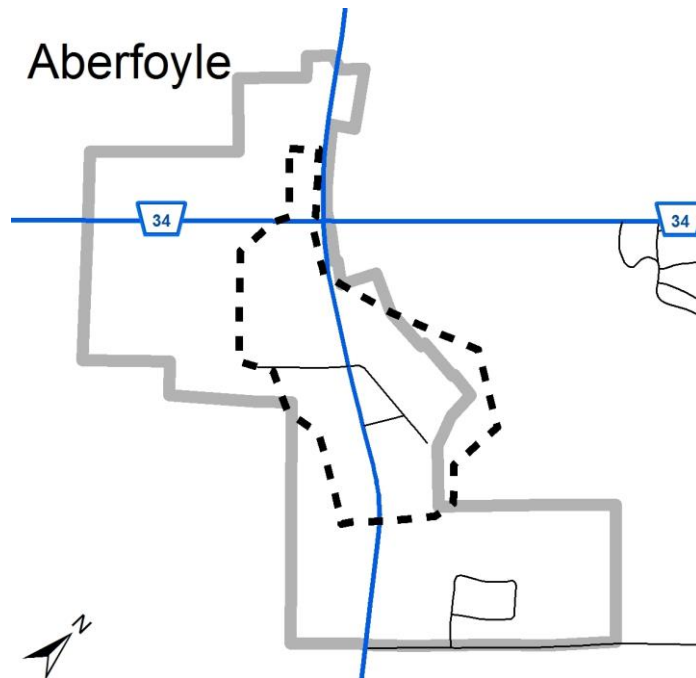
Means a plan for the community improvement of a community improvement project area.

**Community improvement project area:**



Means a municipality or an area within a municipality, the community improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.”

## **PART C - THE APPENDIX**

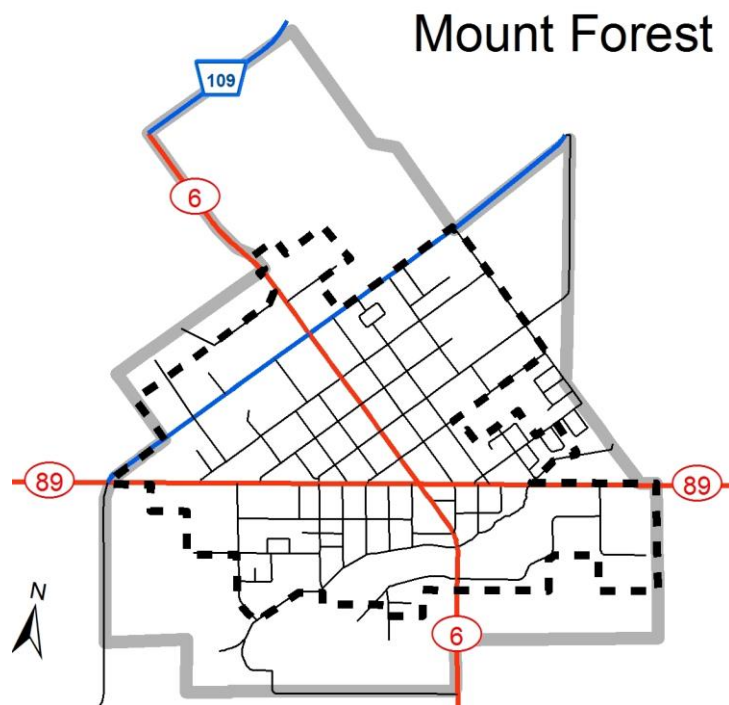
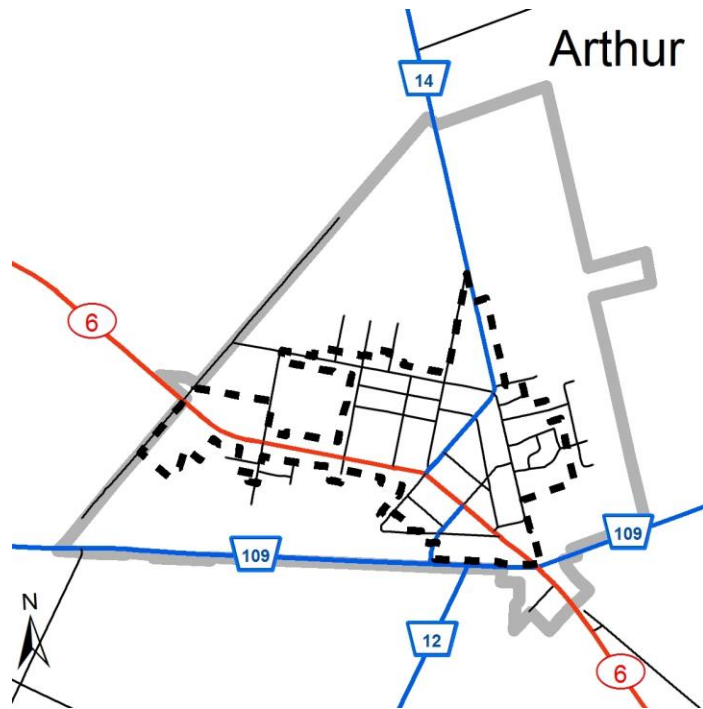
COMMUNITY IMPROVEMENT AREA BOUNDARIES  
TO BE REMOVED FROM SCHEDULE 'A'





### Legend

-  Community Improvement Area
-  Urban Centres

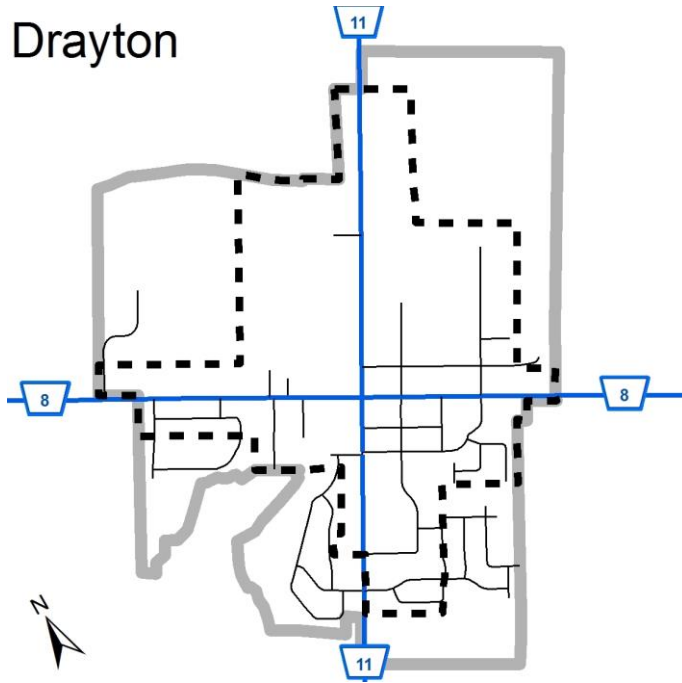




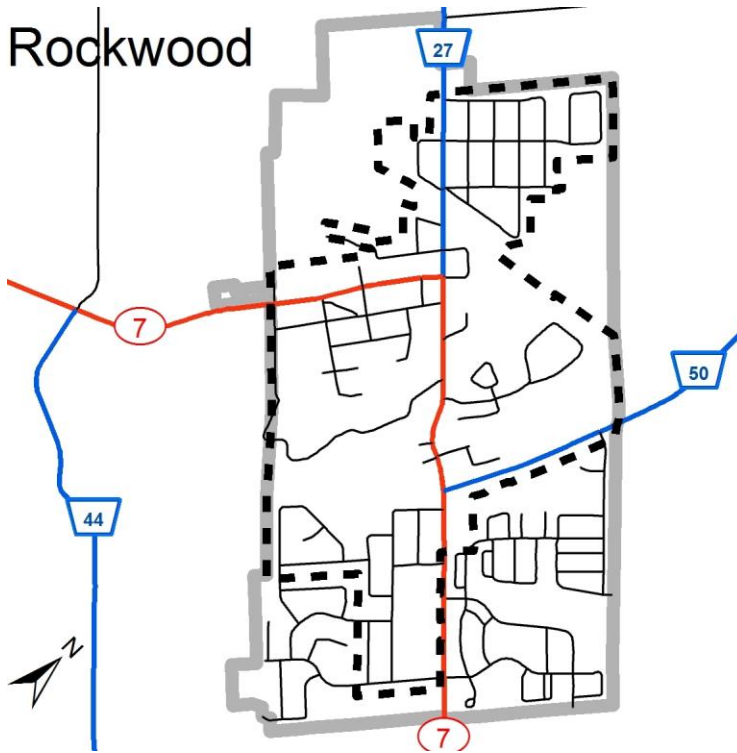
### Legend

-  Community Improvement Area
-  Urban Centres



## Drayton



## Rockwood



### Legend

-  Community Improvement Area
-  Urban Centres

**ATTACHMENT 'B'**

**OPA 96 PUBLIC MEETING NOTICE**



## COUNTY OF WELLINGTON

# NOTICE

### REGARDING A PUBLIC MEETING TO CONSIDER AN AMENDMENT TO THE COUNTY OF WELLINGTON OFFICIAL PLAN

PURSUANT to Section 17 of the *Planning Act*, R.S.O., 1990, the Corporation of the County of Wellington will hold a Public Meeting to receive public input regarding a proposed amendment to the Wellington County Official Plan on **Thursday December 3, 2015 beginning at 7:00 p.m. at Wellington Place, Aboyne Hall, 536 Wellington Rd. 18, RR#1 Fergus, Ontario.**

THE SUBJECT PROPERTY is the County of Wellington, and therefore a key map is not provided with this notice.

### COMMUNITY IMPROVEMENT AMENDMENT (OPA 96)

THE PURPOSE AND EFFECT OF THIS COUNTY OFFICIAL PLAN AMENDMENT is to update the County Official Plan policies on Community Improvement by:

- a) enabling the County to make grants or loans to local municipalities to assist in the implementation of Community Improvement Plans;
- b) adding brownfield remediation, improving energy efficiency of buildings and providing affordable housing, to the matters that may be considered in identifying community improvement project areas;
- c) removing Community Improvement Areas from the land use schedules, and making related text changes to clarify that amendments to the County Official Plan are not needed to recognize or implement Community Improvement Project Area boundaries; and
- d) updating terminology, adding definitions and making housekeeping changes related to the above.

IF A PERSON or public body that files an appeal of a decision of the Corporation of the County of Wellington in respect of the proposed County Official Plan Amendment does not make oral submissions at a public meeting, or make written submissions to the County of Wellington before the proposed County Official Plan Amendments are adopted, the Ontario Municipal Board may dismiss all or part of the appeal.

IF YOU WISH to be notified of the decision of the adoption of the proposed official plan amendment, you must make a written request to the Director, Planning and Development Department, County of Wellington, 74 Woolwich Street, Guelph, Ontario, N1H 3T9, (fax 519-823-1694).

A COPY OF THE PROPOSED OFFICIAL PLAN AMENDMENT and background reports are available during regular business hours at the County of Wellington Planning and Development Department, Administration Centre, County of Wellington, 74 Woolwich Street in Guelph, or by calling (519) 837-2600 (ext. 2140).

Dated at the City of Guelph  
This 2nd day of November, 2015.

*Donna Bryce*

Donna Bryce, Clerk  
County of Wellington  
74 Woolwich St  
Guelph, ON N1H 3T9  
Telephone: (519) 837-2600 ext 2520  
Fax: (519) 837-1909



## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Jameson Pickard, Planner  
**Date:** November 12, 2015  
**Subject:** Bill 140- Second Unit and Garden Suite Policies

---

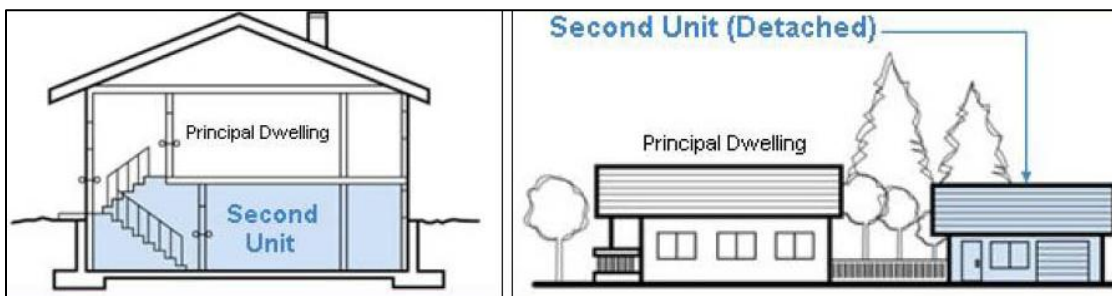
### 1.0- Introduction and Purpose

The Strong Communities through Affordable Housing Act (Bill 140) received royal assent on May 4th, 2011. Its overall purpose for landuse planning was to establish that adequate provision of a full range of housing, including affordable housing.

Bill 140 requires municipalities to develop Official Plan policies to authorize second units in single-detached, semi-detached, and rowhouses or their ancillary structures. Bill 140 also extended the time that garden suites are allowed to be on a property from 10 years to 20 years.

Staff reviewed the second unit and garden suite legislative requirements, relative to the current policy framework for second units in the County of Wellington. The purpose of this report is to provide the Committee with an overview on the requirements of Bill 140, a review of the current policies and regulations in the County governing second units and to present recommendations for a proposed course of action.

### 1.1- What is a Second Unit?



Source: Town of Innisfil, Second Unit background Report, 2013.

Second Units, (also known as basement apartments, accessory units, secondary suites and in-law flats) are self-contained residential units with kitchen and bathroom facilities within dwellings or separate structures ancillary to dwellings (such as sheds or laneway garages) that have been converted to or designed to accommodate a residential unit.

## **1.2- What is a Garden Suite?**

A Garden suite means a one-unit detached residential structure containing bathroom and kitchen facilities that is ancillary to an existing residential structure and that is designed to be portable. A garden suite is established by a temporary use By-Law.

## **2.0- Changes Affecting Planning Documents**

With the Passing of Bill 140 certain changes to the *Planning Act* became effective January 1<sup>st</sup>, 2012 and include:

### **Second Units**

- The use of two residential units, in a detached house, semi—detached house or rowhouse if no building or structure ancillary to the detached house, semi- detached house or rowhouse contains a residential unit; and
- The use of a residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse if the detached house, semi-detached house or rowhouse contains a single residential unit.
- Official Plan policies and Zoning By-Law amendments related to second units cannot be appealed.

### **Garden Suites**

- Bill 140 increased the number of years for which a garden suite may be authorised under a temporary use By-Law to 20 years.

It should also be noted that the *Planning Act* requirements are not blanket permission for second units to be situated as-of-right everywhere. Municipalities have some discretion to permit second units where they deem appropriate; however a planning justification should be identified when deeming areas as inappropriate.

## **2.0- Official Plan Review**

Staff reviewed the current County Official Plan policies as they relate to accessory residences and this section summarizes the results of that review. The County Official Plan contains a Planning Vision section which outlines a number of objectives County Council has committed to perusing over the next 20 years. One of these objectives is to provide opportunities for housing which accommodate a wide range of need and affordability. This objective identifies the County's commitment to pursue planning policies which make more rental units available to residents as well as help home owners afford their home by providing options for rental income.

Section 4.4.5 – **Affordable Housing** - states:

*"...In Wellington, accessory residences, semi-detached, duplex, townhouse and low rise apartment units will provide the bulk of affordable housing opportunities. These units will almost always be located in urban areas with appropriate levels of servicing.*

*In the Rural System affordable housing opportunities are not readily available. Accessory Residences will be the most likely means of increasing affordability in the Rural System."*

The above noted policy provides direction for the establishment of accessory residences in both the rural and urban areas of the County. Criteria relating specifically to accessory residences are established under each of the Rural and Urban System policy sections of the plan (Attachment 'A' contains current County policies that relate to accessory residences).

## **3.1- Analysis**

Second units are generally permitted within a single detached residence on a lot in both the rural and urban areas. The current policies do not consider either semi-detached or rowhouse dwelling types. Policies for the establishment of second units within an ancillary building are also not provided.

## **3.0- Zoning By-law Review**

Staff has undertaken a review of all Zoning By-laws in the County and summarized the provisions as they relate to second units in Attachment 'B' of this report. The zoning by-law review was based on the main zone categories, the general provisions and the definitions in the Zoning By-laws. Site-specific zoning exceptions were not included as part of this review.

### 3.1- Analysis

The majority of the municipalities in the County allow second units within single detached dwellings in the agricultural zone and in urban zone categories to a certain extent. Second units in semi-detached dwellings are permitted in certain zones in Centre Wellington, Erin and Guelph/Eramosa, while no municipalities permit second units in rowhouses or ancillary buildings as-of-right. Centre Wellington does however consider second units in ancillary structures through applications to the Committee of Adjustment on a case by case basis. Puslinch currently does not permit second units within any of the residential zones.

Based on this review the level of change required to local Zoning By-laws will vary across the different municipalities. Changes range from the complete development of regulations on second units to minor revisions of existing zoning regulations.

### 4.0- Building Permits

Based on our review of the building permit records between 2011 – 2015, 81 second units have been constructed across the County in the past 5 years. The following chart displays building permits issued for second units by each local municipality.

	Centre Wellington	Guelph/Eramosa	Erin	Mapleton	Minto	Wellington North	Puslinch	County
Building permits issued	75	1	2	1	2	0	0	81

The establishment of second units in single detached dwellings has been an ongoing activity for some time.

### 5.0- Discussion

#### 6.1- Second Units in single detached, semi-detached and rowhouse dwellings

Current official plan policies permit second units across the County in single detached dwellings; while second units in semi-detached and rowhouse dwellings are not contemplated. Maintaining the existing policy framework for second units is an option; however, it would appear not to capture the intent of Bill 140 which is to allow residents access to a diverse range of housing option. Staff is recommending that official plan policies be broadened and criteria developed to allow second units within semi-detached and row house dwellings. These changes will offer flexibility to more County residents who require additional housing alternatives for loved ones as well as provide access to more affordable housing options.

#### 6.2- Second units in ancillary structures



Currently, the Official does not provide for second units in ancillary buildings. The County has the option remain silent on this matter and continue to review these types of dwelling units on a case by case basis through site specific zone amendments. This option is not recommended because the existing policy framework in the official plan does not provide a clear direction on second units in ancillary buildings. Another option is to not allow second units in ancillary buildings at all. This would establish a clear position on the matter and limit second units to areas within the main dwelling on a property. This option is also not recommend because it limits a viable housing option available to residents and limits the intent of Bill 140. The last option is to permit second units in ancillary buildings and structures. This option would implement the wide variety of housing options intended by Bill 140 as well as allow County polices to be developed to regulate second units in ancillary buildings.

Staff recommend the last option to allow second units in ancillary buildings be supported. However, staff propose that these types of dwelling units only be considered in structures ancillary to single detached dwellings in both the Urban and Rural system. It is understood that other dwelling types are considered in the legislation, but staff is of the opinion that second units in structures ancillary to a semi-detached or rowhouse dwelling have increased potential for compatibility concerns, insufficient ability to provide parking and offer a limited land base to accommodate a separate ancillary buildings on.

### **6.3- Garden Suite extension**

The County has the option to leave the 10-year temporary time period in place; or allow for a 20-year time period for a garden suite. Leaving the policies as they are would require owners to go through the rezoning process earlier, to extend the garden suite use for additional 3-years. Changing the policies to allow a garden suite to exist for 20 years would reduce the number of rezoning applications local Townships would receive to extend these uses and make the process less onerous on residents. Staff is recommending extending temporary period to 20 years. This extension would create more stability in garden suites as a secure long term option for housing and reduce the cost of these dwellings for residents.

### **6.0- Policy Directions**

Staff are recommending that the County Official Plan should be updated with policies that would:

- a) authorize the use of a second unit within a single detached, semi-detached or rowhouse dwelling if no building or structure ancillary to the main dwelling contains a residential unit;
- b) authorize the use of a second unit within an ancillary building or structure where the primary dwelling is a single detached dwelling, provided a residential unit does not exist in the single detached dwelling;
- c) contain criteria to regulate second units in both a main residence and ancillary building; and

- d) Extend the maximum time for which garden suites are permitted to be on a property from 10 years to 20 years.

**Recommendation**

That staff prepare and circulate an amendment to update the County Official plan to address changes in the *Planning Act* relating to second units and garden suites and hold public meeting(s) at the appropriate time(s).

Respectfully submitted,

A handwritten signature in cursive script that reads "Jameson Pickard".

Jameson Pickard  
Planner

**Attachment 'A'**

**RELEVANT COUTY OFFICIAL PLAN EXCERPTS**

## Rural System

Section 6.4.4 states:

*“Accessory residential uses needed for farm help or a garden suite may be allowed provided they are established near the farm buildings. An accessory apartment unit may be established within the main residence on a lot. In all cases adequate water supply and sewage disposal systems must be available...”*

## Urban System

Section 7.4.1 states in Hamlets:

*“...An accessory residential unit within an existing residence may be allowed if adequate servicing is available. ”*

Section 7.5.5 states in Urban Centres:

*“...Accessory apartments in single family residences will normally be allowed unless there are physical constraints in an area such as inadequate services or on-site parking. Building code requirements must be met...”*

## Detailed Urban Centre Policies

Section 8.3.2 (b) states in Urban Centres an objective of Residential development will be to provide:

*“... a variety of dwelling types to satisfy a broad range of residential requirements and ensure that affordable housing is available.”*

Section 8.3.6 states in Urban Centres:

*“The zoning by-law may also provide for the conversion of existing single-detached dwellings to add one or more dwelling units provided that [certain] criteria are satisfactorily met... In addition, the Zoning By-law may provide regulations which limit the size and number of units allowed in a converted dwelling and which specify the minimum lot area, frontage, off-street parking and floor area for the converted dwelling unit to be created.”*

Section 8.5.3 states in Urban Centres:

*“... Accessory apartments may also be permitted in the RESIDENTIAL TRANSITION AREA... the establishment of uses....shall comply with the provisions of the Zoning By-law.”*

**ATTACHMENT 'B'**

**ZONING BY-LAW SUMMARY**

### Accessory Residences permitted as-of-right in urban areas

Dwelling type	Clifford Harriston Palmerston	Mount Forest Arthur	Drayton	Fergus	Elora	Rockwood	Erin, Hillsburgh	Aberfoyle Morriston
Single Detached	Yes(1)	Yes(1)	Yes(1)	Yes	Yes	Yes	Yes(3)	No
Semi-detached	No	No	No	Yes	Yes	Yes	Yes(3)	No
Rowhouse/ Townhouse	No	No	No	No	No	No	No	No
Ancillary Structure	No	No	No	No(2)	No(2)	No	No	No

- (1) Second units are only permitted in the R2 zone within single detached dwellings that existed on the day of passing of the by-law
- (2) Second units in ancillary buildings are not permitted as-of-right but may be considered through an application to the Committee of Adjustment
- (3) A change of use permit is required

### Second units permitted as-of-right in rural areas

Dwelling Type	Minto	Wellington North	Mapleton	Centre wellington	Guelph/Eramosa	Erin	Puslinch
Single Detached	Yes(3)	Yes(3)	Yes(3)	Yes	Yes	Yes(2)	No
Ancillary Structure	No	No	No	No(1)	No	No	No

- (1) Are not permitted as-of-right in accessory buildings, but may be considered through an application to the Committee of Adjustment
- (2) A change of use permit is required
- (3) Are only permitted within single detached dwellings that existed on the day of passing of the by-law.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Aldo Salis, Manager of Development Planning  
**Date:** Thursday, November 12, 2015  
**Subject:** Aggregate Resources Act Review - Blueprint for Change – PD2015-37

---

### **Background**

In 2012, the Ontario government began reviewing the Aggregate Resources Act (ARA) and its associated regulations and procedures. On October 30, 2013, the Standing Committee on General Government provided the Legislature with their detailed submission *Report on the Review of the Aggregate Resources Act*. In their review of the ARA, the Committee provided 38 recommendations for strengthening aggregate resources management in Ontario.

In February 2014, the Province released its *Comprehensive Government Response to Standing Committee on General Government's Report on the Review of the Aggregate Resources Act*. That submission was the combined effort of the Ministry of Natural Resources and other provincial ministries. With that response and input from various stakeholders, the Government held a series of engagement sessions over the next several months to hear what key stakeholders and agencies had to say about topics related to the management and regulation of aggregate resources in Ontario.

With the results of that engagement process, the Ministry of Natural Resources and Forestry (MNRF) released ***A Blueprint for Change: A proposal to modernise and strengthen the Aggregate Resources Act policy framework***. *A Blueprint for Change* was published on Environmental Registry (under registry number 012-5444) on October 21, 2015.

The Provincial Government considers the changes proposed by this document to effectively implement the Standing Committee's 38 recommendations.

### **Overview of Blueprint For Change**

*A Blueprint for Change* contains 45 proposed changes under four goals. The goals are:

- **Stronger Oversight** - by introducing new tools, powers and provisions that improve effectiveness, efficiency and flexibility
- **Environmental Accountability** – by updating and enhancing application requirements, developing new tools to deal with existing sites, and improving record keeping and reporting
- **Improved Information and Participation** – by improving consistency in requirements, enhancing opportunities for involvement, and making information more accessible and easier to understand
- **Increased and Equalized Fees and Royalties** – by indexing fees and royalties, changing Crown land fees and royalties, working with municipal organizations to address infrastructure impacts and creating provisions for the future.

Through this document the Province is seeking input regarding the proposed changes prior to December 15, 2015.

The *Blueprint for Change* is organized into four sections:

1. changes for new aggregate sites
2. changes that would apply to existing and future aggregate sites
3. changes to fees and royalties, and
4. changes that would provide future flexibility and housekeeping amendments.

The changes proposed under section 4 are generally to improve some of the Ministry's administrative functions, reporting, and other organizational responsibilities. We have no specific concerns with these proposed changes and therefore will focus this report on the first three sections only. In terms of the first 3 sections, we list most of the proposed changes below but have excluded some that would not typically apply in Wellington (e.g. matters pertaining to management of Crown land).

### **Wide-ranging Changes are Proposed**

The *Blueprint* proposes to address a variety of areas of the ARA and its supporting instruments that the Ministry relies on to manage aggregate resources in the Province. The proposed changes include:

#### **In establishing new sites, the Ministry is proposing:**

- enhancement to requirements for studies and information related to the natural environment, surface and groundwater, cultural heritage, noise, traffic and dust
- new application requirements for requests to lower extraction depth below the water table
- new application requirements for small, temporary extraction operations on farms
- new study requirements for applications on agricultural lands
- new timelines, notification, and consultation requirements (varies based on production)
- new site plan requirement related to 'maximum disturbed areas'
- new provisions to allow for peer review requirements for technical studies
- new 'plain language' requirement for proposal descriptions and summary statements
- flexibility for grandfathering existing sites in newly designated areas
- new ability to waive application requirements in unique circumstances
- new provisions to enable low-risk or non-commercial activities (referred to as 'permit by rule').

#### **With respect to the management and operation of existing and future sites, the Ministry is proposing:**

- new ability to establish conditions on existing aggregate sites related to source water protection
- new provision to require additional studies, information and updated site plans for existing aggregate sites
- clarify requirements for requests for a site plan amendment or a change to a licence or permit condition, enhancing local involvement on significant changes
- enable self-filing of amended site plans for minor changes in certain situations
- enhance and clarify provisions for compliance inspection and false reporting
- standardize references and interpretation of tonnage limits across the policy framework, and clarifying that the total tonnage limit includes both blended and recycled materials
- new requirements for record-keeping on the importation of fill for rehabilitation
- establish new reporting requirements for site rehabilitation and for removal of recycled or blended materials (annual compliance)
- provide administrative changes to provide liability protection for ministry employees
- streamlining and changing the frequency of self-compliance reports
- new and enhanced powers related to 'no consent' transfers and revocation in special circumstances
- substantial increases in maximum fines issued for offences under the ARA, and elimination of the minimum fine to allow issuance of tickets for minor offences (under Provincial Offences Act).



**With respect to Fees and Royalties, the Ministry is proposing to:**

- index fees and royalties to the Consumer Price Index
- establish ability to waive fees on private land sites
- establish ability to disburse fees to recipients that have road responsibilities
- create ability to make changes in the future that allow for broadening of the collection, disbursement and use of fees, and for programs to evaluate their effectiveness

*Note: The Province and municipal organizations are currently in discussions regarding possible changes to the municipal portion of the annual fees.*

**Our Review and Findings**

Overall, we are generally satisfied with the proposed changes contained in the Province's Blueprint. These changes reflect many of the concerns previously raised by municipalities, public and other stakeholders and should improve the management of aggregate resources and extraction operations. However, some of the proposed changes lack detail and, unfortunately, there are community concerns that have not been adequately addressed by this review.

**We are pleased with:**

- addressing the need for more effective rehabilitation of prime agricultural land
- provisions that require proponents to prepare clearer plans and more technical studies
- provisions that allow the Ministry to request new assessments/studies of existing operations
- new study requirements regarding applications on prime agricultural land
- requirement for a new application for existing sites that wish to extract below the water table
- application of source water protection policies on existing aggregate sites
- addressing the importance of promoting recycling of aggregate related products, and
- consideration of increasing the aggregate licence annual fee (however, we would have preferred that the review include a firm commitment to an increase in the municipal portion).

**Some areas require more details:**

While there are positive changes being proposed, some changes create unease due to a lack of details. For example, further clarity is needed on the proposals to introduce:

- new 'permit to rule' approach for low risk activities
- new ability to waive application requirements in unique circumstances
- provisions regarding cumulative impact assessment
- new ability to waive fees on private land sites

**We are disappointed that:**

There are long-standing and emerging community and municipal concerns that have not been included in this proposal or have not been adequately addressed. Those concerns include:

- a lack of commitment to provide greater capacity for MNRF inspection and enforcement
- sunset of aggregate licences – time limits on extraction operations to recognize the PPS provision that this land use is interim in nature
- dormant licenced sites – failure of Province to enact authority to rescind licences of dormant sites or alternatively to create new provisions of notifying the community well in advance of such sites resuming production after prolonged inactivity
- integration of the timelines and public consultation provisions of ARA with Planning Act, and
- co-ordinated and effective measures to address importation of fill at aggregate sites

*Note: MOECC, MNRF and other ministries are currently reviewing the need to develop an excess soil policy for the Province. There are concerns that changes to the ARA under this process may undermine the ability of municipalities to regulate such activities through local by-laws.*

### **Consultation and Further Input**

In our view, some aspects of require further details and discussion with Ministry staff to better understand the intent of new provincial processes and requirements. We have been advised by the Ministry that municipalities and other stakeholders will be provided opportunities for consultation and further input. Staff will continue to review the proposed changes and new changes introduced by the Government and respond accordingly.

### **Final Observations**


It should be clear that the *Blueprint for Change* will not resolve the broad community concerns surrounding aggregate extraction in Ontario (lack of regulatory control at the municipal level, lack of meaningful public process). To address those concerns, a fundamental shift from the current provincial review and approval process would need to happen.

### **Recommendation**

That this report be forwarded to the Province on behalf of the County of Wellington;

That staff continues to monitor the progress of the Government's review of the Aggregate Resources Act policy framework and provide input as necessary.

Respectfully submitted,

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

Aldo L. Salis, BES, M.Sc. MCIP, RPP  
Manager of Development Planning  
Planning & Development Department



## **Corporation of the County of Wellington Economic Development Committee Minutes**

November 17, 2015  
Governor's Residence Boardroom  
Lower Level

**Present:** Warden George Bridge  
Councillor Chris White (Chair)  
Councillor Doug Breen  
Councillor Pierre Brianceau

**Regrets:** Councillor Kelly Linton

**Staff:** Susan Aram, Manager, Financial Services  
Donna Bryce, County Clerk  
Jana Burns, Economic Development Officer

---

### **1. Call to Order**

At 10:00 am, the Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

### **3. WCMEDG Minutes - September 2015**

1/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Breen

That the Wellington County Municipal Economic Development Group Minutes of September 2015 be received for information.

**Carried**

**4. Financial Statements as of October 31, 2015**

2/9/15

**Moved by:** Councillor Brianceau

**Seconded by:** Warden Bridge

That the Financial Statements as of October 31, 2015 for Economic Development be approved.

**Carried**

**5. Preliminary 2016-2020 Five-Year Plan**

3/9/15

**Moved by:** Councillor Brianceau

**Seconded by:** Councillor Breen

That the preliminary 2016-2020 Economic Development major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

**6. November 2015 Economic Development Update**

4/9/15

**Moved by:** Councillor Brianceau

**Seconded by:** Councillor Breen

That the County of Wellington Economic Development Update for November 2015 be received for information.

**Carried**

**7. 2015 Credit Review Presentation to Standard and Poor's**

5/9/15

**Moved by:** Councillor Breen

**Seconded by:** Councillor Brianceau

That the 2015 Credit Review presentation to Standard and Poor's be received for information.

**Carried**

Ms. Jana Burns, Economic Development Officer was requested to provide the Wellington County Standard and Poor's presentation to Council at the Special Budget Meeting on January 11, 2016.

**8. Innovation Guelph Request for Financial Support**

Ms. Burns was requested to invite representatives from Innovation Guelph and Guelph-Wellington Business Enterprise Group to attend the January 19, 2016 Economic Development Committee to provide more information on their programmes.

**9. Adjournment**

At 11:35 am, the Chair adjourned the meeting until January 19, 2016 or at the call of the Chair.

---

Chris White  
Chair  
Economic Development Committee



## *Wellington County Municipal Economic Development Group*

Minutes

Wellington County Museum and Archives – Nicholas Keith Room,

September 17, 2015

9:30 a.m.

### **Present:**

Chris White (Mayor, Township of Guelph/Eramosa), Dennis Lever (Mayor, Township of Puslinch), John Brennan (Councillor, Town of Erin), Bob Cheetham (Town of Erin), Crystal Ellis (Township of Mapleton), Mandy Jones (County of Wellington), Fred Lehmann (Senior Communications Officer, County of Wellington), Robyn Mulder (County of Wellington), Kelly Patzer (Township of Puslinch), Jana Reichert (County of Wellington), Patricia Rutter (Township of Centre Wellington), Dale Small (Township of Wellington North), Belinda Wick-Graham (Town of Minto), Alex Goss (Local Immigration Partnership), Janet Harrop (Wellington Federation of Agriculture), Gerry Horst (Ontario Ministry of Agriculture, Food and Rural Affairs), April Marshall (Township of Wellington North), Heather Vasey (County of Wellington), Harold Devries (Guelph Wellington Business Enterprise Centre)

### **Guests:**

Ramsey Marra (Streetcast), Harry Major (Streetcast), Diana Yu (Streetcast), Chris Bailey (Erin Village BIA), Roberta Scarrow (Centre Wellington Chamber of Commerce), Stephanie Conway (East Wellington Community Services)

### **Regrets:**

Scott Wilson (County of Wellington), Jane Shaw (WWCFDC), Brad Dixon (GRCA), Mark Granger (Ontario Works Employment Specialist), Carol Simpson (WFPB), Scott Williams (GWBEC), Christine Veit (Safe Communities), Steve Smith (MEDEI/MRI), Rose Austin (Saugeen Economic Development), Kim Wingrove (CAO, Township of Guelph/Eramosa)

### **1. Approval of Agenda**

Motion to approve agenda as written.

**Moved by Dale Small, seconded by Jana Reichert**

**Carried**

### **2. Declaration of Pecuniary Interest**

None

### **3. Approval of Minutes**

Motion to approve the minutes as written from the meeting held July 7<sup>th</sup>, 2015.

**Moved by Dennis Lever, seconded by Jana Reichert**

**Carried**

#### 4. Streetcast Presentation

##### I. Introduction

- a. Streetcast is an app where businesses can quickly and easily send professional-looking, full-colour ads to customers who are on the street, minutes from their business and actively looking for a reason to walk in the front door.
- b. Automatically reaches consumers who have downloaded the app within a 7km radius. Current social media only targets existing customers where Streetcast can bring in new ones.
- c. Fee is \$12.95/month; for a return on investment, businesses have mentioned all they need is one customer.
- d. Current Partners are CFDC, Guelph BIA, Elora BIA, Fergus BIA, and University of Guelph Student Association.
- e. Soft launch took place at Riverfest, August 14 – 16, 2015. Festival patrons were connected to businesses downtown by using the app. Food trucks at the festival also took advantage of the programme to show everyone what has happening at their stand. This allowed for interaction between the community and festival simultaneously.
- f. Official launch will take place on October 31 in Downtown Guelph and Calgary, Alberta.
- g. Features include: following specific tags; Receiving notifications that are relevant and in the moment; instantly post to all connected social media accounts; Pokes which show businesses who is interested in knowing what's happening at their business; Consumers will now be able to select their own radius with a new sliding scale.
- h. New data reporting can show you new customers, repeat customers, number of users in the specified radius, and what times of day are busiest. All of these can be done on a community level as well. Find out what events or businesses are drawing in traffic, what types of businesses people are visiting, and more.

##### II. Question & Answer

- a. How do you intend to promote the app?
  - i. Through social media as a collective network; Multiplatform google ad words, offline approach such as window stickers, register stands etc.; In tourism offices, and finding entry points such as hotels; Create a splash page on the Guelph Downtown Wi-Fi; Use GPS within phones.
- b. Can be so much more than businesses and consumers.
- c. Comments are not permitted on Streetcast, it creates a more positive approach.
- d. Rollout: form marketing agreements or letters of intent. Work with launching in the community. Downtown Guelph's letter of intent was presented; to go to committee at County level.

##### III. Notes

- a. Should be a point to discuss at BR+E interviews and with newcomers, etc.

## **5. Introductions around the table**

## **6. BR+E Update**

### **a. 2015 Implementation Fund**

Applications sent from the municipalities of Wellington North, Minto and Mapleton were submitted to the County Economic Development Committee. The Town of Erin will be submitting their application in October. \$50,000 is still available for two municipalities.

### **b. BREI Awards and Plaques Presentation (October Council)**

Wellington County's 2014 BR+E programme received two international awards from BREI – Programme Design, and Economic Impact. These will be presented to the Mayors of each municipality at the October Council Meeting.

### **c. Review FDI Questions and Business List**

Foreign Direct Investment surveys were vetted through the federal government and OMAFRA staff as there is no specific FDI survey available through OMAFRA. The FDI survey was presented to the Committee and changes were made as per a roundtable discussion. The goal is to interview businesses that were purchased within the past five years in order to better understand how to attract foreign owned businesses. The Committee reviewed the FDI business list and suggested some minor changes. The Economic Development Officers were reminded that OMAFRA is hosting an Executive Pulse Training webinar on September 28.

### **d. Thank you gifts**

Bags have been purchased and include the BR+E logo, Taste Real logo and County logo. They will include local jam from Country Flavours, honey from Coneybeare, a County notebook, pens, County coffee mug, County water bottle, Festival & Events guide, and Local Food Map. Municipalities are encouraged to add anything they see fit from their community. Bags will be delivered the week of September 28.

## **7. Job Portal:**

Four municipalities have signed onboard including Centre Wellington, Erin, Minto and Wellington North. Feedback from those communities is that the website is easy to navigate, businesses are happy and positions have been filled. The idea to promote the portal is to distribute bookmarks, and support it at the Regional Career Fair. Global Talent interviewees all gave positive feedback regarding the idea of the portal. Additional advertising suggestions included advertisement during the BR+E interviews and on the County page in the Wellington Advertiser. Economic Development staff have met with the IT department to discuss the possibility of using an outside host versus the County of Wellington creating and hosting the site internally. The Chair requested that the Job Portal be brought forward to the next County Economic Development Committee for discussion.



## **8. Wellington Signage Update:**

The Economic Development Department along with consultants Stempski Kelly and Associates engaged with 490 participants during the consultation process. This consultation process included 429 completed surveys, 45 focus group participants and 16 stakeholder interviews. A Draft Findings Report will be presented to the project team on October 20, followed by a presentation to the County Economic Development Committee in November.

## **9. IPM 2015:**

Vehicles will depart Sunday September 20, from the County Central Garage at 10:00 am. Teardown of the Economic Development/Tourism booth will happen Friday September 25 as no staff is available to cover Saturday's booth. In place of a maned booth, a static booth will be set-up with brochures and maps available for pick-up. For those attending the IPM, passes have been purchased and will be available on site. In order to be a cohesive unit, IPM 2016 golf shirts and windbreaker jackets have been purchased and will be ready for pick-up on site in Finch as well.

## **10. Roundtable/Other Business**

### **Centre Wellington:**

- Looking at removing barriers to employment lands. This involves reviewing fees and charges, to see how competitive they are. Would appreciate input from the other municipalities.
- Two completed CIP applications
- Lots of inquiries this summer regarding expansions.
- Fergus Fall Fair is September 18, 19 and 20.
- Elora Fergus Studio Tour happening September 26 and 27 and October 3 and 4.
- Culture Days taking place September 25, 26 and 27.
- Communications coordinator starting September 21.

### **County:**

- Global Talent Attraction interviews are wrapping up and data is being entered into a spreadsheet to distribute.
- Live and Work Bus Tour is happening October 29, starting with health care, and agriculture sectors. People attending are encouraged to take their resumes.
- WFPB Manufacturing Day is on October 2, partnering with manufacturing companies.
- Credit review has been completed. We are currently removing confidential information and it will be sent out.
- Inquiries reflect businesses expanding.

### **OMAF:**

- Municipal Agriculture Economic Development Forum happening Oct 28 and 29
- Downtown Revitalization registration due September 22. Event is taking place September 29 in Tilbury.
- RED grants are reopening.

**Mapleton:**

- CIP is moving forward.
- Public works building breaking ground next week.
- Agriculture building permits have doubled since last year.

**Minto:**

- Diggin' It Downtown Harriston is now complete, positive feedback received from businesses.
- LaunchIt is hosting an event in November recognizing mentors, businesses and tenants.
- BR+E will be taking over in the Fall and are striving to talk with as many businesses as possible.
- Partnering with Wellington North with the Renew Northern Wellington programme.

**Erin:**

- Hills of Erin Studio Tour September 19-20 and 26-27, [www.hillsoferinstudiotour.com](http://www.hillsoferinstudiotour.com).
- Erin Farmers' Market closing in 2 weeks.
- Erin Fall Fair taking place Thanksgiving weekend, October 9, 10, 11 and 12.
- September 20 marks Feast of Hops. Chefs create dishes and pair them with microbreweries. They are calling it the gateway to Oktoberfest.
- MOMENTUM: Town of Erin 2015-2018 Economic Development Action Plan document has been formalized.
- Economic Development Officer position is now open for applications.

**Wellington North:**

- Live and Work portal is an ongoing process of education. Plan is to get a landing page up and running.
- Doors Open and Culture Days happening September 26.
- Sewage treatment plant is over capacity.
- BR+E: Working with municipal solar programme to put items into municipal buildings.
- Radio station, 88.7, is now broadcasting a signal. Will be a month or so until live broadcasting begins.
- Strategic Plan has been released and looking to the public for input. It is to be approved by the end of year.

**LIP:**

- LIP is exploring how immigration can benefit businesses seeking to export to international markets.
- LIP has developed a new programme pursuing for development diversifying boards – training newcomers, and training current boards. Programme was developed in partnership with the Volunteer Centre of Guelph Wellington and Immigrant Services Guelph Wellington. A funding application is being submitted to the province. If successful the programme will start in December.
- LIP is now working on issues of refugees – LIP will convene interested stakeholders to discuss how we create a more welcoming immigrants and how we can better support refugees in light of the Syrian refugee crisis. If interested, keep an eye out for an invitation to the meeting over the next couple of weeks.

**Puslinch:**

- Fall Fair took place September 12. Tickets sold out at 350 for dinner.
- CIP is still in official plan; amendment for boundaries. A Draft Plan will be ready for the November open house.
- Community Strategic Plan has had a lot of interest.

**WFA:**

- Applications for zoning changes are being received, and are looking at what it means for excessive buildings on lands.
- Currently working on gravel pit rehabilitation standards with WFA and Ontario Government.
- Consultations with roundabouts are ongoing due to safety needs. Input is being considered.
- Outdoor Farm Show happened in Woodstock September 15, 16 and 17. There were 750 vendors of equipment, livestock, etc. on 100 acre parcel.

**SCDC:**

- No update

**GWBE :**

- Bridges to Better Business Event - START, GROW, EVOLVE taking place October 19 at Cutten Fields and will be combined with the annual Small Business STAR Awards.

**CW Chamber:**

- All Candidates Meeting is on October 7 at the Fergus Legion.
- Business Showcase is October 22 at Grand River Raceway. Ticketed dinner with a guest speaker to follow.

Minutes from the WCMEDG meetings are distributed to Council, Clerks, Economic Development Representatives and other members for information purposes.

Next meeting is scheduled for October 6<sup>th</sup>, 2015 at 9:30am in the WWCFDC Boardroom.

Meeting adjourned at 11:26 am.

---

Jana Reichert, Chair

---

Heather Vasey, Interim Recording Secretary



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Economic Development Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Tuesday, November 17, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Economic Development

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year forecast of the operating budget, tax rates and capital budget. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

#### Major Capital Budget Impacts

The County has committed to a municipal contribution to the Southwest Integrated Fibre Technology (SWIFT) initiative. The initial request in the 2015 budget process was for \$1 million to be paid in 2019; in May of 2015 an interim payment of \$20,000 was requested and approved by Council. The preliminary plan also increases the annual payment by \$30,000 spread over four years (2016-2019) for a total of \$120,000.

The Wellington signage implementation has a preliminary budget of \$100,000 funded from the tax levy and is scheduled for 2016.

#### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Economic Development Operating Budget include the following:

##### Revenues

- The remaining **Talent Attraction funding** to be received (\$9,000) is expected in 2016.
- A Field Dinner event is expected to be incorporated into the International Plowing Match in 2016 and throughout the 2016-2020 forecast. The event is expected to be cost neutral

##### Expenditures

- The addition of a part-time **Talent Attraction Position (1 year contract)** is budgeted for in 2016 in order to facilitate the program that began in 2015 to attract employees to the County, this is partially offset by the above mentioned grant funding
- Transfer to reserve of \$200,000 per year throughout 2016-2018 and \$340,000 in 2019 in order to fund the above mentioned SWIFT capital project
- **Safe Communities Canada** (\$25,000) has been moved to the Police budget starting in 2016
- **The International Plowing Match** is set to take place in 2016. \$150,000 is budgeted in 2016 to cover County related costs to host the event. In addition, a transfer of \$100,000 to the town of Minto is budgeted in 2016 for the event.

Activities proposed throughout the 2016-2020 period

- **County-Wide Business Retention and Expansion Implementation** (\$50,000) – this will include direct and measurable activities such as skills attraction, new business development and business networking events.
- **Business Retention and Expansion Local Implementation Fund** (\$175,000) – will provide the County's local municipalities the opportunity to access funding for the direct execution of BR+E recommendations for activities that enhance the local economies.
- Continued investment in the Wellington Festival & Events Guide, Guelph Business Enterprise Centre and Wellington-Waterloo Community Futures.

**Recommendation:**

That the preliminary 2016-2020 Economic Development major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Administration**  
 Department: **Economic Development**  
 Governance: **Economic Development Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 30	\$ 39	\$ 30	\$ 30	\$ 30	\$ 30
User Fees and Charges	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
<b>Total Revenue</b>	<b>\$ 90</b>	<b>\$ 99</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 282	\$ 333	\$ 298	\$ 309	\$ 320	\$ 332
Supplies, Materials and Equipment	\$ 21	\$ 21	\$ 22	\$ 23	\$ 23	\$ 24
Purchased Services	\$ 278	\$ 385	\$ 335	\$ 335	\$ 335	\$ 335
Transfer Payments	\$ 355	\$ 330	\$ 230	\$ 230	\$ 230	\$ 230
<b>Total Expenditure</b>	<b>\$ 936</b>	<b>\$ 1,069</b>	<b>\$ 884</b>	<b>\$ 896</b>	<b>\$ 908</b>	<b>\$ 921</b>
Net Operating Cost / (Revenue)	\$ 846	\$ 971	\$ 794	\$ 806	\$ 818	\$ 831
<b>Transfers</b>						
Transfers from Reserves	\$ (75)	\$ (200)	\$ -	\$ -	\$ -	\$ -
Transfer to Capital	\$ 70	\$ 100	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves	\$ 200	\$ 200	\$ 200	\$ 200	\$ 340	\$ -
<b>Total Transfers</b>	<b>\$ 195</b>	<b>\$ 100</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 340</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 1,041</b>	<b>\$ 1,071</b>	<b>\$ 994</b>	<b>\$ 1,006</b>	<b>\$ 1,158</b>	<b>\$ 831</b>
<b>Year to Year Percentage Change</b>		2.9%	-7.1%	1.2%	15.1%	-28.3%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Administration**  
 Department: **Economic Development**  
 Governance: **Economic Development Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 SWIFT Rural Ultra High-Speed Broadband	\$ 50	\$ 30	\$ 30	\$ 1,030		\$ 1,140			\$ 1,140		
2 Wellington Signage Implementation	\$ 100					\$ 100		\$ 100			
<b>TOTAL</b>	<b>\$ 150</b>	<b>\$ 30</b>	<b>\$ 30</b>	<b>\$ 1,030</b>	<b>\$ -</b>	<b>\$ 1,240</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ 1,140</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100
Reserves	\$ 50	\$ 30	\$ 30	\$ 1,030	\$ -	\$ 1,140
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 150</b>	<b>\$ 30</b>	<b>\$ 30</b>	<b>\$ 1,030</b>	<b>\$ -</b>	<b>\$ 1,240</b>



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chair and Members of the Economic Development Committee  
**From:** [Jana Burns], [Economic Development Officer]  
**Date:** Tuesday, November 17, 2015  
**Subject:** **Economic Development – November Report**

### Business Retention and Expansion (BR+E)

The goal of the 2015 BR+E is to complete 152 business interviews; 140 downtown and 12 foreign owned interviews. As of November third and as shown below, 89 interviews were either completed or scheduled, indicating a 58% rate of progress. Member municipalities feel confident of the timeline and have contacted County economic development staff for assistance where required, including conducting interviews, supplying additional interview packages and creating additional thank you gifts.

The interviews are being well received with businesses providing good feedback. Upon the completion of the data analysis next spring, a report will be created for each community by County departmental staff.

Municipality	Interviews Requested	Interviews Scheduled	Interviews Completed	Total
Wellington North	26	4	12	16
Mapleton	36	5	1	6
Minto	73	20	21	41
Centre Wellington	20	0	0	0
Erin	36	0	11	11
Puslinch	20	2	10	12
Guelph Eramosa	22	0	0	0
<b>County Foreign Owned Business Focus Interviews</b>	12	3	0	3
<b>Total</b>	<b>245</b>	<b>34</b>	<b>55</b>	<b>89</b>

### Ontario European Agri-Food Trade Forum – November 12 and 13

Preparations are finalized and we are pleased to be hosting 147 delegates for the full day forum which will speak to market entry strategies, trends in the agri-food sector and opportunities for international collaboration. Speakers, delegates, exhibitors, registrations, media advisories, speaker gifts, presentations and a local dinner have been coordinated. We are keen to show how strong Wellington's agri-food sector is and feel our region is well suited to host such relevant discussions. The entire day will be filmed and all presentations made available for those not able to attend at [www.ontarioeuropeanforum.com](http://www.ontarioeuropeanforum.com).

The following Friday morning, together with the Guelph Chamber of Commerce, we will be hosting 39 businesses that will participate in a match making session at the Delta Hotel. Topics of the match making, which will take place in roundtable format, are based on trade and investment relationships between Ontarian and European companies.



When the match making concludes, lunch will be provided and the group will split into two; further one on one meetings and a tour of the Wellington Brewery. County ED staff will participate at the roundtables, taking notes and collecting follow up items and then provide transportation and hosting of the European delegates during the brewery tour.

### **Premier's Award for Agri-Food Innovation Excellence**

We wish to congratulate the seven regional businesses who were presented with the Premier's Award for Agri-Food Innovation Excellence this past Monday. The award recognizes and celebrates the agri-food producers, processors and organizations who through their innovative ideas and projects are helping strengthen our communities, support a sustainable environment, create jobs and boost our economy. Amongst the winners; Beef Improvement Ontario (Elora), Best Baa Dairy (Fergus), Jewels Under the Kilt (Fergus) and the Rural Ontario Institute (Guelph/Eramosa).

### **This Way to Wellington – Signage Plan 2015**

To ensure the success of the design and the rollout of Wellington's first ever Signage Plan, we have worked with the Ministry to extend the project from November to February. The consultant is currently reviewing the revisions provided by the Project Team while in parallel developing the implementation document including primary/secondary sign locations and guidelines for the pay-to-play signage programme.

Once we have the design options confirmed, working in tandem on the rollout document, we will present the plan to the Project Team early December. Thereafter, we will arrange a meeting with the Mayors and Ward Councillors for their approval. It will then be presented to the Economic Development Committee and Council in January.

Wellington County covers a large territory in an advantageous location in southwestern Ontario. It is paramount our elected officials, residents and businesses feel a part of the road signs once installed.

### **Taste Real**

We are extremely honoured and surprised that on November 10 at the Ontario Tourism Summit, the Taste Real Local Food Fest received the 2015 Culinary Tourism Event of the Year award.

### **Live and Work in Wellington**

#### **November 19 Bus Tour:**

We have coordinated this full day tour focused on opportunities in Wellington's growing health care sector. Committee will see the attached appendix of registrants, a notable 29 individuals with various sector relevant qualifications and native countries including Italy, Bangladesh, England and Mexico. Registration numbers by qualified, international professionals increased significantly following staff having been on the CBC morning show.

Departmental staff have contacted the registrants to confirm their attendance, inform them of the three employers we will be visiting and remind them to bring their resumes. We look forward to hosting the newcomers and conveying the wonderful lifestyle features that living in Wellington County offers.

The October 29 agricultural sector bus tour was an excellent opportunity for the job seekers to familiarize themselves with Wellington and local job opportunities. While many agricultural businesses experience a reduced number of staff in the fall, it was ideal timing for job seekers to learn about the company's background, history, culture and benefits. Most attendees had never before visited Wellington and were surprised by the beautiful countryside, Mennonites which they had never seen before as well as the variety of career opportunities available locally.

In addition to having created a feedback survey to improve our tour, we will be contacting tour attendees to follow up on job connections made.

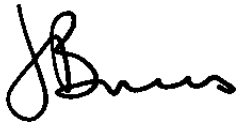
**Job Portal**

It is imperative that a County job portal provide a countywide solution to workforce issues in Wellington. County economic development staff will provide a survey to each municipality to investigate a solution that both meets the needs of employers' workforce challenges in addition to the new resident attraction efforts countywide.

**Recommendation:**

That the Economic Development Committee approve the Economic Development November Report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Burns', with a stylized, cursive script.

Jana Burns  
Economic Development Officer

# Live and Work Wellington Bus Tour - 19 Nov, 2015

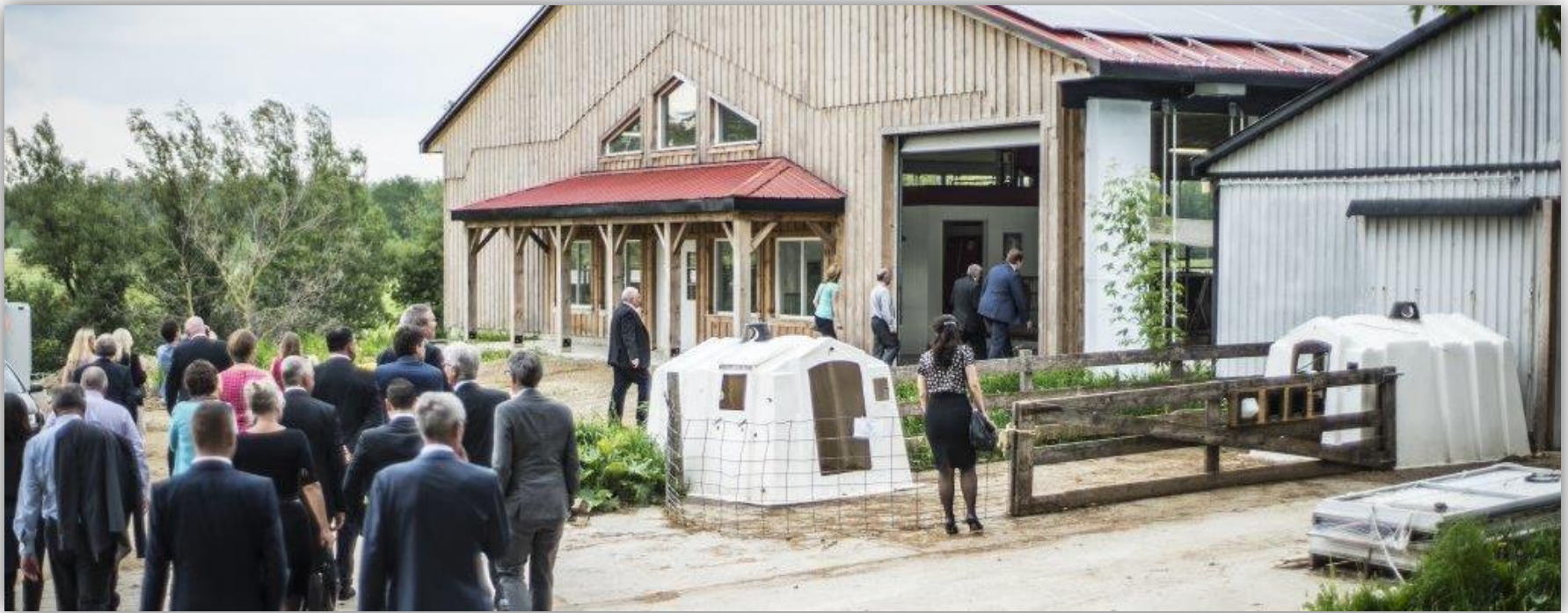
	First	Credentials	Country	E-mail Message	Notes
1	Sandy				
2	Esmira				
3	Friba		Afghanistan	I am an internationally trained medical doctor from Afghanistan living in Kitchener. I am a new comer.	
4	Seren	Second year bio-science student			UofG
5	Cleso	Animal Scientist and Postdoctoral Researcher Fellow in Food Sciences, Department of Food Sciences			UofG
6	Flavia				UofG
7	Eleonora		Italy	My husband is an engineer and was called here in Guelph. We have three children: Sara (11), Gioia (10) and Samuel (4). We have been here since 9th of August. My husband works and my children go to school... I started some volunteering activities for the school my children attend but would like to see something else, have other opportunities if it's possible, stay within people, improve my English that is not so good and I wish one future day to start work me too.	
8	Reza				
9	Alanis				
10	Azhar				
11	John				
12	Laura			I'm a second year undergrad in the biological sciences. I am also an international student.	UofG
13	Dwight				
14	Roberta				
15	Maria		Mexico		Permanent resident
16	Nasrin		Bangladesh	Here I am writing you that its me and also my husband is a health care professional that is a Gynecologist from Bangladesh. We have been passing in Canada for 6 months. By this time I have completed ELT course from Woodgreen Immigrant Services Center,Danforth. I came to know about this program from a friend yesterday.	

17	Nasrin's Husband		Bangladesh		
18	Sharon		England		
19	John				
20	Melanie				
21	Jess				
22	Sonya				
23	Carmen				
24	Gayle				
25	Emily				
26	Pemi			I am an international student at the University of Guelph. I am in my first year and am really searching for a job right now. I am very interested in healthcare.	UofG
27	Marsha			I am very interested about this job seeking opportunity with potential employers in the health sector. This sounds like an excellent idea to learn more about the area, as well as meet some new friends who have similar objectives.	
28	Gbolahan		Nigeria		UofG
29	Shawn				Mount Forest
30	Jana	Host			County Staff
31	Mandy	Host			County Staff
32	Mark	Host			County Staff

# Live and Work Wellington Bus Tour - 29 Oct, 2015

	First	Credentials	Country	E-mail Message	Notes
1	Sandy				
2	Esmira			I am with Immigrant Services until January 10th and looking for a job.	
3	Carlos				UofG
4	Sahar		South East Asia		
5	Sahars husband				
6	Paul			I currently work in Guelph, my fiancé and I have been looking to move to the county for some time.	
7	Cleso	Animal Scientist and Postdoctoral Researcher Fellow in Food Sciences, Department of Food Sciences			UofG
8	Helen		England		
9	Ernest	MSC Food, Agriculture & Resource Economics		Current graduate student	UofG graduate
10	Rachel			Recent graduate	UofG graduate
11	Park		South Korea	I am a newcomer who landed on June 29, 2013. I love the Wellington area, especially Fergus and Elora which I used to visit frequently during the weekends.	
12	Reza				
13	Azhar				
14	John				
15	John				
16	Kimberly				FERGUS
17	Nichole				FERGUS
18	Shawn				FERGUS
19	Bridgette				FERGUS
20	Henry				FERGUS
21	Brendon			I am an international undergraduate student. I am interested in the visit to Wellington County with the scope of learning and meeting with agricultural employers.	UofG

22	Staci				ELORA POTTERY
23	Robyn	Host			County Staff
24	Mandy	Host			County Staff
25	Mark	Host			County Staff
	<b>Interested Persons</b>				
	Mir	Fourth year international student in Environmental Sciences.		I am looking for a summer co-op and it would be great for me to get out there and network with potential employers or even just to see what employers are looking for.	
	Paul			My daughter is currently working away in aquaculture and is looking to return to the Wellington County area.	



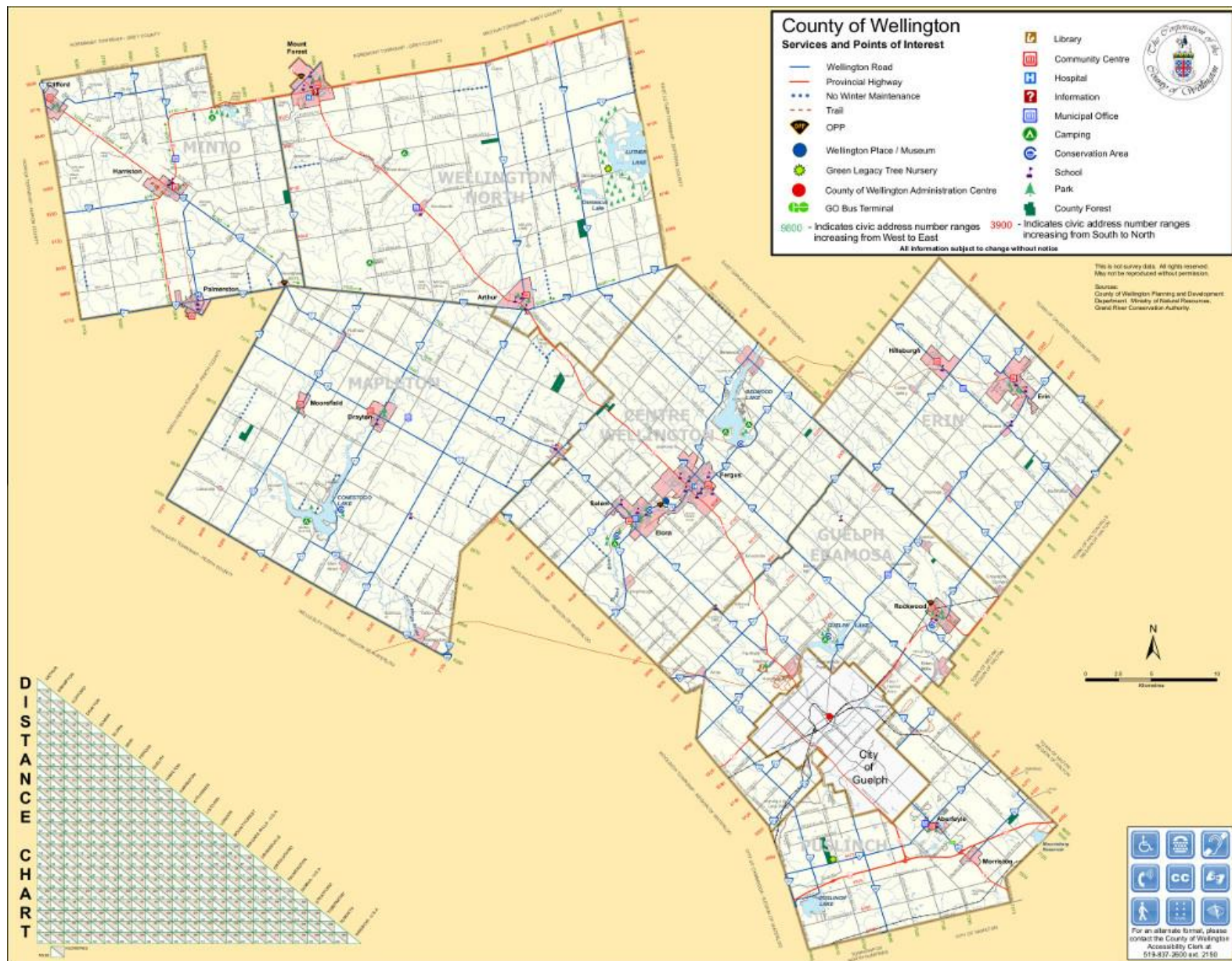
# County of Wellington Credit Review 2015

**Economic Development  
Presentation to Standard and Poor's  
July 29, 2015**

Jana Reichert  
Economic Development Officer  
[janar@wellington.ca](mailto:janar@wellington.ca)  
519.837.2600 x2525









# Wellington Economic Profile

**Municipalities:**

**7**

**Land area:**

**2,610km<sup>2</sup>**

**Population:**

**90,900**

**Businesses:**

**3,165**

**Households:**

**32,180**

**Labour force:**

**68,235**

**Job growth 2013-2014:**

**2.4%**



# County of Wellington

## Credit Review 2015

1. 2014 Economic Development highlights
2. Socio Economic Update
3. Top Employers
4. Development Activity
5. Municipal Investments
6. A look ahead 2015 Wellington ED

# Wellington Economic Development

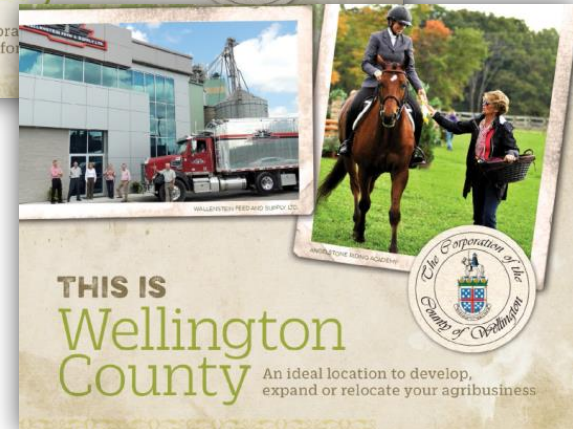
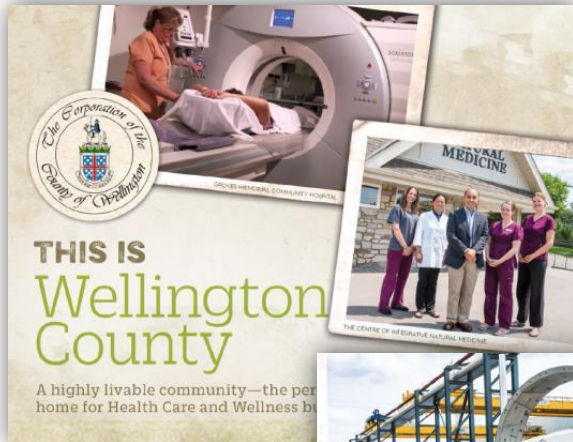
The County of Wellington has been proactive in taking leadership in economic development planning (funding leveraged):

- 2012 Economic Development Strategy
- 2013-2016 Economic Development Strategy Implementation Plan
- 2013 Wellington Workforce Strategy (**\$10,000** ON Min. of ED)
- 2013 Wellington Business Directory (**\$2,500** ON Min. of ED)
- 2014 Wellington ED Webpage, business video testimonials (**\$15,000** ON Min. of ED)
- 2014 Wellington Employment Lands GIS
- 2014 Business Resource Map
- 2014 Countywide Business Retention and Expansion initiative with 278 in person business interviews (**\$25,000** ON Min. of ED) and
- Quarterly Wellington In Business News e-newsletters and business visits.

These have been **well planned, deliberate steps** that have provided knowledge and focused programming. (**\$52,500 total leveraged 2014**)

# 2014 Wellington ED Activities

Wellington Sector Investment Strategy and Profiles: four key sectors  
(\$30,000 ON Min. of ED)





# 2015 Wellington ED Activities

In continuation with a focus on Wellington's investment readiness, Council has approved the following first-ever initiatives (funding leveraged):



Wellington Signage Plan  
(**\$35,000** ON Min. of Rural Affairs confirmed June 2015)

# 2015 Wellington ED Activities

In continuation with a focus on Wellington's investment readiness, Council has approved the following first-ever initiatives (funding leveraged):

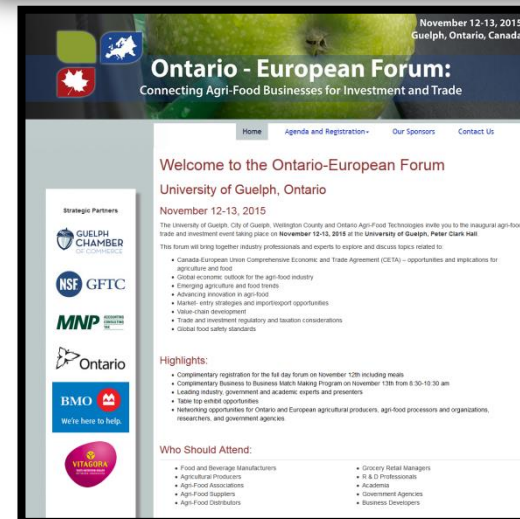


Wellington Talent Attraction  
(\$18,000 ON Min. of Rural Affairs confirmed June 2015)

# 2015 Wellington ED Activities

- 160 in-person business visits (BR+E): 2015 focus on international subsidiaries and downtown retail establishments
- Wellington Economic Development Trade Show Booth (exchangeable based on audience and sector promoted)
- 2015 Investment Attraction Strategy
- Ontario-European Agri-Food Trade Forum Nov 11-12
- Taste Real enhanced business programming and promotional videos (\$11,910 ON Min. of Agriculture 2015)
- Wellington Festivals and Events (visitor/newcomer)
- Preparation for hosting International Plowing Match in 2016

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



# Wellington Demographics

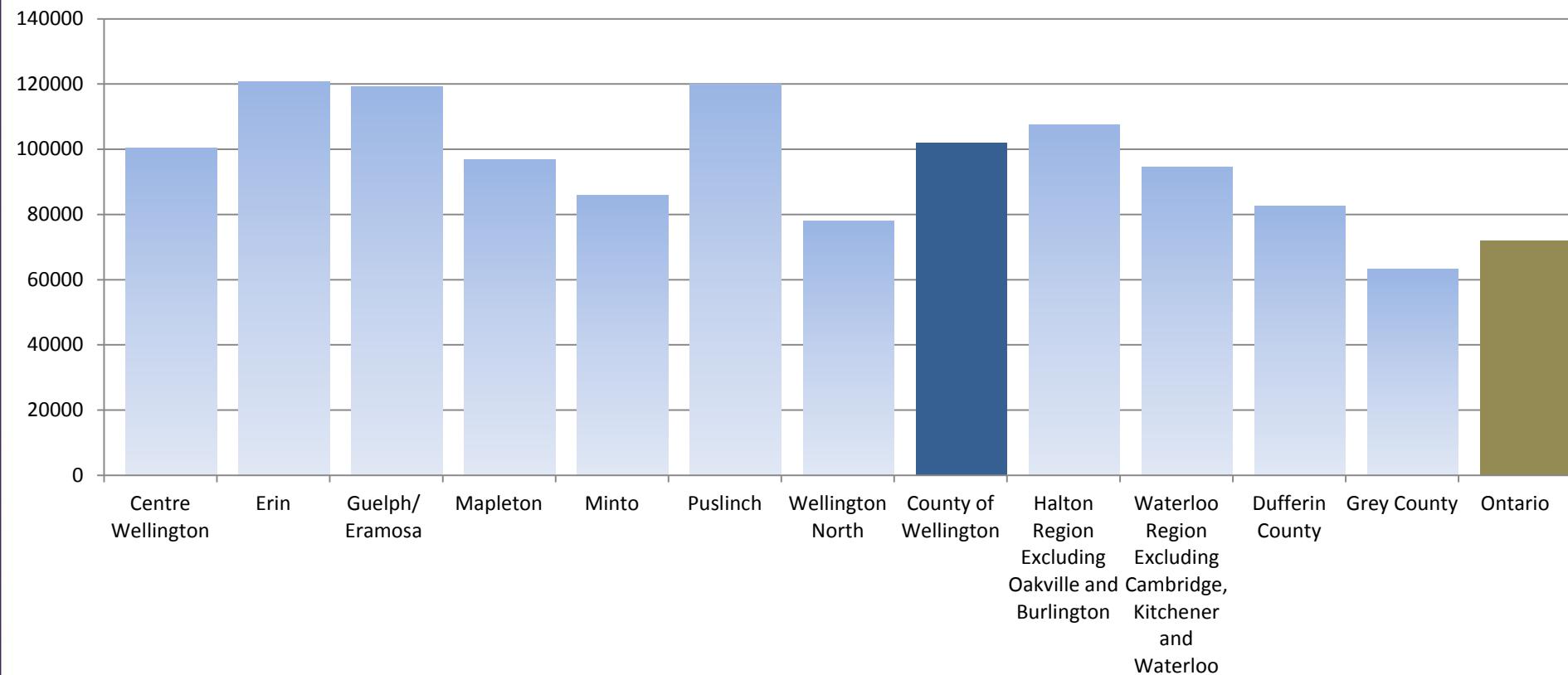
	Population 2014	Population 2031	Households 2014
Centre Wellington	27,790	41,560	10,408
Erin	11,890	14,350	4,046
Guelph/ Eramosa	13,890	13,800	4,280
Mapleton	10,400	12,220	3,028
Minto	8,680	11,180	3,221
Puslinch	7,320	9,130	2,622
Wellington North	11,950	15,000	4,575
<b>County of Wellington</b>	<b>90,900</b>	<b>117,200</b>	<b>32,150</b>

“Wellington County is forecast to experience strong population growth over the next 30 years.”  
(Watson & Associates Economists Ltd. May 5, 2015)

- Steady 1.5% annual growth equivalent to provincial rate.
- 3% or 2,750 population growth 2011 to 2014.
- Population forecasted to grow to 132,000 by 2036.



# 2015 Median Household Incomes Compared



Variable Name	DESCRIPTION	Ontario	Halton Region Excluding Oakville and Burlington	Perth County	Waterloo Region Excluding Cambridge, Kitchener and Waterloo	Grey County	Dufferin County	County of Wellington
IN_MHH	Median household total income (\$)	\$71,748	\$107,490	\$69,380	\$94,389	\$63,116	\$82,426	\$101,828

Source: Manifold Data Mining, July 2015

County of Wellington Credit Review 2015



# Building Permits Issued for New Dwellings 2014

	Single Detached	Semi Detached	Row House	Apartment	Total
Centre Wellington	89	0	23	55	167
Erin	21	0	0	0	21
Guelph/Eramosa	32	0	16	0	48
Mapleton	18	0	7	0	25
Minto	17	4	0	0	21
Puslinch	21	0	0	0	21
Wellington North	18	2	3	0	23
<b>Total</b>	<b>216</b>	<b>6</b>	<b>49</b>	<b>55</b>	<b>326</b>

- 326 permits issued for new residential units in 2014 is the rebound anticipated from the previous year's 250 and is more in line with long term trends.
- Housing is forecast to increase from 31,190 in 2011 to 45,750 in 2036 (1.5% annually)
- Persons per unit will continue to trend downward but will stabilize post 2031

“Low density housing will comprise 75% of new residential construction in Wellington between 2011 and 2016.” (Watson & Associates Economists Ltd. May 5, 2015)

# Wellington Residential Development Activity 2014

	Residential Construction Values 2012	Residential Construction Values 2013	Residential Construction Values 2014
Centre Wellington	\$48,663,330	\$23,818,880	\$43,395,868
Erin	\$21,335,350	\$13,204,531	\$15,927,481
Guelph/Eramosa	\$4,641,000	\$11,077,700	\$15,482,615
Mapleton	\$11,910,949	\$10,859,998	\$11,911,460
Minto	\$8,489,000	\$7,209,000	\$7,251,000
Puslinch	\$22,048,500	\$22,065,325	\$19,635,450
Wellington North	\$16,789,200	\$9,330,700	\$8,550,000
<b>Total</b>	<b>\$133,877,329</b>	<b>\$97,566,134</b>	<b>\$122,153,874</b>

Development activity received from municipal building officials



# Wellington Workforce



## Live and Work in Wellington Bus Tour

	2013	2014	% Growth
Labour force (x 1,000) ER3540	741.2	747.8	0.9%
Labour force (x 1,000) Ontario	7,383.80	7,418.60	0.5%

	Labour Force 2014 (72.1% participation rate)	% of County Labour Force
Centre Wellington	21,152	31.0%
Erin	9,211	13.5%
Guelph/ Eramosa	9,552	14.0%
Mapleton	7,710	11.3%
Minto	6,345	9.3%
Puslinch	5,390	7.9%
Wellington North	8,802	12.9%
<b>County of Wellington</b>	<b>68,235</b>	<b>100%</b>

# Wellington Economy

## WHY Wellington?

- Strategic location
- Proximity to market
- Quality transportation infrastructure
- Cost of doing business

(278 Business Retention and Expansion interviews)

“Wellington County’s economic performance since the 2008 downturn is one of the strongest in southern Ontario. “ (IA Strategy 2015)

## FAST FACTS 2014

- 2.38% growth in jobs 2013 to 2014
- Higher than provincial levels of productivity (Ontario average \$84,582)
- Unemployment 2% below provincial rate and 0.9% below Economic Region (Barrie, KW, Guelph)

	2012	2013	2014	2015 (YTD)
Assessment Base (\$ M)	\$12,644	\$13,251	\$14,127	\$14,943
Unemployment rate (%) Wellington	4.1	5.4	4.7	4.4
Unemployment rate (%) ER3540	6.6	6.4	5.8	5.3
Unemployment rate (%) Ontario	7.9	7.6	7.3	6.4

Source: Labour Force Survey, WPBWWD.

	Jobs 2014	Job growth 2013 - 2014	2011 Productivity	Number of Businesses 2014
Centre Wellington	12,110	2.40%	\$91,640	758
Erin	3,891	4.00%	\$89,415	310
Guelph/ Eramosa	5,430	3.00%	\$89,916	582
Mapleton	4,848	1.60%	\$84,766	298
Minto	3,945	6.50%	\$84,043	465
Puslinch	5,123	4.20%	\$107,370	417
Wellington North	7,250	7.70%	\$91,425	335
<b>County of Wellington</b>	<b>42,597</b>	<b>2.38%</b>	<b>\$91,225</b>	<b>3,165</b>

Source: Jobs (Manifold), Productivity (OMAFRA), Businesses (Wellington ED)

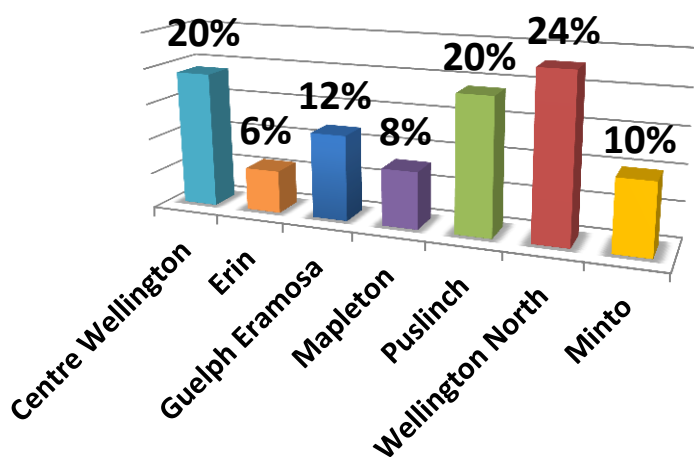




# Wellington Employers

- Communication with our businesses = more accurate business directory
- Growing number of employers 2013-2014 (4.7% or 142 businesses)

**Location of Top Employers  
>50 employees**



COMPANY NAME	EMPLOYEE SIZE RANGE	LOCATION	SECTOR	CHANGE
Grand River Raceway	90 summer, 25 winter	Centre Wellington	Equestrian and Spectator Sport	broken down to seasonal from just 110
Jefferson Elora Corporation	450	Centre Wellington	Manufacturing of automotive parts	50 +
OLG Slots at Grand River Raceway	180 summer, 160 winter	Centre Wellington	Casino	broken down to seasonal from just 110
Target	100	Centre Wellington	Retail	closed (100 -)
The Gund Company (Canada) TGC Canada	41	Centre Wellington	Manufacturing of electrical and thermal insulation materials	18 - (transferred some back to their head office, admin functions mostly. )
Wallenstein Feed & Supply	180	Mapleton	Agriculture	10 +
Brenmar Transit	4 FT/ 60 PT	Minto	Transportation	2 +
Farm Fresh Poultry	68 FT/ 2 PT	Minto	Agriculture	3 +
Palmerston Hospital	78 Reg PT/ 39 Cas PT/ 3 Temp	Minto	Health care	7 + (plus Casual and Part time now added)
MAMMOET Crane	400	Puslinch	Crane Rental, heavy lifting and transport specialist.	added
Birmingham Retirement Community Mount Forest	50-99	Wellington North	Health care	range upped
Canadian Tire Corp	50-99	Wellington North	Retail	range upped
Copernicus Educational Products	50-99	Wellington North	Manufacturing of educational products	range upped
Excell Stamping Inc	50-99	Wellington North		added
Golden Valley Farms Inc.	100-299	Wellington North	Agriculture	range upped
Upper Grand District School Board	100-299	Wellington North	Education	range upped
Wellington Catholic District School Board	50-99	Wellington North	Education	added

# Top Employers 2015

CENTRE WELLINGTON	EMPLOYEE SIZE RANGE	SECTOR
Belwood Lodge & Camp	60 Seasonal	Recreational Camp
<b>Canadian Tire Corporation</b>	20 FT, 60 PT	Retail
<b>Caressant Care – Fergus</b>	95	Health care
Centre Wellington District High School	120	Education
Fresh Co. – Fergus	55	Retail
Grand River Raceway	90 summer, 25 winter	Equestrian and Spectator Sport
Groves Memorial Community Hospital/North Wellington Healthcare Alliance	107 FT + 169 PT	Health care
<b>Guelph Utility Pole</b>	50	Manufacturing of wood products
<b>Hunter Amenities International Soap Plant</b>	65 FT, 12 PT	Manufacturing of consumer products
<b>Jefferson Elora Corporation</b>	450	Manufacturing of automotive parts
McDonald's – Fergus	80	Retail – food
<b>Nexans Canada Inc.</b>	215	Manufacturing of electrical cables
OLG Slots at Grand River Raceway	180 summer, 160 winter	Casino
Polycorp Ltd.	160	Manufacturing of engineered polymer products
<b>RR Donnelly</b>	140	Business Forms Printing
<b>The Gund Co (Canada) TGC Canada</b>	41	Manufacturing of electrical and thermal insulation materials
Township of Centre Wellington	105 FT + 87 PT +48 Volunteer Firefighters	Government
Wellington Terrace Long-term Care Home	280	Health care
Zehrs Markets – Fergus	186	Retail

ERIN	EMPLOYEE SIZE RANGE	SECTOR
Angelstone Farms Inc.	50-99	Agricultural – Equestrian
Denny Bus Lines	120	Transportation
East Wellington Family Health Team: Erin Clinic	50	Health care
Erin District High School	59	Education
Foodland	55	Retail
Town of Erin	60	Government

GUELPH/ERAMOSA	EMPLOYEE SIZE RANGE	SECTOR
Danby	100	Manufacturing of appliances
Drexler Construction Ltd.	130	Construction
<b>EastGen</b>	175	Agriculture
<b>Eden House Care Facility Ltd.</b>	85-90	Health care
Encora Enterprises/Nature's Palette	59	Landscape construction and excavating
Ex-L Excavating	50	Construction
Fortress Trucking	76	Transportation
Herwynen Saw Mill	52	Manufacturing of wood products
Meadowville Garden Centre	50	Agriculture – garden centre
Organic Meadow	50-99	Other Grocery and Related Products
Puresource Inc.	90	Manufacturing and distribution of natural wellness products
Sodrox	52	Distributor of chemicals
<b>Walinga</b>	200	Transportation

\*Companies in **bold** are top corporate tax payers



# Top Employers cont'd

MAPLETON	EMPLOYEE SIZE RANGE	SECTOR
Drayton Festival Theatre Inc.	80-130	Arts and Entertainment
Mar-Span Home Hardware Building Centre	50 + 10-15 additional summer employees	Retail
<b>Nieuwland Feed &amp; Supply Ltd</b>	60	Agriculture
Norwell Dairy Systems Ltd.	75	Agriculture
Rothsay	50-99	Agricultural recycling
The Murray Group	100	Paving Contractor
Township of Mapleton	27 FT + 112 PT	Government
<b>Wallenstein Feed &amp; Supply</b>	180	Agriculture



MINTO	EMPLOYEE SIZE RANGE	SECTOR
Brenmar Transit	4 FT/ 60 PT	Transportation
<b>Caressant Care</b>	98	Health care
<b>Farm Fresh Poultry</b>	68 FT/ 2 PT	Agriculture
Palmerston Hospital	78 Reg PT/ 39 Cas PT/ 3 Temp	Health care
<b>Pike Lake Golf and Country Club</b>	32 FT + 68 seasonal PT	Recreation
Royal Terrace	96	Health care
<b>TG Minto</b>	600	Manufacturing
Town of Minto	51 same	Government
UGDSB – Minto	158	Education
<b>Wightman Telecom Ltd</b>	85	Telecommunications provider

\*Companies in **bold** are top corporate tax payers





# Top Employers cont'd

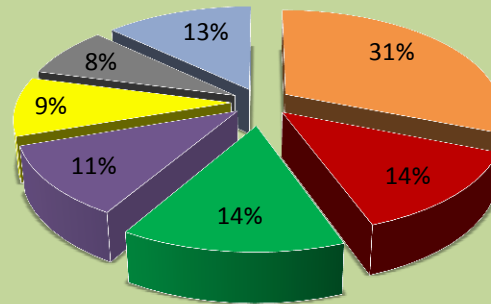
PUSLINCH	EMPLOYEE SIZE RANGE	SECTOR
Barco Materials Handling Ltd.	130	Manufacturing of hardwood and softwood pallets, skids and crates
CasCade Canada Ltd.	170	Manufacturing of material handling equipment
<b>Cherry Forest Products</b>	130	Manufacturing of lumber
<b>Con Cast Pipe</b>	150	Manufacturing of concrete piping
Edward Jones	100-299	Financial
Hammond Power Solutions	50-99	Manufacturing of dry-type transformers
Llewellyn Security	150	Security systems and technology
<b>MAMMOET Crane</b>	400	Crane Rental, heavy lifting and transport specialist
<b>Maple Leaf Foods</b>	112 plant + 29 lab	Food Storage
<b>Nestle Waters Canada</b>	100	Manufacturing of soft drinks
North America Construction Ltd.	80	Construction
<b>Pentalift Equipment Corporation</b>	50-99	Manufacturing of loading dock and materials handling equipment
<b>Royal Canin Canada Company</b>	200	Manufacturing of dog and cat food
<b>Russell Metals</b>	50-99	Processing and distributing of metals
<b>Schneider National</b>	300+	Transportation
TCA Technologies Inc.	50	Manufacturing of industrial automation equipment
Township of Puslinch	15 or 95-100 with PT + firefighters	Government
TransX Group	50-99	Transportation and logistics
Tytan Glove & Safety Inc.	50-99	Manufacturing of safety equipment

WELLINGTON NORTH	EMPLOYEE SIZE RANGE	SECTOR
All Treat Farms	50-99	Agriculture
Birmingham Retirement Community Mount Forest	50-99	Health care
Canadian Tire Corp	50-99	Retail
<b>Caressant Care Arthur</b>	50-99	Health care
Copernicus Educational Products	50-99	Manufacturing of educational products
Dana Long Manufacturing Ltd.	100-299	Manufacturing of thermal products
<b>Excell Stamping Inc.</b>	50-99	Medium to heavy gauge stamping plant
Foodland Mount Forest	50-99	Retail
Golden Valley Farms Inc.	100-299	Agriculture
Ivan Armstrong Trucking	50-99	Transportation
Mount Forest Family Health Team	50-99	Health care
<b>Musashi Auto Parts Canada Inc.</b>	100-299	Manufacturing of auto parts
North Wellington Health Care	100-299	Health care
<b>Quality Homes</b>	100-299	Design and manufacturing of homes and cottages
Saugeen Valley Nursing Home	100-299	Health care
Solowave Design – Big Backyard	50-99	Design and manufacturing of outdoor living products
Tim & Heather's No Frills	50-99	Retail
Township of Wellington North	50-99	Government
Upper Grand District School Board	100-299	Education
Viking-Cives Ltd.	100-299	Manufacturing of snow and ice control equipment
<b>Vintex Inc.</b>	100-299	Manufacturing of coated textile fabrics
Waste Management of Canada	50-99	Waste collection
Wellington Catholic District School Board	50-99	Education

\*Companies in **bold** are top corporate tax payers

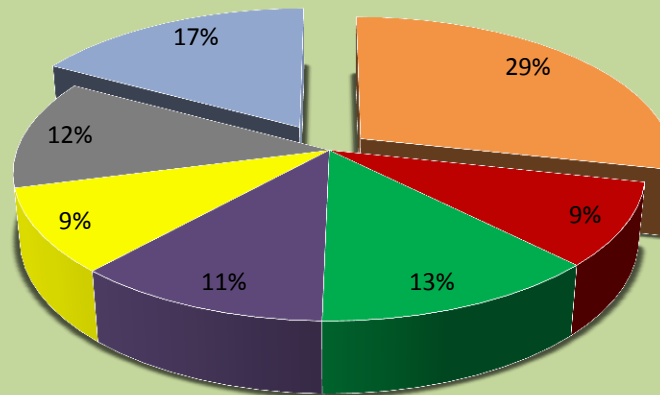
# Resident Labour Force vs Local Jobs 2014

## Wellington Labour Force 68,235



- Centre Wellington
- Erin
- Guelph/Eramosa
- Mapleton
- Minto
- Puslinch
- Wellington North

## Wellington Jobs 42,597



- Centre Wellington
- Erin
- Guelph/ Eramosa
- Mapleton
- Minto
- Puslinch
- Wellington North

# Wellington Employment

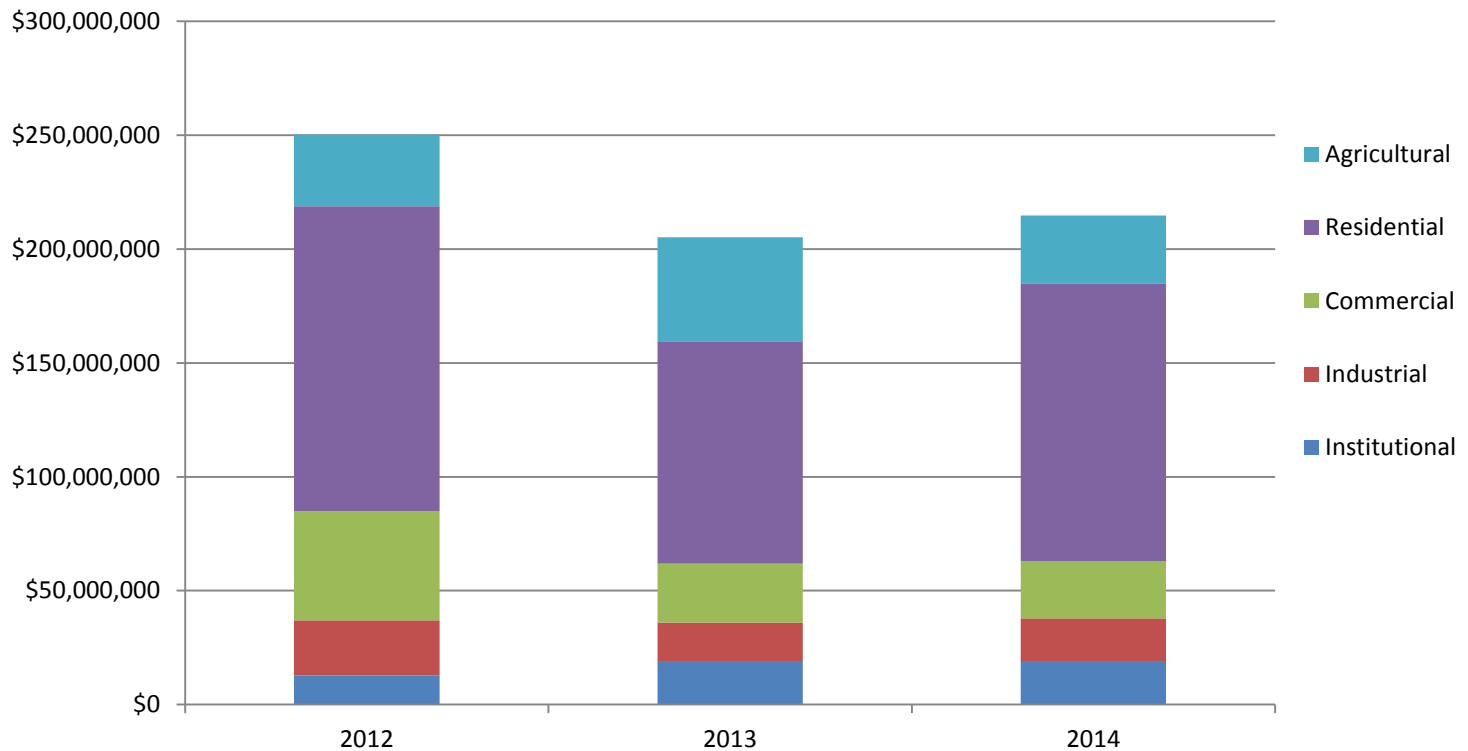
	Total jobs	Growth 2013 -2014
Centre Wellington	12,110	2.40%
Erin	3,891	4.00%
Guelph/Eramosa	5,430	3.00%
Mapleton	4,848	1.60%
Minto	3,945	6.50%
Puslinch	5,123	4.20%
Wellington North	7,250	7.70%
<b>Wellington County</b>	<b>42, 597</b>	<b>2.38%</b>

**“As the County’s employment activity rate increases, we can expect growth in population serving sectors (health care, food services, personal services and retail).”**

(Watson & Associates Economists Ltd. May 5, 2015)

# Wellington Historical Building Activity

## Wellington Building Permit Values 2012-2014



# Wellington Manufacturing

- Largest sector 7,281 jobs (17% of all Wellington jobs)
- 15% growth from 2009 (cf 2% decline in Ontario)
- High concentration LQ 1.8 (double provincial avg)
- Employment at most existing manufacturers has grown, with some firms undertaking notable expansions over the past five years (Wellington Investment Attraction Strategy 2015)

Sub-sectors of significant concentration and growth:

1. Motor Vehicle Parts
2. Animal Food
3. Agricultural machinery
4. Plastics
5. Food and Bev
6. Non-Food (wood, non-ferrous metal, cement, ventilation, heating)

“Wellington is forecast to experience steady industrial growth over the long term, job growth related to small/medium scale technology intensive manufacturing.”  
(Watson & Associates Economists Ltd. May 5, 2015)



# Wellington Manufacturing



## **TG Minto Corporation**

- Japanese owned OEM
- operating in the community for 11 – 25 years
- 300+ employees at this location
- 50,000 sqft expansion in 2014



# Wellington Agriculture

- 2<sup>nd</sup> largest sector 6,095 jobs (14% of all County jobs)
- 41% job growth from 2009 (cf 7% growth in Ontario)
- High concentration LQ 10.39 (10 times provincial avg)
- Significant gains in oilseed and grain farming
- Supply managed prices stable and/or rising

“Compared with the province, the number of farms in Wellington are decreasing at a slower rate and the size of farms are still smaller. This is a great position to be in.”  
(Gerry Horst, OMAFRA Field Rep.)

## Farms down, Farm Receipts up (\$653.6 Million)

Industry Group	2011	2006	Change	Percent by Industry - 2011	Percent by Industry - 2006
Cattle ranching and farming	786	905	-119	31.3%	35.0%
Hog and pig farming	120	192	-72	4.8%	7.4%
Poultry and egg production	166	152	14	6.6%	5.9%
Sheep and goat farming	83	59	24	3.3%	2.3%
Other animal production	453	490	-37	18.0%	18.9%
Oilseed and grain farming	548	414	134	21.8%	16.0%
Vegetable and melon farming	22	25	-3	0.9%	1.0%
Fruit and tree nut farming	15	17	-2	0.6%	0.7%
Greenhouse, nursery and floriculture production	72	89	-17	2.9%	3.4%
Crop farming	246	245	1	9.8%	9.5%
Total Number of Farms	2,511	2,588	-77	100.0%	100.0%

Source: Census of Agriculture, 2011, 2006

**Opportunities:** soy varieties to answer food and industrial market requirements, volume crushing, ethnic markets, Taste Real, international leadership in research. Equine: highest number of horses in ON, industry diversity, skills and facilities.

# Wellington Agriculture

- Highest number of farms in Ontario
- 2<sup>nd</sup> highest farm gate sales
- Niagara (grapes), Simcoe (muck soil), Grey/Bruce (pasture) -  
- Wellington still King of the diversified farm (contributes to Taste Real success)
- Ontario's chicken producing region (\$109M)
- More supply managed farms, more market gardens, great jobs (ie: Wallenstein Feed Mill PhD nutritionists balancing rations for feed medication).
- Substantial cluster advantages: equipment manufacturing, services, sales, accounting, insurance, health. Farmers come to Wellington for boots, dairy equipment, consulting services etc.

## Concentration and Job Growth 2009-2014

1. Biologists and related scientists
2. Veterinarians
3. Landscape and hort technicians and specialists
4. Veterinary and animal health technicians and specialists
5. Ag consultants and specialists
6. Biological technologists and technicians



## Wallenstein Feed and Supply Ltd.

- Rated Wellington as excellent place to do business
- In operation for over 35 years
- Canada's largest independent feed mill
- 2014 Expansion led to 20 new employees in 2014, 20 in 2015, 20 in 2016
- Communities top advantage as a place to do business is access to good employees



# Agricultural Development Activity 2014

	Agricultural Construction Values 2012	Agricultural Construction Values 2013	Agricultural Construction Values 2014
Centre Wellington	\$6,101,500	\$26,783,000	\$5,593,500
Erin	\$4,727,500	\$2,603,700	\$1,801,750
Guelph/Eramosa	\$1,958,600	\$1,630,000	\$2,528,000
Mapleton	\$11,367,237	\$8,817,927	\$11,882,835
Minto	\$3,396,000	\$2,662,000	\$1,045,000
Puslinch	\$388,000	\$0	\$0
Wellington North	\$7,859,780	\$3,181,100	\$6,880,600
<b>Total</b>	<b>\$31,498,617</b>	<b>\$45,677,727</b>	<b>\$29,731,685</b>

<b>Centre Wellington</b>	new bunker silo, grain storage, 3 new broiler barns, riding arena, farm and storage shops.
<b>Erin</b>	New grain storage, horse barn, 4 new horse stalls, riding arena
<b>Guelph/Eramosa</b>	(ag storage building) (new dairy barn) (Pig barn) (Chicken barn)
<b>Mapleton</b>	(3 new chicken barns, \$600,000 each, rebuilds, 2 new dairy barns, 2 new turkey barns, new hog barn)
<b>Wellington North</b>	(poultry barn, calf barn, 1 new manure storage, one shift from res to com ag)

# Wellington Health Care

- 3,828 jobs (9% of all Wellington jobs)
- 17.5% growth from 2009 (cf 10% growth in Ontario)
- Location quotient 0.9 (10 times provincial avg)
- Further development of Wellington Place will present opportunities to attract health care related businesses.

“The County’s health care infrastructure; hospitals, long term care and clinics, is a vital asset, including when it comes to attracting and retaining talent.”

(Investment Attraction Strategy 2015)

## Mango Tree Family Health Team

- Rated Community as excellent place to do business
- Will expand Puslinch location to add a pharmacy- 1,000 sqft. Added a nurse practitioner to Puslinch office.
- The outlook for this industry is growing, the main reason is due to aging population and the fact they became a Family Health Team which allows them to offer more services



# Professional Creative Services

- 2,210 jobs (9% of all County jobs)
- 17% growth from 2009 (cf 10.1% growth in Ontario)
- Location quotient 0.68
- 770 labour force 2014, increasing by 89 or 13% from 2009

4% annual growth forecast in professional business services Canadian GDP to 2022, compared to an average of 2.5% for other industries.

**High-speed internet investment - 2014 Wellington invested \$200,000 into SWIFT (South West Integrated Fibre Technology). Project seeks to bring high capacity, universal fibre optic infrastructure to the entire southwest region – regardless of population density.**

Wellington is exceptionally well placed to attract creative and independent individuals. These people will be looking for:

- digitally and geographically accessible locations;
- rural and small town environments;
- nearby urban amenities;
- reasonable access to a major international airport; and
- access to services and shopping found in a major North American metro.

These occupations include professional, scientific and technical services, educational services and information and cultural industries.

# Wellington Commercial Development Activity 2014

	Commercial Construction Values 2012	Commercial Construction Values 2013	Commercial Construction Values 2014
Centre Wellington	\$8,914,370	\$3,154,000	\$2,751,400
Erin	\$51,000	\$1,405,000	\$2,014,000
Guelph/Eramosa	\$200,000	\$6,175,000	\$12,725,000
Mapleton	\$372,000	\$100,000	\$202,000
Minto	\$427,000	\$1,306,000	\$2,343,000
Puslinch	\$37,597,000	\$13,526,000	\$4,020,000
Wellington North	\$461,391	\$212,690	\$846,000
<b>Total</b>	<b>\$48,022,761</b>	<b>\$25,878,690</b>	<b>\$24,901,400</b>

Centre Wellington

Erin

Guelph/Eramosa

Mapleton

Minto

Puslinch

Wellington North

# Wellington Industrial Development Activity 2014

	Industrial Construction Values 2012	Industrial Construction Values 2013	Industrial Construction Values 2014
Centre Wellington	\$10,554,100	\$420,000	\$6,633,900
Erin	\$1,465,000	\$1,655,700	\$1,472,000
Guelph/Eramosa	\$2,290,000	\$1,791,000	\$4,000,000
Mapleton	\$3,675,423	\$5,512,384	\$1,609,000
Minto	\$2,600,000	\$3,208,000	\$3,138,000
Puslinch	\$3,088,000	\$265,000	\$1,152,397
Wellington North	\$378,000	\$4,465,980	\$1,200,500
<b>Total</b>	<b>\$24,050,523</b>	<b>\$17,318,064</b>	<b>\$19,205,797</b>

Centre Wellington  
Guelph/Eramosa  
Mapleton  
Minto  
Puslinch  
Wellington North



# Wellington Institutional Development Activity 2014

	Institutional Construction Values 2012	Institutional Construction Values 2013	Institutional Construction Values 2014
Centre Wellington	\$3,465,500	\$8,216,000	\$5,792,850
Erin	\$515,000	\$1,400,000	\$433,000
Guelph/Eramosa	\$1,101,000	\$7,038,000	\$11,589,750
Mapleton	\$0	\$720,000	\$6,000
Minto	\$7,492,000	\$705,000	\$581,000
Puslinch	\$23,000	\$0	\$0
Wellington North	\$289,430	\$659,550	\$305,000
<b>Total</b>	<b>\$12,885,930</b>	<b>\$18,738,550</b>	<b>\$18,707,600</b>

Centre Wellington

Erin

Guelph/Eramosa



# A look ahead – Heading into Q3 2015

## Positive Signals – Building Activity to date

### YTD June 2015 vs YTD June 2014 Building Permits in Wellington County

	Number of Permits	Construction Value
Town of Minto	Increase	Increase
Township of Wellington North	Decrease	Decrease
Township of Mapleton	Increase	Increase
Township of Centre Wellington	Increase	Increase
Township of Guelph Eramosa	Status Quo	Status Quo
Township of Puslinch	Increase	Decrease
Town of Erin	Increase	Increase

Municipality	2015 Expansions
Centre Wellington	[Redacted]
Mapleton	
Minto	
Puslinch	
Wellington North	

# 2015 Municipal Land Servicing and ED Projects

Municipality	2015 Municipal Economic Development Projects	Employment Lands (1,354 developable acres)
Centre Wellington	Reconstructing a SWM pond to service Gregson Court lands. New economic development taskforce reviewing all employment lands to determine process to bring to market. Review of all fees and charges. CIP launched May 2015: 3 applications 4:1 ROI. Urban Design Guidelines launched. New jobs and housing portal launched June.	230
Erin	Erin Community Profile, First Impressions Community Exchange with Mount Forest, ED Committee.	112
Guelph/Eramosa	Complete bylaw consolidation and bylaw review.	294
Mapleton	First ever Mapleton Community Profile, branding project and municipal flag.	103
Minto	Started EA process to extend John St. in Harriston Industrial Park (11 acres). Accepted into Certified Site programme (greater potential to attract FDI and covers 50% certification cost).	141
Puslinch	Township Strategic Plan. Completion of Community Improvement Plan.	174
Wellington North	Municipal Solar Programme resulting in annual revenue to township of over \$50,000 per year. Renew Northern Wellington subsidized rent for new business programme to fill empty storefronts in downtowns.	300



# Moneysense Magazine

## Canada's Best Places to Live 2015

**Centre Wellington (52) and Erin (76) are ranked in the top 209 cities for 2015.**

103 points available (top community garnered 71 points)

Rating factors:

- Population growth
- Walk/bike to work
- Crime
- Housing
- Unemployment
- Household income
- Weather
- New cars
- Doctors
- Culture

52	Centre Wellington	ON	↑	Small
53	Saint-Georges	QC	↓	Small
54	Coquitlam	BC	↑	Medium
55	Medicine Hat	AB	↑	Small
56	Caledon	ON	↓	Small
57	Milton	ON	↓	Medium
58	Cobourg	ON	↑	Small
59	Terrebonne	QC	↓	Medium
60	Laval	QC	↑	Large
61	Mississauga	ON	↑	Large
62	Clarington	ON	↓	Small
63	Richmond	BC	↓	Medium
64	Brooks	AB	↑	Small
65	Maple Ridge	BC	↓	Small
66	Langley	BC	↑	Medium
67	Halifax	NS	↓	Large
68	Saint-Hyacinthe	QC	↓	Small
68	Burnaby	BC	↑	Medium
70	Moose Jaw	SK	↓	Small
71	Markham	ON	↑	Medium
72	Peterborough	ON	↑	Medium
73	New Westminster	BC	↑	Small
74	Squamish	BC	↑	Small
75	Red Deer	AB	↓	Medium
76	Erin	ON	NEW	Small

# Wellington Waterloo Community Futures Development Corporation

WWCFDC	2013/2014 year	2014/2015/year
Loans requested	42	38
Loans advanced	24	27
Average value of loan	\$67,783	\$49,351
Number of businesses assisted	588	239
Jobs created/maintained	678	760
Loans repaid	\$1,400,000	\$1,300,000
Loan loss	6.0%	4.5%

- ✓ Higher number of loans demanded for lower amounts
- ✓ Small/medium enterprises creating more jobs
- ✓ Low loan loss ratio

In addition to directly impacting new business in Wellington, the WWCFDC received \$15,000 in 2014 to assist with the following:

- Assistance with the Workforce Strategy, Source it Here Taste Real business event and Wellington Company tour 2014.
- Coordination and minute taking for the Wellington Municipal Economic Development Group monthly meetings
- Business training and mentorship available for rural Wellington businesses connected via the BR+E

# County Fund for Municipal BR+E Projects 2014

Municipality	Localized Project Identified via BR+E	Leveraged
Centre Wellington	Video of Centre Wellington; Community Economic Profile.	
Erin	Hire EDO; Completion of Community Profile; First Expressions Community Exchange; BR+E follow up.	<b>\$39,000</b> Town of Erin
Guelph/Eramosa	Bylaw review and consolidation – includes creation of online zoning maps and information packages.	
Mapleton	Municipal Cultural Plan.	<b>\$15,000</b> Township of Mapleton
Minto	LaunchIt Business Incubator; Move back to Minto alumni marketing campaign.	<b>\$53,025</b> Province, rent income, Chamber and Town
Puslinch	Puslinch Community Improvement Plan.	<b>\$15,000</b> RED Fund (ON Min. Rural Affairs)
Wellington North	Community Improvement Plan expansion to Kenilworth (10 applications worth \$87,345); Signage and Strategic Plan; Advertising, incorporation fees and hiring coordinator to fill commercial storefronts.	<b>\$58,300</b> Trillium, <b>\$5,000</b> Township
	<b>Initial County investment of \$165,000 (13% ROI)</b>	<b>\$173,325 total leveraged</b>

# Investing in our Communities 2014



2014 Capital Expenditures  
(in millions)



## Investment in Significant Economic Transportation Routes

WR 124 between City of Guelph and Township of Guelph Eramosa

Annual traffic: 8,116 cars

WR 7 through the sections with the new passing lanes

Annual traffic: 8,514 cars



# Investing in our Communities 2015



Capital Asset Additions 2015  
(in millions)



## Investment in Significant Economic Transportation Routes

WR 109 (Elora Street, Harriston) for the work currently being completed. Annual traffic: 6,359 cars

## Facilitation of Private Sector Coalition to push for Morriston Bypass

Collaborative effort led by regional business impacted by the traffic congestion in Morriston.





# Wellington County

- Continued ED initiatives supported by local business
- Assisting the local municipalities via funding, communication and collaboration
- Growing business base
- Engaged business community
- Continued investment by existing and new businesses
- Investment Attraction beginning 2015
- Low unemployment
- Capital investments to support economic infrastructure
- Supportive and ambitious Council





# Thank you

**Economic Development  
Presentation to Standard and Poor's  
July 29, 2015**

Jana Reichert  
Economic Development Officer  
[janar@wellington.ca](mailto:janar@wellington.ca)  
519.837.2600 x2525



**To: Jana Burns**  
**Economic Development Officer**  
**County Wellington**  
74 Woolwich Street  
Guelph ON N1H 3T9  
T 519.837.2600 x 2525

**Re: Innovation Guelph Request for Financial Support**

**Nov. 10, 2015**

***Innovation Guelph is spearheading approaches for prosperity and community wellbeing.***

Our organization prides itself on being innovative, action oriented, and in tune with the needs of growth-oriented enterprise. We are thought leaders in building and growing Guelph and Wellington County's entrepreneur ecosystem. We recognize that to achieve our goals we must engage our municipal partners, who share our values, and want to actively cultivate the economic prosperity and wellbeing of this region.

Innovation Guelph's region of focus includes Guelph, Wellington, and Dufferin Counties. We recognize the importance of growing the entrepreneur pool outside of the City of Guelph. As such we actively reach out to start-ups and small- and medium-sized enterprises (SMEs) across Wellington County.

Wellington County has shown leadership in developing a business retention and expansion program that looks to respond to the real, on-the-ground, needs of businesses in the region. This aligns well with Innovation Guelph's services, offered through our Speedway™ suite of programs. In fact, right now IG is servicing 10 Wellington County-based companies. Ultimately we care about the businesses we engage and celebrate with our ecosystem partners when they achieve revenue and job growth.

Please review the full scope of how Innovation Guelph currently provides benefit to Guelph & Wellington County in the document attached to this letter. A list of Wellington County businesses currently working with Innovation Guelph has been included to illustrate the types of projects underway and highlight success already achieved. Also presented is an engagement approach for further developing our partnership over the next year.

Thank you for being an active partner in our regional business ecosystem. Please contact me at your convenience to discuss this proposal. Innovation Guelph is here to work with you to find the most effective engagement strategy.



**JAMES DORAN**  
**CEO, INNOVATION GUELPH**  
[james.doran@innovationguelph.ca](mailto:james.doran@innovationguelph.ca)



## Request for Support Proposal Innovation Guelph & County Wellington

### Municipal Financial Contributions

Most Regional Innovation Centres (RICs) are financially supported by their municipalities which helps them maintain and grow their regional business ecosystems. IG is actively seeking support from our regional stakeholders this year.

Financial support from the County Wellington will regularize our relationship with the County to ensure the ongoing growth and stability of the innovation-support sector that IG is building for our common region. It will speak to local partnership strength and our collective capacity to deliver on common goals.

### Why Support for Innovation Guelph Matters

1. Financial support and continued partnership provides long-term stability to maintain and grow Innovation Guelph as a core institution and focal point of the Guelph's regional business ecosystem.
2. Innovation Guelph and the region work together to achieve common goals – Prosperity 2020; BR&E; Grow Guelph, etc.
3. Innovation Guelph's programs and initiatives drive growth for our region and provide real metrics (data) on job creation, company revenue/growth, new products, and new innovations.
4. Innovation Guelph brings investment dollars to the region to support the growth of our business ecosystem [programs, infrastructure, and resources] – funds flow directly to Innovation Guelph or to partners like U of G, Conestoga College, 10 Carden St, GWBEC, etc.
5. Innovation Guelph brings investment dollars to the region's entrepreneurs and companies. The spin-off benefits are company growth, job creation, and tax income for the region.
6. Financial support from the region is leveraged against provincial and federal dollars to deliver a multiplier on the ROI.

### Request

Innovation Guelph is seeking **\$20,000 per annum** and if possible a three year commitment from Wellington County. This will be leveraged against IG's existing funding and revenue (totalling ~\$1.25M/annum); over 60X Return on Investment. Support is also being sought from the City of Guelph and Dufferin County.

## Engagement Components

This partnership with Wellington County is made up of a multifaceted engagement approach that provides flexibility and responsiveness to the needs of the County. We are seeking to expand our work with Wellington County and pursue the common goal of increasing economic growth and community wellbeing across the region. Please refer to the section entitled: **About Innovation Guelph** for details about our existing programs and initiatives.

This proposed engagement strategy includes:

### Regional Strategy

- Active participation of IG management (CEO) on County strategic planning initiatives or special projects.
- Involvement of County economic development staff in Innovation Guelph's strategic planning.

### Advisory Roles

- County representative participation on Fast Lane [SME scale-up support program] Advisory Committee;
- County representative participation on Fuel Injection [new seed fund program] Advisory or Application Review Committees;

### Client and IG Team Engagement

- **Direct Engagement:** Regular and meaningful interactions with mentors, staff, and Wellington County based clients, as a cooperative and collaborative approach to tackling clients' challenges, with the goal of generating long-term business relationships;
  - **Client Referrals & Coaching:** case-by-case client referrals and in coordination with IG lead mentors.
  - **Reciprocal Referrals:** an opportunity to refer Wellington County businesses into any Innovation Guelph program as appropriate.
- **Ecosystem Presence:** Work with Innovation Guelph through our key events to speak directly to the Guelph business ecosystem and be on-hand for networking opportunities. The key events for 2015/2016 are as follows:
  - **Speedway Socials:** Quarterly (5 PM to 7 PM) – [quarterly dates for 2016 TBD];
  - **IG Network Events:** opportunities to speak at or co-plan networking events for Guelph's innovation & entrepreneur ecosystem;
  - **Other events:** as they arise.

### Brand Recognition

- Wellington County branding will be prominently displayed alongside Innovation Guelph's as a way to showcase our partnership and the alignment of our goals. Opportunities for brand recognition are as follows:
  - Speedway™ program printed collateral, web assets, and social media posts.
  - New/custom conference banners;

- Innovation Guelph 101 slide decks; including recognition in the Start Your Engines workshop given to all prospective clients;

### Communication

- Access to IG's communication channels to broadcast County announcements, opportunities and news;
  - IG's Social Media channels – Twitter, Facebook, Instagram, and more;
  - Opportunities to talk about this partnership in press releases, special publications, radio & TV spots.
- Reports on IG-County activity will be customized to suit the County's needs; can be quarterly and yearly;

### Innovation Guelph and County Wellington Companies

	Company Name	Location	IG Speedway Program	Details	Notable Outcomes; Working with IG
1	<b>Spray on Plastics</b>	Rockwood	Gear Up	New materials	Going through intake process - Not started
2	<b>Waterloo Biofilter</b>	Rockwood	Fast Lane & Fuel Injection	Water treatment technologies	Marketing / Rebranding of their website and social media
3	<b>Bold Canine</b>	Erin	Fast Lane & Fuel Injection	Raw pet food producer	Increased sales by \$300K; on track to double sales in 2016
4	<b>Tru-ID</b>	Eden Mills	Gear Up & Fuel Injection	DNA-based food authentication	Raised \$155K through OCE Market Readiness; Embedded Executive
5	<b>Wagram Springs</b>	Moorefield	Gear Up	Birch Syrup Company	Start-up going after 1st customers & funding
6	<b>Gorkon Industries</b>	Puslinch	Gear Up	Solar & Energy Technologies	Raised \$35K OCE Smart Seed Investment & Over \$100K in revenue
7	<b>Sweet Temptations</b>	Aberfoyle	Supercharger & Fuel Injection	Food company	Retail in Guelph, Marketing in Aberfoyle, B-Corp Certified
8	<b>Balch Exploration</b>	Rockwood	Fast Lane	Mining technologies	Fast Lane diagnostic getting started - business strategy and target markets
9	<b>My Lil Miracle</b>	Erin	Gear Up	Re-usable adult diapers for seniors & disabled	Working with IG for business strategy, marketing and branding
10	<b>Troll Bridge Creek</b>	Arthur	Gear Up	Maple water food company	Distribution agreements with the US, Europe and Asia

## About Innovation Guelph

Innovation Guelph is spearheading innovative approaches to **prosperity** and **community wellbeing**. IG has become the cornerstone of innovation and entrepreneurship in our city. We have proven that our organization is a critical component of Guelph's business growth strategy – delivering effective programming to youth, start-ups, women entrepreneurs, small & mid-sized companies, and social innovators. IG has mentored over 550 companies since January 2010 and has helped to channel over \$20M in follow-on investment into high potential companies.

**Prosperity:** Innovation Guelph is one of 17 Regional Innovation Centres (RICs) in the Ontario Network of Entrepreneurs (ONE); our aim is to grow prosperity for Guelph and the surrounding region.

**SPEEDWAY™** is our signature program - comprised of four levels: **Qualifier; Gear Up; Supercharger; and Fast Lane**. The program offers companies, from start-ups to small & medium-sized enterprises (SMEs), access to mentors, industry specialists, financing options, and entrepreneurial training. Launching in the New Year will be **Fuel Injection™**, a seed funding program for start-ups and SMEs.

IG is the lead partner in the Guelph Innovation Network (GIN), which is a collective of 11 organizations that form the foundation of the business support ecosystem for this area; GIN stretches from Cambridge to Dufferin County. The GIN's 10 year goal is to help to establish 100 SMEs that have greater than 10 employees and \$5 million in revenue annually. This is accomplished by actively growing and strengthening entrepreneurial support and resources across between the GIN partners and our stakeholders.

**Community Wellbeing:** IG believes that vibrant and prosperous communities are possible where the standard of wellbeing is high and cooperation abounds. IG is supporting and leading a number of community-facing initiatives. Two priority initiatives are underway:

- IG and our partners are the provincial leaders in tackling issues facing women entrepreneurs. The **Rhyze Project** is committed to increasing the percentage of women-owned businesses in the Guelph region from 19% to 30% by 2020. Two key components of this project are the **Rhyze Award** (seed funds for women-run businesses); and **International Women's Day** (a conference of women and men dedicated to cultivating strong local women entrepreneurs and support programs).
- IG is spearheading a program called **B-Corp Bootcamp**; with the goal of creating 10 new Benefit Corporations in Guelph in 2015/2016. Benefit corporations are a new class of for-profit corporation where profit is not the only deliverable to stakeholders. IG believes that corporate social responsibility will be a fundamental component of all future businesses and so we are leading the charge to make Guelph & Southern Ontario the B-Corp capital of Canada.

## How Innovation Guelph Contributes to Guelph & Region

*N.N. numbers represent IG Fiscal Year 2014-2015*

**IG is building an entrepreneur & innovation ecosystem:**

- Launched the SPEEDWAY program in June 2014;
- 80 startups coached; 930 business coaching hours; 30 SMEs engaged;

- 8 core mentors; 70+ industry specialists on call;
- 15 workshops; 12 info sessions; 2 pitch competitions; 6 networking events; 1500+ attendees;
- Guelph Innovation Network (GIN) (11 organizations);
- Regional Alliance (30+ member organizations);

#### **IG brings investment dollars to Guelph & Wellington County:**

- >\$800K in IG program support in FY2014/2015; \$900K in FY2015/2016 (from MRI/MEDEI; NRC-IRAP, Status of Women; Trillium; and MaRS);
- >\$8M in public/private investment in FY2014/2015;
- 200+ Angel investors in our network;
- >\$2.3M for Fuel Injection – a new seed program for startups and SMEs from this region

#### **IG contributes to Prosperity 2020 goals (in FY2014/2015):**

- Coached 80 startups; 30 SMEs;
- 25+ new startups created; including young entrepreneurs;
- 120 jobs created; 200 jobs retained; including jobs for youth;
- Support companies from at least 8 industry sectors;
- Created the Guelph Water Alliance; and Guelph B-Corp cluster;
- **Prosperity & Community Wellbeing** are IG's two main pillars;

#### **IG cultivates community wellbeing**

- Elevator project funded \$115K+ of community projects;
- 25% of IG clients are women CEOs;
- Set a goal to increase women-run businesses from 19% to 30% in Guelph by 2025;
- IG secured a total of \$374K and launched the Rhyze Project
- 45 participants in 1<sup>st</sup> B-Corp Bootcamp; 10 companies pursuing certification; 3 certified in 2015;

#### **IG builds bridges to key academic institutions:**

- \$600K OCEA program with CBaSE; CBaSE is a GIN node;
- Partnership with U of G College of Business & Economics;
- \$400K OCEA program with C4E; C4E is a GIN node;
- Co-host monthly Startup Drinks networking on-campus;
- Co-host Startup Royale, annual youth pitch competition with CBaSE;
- 3 on-campus career events;
- 50+ youth entrepreneurs served;

#### **IG directly serves City and County Initiatives:**

- Fast Lane™ provides scale-up services to county companies (e.g. Bold Canine; Waterloo Biofilter);
- BR&E committee member; key partner in the BR&E communications committee;
- Launched SPEEDWAY FastLane as a BR&E business support program;
- Actively pursuing funding to grow the innovation zone downtown or other locations in Guelph;
- Participant in the DestinationNEXT tourism strategy;
- Minto & Dufferin are GIN node members;

#### **IG supports FDI and Trade Missions:**

- Participated in 4 trade missions; Netherlands; China; Brazil; Mexico; [MANTECH secured deal with Brazil and China]
- Annual OCE Discovery Conference: 10-20 Guelph companies participated; 200+ booth visitors;
- Water Alliance (Cleantech) showcase to international guests;

#### **IG facilitates technology development & pilots:**

- Hosted Open Government Hackathon; working with City to deliver new program;
- Tech demos/pilots from companies in the following sectors: energy, wastewater, ICT;
- IDF \$ (Enpar Technologies); Growing Forward & Ag Canada (Katan); NSERC/FedDev (Novus).

## **The Future**

IG is formulating a new strategic plan focusing on 2016 to 2020. The plan is to establish the next level of enterprise support in Guelph. A steering committee has been assembled to examine the business case for a new innovation facility that we call **The Abundance Institute (AI)**. This multidisciplinary facility will be a business cluster with advanced resources such as: rapid prototyping; technology demonstration; shared labs, kitchens, and workshop space; it will act as a place for companies to interact with academics, students, artists, thought leaders, and community members. The AI strategic plan is being developed with our major partners; The City of Guelph; the University of Guelph; SAP Inc.; Conestoga College; Wellington-Waterloo CFDC; the Accelerator Centre in Waterloo; and others. The AI will establish Guelph as a world leader in the development of exponential technologies, spawning new companies, jobs and wealth for our city.

## **Thank You**

Innovation Guelph thanks you for your time and consideration of this proposal.

### **James (Jamie) Doran, Ph.D.**

*Chief Executive Officer*

*Innovation Guelph*

111 Farquhar St, 3<sup>rd</sup> Floor, Guelph, ON, N1H 3N4

[James.doran@innovationguelph.ca](mailto:James.doran@innovationguelph.ca)

**226-979-8827 (cell)**

519-265-4495 x104 (office)



## **Corporation of the County of Wellington Police Services Board Minutes**

November 18, 2015  
County Administration Centre  
Guthrie Room

**Present:** Warden George Bridge  
Russ Spicer (Vice-Chair)  
Jeremy Vink

**Regrets:** Councillor Lynda White (Chair)

**Staff:** Susan Aram, Manager Financial Services  
Donna Bryce, County Clerk  
Kelly-Ann Wingate, Parking, Licensing and Alarm Coordinator  
Scott Wilson, Board Secretary

**Also Present:** Councillor Gregg Davidson  
Krista Miller, Staff Sergeant  
Kent Smith (Order in Council expired October 23, 2015)

---

### **1. Call to Order**

At 9:00 am, the Vice-Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

### **3. Minutes for Approval**

1/10/15

**Moved by:** Warden Bridge

**Seconded by:** Jeremy Vink

That the minutes of the October 14, 2015 meeting of the Wellington County Police Services Board be adopted.

**Carried**

**4. Financial Statements as of October 31, 2015**

2/10/15

**Moved by:** Jeremy Vink

**Seconded by:** Warden Bridge

That the Financial Statements as of October 31, 2015 be approved.

**Carried**

**5. 2016 User Fees and Charges**

3/10/15

**Moved by:** Warden Bridge

**Seconded by:** Jeremy Vink

That the 2016 User Fees and Charges for Police Services be approved.

**Carried**

**6. Preliminary 2016-2020 Five-Year Plan**

4/10/15

**Moved by:** Jeremy Vink

**Seconded by:** Warden Bridge

That the preliminary 2016-2020 Police Services capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

**7. Detachment Commander's Report**

5/10/15

**Moved by:** Warden Bridge

**Seconded by:** Jeremy Vink

That the Detachment Commander's Report for October 2015 be received for information.

**Carried**



**8. October 2015 Parking Ticket Report**

6/10/15

**Moved by:** Jeremy Vink

**Seconded by:** Warden Bridge

That the October 2015 Parking Ticket Report be received for information.

**Carried**

**9. False Alarm Revenue Report**

7/10/15

**Moved by:** Jeremy Vink

**Seconded by:** Warden Bridge

That the November 2015 False Alarm Revenue Report be received for information.

**Carried**

**10. Closed Meeting**

8/10/15

**Moved by:** Jeremy Vink

**Seconded by:** Warden Bridge

That the Police Services Board move into a closed meeting for the purpose of considering intimate financial or personal matters or other matters that may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.

**Carried**

**11. Rise and Report**

9/10/15

**Moved by:** Warden Bridge

**Seconded by:** Jeremy Vink

That the Wellington County Police Services Board rise and report from the closed meeting.

**Carried**

**12. Adjournment**

At 9:38 am, the Chair adjourned the meeting until January 13, 2016 or at the call of the Chair.

---

Russ Spicer  
Vice-Chair  
Police Services Board



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Police Services Board  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Police Services 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Police Services be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service: **Police Services**

Department: Wellington County O.P.P.

Governance: Wellington County Police Services Board

Description	2015 fee	2016 fee	% change	HST (add/ incl/na)
Criminal record checks (volunteer)	\$0.00	\$0.00	--	--
Criminal record checks (non-volunteer)	\$30.00	\$30.00	--	N/A
Duplicate Copy of Criminal Record Check	\$5.00	\$5.00	--	N/A
Fingerprints	\$26.50	\$26.50	--	N/A
Firearm storage (per gun, per month)	\$10.00	\$10.00	--	Incl
Firearm storage (per gun, per week)	\$2.50	\$2.50	--	Incl
Accident & Occurrence reports	\$50.00	\$50.00	--	Incl
Administration fee for paid duty	\$75.00	\$75.00	--	Incl
Technical traffic/collision reports	\$565.00	\$565.00	--	Incl
Witness statements	\$50.00	\$50.00	--	Incl
Reconstructionist Report	\$1,130.00	\$1,130.00	--	Incl
At-fault false alarm fines (within a 12 month period commencing at the time of the first at-fault false alarm) as set out in Wellington County Police Services Board By-law 2001-03	1 <sup>st</sup> : \$50.00 2 <sup>nd</sup> : \$100.00 3 <sup>rd</sup> : \$200.00 4th and subsequent: add \$100.00 for each subsequent false alarm	1st: \$50.00 2nd: \$100.00 3rd: \$200.00 4th and subsequent: add \$100.00 for each subsequent false alarm	--	N/A
Taxicab/Accessible Taxicab/Limousine Driver's Licence - New	\$100.00	\$100.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Driver's Licence - Renewal	\$75.00	\$75.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Vehicle Plate - New	\$100.00	\$100.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Vehicle Plate - Renewal	\$75.00	\$75.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Transfer	\$40.00	\$40.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Plate Replacement	\$40.00	\$40.00	--	N/A
<b>2) Penalties and fines set out in other by-laws</b>				
Various parking fines as set out in By-Law 5000-05	Various	Various	--	N/A

### **Notes:**

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, 2001*, S.O. 2001, c. 25 and in by-law #5218-10 of the Corporation of the County of Wellington.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Police Services Board  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Police Services

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. Projected capital spending includes:

- The Rockwood OPP detachment will be in operations for ten years in 2016. Staff has started looking at replacing building components as they age and become less efficient. The first of these is an HVAC replacement budgeted at \$75,000 over 2017, 18 and 19. The project is fully funded from the property reserve.

### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Police Operating Budget include the following:

- 2016 marks the second year of the new OPP billing model based on a base service and calls for service. The province has submitted a policing contract cost estimate for 2016 of \$15,664,428. The phase-in adjustment projected in the 2015 5 year plan has been eliminated for the County in the 2016 contract. The County's decrease in cost per property from the 2015 estimated billing to the 2016 calculated cost per property (from \$432.91 to \$409.93) is within the model's threshold to not require a phase-in adjustment.
- As part of the Strategy for a Safer Ontario the Ministry are making changes needed to support modern, effective and efficient policing and to help communities develop solutions to local safety and well-being priorities. This includes an outcomes-based funding model to better support local initiatives that reduce crime and help build safer and healthier communities. As part of the process in developing an outcomes-based funding model for community safety and well-being priorities, the Ministry is currently reviewing its grant programs. As a result, details on funding are not yet available under the Safer Communities – 1,000 Officers Partnership Program past March 31, 2016

resulting in a reduction of \$157,500 in grant funding. The grant budget does include \$55,000 for the RIDE (\$25,000) and Community Policing Partners (\$30,000) Programmes. The Safe Communities transfer payment (\$25,000) has now been moved from Economic Development into Police to reflect this information.

- Each year from 2017-2020 in the 5 year plan allows for one new uniformed officer to keep pace with growth in the County and to address service level requirements. The policing contract amounts and additional officers have been incorporated throughout the 5 year plan forecast.
- Debt charges relating to the Rockwood Operations Centre will be fully paid in 2016. The revenue budget (parking fines, false alarms and administrative fees) is expected to be maintained at 2015 levels.

The detailed 2016 operating budget and revised five-year plan will be presented to the Board in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Police department.

### **Recommendation:**

That the preliminary 2016-2020 Police Services capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Police Services**

Department: **Provided under contract by Ont. Prov. Police**

Governance: **Wellington County Police Services Board**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 273	\$ 108	\$ 55	\$ 55	\$ 55	\$ 55
Licenses., Permits and Rents	\$ 154	\$ 123	\$ 101	\$ 101	\$ 101	\$ 101
Fines and Penalties	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
User Fees and Charges	\$ 79	\$ 79	\$ 79	\$ 79	\$ 79	\$ 79
Other Revenue	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
<b>Total Revenue</b>	<b>\$ 581</b>	<b>\$ 385</b>	<b>\$ 311</b>	<b>\$ 311</b>	<b>\$ 311</b>	<b>\$ 311</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 140	\$ 143	\$ 147	\$ 153	\$ 158	\$ 164
Supplies, Materials and Equipment	\$ 44	\$ 46	\$ 47	\$ 48	\$ 50	\$ 51
Purchased Services	\$ 385	\$ 400	\$ 416	\$ 432	\$ 449	\$ 467
Transfer Payments	\$ 16,433	\$ 15,689	\$ 16,511	\$ 17,331	\$ 18,193	\$ 19,086
Insurance and Financial	\$ 7	\$ 7	\$ 8	\$ 8	\$ 8	\$ 9
Minor Capital	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Charges	\$ 595	\$ 408	\$ 405	\$ 405	\$ 405	\$ 402
Internal Charges	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>	<b>\$ 17,624</b>	<b>\$ 16,695</b>	<b>\$ 17,536</b>	<b>\$ 18,379</b>	<b>\$ 19,265</b>	<b>\$ 20,181</b>
Net Operating Cost / (Revenue)	\$ 17,043	\$ 16,310	\$ 17,225	\$ 18,068	\$ 18,955	\$ 19,870
<b>Transfers</b>						
Transfers from Reserves	\$ (109)	\$ (95)	\$ (99)	\$ (104)	\$ (110)	\$ (110)
Transfers to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90
<b>Total Transfers</b>	<b>\$ (19)</b>	<b>\$ (5)</b>	<b>\$ (9)</b>	<b>\$ (14)</b>	<b>\$ (20)</b>	<b>\$ (20)</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 17,024</b>	<b>\$ 16,305</b>	<b>\$ 17,215</b>	<b>\$ 18,053</b>	<b>\$ 18,935</b>	<b>\$ 19,851</b>
<b>Year to Year Percentage Change</b>		-4.2%	5.6%	4.9%	4.9%	4.8%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Police Services**  
 Department: **Provided under contract by Ont. Prov. Police**  
 Governance: **Wellington County Police Services Board**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Rockwood OPP, HVAC replacements		\$ 25	\$ 25	\$ 25		\$ 75			\$ 75		
<b>TOTAL</b>		\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75	\$ -	\$ -	\$ 75	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75





**Ontario Provincial Police  
County of Wellington Detachment**

Inspector Scott Lawson

**Report for the  
County of Wellington Police Services Board**

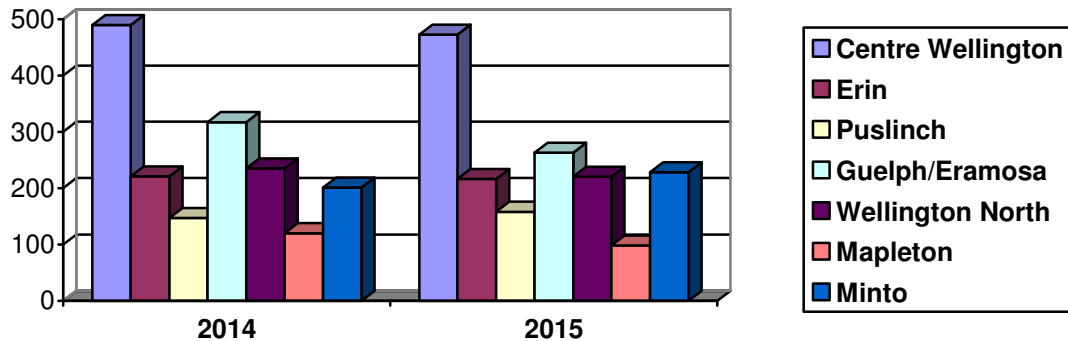
**November 2015**

This report covers the period from October 1<sup>st</sup>, 2015 to October 31<sup>st</sup>, 2015



## Calls for Service

**Calls for Service October 2014  
vs October 2015**



## Calls For Service

Municipality	2009	2010	2011	2012	2013	2014	2015
Centre Wellington	6,240	6,214	5,996	6,449	5,961	5,917	4,767
Town of Erin	2,110	2,152	2,156	2,322	2,167	2,129	1,771
Puslinch Township	1,900	1,836	2,157	2,404	2,178	2,128	1,765
Guelph/Eramosa	3,214	3,224	3,615	3,272	3,397	3,462	2,628
Wellington North	3,295	3,172	3,169	3,136	3,337	2,905	2,407
Township of Mapleton	1,209	1,252	1,320	1,322	1,349	1,418	1,074
Town of Minto	2,352	2,322	2,384	2,725	2,524	2,438	2,052
Provincial	1,997	2,378	2,392	2,694	3,214	3,051	2,128
<b>Totals</b>	<b>22,317</b>	<b>22,550</b>	<b>23,189</b>	<b>24,324</b>	<b>24,127</b>	<b>23,448</b>	<b>18,592</b>

## Victim Services Wellington

2015 YTD Calls for Assistance County of Wellington OPP	Previous Year Totals	
<b>53</b>	2012	122
	2013	100
	2014	91

## 911 Calls

2015 YTD	1175
2012	2,683
2013	2,520
2014	2,104

## Ontario Sex Offender Registry

2015 YTD OSOR Registrations	Previous Year Totals	
<b>61</b>	2012	69
	2013	70
	2014	75

## False Alarms

2015 YTD	649
2012	911
2013	961
2014	881

\*This is NOT the number of sex offenders residing in Wellington County



## Crime

<b>Crimes Against Persons</b>	<b>2014</b>	<b>2015 YTD</b>
Homicide	0	2
Sexual Assault	42	35
Robbery	4	5
Assault	183	160

<b>Other Crime</b>	<b>2014</b>	<b>2015 YTD</b>
Fraud Investigations	174	197
Drug Investigations	334	296

<b>Crimes Against Property</b>	<b>2014</b>	<b>2015 YTD</b>
Break & Enter	167	196
Auto Theft	71	53
Theft	683	526
Mischief	411	323

<b>Other Investigations</b>	<b>2014</b>	<b>2015 YTD</b>
Domestic Disputes	295	312
Missing Persons	64	59
DNA Samples	43	38

<b>Crime Breakdown 2015 YTD</b>	<b>North Wellington</b>	<b>Centre Wellington</b>	<b>South Wellington</b>
Homicide	1	0	1
Sexual Assault	16	11	6
Robbery	3	1	1
Assault	68	48	38
Break & Enter	87	46	64
Auto Theft	21	10	20
Theft	205	144	167
Mischief	99	104	113
Fraud Investigations	68	82	48
Drug Investigations	77	115	72
Domestic Disputes	120	123	66
Missing Persons	31	19	10



## Traffic

### Enforcement

<b>Traffic</b>	<b>2015 YTD</b>
Speeding	6,937
Seatbelt Offences	341
Careless Driving	242
Drive Under Suspended	155
Distracted Driver Offences	343
Other Moving Violations	342
Equipment and Other HTA	2,398
No Insurance - CAIA	80
<b>Other Provincial Acts</b>	<b>2015 YTD</b>
Liquor Licence Act	404
Trespass to Property Act	272
Other CAIA	103
Other Provincial Acts	57
<b>By-Law Offences</b>	<b>2015 YTD</b>
By-Law Offences (General)	1,372
Taxi By-Law	0
<b>County of Wellington OPP Year To Date Total</b>	<b>12,752</b>
<b>West Region Traffic Unit Year To Date Total</b>	<b>294</b>
YTD Total Traffic	10,838
YTD Total Other Provincial	836
YTD Total By-Law	1,372
<b>2015 Year to Date POA Charges</b>	<b>13,046</b>
2014 Year to Date POA Charges	13,330

### Drinking and Driving

<b>Impaired Driving</b>	<b>2014</b>	<b>2015 YTD</b>
R.I.D.E. Vehicle Stops	33,011	23,431
Roadside Alcotests	601	408
Warn Suspensions	206	120
ADLS Suspensions	162	109
Persons Charged	156	111

### Racing

<b>2015 YTD HTA Sec. 172 Impoundements</b>	<b>Previous Year Totals</b>	
<b>86</b>	2012	82
	2013	93
	2014	108

### Parking Enforcement

<b>Municipality</b>	<b>2014</b>	<b>2015 YTD</b>
Centre Wellington	701	344
Erin	17	38
Puslinch	165	30
Guelph / Eramosa	292	319
Wellington North	14	67
Mapleton	9	9
Minto	19	27
County / Other	0	0
<b>Parking Totals</b>	<b>1,217</b>	<b>834</b>



## Traffic

### Suspect Apprehension Pursuits

2015 YTD Pursuits / Fail to Stop for Police	Previous Year Totals	
11	2012	17
	2013	8
	2014	9

## Traffic Initiatives

### Automated Licence Plate Reader (A.L.P.R.) these stats are from September

During the month of October Wellington County Detachment conducted 79 operating hours in the Automated Licence Plate Reader (ALPR) cruiser. Officers laid four Criminal Code charges and three charges under the Controlled Drug and Substances Act; they also conducted three roadside alcotests and issued two warn range suspensions. Officers issued 13 Provincial Offence notices, 10 of them under the Highway Traffic Act, and three Compulsory Automobile Insurance Act charges.

### Fall Seatbelt Campaign

The Fall Seatbelt Campaign was in full swing across all Ontario Provincial Police jurisdictions from September 23 to October 9, 2015. The Wellington County Traffic Management Unit and frontline platoon officers focused their efforts throughout the entire initiative resulting in 114 seatbelt charges being laid.



## Traffic

### Motor Vehicle Collisions

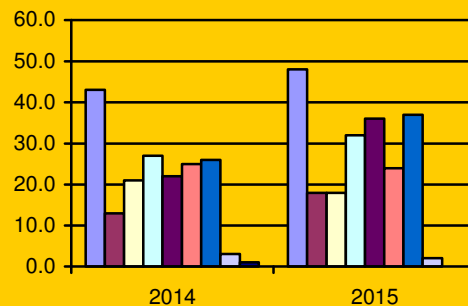
Month	Victims			Collisions								
	Total Victims	Persons Killed	Persons Injured	Total MVC	Fatal	PI	PD	Alcohol Involved			CMV	SMV
								Yes	No	Unk		
JAN	43	1	42	195	1	26	168	1	181	13	17	104
FEB	47	0	47	161	0	29	131	1	151	7	24	55
MAR	22	0	22	112	0	13	98	0	104	8	13	48
APR	18	0	18	116	0	16	100	5	93	17	11	48
MAY	27	0	27	119	0	21	98	1	102	16	7	51
JUN	26	1	25	158	1	19	138	10	128	20	15	73
JUL	35	1	34	123	1	23	98	10	90	23	12	44
AUG	51	1	50	117	1	33	83	4	102	11	14	37
SEP	37	0	37	111	0	22	89	2	95	14	12	41
OCT	46	1	45	158	1	31	125	7	137	14	12	76
NOV												
DEC												
<b>TOTAL</b>	<b>352</b>	<b>5</b>	<b>347</b>	<b>1370</b>	<b>5</b>	<b>233</b>	<b>1128</b>	<b>41</b>	<b>1183</b>	<b>143</b>	<b>137</b>	<b>577</b>

### Yearly Collision Summary

Collision Type / Characteristic	2009	2010	2011	2012	2013	2014	2015
Total Reportable MVC	1,918	1,813	1,976	1,875	2,095	1,959	1,370
Property Damage MVC	1,694	1,525	1,649	1,565	1,761	1,758	1,128
Personal Injury MVC	213	282	320	302	326	195	233
Fatal MVC	11	6	7	8	8	6	5
Persons Killed	11	6	7	9	9	6	5
Persons Injured	314	425	463	442	481	330	347
Alcohol Involved	76	42	57	63	37	40	41
<b>Total MVC</b>	<b>1,918</b>	<b>1,813</b>	<b>1,976</b>	<b>1,875</b>	<b>2,095</b>	<b>1,959</b>	<b>1,370</b>

### Car vs Deer Collisions

Municipality	2014	2015 YTD
Centre Wellington	43	48
Erin	13	18
Puslinch	21	18
Guelph / Eramosa	27	32
Wellington North	22	36
Mapleton	25	24
Minto	26	37
City of Guelph	3	2
Provincial Highways	1	0
<b>Total Collisions</b>	<b>181</b>	<b>215</b>





## Youth Crime

### Secondary School Resource Officer Program

*School statistics are being reported by school year (September – June)*

#### 2015 – 2016 Criminal Code - Calls for Service (CFS)

Incident Type	CWDHS	EDHS	NDSS	WHSS	YTD Total
Assault	2	1	2	1	6
Mischief	3	0	3	1	7
Threats/Intimidation(Bullying)	3	2	1	3	9
Theft	2	2	2	2	8
Other Criminal/Cyber	6	3	1	2	12
Drugs	1	1	0	2	4
<b>Sep 2015 – Jun 2016 (CFS)</b>	<b>17</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>46</b>
Diversions	0	3	3	4	10
Warnings	4	5	6	0	15
Charges	2	0	0	4	6
<b>Sep 2014 – Jun 2015 (CFS)</b>	<b>45</b>	<b>20</b>	<b>25</b>	<b>72</b>	<b>162</b>

#### 2015 – 2016 Provincial Offence - Calls for Service (CFS)

Incident Type	CWDHS	EDHS	NDSS	WHSS	YTD Total
Highway Traffic Act	10	2	2	8	13
Liquor Licence Act	0	0	0	0	0
Trespass to Property	3	2	5	6	16
MHA/Counselling	0	0	11	2	13
<b>Sep 2014 – Jun 2016</b>	<b>4</b>	<b>4</b>	<b>18</b>	<b>16</b>	<b>42</b>
Diversions	1	0	0	0	1
Warnings	3	3	5	12	23
Charges	0	0	0	0	0
<b>Sep 2014 – Jun 2015(CFS)</b>	<b>24</b>	<b>22</b>	<b>18</b>	<b>66</b>	<b>130</b>

## Meetings / Presentations

### Centre Wellington DHS

- On October 6<sup>th</sup>, 2015 PC SMITH participated in a lockdown drill at CWDHS and on October 8<sup>th</sup> a fire drill was also held

### Erin DHS

- PC MACDONALD attended VTRA Level 2 training at Dufferin Family & Children Services
- The SRO assisted with a lockdown drill at Ross MacKay Public School

### Norwell DSS

- PC WING held six presentations to law classes, one presentation to a Career's class and one presentation to a Civics class.
- The SRO also assisted with a social experiment in a Human Growth class



- PC WING attended parent/teacher night and talked with several parents

### **Wellington Heights SS**

- PC EURIG held four Crime Stoppers Presentations for the Grade 10 classes with the assistance of Crime Stoppers Coordinator, Mrs. BOWERS-PETER
- Provincial Constable PELKIE attend WHSS and held a presentation for the Law classes about Drug Recognition for Impaired Driving
- PC EURIG participated in three lockdown drills at WHSS. NDSS and Victoria Cross Public School

## **Notable School Related Incidents and Events**

### **Centre Wellington DHS**

- A student was arrested and charged after making threats to another student. The situation is being monitored by SRO PC SMITH and school staff
- Numerous complaints were received concerning both parents and students disobeying parking signs at the front driveway of the school. School staff is looking into new signage and awareness to change behaviour

### **Erin DHS**

- A suspect was identified and interviewed by PC MACDONALD regarding a complaint from September 2015 of a male student taking inappropriate pictures with a cell phone. No charges were laid, but the student was referred to the Diversion Program
- A student was arrested in relation to a Break & Enter investigation from May 2015. Some property was recovered and the student was diverted
- An investigation is ongoing in relation to drug and property crimes within the community.

### **Norwell DSS**

- PC WING helped coach the Cross Country Running Team

### **Wellington Heights SS**

- PC EURIG resolved several calls for service at WHSS during the month of October 2015. None of the calls were significant in nature and they were all resolved with the assistance of school staff





## OPP K.I.D.S Program

Coordinator: Provincial Constable Kelly Krpan

### MEETINGS / PRESENTATIONS:

- OPP KIDS Program is off to a great start September 21st for fall classes. Eight schools participating in the program for this session.
- September 28th Safety patrol training for grade 5 & 6 students at Alma Public School. Crossing guard duties and safety measures for walkers.
- October 1st, 2015 all Wellington County Catholic Schools (grade 6 students) attended "Safe Communities Event" held at the Marden Field House. OPP members hosted three tables focusing on the top three issues in the community.
- October 6th and 7th, 2015 PC Krpan attended level II VTRA training (Violent Threat Risk Assessment). This training focusses on data analysis and strategic interviewing for students who pose a threat in the school system.
- October 13th PC Barry Reid attended Maryborough Public School for the OPP KIDS Program and demonstrated his canine unit for the kids.
- October 19th, PC Barry Reid attended Alma Public School for a canine presentation as part of the OPP KIDS Program.
- October 27th, PC Barry Reid attended St. John's Catholic School in Arthur for a canine presentation as part of the OPP KIDS Program.

### INITIATIVES:

- September 30th Palmerston Public School pulled out of OPP KIDS Program due to UGDSB teachers "Work to Rule" campaign. The teacher there is regrettably sorry and has voiced her opinion that the program is necessary and greatly missed by the school. Palmerston will be re-scheduled whenever they are able to continue.
- The OPP have partnered with Big Brothers and Big Sisters of Wellington, Guelph and Dufferin. There are two grade schools involved with the mentorship program. Victoria Cross public school and John Black public school in Fergus are participating with students who are selected by the Principal and teachers. There are 6 officers who have volunteered to be mentors to grade school children. Each officer spends 1 hour every week for 16 weeks with their buddy in a mentorship capacity. PC Krpan is a Big Sister to a 9 year old boy at Victoria Cross. The program is extremely successful as these kids are very excited with having a special friend as a police officer.



## Canine Unit

### 2015 YTD Calls for Service and Hours

Occurrence Type	Initial (Calls)	Initial (Hours)	Assist (Calls)	Assist (Hours)	2014 (Calls)	2014 (Hours)
Occurrence Totals (OPP)	92	481.50	0	0.00	92	481.50
Occurrence Totals (Other)	1	8.00	0	0.00	1	8.00
Occurrence Totals (Combined)	93	489.50	0	0.00	93	489.50

Canine Handler: Provincial Constable Barry REID

### Notable Incidents and Events

**Date:** October 1, 2015

**Location:** Wellington County

The Canine Unit assisted with traffic control for the Terry Fox Run. PC B. REID also completed night shoot requalification

**Date:** October 3, 2015

**Location:** Wellington County

Huron County OPP attempted to stop a vehicle engaged in a police pursuit. The suspect vehicle drove through a farm and into a field where the vehicle became stuck and the driver fled on foot. Officers set up containment and requested Canine assistance. As Canine arrived, containment officers located and arrested the driver

**Date:** October 6, 2015

**Location:** Burlington

PWEU requested Canine assistance during the execution of warrants, no canine searches were conducted

**Date:** October 7, 2015

**Location:** Wellington County

The Canine Unit conducted tracking and obedience training

**Date:** October 8, 2015

**Location:** Wellington County

The Canine Unit conducted tracking, obedience and grip/release training

**Date:** October 13, 2015

**Location:** Wellington County

The Canine Unit conducted tracking, obedience and grip/release training. Canine also held a presentation and demonstration for the Grade 6 OPP KIDS program

**Date:** October 14, 2015

**Location:** Wellington County

The Canine Unit conducted obedience training and participated with R.I.D.E checks. Canine also assisted with a motor vehicle collision involving an impaired driver.

The Canine Unit was also called out to search a vehicle incident to arrest. The accused had turned over a small amount of marihuana which was hidden in the steering column. Jag searched the vehicle and gave an indication on the underside of the passenger seat. A container was located containing marihuana and a grinder.



**County of Wellington OPP  
Report for the Police Services Board**

**Date: October 16, 2015**

**Location: Wellington County**

The Canine Unit conducted obedience and grip/release training. Canine also assisted with a car fire/recovery of a stolen vehicle

**Date: October 17, 2015**

**Location: Wellington**

The Canine Unit conducted tracking and obedience training and assisted with patrols concerning driving complaints in Centre Wellington

**Date: October 19, 2015**

**Location: Wellington County**

The Canine Unit held a demonstration and presentation for the Grade 6 OPP Learn class

**Date: October 20, 2015**

**Location: Huron County**

The Canine Unit was requested to assist with execution of Feeney warrant. The suspect was wanted on arrest warrants and had repeatedly fled from police. Canine set up with the ERT Team and the Crime Unit. The suspect was observed on foot and two ERT Team members approached and arrested the suspect without further incident

**Date: October 22, 2015**

**Location: Niagara Detention Centre**

The Canine Unit assisted CO NEWHOOK with a search at Niagara Detention Centre. Canine searched Unit 2 and the laundry facility, nothing was located

**Date: October 27, 2015**

**Location: Wellington County**

The Canine Unit held a presentation and demonstration for the Grade 6 OPP KIDS program. Canine also conducted obedience and grip/release training

**Date: October 29, 2015**

**Location: Wellington County**

The Canine Unit conducted drug searching training

**Date: October 30, 2015**

**Location: Wellington County**

The Canine Unit responded to an animal complaint call regarding horses loose on a highway. Canine located three horses walking along the highway and contacted the owner. All three horses were returned to their owner without incident. Canine also conducted obedience and grip/release training

**Date: October 31, 2015**

**Location: Wellington County**

The Canine Unit conducted obedience, grip/release work and drug search training. Canine also assisted with Halloween patrols in Fergus & Elora.



## Auxiliary Unit

Coordinator: Provincial Constable Mike POLAN  
Unit Commander: Auxiliary S/Sgt. B. MC GIMSIE

### Notable Incidents and Events

Auxiliary Staff Sergeant MCGIMSIE reported a busy month for the Wellington County Auxiliary Unit as members participated in multiple events across the County. The Unit will prepare for the busy Christmas/December schedule.

Below is a list of events the Unit attended during the month of October:

- “Stuff a Cruiser” Thanksgiving Food Drive for the Centre Wellington Food Bank
  - Over 11,000lbs of food and approximately \$2400.00 was collected
- Safe Communities Day in Marden with the Rollover Simulator
- Mentoring at the Auxiliary recruit class in Orillia
- The Regional Directors’ Meeting
- IST Firearms Training Assistance
- Monthly Auxiliary meeting and training
- Criminal Court
- Patrol ride-a-longs
- Administrative duties

Total hours for October 2015 – 547.00

- |                      |        |
|----------------------|--------|
| • Administration     | 20.00  |
| • Community Policing | 173.00 |
| • Court              | 12.00  |
| • Patrol             | 154.50 |
| • Training           | 187.50 |

Total YTD hours for 2015 – 3958.75

## Media

Provincial Constable Bob BORTOLATO, Provincial Constable Cheri ROCKEFELLER & Provincial Constable Marylou SCHWINDT

### Notable Incidents and Events

- During the month of October the Media Unit issued 47 media releases for a year to date total of 502 media releases
- On October 21, 2015 PC BORTOLATO attended Kenilworth Pubic School and held a presentation for 18 Grade 1 & 2 students on “Community helpers”



## Administration

### Revenue

Year	County	Provincial	Total
2010	\$87,122.04	\$7,899.10	\$95,012.14
2011	\$81,274.66	\$9,233.56	\$90,508.22
2012	\$75,836.60	\$5,043.55	\$80,880.15
2013	\$70,202.29	\$5,373.66	\$75,575.95
2014	\$84,301.22	\$6,590.25	\$90,891.47
2015	\$65,945.00	\$6,572.50	\$72,517.50

### Paid Duties

Year	Paid Duties	Officers	Hours	Admin Fees
2011	207	446	2,455.25	\$5,325.00
2012	165	312	1,890.75	\$2,775.00
2013	227	469	3300.00	\$1,575.00
2014	239	433	3076.00	\$2,625.00
2015	212	472	3495.00	\$1,500.00

## Personnel

### Complaints

Complaint Type by Status	2010	2011	2012	2013	2014	2015
Complaints Received	13	16	16	12	18	10
Complaints Resolved	8	8	5	1	3	5
Complaints Unfounded	2	6	8	5	6	2
Complaints Withdrawn	3	1	2	4	4	2
Complaints Ongoing	0	1	1	2	5	1

No	Complaint Type	Status	No	Complaint Type	Status
1	Public	Closed	6	Public	Closed
2	Public	Closed	7	Public	Closed
3	Internal	Closed	8	Public	Closed
4	Internal	Closed	9	Public	Open
5	Internal	Closed	10	Public	Closed

**Internal Complaint** is an allegation by someone who is not a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee or volunteer of the OPP and includes a WDHP allegation, and/or an allegation of workplace violence.

**Public Complaint** is a complaint by a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee of the OPP.



## Personnel

### Acknowledgements

Date	Member(s)	Particulars
10Oct15	PC M. POLAN	<p>On October 10, 2015 PC M. POLAN investigated a collision involving an impaired driver who was arrested and charged with impaired driving cause bodily harm and over 80mgs. The passenger in the vehicle that was struck by the impaired driver emailed PC POLAN with the following comments,</p> <p>"I wanted to thank you for arriving on the scene as quickly as you did, for helping everyone out, and for keeping us safe. Your professionalism, empathy and direct support was tremendously appreciated. We all thought you did an outstanding job and I just wanted to make sure you heard our positive feedback."</p>

### Notable Events

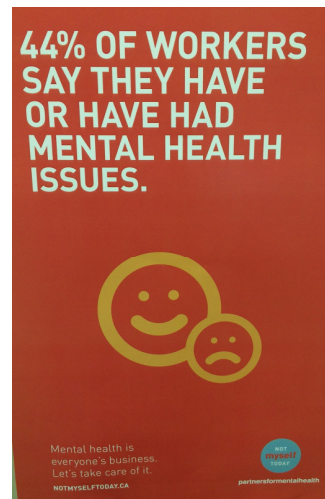
#### Noteworthy Information and Events

##### Mental Illness Awareness Week

October 4<sup>th</sup> to 10<sup>th</sup>, 2015 was Canadian Alliance on Mental Illness and Mental Health's Annual Mental Illness Awareness Week. The week is a national public education campaign designed to open the eyes of Canadians to the reality of mental illness.

All three Wellington County Detachments have posters in regards to this initiative, some of those posters can be seen below. The Wellington County OPP Wellness Unit also hosted a lunch & learn presentation on "Not feeling like myself: OPP members with lived experience" on October 8<sup>th</sup>, 2015. The entire presentation is now available online via OPP Learn for all members off the Ontario Provincial Police to view and learn from the experiences of their colleagues.

Each Detachment also has "I.O.U" cards with suggestions on how to recognize someone who has helped you out in some way.





### **Distracted Driving Initiative**

On October 22, 2015, the Traffic Management Unit (TMU) and uniform patrol officers in partnership with the OPP West Region Highway Safety Division partnered up and participated in the Distracted Driving initiative.

Distracted driving refers to all forms of distracted or inattentive driving, such as adjusting a vehicle's entertainment system, GPS unit, and stereo, eating, drinking, using a hand-held device, self-grooming or tending to children in the backseat.

Wellington County OPP members were committed to raising awareness about the dangers of Distracted Driving and to reminding drivers of the new penalties that were implemented on September 1, 2015. The penalty for Distracted Driving rose to \$490 and three demerit points. If contested, drivers can be fined up to \$1,000 upon conviction for inattentive driving.

Wellington County Detachment Commander, Inspector Scott LAWSON, released the following statement at the conclusion of the one day event. "The results of this one day campaign are staggering. With all the awareness in the media, I do not understand why drivers continue to put themselves and others in harm's way by being distracted."

Below are the complete results from the Distracted Driving Initiative within the County of Wellington that the Inspector was speaking to:

- 40 distracted driving charges
- 20 speeding charges
- 1 drive no insurance charge
- 1 seatbelt charge
- 7 other Highway Traffic Act violations

### **Wellington County OPP Community Policing Office – Arthur Fire Hall**

On October 29, 2015 the Wellington County OPP officially opened up a Community Policing Office at the Wellington North Fire, Arthur Station located at 103 Smith Street in Arthur. This new space provides better access for the public, clearer signage, exceptional office space and a great chance to build upon already tremendous partnership between the Wellington County OPP and the Wellington North Fire Service.

The previous Community Policing Office located along George Street in Arthur is now closed.







**Retirement**

On October 28<sup>th</sup>, 2015 Sergeant Jeff OAKLEY officially retired from the Ontario Provincial Police after 30 years of distinguished service.



Inspector Scott LAWSON presenting Retired Sergeant Jeff OAKLEY with his retirement badge



# Processing Activity Report

Page: 1

Data Type: Parking

Creation Date/Time: 02/11/2015 8:28:45 AM

Transaction dates of 01/10/2015 through 31/10/2015

**The County of Wellington**

Agency: All

Ticket Activity	Number	Value
<b>Tickets - Entered</b>		
AutoCite Ticket	0	\$0.00
Manually Entered Ticket	21	\$420.00
Skeletal Ticket	0	\$0.00
<b>Subtotal Tickets Entered</b>	<b>21</b>	<b>\$420.00</b>
<b>Tickets - Reactivations</b>		
Voids - Reinstated	0	\$0.00
Dismissals - Reversed	0	\$0.00
Waived - Reversed	0	\$0.00
<b>Subtotal Ticket Reactivated</b>	<b>0</b>	<b>\$0.00</b>
<b>Tickets - Removed</b>		
Voided	0	\$0.00
Dismissed	41	\$820.00
Waived	0	\$0.00
Skeletal Ticket Matches	0	\$0.00
<b>Subtotal Ticket Removed</b>	<b>41</b>	<b>\$820.00</b>
<b>Total Ticket Activity</b>	<b>-20</b>	<b>\$-400.00</b>
<b>Fines and Fees Added</b>		
Fines Added	0	\$0.00
Late Fees Added	6	\$60.00
NSF Fees Added	0	\$0.00
Other Fees Added	5	\$80.00
<b>Total Fines and Fees Added</b>	<b>11</b>	<b>\$140.00</b>
<b>Fines and Fees Removed</b>		
Fines Removed	0	\$0.00
Late Fees Removed	0	\$0.00
NSF Fees Removed	0	\$0.00
Other Fees Removed	0	\$0.00
<b>Total Fines and Fees Removed</b>	<b>0</b>	<b>\$0.00</b>
<b>Total Change from Ticket Activity and Added Fees</b>		<b>\$-260.00</b>

Payment Activity	Number	Fine	Late Fee	NSF Fee	Service Fee	Total \$
<b>Ticket - Payments</b>						
Fully Paid	21	\$420.00	\$40.00	\$0.00	\$16.00	\$476.00
Partially Paid	41	\$1,230.00	\$0.00	\$0.00	\$656.00	\$1,886.00
Over Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal Payments</b>	<b>62</b>	<b>\$1,650.00</b>	<b>\$40.00</b>	<b>\$0.00</b>	<b>\$672.00</b>	<b>\$2,362.00</b>
<b>Outside Payments</b>	<b>62</b>	<b>\$1,650.00</b>	<b>\$40.00</b>	<b>\$0.00</b>	<b>\$672.00</b>	<b>\$2,362.00</b>
<b>Ticket Payments Rescinded</b>						
Payment Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NSF Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal Rescinded Payments</b>	<b>0</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Refunded Overpayments</b>	<b>0</b>	<b>\$0.00</b>				<b>\$0.00</b>
<b>Payments</b>	<b>62</b>	<b>\$1,650.00</b>	<b>\$40.00</b>	<b>\$0.00</b>	<b>\$672.00</b>	<b>\$2,362.00</b>
<b>Total Fees Paid</b>				<b>0</b>		<b>\$0.00</b>
<b>Gross Revenue( Total Payments - Total Fees Paid )</b>						<b>\$2,362.00</b>
<b>Adjustments</b>				<b>0</b>		<b>\$0.00</b>

Net Database Change( Total Change from Activity and Added Fees - Total Payments - Adjustments ) \$-2,622.00



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chair and Members of the Police Services Board  
**From:** Kelly-Ann Wingate, Parking, Licensing and Alarm Coordinator  
**Date:** Wednesday, November 18, 2015  
**Subject:** False Alarm Revenue Report

False Alarm revenue collected for 2015.

Month	False Alarms sent to the County for invoicing	Amount invoiced to customers	Amount collected to date
January	53	\$2,450	\$5,500
February	39	\$3,600	\$1,750
March	34	\$1,850	\$2,500
April	56	\$6,350	\$6,250
May	30	\$3,200	\$3,650
June	28	\$2,350	\$2,900
July	51	\$2,850	\$2,500
August	44	\$3,050	\$1,400
September	36	\$3,250	\$3,150
October	23	\$1,450	\$3,250
November			
December			
2015 YTD	394	\$30,400	\$32,850
2014 Totals	514	\$34,700	\$34,650

### Recommendation:

That the November 2015 False Alarm Revenue Report be received for information.

Respectfully submitted,

Kelly-Ann Wingate  
Parking, Licensing and Alarm Coordinator



## **The Corporation of the County of Wellington Social Services Committee Minutes**

November 18, 2015  
County Administration Centre  
Guthrie Room

**Present:** Warden George Bridge  
Councillor David Anderson (Chair)  
Councillor Rob Black  
Councillor Gregg Davidson

**Regrets:** Councillor Lynda White

**Staff:** Eddie Alton, Social Services Administrator  
Luisa Artuso, Director of Child Care Services  
Susan Aram, Manager of Financial Services  
Stuart Beumer, Director of Ontario Works  
Donna Bryce, County Clerk  
Heather Burke, Director of Housing  
Kyle Nickason, Accounting Analyst  
Ann Waller, Housing Programme Manager  
Scott Wilson, CAO

---

### **1. Call to Order**

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

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

**3. Delegation:**

- 3.1 Mr. Shawn Armstrong, General Manager Emergency Services, City of Guelph and  
Mr. Stephen Dewar, Chief, Guelph Wellington EMS

1/8/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the City of Guelph 2016 Land Ambulance Response Time Performance Plan  
be received for information.

**Carried**

**4. Financial Statements as of October 31, 2015**

2/8/15

**Moved by:** Councillor Davidson

**Seconded by:** Warden Bridge

That the Social Services Financial Statements as of October 31, 2015 be approved.

**Carried**

**5. 2016 User Fees and Charges**

3/8/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the Social Services 2016 User Fees and Charges be approved.

**Carried**

**6. Preliminary 2016-2020 Five-Year Plan**

4/8/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the preliminary 2016-2020 Social Services Five-Year Plan as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

**7. Child Care**

**7.1 Capital Funding Approval Update - Verbal**

5/8/15

**Moved by:** Councillor Davidson

**Seconded by:** Warden Bridge

That the verbal update by Ms. Luisa Artuso, Director, Child Care on the funding provided by the Ontario Government to the Upper Grand District School Board to build a leased facility for Wellington County child care in Palmerston be received for information.

**Carried**

**8. Ontario Works**

**8.1 Ontario Works Statistics**

6/8/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Davidson

That the Ontario Works Statistics as of September 2015 be received for information.

**Carried**

**9. Housing**

**9.1 Centralized Waiting List Eligibility Rule and Arrears**

7/8/15

**Moved by:** Councillor Davidson

**Seconded by:** Warden Bridge

That Report SH-15-15 on the Centralized Waiting List Eligibility Rule and Arrears, the new arrears eligibility criteria and “Eligible Pending Arrears” status, be approved.

**Carried**

**9.2 Review of Decision Policy and Review Timeframes - Updates 2015**

8/8/15

**Moved by:** Councillor Anderson

**Seconded by:** Warden Bridge

That Report SH-15-16 on the Review of Decisions policy and Section 3.7 Review Timeframes -Updates 2015, be approved.

**Carried**

**9.3 Michael House Affordable Housing Update**

9/8/15

**Moved by:** Councillor Anderson

**Seconded by:** Councillor Davidson

That the Report HS-15-14 Michael House Affordable Housing Update, be received for information.

**Carried**

9.4 Third Quarter Statistics

10/8/15

**Moved by:** Councillor Anderson

**Seconded by:** Warden Bridge

That the Housing Third Quarter Statistics be received for information.

**Carried**

**10. Adjournment**

At 1:45 pm, the Chair adjourned the meeting until January 13, 2016 or at the call of the Chair.

---

Rob Black  
Acting Chair  
Social Services Committee

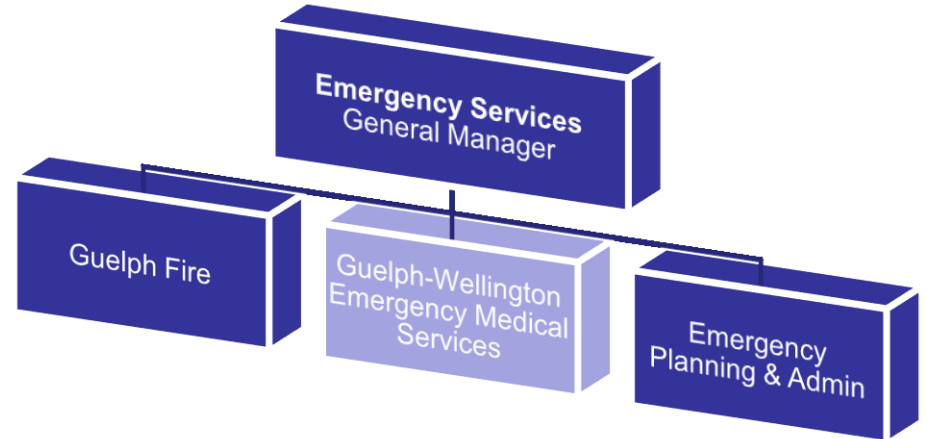
# Ambulance Response Time Performance Plan for 2016





# Introduction

## Guelph Wellington EMS



- Provides paramedic services in response to 911 calls to the City of Guelph and the County of Wellington

## Service Review Results

---

- Report from our service review indicates that our service is running well.
- Team gave kudos to our staff for, among other things, our professional, compassionate, dedicated staff.

## Response Times

- As reported previously, the review team noted that we are not always meeting the response times and compliance levels that we established.



# Old Reporting Targets –

---

## 90<sup>th</sup> Percentile

- Prior to 2013
- Different targets set by the Ministry of Health for each service area
- Based on performance in 1996

# Response Time Performance Plans

---

- New response levels
- Set by local Councils
- Different levels of response for different levels of patient acuity (CTAS)
- Targets and Compliance levels to those targets

## 2014 Actual Performance

- Did not meet targets and compliance rates.
- CTAS 1 Target of 8 minutes was actually achieved 57.3% compared to 65% target.

# Guelph Wellington Challenges

- Large geographical area
- Increasing call volume
- Aging population
- Complexity of medical conditions



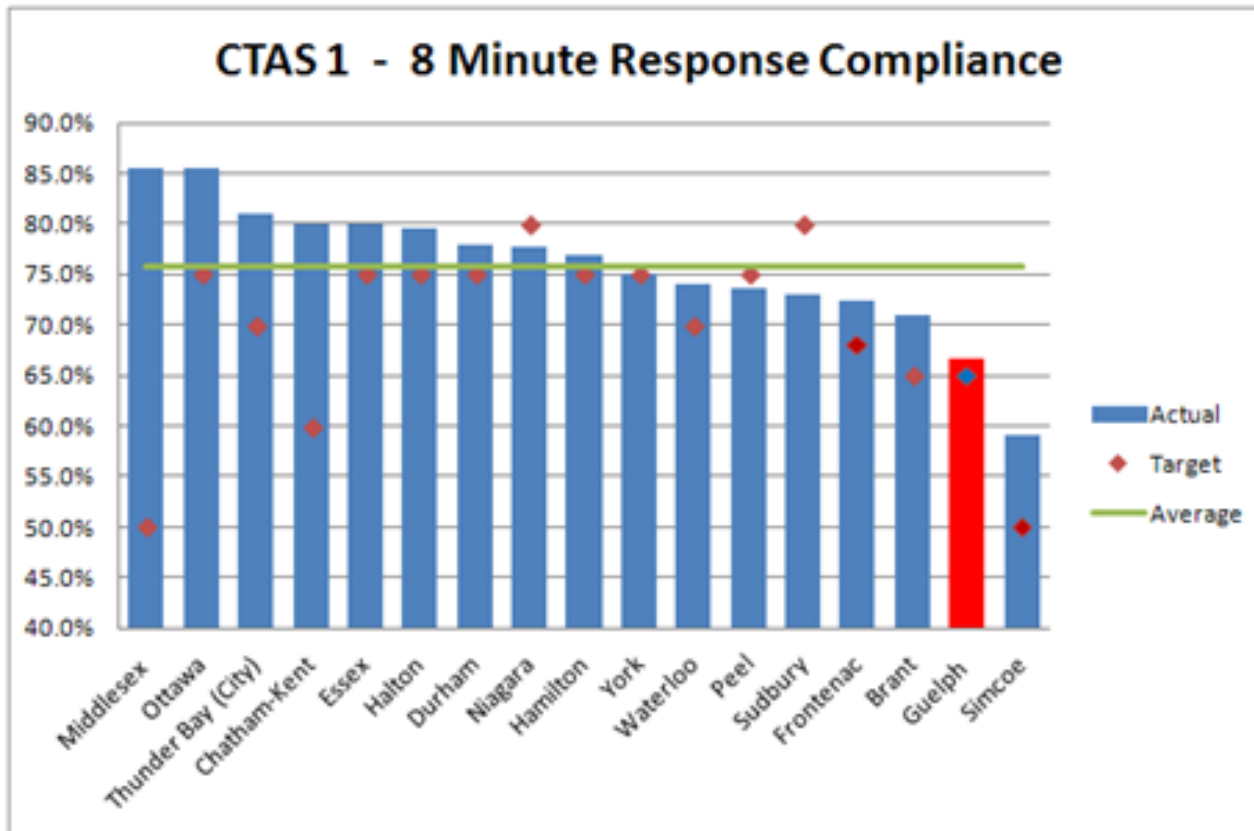
# Importance of Response Times

---

- CTAS 1 patients are critically ill or injured, with life or limb threatening complaints
- Response times can impact their outcome.



# Comparators



- Based on 2013 published data
- Reviewed CTAS 1 and CTAS 2 response times

# Mitigation Strategies

---

- 3 FTEs and Supervisory hours added in the 2015 budget
- New deployment concept – ERV
- Community Paramedicine project
- Working with local hospitals to reduce offload times

## Summary

---

Guelph Wellington EMS provides a valued service

- Professional, motivated staff
- Proper training and quality assurance
- Well maintained equipment
- High customer satisfaction

Response times to the highest acuity of calls are trending below set targets, CTAS 1.

# Response Time Performance Plan Recommendation

2015 RTPP	Response Time Target	Compliance Rate Recommended to Council
CTAS Level 1	8 minutes (set by MOHLTC)	65%
CTAS Level 2	10 minutes	75%
CTAS Level 3	15 minutes	90%
CTAS Level 4	15 minutes	90%
CTAS Level 5	20 minutes	90%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%

# Questions?

# STAFF REPORT



---

TO Public Services Committee

SERVICE AREA Public Services – Emergency Services: Guelph Wellington  
Emergency Medical Service

DATE July 6, 2015

SUBJECT **Land Ambulance Response Time Performance Plan for 2016**

REPORT NUMBER PS-15-31

---

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To address a legislative requirement to establish a Response Time Performance Plan (RTPP) for the Land Ambulance Service for 2016 and to report to Committee on the performance of that service compared to the RTPP set for 2014.

### KEY FINDINGS

Guelph Wellington EMS was unable to meet the response time targets and compliance rates set for 2014. Increased call volumes are impacting the ability of the EMS service to meet existing targets. Response performance rates do not compare favourably with those of the City's comparator ambulance services. Staff are concerned that response time targets are not being met and have undertaken several activities to mitigate the impact on the issue.

### FINANCIAL IMPLICATIONS

If necessary, any financial implications arising as a result of the need to meet response time performance targets will be submitted as part of the 2016 budget process.

### ACTION REQUIRED

To receive the report and recommend the 2016 Response Time Performance Plan to City Council

## RECOMMENDATIONS

1. THAT Public Services Report # PS-15-31 "Land Ambulance Response Time Performance Plan for 2016" dated July 6, 2015, be received.

# STAFF REPORT

---



2. THAT the Response Time Performance Plan (RTPP) for 2016 be set as recommended in Public Services Report # PS-15-31.

## BACKGROUND

Guelph Wellington EMS (GWEMS) provides land ambulance service to the City of Guelph and the County of Wellington. It is considered one coverage area with governance and delivery of the service the responsibility of the City of Guelph. The service is funded through a shared funding model between the City of Guelph, County of Wellington, and the Province of Ontario.

Expected performance of the Land Ambulance Service is established through a Response Time Performance Plan (RTPP) which sets a different response time target and compliance level based on a patient's acuity. Patient acuity describes the severity of the patient's condition, measured utilizing the Canadian Triage Acuity Scale (CTAS). CTAS includes 5 levels:

- CTAS 1 – requires resuscitation (i.e. cardiac arrest)
- CTAS 2 – requires emergent care (i.e. major trauma)
- CTAS 3 – requires urgent care (i.e. mild shortness of breath)
- CTAS 4 – requires less urgent care (i.e. minor trauma)
- CTAS 5 – requires non-urgent care (i.e. sore throat)

A sixth target is the measurement of response times to a call for a patient suffering a sudden cardiac arrest, and is different than CTAS 1 as it includes non-paramedic responders using defibrillators. The target of 6 minutes has been set by the Ministry of Health and Long Term Care (MOHLTC) but the compliance rates to that standard can be set by Council.

Council must establish and approve an annual RTPP by no later than October of each year for the coming year. The plan is accessible to the public adding a level of accountability and transparency around the provision of the Land Ambulance service.

## REPORT

### Service Performance

CTAS 1 and 2 patients represent the most critically ill and injured ambulance service patients, and therefore the patients who require urgent treatment and transport to an emergency department, and for whom ambulance response time can have the greatest impact.

Guelph Wellington EMS deploys available ambulances strategically so as to provide the best response time to emergency calls. Despite best efforts, the service was

# STAFF REPORT

unable to meet the most critical targets and compliance rates set by Council for 2014.

The table below illustrates Council's approved RTPP for 2014 and Guelph Wellington EMS' compliance with its response time targets:

CTAS Category	Response Time Target	Compliance Rate as approved by Council (October 2012)	Compliance Rate
CTAS Level 1	8 minutes (set by MOHLTC)	65%	57.29%
CTAS Level 2	10 minutes	75%	70.49%
CTAS Level 3	15 minutes	90%	89.73%
CTAS Level 4	15 minutes	90%	87.89%
CTAS Level 5	20 minutes	90%	95.83%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%	55.70%

#### Table Notes:

- The RTPP is a good retrospective measurement of performance, but is less useful as a planning tool. The service needs to attempt to arrive at all calls in 8 minutes or less (CTAS 1 standard) or at least 10 minutes (CTAS 2 standard) because the severity of *the patient's condition cannot be verified before a paramedic arrives*.
- CTAS 3, 4 and 5 patients are not critically ill or injured and GWEMS response time will not affect patient outcome. Response Time targets at these levels, if delayed beyond the target, affect patient satisfaction only.
- The response time performance for Sudden Cardiac Arrest involves multiple agencies and public access defibrillators. The actual response times of public access defibrillators are often difficult to capture consistently.

Staff continue to monitor response time performance in 2015. Staff noted that data trending in 2014 shows that performance declined compared to 2013. Factors include increased call volumes and increased complexity of calls. In addition, delays occur when offloading patients during peak times, but local hospitals have been supportive in assisting to reduce the impacts of delays in transferring care to hospital staff at the emergency department.

Increasing call volume (24.9% increase since 2009) and increasingly complex condition of patients are adding pressures on existing resources to meet performance targets.



# STAFF REPORT

---



Response times are important for an emergency medical service in order to ensure timely and effective pre-hospital patient care. The timely intervention of paramedics in providing care can improve the overall condition of a patient suffering from a potentially life threatening event.

## **Mitigating Strategies**

Staff have undertaken several activities to address issues in order better meet performance targets. The approved budget for 2015 included funding for an additional three (3) paramedics. Those paramedics have been added to the schedule. Staff is hopeful that additional paramedic resources will assist in improving overall response time compliance. The additional paramedic staff were operationalized toward the end of May 2015, so the impact of the additional resources will be evaluated on a monthly basis to assess the impact on overall response time performance.

Staff have introduced a new deployment strategy as part of the additional staff added in 2015 by introducing an EMS Emergency Response Vehicle (ERV). This will involve a single paramedic responding to emergency calls in the higher call volume areas. Staff anticipates that this initiative will reduce response times in those specific areas.

Guelph Wellington EMS staff have also begun a trial of a Community Paramedicine Program in the coverage area. This project began in late 2014 and continues through 2015 through a grant received from the Ministry of Health. The Community Paramedicine Program identifies at-risk individuals and attempts to address their health-related concerns before they become medical emergencies. Staff anticipates that this program will help to reduce the overall call volume and lead to better response times for other emergency calls. Further data on the overall impact of this program will be reported to Council as results become available.

Staff have met and continue to work with representatives of the Guelph General Hospital to address issues related to delays in ambulances returning to service after arriving at the hospital. This work included applying Lean Management principles to analyze and attempt to streamline the processes involved. Staff anticipates that this work will assist in clearing ambulances sooner and allow them to be available for other emergency calls, thereby reducing response times.

More recently, staff have established a paramedic response location from the building that formerly housed the Delhi Recreation Centre at 65 Delhi Street in Guelph. From this location, staff anticipate a better response time to the high number of calls in the downtown Guelph area which should improve the services overall response times.

# STAFF REPORT

Guelph Wellington EMS will commence work on an EMS Service Plan in 2015 to evaluate paramedic deployment and identify new strategies to assist the service in achieving Council approved targets. Staff continues to monitor the performance of the system on a monthly basis as it relates to improving targets. If the service continues to fall short of the targets, then further consideration regarding resources will be required to assist in meeting compliance targets for 2016.

## Comparator Response Time Performance

Currently the Ministry of Health website displays the targets of all ambulance services in Ontario for 2013, 2014 and 2015, and the actual performance for 2013 and 2014. Guelph's established compliance rate for CTAS 1 and 2 targets is below the average targets set by these comparator services. The target times and compliance levels of comparator ambulance services are virtually unchanged in 2014 and 2015.

## Response Times in the Coverage Area

In 2014, Guelph Wellington EMS reached the scene of CTAS 1 patients, including cardiac arrest patients, within eight (8) minutes 57.3% of the time. Year to date in 2015, that target was met 48.5% of the time (measured to July 31). August results are more positive, with a compliance rate of over 68%. These are early results based on a limited number of calls, but it does reflect the positive impact of some of the mitigation strategies recently introduced.

Considering the foregoing, staff recommends maintaining the current RTPP targets and compliance rates for 2016:

2015 RTPP	Response Time Target	Compliance Rate Recommended to Council
CTAS Level 1	8 minutes (set by MOHLTC)	65%
CTAS Level 2	10 minutes	75%
CTAS Level 3	15 minutes	90%
CTAS Level 4	15 minutes	90%
CTAS Level 5	20 minutes	90%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%

# STAFF REPORT



## CORPORATE STRATEGIC PLAN

### Innovation in Local Government

2.2 Deliver Public Service better

### City Building

3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City

## DEPARTMENTAL CONSULTATION

The County of Wellington will be provided with a copy of this report. Staff will attend a meeting of their Social Services Committee to explain the RTPP Standards.

## FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

## COMMUNICATIONS

The Response Time Performance Plan will be posted on the City's website Guelph.ca under the Guelph Wellington EMS link.

## ATTACHMENTS

N/A

### **Report Author:**

Stephen Dewar

EMS Chief – Guelph Wellington Emergency Medical Service

---

### **Recommended By**

Shawn Armstrong

General Manager

Emergency Services

519-822-1260 ext. 2125

[shawn.armstrong@guelph.ca](mailto:shawn.armstrong@guelph.ca)

---

### **Approved By**

Derrick Thomson

Deputy CAO

Public Services

519-822-1260 ext. 2665

[Derrick.Thomson@guelph.ca](mailto:Derrick.Thomson@guelph.ca)



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chairman and Members of the Social Services Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** November 18, 2015  
**Subject:** 2016 User Fees and Charges

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1, 2016.

### Recommendation:

**"THAT** the attached 2016 User Fees and Charges be approved."

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service: **Ontario Works**

Department: Social Services

Governance: Social Services Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Photocopies (> 50 / month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Fax jobs (in province, > 50 / month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Fax jobs (out of province)	\$0.50/ pg	\$0.50/ pg	0%	Incl.
Printed material (> 50 /month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Interpreter Services	\$24.50 / hr	\$24.50 / hr	0%	Incl.
Interpreter Services Charged to External Organizations	\$30 / hr + mileage	\$30 / hr + mileage	0%	Incl.

**Note:**

Authority to impose fees and charges is set out in Part XII of the Municipal Act, S.O. 2001, c. 25 and in by-law #5418-15 of the Corporation of the County of Wellington.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Social Services Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Social Services

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000.

#### Housing Services – Capital

- Capital spending in 2016 includes building condition audits for Non-Profits and Affordable Housing units
- As well, the final phase of the Speedvale elevator project is planned for 2016 and is currently expected to be completed at a lower cost than originally forecast (savings of approximately \$200,000).
- Beginning in 2016, all capital spending (minor and major) will be included in the Capital Budget.
- Included in the capital budget for IT is the acquisition of the Integrated Housing System (IHS), a database being developed to streamline non-profit administration at \$57,000.
- The County portion of capital funding comes from the Social Services Reserve and the City portion of capital funding is based on the average prior year residence of county owned buildings.

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Social Housing, Affordable Housing, Ontario Works and Child Care budgets include the following:

#### Housing Services – Operating

- The Community Homelessness Prevention Initiative (CHPI) programme has been budgeted at a similar level to the 2015 budget with some reallocations within spending categories to better reflect current demand for services.
- Staffing levels have not increased with the exception of the annualization of Housing Special Projects Manager's position approved in the 2015 budget. This position remains vacant as management is awaiting the results of the staffing review that is currently being performed.
- Hydro costs are expected to exceed the budget by approximately \$100k for 2015 due to a combination of increased demand and higher usage charges. The 2016 budget is updated to reflect this variance and is increased accordingly.
- The ongoing software maintenance of the new Integrated Housing System (IHS) has been included in the budget for \$30,000. This system for Non-Profit administration, Wait List, and Rent Supplement requirements will enhance customer service and functionality.

- Painting under minor capital is now included as an operating expense. A reallocation from minor capital to purchased services in the amount of \$161,000 has been made.
- Move-out repairs were higher than anticipated in 2015 due to ongoing increased standards and costs of replacement within the tenant's unit. As a result, an additional \$50,000 has been allocated in the preliminary five-year plan.
- An annual transfer of \$1.5 million to the Social Services Reserve has been reflected in the preliminary five-year plan.

#### Affordable Housing – Capital

- The capital plan includes \$13.7 million for the construction of Fergusson Place Phase II. The County has secured \$8 million in funding from senior levels of government with the remaining \$5.8 million funded from reserves.
- Additionally \$203,000 over the five years has been allocated for facility improvements at 165 Gordon Street in Fergus and 182 George St in Arthur. These projects will be funded through the Housing Development Reserve Fund.

#### Affordable Housing – Operating

- Purchased services for 182 George St. have increased as a result of painting, which is now treated as an operating expense.
- The contribution to the County's Housing Development Reserve Fund remains constant at approximately \$500,000 over the five-year plan.

#### Ontario Works - Capital

- The 5 year Capital plan includes facility improvements at 129 Wyndham St and the Fergus Ontario Works office. The County's portion is \$67,000 funded from reserves and includes 100% of the Fergus office projects. The City's funding contribution for capital works is \$43,000.

#### Ontario Works - Operating

- The 5 year plan allows for an annual caseload increase of 4%.
- In 2016 the municipal cost share for Ontario Works falls to 5.8% (from 8.6%) as a result of the continuation of the provincial upload. In 2017, the cost sharing falls to 2.8% and by 2018 the uploading is complete with the delivery agent share at 0%.
- Staffing levels in 2016 have increased with the inclusion of 2 temporary caseworker positions that are required to deal with staffing pressures created by the ongoing SAMS provincial software issues. Both of these positions are removed in 2017.
- The 3 year Citizenship and Immigration Canada (CIC) Programme ends after the first quarter of 2016 but is expected to be renewed. Confirmation should be received before finalization of the 2016 budget.

#### Child Care Services - Capital

- The capital budget for child care includes an allocation of \$200,000 over 2016-18 to complete facility improvements at the administration offices located on Douglas Street. The County's portion of \$46,000 is funded from reserve and the City requirement is \$154,000.

## Child Care Services - Operating

- Final allocations for 2016 have not yet been received from the province and the budget will be adjusted when the service contract has been received. The preliminary budget is currently based on the 2015 allocation.
- The preliminary 5-year plan includes the allocation for the Wage Enhancement Grant, which is 100% provincially funded. The Wage Enhancement grant is used to support a wage increase of \$1 per hour plus 17.5% benefits to Registered Early Childhood Educators (RECEs) and other child care program staff working in licensed child care centres. The 2016 allocation is unknown but the 2015 allocation has been used as an estimate.
- The general operating grant (GOG) is replacing wage subsidy in the 2016 budget. The GOG is used to support costs of operating licensed child care programs, reduce wait times, and improve access to high quality service. To meet the requirements of the GOG, the County will be dedicating more of the provincial allocation toward this program while ensuring that there are no overall funding reductions.
- Staffing levels for 2016 have increased by 1 FTE. A new management position has been created to realign oversight of prescribed services.

## Overall Social Services Five Year Plan Impact

The preliminary five-year plan reflects a small overall tax levy increase of 2.2% for the City and an increase of 6.3% for the County in 2016.

<b>COUNTY OF WELLINGTON</b> <b>2015 PRELIMINARY SOCIAL SERVICES NET BUDGET COMPARISON</b> <b>(Operating &amp; Capital)</b> <b>(all figures in \$000s)</b>					
	2015 Approved County Budget	2015 Budget Projections for 2016	Preliminary 2016 County Budget	Percentage change from 2015 Budget Projections for 2016	Percentage change from 2015 Approved Budget
<b><u>City Tax Levy Requirement</u></b>					
Social Housing	\$17,108	\$17,439	\$17,730	1.7%	3.6%
Ontario Works	\$3,693	\$3,678	\$3,602	-2.1%	-2.5%
Child Care Services	\$2,774	\$3,004	\$2,767	-7.9%	-3.3%
Total	\$23,575	\$24,121	\$24,099	-0.1%	2.2%
<b><u>County Tax Levy Requirement</u></b>					
Social Housing	\$4,259	\$4,476	\$4,664	4.2%	9.5%
Ontario Works	\$1,730	\$1,749	\$1,775	1.5%	2.6%
Child Care Services	\$982	\$1,048	\$999	-4.7%	1.7%
Affordable Housing	\$500	\$500	\$500	0.0%	0.0%
Total	\$7,471	\$7,773	\$7,938	2.1%	6.3%



The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January.

**Recommendation:**

That the preliminary 2016-2020 Social Services Five-Year Plan as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Ontario Works**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 19,862	\$ 20,585	\$ 21,656	\$ 22,782	\$ 23,493	\$ 24,383
Municipal Recoveries	\$ 3,576	\$ 3,602	\$ 3,390	\$ 3,187	\$ 3,356	\$ 3,403
Other Revenue	\$ 52	\$ 51	\$ 28	\$ 28	\$ 28	\$ 28
Internal Recoveries	\$ 10	\$ 3	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 23,501</b>	<b>\$ 24,240</b>	<b>\$ 25,074</b>	<b>\$ 25,997</b>	<b>\$ 26,877</b>	<b>\$ 27,814</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 5,955	\$ 6,095	\$ 6,165	\$ 6,336	\$ 6,511	\$ 6,690
Supplies, Materials and Equipment	\$ 179	\$ 185	\$ 190	\$ 195	\$ 201	\$ 206
Purchased Services	\$ 407	\$ 414	\$ 427	\$ 440	\$ 453	\$ 467
Social Assistance	\$ 17,331	\$ 17,953	\$ 18,590	\$ 19,279	\$ 19,994	\$ 20,738
Transfer Payments	\$ 24	\$ 24	\$ 24	\$ 24	\$ 24	\$ 24
Internal Charges	\$ 1,335	\$ 1,345	\$ 1,370	\$ 1,411	\$ 1,453	\$ 1,496
<b>Total Expenditure</b>	<b>\$ 25,231</b>	<b>\$ 26,016</b>	<b>\$ 26,766</b>	<b>\$ 27,685</b>	<b>\$ 28,636</b>	<b>\$ 29,621</b>
Net Operating Cost / (Revenue)	\$ 1,730	\$ 1,775	\$ 1,693	\$ 1,688	\$ 1,760	\$ 1,807
<b>Net Cost / (Revenue)</b>	<b>\$ 1,730</b>	<b>\$ 1,775</b>	<b>\$ 1,693</b>	<b>\$ 1,688</b>	<b>\$ 1,760</b>	<b>\$ 1,807</b>
<b>Year to Year Percentage Change</b>		2.6%	-4.7%	-0.3%	4.2%	2.7%

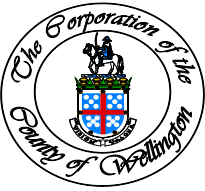


# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Child Care Services**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Grants and Subsidies		\$ 11,118	\$ 12,764	\$ 12,764	\$ 12,764	\$ 12,764	\$ 12,764
Municipal Recoveries		\$ 2,774	\$ 2,671	\$ 2,689	\$ 2,876	\$ 3,069	\$ 3,265
User Fees and Charges		\$ 254	\$ 278	\$ 278	\$ 278	\$ 278	\$ 278
Internal Recoveries		\$ 355	\$ 355	\$ 355	\$ 355	\$ 355	\$ 355
<b>Total Revenue</b>		<b>\$ 14,500</b>	<b>\$ 16,068</b>	<b>\$ 16,086</b>	<b>\$ 16,273</b>	<b>\$ 16,466</b>	<b>\$ 16,662</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 3,958	\$ 4,147	\$ 4,262	\$ 4,395	\$ 4,533	\$ 4,673
Supplies, Materials and Equipment		\$ 223	\$ 218	\$ 225	\$ 231	\$ 238	\$ 246
Purchased Services		\$ 351	\$ 479	\$ 332	\$ 342	\$ 352	\$ 363
Social Assistance		\$ 9,826	\$ 11,049	\$ 11,122	\$ 11,196	\$ 11,272	\$ 11,349
Transfer Payments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance and Financial		\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Minor Capital		\$ 120	\$ 155	\$ 115	\$ 115	\$ 115	\$ 115
Internal Charges		\$ 1,003	\$ 1,016	\$ 1,034	\$ 1,052	\$ 1,071	\$ 1,090
<b>Total Expenditure</b>		<b>\$ 15,482</b>	<b>\$ 17,067</b>	<b>\$ 17,093</b>	<b>\$ 17,334</b>	<b>\$ 17,584</b>	<b>\$ 17,839</b>
Net Operating Cost / (Revenue)		\$ 982	\$ 999	\$ 1,007	\$ 1,061	\$ 1,118	\$ 1,177
<b>Transfers</b>							
Transfer from reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 982</b>	<b>\$ 999</b>	<b>\$ 1,007</b>	<b>\$ 1,061</b>	<b>\$ 1,118</b>	<b>\$ 1,177</b>
<b>Year to Year Percentage Change</b>			1.8%	0.8%	5.4%	5.4%	5.3%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Social Housing**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 7,742	\$ 7,328	\$ 7,435	\$ 7,332	\$ 7,201	\$ 7,201
Municipal Recoveries	\$ 15,118	\$ 15,433	\$ 15,760	\$ 16,263	\$ 16,825	\$ 17,287
Licenses Permits and Rents	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
User Fees and Charges	\$ 53	\$ 53	\$ 53	\$ 53	\$ 53	\$ 53
<b>Total Revenue</b>	<b>\$ 28,113</b>	<b>\$ 28,014</b>	<b>\$ 28,448</b>	<b>\$ 28,848</b>	<b>\$ 29,279</b>	<b>\$ 29,740</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 3,617	\$ 3,750	\$ 3,880	\$ 4,012	\$ 4,147	\$ 4,284
Supplies, Materials and Equipment	\$ 362	\$ 372	\$ 383	\$ 394	\$ 406	\$ 418
Purchased Services	\$ 6,366	\$ 7,139	\$ 7,452	\$ 7,778	\$ 8,120	\$ 8,479
Social Assistance	\$ 18,004	\$ 17,963	\$ 18,067	\$ 18,173	\$ 18,301	\$ 18,430
Transfer Payments	\$ 1,158	\$ 1,015	\$ 1,015	\$ 1,015	\$ 1,015	\$ 1,015
Insurance and Financial	\$ 234	\$ 247	\$ 261	\$ 277	\$ 294	\$ 312
Minor Capital Expenditures	\$ 607	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Charges	\$ 672	\$ 691	\$ 711	\$ 732	\$ 754	\$ 777
<b>Total Expenditure</b>	<b>\$ 31,020</b>	<b>\$ 31,177</b>	<b>\$ 31,769</b>	<b>\$ 32,381</b>	<b>\$ 33,037</b>	<b>\$ 33,715</b>
Net Operating Cost / (Revenue)	\$ 2,907	\$ 3,164	\$ 3,321	\$ 3,533	\$ 3,759	\$ 3,975
<b>Transfers</b>						
Transfers from Reserves	\$ (148)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserves	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Transfers to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ 1,352</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 4,259</b>	<b>\$ 4,664</b>	<b>\$ 4,821</b>	<b>\$ 5,033</b>	<b>\$ 5,259</b>	<b>\$ 5,475</b>
<b>Year to Year Percentage Change</b>		9.5%	3.4%	4.4%	4.5%	4.1%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Affordable Housing**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description		Operating Budget (\$000's)					
		2014	2015	2016	2017	2018	2019
<b>Revenue</b>							
Grants and Subsidies		\$ 207	\$ 206	\$ 205	\$ 203	\$ 203	\$ 203
Licenses Permits and Rents		\$ 572	\$ 583	\$ 595	\$ 606	\$ 618	\$ 618
<b>Total Revenue</b>		<b>\$ 779</b>	<b>\$ 789</b>	<b>\$ 800</b>	<b>\$ 810</b>	<b>\$ 822</b>	<b>\$ 822</b>
<b>Expenditure</b>							
Salaries, Wages, and Benefits		\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4
Supplies, Materials and Equipment		\$ 32	\$ 33	\$ 33	\$ 33	\$ 34	\$ 35
Purchased Services		\$ 370	\$ 381	\$ 393	\$ 405	\$ 418	\$ 430
Transfer Payments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance and Financial		\$ 14	\$ 15	\$ 16	\$ 17	\$ 19	\$ 19
Minor Capital		\$ 27	\$ 27	\$ 28	\$ 29	\$ 30	\$ 30
Debt Charges		\$ 302	\$ 302	\$ 301	\$ 299	\$ 299	\$ 299
<b>Total Expenditure</b>		<b>\$ 748</b>	<b>\$ 762</b>	<b>\$ 775</b>	<b>\$ 788</b>	<b>\$ 803</b>	<b>\$ 817</b>
Net Operating Cost / (Revenue)		\$ (30)	\$ (27)	\$ (24)	\$ (22)	\$ (18)	\$ (5)
<b>Transfers</b>							
Transfers from Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves		\$ 530	\$ 526	\$ 524	\$ 521	\$ 517	\$ 517
<b>Total Transfers</b>		<b>\$ 530</b>	<b>\$ 526</b>	<b>\$ 524</b>	<b>\$ 521</b>	<b>\$ 517</b>	<b>\$ 517</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 499</b>	<b>\$ 499</b>	<b>\$ 499</b>	<b>\$ 512</b>
<b>Year to Year Percentage Change</b>			0.0%	0.0%	0.0%	0.0%	0.0%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Social and Affordable Housing Services**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Project Description	Gross Project Cost (Uninflated \$'000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
<b>Social Housing</b>											
1 Housing Services Capital Improvements	\$ 2,578	\$ 2,800	\$ 2,900	\$ 3,000	\$ 3,100	\$ 14,378	\$ 10,827		\$ 3,551		
2 Speedvale Building Addition and Elevator	\$ 472					\$ 472	\$ 355		\$ 117		
3 BCA for Non-Profits & Affordable Hsg	\$ 110					\$ 110			\$ 110		
<b>Affordable Housing</b>											
4 Fergusson Place Phase II	\$ 13,727					\$ 13,727	\$ 8,044		\$ 5,683		
5 165 Gordon St. Fergus	\$ 25	\$ 68	\$ 10	\$ 30	\$ 16	\$ 149			\$ 149		
6 182 George St. Arthur	\$ 5	\$ 5	\$ 14	\$ 25	\$ 5	\$ 54			\$ 54		
<b>TOTAL</b>	<b>\$ 16,917</b>	<b>\$ 2,873</b>	<b>\$ 2,924</b>	<b>\$ 3,055</b>	<b>\$ 3,121</b>	<b>\$ 28,890</b>	<b>\$ 19,226</b>	<b>\$ -</b>	<b>\$ 9,664</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 2,297	\$ 2,108	\$ 2,184	\$ 2,259	\$ 2,334	\$ 11,182
Subsidy	\$ 8,044	\$ -	\$ -	\$ -	\$ -	\$ 8,044
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 6,576	\$ 765	\$ 740	\$ 796	\$ 787	\$ 9,664
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 16,917</b>	<b>\$ 2,873</b>	<b>\$ 2,924</b>	<b>\$ 3,055</b>	<b>\$ 3,121</b>	<b>\$ 28,890</b>



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Ontario Works**  
Department: **Social Services**  
Governance: **Social Services Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Fergus Office Exterior Cladding	\$ 30					\$ 30			\$ 30		
2 129 Wyndham: Elevator			\$ 25			\$ 25	\$ 20		\$ 6		
3 129 Wyndham, Exterior Stone Work		\$ 30				\$ 30	\$ 23		\$ 7		
4 Fergus Office HVAC Rooftop		\$ 25				\$ 25			\$ 25		
<b>TOTAL</b>	<b>\$ 30</b>	<b>\$ 55</b>	<b>\$ 25</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110</b>	<b>\$ 43</b>	<b>\$ -</b>	<b>\$ 67</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ 23	\$ 20	\$ -	\$ -	\$ 43
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 30	\$ 32	\$ 6		\$ -	\$ 67
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 30</b>	<b>\$ 55</b>	<b>\$ 25</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110</b>



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Child Care**  
Department: **Social Services**  
Governance: **Social Services Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	15 Douglas: Roofing			\$ 25			\$ 25	\$ 19		\$ 6		
2	21 Douglas St. : Roofing Systems		\$ 50				\$ 50	\$ 39		\$ 12		
3	15 Douglas: Interior Renovations	\$ 75					\$ 75	\$ 58		\$ 17		
4	21 Douglas St: Front entrance	\$ 50					\$ 50	\$ 39		\$ 12		
							\$ -			\$ -		
<b>TOTAL</b>		\$ 125	\$ 50	\$ 25	\$ -	\$ -	\$ 200	\$ 154	\$ -	\$ 46	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 96	\$ 39	\$ 19	\$ -	\$ -	\$ 154
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 29	\$ 12	\$ 6	\$ -	\$ -	\$ 46
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ 125	\$ 50	\$ 25	\$ -	\$ -	\$ 200



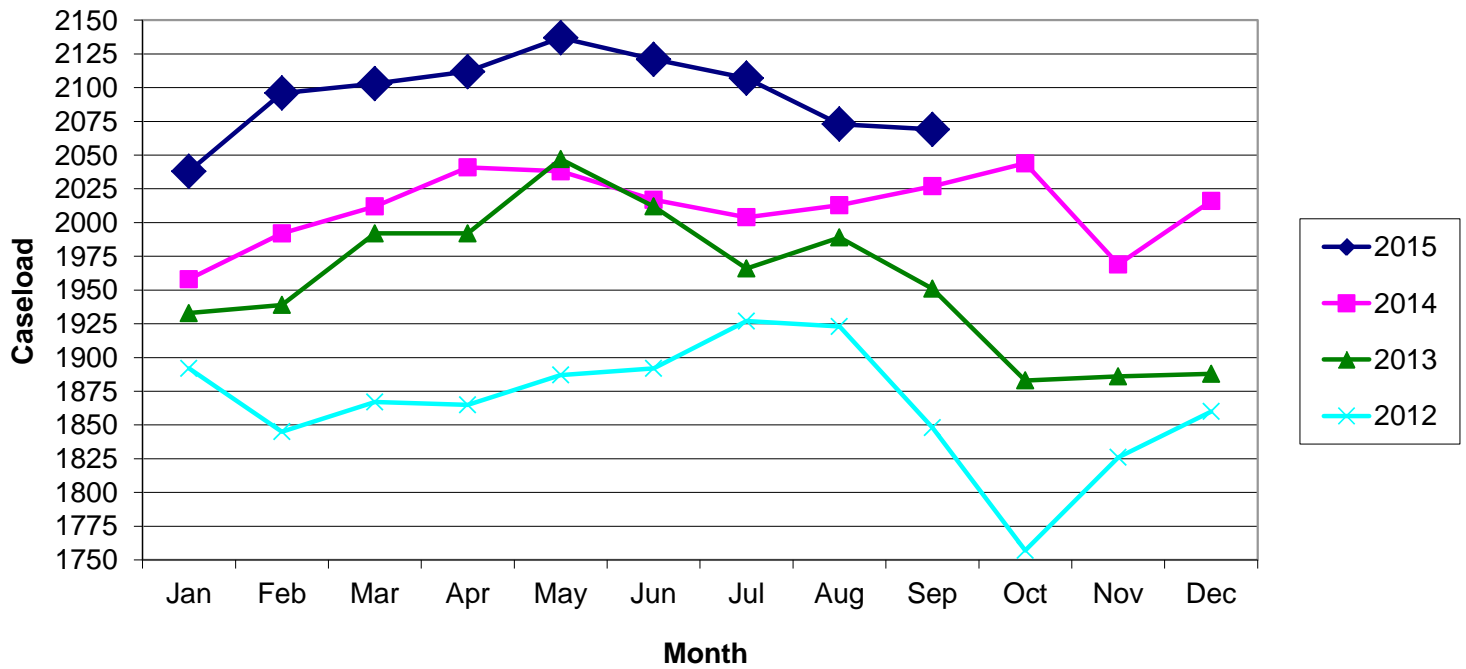
# County of Wellington - Ontario Works



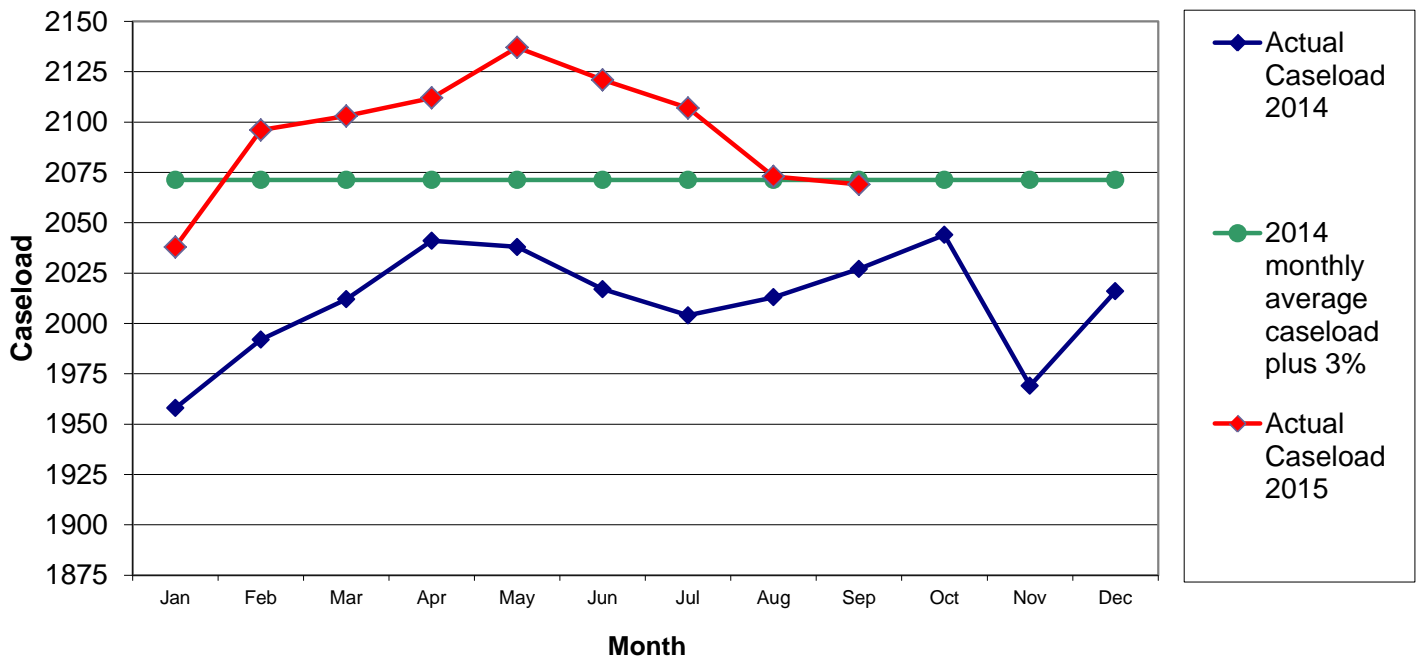
## 2012-15 County / City Caseload

Total caseload					Change From		Change From	
	2012	2013	2014	2015	Cases	%	Cases	%
January	1,892	1,933	1,958	2,038	22	1.1%	80	4.1%
February	1,884	1,997	1,992	2,096	58	2.8%	104	5.2%
March	1,867	1,992	2,012	2,103	7	0.3%	91	4.5%
April	1,865	1,992	2,041	2,112	9	0.4%	71	3.5%
May	1,887	2,047	2,038	2,137	25	1.2%	99	4.9%
June	1,892	2,012	2,017	2,121	(16)	-0.7%	104	5.2%
July	1,927	1,966	2,004	2,107	(14)	-0.7%	103	5.1%
August	1,923	1,989	2,013	2,073	(34)	-1.6%	60	3.0%
September	1,848	1,951	2,027	2,069	(4)	-0.2%	42	2.1%
October	1,757	1,883	2,044					
November	1,826	1,886	1,969					
December	1,860	1,888	2,016					
<b>Total</b>	22,428	23,536	24,131	18,856				
<b>Average</b>	1,869	1,961	2,011	2,095			84	4.2%

**Total County and City Ontario Works Caseload - January 2012 to September 2015**



**Total County and City Ontario Works Caseload Budget/Actual Comparison**





**To:** Chair and Members of the Social Services Committee  
**From:** Heather Burke, Director of Housing  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Centralized Waiting List Eligibility Rule and Arrears**

---

### **Background:**

The Corporation of the County of Wellington is the Consolidated Municipal Service Manager (CMSM) for the purposes of administering the social housing Centralized Waiting List for access to geared-to-income housing under the Housing Services Act, 2011 (HSA) and its Regulations for the geographic area that includes the County of Wellington and the City of Guelph.

In 2014, the County of Wellington released the 10 year Housing and Homelessness Plan for Guelph and Wellington titled “A Place to Call Home.” This community plan recommended 8 Goals and 38 individual actions to be taken, with one of these actions being to “Explore options to assist people with arrears/credit issues to access housing.” In June of 2015, the County released the “A Place to Call Home” 2014 Annual Report in which we identify this same action as a next step moving into 2015.

The issue of rent arrears as a barrier to access low-income housing has been raised in relation to rent-geared –to-income (RGI) housing across Ontario. Rent arrears refer to any members of the household owing money to any social housing provider in Ontario for arrears of RGI and damages. Wellington CMSM is proposing a change to reduce the impact of rent arrears on RGI access and to add applicant households with rent arrears while maintaining eligibility on the Centralized Waiting List.

On a pilot basis, the County has already implemented this change on the Centralized Waiting List under the County’s Community Agency Delivery (CAD) programme. This programme, targeted to the most vulnerable in our community, provides housing stability support through agencies and the County. Any participating CAD tenant with social housing rent arrears can apply to the Centralized Waiting List and be eligible to maintain their most recent date of application under the status of “Eligible Pending Arrears”. Supports to remedy their arrears by agencies and the County will be made during the time on the wait list prior to receiving offers of RGI units. Based on this pilot programme, staff are proposing to extend a similar and new eligibility status to any applicant with rent arrears on the Centralized Waiting List for RGI access.

### **Centralized Waiting List Eligibility Rule and Arrears**

The eligibility rule for the geared-to-income Centralized Waiting List concerning arrears is:

#### **Current Criteria for Arrears and RGI assistance**

No member of the household owes money from a previous tenancy in any housing project under any housing programme to a social housing landlord.

### Proposed Change

Approve and implement new arrears eligibility criteria and an “Eligible Pending Arrears” status which provides eligibility on the Centralized Waiting List if any member of the household owes geared-to-income rent or housing charge arrears and damages to the unit to any social housing provider (federal/provincial or municipal funded) in Ontario.

Households may apply and be approved for eligibility on the Centralized Waiting List based on their most recent date of application while owing rent arrears. A household can maintain an “Eligible Pending Arrears” status on the Centralized Waiting List, in addition to maintaining all other eligibility criteria.

While on the Centralized Waiting List, arrears must be paid in full prior to the applicant households’ housing preference selections being approved or receiving offers of housing under this status. This time may average two years under a chronological status according to the mid-2015 County Housing Statistics. Applicants would be required to provide proof of arrears repayment before housing preferences could be selected and offers of housing could be received.

All new or reactivating applicants applying to the Centralized Waiting List with arrears will have wait times determined by their most recent application date. This eligibility rule change does not allow past applicants deemed ineligible due to arrears to receive backdated original application dates on the Centralized Waiting List.

### Next Steps

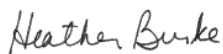
Following approval, staff will work to implement the new arrears eligibility criteria and status consistently into practice with all new and reactivating applicants for the Centralized Waiting List. This will involve some minor changes to the administrative systems for data tracking, letters and forms. Communications will be provided to the Housing Providers about the change in eligibility criteria and status. Other actions on rent arrears will be undertaken through:

- County development of a new and comprehensive arrears policy in 2016, to include the new Centralized Waiting List Eligibility Rule on rent arrears;
- Social and Affordable Housing Action Strategy work to further the goal/action on the community rent arrears and credit check issues to access housing within the private housing sector.

### Recommendation:

That Report SH 15 15 on the Centralized Waiting List Eligibility Rule and Arrears, the new arrears eligibility criteria and “Eligible Pending Arrears” status, be approved.

Respectfully submitted,



Heather Burke  
Director of Housing



**To:** Chair and Members of the Social Services Committee  
**From:** Heather Burke, Director of Housing  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Review of Decision Policy and Review Timeframes - Updates 2015**

---

### **Background:**

On October 9, 2013, the Social Services Committee approved report SH-13-08 for the implementation of the County of Wellington's Review of Decisions Policy (see attachment for the HS2013 PA14.1 Policy). Under the current Review of Decisions Policy, Section 3.7 Review Timeframes does not allow for any extensions due to extenuating circumstances beyond the legislative 10 days for review of decision by the Review Committee other than through discretion.

Staff recommend approval of the following Section 3.7 -Updates 2015 to the HS 2013 PA14.1 Review of Decisions Policy to allow for consistency in discretionary Review Timeframe requirements.

### **3.7 Review Timeframes – Updates 2015**

An applicant or client shall make a request for a review of decision in writing within ten (10) business days after receiving notification of the original decision being made.

A Review of Decision by the Review Committee must be completed and the decision of the Review Committee made within ten (10) business days after the review request is received. Exceptions may be approved when the applicant or client asks for the review to be extended due to extenuating circumstances.

- The Review Committee Chair has discretion to determine whether extenuating circumstances exist that makes it impossible for the applicant or client to attend or participate by conference in a review within the required ten (10) Calendar Days.
- The date for hearing and completing the review may be extended to a maximum of thirty (30) calendar days, with one additional thirty (30) day extension, to a total maximum of sixty (60) calendar days after the request for review of decision is received. Request by an applicant or client for extension of the review must be received in writing within eight (8) business days after receiving notification of the original decision being made for the first extension, and five (5) business days prior to the end of the first thirty (30) day extension.
- All requests for an extension due to extenuating circumstances must include details regarding the extenuating circumstances, which may include, but are not limited to, if the applicant or client household is made up of one person and that person is hospitalized, in rehabilitation or in a treatment facility and therefore is unable to attend the review within the scheduled timeframe, and relevant details.

- The review of an extenuating circumstances request by the Review Committee Chair does not represent an impartiality concern for the future decision review.

The Review Committee must notify the applicant or client of the final decision and reasons in writing within five (5) business days after the decision was made.

Notice of the decision of the review committee must not be given to any other member of the household, other than the member who requested the review.

(Ontario Regulation 367/11, section 138 (2) iii)

## **Attachments:**

### **Local Rules**

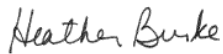
Current local HS2013 PA14.1 Review of Decision policy

[http://www.wellington.ca/en/socialservices/resources/ReviewofDecisions\\_Policy\\_Final\\_CommitteeandCouncil.pdf](http://www.wellington.ca/en/socialservices/resources/ReviewofDecisions_Policy_Final_CommitteeandCouncil.pdf)

## **Recommendation:**

That the SH 15 16 Report on the Review of Decisions policy and Section 3.7 Review Timeframes - Updates 2015, be approved.

Respectfully submitted,



Heather Burke  
Director of Housing



**To:** Chair and Members of the Social Services Committee  
**From:** Heather Burke, Director of Housing  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Michael House Affordable Housing Update**

---

### Background:

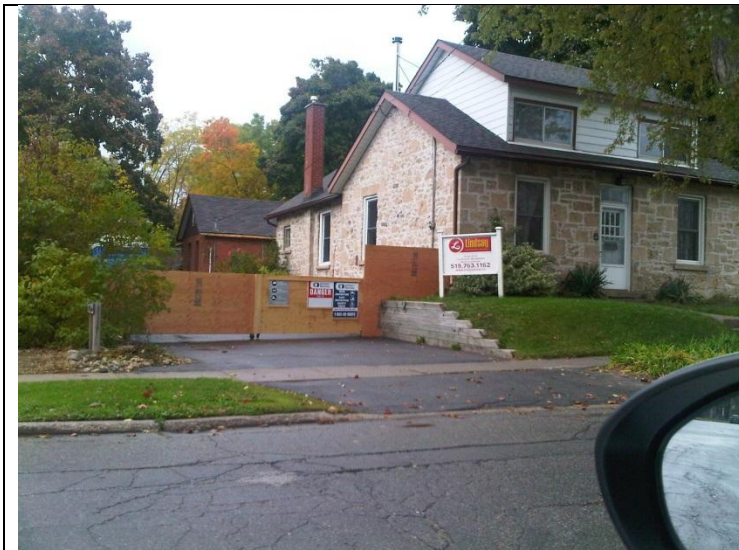
In November 2013, Council approved the allocation of \$600,000 from the Investment in Affordable Housing in Ontario Programme funding to a new rental construction project. The capital funding was awarded to Michael House Pregnancy Care Centre in Guelph to provide safe and supported housing units to its clients: young pregnant women and young women with newborns. A Contribution Agreement was signed between Michael House Pregnancy Care Centre and The County of Wellington on March 14, 2014. (See Image 1 of the property following the contribution agreement).

The project was delayed due to a filing to the Ontario Municipal Board in October 2013 related to the City's approval of a zoning change. A mediated agreement was reached in July 2014 and the zoning change was approved. This agreement did not impact the proposed construction plans of Michael House, although additional costs were incurred due to the project delay. Construction began in the summer of 2014.

The Affordable Housing project consists of eight 2-bedroom units for mothers and their babies who, in most instances, will move into the apartments from Michael House's existing shelter programme in Guelph. While living in their apartments at 187 Bristol Street, the women will be provided with supports and guidance to make plans for their futures, which may include acquiring new parenting and life skills, returning to school, seeking employment, connecting to community services, etc. A large common space and teaching kitchen is located in the building for use by residents. A ninth unit will house an on-site household who will participate in the supports and guidance to the women and their babies.

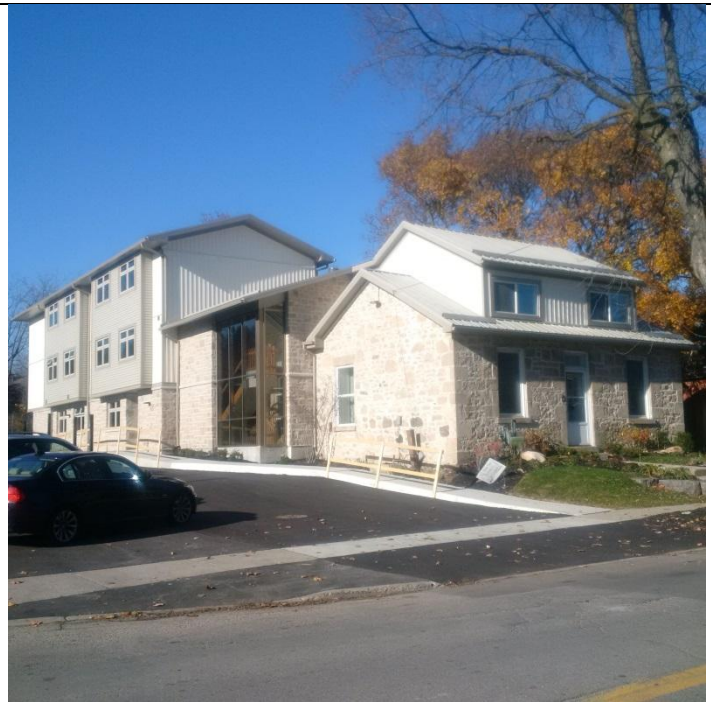
Substantial completion of the project was achieved on September 25, 2015 and the first tenants moved in on October 5, 2015. An official opening is anticipated in early 2017. (See Image 2 of the property in the final stages of construction and early occupancy).





Left: Image 1 of Michael House in Guelph prior to demolition and construction. A Contribution Agreement with the Service Manager was signed under the Investment in Affordable Housing in Ontario Programme.

Right: Image 2 of Michael House in its final stages of construction and early occupancy. The eight 2-bedroom units are for mothers and their babies, with supports and guidance to be provided to the mothers. The front portion of the project is for administrative use by the agency.



### Additional rental assistance – supported rent supplement

Early on in the development of this affordable housing project, it was identified that a majority of the identified client base (young pregnant or parenting mothers) would require substantially lower rents than the rents set at 80% of the average market rent as required under the Investment in Affordable Housing in Ontario Programme. In order to address the need for additional rental assistance, Housing Services agreed to support these eight units with rent supplements under a separate programme with operating funding. To best deliver these rent supplements, Housing Services staff developed a new supported rent supplement programme called the Community Agency Supported Unit (CASU) programme. This initiative is very similar to the Community Agency Delivery programme (CAD) which is focused on a housing stability, with differences relating to on-site supports also being provided.



The CASU programme provides ongoing rent support funding to agencies that are able to provide safe, appropriate housing to their clients, as well as support services to help them address complex housing needs. The CASU programme will be funded through Federal/Provincial funding allocated to Rent Supplements under the original Investment in Affordable Housing programme. Michael House Pregnancy Care Centre is the first community agency to be signed on to this programme, and Housing Services staff are looking forward to expanding this rent support model to other agencies in our community and the individuals they serve, subject to availability of funding.

## Acknowledgement

Recognition is provided to Anne Waller, Manager of Housing Programmes, and Mark Poste, Housing Policy Analyst for the preparation of the report.

Special recognition is provided to Rosemarie Coombs, Executive Director of Michael House, for her outstanding efforts to undertake community fund-raising to ensure financial equity and on-going revenue for the provision of housing to support these mothers and their babies.

## Recommendation:

That the Report HS-15-14 Michael House Affordable Housing Update, be received for information.

Respectfully submitted,



Heather Burke  
Director of Housing

Applicant Services									
<b>CWL Composition</b> (These figures represent the Centralized Waiting List composition on the last day of the corresponding quarter)									
Total 2015 Q3 Applications on CWL:			1272	Total 2015 Q3 Household Members:			2386	Average members per application:	1.88
Total 2015 Q2 Applications on CWL:			1282	Total 2015 Q2 Household Members:			2401	Average members per application:	1.87
<b>CWL Activity</b> (Total Centralized Waiting List actions between July 1, 2015 & September 30, 2015)							<b>Housed By Priority</b> (transfers not included)		
	Total	RGI	Housing Allowance	Affordable	Transfers		Chronological	54.3%	
Housed	88	72	6	3	7		Special Priority	35.8%	
%	100%	81.8%	6.8%	3.4%	8.0%		Local Priority	9.9%	
<b>Wait Times</b> (These figures represent the average CWL wait times for those housed between July 1, 2014 & June 30, 2015)									
CMSM* Chronological	All Units Types	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom		
Wait Times (years)	1.8 Years	1.4 Years	2.2 Years	1.3 Years	2.1 Years	0.5 Years	N/A**		
*(CMSM - Consolidated Municipal Service Manager, encompassing the geographic region of the County of Wellington, including the City of Guelph)									
**(N/A - Not Applicable, as no units of this size were housed chronologically during the time period specified)									
<b>Housing Help Centre</b> (these figures show the number of supports provided from July 1, 2015 & September 30, 2015)									
Housing Help Centre supports provided:				277	Rent Bank supports provided:			137	
Properties and Unit Composition									
<b>CWHS Unit Breakdown</b> (as of September 30, 2015)					<b>Housing Provider Breakdown</b> (Service Level Standard)				
CWHS Owned Properties					31	Housing Providers			21
CWHS RGI Units					1189	Total Number of Properties			31
Rent Support Units					246	Rent-geared-to-income Units			1089
Housing Allowance Units					110	Market Rent Units			476
Community Agency Delivery (CAD) Units					19	Total Number of Housing Provider Units			1565
Total Units with Rental Support					1564	*100% of federal units are under "market rent units"			
Housing Operations									
<b>CWHS Maintenance Activity</b> (between July 1, 2015 & Septmber 30, 2015)									
Work Orders Scheduled			751	Move Outs			30		
Work Orders Closed			691	Move ins			34		
Affordable Housing									
<b>Affordable Housing New Rental</b>					<b>Affordable Housing Units In Development</b>				
Affordable Housing Projects Built since 2005					6	Affordable Housing In Development			1
Number of Affordable Housing Units					229	Number of Affordable Housing Units			8
Affordable Units Directly Owned by CWHS					65	Occupancy Date			October 5, 2015



## **The Corporation of the County of Wellington Information, Heritage and Seniors Committee Minutes**

November 18, 2015  
Terrace Boardroom

**Present:** Warden George Bridge  
Councillor Rob Black (Chair)  
Councillor David Anderson  
Councillor Neil Driscoll  
Councillor Shawn Watters  
Lucia Costanzo  
Jennifer Dixon  
Janice Sheppard  
Walter Trachsel

**Staff:** Susan Aram, Manager Financial Services  
Mark Bolzon, Manager Purchasing and Risk Management  
Kim Courts, Deputy Clerk  
Chanda Gilpin, Assistant Chief Librarian  
Janice Hindley, Wellington Place Administrator  
Laura Holtom, Administrator Wellington Terrace  
Murray McCabe, Chief Librarian  
Kevin Mulholland, Property and Construction Manager  
Sue Schwartzentruber, Assistant Administrator  
Scott Wilson, CAO

**Also Present:** Ms. Carol Williams, Centre Wellington Resident  
Mr. Jim Reed, Centre Wellington Resident

---

### **1. Call to Order**

At 4:30 pm, the Chair called the meeting to order.

### **2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

### 3. Museum and Archives

#### 3.1 Delegation:

##### 3.1.1 Ms. Carol Williams, Resident, Township of Centre Wellington

Ms. Carol Williams and Mr. Jim Reed, residents of the Township of Centre Wellington discussed the possibilities of an open air museum exhibit at Wellington Place.

Staff was directed to prepare a report for discussion at the January 13, 2016 committee meeting.

#### 3.2 Museum and Archives Financial Statements as of October 31, 2015

1/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Councillor Driscoll

That the Financial Statements as of October 31, 2015 for the County Museum and Archives be approved.

**Carried**

#### 3.3 Museum and Archives 2016 User Fees and Charges

2/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Watters

That the 2016 User Fees and Charges for the Museum be approved.

**Carried**

3.4 Museum and Archives Preliminary 2016-2020 Five-Year Plan

3/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Driscoll

That the preliminary 2016-2020 Museum and Archives capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

3.5 Kenilworth Blacksmith Shop Update - Verbal

Councillor Rob Black informed the Committee that a meeting was held at the Kenilworth Blacksmith Shop and recounted his visit. He expressed that the County would be interested in providing conservation, curatorial and programming support to the Mount Forest and Arthur Historical Societies regarding the Blacksmith Shop but not owning the building. Another meeting will take place this month to discuss further details.

3.6 Circa Newsletter - November 2015

4/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Warden Bridge

That the November 2015 Circa Newsletter be received for information.

**Carried**

**4. Seniors**

**4.1 Terrace Financial Statements as of October 31, 2015**

5/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Watters

That the October 31, 2015 Financial Statements for the Wellington Terrace be received for information.

**Carried**

**4.2 Terrace 2016 User Fees and Charges**

6/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Councillor Anderson

That the 2016 User Fees and Charges for the Wellington Terrace be approved.

**Carried**

**4.3 Terrace Preliminary 2016-2020 Five-Year Plan**

7/9/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor Anderson

That the preliminary 2016-2020 Wellington Terrace capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

4.4 Correspondence from the Ministry of Health

8/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Warden Bridge

That the correspondence from the Ministry of Health regarding the influenza immunization rate be received for information.

**Carried**

4.5 Quality Report

9/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Councillor Driscoll

That the Quality Report for the Wellington Terrace be received for information.

**Carried**

4.6 Long Term Care Home Accountability Planning Submission (LAPS)

10/9/15

**Moved by:** Councillor Watters

**Seconded by:** Councillor Driscoll

That the Long Term Care Home Accountability Planning Submission be approved for submission to the Waterloo Wellington LHIN.

**Carried**

5. **Recess until 6:00 pm**

At 5:49 pm, the Committee recessed until 6:10 pm.

## 6. Library

### 6.1 Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

### 6.2 Architect Services - Hillsburgh Library Construction

11/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Janice Sheppard

That the County of Wellington invite +VG Architects, of Brantford to submit a proposal for the consultation process and architectural services for the design and construction of the Hillsburgh Library.

**Carried**

12/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Watters

That the Library Board strike a design committee to work with staff to review the proposal submission, interview the firm, make a recommendation to Council and participate in the design process for this project. Members of the design committee will consist of County staff and interested members of the Library Board.

**Carried**

The Hillsburgh Library Design Committee will consist of Warden George Bridge, Councillors Rob Black and Shawn Watters, Jennifer Dixon, Lucia Costanzo, Janice Sheppard, Murray McCabe, Chief Librarian, Kevin Mulholland, Property and Construction Manager and Scott Wilson, CAO.

An invitation will be extended to Mayor Allan Alls of Erin and Councillor Pierre Brianceau.



6.3 Palmerston Library Renovation Report No. 5

13/9/15

**Moved by:** Walter Trachsel

**Seconded by:** Janice Sheppard

That the Palmerston Library Project Status Report No. 5 be received for information.

**Carried**

6.4 Library Financial Statements as of October 31, 2015

14/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Walter Trachsel

That the Financial Statements as of October 31, 2015 for the County Library Service be approved.

**Carried**

6.5 Library 2016 User Fees and Charges

15/9/15

**Moved by:** Janice Sheppard

**Seconded by:** Lucia Costanzo

That the Library 2016 User Fees and Charges be approved.

**Carried**

6.6 Library Preliminary 2016-2020 Five-Year Plan

16/9/15

**Moved by:** Lucia Costanzo

**Seconded by:** Warden Bridge

That the preliminary 2016-2020 Library capital budget forecast and major operating budget impacts as set out in the report of the Manager, Financial Services be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

**Carried**

6.7 Summary of Library Activities

17/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Janice Sheppard

That the Chief Librarian's report regarding a Summary of Library Activities for October 2015 be received for information.

**Carried**

6.8 Library Use Statistics

18/9/15

**Moved by:** Walter Trachsel

**Seconded by:** Councillor Driscoll

That the Library Use Statistics for October 2015 be received for information.

**Carried**

6.9 Change to Online Resource Offerings in 2016

19/9/15

**Moved by:** Councillor Watters

**Seconded by:** Janice Sheppard

That the Change to Online Resource Offerings in 2016 report be received for information.

**Carried**

6.10 Launch of New Online Catalogue

20/9/15

**Moved by:** Walter Trachsel

**Seconded by:** Councillor Driscoll

That the Launch of New Online Catalogue report be received for information.

**Carried**

6.11 Items for Information

6.11.1 The Next Chapter, November 2015 Edition of the Library Newsletter

21/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Lucia Costanzo

That the Next Chapter, November 2015 Edition of the library newsletter be received for information.

**Carried**

6.11.2 Correspondence from Alma Women's Institute

22/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Lucia Costanzo

That the correspondence from the Alma Women's Institute be received for information.

**Carried**

6.11.3 County Buys Ponds and House for Library Article, Erin Advocate, October 2015

23/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Lucia Costanzo

That the County Buys Pond and House for Library article in the October 2015 edition of the Erin Advocate be received for information.

**Carried**

6.11.4 Monster March Article, Fergus Elora News Express, October 2015

24/9/15

**Moved by:** Councillor Anderson

**Seconded by:** Lucia Costanzo

That the Monster March article in the October 2015 edition of the Fergus Elora News Express be received for information.

**Carried**

**7. Closed Meeting**

25/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Warden Bridge

That the Information, Heritage and Seniors Committee or Wellington County Library Board move into a closed meeting for the purposes of personal matters about an identifiable individual and advice that is subject to solicitor-client privilege.

**Carried**

**8. Rise and Report**

26/9/15

**Moved by:** Councillor Driscoll

**Seconded by:** Warden Bridge

That the Information, Heritage and Seniors Committee rise and report from closed meeting.

**Carried**

**9. Adjournment**

At 6:59 pm, the Chair adjourned the meeting until January 13, 2016 or call of the Chair.

---

Rob Black  
Chair  
Information, Heritage and Seniors Committee

Wellington County Meeting 18 November,

Heritage

Chair and members of the Heritage committee:

Thank you for allowing me to speak today.

The concept of an OPEN AIR MUSEUM is nothing new, as there are several within 100 km of here. However, when I began putting out my idea for an OPEN AIR MUSEUM, almost two years ago, I was not aware of the County's plans on the Aboyne lands for the ruins of the PUMP HOUSE and the 19C BARN, following the preservation of the POOR HOUSE CEMETARY. Having learned about these exciting developments, I feel that my suggestion of adding more buildings, such as LOG STRUCTURES which were used for both a dwelling and trades purposes, and the stone BELWOOD SCHOOLHOUSE, which is a true gem and can under no circumstances be left to the fate of the bulldozer, is even more valid. This also is certainly a good way to increase tourism, which has been described as underpinning Centre Wellington's economy.

I realize that the foremost questions that will arise from my request are namely SPACE, MONEY and STAFF. I don't want to sound flippant, but during the thirty or more years that I have lived here, I have been involved in numerous fund raising events, many of which were very ambitious, and I do not remember one that has failed. I therefore feel that if we can find the appropriate space, then we will find the money.

Let me begin with LOG STRUCTURES: about twenty eight years ago, my husband and I found a somewhat dejected building on the east side of Highway 6, just south of Aberfoyle. It appeared to be covered in boards, but, on closer inspection was obviously a 1-1/2 story log house. As recorded in the Wellington County Atlas, it had been built by NICHOLAS BEAVER in 1832 from virgin forest, and sadly abandoned when the Gregor family left in the 1970s. With our limited funds, we acquired the building,

and then with the help of CONESTOGA CARPENTERS, dismantled the house, numbered all the logs, and brought it here on a flatbed. Three years passed before we could afford the pad on which to re-construct the house, re-assemble the logs, replace some window frames and install a new cedar shingle roof. We were learning all the time, and the art of chinking, although frustrating at first, became quite pleasurable.

As with the “fostering” process that we went through with the EDWARDS HOUSE, almost everything, with the exception of the new cedar shingle roof, was done by volunteer labour, mainly our own!. After all, this was how these log houses were originally built. So, it is foreseeable that much of the reconstruction of wooden buildings, like the Edwards House, could be done by volunteers from local Heritage groups, who are overseen by professionals to make sure that all is within “code.”

There is another log house that really should be preserved, not far from where we live in Pilkington. Once again, it is recorded in the atlas. Whilst it could be purchased for very little, it will have to be moved and two or three logs restored. If a place could be found for one or two log buildings, not necessarily either of these (as one or two of the Heritage group would probably like to re-erect the Edwards House elsewhere), the related trades, such as bake ovens, or smithy etc, could be demonstrated on the same site.

This process is of course not so easy with a STONE BUILDING, however, we do live in a community of stone houses, and with it, many people who are professional stone workers and masons. I know that some of them would be willing to work for a smaller fee than usual. The BELWOOD SCHOOLHOUSE, 1873 replacing the earlier log building of 1861, has been left in an abandoned state for many years, but, other than some refuse left by the last owners, and a short visitation of raccoons, the building is in excellent condition. The stone walls are very thick and as you can see from these photographs and as JIM REED will tell you, the stone is of museum quality. The roof, is not original, and leaks in parts, so needs to be replaced, the floors are 90% in good shape and there are five fireplaces! I feel—and my thoughts are shared by Jim Reed-- that it could make a great addition to the County lands in Aboyne, perhaps used as an art gallery and cafe. The time frame for moving this building, whilst not desperate, is

limited, as the land on which it sits is due to be developed next spring, and the present owner cares little for the structure.

There is a new window into the history of Wellington County that has now been recorded by Jerry Prager in his books, namely “Laying the Bed: the Native Origins of the Underground Railroad,” and “Exodus and Arrival: Fugitive Roads to Guelph and Beyond.” These detail the journey of fifteen hundred people who, via the Underground Railroad, ended up in the Queen’s Bush Settlement. Roughly at the same time, i.e. 1820s, the United Empire Loyalists of both black and white origin, settled the Fergus area (Garafraxa and Jones Baseline), and were responsible for clearing the land and building log homes such as the Pierpoint cabin, now in Ostic, and most probably the Edwards House. With the current surge of interest in the Underground Railroad, including the annual weekend with Jazz at Queen’s Bush, and the Elora Poetry Centre, Wellington County could certainly benefit from this knowledge and new trend in tourism.

I would now like to ask Jim Reed to give you a brief account of the Belwood Schoolhouse.





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Museum 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for the Museum be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
<b>ARCHIVES:</b>				
Research fees 15 minutes	\$6.25	\$6.25	0%	Add
Research fees 1 hour	\$30.00	\$30.00	0%	Add
Photocopy fees – 8.5x11	\$0.20	\$0.20	0%	Add
Photocopy fees 11x17	\$0.50	\$0.50	0%	Add
Digital microfilm reader printer copies 8.5x11,8.5x14	\$0.20	\$0.20	0%	Add
Digital microfilm reader printer copies 11x17	\$0.50	\$0.50	0%	Add
Photographic Repros Resin Coated				
4.5 inch	\$8.00	\$8.00	0%	Add
8x10	\$12.00	\$12.00	0%	Add
11x14	\$18.00	\$18.00	0%	Add
16x20	\$26.00	\$26.00	0%	Add
Fibre Based Paper				
4x5 inch	\$8.00	\$8.00	0%	Add
8x10	\$16.00	\$16.00	0%	Add
11x14	\$25.00	\$25.00	0%	Add
16x20	\$36.00	\$36.00	0%	Add
Digital Image via email	\$8.50	\$8.50	0%	Add
Digital Image scanning <8.5x11 (300dpi)	\$5.00	\$5.00	0%	Add
Digital Image scanning between 8.5x11 -11x17 (300dpi)	\$8.00	\$8.00	0%	Add
Digital Image scanning > 11x17 (300dpi)	\$12.00	\$12.00	0%	Add
Digital Image greyscale print to quality paper, actual size	\$2.00	\$2.00	0%	Add
Digital Image greyscale print to quality paper, 8.5x11	\$3.00	\$3.00	0%	Add
Digital Image greyscale print to quality paper, 11x17	\$4.00	\$4.00	0%	Add
Digital Image, colour print to quality paper 8.5x11	\$3.00	\$3.00	0%	Add
Digital Image, colour print to quality paper 11x17	\$6.00	\$6.00	0%	Add
Digital Image, colour print to quality paper, actual size	\$3.00	\$3.00	0%	Add
Digital Image to CD	\$2.50	\$2.50	0%	Add
Digital Image to CD, more than 300dpi	\$10.00	\$10.00	0%	Add
Freedom of Information Requests –legislated fee	\$5.00	\$5.00	0%	N/A
Museum Memberships				
Single	\$25.00	\$25.00	0%	Add
Lifetime Single	\$150.00	\$150.00	0%	Add
Family	\$40.00	\$40.00	0%	Add
Lifetime Family	\$250.00	\$250.00	0%	Add
Corporate	\$250.00	\$250.00	0%	Add



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
<b>Programmes</b>				
School programmes – regular	\$3.00	\$3.00	0%	N/A
School programmes - in-class	\$50.00	\$50.00	0%	N/A
Kids Summer Camp full day				
Member	\$180.00	\$180.00	0%	N/A
Non member	\$195.00	\$195.00	0%	N/A
Art Classes – Adult Summer	\$225.00	\$225.00	0%	Add
Group Tours	\$5/pp	\$5/pp	0%	Add
Events/Programmes/Festivals	\$5 - \$65/pp	\$5 - \$65/pp	N/A	Add
Room Rentals - Nicholas Keith/Aboyne Hall - setup, kitchen included				
M-F 1/2 day rental 4hrs or less during the day	\$50.00	\$50.00	0%	Add
M-F 8am. - 5pm.	\$100.00	\$100.00	0%	Add
M-F 5pm. - 10pm.	\$150.00	\$150.00	0%	Add
M-F 5pm. - 1am.	\$400.00	\$400.00	0%	Add
Saturday or Sunday 1/2 day rental 4hrs. Or less during day	\$150.00	\$150.00	0%	Add
Saturday or Sunday 9am. - 5pm.	\$300.00	\$300.00	0%	Add
Saturday or Sunday 5pm. - 1am.	\$450.00	\$450.00	0%	Add
Victorian Garden Full Day	\$150.00	\$150.00	0%	Add
Victorian Gardens - Party Etc. 4 hrs Or Less	\$75.00	\$75.00	0%	Add
Victorian Garden Wedding Ceremony Only	\$350.00	\$350.00	0%	Add
Liquor Liability Insurance	\$100.00	\$100.00	0%	Add
Weddings - note wedding bookings include Friday setup 9am-8pm				
Weddings without Victorian Garden	\$800.00	\$800.00	0%	Add
Weddings With Victorian Garden Ceremony Setup	\$1,000.00	\$1,000.00	0%	Add
<b>Barn Rental</b>				
M-F 1/2 day rental 4hrs or less during the day	\$150.00	\$150.00	0%	Add
M-F 8am. - 5pm.	\$200.00	\$200.00	0%	Add
M-F 5pm. - 10pm.	\$250.00	\$250.00	0%	Add
Saturday or Sunday 1/2 day rental 4hrs. Or less during day	\$250.00	\$250.00	0%	Add
Saturday or Sunday 9am. - 5pm.	\$400.00	\$400.00	0%	Add
Saturday or Sunday 5pm. - 10pm.	\$550.00	\$550.00	0%	Add
Wedding Ceremony Only	\$500.00	\$500.00	0%	Add
Wedding Ceremony with Aboyne Hall or Nicholas Keith booked for reception	\$1,200.00	\$1,200.00	0%	Add
*Wedding Ceremony with a Tent on site for Reception	\$1,000.00	\$1,000.00	0%	Add

### Notes:

- Authority to impose fees and charges is set out in Part XII of the Municipal Act, 2001, S.O. 2001, c. 25 and in by-law #5415-15 of the Corporation of the County of Wellington.
  - Research fees would be HST exempt if they result from an F.O.I. request
- \* Minimum Cost to be determined on a case by case basis depending upon requirements



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Museum

---

### **Background:**

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Projects identified include:

### Museum and Archives:

- Renovations to the Nicholas Keith kitchen in 2016 budgeted at \$30,000
- Farm House Archeological dig proposed for 2018 and 2019 budgeted at \$175,000. The dig site is located near the hospital construction zone so the timing of this project is dependent on the completion of the hospital. Proposed funding for both projects is the tax levy.
- Repair of the main gates and pillars at the entrance to the museum. This work is slated for 2016 and budgeted at \$25,000 funded from the tax levy.
- Digitization and microfilm preservation project of the complete Wellington Advertiser 1968 – present in the Archives for 2016, to be funded from reserves

### Wellington Place:

- The rehabilitation of Wellington Place lands refers to land located south of Wellington Road 18 and intends to protect the pump house and lime kiln ruins from further damage and to turn the site into an interpretive exhibit; and, create a new trail and make improvements to the existing trail along the Grand River and at the parking lot. This project is scheduled for 2017 and has been approved for an \$80,000 federal grant under the Canada 150 Community Infrastructure Programme with the remaining \$184,000 funded from reserve.
- Resurface Driveways and Parking lot is budgeted at \$400,000 over 2016 for the driveways and 2017 to complete the rear parking lot. Reserve funding is proposed for this project.

- The Wellington place signage project intends to replace the existing electronic sign and the installation of directional signs within WP property. The proposed budget is \$150,000 in 2017 and is fully funded from reserves.

#### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Museum Operating Budget include the following:

- Annualization of part-time Archives assistant added in 2015
- Additional hours for the Curatorial Assistant position will enable the WCMA to continue and expand its outreach programme of artifacts in public spaces; and, work with local municipalities and groups on their heritage projects.

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Museum and Archives.

#### **Recommendation:**

That the preliminary 2016-2020 Museum and Archives capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager Financial Services



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

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

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52
Licenses Permits and Rents	\$ 42	\$ 42	\$ 43	\$ 44	\$ 45	\$ 46
User Fees and Charges	\$ 60	\$ 62	\$ 64	\$ 66	\$ 68	\$ 70
Sales Revenue	\$ 7	\$ 7	\$ 8	\$ 8	\$ 8	\$ 8
Other Revenue	\$ 5	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7
<b>Total Revenue</b>	<b>\$ 167</b>	<b>\$ 171</b>	<b>\$ 173</b>	<b>\$ 176</b>	<b>\$ 180</b>	<b>\$ 183</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 1,367	\$ 1,429	\$ 1,468	\$ 1,522	\$ 1,578	\$ 1,637
Supplies, Materials and Equipment	\$ 154	\$ 158	\$ 163	\$ 168	\$ 173	\$ 178
Purchased Services	\$ 363	\$ 377	\$ 390	\$ 405	\$ 419	\$ 435
Transfer Payments	\$ 5	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7
Insurance and Financial	\$ 17	\$ 18	\$ 19	\$ 19	\$ 20	\$ 21
<b>Total Expenditure</b>	<b>\$ 1,907</b>	<b>\$ 1,989</b>	<b>\$ 2,047</b>	<b>\$ 2,121</b>	<b>\$ 2,198</b>	<b>\$ 2,278</b>
Net Operating Cost / (Revenue)	\$ 1,740	\$ 1,819	\$ 1,873	\$ 1,945	\$ 2,018	\$ 2,095
<b>Transfers</b>						
Transfers to Capital	\$ 200	\$ 80	\$ -	\$ 53	\$ 137	\$ -
<b>Total Transfers</b>	<b>\$ 200</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 53</b>	<b>\$ 137</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 1,940</b>	<b>\$ 1,899</b>	<b>\$ 1,873</b>	<b>\$ 1,998</b>	<b>\$ 2,155</b>	<b>\$ 2,095</b>
<b>Year to Year Percentage Change</b>		-2.1%	-1.3%	6.6%	7.9%	-2.8%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

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

		Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
			2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
Museum and Archives													
1	Kitchen replacement Nicholas Keith Room		\$ 30					\$ 30		\$ 30			
2	Farm House Archeological Dig				\$ 50	\$ 125		\$ 175		\$ 175			
3	Main Gate, fence pillars repair		\$ 25					\$ 25		\$ 25			
4	Digitization Wellington Advertiser 1968-present		\$ 25					\$ 25		\$ -	\$ 25		
Wellington Place													
5	Rehabilitation of Wellington Place Lands		\$ 264					\$ 264	\$ 80		\$ 184		
6	Resurface Driveway & Parking Lot		\$ 150	\$ 250				\$ 400			\$ 400		
7	Wellington Place Signage			\$ 150				\$ 150			\$ 150		
								\$ -			\$ -		
	TOTAL		\$ 494	\$ 400	\$ 50	\$ 125	\$ -	\$ 1,069	\$ 80	\$ 230	\$ 759	\$ -	

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ 80
Current Revenues	\$ 80	\$ -	\$ 50	\$ 125	\$ -	\$ 255
Reserves	\$ 334	\$ 400	\$ -	\$ -	\$ -	\$ 734
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 494</b>	<b>\$ 400</b>	<b>\$ 50</b>	<b>\$ 125</b>	<b>\$ -</b>	<b>\$ 1,069</b>

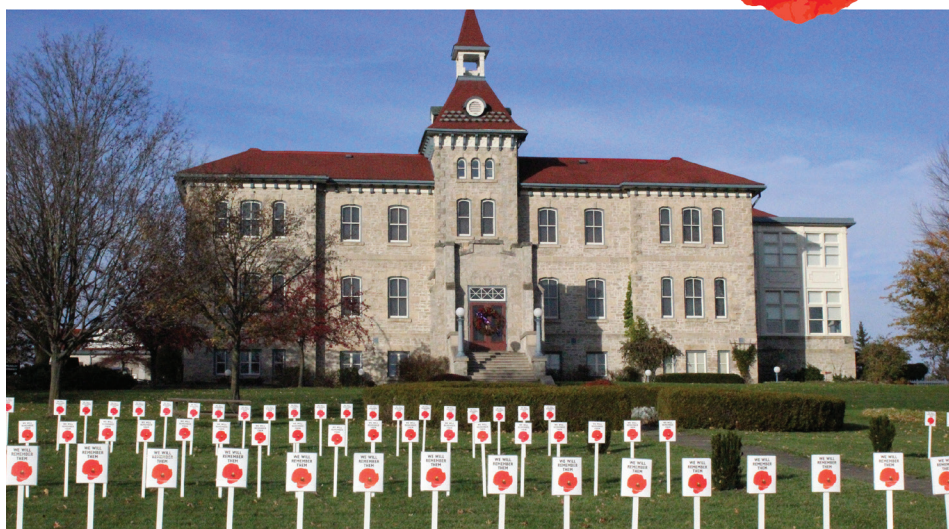




Wellington County Museum and Archives Newsletter

Volume 29, Issue 11 November 2015

## WE WILL REMEMBER THEM



They are our grandfathers, brothers, sisters, neighbours and heroes: remembering the sacrifices of Canada's veterans rests with us all. To commemorate the contributions of the fallen from our County, almost 500 memorial markers will be placed on the front lawn at the Wellington County Museum and Archives (WCMA) this November. Please join us for two very important events:

**Thursday, November 5 at 10:30 am** - a special **Remembrance Ceremony** on the front lawn of the Museum with members of the **Royal Canadian Legion** from across the County. Refreshments will follow in the Nicholas Keith Room and popular war-time music will be performed by **The Not So Grand Players**.

**Tuesday, November 10 at 5:30 pm** - place a **Tribute Candle** at one of the 475 memorial markers on the front lawn. These will remain lit through November 12.

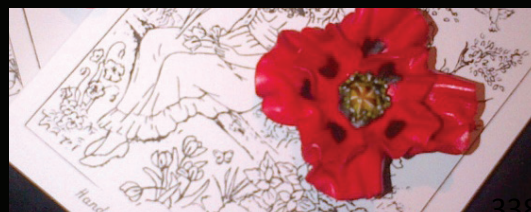


Get ready for Remembrance Week with Official Royal Canadian Legion Merchandise now available at the Museum Shop.

- Umbrellas
- Silk scarves
- Poppy Magnets
- Mitts, toques and headbands
- Ties

And much more! For more information, please contact Kym at [kymd@wellington.ca](mailto:kymd@wellington.ca) or call 519.846.0916 x 5221.

Honour the Fallen this Remembrance Day by wearing a beautiful leather poppy brooch. Available for sale at the Museum shop.

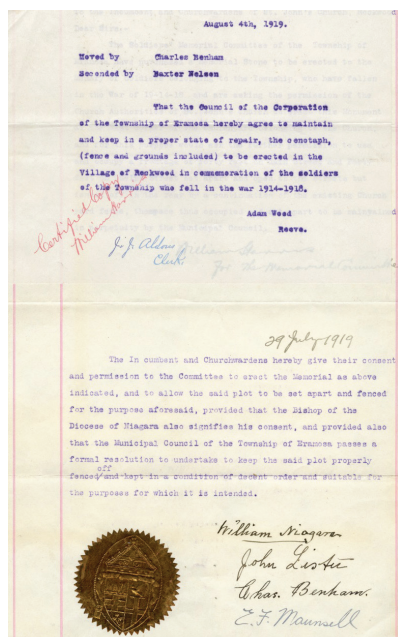






## Events and Other Happenings

### ArtiFACT:



As well as receiving donations from the public, the WCMA is also the designated repository for municipal records in Wellington County. A recent records transfer from Guelph/Eramosa Township included an interesting item relating to the Rockwood Cenotaph. This document reveals that in July 1919, the Soldiers' Memorial Committee of the Township of Eramosa purchased a memorial stone to be erected in memory of soldiers belonging to the Township who had fallen in the Great War, 1914-1918. The Committee wrote to the Church authorities of St. John's Anglican Church, Rockwood to ask permission to erect the monument in the east corner of the Churchyard. The Church wardens gave their consent on the condition that the Municipal Council of the Township of Eramosa pass a formal resolution to maintain the plot, which the Council duly did. Newspapers reveal that the monument was unveiled on August 28, 1919 and the occasion was marked by a half-day holiday. Every November, the WCMA remembers the men honoured on the cenotaphs throughout Wellington County. We are currently working to compile a database that will tell their stories. If you have information about any of these men that you would like to share, please contact the Archives at 519.846.0916 x 5225.

## Genealogy Workshop



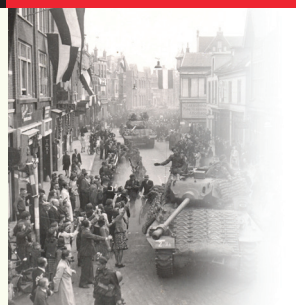
**SUNDAY, NOVEMBER 15  
at 1:30 pm**

For King and Country: Canadians in the Great War, 1914-1918; Canada at War, 1939-1945: Documenting Your Second World War Ancestor by Glenn Wright.

**Admission \$20.00 plus HST**

Register by calling  
519.846.0916 x 5225.

## Military Lecture Series: Liberation of the Netherlands, April 1945



### Part 1:

November 5, Apeldoorn, 7:00 pm

### Part 2:

November 12, Groningen, 7:00 pm

Presented by Terry Copp, Professor Emeritus (History), Wilfrid Laurier University and Director of the Laurier Centre for Military and Strategic Disarmament Studies. This year's lecture series will focus on the last days of the War and the role of the Canadian forces in the Netherlands. Both lectures will be held in Aboyne Hall, Wellington County Museum and Archives, beginning at 7:00 pm. Admission is by donation.



### A NATIONAL HISTORIC SITE

located on Wellington Road 18 between Fergus and Elora

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

T 519.846.0916 x 5221 Toll Free 1.800.663.0750 x 5221



Alternate formats available upon request.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Terrace 2016 User Fees and Charges

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for the Wellington Terrace be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service: **Wellington Terrace**

Department: Homes for the Aged

Governance: Information, Heritage and Seniors' Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Television Service Fee	\$20.00 / month	\$20.00/ month	0.0%	Incl.
Equipment Maintenance Fees				
Walkers	\$10.00/ month	\$10.00/month	0.0%	N/A
Wheelchairs	\$20.00 / month	\$20.00/month	0.0%	N/A
Tilt Wheel Chair	\$25.00 / month	\$25.00/ month	0.0%	N/A
Phoenix Chair	\$45.00 / month	\$35.00/month	-35.0%	N/A
Broda Lounge Chairs	\$35.00 / month	\$35.00/ month	0.0%	N/A
Therapeutic cushions	N/A	\$15.00/month	100.0%	N/A

**Notes:**

1. Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5448-15 of the Corporation of the County of Wellington.



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Preliminary 2016-2020 Five Year Plan: Wellington Terrace

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year budget forecast. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, capital works include those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. Projects identified include:

- Nursing equipment replacements in each year of the five-year plan totaling \$290,000.
- An additional \$300,000 is included over the five years for resident lift equipment.
- The Domestic Hot Water Boiler is used to heat water throughout the facility. Replacement is budgeted in 2016 for \$120,000.
- Servery upgrades are scheduled over 2016-2018 budgeted at \$25,000 each year. The upgrade includes replacing counter tops, cupboards and the roll out coolers.
- The replacement of 4 dishwashers is budgeted at \$30,000 in 2017
- Refrigerator replacements is budgeted at \$100,000 in 2018
- Public area furniture replacements are scheduled for 2019 and budgeted at \$50,000
- The resident appointment van is scheduled for replacement in 2020 and is budgeted at \$40,000
- All projects are currently funded from the levy.

### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Wellington Terrace Operating Budget include the following:

- The end of the cost sharing agreement with the City of Guelph in January 2015 results in a change to the 2016 revenue line as the final municipal recovery payment was to be received in 2015. This recovery is no longer in the Terrace budget and results in a reduction of revenue for 2016 of \$112,000.
- As reported to committee in May the County's Case Mix Index (CMI) increased from 97.11 to 101.42 as of April 1, 2015. The resulting impact to the County is an additional \$260,000 in funding for 2016.
- The first debt charge maturity from the Terrace building construction matures in 2017, resulting in a reduction in debt charges of \$114,000. Staff propose to use the savings to increase the transfer to the Terrace building reserve to continue to set aside funds for the future repairs and replacement of the facility.

#### Preliminary 2016-2020 Budget

The net County cost of operating the Terrace is projected to be \$7.8 million in 2016. The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Wellington Terrace.

#### **Recommendation:**

That the preliminary 2016-2020 Wellington Terrace capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Wellington Terrace**  
 Department: **Homes for the Aged**  
 Governance: **Information, Heritage and Seniors' Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 8,081	\$ 8,425	\$ 8,557	\$ 8,692	\$ 8,830	\$ 8,971
Municipal Recoveries	\$ 112	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees and Charges	\$ 4,256	\$ 4,326	\$ 4,398	\$ 4,471	\$ 4,546	\$ 4,622
<b>Total Revenue</b>	<b>\$ 12,449</b>	<b>\$ 12,751</b>	<b>\$ 12,955</b>	<b>\$ 13,163</b>	<b>\$ 13,376</b>	<b>\$ 13,593</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 14,383	\$ 14,663	\$ 14,957	\$ 15,405	\$ 15,867	\$ 16,343
Supplies, Materials and Equipment	\$ 1,192	\$ 1,215	\$ 1,239	\$ 1,291	\$ 1,315	\$ 1,354
Purchased Services	\$ 982	\$ 1,012	\$ 1,042	\$ 1,074	\$ 1,106	\$ 1,140
Insurance and Financial	\$ 32	\$ 33	\$ 34	\$ 35	\$ 36	\$ 37
Debt Charges	\$ 1,964	\$ 1,964	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850
Internal Charges	\$ 1,140	\$ 1,165	\$ 1,190	\$ 1,216	\$ 1,243	\$ 1,270
<b>Total Expenditure</b>	<b>\$ 19,692</b>	<b>\$ 20,052</b>	<b>\$ 20,312</b>	<b>\$ 20,871</b>	<b>\$ 21,417</b>	<b>\$ 21,994</b>
Net Operating Cost / (Revenue)	\$ 7,243	\$ 7,301	\$ 7,357	\$ 7,708	\$ 8,041	\$ 8,401
<b>Transfers</b>						
Transfers to Reserves	\$ 250	\$ 250	\$ 364	\$ 364	\$ 364	\$ 364
Transfers to Capital	\$ 95	\$ 265	\$ 225	\$ 245	\$ 160	\$ 160
<b>Total Transfers</b>	<b>\$ 345</b>	<b>\$ 515</b>	<b>\$ 589</b>	<b>\$ 609</b>	<b>\$ 524</b>	<b>\$ 524</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 7,588</b>	<b>\$ 7,816</b>	<b>\$ 7,946</b>	<b>\$ 8,317</b>	<b>\$ 8,565</b>	<b>\$ 8,925</b>
<b>Year to Year Percentage Change</b>		3.0%	1.7%	4.7%	3.0%	4.2%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Wellington Terrace**  
 Department: **Homes for the Aged**  
 Governance: **Information, Heritage and Seniors' Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Nursing Equipment Replacements	\$ 60	\$ 60	\$ 60	\$ 50	\$ 60	\$ 290		\$ 290			
2 Resident Equipment Lifts	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 300		\$ 300			
3 Domestic Hot Water Boiler	\$ 120					\$ 120		\$ 120			
4 Servery Upgrades	\$ 25	\$ 25	\$ 25			\$ 75		\$ 75			
5 Dishwasher Replacements		\$ 30				\$ 30		\$ 30			
6 Wireless Phones		\$ 50				\$ 50		\$ 50			
7 Refrigerator Replacements			\$ 100			\$ 100		\$ 100			
8 Public Areas Furniture Replacements				\$ 50		\$ 50		\$ 50			
5 Resident Appointment Van Replacement					\$ 40	\$ 40		\$ 40			
						\$ -		\$ -			
<b>TOTAL</b>	<b>\$ 265</b>	<b>\$ 225</b>	<b>\$ 245</b>	<b>\$ 160</b>	<b>\$ 160</b>	<b>\$ 1,055</b>	<b>\$ -</b>	<b>\$ 1,055</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 265	\$ 225	\$ 245	\$ 160	\$ 160	\$ 1,055
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 265</b>	<b>\$ 225</b>	<b>\$ 245</b>	<b>\$ 160</b>	<b>\$ 160</b>	<b>\$ 1,055</b>

**Ministry of Health  
and Long-Term Care**

Office of the Minister

10<sup>th</sup> Floor, Hepburn Block  
80 Grosvenor Street  
Toronto ON M7A 2C4  
Tél. 416 327-4300  
Fax 416 326-1571  
www.ontario.ca/health

**Ministère de la Santé  
et des Soins de longue durée**

Bureau du ministre

Édifice Hepburn, 10<sup>e</sup> étage  
80, rue Grosvenor  
Toronto ON M7A 2C4  
Tél. 416 327-4300  
Télééc. 416 326-1571  
www.ontario.ca/sante



HLTC2976IT-2015-144

Ms. Laura Holtom  
Administrator  
Wellington County (Wellington Terrace)  
474 Wellington Road 18  
Fergus, ON N1M 0A1

Dear Ms. Laura Holtom:

I am writing to offer my congratulations to you and your staff at Wellington County (Wellington Terrace) on achieving a health care worker influenza immunization rate equal to or above 80% for the 2014/2015 season!

This year, the median health care worker influenza immunization rate for hospitals increased to 60.5%, which is a 5.1% increase from last year. The immunization rate for long-term care homes was 75.7%, a 2.3% decrease from the 2013-2014 influenza season.

Your support and commitment continue to be instrumental in our collective goal to increase health care worker influenza immunization rates to better protect health care staff and patients residing in acute and long-term care facilities across the province.

Although health care worker influenza immunization rates have generally been increasing over the last four years, there remains much room for improvement. Individual and institutional efforts are instrumental in encouraging flu immunization, while supporting other preventative measures, such as hand hygiene, identification of ill patients and barrier precautions, and exclusion of ill staff and visitors.

Thank you again for contributing to and supporting this key component of patient safety. I hope that I can count on your continued collaboration to create an even stronger 'community of immunity' by reducing the burden and spread of influenza in our health care facilities, our workplace, and our communities.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Eric Hoskins'.

Dr. Eric Hoskins  
Minister



## 2015 Quality Report – Wellington Terrace LTCH

	Total Previous Year	January	February	March	April	May	June	July	August	September	October	November	December	Total for 2015
<b>Human Resources</b>														
New hires	45	0	0	2	2	4	3	2	8	0				
Exiting Employees	33	0	2	1	1	2	2	5	10	2				
# calls to Ministry of Labour	1	0	0	0	1	0	0	0	0	0				
Lost hours due to workplace injury	0	0	15 (1 employee)	0	0	15 (1 employee)	0	0	0	15 (1 employee)				
Hours worked by employees in modified role (WSIB)	899.5	45 (1 employee)	60 (2 employees)	30 (1 employee)	0	0	0	0	52.5 (1 employ ee)	67.50 (3 employees)				
Volunteer Total Hours	9389 hours			Q1 total 1832			Q2 total 2648			Q3 total 2190	709			
<b>Excellence in Care</b>														
% of residents who have had a fall in the last 30 days		21.3%* (Province 13.8%)	n/a	21.5%* (Province 14%)	n/a	n/a	n/a	22.8% (province 14.1%)	n/a	n/a	21.1%* (province 14.3%)			
% of residents who were physically restrained		7.3%* (Province 8.1%)	n/a	3.9%* (Province 7.7%)	n/a	n/a	n/a	2.6% (province 7.4%)	n/a	n/a	2.1%* (province 7.1%)			
% of residents who had a pressure ulcer that recently got worse		3.9%* (Province 3.3%)	n/a	2.9%* (Province 3.3%)	n/a	n/a	n/a	2.3% (province 3.3%)	n/a	n/a	1.6%* (province 3.3%)			

# of Emergency Room visits experiencing illness listed on page 3		3	0	0	1	1	1	2	2	1	0			
% of residents on antipsychotics without a diagnosis of psychosis		31%* (Province 29%)	n/a	29.7%* (Province 28.1%)	n/a	n/a	n/a	29.0% (province 27.1%)	n/a	n/a	27.4%* (province 26.1%)			
% of residents with worsening bladder control		10.2%* (19.2%)	n/a	14.5%* Province 18.9%)	n/a	n/a	n/a	21.3% (province 21.3%)	n/a	n/a	24.5%* (province 18.5%)			
# of outbreak days		20	0	0	0	0	0	0	0	0	10 days (affecting 3 residents)			
<b>Census/ Compliance</b>														
# of deaths	70	9	2	7	4	2	1	4	5	4	4			
Inspection: # areas in non compliance	8 (annual RQI)	0	0	0	0	0	4 (annual RQI)	0	0	0	0			
<b>Risk Prevention</b>														
Review of Fire Plan through Fire Drills completed	12/12	yes	yes	yes	yes	Yes	Yes	yes	yes	yes	Yes			
<b>Reporting to Ministry of Health</b>														
# of Formal Complaints made by family or resident	2	0	0	0	0	0	0	0	0	0	0			
# of Critical Incidents	13	2 1 Outbreak 1 abuse	0	0	2 (1 verbal abuse) (1 resident	1 (fractured hip)	0	0	0	0	1 (outbreak)			

		allegation *retracted			to resident)									
--	--	--------------------------	--	--	-----------------	--	--	--	--	--	--	--	--	--

NA = Some HR and clinical data will not be available until the final report for the month is completed

\*January data is from q 2 2014 (July-Sept 2014), March data nursing quality indicators reflect Oct –Dec 2014 , July data nursing quality indicators reflect Jan-March 2015, Oct is

Supporting Data for Report

Definitions:

Human Resources:

**Calls to Ministry of Labour** occur where an accident occurred. Employee or resident has lost consciousness or fractured a bone and requiring hospital attention from an accident.

**Hours lost to employees in modified role (WSIB)** – number of hours is tracked where staff is working in a modified role until they can return to full duties.

**Fall with injury:** injury may include redness, pain or fracture, or break in skin integrity.

Emergency Department Visits:

The Ministry of Health views some visits to the Emergency Department as ‘potentially preventable’. The conditions we will report on where a visit may not have been necessary include: Angina, Asthma, Cellulitis, Chronic Obstructive Pulmonary Disease (COPD), Congestive Heart Failure, Septicemia, Dehydration, Dental conditions, Diabetes, Gastroenteritis, Grand mal seizure disorders, Hypertension, Hypoglycemia, Injuries from falls, Mental health/behavioural disorders, Pneumonia, severe ear, nose and throat disorders.

Skin and Wound Management at Wellington Terrace

Wellington Terrace has a formal skin and wound care program lead by two RNs with a special interest in wound care. Recently, we have conducted education for all RNs and RPNs on the staging and treatment of wounds. We have the expertise of an advanced wound care therapist who will do advanced treatment plans on the request of the home. We have medical directives in place for treatments with a quality dressing.

What makes residents in LTC more susceptible to skin and wound issues?

- Increased aging of the skin `thin skin`
- Nutritional status compromised related to medical diagnosis
- Cognitive impairment- more bumping into and accidents
- Impaired mobility- not repositioning selves regularly.
- Dehydration

- Steroid use

**Current processes to mitigate responsive behaviours:**

- The home follows a Gentle Persuasion Approach Philosophy. There are 3 education sessions held per year. Focus of this program is respectful, non violent, self protective strategies for staff to use when dealing with a resident with responsive behaviour.
- Responsive behaviour program. Focus is on reporting responsive behaviours so all team members are aware of potential resident action. These incidents are recorded in the resident progress notes and read every shift at report.
- The Behaviour Support (BSO) Team reviews all responsive behaviour progress notes and follows up when required. They determine if resident requires increased assessment or if the change can be attributed to a clinical reason. The BSO along with the team develops individualized toolboxes for all staff to review. These tool boxes contain information on resident triggers for responsive behaviours as well as interventions to mitigate responsive behaviours.
- Weekly team meetings are held to discuss resident specific case studies and problem solve. Specific techniques for preventing or responding to responsive behaviour are shared.
- Care plans are updated as required to include specific approaches recommended when doing residents care (complete care with two PSWs, for example)
- All direct care staff carry walkie talkies so they are able to quickly deploy assistance if required.
- Wellington Terrace is supported by external expertise – Psychogeriatric Resource Consultant (PRC). We hold monthly Psych clinics under the direction of a Geriatric Psychiatrist



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Laura Holtom, Administrator  
**Date:** Tuesday, November 10, 2015  
**Subject:** Long Term Care Home Accountability Planning Submission (LAPS)

---

### **Background:**

With the enactment of the Local Health System Integration Act (LHSIA) (2007), the LHINs negotiate a Service Accountability Agreement (LSAA) with Health Service Providers funded by the LHINs (Local Health Integration Network) every three years. For the 2016 – 2019 periods, each LTC Home is required to submit a planning document. Each LTC Home governance structure is responsible for reviewing and approving this information provided in the LAPS as well as the content and commitments of the LSAA.

This year we are also asked to complete a 'French Language Services Report' including a section on 'Health Equity'.

The current LSAA agreement with Wellington Terrace will expire on March 31st, 2016.

### **Recommendation:**

That the Long Term Care Home Accountability Planning Submission be approved for submission to the Waterloo Wellington LHIN.

Respectfully submitted,

*Laura Holtom*

Laura Holtom  
Administrator of Wellington Terrace LTC Home

## 2016-2019 Description of Home and Services

**LTCH Name: Wellington Terrace LTC Home**

### A.1 General Information

LTCH Legal Name / Licensee	Corporation of the County of Wellington		
LTCH Common Name	Wellington Terrace Long Term Care Home		
LTCH Facility ID Number LTCH Facility (master number for RAI MDS)	H14641		
Address	474 Wellington Road 18		
City	Fergus, Ontario	Postal Code	N1M0A1
Geography served (catchment area)	Waterloo Wellington		
Accreditation organization	NA		
Date of Last Accreditation		Year(s) Awarded	

### A.2 Licensed or Approved Beds & Classification / Bed Type

Bed Types	Total # of Beds					Term of Licence	Comments/Additional Information
	A	B	C	D	New		
Regular Long Stay Beds				176			
Convalescent Care Beds							
Respite Beds							
Beds in Abeyance							
ELDCAP Beds							
Interim Beds							
Veterans' Priority Access beds							
Other beds *							
<b>Sub Total # all Bed Types</b>				176			
<b>Total # all Bed Types</b>	176						

\*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

## 2016-2019 Description of Home and Services

**LTCH Name: Wellington Terrace LTC Home**

### A.3 Structural Information

**Type of Room** (*this refers to structural layout rather than what is charged in accommodations*)

Number of rooms with 1 bed	176	Number of rooms with 2 beds		Number of Floors	2
Number of rooms with 3 beds		Number of rooms with 4 beds		Total # Rooms	176

**\*our basic accommodation consists of an individual bedroom**

Original Construction Date (Year)	2006
Renovations: Please list year and details (unit/resident home area, design standards, # beds, reason for renovating)	1) 2) 3) 4)

### Number of Units/Resident Home Areas and Beds

Unit/Resident Home Area	Number of Beds
Maple Ridge	29
Cedar Gorge	30
Walnut Grove	30
Birch Dale	29
Apple Valley	30
Oak Glen	28

### A.4 Additional Services Provided

	Service Provided		Contract for Service		Explanation if applicable
	Yes	No	Yes	No	
Nurse Practitioner		x			
Physiotherapy	x		x		
Occupational therapy	x		x		
Ophthalmology/ Optometry	x		x		
Audiology	x		x		
Dental	x		x		
Respiratory Technology	x		x		
Denturist	x				
IV Therapy (antibiotics or hydration)	x				Supported by staff
Peritoneal Dialysis (PD)	x		x		
Support for hemodialysis (HD)		x			

## 2016-2019 Description of Home and Services

**LTCH Name: Wellington Terrace LTC Home**

French Language Services	x				If required
Secure residential home area(s)	x				
Specialized Dementia Care unit(s)		x			
<b>A.4 Additional Services Provided (cont'd)</b>					
Designated smoking room(s)		x			Designated outdoor space with supervision
Specialized unit for younger physically disabled adults		x			
Support for Feeding Tubes	x				Supported by staff
Specialized Behavioural treatment unit(s)		x			
Transportation Services	x				limited
Additional service commitments for new bed awards (1987 to 1998)		x			
Other (specify)					
Other (specify)					
Other (specify)					
Other (specify)					

### A.5 Specialized Designations – Please note whether designation is official (e.g. MOHLTC, CCAC)

	Designated		Comments
	Yes	No	
Religious		x	
Ethnic		x	
Linguistic		x	
French Language Service Designation		x	
Aboriginal		x	
Other (specify)			
Other (specify)			
Other (specify)			

### A.6 Community Linkages

	Service Provided		Comments
	Yes	No	
Volunteer program	x		
Service groups	x		
Language interpreters	x		As needed
Cultural interpreters	x		As needed
Advisory council		x	
Community board		x	Committee of Council, County Council
Faith communities	x		Local Ministerial Association
Other (specify)			



<b>2016-2019 Description of Home and Services</b>
---

<b>LTCH Name: Wellington Terrace LTC Home</b>
---

Other (specify)			
Other (specify)			
Other (specify)			

## 2016-2019 Description of Home and Services

**LTCH Name: Wellington Terrace LTC Home**

### A.7 Services Provided to the Community

	Service Provided		Comments
	Yes	No	
Meal Services		x	
Social Congregate Dining		x	
Supportive Housing /SDL		x	
Adult Day Program		x	
Retirement living		x	
Other (specify)			
Other (specify)			
Other (specify)			
Other (specify)			

### A.8 Quality Improvement Practices – Please Include a Summary of the LTCH's Quality Improvement Initiatives

Initiative	Comments
Annual Satisfaction Survey for Residents/Families	This occurs on an annual basis.
Staff Satisfaction Survey	This year our focus will be on acquiring feedback on staff satisfaction, staff retention, and on our efforts made to realign the employee's schedule in order to ensure consistency of care and service in each resident home area (Ministry of Health requirement).
Participate in the HQO (Health Quality Ontario) quality plan by submitting our annual QIP (Quality Improvement Plan). We focused on 3 areas – 1. Reduce falls 2. Reduce percentage of residents with pressure ulcers that recently got worse. 3. Reduce the percentage of residents on an antipsychotic med.	This data along with other quality improvement data is reviewed monthly with our Committee of Council. QIP is refreshed quarterly.

**2016-2019 Long-Term Care Home Accountability Submission (LAPS)  
Service Plan Narrative**

<b>LTCH Name:</b>	<b>Wellington Terrace Long Term Care Home</b>
<b>Facility Number:</b>	<b>H14641</b>

**Service Plan Narrative – Part A: 2016-19**

**1. Strategic Goals and Priorities:**

Wellington Terrace LTC Home will continue to review the CCAC wait list to assess current and future needs of the residents we are asked to serve.

Wellington Terrace will conduct annual Satisfaction Survey with residents and families.

Wellington Terrace will participate in the CARF Accreditation process in 2016.

Wellington Terrace will continue to review key clinical indicators and submit our annual quality plan to Health Quality Ontario every three years.

**2. Advancement of the IHSP:**

Wellington Terrace continues to look at ways to avoid an ED transfer or admission.

We believe the resident is best served surrounded by people who know them and can best respond based on thorough knowledge of anticipated needs. We also believe the skills of our staff (GPA, PIECES, responding to responsive behaviours, avoidance of delirium and infectious illnesses related to acute care settings) are best suited for the geriatric population we serve.

Some of the strategies we have in place to avoid emergency transfers include access to phlebotomy services, portable x-ray, IV therapy, subcutaneous hydration, physician is on site three days a week, RN's with advanced expertise in the areas of infection control, responsive behaviours, skin and wound care and pain and symptom management. In 2014, our home had the 2<sup>nd</sup> lowest number of transfers to the Emergency Room Department in the Waterloo Wellington LHIN.

**3. Partnership/Integration Opportunities:**

System capacity challenges impacts the number of residents waiting for LTC bed. More and more of our admissions have appeared on the wait list already in crisis. More often than not, those on wait list who are struggling are bypassed for someone in crisis. A common definition of 'crisis' bed is required. Wellington Terrace will continue to advocate for those caregivers and work with system to ensure there is a consistent and transparent process.

We have a long standing relationship with Waterloo Wellington Hospice Programme. For the last two years we have been hosting education for our registered staff on pain management and other symptoms related to palliative care. We evaluate each family's experience with our palliative care programme and have enjoyed a very high level of satisfaction. In 2016 we will be hosting the Fundamentals of Palliative Care course at Wellington Terrace.

Wellington Terrace is a learning site for PSW, RN, RPN, Recreation Therapy, Social Services students and high school Co-op Programmes.

We have participated in the RNAO Best Practise Programme in the area of Skin and Wound Care and Falls Prevention.

Our Infection Control Nurse participates in the Collaborative offered by Public Health Ontario.

We participate in all of the Collaborative Days with BSO.

## 2016-2019 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

Service Plan Narrative – Part A: 2016-19
<p>Members of our team sit on a variety of advisory committees/networks including LTC Network, BSO Steering Committee, St. Louis PSW Program Advisory Committee, LHIN Liaison for OANHSS (Ontario Association for Not for Profit Homes and Services for Seniors), Geriatric Services Council and Geriatric Addiction Steering Committee, Sheraton and Conestoga College Professional Advisory Committee for Social Services, and Wellington Rural Health Collaboration.</p>
<p>4. Situation Analysis:</p> <p>Over time we have identified that the acuity rate has increased. Over the past three years, the number of new admissions has been increasing (2011 – 55, 2012 – 65, 2013 – 65) which equates to approximately 1/3 of our overall resident group. How has this affected care and services?</p> <ol style="list-style-type: none"> <li>1. We do not send resident to hospitals or hospice locations. We provide palliative care here on site.</li> <li>2. We support families during palliation including accommodation and food.</li> <li>3. We support our staff in education on the Fundamentals of Palliative Care.</li> <li>4. We support our Palliative Care champion to attend the Annual Palliative Care Conference.</li> <li>5. We coordinate a roster of palliative care volunteers who support our residents at end of life.</li> </ol> <p>The percentage of residents with a significant cognitive impairment has increased over past three years. Currently 47% of our residents have a moderate to severe cognitive impairment. How has this affected care and services?</p> <ol style="list-style-type: none"> <li>1. We have observed an increase in number of complex cognitive as well as psychiatric diagnosis.</li> <li>2. There is an increase to the number of residents who place risk to other residents through violent outbursts due to their unpredictable behaviour.</li> <li>3. We have several Residents with dual diagnosis (developmental delay and dementia) requiring very specific and intensive support due to their responsive behaviours.</li> </ol>
<p>5. Evaluation of Prior Year Performance (optional):</p> <p>Wellington Terrace continues to meet the needs of the residents we serve proactively. This year Wellington Terrace was recognized with an 'Innovation Award' presented by OANHSS (Ontario Association Not for Profit Homes and Services for Seniors) for our Flexible Breakfast Programme. Over the past four years we have been responding to the changing needs of our residents with a significant dementia during meal time. Our staff works together as a team to best serve the residents their breakfast in a manner that respects their dignity and unique needs. We have been able to share some strategies with other homes.</p> <p>This year we have completed a three year project to transform our garden in the dementia neighbourhood to an 'enabling' garden. This supports residents in finding meaningful experiences which are achievable at this stage of their illness. Caring for garden in raised beds, hanging out laundry, stacking wood, and enjoying harvesting produce. Families are able to share roles and tasks familiar to the resident. A monthly market is held in our court yard to mimic the community experience they would have enjoyed prior to coming to the Terrace.</p> <p>We currently have 150 volunteers from our community who support the work we do at the Terrace. Our Volunteer Coordinator provides ongoing training and supports to the volunteers so</p>

## 2016-2019 Long-Term Care Home Accountability Submission (LAPS) Service Plan Narrative

### Service Plan Narrative – Part A: 2016-19

their contributions and are meaningful and effective.

By the end of 2015, 100% of our staff will have received Gentle Persuasion Approaches training – this concludes a 7 year commitment to this best practise approach.

In June Wellington Terrace received our Resident Quality Inspection (RQI) from the Ministry of Health and Long Term Care.

Our Annual Satisfaction Survey of Residents and families identified that 90% of our families would recommend our home to others and 96% rate the home as an excellent/good place to live.

In the 2014-15 Influenza Immunization Campaign 97% of our staff received their flu shot. 75% of our volunteers received their flu shot. We provide ongoing education to families and visitors of the ways to avoid the spread of the illness to our residents and conduct ongoing hand washing audits.

In June of 2015, Wellington Terrace Family Council hosted their 7<sup>th</sup> Annual Education event for family and community members. This year the topic was 'Supporting a Family Member with a Dementia'. We had an excellent turnout and the Council has determined this topic will be covered again in the 2016 education event.

6. Changes to Operations Summary (optional):

7. Risks & Mitigations:

Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Unpredictable Behaviour of Residents – great efforts required to mitigate risk of physical responsive behaviours. This requires prevention strategies to maintain mood. This is not weighed heavily for CMI funding.	high	Our Behaviour Supports Ontario (BSO) team are very effective at developing strategies to support these individuals. We are fortunate enough to still have the original BSO team in place. The Home has developed a role within our existing PSW staffing called 'Helping Hands Monitor'. This individual is responsible for circulating the neighbourhood frequently with the purpose of intervening on responsive behaviours mitigating the risk for falls and increasing nutrition and hydration. Wellington Terrace hosts a monthly

**2016-2019 Long-Term Care Home Accountability Submission (LAPS)  
Service Plan Narrative**

		<p>psychogeriatric clinic with Dr. Karen Clements. This helps to increase our capacity to manage these complex care needs. We accept only number of complex residents that we can manage at a time. We conduct a preadmission interview with the Substitute Decision Maker (SDM) before the resident arrives at the home in order to be proactive about any risks that might exist. We have a very comprehensive admission process to quickly assess and establish a plan for residents with responsive behaviours.</p>
Resident Exit Seeking	Medium	<p>Wellington Terrace identifies through resident application to home when there is a wandering risk present, we have a secure neighbourhood as well as a Wander Guard system in place in order to mitigate this risk.</p>

# Year-End French Language Services Report: FY 2015-2016

A lack of accessible health services has a negative impact on the health outcomes of French-speaking residents. All Waterloo Wellington health service providers (HSPs) are required to report on the provision of French language services. Completing this report is necessary for the monitoring and evaluation of how each HSP addresses the needs of its local French-speaking community.

<b>Date Completed</b>	10/5/2015
<b>HSP Name</b>	Wellington Terrace Long Term Care Home
<b>HSP Address</b>	474 Wellington Road 18, Fergus, ON N1M 0A1
<b>Contact Name</b>	Laura Holtom
<b>Email</b>	laurah@wellington.ca
<b>Phone</b>	519.846.5359 ext 7240
<b>% of French- speaking population in HSP catchment area</b>	Click here to enter text.

1. Does your organization have a process in place to identify French-speaking clients/residents or clients/residents who prefer to receive services in French?

<b>Yes</b>	<input checked="" type="checkbox"/>
<b>No</b>	<input type="checkbox"/>
<b>Additional comments</b>	Click here to enter text.

2. If yes, how does your organization identify its French-speaking clients? (check all that apply)

<b>By mother tongue</b>	<input type="checkbox"/>
<b>By preferred language</b>	<input type="checkbox"/>
<b>By language spoken at home</b>	<input type="checkbox"/>
<b>If other, specify</b>	We do our best to respond to all residents on an individual basis where English is not their first language or when they forget English due to cognitive impairment. This is in keeping with the LTC Act.
<b>Not applicable</b>	<input type="checkbox"/>

3. How many of your organization's clients/residents are French speakers?

None at this time

4. What methods does your organization use to respond to a request for services in French? (check all that apply)

<b>No action</b>	<input type="checkbox"/>
<b>Use of family member</b>	<input checked="" type="checkbox"/>
<b>Use of volunteer interpreter</b>	<input checked="" type="checkbox"/>
<b>Use of professional interpretation services</b>	<input type="checkbox"/>

Use of French-speaking health care staff	<input checked="" type="checkbox"/>
Use of French-speaking non-health care staff	<input checked="" type="checkbox"/>
Refer to other HSPs that provide FLS	<input type="checkbox"/>
If other, specify	Click here to enter text.

5. Is there a process in place in your organization to identify French-speaking staff?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
Additional comments	Click here to enter text.

6. Does your organization have health care/social service staff able to provide services in French?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
Additional comments	Click here to enter text.

## Health Equity

Health equity is an important determining factor in the health of individuals. At a population level, addressing health inequity improves overall quality of life and reduces costs to the health care system. As part of the health program/service funding provided by the WWLHIN, all HSPs need to take specific action to positively impact the health status of all residents by giving consideration to the determinants of health.

Please see the last page for additional instructions on filling out this report and a glossary of terms.

7. What specific changes has your organization made this year to address health equity and the determinants of health to improve health outcomes of the residents you serve?

*[Describe changes you have made in the last year to positively impact the health of residents who experience health inequities such as French-speaking, Aboriginal and other residents. For example, actions may include targeting services toward those at greatest risk, partnering with organizations outside of healthcare to address the determinants of health and taking other actions that will improve population health. Maximum of 500 words]*

The Home participated in the RNAO Best Practice implementation for pressure ulcer prevention and falls prevention. This participation has afforded us the opportunity to implement strategies in the home which leads to an increase in quality of life for the residents we serve. The Home advocated and partnered with Developmental Services Ontario in order to support several of our residents with developmental disabilities. We continue to support several residents with a psychiatric diagnosis hosting monthly psychogeriatric clinic and supporting these individuals to have a high quality of life.

8. What specific outcomes has your organization achieved this year in improving access and/or effectiveness of your programs/services through attention to health equity and the determinants of health?

*[Describe outcomes achieved in the last fiscal year as a result of incorporating health equity and a consideration of the determinants of health in programs/services offered. Include results for vulnerable populations, French-speaking and Aboriginal Residents. Maximum of 500 words.]*



We conduct a thorough assessment of all residents who come to live at Wellington Terrace. This provides us with information needed to provide quality compassionate care. We learn about religious/spiritual/cultural preferences, family traditions, relationships and community connections made prior to coming to live at Wellington Terrace. We encourage family gatherings to honour their traditions and invite members of their church or service groups to hold meetings here. We support residents with limited financial resources by offering affordable mobility equipment that will meet their changing needs. For those residents who cannot afford basic accommodation rate, we work with the resident and family to ensure they receive a rate reduction or whatever financial supports are available to them provincially or federally. We have provided accommodation for residents of all ages when they exceed the ability of community services to provide them with appropriate care. We view all of our residents physically vulnerable in terms of their physical health. They are susceptible to illness – 97% of our staff received a flu shot to prevent/avoid the spread of infection.

9. What are your policies related to the collection of data to improve the health outcomes for the vulnerable populations, French-speaking and Aboriginal residents you serve?

*[Describe policies related to the collection of data for the vulnerable populations, French-speaking and Aboriginal residents you serve. You may wish to include information on processes related to self-identification and your privacy policy. Maximum of 500 words.]*

We conduct a thorough assessment of all residents who come to live at Wellington Terrace. This provides us with information needed to provide quality compassionate care. We have a privacy policy which is implemented for all residents living in our home. We provide our communication in accessible format (spoken for blind and written for hard of hearing). We have pocket talker devices available for hard of hearing residents and families. In addition an Occupational Therapist attends the home and makes recommendations for alternate communication methods as needed.

10. What plans does your organization have to address health equity and the determinants of health in the delivery of programs/services in the coming fiscal year?

*[Describe plans for the coming fiscal year to improve health outcomes for vulnerable populations, French-speaking and Aboriginal Residents. Maximum of 500 words.]*

We will continue to provide professional and compassionate care and practices mentioned above. The Home is continuing to develop expertise in the areas of caring for residents with a Developmental Disability as such we will be providing our staff with education in this area. We will continue to work with CCAC in supporting residents on our wait list in the crisis category advocating for transparent practices to ensure all those very vulnerable individuals in the community are served as well as support their care givers/family members.

## Instructions

The Waterloo Wellington LHIN seeks to understand what processes/steps have been undertaken in the region to realize health equity for all residents, including French language services. This report requires HSPs to give specific information on the intentional efforts made to achieve health equity through this and other funding, including outcomes achieved. For HSPs with multiple sites/programs please indicate the site/program included in the response. Please provide the information as clearly as possible. Bullet points are acceptable.

The information collected is intended to be used for system level planning in order to identify gaps in service and highlight key processes or initiatives that have effectively improved health equity in the region. Please limit responses to processes or initiatives carried out in the last fiscal year and plans for the coming fiscal year.

While not required, if you have implemented processes or taken steps prior to the past fiscal year, please feel free to attach a file as a separate document outlining work undertaken.

## Glossary of Terms

### **Health Equity:**

Health equity is concerned with creating equal opportunities for good health for all and reducing avoidable and unjust differences in health among population groups (Centre for Addiction and Mental Health, 2012).

### **Determinants of Health:**

The range of personal, social, economic and environmental factors that determine the health status of individuals or populations. The determinants of health can be grouped into seven broad categories: socioeconomic environment; physical environments; early childhood development; personal health practices; individual capacity and coping skills; biology and genetic endowment; and health services (World Health Organization, 2015).



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Mark Bolzon, Manager Purchasing and Risk Management Services  
**Date:** **Wednesday, November 18, 2015**  
**Subject:** **Architect Services – Hillsburgh Library Construction**

---

### Background:

The County's current Five-Year Plan includes funding to build a new library in Hillsburgh that will replace the current leased facility. The Hillsburgh project has been allocated \$4 million and at this stage site location and purchase of same has been completed with the approval of the Library Board and County Council. With the acquisition of land accounted for the remaining budget will be dispersed in 2016 and 2017 for the design, construction and completion of the project in 2017. The intent is that the design work can be completed in 2016 with construction to be completed in 2017. In order to proceed with the work on a timely basis, the County will need to begin the process of engaging the architects for this project. The early engagement of the architect will provide the County's Director of Planning with the required information to ensure the proper zoning of the property is in place to allow construction. The successful architect will also be required to attend an open house to be scheduled in consultation with County staff and the Library Board.

Over the last few years the County of Wellington has developed an excellent working relationship with two architectural firms; The Ventin Group Architects (+VG), of Brantford and L. Alan Grinham Architects, of Guelph.

It is recommended that +VG Architects be invited to submit a detailed proposal for their services on the project with the fees for service to include architectural services, interior design services, and all sub consultants and engineering services deemed necessary (mechanical, electrical, structural, civil).

It is also recommended that the Library Board strike a design committee to work with staff and the architect to participate in the design process for this project and to bring final recommendations to County Council

This process follows the County's Purchasing Policy which allows for the bid process to be determined by the appropriate Council Committee and allows for the opportunity for the use of open or invited proposals as indicated—

*This policy is not intended to cover all purchases by the County of Wellington; in cases to which the policy does not apply, the process will be determined by the appropriate Council Committee in consultation with the CAO and Department Head.*

*When practical, competitive prices should be sought by soliciting verbal or written prices, by the use of open or invited quotations, or tenders or requests of proposals, participation in the consortium or piggy-backing with local municipalities before purchases are made.*

**Recommendation:**

THAT the County of Wellington invite +VG Architects, of Brantford to submit a proposal for the consultation process and architectural services for the design and construction of the Hillsburgh Library; and

THAT the Library Board strike a design committee to work with staff to review the proposal submission, interview the firm, make a recommendation to Council and participate in the design process for this project. Members of the design committee will consist of County staff and interested members of the Library Board.

Respectfully submitted,

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

Mark Bolzon

Manager, Purchasing and Risk Management Services



# COUNTY OF WELLINGTON

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Kevin Mulholland, Construction & Property Manager  
**Date:** Wednesday, November 18, 2015  
**Subject:** Palmerston Library Renovation - Project Status Report #5

Work completed last month	<ul style="list-style-type: none"><li>- Re-parging of exposed foundation is complete</li><li>- Exterior masonry restoration is now complete</li><li>- Work on east entrance canopy has continued</li><li>- Soffit &amp; fascia rework has continued</li><li>- Window installation is complete</li><li>- Elevator installation has begun</li><li>- Mechanical &amp; electrical installations have continued</li><li>- insulation is complete</li><li>- Steel studs installation is complete</li><li>- Drywall installation has continued</li><li>- Wood stairs have been installed</li><li>- Flag poles have been installed</li><li>- Some exterior site improvements have been completed (for Remembrance day ceremonies)</li></ul>
Work to be completed in the next month	<ul style="list-style-type: none"><li>- Work on east entrance canopy will continue</li><li>- Soffit &amp; fascia will be complete</li><li>- Elevator installation is scheduled for completion</li><li>- Front entrance doors will be installed</li><li>- Mechanical &amp; electrical installations will continue</li><li>- Acoustic ceilings installation will begin</li><li>- Trim installation will get started</li><li>- Ceramic tile installation will begin</li><li>- Paint &amp; millwork are scheduled to begin</li><li>- Site improvements (concrete sidewalks, pavers, benches, landscaping) are scheduled for completion</li></ul>
Status of construction schedule	<ul style="list-style-type: none"><li>- Completion is currently scheduled for February, 2016</li></ul>
C.O.'s approved since last meeting	12
Total change orders approved to date	44
Net value of C.O.'s approved to date	\$122,511.11

**Recommendation:**

That the Palmerston Library Project Status Report be received for information.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'K Mulholland', written in a cursive style.

Kevin Mulholland  
Construction & Property Manager



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Library 2016 User Fees and Charges

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2016 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Library Services be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>County Library System</b>
Department:	Library
Governance:	Wellington County Public Library Board

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Non Resident Membership	\$120.00 per household	\$120.00 per household	0%	N/A
Membership Card Replacement	\$2.00	\$2.00	0%	Incl.
Photocopying/Printing	\$0.20 per page	\$0.20 per page	0%	Incl.
Overdue Fines	\$1.00 per day per video	\$1.00 per day per video	0%	N/A
	\$0.25 per day for all other items	\$0.25 per day for all other items	0%	N/A
Arthur, Clifford, Drayton, Elora, Fergus, Harriston, Puslinch Community Room Rental Mt. Forest branch basement room rental	\$100/per day \$50/per half day \$15/per hour	\$100/per day \$50/per half day \$15/per hour	0%	Incl.

**Notes:**

1. Authority to impose fees and charges is set out in Section 23 of the *Public Libraries Act*, and in by-law #5270-11 of the Corporation of the County of Wellington.





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Wednesday, November 18, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan: Library

---

### Background:

The County prepares, in the fall of each year, a preliminary five-year forecast of the operating budget, tax rates and capital budget. This forecast provides a high level view of major budget issues and planned capital investments and serves as a guide for departments in preparing their detailed current year operating and capital budgets. The preliminary corporate five-year plan will be considered by the Administration, Finance and Human Resources Committee on November 19, 2015 and the forecast will be updated at the time the budget is approved early in the New Year.

### Capital Budget Forecast

In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital Budget highlights are as follows:

- The County has acquired property in Hillsburgh for the construction of the new Hillsburgh Library scheduled for 2016-2017. \$4 million has been identified, funded \$1.5 million from the County Property Reserve and \$2.5 million from the tax levy.
- Local branch improvements in 2016 include the installation of self check out terminals at Palmerston and Aboyne, the replacement of outdoor signs at Marden and Palmerston, and the addition of interactive programme material in the children's department at various branches. Total budget is \$156,000 funded from the levy; additionally an upgrade to interior lights at the Rockwood branch is budgeted at \$25,000 funded from property reserve.
- Capital collection enhancements includes e-books in 2016 (\$50,000) and the new Hillsburgh branch in 2017 (\$50,000).
- The library courier van is scheduled to be replaced in 2017 and is currently budgeted at \$75,000.

### Major Operating Budget Impacts

Staff are in the process of compiling the detailed 2016 operating budgets for each department. Major items expected to be reflected in the 2016 Library Operating Budget include the following:


- Electronic databases previously funded by the province are ending in 2015, resulting in a \$30,000 impact to the budget
- Additional Assistant Branch Supervisor and Page hours at the Fergus location to meet the current needs of the location, additional page hours at the Clifford location
- Additional Assistant Branch Supervisor and Page hours at the Palmerston location as it is set to re-open in the latter half of 2016

The detailed 2016 operating budget and revised five-year plan will be presented to the Committee in January. Attached to the report is the current proposed five-year operating budget and five-year capital budget for the Library.

**Recommendation:**

That the preliminary 2016-2020 Library capital budget forecast and major operating budget impacts as set out in this report be endorsed and forwarded to the Administration, Finance and Human Resources Committee for inclusion in the County of Wellington's Preliminary Five-Year Plan.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Susan Aram".

Susan Aram, CPA, CGA  
Manager of Financial Services



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **County Library System**

Department: **Library Services**

Governance: **Information, Heritage and Seniors' Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 183	\$ 158	\$ 158	\$ 158	\$ 158	\$ 158
Municipal Recoveries	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Licenses Permits and Rents	\$ 35	\$ 35	\$ 35	\$ 35	\$ 36	\$ 36
User Fees and Charges	\$ 84	\$ 87	\$ 89	\$ 92	\$ 95	\$ 97
Sales Revenue	\$ 8	\$ 8	\$ 8	\$ 9	\$ 9	\$ 9
<b>Total Revenue</b>	<b>\$ 336</b>	<b>\$ 314</b>	<b>\$ 317</b>	<b>\$ 320</b>	<b>\$ 324</b>	<b>\$ 327</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 3,799	\$ 3,985	\$ 4,093	\$ 4,245	\$ 4,403	\$ 4,566
Supplies, Materials and Equipment	\$ 828	\$ 853	\$ 879	\$ 905	\$ 932	\$ 960
Purchased Services	\$ 837	\$ 870	\$ 899	\$ 930	\$ 961	\$ 994
Insurance and Financial	\$ 22	\$ 23	\$ 24	\$ 25	\$ 26	\$ 27
Minor Capital Expenses	\$ 68	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Debt Charges	\$ 690	\$ 690	\$ 688	\$ 681	\$ 479	\$ 337
Internal Charges	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>	<b>\$ 6,246</b>	<b>\$ 6,433</b>	<b>\$ 6,594</b>	<b>\$ 6,797</b>	<b>\$ 6,812</b>	<b>\$ 6,896</b>
Net Operating Cost / (Revenue)	\$ 5,909	\$ 6,119	\$ 6,277	\$ 6,477	\$ 6,489	\$ 6,569
<b>Transfers</b>						
Transfers from Reserves	\$ (219)	\$ (65)	\$ (170)	\$ (210)	\$ (226)	\$ (224)
Transfer to Reserve	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -
Transfers to Capital	\$ 2,270	\$ 201	\$ 2,673	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ 2,051</b>	<b>\$ 1,336</b>	<b>\$ 2,503</b>	<b>\$ (210)</b>	<b>\$ (226)</b>	<b>\$ (224)</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 7,960</b>	<b>\$ 7,454</b>	<b>\$ 8,780</b>	<b>\$ 6,268</b>	<b>\$ 6,263</b>	<b>\$ 6,345</b>
<b>Year to Year Percentage Change</b>		-6.4%	17.8%	-28.6%	-0.1%	1.3%



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **County Library System**  
 Department: **Library Services**  
 Governance: **Wellington County Public Library Board**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges and DC Supported Debt	Debentures
1 New Hillsburgh Branch	\$ 1,000	\$ 3,000				\$ 4,000		\$ 2,500	\$ 1,500		
2 Hillsburgh Collection Enhancement		\$ 50				\$ 50		\$ 20		\$ 30	
3 Self Check-Out Terminal Palmerston & Aboyne	\$ 31					\$ 31		\$ 31			
4 Outdoor sign at Marden	\$ 50					\$ 50		\$ 50			
5 Outdoor sign at Palmerston	\$ 30					\$ 30		\$ 30			
6 E-book Collection Enhancement	\$ 50					\$ 50		\$ 20		\$ 30	
7 Replacement Van		\$ 75				\$ 75		\$ 75			
8 Interactive Programme Equipment	\$ 45					\$ 45		\$ 45			
9 Rockwood Library Interior Lighting Upgrade	\$ 25					\$ 25		\$ -	\$ 25		
<b>TOTAL</b>	<b>\$ 1,231</b>	<b>\$ 3,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,356</b>	<b>\$ -</b>	<b>\$ 2,771</b>	<b>\$ 1,525</b>	<b>\$ 60</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 201	\$ 2,595	\$ -	\$ -	\$ -	\$ 2,796
Reserves	\$ 1,000	\$ 500	\$ -	\$ -	\$ -	\$ 1,500
Development Charges	\$ 30	\$ 30	\$ -	\$ -	\$ -	\$ 60
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 1,231</b>	<b>\$ 3,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,356</b>



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Murray McCabe, Chief Librarian  
**Date:** November 18, 2015

**Subject:** Summary of Library Activities October 2015

---

**Background:** To provide the Library Board with a brief overview of events and activities from across the library system.

### **Library Branches:**

The Marden Branch was closed for one day November 5 to allow for painting of the branch. Branch staff across the system offered a number of Halloween related programmes for children and the Elora Branch even organized participation in the villages Monster Parade. The Board's Mount Forest library hosted the first Let's Talk Science programme attracting a large number of children and some parents for a total of 31 patrons. The programme is provided through the University of Guelph at no charge to the library. This particular event was entitled the Chemistry Magic Show and kids learned how to make slime and other cool stuff. In November the group of student scientists will provide something interesting dealing with bridges and towers in Hillsburgh.

### **Ontario Public Library Week:**

Programme staff and their colleagues did a wonderful job in providing special events to celebrate the week with our patrons. 346 people attended 13 special public library week programmes and about 700 patrons participated in various book draws during the same week. Some pictures from the week's activities are included at the back of this report.

### **Ontario Library Association: Conference**

The conference will be held January 27 to 30 in 2016 at the Metro Toronto Conference Centre. Ideally staff would like to register all trustees that would like to attend before December 18. If you would like to attend some or all of the conference please contact the County Clerk's office with your request. Assistant Chief Librarian, Chanda Gilpin and Branch Supervisor, Neil Arsenault will be presenting a session on Friday morning regarding our partnership with Edmund Salt from Whitehots Inc. The library is also participating in the conference with a poster session regarding our new maker space technology. Librarians Jessica Veldman and Lindsay Trimble will be on hand to speak to interested delegates about our experience with 3D printers and the other technology the library system provided the public since June.

**Changes to the Library's Web Page:**

As highlighted in the past, Wellington County Library is a member of the Ontario Library Consortium a group composed of 22 other small to medium sized library systems in the province. Membership in the consortium provides the library with its online catalogue and associated library service software. Member libraries have been migrating to a new version of the online catalogue over the last year. The new software is called Enterprise. Wellington County will be the last library in the group to migrate to the new product by the end of November or early December. When the product is launched, patrons will find a new improved library web page when they visit the library site.

**2016 Budget Request:**

Through the budget process the Chief Librarian will be seeking additional staffing hours for a few of the branches. Fergus requires more staff to handle the increase amount of patrons visiting the branch and the associated increase in materials being borrowed. The renovated Palmerston library will now provide public service on three floors and will need additional personnel to service in accordance with the larger floor space. In Clifford the branch has operated in the past without a page position often meaning the branch is staffed with just one person, the addition of a page (shelver) will improve service and provide backup to the circulation staff in the evenings and alternate Saturdays.

**Maker Space Electronics Demonstration:**

At the invitation of Puslinch council, Librarian Jessica Veldman and Puslinch Library Supervisor Neil Arsenault made a delegation to council demonstrating the library's latest technology. The two staff members did an absolutely wonderful job and council asked some insightful questions about the technology and how it relates to the role of public libraries.

**(IPM) International Plowing Match 2016:**

Library staff members, Brooke McLean and Lindsay Trimble are heading up the library's participation in next year's plowing match. Along with other departments at the County the library system will have booth space to highlight the services we provide. Building on observations and lessons learned from past plowing matches library staff is starting to plan for the big event. Staff is planning to publicize the event through the 14 libraries, once floor space is allotted, the library staff will provide a more detailed overview of our participation to the Library Board.

In support of the IPM the libraries have been selling the official cook book which has been a big hit with patrons. Many libraries are now selling their second shipment of books with patrons buying them for family and friends with some clever soul suggesting them as good stocking stuffers for Christmas. By year's end the library will have sold over 430 of the books on behalf of the IPM committee. In addition to the sale of cook books the libraries have begun to promote the IPMs need for volunteers to assist with the running of the match.

**Battery Collection Programme:**

Under the guidance of the County's Solid Waste Services the libraries provide a drop off location for small household batteries which the public greatly appreciate. In 2014 patrons brought 4004 kg. of batteries to the 14 libraries for recycling, that's the equivalent of 9 grand pianos! At the end of October 2015, 2710 kg. of additional batteries had been collected with two months remaining to meet or exceed last year's collection.

**Highlights of 2015:**

This has been a significant year for the library system with the reopening of the Fergus library and the start of renovations at the Palmerston branch while securing land for a new library in Hillsburgh. In addition, staff was quick to purchase and implement a maker space technology programme with the assistance of two provincial grants. The installation of new self-checkout kiosks at Fergus, Drayton, and Mount Forest and the associated RFID (radio frequency identification) tags also took place. The library's partnership with Whitehots Inc. to increase the circulation of materials through a project entitled "Move the Needle". A number of long-time staff retired from the library system mirroring the changes happening in workplaces everywhere. Last but not least a new library board was appointed at the direction of a new County council, welcome!

**Christmas Lunch:**

The traditional Christmas brunch for library staff will take place December 14 from 10 a.m. to 1 p.m. The Library Board is encouraged to join staff at the Ariss Golf Club. Libraries scheduled to open that day will do so at 2 p.m. In recent years Mr. Walter Trachsel has brought greetings from the board, something staff always appreciate.

**Recommendation:**

That the Summary of Library Activities for October 2015 be received for information.

Respectfully submitted,  
*Murray McCabe*

Murray McCabe  
Chief Librarian



Erin Branch  
Members of TAG Creating Player Pieces



Drayton Branch  
Halloween Programming



Harriston Branch  
Mad Hatter Tea



Arthur Branch  
DIY New Teens/ Young Adult Programme



Marden Branch  
Paws 4 Stories



Fergus Branch  
Halloween Story Time



Aboyne Branch  
I Am A Princess Story Time





# Wellington County Library

## OCTOBER 2015

### Use Statistics

Prepared for: **Wellington County Library Board**

Meeting Date: **November 18, 2015**

Prepared by: **Chanda Gilpin, Assistant Chief Librarian**

Date: **November 10, 2015**



# Use Statistics

	2015	2014
<b>System wide circulation:</b>	October	October
Print, cds, dvds, magazines and audiobooks:	81,472	79,722
eBooks borrowed:	5,767	4,447
Inter-library loan, material loaned:	323	265
Public computer usage within the libraries:	5,995	6,610
Programme attendance:	5,063	3,720
Database usage	7,852	10,382
Public wireless users:	5,785	4,146

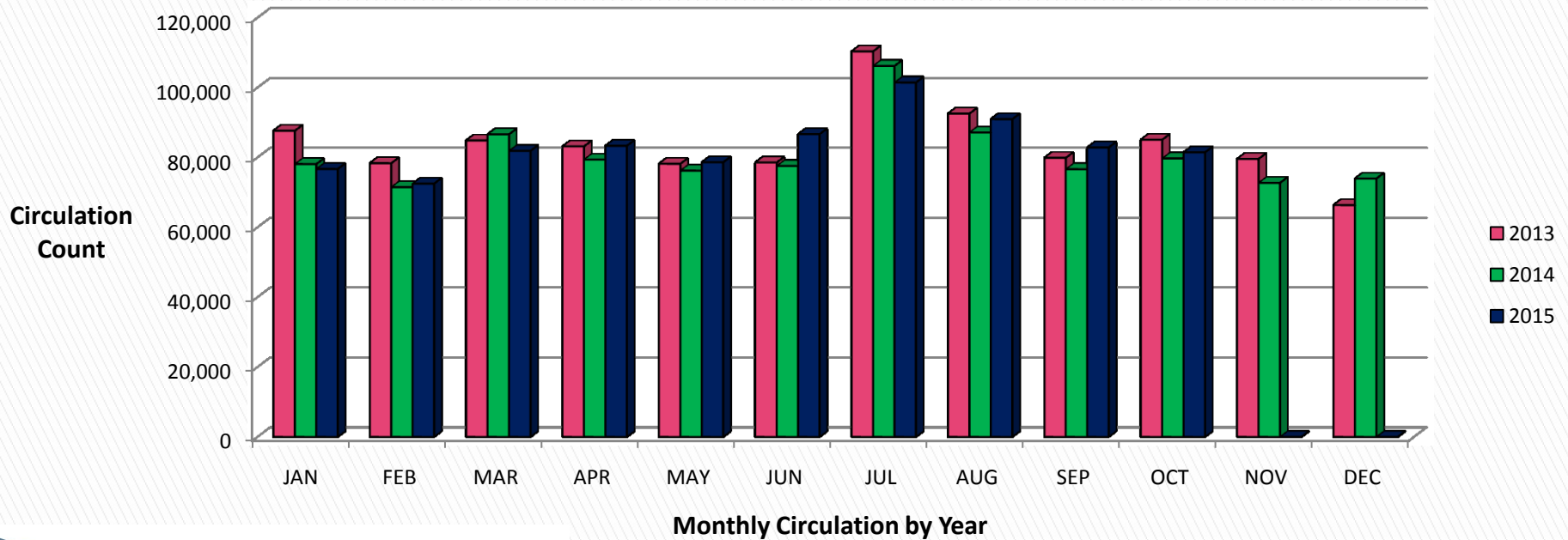
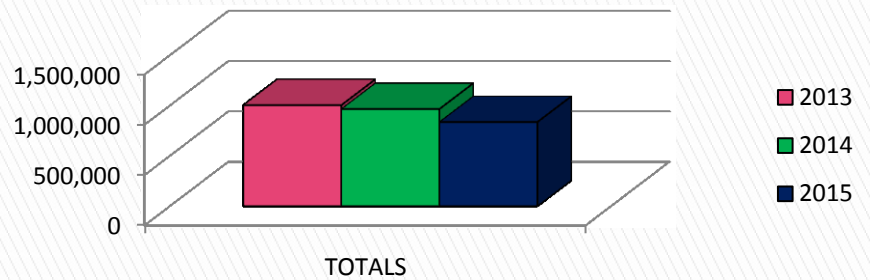
# Circulation Statistics

## \*Circulation of Material – Traditional Formats

		JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC	TOTALS
ABOYNE	2013	12,232	11,460	13,023	12,133	11,571	12,535	16,665	14,355	11,838	11,831	11,807	9,425	148,875
	2014	12,479	10,993	14,565	11,264	12,268	12,391	16,870	13,469	10,593	11,634	10,940	11,188	148,654
	2015	11,897	11,221	14,691	9,295	8,830	10,081	11,478	10,305	9,419	9,129			106,346
ARTHUR	2013	4,965	3,996	4,722	4,529	4,542	4,913	6,924	5,380	4,737	5,162	4,567	3,414	57,851
	2014	4,587	4,321	4,716	4,768	4,506	4,762	6,459	5,209	4,493	5,137	4,440	4,430	57,828
	2015	4,413	4,689	4,900	4,443	4,768	4,512	5,988	5,286	5,238	5,160			49,397
CLIFFORD	2013	1,543	1,367	1,538	1,357	1,490	1,557	2,045	1,624	1,184	1,576	1,254	1,177	17,712
	2014	1,372	1,264	1,623	1,264	1,392	1,534	2,056	1,544	1,440	1,433	1,053	1,078	17,053
	2015	1,306	1,124	1,224	1,192	1,138	1,125	1,607	1,567	1,419	1,443			13,145
DRAYTON	2013	11,088	10,128	10,136	10,306	8,582	9,903	14,501	10,694	9,753	10,431	10,174	8,704	124,400
	2014	9,908	9,502	10,947	9,314	8,648	9,901	13,317	10,716	9,503	9,266	8,430	8,401	117,853
	2015	9,235	9,067	10,060	9,036	8,338	10,472	12,148	10,007	8,347	8,317			95,027
ELORA	2013	5,961	5,162	5,718	5,789	5,513	4,902	7,933	6,589	5,727	5,698	5,659	4,704	69,355
	2014	5,520	4,759	5,988	5,791	5,498	4,790	6,699	6,056	5,318	5,598	5,173	5,390	66,580
	2015	5,513	4,870	5,751	5,689	5,345	6,204	7,185	6,961	6,372	6,274			60,164
ERIN	2013	5,075	4,167	4,880	4,702	4,691	4,409	6,772	5,889	5,135	4,979	4,579	3,735	59,013
	2014	4,214	3,793	4,766	4,285	4,198	4,226	6,107	4,765	4,521	4,604	4,361	4,585	54,425
	2015	4,593	4,443	5,075	4,612	4,474	4,785	5,880	5,476	4,906	4,691			48,935
FERGUS	2013	12,383	11,474	11,738	10,773	10,713	8,125	11,894	11,284	9,744	10,691	10,339	9,275	128,433
	2014	10,052	9,000	10,803	11,077	10,023	8,008	13,506	11,435	10,249	10,272	9,285	9,397	123,107
	2015	9,376	8,588	7,152	17,235	15,589	17,428	19,241	16,862	14,859	14,522			140,852
HARRISTON	2013	4,794	4,264	4,625	4,353	4,126	4,184	6,310	5,535	4,543	4,980	4,385	2,790	54,889
	2014	3,879	4,026	4,652	4,062	3,825	4,154	5,633	4,585	4,207	4,428	3,902	4,060	51,413
	2015	4,234	3,969	4,925	4,475	4,330	4,172	5,104	4,706	4,402	3,985			44,302
HILLSBURGH	2013	3,588	3,212	3,465	3,627	3,110	3,378	4,662	3,837	3,287	3,893	3,647	2,954	42,660
	2014	3,547	2,845	3,440	3,632	3,147	3,370	4,271	3,524	2,835	2,923	2,473	3,009	39,016
	2015	2,956	2,770	3,344	3,161	2,669	3,078	3,759	3,333	2,907	2,845			30,822
MARDEN	2013	4,661	3,848	4,038	4,658	3,960	4,002	5,278	4,227	4,013	3,866	3,865	3,240	49,656
	2014	3,887	3,267	4,276	3,843	3,502	3,905	5,040	4,634	3,841	3,943	3,704	3,813	47,655
	2015	3,668	3,554	4,037	4,022	3,868	4,102	4,310	3,909	3,600	3,596			38,666
MT FOREST	2013	7,566	7,008	7,674	7,820	7,011	7,284	9,789	8,694	7,904	8,652	7,754	6,919	94,075
	2014	7,392	7,539	8,416	7,486	7,476	7,246	10,308	8,180	7,949	8,120	7,236	7,596	94,944
	2015	7,746	7,388	8,283	8,055	7,614	7,684	8,315	8,078	7,757	8,094			79,014
PALMERSTON	2013	2,804	2,530	2,496	2,822	2,738	2,430	3,190	2,684	2,293	2,635	2,304	2,272	31,198
	2014	2,100	1,944	2,239	2,410	2,188	2,403	3,270	2,707	2,411	2,801	2,236	2,325	29,034
	2015	2,756	2,318	2,526	2,260	2,485	2,781	3,648	3,230	2,986	2,738			27,728
PUSLINCH	2013	3,924	3,595	3,886	3,827	3,902	3,910	4,501	4,032	3,088	3,763	3,177	2,738	44,343
	2014	3,234	2,777	3,269	3,343	3,317	3,878	3,905	3,140	2,937	3,010	3,065	2,800	38,675
	2015	2,918	2,700	3,148	3,100	2,659	2,884	3,459	2,991	2,862	2,970			29,691
ROCKWOOD	2013	7,068	6,145	6,935	6,478	6,248	7,041	9,914	7,738	6,649	6,924	6,073	5,017	82,230
	2014	5,942	5,473	6,930	6,867	6,236	6,997	8,758	7,191	6,339	6,553	6,428	5,889	79,603
	2015	6,088	5,807	6,757	6,754	6,518	7,362	9,325	8,263	7,787	7,708			72,369
TOTALS	2013	87,652	78,356	84,874	83,174	78,197	78,573	110,378	92,562	79,895	85,081	79,584	66,364	1,004,690
	2014	78,113	71,503	86,630	79,406	76,224	77,565	106,199	87,155	76,636	79,722	72,726	73,961	965,840
	2015	76,699	72,508	81,873	83,329	78,625	86,670	101,447	90,974	82,861	81,472	0	0	836,458
Annual Change		-2%	1%	-5%	5%	3%	12%	-4%	4%	8%	2%			381%

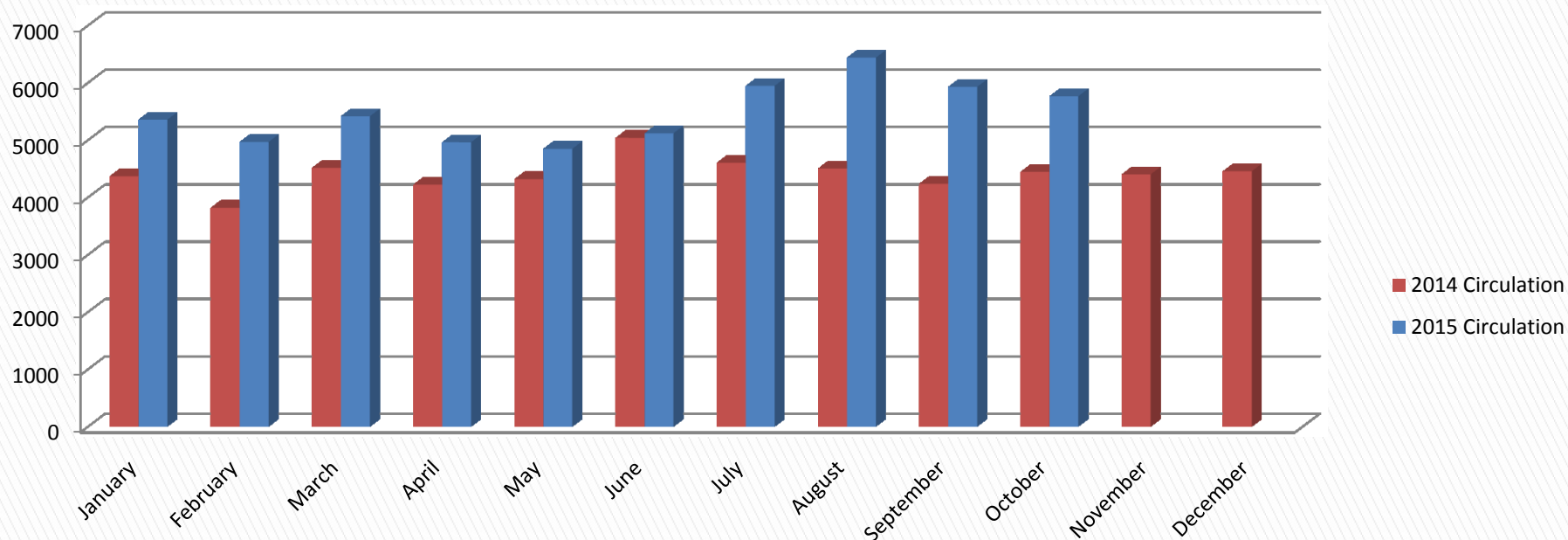
# Circulation Activity

## Wellington County Library Total Circulation of Materials by Year



# eBook Circulation Activity

**eBook Circulation by Month\***



\*includes eBooks, eAudiobooks, eVideo and eMusic circulation from OverDrive.



# Website Statistics

## October 2015

### Top Pages Visited

Library Home Page	6,806
Online Resources	1,841
Borrowing	1,494
eBooks and More	1,041

Our website was accessed in a variety of ways including 1,520 visits from tablets and 1,597 from Mobile Devices.

Mobile devices include Apple iPad, Apple iPhone, Blackberry Playbook, Samsung Galaxy 5 and Blackberry KBD.

### Visits to Library Website

# of total visits 8,587

# of pages viewed 17,522

### Location of people accessing our website:

Canada, U.S., U.K., India, Germany, Pakistan, United Arab Emirates, France, Italy and The Netherlands.

### The majority of visitors were within Canada:

Fergus, Guelph, Toronto, Waterloo, Orangeville, Minto, Kitchener, Elora, Clifford and Halton Hills.

Of the visitors 67% were returning and 33% were new visitors to our website.

# Programming Report

October 2015

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/ TEENS	PARENTS/ CAREGIVERS	ADULTS	
ABOYNE	19	217	90	84	
ARTHUR	17	108	46	49	
CLIFFORD	13	47	26	4	
DRAYTON	36	338	112	39	
ELORA	18	180	31	98	
ERIN	30	326	87	78	
FERGUS	34	659	358	113	
HARRISTON	30	365	12	159	
HILLSBURGH	21	207	84	66	
MARDEN	16	91	13	53	
MT FOREST	20	119	27	104	
PALMERSTON	18	94	34	78	
PUSLINCH	16	162	71	60	
ROCKWOOD	16	99	31	44	
	<b>304</b>	<b>3012</b>	<b>1022</b>	<b>1029</b>	<b>5063</b>
	Total Programmes				Total Participants

October 2014

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/ TEENS	PARENTS/ CAREGIVERS	ADULTS	
ABOYNE	17	161	120	17	
ARTHUR	23	123	136	25	
CLIFFORD	16	73	48	5	
DRAYTON	30	494	168	4	
ELORA	13	129	58	11	
ERIN	19	168	72	24	
FERGUS	14	109	67	39	
HARRISTON	24	274	79	74	
HILLSBURGH	20	102	65	50	
MARDEN	17	47	37	33	
MT FOREST	25	149	61	71	
PALMERSTON	18	194	110	14	
PUSLINCH	11	62	50	42	
ROCKWOOD	14	100	37	18	
<b>TOTALS</b>	<b>261</b>	<b>2185</b>	<b>1108</b>	<b>427</b>	<b>3720</b>
	Total Programmes				Total Participants



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Jessica Veldman, Information Services Librarian  
**Date:** Wednesday, November 18, 2015  
**Subject:** **Change to Online Resource Offerings in 2016**

---

### Background:

For the past several years, the provincial government has provided funding to Ontario public libraries via the Southern Ontario Library Service (SOLS) to support the offering of online databases to patrons. This funding paid for a set of resources referred to as Tier 1 databases. Databases are collections of digital content, similar to an encyclopedia, on a common theme. Tier 1 databases included Teen Health and Wellness, Ancestry Library Edition, and the Gale Collection. Tier 2 and Tier 3 products were paid for individually by requesting libraries at a group discount. At the end of 2015, this provincial funding will end, resulting in a substantial impact on libraries across the province.

These subscription databases are proprietary and provide quality information that cannot be accessed simply through a search with Google. The licensing agreement requires that library patrons provide their library card or access the database while visiting a participating library. The estimated cost to keep all databases supplied by the old provincial funding model was about \$100,000. In preparation for this change staff has reviewed usage by Wellington County Library patrons and will be keeping only the most popular databases. For example, Ancestry Library Edition is typically searched over 6,000 times per month by County patrons. We will be spending roughly \$30,000 on this focused collection.

Therefore, as of January 1 2016, we will have the most popular databases available on our website. We will continue to monitor usage throughout the upcoming year to help us reassess what additions we might want to make to our offerings in the future.

The databases that we will have continued access to are:

- Ancestry Library Edition
- Canadian Points of View
- Consumer Health Complete
- Early World of Learning
- Mango Languages
- NoveList and NoveList K-8
- TumbleBook Library
- World Book (range of products)

### Recommendation:

That this report be received for information.

Respectfully submitted,



A handwritten signature in dark ink, appearing to read 'J. Veldman', with a stylized, flowing script.

Jessica Veldman  
Information Services Librarian



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Information, Heritage and Seniors Committee  
**From:** Jessica Veldman, Information Services Librarian  
**Date:** Wednesday, November 18, 2015  
**Subject:** Launch of New Online Catalogue

---

### Background:

#### Enterprise Online Catalogue Launch

Wellington County Library is part of the Ontario Library Consortium (OLC) and as such, we receive group pricing on software including our main Integrated Library System (ILS). Over the past year the OLC conducted a review of available products in the market place and has negotiated a new deal with SirsiDynix, the vendor of our existing catalogue software. As a result we will be getting an upgraded ILS at the end of this year as well as a new online catalogue called Enterprise. The current version of our catalogue will no longer be supported in the coming years.

In anticipation of this upgrade to Enterprise, our data will be moving from servers in Toronto to a server in Montreal. The information will remain secure, but staff access to information will be improved as they will have greater access to the staff side of the catalogue. We will be moving to this new server on or about December 10.

Appended to this report are images of the current online catalogue, eLibrary, followed by an approximation of what our new Enterprise site will look like. We are still in the development stage and will be making adjustments throughout November in anticipation of launching the site to the public in December.

### Recommendation:

That this report be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Veldman'.

Jessica Veldman  
Information Services Librarian

lib.ca/ulibwin/cgi-bin/7?ps=hy0lmlq7h0/AB/410032/60/1180...> Library - Wellington County Search Catalog X

Wellington County Library Online Catalogue

Library Knowledge Portal My Account

words or phrase Search

Library Info

Search What's On Order

New on the Shelves

Hours

Events

News

Staff

Policies & Procedures

Kids' Activities

Services

Contact us

ig  
ovel  
lips-Fiction.

Best Sellers

New York Times Business

New York Times Fiction

New York Times Nonfiction

Hot Sites...

National Novel Writing Month

Little Free Library

Thanksgiving Recipes

s Literature

Search the library catalog on Facebook or on your mobile phone!

My Libr

Search the library catalog on Facebook or on your mobile phone!

W O Firefox





# the next Chapter

Wellington County Library Newsletter

November 2015

## Write On!

November 1 marks the beginning of National Novel Writing Month



## National Novel Writing Month

Image courtesy of National Novel Writing Month

(or NaNoWriMo as it's often referred to). NaNoWriMo challenges writers to get their creative juices flowing and write a 50,000-word novel between November 1 and 30. Popular novels such as Sara Gruen's *Water for Elephants* and Erin Morgenstern's *The Night Circus* started as NaNoWriMo projects. Visit [www.nanowrimo.org/](http://www.nanowrimo.org/) and browse the FAQ section for more information.

To support and inspire writers in the community, Wellington County Library is hosting a number of workshops during November:

### It's a Crime! Novel, that is.

What makes a crime novel? Or any novel, for that matter? Join multi-award-winning crime novelist Melodie Campbell, the Executive Director of Crime Writers of Canada, as she breaks down the many sub-genres of crime fiction. This fun and informative workshop is perfect for anyone who has a love of reading crime fiction, and/or the desire to try writing it. We will also look at the basics of writing fiction, and the expectations of readers and publishers. Please register.

Aboyne Branch - Saturday, November 7, 1:30 pm - 3:30 pm

Erin Branch - Saturday, November 14, 10:00 am - 12:00 pm

### Crafting the Page-Turner:

#### Magic and Verve in Your First Thirty Pages

Readers want a story to grab them right away. Publishers do too. So it's essential that the opening of your book gets them saying, "I couldn't put it down." Whether you're a beginning writer, or stuck in the middle of your novel, or eager to get your manuscript into top shape to submit to publishers, this workshop with bestselling author Barbara Kyle will help you hone the all-important "opening act" of your book. Please register.

Marden Branch - Wednesday, November 18, 6:30 pm - 7:30 pm

## What's Inside:

Remembrance Day Page 2

Genealogy Research Page 2

November Programmes Page 3

Teen Book Reviews Page 4

### Storylining: Building Your Book from Outline to Third Draft

What do all the arts have in common? Process. Just as painters and sculptors work through sketches and build by layers, successful writers know that creating a book takes planning and focus. Whether you're a beginning writer, or an experienced writer at work on a new project, this workshop with bestselling author Barbara Kyle will help you tame the sometimes chaotic creative process and direct your creative energies with purpose. Please register.

Rockwood Branch - Tuesday, November 24, 6:30 pm

### Harvest Your Memories

Lucy Kraemer is a published author who has taught creative writing courses for children through Continuing Education in Mount Forest. Last year, she was a judge for the Youth Division of Write Canada. Lucy will discuss the how-to's of writing and give you some great tips on writing your own personal memoirs. Please register.

Drayton Branch - Wednesday, November 18, 6:30 pm

Harriston Branch - Friday, November 20, 2:00 pm

### So you want to write a novel...in one month!

Starting Saturday November 14, join local gal and 12-year veteran of NaNo, Science Fiction and Fantasy author J.M. Frey for a weekly drop-in dedicated to focussed, quiet writing-time hosted to help you stay on top of your word count and spend time with your compatriots for support and socialization. Writers of all age levels, all skill levels, and all goal-levels welcome. J.M. will be hosting an Editing and Submitting workshop in December to take your novel to the next step! Please register for the formal workshop

Write-ins on Saturday November 14, 21 and 28, 1:30 pm - 3:30 pm

Editing and Submitting Workshop:

Saturday, December 5, 1:30 pm - 2:30 pm



The three most important documents a free society gives are a birth certificate, a passport, and a library card.

— E.L. Doctorow





# Remembrance Day: Let's We Forget



**A Poppy is to Remember**  
by Heather Patterson  
(Junior non-fiction book)

**Remembrance Day**  
by Molly Aloian  
(Junior non-fiction book)

**We'll Never Forget**  
by Jean Miso  
(Junior fiction book)

**The War to End All Wars:  
The Story of WWI**  
by Jack Batten  
(Junior non-fiction book)

**War Horses of WWI (DVD)  
On Remembrance Day**  
by Eleanor Creasey  
(Junior non-fiction book)

Remembrance Day is a time to remember the thousands of Canadians who sacrificed their lives in military service. The library has a variety of material available for all ages to explore the history of wars Canadian soldiers have fought in.

**World War II**  
by H.P. Willmott  
(Adult non-fiction book)

**Korea:  
Canada's Forgotten War**  
by John Melady  
(Adult non-fiction book)

**Triumph at Kapyong:  
Canada's Pivotal Battle in  
Korea** by Dan Bjarnason  
(Adult non-fiction book)

**March Forth: The Inspiring  
True Story of a Canadian  
Soldier's Journey of Love,  
Hope and Survival**  
by Trevor Greene  
(Adult non-fiction book)

Please check at your local branch  
for availability of these titles.

## Genealogy Research at the Library

If you are working on a genealogy project and need access to records, or if you're just curious about history, visit the library to see what is available in our Ancestry Library Edition database. Ancestry offers access to digital versions of primary documents like birth certificates, ship passenger lists, census records, military papers, and so much more. Find papers signed by your great-grandfather. See a photograph of the ship your great-great-aunt travelled on when she came to Canada. Use one of our public computers to print off the records you've found.

The Ancestry Library Edition database is only available in-library, but you can bring your own laptop or tablet to access it. Visit our website [www.wellington.ca/Library](http://www.wellington.ca/Library) and go to the Online Resources section to get started with your research.



## The Grisha Trilogy (YA) By Leigh Bardugo Reviewer: Lindsay Wain, Marden Branch



In the land of Ravka some people are born with magic, many are not. The world has already seen the destruction that magic is capable of wreaking, and lives with the consequences. As the world stands on the brink of war, can the magic wielding Grisha and the non-magical soldiers find a way to work together or will their conflict be the spark that sets fire to the world? When Alina, a rare Sun Summoner, is discovered the people see her as their one hope to stand against the darkness. Torn between friendship and love, light and dark, Alina faces an impossible choice.

For anyone who likes a good fantasy story this is an incredible trilogy. A completed series, these three equally strong books build an epic adventure that culminates in a gripping conclusion. Filled with amazing settings and magical creatures, at the heart of this story are characters whose lives you can't help but become entangled in. Unlike the traditional good vs evil theme that you so often find in the fantasy genre the characters in this story are made up of shades of grey.

**This is a must read series for all fantasy lovers!**





# November Programme Highlights

Unless otherwise noted, our programmes are free of charge.

## For the Kids



### Annual Aboyne Christmas Party featuring Erick Traplin! (All Ages)

Join us for an evening of stories, crafts and music! Erick Traplin captivates young audiences and encourages participation at his fun-filled, high energy concerts! Please register.

Friday, November 27, 6:30 pm  
Aboyne Branch, 519.846.0918

### PD Day - 150th Anniversary of Alice in Wonderland! (Grades K-6)

Join us as we celebrate the 150th Anniversary of Alice in Wonderland! Our programme will begin with a Mad Hatters Tea Party and end with the Walt Disney version of "Alice in Wonderland".

Friday, November 27, 2:00 pm  
Drayton Branch, 519.638.3788



### PD Day - Santa Claus is coming to Town! (Grades K-6)

Create your own silver bell noise maker for the Elora Santa Claus Parade!

Friday, November 27, 1:30 pm - 2:30 pm  
Elora Branch, 519.846.0190

### Tech Time (Grades K-6)

Interested in learning to use some of our awesome new technology? Join us and work with the 3D printer, Makey Makeys, and play with our new robots. Limited Space. Please register.

Monday, November 30, 4:00 pm - 5:00 pm  
Erin Branch, 519.833.9762



## For the Teens

### Teen Tech Café (Teen)

Ozobots, Makey-Makeys and Cubelets! Come get hands on with new technology at the library. Please register.

Thursday, November 26, 4:00 pm - 5:00 pm  
Arthur Branch, 519.848.3999



### Teen Café (Grades 7 - 12)

Come out to watch the sequel, "Pitch Perfect 2" (Rated PG). Please register.

Tuesday, November 24, 6:00 pm  
Harriston Branch, 519.338.2396

## For the Adults

### Culture Night at the Library (All Ages)

Get ready for Christmas baking with the Author of the "Messy Baker," Charmian Christie. Charmian will be bringing two of her family's favourite Christmas treats - one sweet and one savoury.

Friday, November 20, 6:30 pm  
Fergus Branch, 519.843.1180



### Hooks and Needles (Adult)

Bring your own project and join others for an afternoon of knitting and crocheting. Please register.

Wednesday, November 25,  
2:00 pm - 4:00 pm  
Hillsburgh Branch, 519.855.4010



### Ancestry Library Edition Workshop (All Ages)

Learn the basics of navigating Ancestry Library Edition to get started on your genealogy research.

Monday, November 9, 6:30 - 7:30 pm  
Marden Branch, 519.763.7445



Wellington County Library is the first in Canada to offer BlueBeam service to our patrons. BlueBeam is now available in Elora, Erin, Fergus and Rockwood. Get updates on new releases, programming and special events sent right to your mobile device just by walking in the door!

For a complete list of programmes happening at the Library, visit [www.wellington.ca/Library](http://www.wellington.ca/Library). 393

## Reviews from Wellington County Teens

Looking for something new to read? Check out these books reviewed by teens in Wellington County:

### **The Reluctant Journal of**

**Henry K. Larsen** by Susin Nielsen

**Reviewed by:** Kieran M.

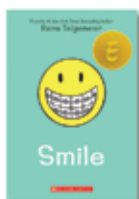
This book is a fantastic novel about a bad situation made worse. 15-year-old Jesse Larsen decides to deal with his bully situation on his own which ruined the rest of his family's lives. This novel shows you how important family truly is and how you need to think about your actions and how they could affect everyone around you.



### **Smile** by Raina Telgemeier

**Reviewed by:** Haley W.

This book was about a girl called Raina. She lost her two front teeth one night and then had to get fake ones. The book starts when she was in Grade 6 and ends in high school. She makes friends and enemies along the way, but in the end learns to be happy with herself and who she is.



### **The House of Hades** by Rick Riordan

**Reviewed by:** Aislinn F.

This is the second time I have read this book and I still love it. Annabeth and Percy are still in Tartarus trying to get out with the help of Bob and Small Bob while their friends are still in the mortal world on their quest to the House of Hades. Love this book. Hope you do too.



## Staff News:

**Congratulations** to **Sandy Sikkema** from the Drayton Branch on 10 years of service!

## Welcome to our new library staff:

**Caitlyn Sippel**, Assistant Branch Supervisor at the Erin Branch

**Nicole deBoer**, Page at the Harriston Branch

**Jacob Bieman**, Page at the Harriston Branch

**Heather Gregory**, Page at the Rockwood Branch

## Congratulations go to the following ...

**Emily Lamond**, Branch Supervisor at the Hillsburgh Branch

**Kayleigh Armstrong**, Branch Supervisor at the Clifford Branch

**Sandra Flinkert**, Assistant Branch Supervisor at the Fergus Branch

Mount Forest Assistant Branch Supervisor **Lucy Kraemer** had the opportunity to volunteer at The Word on the Street Festival in Toronto in September. This is Canada's largest free book and magazine festival highlighting Canadian authors with author readings, writing workshops and lots of other activities.



Wellington County Library

190 St. Andrew St. West, Fergus ON N1M 1N5 T 519.843.1180 [www.wellington.ca/Library](http://www.wellington.ca/Library)



ALTERNATE FORMATS AVAILABLE UPON REQUEST.



Murray +  
 Wellington County Library, Horden Branch,  
 The Tribute Tea planned  
 in our honour and  
 other members of  
 WL was very very  
 beautiful. The  
 speakers were great  
 and heart warming  
 for all members  
 especially West End  
 celebrating 100 years.  
 Thank you to the staff



Thank You

for going beyond  
 to make the day  
 so special. The  
 tables decorated  
 and china dishes  
 were beautiful.  
 Lunch was  
 very delicious +  
 also our favourite  
 cucumber sandwiches.  
 The book has  
 already found its  
 way

way among our members to read.

It was a wonderful day and our branch  
 will add another page to our Tweedsmuir  
 that someday you will read again.

Thank you



Margaret Hall  
 secretary  
 Alma WL.



# County buys pond & house for library

By Phil Gravelle,  
for the Advocate

Wellington County's purchase of the Hillsburgh mill pond is expected to provide much more than a scenic setting for the new library branch.

The County announced last week that it has bought the Bayko property on Station Street just west of the dam, as well as a lot that includes the entire pond and a strip of land around the shore that could be used for a public trail.

The library project is to be completed in 2017. It will be next to the Elora Cataract Trailway, and to a property owned by Nestlé that is intended for development as public park.

"We were able to pick up a

beautiful old heritage house - 1892 - and the mill pond lot, which will be a hub for culture and activities for the Town of Erin," said Warden George Bridge (photo at right).

"It will certainly be a showpiece of our library system, and indeed the envy of library systems throughout the Province."

He said the restored library in Harriston has "created such a hub of activity that we don't have a storefront that is rentable. The whole downtown has been revitalized because of that project, and I'd like to see that happen in Hillsburgh."

Mayor Al Alls and County Councillor Pierre Brianceau support the new location.

*Cont'd on page 5*



The County purchased this 1892 house for a new Hillsburgh library. Photos, Tristan Clark

*The Erin Advocate · Oct · 21 · 2015*

# Library could become community hub

*Cont'd from page 2*

Alls said while the pond was originally created to power a mill, it would now be home to a "brain mill, a place for people to gather and have a sense of community."

"The library will create a destination point for all of Erin," said Alls. "I see recreation here. I see the County putting in a boathouse, with maybe some canoes."

Chief Librarian Murray McCabe said while an architect has not been chosen, the general intent is to use the existing house, with additional construction to create the library space.

"This much-needed modern library will meet the expectations of a growing community," he said.

The Hillsburgh dam and bridge, along with Station Street, are in need of reconstruction. The area is the subject of a current Environmental Assessment (EA). Credit Valley Conservation would ideally like to see the West Credit River restored to its natural flow, but the library development makes it more likely that the pond will be preserved.

"I wouldn't want to see it gone," said Bridge. Without making any specific commitments, he confirmed that the county would work in partnership with the Town to ensure rehabilitation of the dam and bridge.

The County now owns the pond and water control structure, while the Town owns the road, the bridge and the earthen berm.

All said that while the EA needs to run its course and outline various options, it is his "sincere wish" that the pond should be maintained. He said a trail around the pond to the downtown area would be good for economic development.

He also said that with a government agency owning the pond, it might be possible to arrange for the water level to be lowered just a few inches. He said this would reduce the nearby groundwater level, making it easier to reconstruct George Street next year.

Wellington decided some years ago to upgrade several library facilities, and Hillsburgh is the last project in that initiative, with about \$4 million already allocated in the budget.

The exact cost of the two properties was not disclosed, but the total cost was just under \$1 million, with the house property having been listed at \$899,000, said Bridge.

The first grist mill on that section of the West Credit River was built by Aaron Wheeler shortly after he arrived in 1824,

according to the History of Erin Township. There were several other mills in the area before Gooderham and Worts built the dam and created the pond in the early 1850s, with a new mill that shipped grain to what is now Toronto's Distillery District.

Fire destroyed that mill in 1870 and the site was idle for more than 20 years until the Awrey family bought it and built a new stone grist mill and raceway.

The house that will be the library site was built in 1892, one of two houses built by the Awrey brothers, who also had a pavilion and band shell, as well as a wharf, at the end of George Street.

The house was later owned by the Tocher family, then the Boucher family, who sold it to the Guelph Fishing Club. The club severed the house property of about one acre and sold it to the Baykos in 1973. The Baykos have now sold it to the County and are moving to Guelph.

The Fishing Club eventually sold the pond lot and it was acquired by Dana Mundell. More recently it was owned by his former wife, the late Marcy Quayle. The County has purchased it from her estate.

Alls noted that the new library would be close to areas of future housing that are expected to be developed both east and west of the dam. The Town would like to straighten the sharp curves in Station Street where it meets the Elora Cataract Trail.

County Councillor Pierre Brianceau said he had strong reservations about creating a renovated library branch at the current location in downtown Hillsburgh. He said the village has had a library for 93 years, and that the new location is the best choice.

"In light of our high contribution to the County coffers, it is fair that the County does invest a significant amount in the Town of Erin," he said.

He noted that it was 15 years ago that Erin village got its new library at Centre 2000.

"Thanks to the Library Board decision, we have the opportunity that the County Council can help quick start a renewal of Hillsburgh and give a boost to the Let's Get Hillsburgh Growing Committee. There are pending projects in Hillsburgh that are waiting for a green light and this can be the catalyst for turning pending dreams into reality."

He said he hopes there will be a facility within the library that can be used by local businesses when they are having difficulty with erratic internet service.



# Fergus-Elora

*Serving Your Community for Over 150 Years*

# NEWS EXPRESS

VOL. 164 ISSUE 43

WEDNESDAY, OCTOBER 28, 2015

PRICE: \$1.50 GST INCLUDED

## Monsters on the move!



### MONSTER MARCH

Elora continued to celebrate Monster Month Saturday night, Oct. 23, with the annual Monster March parade through downtown. A big crowd gathered to watch the non-motorized parade assemble at Macdonald Square and proceed south on Metcalfe Street to Mill, and along to the "Wicked Woods" on the grounds of the Mill Street Bistro, where there were more activities for children and families. Assorted odd creatures, an alien or two, ghosts and witches, and collections of zombies - including zombie librarians - took part in the parade, which finished up with the TuTu in You sewing group's food bank donation monsters.

PHOTOS BY FRANCIS BAKER







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

November 19, 2015  
County Administration Centre  
Guthrie Room

**Present:** Warden George Bridge  
Councillor Dennis Lever (Chair)  
Councillor Allan Alls  
Councillor Andy Lennox  
Councillor Chris White

**Also Present:** Councillor Rob Black  
Councillor Pierre Brianceau  
Councillor Gregg Davidson  
Councillor Neil Driscoll  
Councillor Kelly Linton  
Councillor Don McKay  
Councillor Shawn Watters  
Councillor Gary Williamson  
Ken Roth, Councillor Township of Puslinch

**Staff:** Eddie Alton, Social Services Administrator  
Susan Aram, Manager of Financial Services  
Mark Bolzon, Manager of Purchasing and Risk Management  
Donna Bryce, County Clerk  
Simon Burgess, Financial Analyst Operating  
Cathy Butcher, Financial Analyst Capital  
Susan Farrelly, Assistant Director of Human Resources  
Janice Hindley, Museum Administrator  
Laura Holtom, Wellington Terrace Administrator  
Murray McCabe, Chief Librarian  
Kevin Mulholland, Property and Construction Manager  
Kyle Nickason, Accounting Analyst  
Gord Ough, County Engineer  
Emma Reddish, Property Tax Analyst  
Jana Burns, Economic Development Officer  
Doug Waram, Director of Information Technology  
Scott Wilson, CAO

**1. Call to Order**

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

**2. Declaration of Pecuniary Interest**

There were no declarations of pecuniary interest.

**3. Administration**

**3.1 Council Appointments**

1/9/15

**Moved by:** Councillor Alls

**Seconded by:** Warden Bridge

That the following appointments be approved for the remainder of the two-year term to the end of December 2016:

Councillor Neil Driscoll – Wellington County Plowmen's Association

Councillor Andy Lennox – Wellington Federation of Agriculture

**Carried**

**3.2 Correspondence from the South Western Ontario Transportation Alliance (SWOTA)**

2/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Alls

That County Council support the Submission on Modernizing Intercity Bus Service initiative of the South Western Ontario Transportation Alliance.

**Carried**

**4. Finance**

4.1 Financial Statements as of October 31, 2015

3/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor Lennox

That the Corporate Financial Statements for the County of Wellington as of October 31, 2015 be approved.

**Carried**

4.2 2016 User Fees and Charges

4/9/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor Lennox

That the 2016 User Fees and Charges for Administration be approved.

**Carried**

4.3 Supplementary and Weighted Assessment Report

5/9/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor Lennox

That the 2015 Supplementary Taxes and Weighted Assessment Report be received for information.

**Carried**

4.4 Insurance Policy Renewal Report

6/9/15

**Moved by:** Councillor C. White

**Seconded by:** Councillor Alls

That the 2016 insurance programme submitted by Ostic Insurance of Fergus and the Frank Cowan Insurance Company of Princeton be accepted at the quoted premium of \$732,478.00 excluding applicable taxes; and

That staff be authorized to sign the required contract documents and issue the necessary purchase orders.

**Carried**

4.5 Consolidated User Fee Report

7/9/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor C. White

That the 2016 User Fees and Charges be approved.

**Carried**

5. Closed Meeting

8/9/15

**Moved by:** Councillor Lennox

**Seconded by:** Councillor Alls

That the Administration, Finance and Human Resources Committee move into a closed meeting for the purposes of considering litigation or potential litigation.

**Carried**



**6. Rise and Report**

9/9/15

**Moved by:** Warden Bridge

**Seconded by:** Councillor C. White

That the Administration, Finance and Human Resources Committee rise and report from the closed meeting.

**Carried**

At 1:50 pm, the Committee recessed until 2:00 pm

**7. Preliminary 2016-2020 Five-Year Plan**

10/9/15

**Moved by:** Councillor Alls

**Seconded by:** Councillor C. White

That the County's Preliminary 2016-2020 Five-Year Plan be endorsed and forwarded to County Council.

**Carried**

**8. Adjournment**

At 3:00 pm, the Chair adjourned the meeting until January 19, 2016 or at the call of the Chair.

---

Dennis Lever  
Chair  
Administration, Finance and Human Resources Committee



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Donna Bryce, County Clerk  
**Date:** Thursday, November 19, 2015  
**Subject:** Council Appointments

---

### Background:

County Councillors provide representation on certain Boards and Associations, and in December 2014, Councillor Neil Driscoll was appointed to sit on the Wellington Federation of Agriculture Board and Councillor Andy Lennox on the Wellington County Plowmen's Association. Due to scheduling conflicts with the meeting schedules of the two organizations, staff are recommending that Council representation by Councillors Driscoll and Lennox be switched for the remainder of the two-year term to the end of December 2016.

### Recommendation:

That the following appointments be approved for the remainder of the two-year term to the end of December 2016:

Councillor Neil Driscoll – Wellington County Plowmen's Association  
Councillor Andy Lennox – Wellington Federation of Agriculture

Respectfully,

A handwritten signature in cursive script, appearing to read 'Donna Bryce'.

Donna Bryce  
County Clerk



Emre Yurga  
Senior Policy Analyst  
Ministry of Transportation  
Policy and Planning Division  
Transportation Planning Branch  
777 Bay Street Suite 3000  
Toronto, ON M7A 2J8  
Via email: [emre.yurga@ontario.ca](mailto:emre.yurga@ontario.ca)

September 24, 2015

**Submission on Modernizing Intercity Bus Service: EBR 012-4351**

C:\SWOTA-BusServiceModernization\_2015-09-22

This submission is made in response to the above-cited EBR posting. The Southwestern Ontario Transportation Alliance (SWOTA) is a collaboration of various non-government organizations advocating for sustainable transportation in southwestern Ontario, including Canadian Federation of University Women (Stratford), Rail Advocacy in Lambton, Save VIA (St Marys), Southwest Economic Alliance, and Transport Action Ontario (TAO) .

It goes without saying that the need for good intercity bus service in Ontario is high. Just as with urban transit, it provides connectivity and travel options for individuals, businesses and communities, with tangible economic, social, health and environmental benefits.

Several of our members have submitted personal comments as individuals in response to the questions of the survey. These largely decried the absence of bus service, the need for more service and the need for government subsidies to encourage bus operators to provide affordable, frequent service.

SWOTA will not repeat these individual comments. Instead, we will provide comments under the “Optional” section of the survey, focussing on another concept – namely development of an integrated rail/bus network.

**1. Integrated Rail/Bus Network Plan**

In early 2015, SWOTA completed a report called *Network Southwest Passenger Rail and Bus Action Plan*. Although it focussed on southwestern Ontario, the principles and actions could be applied all across the province. The report is available at [www.swota.ca/network-southwest](http://www.swota.ca/network-southwest).

The major highlights from that report as they pertain to modernizing intercity bus service are:

**1.1. Council of Deputy Ministers Intercity Bus Service Task Force (2010)**

The report summarized the results of this task force on the future of the industry. The task force noted the importance of intercity bus service, especially to rural and northern communities, and admitted that the state of the industry was dismal, with declining ridership and profitability. The task force identified several factors contributing to the industry's decline including

- An inflexible regulatory model, with restrictions on fare/schedule/ route adjustments, entry of new carriers, and use of alternate vehicles
- “Tension” as a result of publically-funded competition from VIA Rail and urban transit agencies such as GO Transit
- The need to connect intercity bus services with other modes of transportation

Fiscal options were suggested to counter the decline, including

- Partnerships with communities to provide alternative modes of service delivery
- Capital support for purchase of new buses or refurbishment of existing vehicles
- Support to cover operating losses/operating costs for specific routes or full systems
- Fuel tax and ticket tax exemptions
- A federal tax credit for bus passengers, such as the federal public transit tax credit
- Partnerships between local authorities and carriers to maintain existing services and develop new ones

### 1.2. Significant Decline in Intercity Bus Routes 2009 – 2015

To date, in Ontario, no fiscal assistance to the industry has been provided and the private bus operators have continued to reduce or eliminate routes. The *Network Southwest* report shows that route-km in southwestern Ontario decreased by about 30% between 2009 and 2015, even in the face of higher population, aging demographics, higher gas prices and more traffic congestion.

### 1.3. Components of Integrated Rail and Bus Plan

The USA has faced similar problems to Ontario with declining intercity public mobility. The best practice solution has been to encourage development of a rail-bus integrated network with three components:

- High Performance Rail (moderate speeds, high service frequency) - although this is a key component of the plan, it will not be discussed in this submission.
- Bus Feeders – service that is integrated (schedules, fares, tickets) with rail, as well as serving as intercity bus routes or urban transit routes in their own right.
- Mobility Hubs – many states used financial incentives to encourage the relocation of both intercity bus and urban transit to modified improved rail stations known as mobility hubs. These facilities have led to ridership gains for all 3 modes of transportation. Some hubs have recently been constructed in Ontario (Guelph, Kitchener – pending).

### 1.4. Successful USA Role Models

The *Network Southwest* report documents 3 examples. The intercity bus program is best described in the Michigan example:

*In addition to the trains, state-assisted, privately-operated intercity buses serve as components of the nationwide Amtrak Thruway bus feeder network. Funding for the buses, which serve nearly 150 Michigan communities and connect directly with the three rail routes, have been provided through a variety of low-cost MDOT programs. These include the Bus Loan, Terminal Development, Intercity Services and Intercity Bus Capital Equipment programs. Under the last, the state acquires new buses under a lease agreement that requires private carriers to provide daily service. This program has helped launch new services and has preserved existing routes.*

The USA approach involves integrating stand-alone local and intercity bus routes into the Amtrak Thruway feeder system in aspects such as timetabling, fare integration, printed and online information and even station signage.

While the Amtrak Thruway network appears to be a homogeneous operation, it is not. It is composed of two types of service, defined as “dedicated” and “coordinated”. The dedicated services are operated totally in conjunction with the rail service and are available only to those making combined rail and bus journeys. These routes have been specifically created to function as rail feeders and nothing else.

In contrast, the coordinated Thruway services are actually routes operated by municipal agencies or through state-supported programs primarily as local or intercity services in their own right; they do double duty as coordinated components of the rail service. This has been accomplished through scheduling, fare integration and physical connectivity at the rail stations.

## **2. Conclusions**

Coordinated integration of passenger rail, intercity bus and urban transit has the potential to be a transportation game changer in Ontario, resulting in higher ridership for all three modes and tangible economic, social, health and environmental benefits.

The intercity bus service is a key component of this vision. To be effective, the bus regulatory regime needs to be modernized to

- Increase flexibility to make fare/schedule/route adjustments, and to bring on new vehicles
- Allow new carriers to enter the market on new and underserved routes
- Allow municipalities to collaborate on services that cross municipal boundaries
- Mandate fare integration with the operators of connecting routes, local transit agencies, GO, and VIA Rail so that passengers can plan and book their entire journey easily. (VIA Rail’s online ticketing system already supports this, with intermodal partnerships including GO, UPX, and RobertQ)
- Encourage intermodal rail/bus/transit travel by facilitating connecting schedules and ensuring regular service on a core network of feeder routes
- Provide government fiscal support to both private and public bus operators, as per examples earlier in this submission

We thank you for the opportunity to make this submission and would be happy to answer any questions.

Terence Johnson  
President, SWOTA

Email: [admin@swota.ca](mailto:admin@swota.ca)

Peter Miasek  
President, TAO

Email: [peter.miasek@rogers.com](mailto:peter.miasek@rogers.com)



October 26, 2015

WOWC Member Municipalities  
c/o 21 Reeve Street, Woodstock  
PO BOX 1614  
Ontario, Canada  
N4S 7Y3

Dear Sirs,

**Request for endorsement of SWOTA submission on Modernizing Intercity Bus Services.**

On September 24, 2015, the Southwestern Ontario Transportation Alliance (SWOTA) made a submission to the Province of Ontario in response to its request for public input on EBR 012-4351 "Modernizing Intercity Bus Service". A copy of our submission is attached.

This submission expands on the bus aspect of the SWOTA "Network Southwest" proposal that has already received your endorsement as part of the "Moving Ontario Forward" plan. The submission captures further input from communities on mobility difficulties that detract from people's quality of life, regional economic growth, and community sustainability.

Although the opportunity for input to this provincial initiative has now closed we believe endorsements from each municipality will materially emphasize to the Province the significance of intercity bus transportation as part of regulatory reform and infrastructure planning. Should you wish to offer endorsement we would ask that your letter, along with a copy of the SWOTA submission, be sent directly to Emre Yurga at the Ministry of Transportation for consideration.

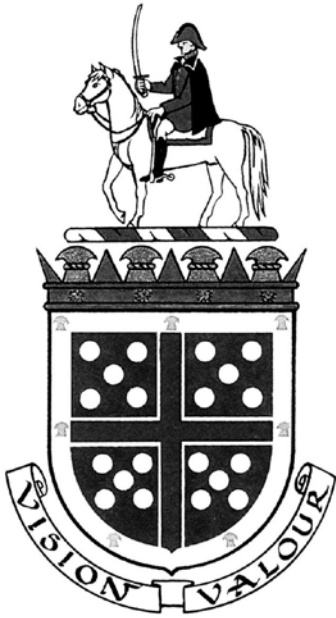
If you have any questions or concerns please contact the undersigned.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Johnson", with a long, sweeping horizontal line extending to the right.

Terence Johnson  
President  
Southwestern Ontario Transportation Alliance

Website: [www.swota.ca](http://www.swota.ca)  
Address: 9216 Fairview Line, Chatham, Ontario N7M5J4



# **THE COUNTY OF WELLINGTON**

**ADMINISTRATION, FINANCE  
AND PERSONNEL COMMITTEE**

## **CORPORATE FINANCIAL STATEMENTS**

**October 31, 2015**



**County of Wellington**  
**General Revenue & Expenditure**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Property Taxation	\$86,054,500	\$0	\$64,002,133	74%	\$22,052,367
Grants and Subsidies	\$2,888,800	\$722,200	\$2,888,800	100%	\$0
User Fees & Charges	\$0	\$0	\$31	0%	\$(31)
Sales Revenue	\$12,000	\$0	\$(1,081)	(9%)	\$13,081
Other Revenue	\$2,818,000	\$6,714	\$1,250,375	44%	\$1,567,625
Internal Recoveries	\$42,400	\$3,392	\$38,167	90%	\$4,233
<b>Total Revenue</b>	<b>\$91,815,700</b>	<b>\$732,306</b>	<b>\$68,178,425</b>	<b>74%</b>	<b>\$23,637,275</b>
<b>Expenditures</b>					
Supplies, Material & Equipment	\$18,000	\$(346)	\$4,719	26%	\$13,281
Purchased Services	\$1,973,500	\$349,903	\$1,833,763	93%	\$139,737
Insurance & Financial	\$1,074,200	\$5,131	\$161,167	15%	\$913,033
<b>Total Expenditures</b>	<b>\$3,065,700</b>	<b>\$354,689</b>	<b>\$1,999,650</b>	<b>65%</b>	<b>\$1,066,050</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(88,750,000)</b>	<b>\$(377,618)</b>	<b>\$(66,178,776)</b>	<b>75%</b>	<b>\$(22,571,224)</b>
<b>Transfers</b>					
Transfers from Reserves	\$(450,000)	\$0	\$(250,000)	56%	\$(200,000)
Transfer to Reserves	\$2,818,000	\$0	\$0	0%	\$2,818,000
<b>Total Transfers</b>	<b>\$2,368,000</b>	<b>\$0</b>	<b>\$(250,000)</b>	<b>(11%)</b>	<b>\$2,618,000</b>
<b>NET COST (REVENUE)</b>	<b>\$(86,382,000)</b>	<b>\$(377,618)</b>	<b>\$(66,428,776)</b>	<b>77%</b>	<b>\$(19,953,224)</b>





**County of Wellington**  
**County Council**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Other Revenue	\$18,200	\$(319)	\$13,837	76%	\$4,363
<b>Total Revenue</b>	<b>\$18,200</b>	<b>\$(319)</b>	<b>\$13,837</b>	<b>76%</b>	<b>\$4,363</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$734,000	\$55,148	\$575,247	78%	\$158,753
Supplies, Material & Equipment	\$49,600	\$3,394	\$41,715	84%	\$7,885
Purchased Services	\$213,000	\$16,443	\$163,117	77%	\$49,883
Insurance & Financial	\$1,700	\$0	\$1,674	98%	\$26
<b>Total Expenditures</b>	<b>\$998,300</b>	<b>\$74,985</b>	<b>\$781,754</b>	<b>78%</b>	<b>\$216,546</b>
NET OPERATING COST / (REVENUE)	\$980,100	\$75,304	\$767,917	78%	\$212,183
<b>NET COST (REVENUE)</b>	<b>\$980,100</b>	<b>\$75,304</b>	<b>\$767,917</b>	<b>78%</b>	<b>\$212,183</b>



**County of Wellington**  
**Office of the CAO/Clerk**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
User Fees & Charges	\$600	\$0	\$514	86%	\$86
Sales Revenue	\$0	\$0	\$11	0%	\$(11)
Internal Recoveries	\$1,656,100	\$138,008	\$1,380,083	83%	\$276,017
<b>Total Revenue</b>	<b>\$1,656,700</b>	<b>\$138,008</b>	<b>\$1,380,609</b>	<b>83%</b>	<b>\$276,091</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,057,800	\$240,517	\$2,426,618	79%	\$631,182
Supplies, Material & Equipment	\$257,600	\$14,236	\$128,719	50%	\$128,881
Purchased Services	\$1,006,300	\$29,444	\$780,880	78%	\$225,420
Insurance & Financial	\$2,400	\$0	\$2,360	98%	\$40
Internal Charges	\$2,200	\$42	\$1,245	57%	\$955
<b>Total Expenditures</b>	<b>\$4,326,300</b>	<b>\$284,239</b>	<b>\$3,339,822</b>	<b>77%</b>	<b>\$986,478</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$2,669,600</b>	<b>\$146,231</b>	<b>\$1,959,213</b>	<b>73%</b>	<b>\$710,387</b>
<b>Transfers</b>					
Transfer to Capital	\$225,000	\$0	\$225,000	100%	\$0
<b>Total Transfers</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$225,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$2,894,600</b>	<b>\$146,231</b>	<b>\$2,184,213</b>	<b>75%</b>	<b>\$710,387</b>



# County of Wellington

04-November-2015

Office of the CAO/Clerk

## Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Archiving Storage System	\$40,000	\$0	\$17,794	\$12,736	\$30,530	76 %	\$9,471
Records Management	\$80,000	\$0	\$0	\$0	\$0	0 %	\$80,000
Terrace UPS	\$40,000	\$0	\$25,849	\$0	\$25,849	65 %	\$14,151
Server Expansion 2015	\$55,000	\$0	\$0	\$0	\$0	0 %	\$55,000
JD Edwards Upgrade	\$370,000	\$2,099	\$16,631	\$283,878	\$300,509	81 %	\$69,491
<b>Total Office of the CAO/Clerk</b>	<b>\$585,000</b>	<b>\$2,099</b>	<b>\$60,274</b>	<b>\$296,614</b>	<b>\$356,887</b>	<b>61 %</b>	<b>\$228,113</b>



**County of Wellington**  
**Treasury**  
Statement of Operations as of  
31 Oct 2015

	Annual Budget	October Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Internal Recoveries	\$412,000	\$34,333	\$343,333	83%	\$68,667
<b>Total Revenue</b>	<b>\$412,000</b>	<b>\$34,333</b>	<b>\$343,333</b>	<b>83%</b>	<b>\$68,667</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,308,400	\$110,195	\$1,084,603	83%	\$223,797
Supplies, Material & Equipment	\$37,000	\$1,305	\$29,919	81%	\$7,081
Purchased Services	\$271,900	\$76,773	\$135,705	50%	\$136,195
Insurance & Financial	\$35,800	\$5,762	\$67,132	188%	\$(31,332)
Internal Charges	\$4,600	\$173	\$3,746	81%	\$854
<b>Total Expenditures</b>	<b>\$1,657,700</b>	<b>\$194,209</b>	<b>\$1,321,107</b>	<b>80%</b>	<b>\$336,593</b>
NET OPERATING COST / (REVENUE)	\$1,245,700	\$159,876	\$977,773	78%	\$267,927
<b>Transfers</b>					
Transfers from Reserves	\$(46,600)	\$0	\$0	0%	\$(46,600)
Transfer to Reserves	\$50,000	\$0	\$50,000	100%	\$0
<b>Total Transfers</b>	<b>\$3,400</b>	<b>\$0</b>	<b>\$50,000</b>	<b>1,471%</b>	<b>\$(46,600)</b>
<b>NET COST (REVENUE)</b>	<b>\$1,249,100</b>	<b>\$159,876</b>	<b>\$1,027,773</b>	<b>82%</b>	<b>\$221,327</b>



**County of Wellington**  
**Human Resources**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Internal Recoveries	\$1,003,900	\$83,230	\$824,853	82%	\$179,047
<b>Total Revenue</b>	<b>\$1,003,900</b>	<b>\$83,230</b>	<b>\$824,853</b>	<b>82%</b>	<b>\$179,047</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,417,200	\$120,145	\$1,167,025	82%	\$250,175
Supplies, Material & Equipment	\$126,800	\$23,921	\$91,817	72%	\$34,983
Purchased Services	\$417,400	\$85,599	\$266,145	64%	\$151,255
Transfer Payments	\$70,000	\$0	\$30,000	43%	\$40,000
Insurance & Financial	\$190,800	\$0	\$190,817	100%	\$(17)
Internal Charges	\$1,800	\$42	\$1,734	96%	\$66
<b>Total Expenditures</b>	<b>\$2,224,000</b>	<b>\$229,707</b>	<b>\$1,747,538</b>	<b>79%</b>	<b>\$476,462</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,220,100</b>	<b>\$146,476</b>	<b>\$922,685</b>	<b>76%</b>	<b>\$297,415</b>
<b>Transfers</b>					
Transfers from Reserves	\$(427,400)	\$(20,867)	\$(328,499)	77%	\$(98,901)
<b>Total Transfers</b>	<b>\$(427,400)</b>	<b>\$(20,867)</b>	<b>\$(328,499)</b>	<b>77%</b>	<b>\$(98,901)</b>
<b>NET COST (REVENUE)</b>	<b>\$792,700</b>	<b>\$125,610</b>	<b>\$594,186</b>	<b>75%</b>	<b>\$198,514</b>



**County of Wellington**  
**Property Services**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Licenses, Permits and Rents	\$996,700	\$140,312	\$858,429	86%	\$138,271
User Fees & Charges	\$157,000	\$17,195	\$136,181	87%	\$20,819
Other Revenue	\$1,500	\$0	\$0	0%	\$1,500
Internal Recoveries	\$681,100	\$56,758	\$567,576	83%	\$113,524
<b>Total Revenue</b>	<b>\$1,836,300</b>	<b>\$214,266</b>	<b>\$1,562,187</b>	<b>85%</b>	<b>\$274,113</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$786,900	\$68,250	\$693,367	88%	\$93,533
Supplies, Material & Equipment	\$153,700	\$14,194	\$126,727	82%	\$26,973
Purchased Services	\$679,200	\$48,779	\$565,912	83%	\$113,288
Insurance & Financial	\$31,500	\$0	\$31,583	100%	\$(83)
Minor Capital Expenses	\$172,500	\$2,773	\$17,847	10%	\$154,653
Debt Charges	\$444,400	\$0	\$301,286	68%	\$143,114
Internal Charges	\$0	\$0	\$1,466	0%	\$(1,466)
<b>Total Expenditures</b>	<b>\$2,268,200</b>	<b>\$133,996</b>	<b>\$1,738,188</b>	<b>77%</b>	<b>\$530,012</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$431,900</b>	<b>\$(80,269)</b>	<b>\$176,001</b>	<b>41%</b>	<b>\$255,899</b>
<b>Transfers</b>					
Transfers from Reserves	\$(99,000)	\$(2,773)	\$(8,994)	9%	\$(90,006)
Transfer to Reserves	\$792,200	\$0	\$648,100	82%	\$144,100
<b>Total Transfers</b>	<b>\$693,200</b>	<b>\$(2,773)</b>	<b>\$639,106</b>	<b>92%</b>	<b>\$54,094</b>
<b>NET COST (REVENUE)</b>	<b>\$1,125,100</b>	<b>\$(83,042)</b>	<b>\$815,108</b>	<b>72%</b>	<b>\$309,992</b>



# County of Wellington

06-November-2015

## Property Services

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Solar Panel Projects	\$2,624,200	\$500	\$500	\$889,606	\$890,106	34 %	\$1,734,094
Admin Centre: Heating System	\$50,000	\$7,428	\$33,566	\$0	\$33,566	67 %	\$16,434
116 Woolwich St Interior	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Gaol: Elevator System	\$54,000	\$0	\$0	\$0	\$0	0 %	\$54,000
Admin Centre: Furniture Rplcmt	\$60,000	\$0	\$39,368	\$0	\$39,368	66 %	\$20,632
Admin Centre: 3rd Fl Flooring	\$45,000	\$0	\$0	\$0	\$0	0 %	\$45,000
<b>Total Property Services</b>	<b>\$2,883,200</b>	<b>\$7,928</b>	<b>\$73,434</b>	<b>\$889,606</b>	<b>\$963,039</b>	<b>33 %</b>	<b>\$1,920,161</b>



**County of Wellington**  
**Grants & Contributions**  
Statement of Operations as of  
31 Oct 2015

	Annual Budget	October Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$52,900	\$0	\$52,600	99%	\$300
<b>Total Expenditures</b>	<b>\$52,900</b>	<b>\$0</b>	<b>\$52,600</b>	<b>99%</b>	<b>\$300</b>
NET OPERATING COST / (REVENUE)	\$52,900	\$0	\$52,600	99%	\$300
<b>Transfers</b>					
Transfer to Reserves	\$1,200,000	\$0	\$1,200,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$1,252,900</b>	<b>\$0</b>	<b>\$1,252,600</b>	<b>100%</b>	<b>\$300</b>





## County of Wellington

04-November-2015

### Hospital Funding Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved Budget	October Actual	Current Year	Previous Years	Total	% of	Remaining Budget
						Budget	
Palmerston Hospital Grant	\$440,000	\$440,000	\$440,000	\$0	\$440,000	100 %	\$0
<b>Total Hospital Funding</b>	<b>\$440,000</b>	<b>\$440,000</b>	<b>\$440,000</b>	<b>\$0</b>	<b>\$440,000</b>	<b>100 %</b>	<b>\$0</b>



**County of Wellington**  
**POA Administration**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Municipal Recoveries	\$515,600	\$48,606	\$311,890	60%	\$203,710
<b>Total Revenue</b>	<b>\$515,600</b>	<b>\$48,606</b>	<b>\$311,890</b>	<b>60%</b>	<b>\$203,710</b>
<b>Expenditures</b>					
Debt Charges	\$257,500	\$0	\$227,096	88%	\$30,404
<b>Total Expenditures</b>	<b>\$257,500</b>	<b>\$0</b>	<b>\$227,096</b>	<b>88%</b>	<b>\$30,404</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(258,100)</b>	<b>\$(48,606)</b>	<b>\$(84,794)</b>	<b>33%</b>	<b>\$(173,306)</b>
<b>Transfers</b>					
Transfer to Capital	\$134,000	\$0	\$134,000	100%	\$0
<b>Total Transfers</b>	<b>\$134,000</b>	<b>\$0</b>	<b>\$134,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$(124,100)</b>	<b>\$(48,606)</b>	<b>\$49,206</b>	<b>(40%)</b>	<b>\$(173,306)</b>



## County of Wellington

10-November-2015

### POA Administration

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

All Open Projects For The Period Ending December 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	December	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Court House Roof Repairs	\$134,000	\$0	\$9,092	\$0	\$9,092	7 %	\$124,908
<b>Total POA Administration</b>	<b>\$134,000</b>	<b>\$0</b>	<b>\$9,092</b>	<b>\$0</b>	<b>\$9,092</b>	<b>7 %</b>	<b>\$124,908</b>



**County of Wellington**  
**Land Ambulance**  
Statement of Operations as of  
31 Oct 2015

	Annual Budget	October Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$3,713,100	\$260,167	\$2,676,519	72%	\$1,036,581
<b>Total Expenditures</b>	<b>\$3,713,100</b>	<b>\$260,167</b>	<b>\$2,676,519</b>	<b>72%</b>	<b>\$1,036,581</b>
NET OPERATING COST / (REVENUE)	\$3,713,100	\$260,167	\$2,676,519	72%	\$1,036,581
<b>Transfers</b>					
Transfer to Reserves	\$250,000	\$0	\$250,000	100%	\$0
<b>Total Transfers</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$3,963,100</b>	<b>\$260,167</b>	<b>\$2,926,519</b>	<b>74%</b>	<b>\$1,036,581</b>



# County of Wellington

04-November-2015

## Land Ambulance

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		
					Total	% of Budget	Remaining Budget
2015 Replacement Ambulances	\$221,000	\$0	\$106,487	\$0	\$106,487	48 %	\$114,513
Ambulance IT Implmntn 2015	\$28,000	\$0	\$1,274	\$0	\$1,274	5 %	\$26,726
2015 Ambulance IT Replacements	\$76,000	\$0	\$8,536	\$0	\$8,536	11 %	\$67,464
2015 Ambulance Equipment	\$36,000	\$0	\$262	\$0	\$262	1 %	\$35,738
<b>Total Land Ambulance</b>	<b>\$361,000</b>	<b>\$0</b>	<b>\$116,560</b>	<b>\$0</b>	<b>\$116,560</b>	<b>32 %</b>	<b>\$244,440</b>



**County of Wellington**  
**Public Health Unit**  
Statement of Operations as of  
31 Oct 2015

	Annual Budget	October Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Expenditures</b>					
Transfer Payments	\$2,153,000	\$538,261	\$2,153,044	100%	\$(44)
Debt Charges	\$344,400	\$0	\$266,388	77%	\$78,012
<b>Total Expenditures</b>	<b>\$2,497,400</b>	<b>\$538,261</b>	<b>\$2,419,432</b>	<b>97%</b>	<b>\$77,968</b>
NET OPERATING COST / (REVENUE)	\$2,497,400	\$538,261	\$2,419,432	97%	\$77,968
<b>NET COST (REVENUE)</b>	<b>\$2,497,400</b>	<b>\$538,261</b>	<b>\$2,419,432</b>	<b>97%</b>	<b>\$77,968</b>



**County of Wellington**  
**Roads and Engineering**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Municipal Recoveries	\$715,000	\$907	\$460,439	64%	\$254,561
User Fees & Charges	\$210,000	\$6,750	\$185,694	88%	\$24,306
Sales Revenue	\$400,000	\$286,930	\$497,852	124%	\$(97,852)
Internal Recoveries	\$1,750,000	\$87,225	\$1,500,898	86%	\$249,102
<b>Total Revenue</b>	<b>\$3,075,000</b>	<b>\$381,813</b>	<b>\$2,644,882</b>	<b>86%</b>	<b>\$430,118</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$4,870,400	\$259,943	\$4,077,869	84%	\$792,531
Supplies, Material & Equipment	\$3,749,500	\$66,971	\$3,710,501	99%	\$38,999
Purchased Services	\$1,389,700	\$58,581	\$1,335,138	96%	\$54,562
Insurance & Financial	\$293,400	\$3,539	\$295,637	101%	\$(2,237)
Minor Capital Expenses	\$713,200	\$153,510	\$731,289	103%	\$(18,089)
Debt Charges	\$226,500	\$0	\$142,768	63%	\$83,732
Internal Charges	\$1,655,300	\$32,390	\$1,351,362	82%	\$303,938
<b>Total Expenditures</b>	<b>\$12,898,000</b>	<b>\$574,933</b>	<b>\$11,644,563</b>	<b>90%</b>	<b>\$1,253,437</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$9,823,000</b>	<b>\$193,120</b>	<b>\$8,999,680</b>	<b>92%</b>	<b>\$823,320</b>
<b>Transfers</b>					
Transfers from Reserves	\$(226,500)	\$0	\$0	0%	\$(226,500)
Transfer to Capital	\$8,819,900	\$0	\$8,819,900	100%	\$0
Transfer to Reserves	\$2,264,200	\$0	\$1,945,122	86%	\$319,078
<b>Total Transfers</b>	<b>\$10,857,600</b>	<b>\$0</b>	<b>\$10,765,022</b>	<b>99%</b>	<b>\$92,578</b>
<b>NET COST (REVENUE)</b>	<b>\$20,680,600</b>	<b>\$193,120</b>	<b>\$19,764,702</b>	<b>96%</b>	<b>\$915,898</b>



# County of Wellington

05-November-2015

## Roads and Engineering Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Roads General							
Roads Equipment 2015	\$1,781,000	\$83,811	\$1,809,336	\$0	\$1,809,336	102 %	-\$28,336
Various Shop Repairs 2015	\$100,000	\$0	\$12,004	\$0	\$12,004	12 %	\$87,996
Rebuild Drayton Shop	\$500,000	\$11,947	\$93,481	\$0	\$93,481	19 %	\$406,519
Rebuild/Renovate Erin Shop	\$125,000	\$0	\$0	\$20,667	\$20,667	17 %	\$104,333
Subtotal Roads General	\$2,506,000	\$95,758	\$1,914,820	\$20,667	\$1,935,487	77%	\$570,513
Engineering							
WR18 @ WR26 Intersection Imprv	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR18 Geddes St Elora, Strm Swr	\$50,000	\$2,675	\$2,675	\$0	\$2,675	5 %	\$47,325
WR18 Geddes St Elora, RtngWall	\$50,000	-\$12,573	\$0	\$0	\$0	0 %	\$50,000
WR21, Inverhaugh, Storm Sewer	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR29 @ WR22, Intersection Impr	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR32 Puslinch Lake, Struct Des	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR35 N of 401, Struct Design	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Asset Management	\$35,000	\$377	\$18,244	\$0	\$18,244	52 %	\$16,756
Subtotal Engineering	\$385,000	-\$9,522	\$20,919	\$0	\$20,919	5%	\$364,081
Growth Related Construction							
WR 30 at Road 3, Signals & L	\$120,000	\$0	\$30	\$38,937	\$38,967	32 %	\$81,033
WR 46, WR 34 to 401	\$1,800,000	\$199,496	\$373,177	\$113,327	\$486,504	27 %	\$1,313,496
WR 124, Passing Lane N of 125	\$200,000	\$0	\$0	\$32,010	\$32,010	16 %	\$167,990
WR7 Psng Lanes Elora/Ponsonby	\$2,950,000	\$1,246	\$23,979	\$3,023,211	\$3,047,190	103 %	-\$97,190
WR7 PL Design Salem to Tev	\$150,000	\$2,517	\$31,977	\$5,838	\$37,815	25 %	\$112,185
WR109 @ WR5 Intersection	\$50,000	\$13,478	\$21,097	\$10,074	\$31,171	62 %	\$18,829
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	\$1,295	\$5,456	\$236,886	\$242,341	22 %	\$857,659
Subtotal Growth Related Constructi	\$6,470,000	\$218,031	\$455,715	\$3,473,976	\$3,929,691	61%	\$2,540,309





# County of Wellington

05-November-2015

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	LIFE-TO-DATE ACTUALS				
			Current	Previous	Total	% of Budget	Remaining Budget
			Year	Years			
<b>Roads Construction</b>							
WR 50, 3rd Line to WR 24	\$2,425,000	\$3,264	\$14,438	\$488,024	\$502,462	21 %	\$1,922,538
WR14, Eliza & Frederick Arthur	\$2,793,300	\$469,223	\$1,080,339	\$781,797	\$1,862,135	67 %	\$931,165
WR 29, Wellington/Halton Bound	\$1,956,500	-\$605	\$92,390	\$1,891,290	\$1,983,680	101 %	-\$27,180
WR 10, McGivern St Moorefield	\$150,000	\$0	\$40,194	\$25,688	\$65,882	44 %	\$84,118
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	\$512,555	\$2,026,217	\$10,230	\$2,036,447	75 %	\$689,053
WR109 WR7 Traffic Imp Study	\$50,000	\$0	\$8,451	\$19,680	\$28,131	56 %	\$21,869
WR123, WR109 Traffic Imp Study	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR12 @ WR8 Intersection Improv	\$990,000	\$25,036	\$478,660	\$14,999	\$493,660	50 %	\$496,340
WR86, COG to WR9 Traffic Study	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR86 @ WR12 Intersection	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR109 @ WR16 Intersection	\$50,000	\$0	\$0	\$17,450	\$17,450	35 %	\$32,550
WR51, WR7 @ Hwy 6 2.3km	\$100,000	\$7,729	\$7,729	\$0	\$7,729	8 %	\$92,271
WR124, Concept Plan	\$35,000	\$0	\$4,663	\$23,100	\$27,762	79 %	\$7,238
WR8 Main St Drayton Strm Sewer	\$50,000	\$20,804	\$49,461	\$0	\$49,461	99 %	\$539
WR50, Hwy 7 to railway tracks	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR25 - WR52 to WR42 7.0km	\$850,000	\$0	\$0	\$267,122	\$267,122	31 %	\$582,878
<b>Subtotal Roads Construction</b>	<b>\$12,525,300</b>	<b>\$1,038,007</b>	<b>\$3,802,542</b>	<b>\$3,557,738</b>	<b>\$7,360,280</b>	<b>59%</b>	<b>\$5,165,020</b>



# County of Wellington

05-November-2015

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous		Remaining	
	Budget	Actual	Year	Years	Total	% of Budget	Budget
Bridges							
WR87, Maitland O'flow B87137	\$630,400	\$155,327	\$463,061	\$42,226	\$505,286	80 %	\$125,114
WR87, Maitland R Bridge 87138	\$1,664,800	\$521,688	\$1,349,345	\$75,158	\$1,424,503	86 %	\$240,297
WR124, Bridge 124135	\$200,000	\$83	\$19,303	\$61,810	\$81,113	41 %	\$118,887
WR36, Bridge 36122	\$100,000	\$0	\$14,179	\$39,151	\$53,330	53 %	\$46,670
WR109, Bridge 109132	\$225,000	\$0	\$0	\$0	\$0	0 %	\$225,000
WR35, Paddock Bridge 35087	\$200,000	\$83	\$4,439	\$32,909	\$37,348	19 %	\$162,652
WR6, B006010, design rehab	\$450,000	\$1,188	\$229,617	\$73,886	\$303,503	67 %	\$146,497
WR7, Bosworth Bridge 07028	\$150,000	\$0	\$10,326	\$30,251	\$40,577	27 %	\$109,423
WR8, Main St Bridge 008089	\$50,000	\$611	\$50,417	\$18,166	\$68,582	137 %	-\$18,582
WR10, Moorefield Bridge 010023	\$425,000	\$2,443	\$349,310	\$43,705	\$393,016	92 %	\$31,984
WR10, Wyandot Bridge 010024	\$575,000	\$95,891	\$338,117	\$48,392	\$386,508	67 %	\$188,492
WR16, Penford Bridge 16038	\$100,000	\$83	\$8,721	\$21,208	\$29,929	30 %	\$70,071
WR30, Bridge 030124	\$200,000	\$445	\$7,394	\$11,701	\$19,095	10 %	\$180,905
WR36 Bridge36086, design and	\$50,000	\$0	\$491	\$0	\$491	1 %	\$49,509
WR86 Conestogo Bridge 86125	\$1,200,000	\$13,997	\$103,991	\$0	\$103,991	9 %	\$1,096,009
2015 Various Bridge & Culvert	\$200,000	\$42,206	\$128,651	\$0	\$128,651	64 %	\$71,349
WR109 Mallet River Brdg 109129	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
WR21,Badley Bridge,021057 Repl	\$0	\$40,541	\$40,541	\$0	\$40,541	0 %	-\$40,541
WR27, Bridge 27106 Replacement	\$565,000	\$7,595	\$454,422	\$26,243	\$480,665	85 %	\$84,335
Subtotal Bridges	\$7,035,200	\$882,180	\$3,572,324	\$524,806	\$4,097,130	58%	\$2,938,070



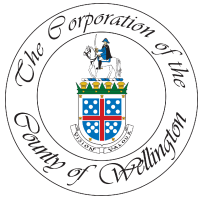
# County of Wellington

05-November-2015

## Roads and Engineering

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Culverts							
WR18, Culvert 18021, D & Liner	\$350,000	\$1,040	\$8,118	\$45,072	\$53,190	15 %	\$296,810
WR6, Culvert 06081 replace	\$75,000	\$0	\$10,864	\$2,211	\$13,075	17 %	\$61,925
WR11 Culvert 110900 Replace	\$50,000	\$5,751	\$8,088	\$18,522	\$26,610	53 %	\$23,390
WR22, Culvert east of WR23	\$710,000	\$7,903	\$618,296	\$94,835	\$713,131	100 %	-\$3,131
WR5, Culvert 0.9km s 7th line	\$200,000	\$1,071	\$111,502	\$6,118	\$117,620	59 %	\$82,380
WR11, Culvert 111020	\$400,000	\$1,988	\$55,535	\$20,085	\$75,620	19 %	\$324,380
WR12, Culvert 12086	\$25,000	\$759	\$16,806	\$3,499	\$20,305	81 %	\$4,695
WR12, Culvert 12087	\$50,000	\$0	\$0	\$7,633	\$7,633	15 %	\$42,367
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	\$1,070	\$0	\$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
Subtotal Culverts	\$2,110,000	\$18,511	\$830,279	\$197,974	\$1,028,254	49%	\$1,081,746
County Bridges on Local Roads							
E-W Luther TL Bridge 000101	\$600,000	\$0	\$3,934	\$48,310	\$52,244	9 %	\$547,756
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	\$3,934	\$48,310	\$52,244	8%	\$597,756
Roads Resurfacing							
WR16, WR15 to Hwy89 5.4km	\$647,300	\$674	\$1,102	\$764,377	\$765,479	118 %	-\$118,179
WR124, COG to Era pvmt preserv	\$912,600	\$64,036	\$105,705	\$1,019,354	\$1,125,059	123 %	-\$212,459
WR32, WR124 to hwy 7, 5.3 km	\$2,400,000	\$1,717,767	\$2,392,221	\$0	\$2,392,221	100 %	\$7,779
WR87, Hwy23 to Minto/Howick	\$100,000	\$0	\$0	\$0	\$0	0 %	\$100,000
WR124, Guelph to Reg. Waterloo	\$150,000	\$0	\$0	\$0	\$0	0 %	\$150,000
WR10, Conc 8 to 4 5.4km	\$1,300,000	\$582,029	\$1,184,237	\$0	\$1,184,237	91 %	\$115,763
Subtotal Roads Resurfacing	\$5,509,900	\$2,364,507	\$3,683,266	\$1,783,731	\$5,466,997	99%	\$42,903
Total Roads and Engineering	\$37,191,400	\$4,607,473	\$14,283,800	\$9,607,201	\$23,891,001	64 %	\$13,300,399



**County of Wellington**  
**Solid Waste Services**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$717,700	\$3,486	\$322,250	45%	\$395,450
Licenses, Permits and Rents	\$12,900	\$3,819	\$12,887	100%	\$13
User Fees & Charges	\$2,225,000	\$222,182	\$1,972,084	89%	\$252,916
Sales Revenue	\$972,600	\$71,206	\$590,313	61%	\$382,287
Internal Recoveries	\$396,100	\$34,797	\$321,960	81%	\$74,140
<b>Total Revenue</b>	<b>\$4,324,300</b>	<b>\$335,490</b>	<b>\$3,219,494</b>	<b>74%</b>	<b>\$1,104,806</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$2,338,200	\$164,167	\$1,785,976	76%	\$552,224
Supplies, Material & Equipment	\$935,000	\$38,129	\$617,787	66%	\$317,213
Purchased Services	\$4,428,800	\$337,254	\$3,084,827	70%	\$1,343,973
Insurance & Financial	\$136,800	\$4,440	\$130,151	95%	\$6,649
Internal Charges	\$398,000	\$34,131	\$297,545	75%	\$100,455
<b>Total Expenditures</b>	<b>\$8,236,800</b>	<b>\$578,120</b>	<b>\$5,916,286</b>	<b>72%</b>	<b>\$2,320,514</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$3,912,500</b>	<b>\$242,631</b>	<b>\$2,696,792</b>	<b>69%</b>	<b>\$1,215,708</b>
<b>Transfers</b>					
Transfers from Reserves	\$(272,700)	\$0	\$0	0%	\$(272,700)
Transfer to Reserves	\$800,000	\$0	\$800,000	100%	\$0
<b>Total Transfers</b>	<b>\$527,300</b>	<b>\$0</b>	<b>\$800,000</b>	<b>152%</b>	<b>\$(272,700)</b>
<b>NET COST (REVENUE)</b>	<b>\$4,439,800</b>	<b>\$242,631</b>	<b>\$3,496,792</b>	<b>79%</b>	<b>\$943,008</b>



# County of Wellington

04-November-2015

## Solid Waste Services Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Elora Transfer clsd Nichol LF	\$1,200,000	\$0	\$35,290	\$1,006,569	\$1,041,859	87 %	\$158,141
Aberfoyle Closed Site	\$200,000	\$0	\$12,397	\$148,500	\$160,897	80 %	\$39,103
Belwood Closed Site	\$360,000	\$0	\$0	\$6,411	\$6,411	2 %	\$353,589
<b>Total Solid Waste Services</b>	<b>\$1,760,000</b>	<b>\$0</b>	<b>\$47,687</b>	<b>\$1,161,480</b>	<b>\$1,209,167</b>	<b>69 %</b>	<b>\$550,833</b>



**County of Wellington**  
**Planning**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$28,000	\$0	\$15,000	54%	\$13,000
Municipal Recoveries	\$35,000	\$3,250	\$31,271	89%	\$3,729
User Fees & Charges	\$250,000	\$25,615	\$239,975	96%	\$10,025
Other Revenue	\$0	\$0	\$28,401	0%	\$(28,401)
Internal Recoveries	\$500	\$1	\$668	134%	\$(168)
<b>Total Revenue</b>	<b>\$313,500</b>	<b>\$28,866</b>	<b>\$315,314</b>	<b>101%</b>	<b>\$(1,814)</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,588,000	\$124,527	\$1,293,857	81%	\$294,143
Supplies, Material & Equipment	\$36,800	\$1,236	\$21,600	59%	\$15,200
Purchased Services	\$298,100	\$15,298	\$212,203	71%	\$85,897
Transfer Payments	\$740,000	\$0	\$288,895	39%	\$451,105
Internal Charges	\$6,100	\$(25,152)	\$3,468	57%	\$2,632
<b>Total Expenditures</b>	<b>\$2,669,000</b>	<b>\$115,909</b>	<b>\$1,820,024</b>	<b>68%</b>	<b>\$848,976</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$2,355,500</b>	<b>\$87,043</b>	<b>\$1,504,710</b>	<b>64%</b>	<b>\$850,790</b>
<b>Transfers</b>					
Transfers from Reserves	\$(20,000)	\$0	\$0	0%	\$(20,000)
Transfer to Reserves	\$0	\$0	\$13,804	0%	\$(13,804)
<b>Total Transfers</b>	<b>\$(20,000)</b>	<b>\$0</b>	<b>\$13,804</b>	<b>(69%)</b>	<b>\$(33,804)</b>
<b>NET COST (REVENUE)</b>	<b>\$2,335,500</b>	<b>\$87,043</b>	<b>\$1,518,514</b>	<b>65%</b>	<b>\$816,986</b>



## County of Wellington

04-November-2015

### Planning

#### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	October	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Trans Canada Trail	\$395,300	\$63,513	\$174,849	\$0	\$174,849	44 %	\$220,451
Official Plan Update	\$40,000	\$0	\$1,674	\$25,694	\$27,368	68 %	\$12,632
<b>Total Planning</b>	<b>\$435,300</b>	<b>\$63,513</b>	<b>\$176,523</b>	<b>\$25,694</b>	<b>\$202,218</b>	<b>46 %</b>	<b>\$233,082</b>



**County of Wellington**  
**Green Legacy**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Sales Revenue	\$500	\$0	\$681	136%	\$(181)
Other Revenue	\$1,500	\$0	\$702	47%	\$798
<b>Total Revenue</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$1,383</b>	<b>69%</b>	<b>\$617</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$475,800	\$38,042	\$398,343	84%	\$77,457
Supplies, Material & Equipment	\$101,100	\$3,904	\$71,338	71%	\$29,762
Purchased Services	\$77,000	\$3,987	\$59,270	77%	\$17,730
Insurance & Financial	\$9,100	\$0	\$9,118	100%	\$(18)
Internal Charges	\$5,000	\$3,749	\$7,328	147%	\$(2,328)
<b>Total Expenditures</b>	<b>\$668,000</b>	<b>\$49,682</b>	<b>\$545,397</b>	<b>82%</b>	<b>\$122,603</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$666,000</b>	<b>\$49,682</b>	<b>\$544,014</b>	<b>82%</b>	<b>\$121,986</b>
<b>NET COST (REVENUE)</b>	<b>\$666,000</b>	<b>\$49,682</b>	<b>\$544,014</b>	<b>82%</b>	<b>\$121,986</b>





**County of Wellington**  
**Emergency Management**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$277,700	\$27,841	\$269,336	97%	\$8,364
Supplies, Material & Equipment	\$8,500	\$506	\$7,929	93%	\$571
Purchased Services	\$176,500	\$3,536	\$143,832	81%	\$32,668
Transfer Payments	\$141,000	\$0	\$71,555	51%	\$69,445
Insurance & Financial	\$2,000	\$0	\$1,984	99%	\$16
<b>Total Expenditures</b>	<b>\$605,700</b>	<b>\$31,883</b>	<b>\$494,636</b>	<b>82%</b>	<b>\$111,064</b>
NET OPERATING COST / (REVENUE)	\$605,700	\$31,883	\$494,636	82%	\$111,064
<b>NET COST (REVENUE)</b>	<b>\$605,700</b>	<b>\$31,883</b>	<b>\$494,636</b>	<b>82%</b>	<b>\$111,064</b>



**County of Wellington**  
**Police Services**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$272,700	\$0	\$120,492	44%	\$152,208
Licenses, Permits and Rents	\$153,600	\$13,240	\$135,785	88%	\$17,815
Fines and Penalties	\$75,000	\$3,136	\$54,634	73%	\$20,366
User Fees & Charges	\$79,000	\$(4,062)	\$64,482	82%	\$14,518
Other Revenue	\$1,000	\$0	\$1,847	185%	\$(847)
<b>Total Revenue</b>	<b>\$581,300</b>	<b>\$12,315</b>	<b>\$377,241</b>	<b>65%</b>	<b>\$204,059</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$140,000	\$12,100	\$121,246	87%	\$18,754
Supplies, Material & Equipment	\$44,200	\$10,874	\$42,982	97%	\$1,218
Purchased Services	\$384,800	\$33,209	\$364,985	95%	\$19,815
Transfer Payments	\$16,432,800	\$0	\$12,180,870	74%	\$4,251,930
Insurance & Financial	\$7,200	\$0	\$8,450	117%	\$(1,250)
Minor Capital Expenses	\$19,000	\$27,494	\$27,494	145%	\$(8,494)
Debt Charges	\$594,600	\$156,292	\$395,184	66%	\$199,416
Internal Charges	\$1,500	\$44	\$978	65%	\$522
<b>Total Expenditures</b>	<b>\$17,624,100</b>	<b>\$240,012</b>	<b>\$13,142,188</b>	<b>75%</b>	<b>\$4,481,912</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$17,042,800</b>	<b>\$227,698</b>	<b>\$12,764,947</b>	<b>75%</b>	<b>\$4,277,853</b>
<b>Transfers</b>					
Transfers from Reserves	\$(109,200)	\$0	\$0	0%	\$(109,200)
Transfer to Reserves	\$90,000	\$0	\$90,000	100%	\$0
<b>Total Transfers</b>	<b>\$(19,200)</b>	<b>\$0</b>	<b>\$90,000</b>	<b>(469%)</b>	<b>\$(109,200)</b>
<b>NET COST (REVENUE)</b>	<b>\$17,023,600</b>	<b>\$227,698</b>	<b>\$12,854,947</b>	<b>76%</b>	<b>\$4,168,653</b>



## County of Wellington

04-November-2015

### Police Services

#### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
NW OPP Operations Centre	\$7,500,000	\$0	\$58,603	\$7,056,048	\$7,114,651	95 %	\$385,349
<b>Total Police Services</b>	<b>\$7,500,000</b>	<b>\$0</b>	<b>\$58,603</b>	<b>\$7,056,048</b>	<b>\$7,114,651</b>	<b>95 %</b>	<b>\$385,349</b>



**County of Wellington**  
**Museum & Archives at WP**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$52,300	\$0	\$0	0%	\$52,300
Licenses, Permits and Rents	\$42,000	\$5,905	\$55,256	132%	\$(13,256)
User Fees & Charges	\$60,000	\$5,198	\$65,506	109%	\$(5,506)
Sales Revenue	\$7,200	\$622	\$7,905	110%	\$(705)
Other Revenue	\$5,000	\$324	\$6,719	134%	\$(1,719)
<b>Total Revenue</b>	<b>\$166,500</b>	<b>\$12,049</b>	<b>\$135,386</b>	<b>81%</b>	<b>\$31,114</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$1,367,300	\$109,900	\$1,152,273	84%	\$215,027
Supplies, Material & Equipment	\$153,700	\$6,084	\$109,265	71%	\$44,435
Purchased Services	\$363,400	\$14,577	\$216,108	59%	\$147,292
Transfer Payments	\$5,000	\$0	\$0	0%	\$5,000
Insurance & Financial	\$17,300	\$0	\$17,497	101%	\$(197)
Internal Charges	\$0	\$0	\$15	0%	\$(15)
<b>Total Expenditures</b>	<b>\$1,906,700</b>	<b>\$130,561</b>	<b>\$1,495,157</b>	<b>78%</b>	<b>\$411,543</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,740,200</b>	<b>\$118,512</b>	<b>\$1,359,771</b>	<b>78%</b>	<b>\$380,429</b>
<b>Transfers</b>					
Transfer to Capital	\$200,000	\$0	\$200,000	100%	\$0
<b>Total Transfers</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$1,940,200</b>	<b>\$118,512</b>	<b>\$1,559,771</b>	<b>80%</b>	<b>\$380,429</b>



## County of Wellington

04-November-2015

### Museum & Archives at WP Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		
					Total	% of Budget	Remaining Budget
Terrace / OPP Road Upgrade	\$1,300,000	\$85,747	\$388,350	\$709,868	\$1,098,217	84 %	\$201,783
Groves Hospital Grant	\$3,882,000	\$92,968	\$465,207	\$1,893,741	\$2,358,948	61 %	\$1,523,052
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	\$10,461	\$23,202	\$0	\$23,202	6 %	\$376,798
<b>Total Museum &amp; Archives at WP</b>	<b>\$6,412,000</b>	<b>\$189,176</b>	<b>\$876,759</b>	<b>\$2,810,345</b>	<b>\$3,687,103</b>	<b>58 %</b>	<b>\$2,724,897</b>



**County of Wellington**  
**Library Services**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$182,500	\$4,092	\$50,009	27%	\$132,491
Municipal Recoveries	\$27,000	\$13,500	\$25,447	94%	\$1,553
Licenses, Permits and Rents	\$35,000	\$15,255	\$38,812	111%	\$(3,812)
User Fees & Charges	\$84,000	\$8,218	\$74,563	89%	\$9,437
Sales Revenue	\$7,900	\$1,541	\$7,384	93%	\$516
Other Revenue	\$0	\$326	\$3,430	0%	\$(3,430)
<b>Total Revenue</b>	<b>\$336,400</b>	<b>\$42,932</b>	<b>\$199,645</b>	<b>59%</b>	<b>\$136,755</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,799,200	\$302,385	\$3,088,146	81%	\$711,054
Supplies, Material & Equipment	\$828,100	\$61,177	\$746,571	90%	\$81,529
Purchased Services	\$836,500	\$52,539	\$830,886	99%	\$5,614
Insurance & Financial	\$22,200	\$11	\$23,631	106%	\$(1,431)
Minor Capital Expenses	\$68,000	\$0	\$36,254	53%	\$31,746
Debt Charges	\$690,100	\$45,039	\$634,079	92%	\$56,021
Internal Charges	\$1,500	\$350	\$2,204	147%	\$(704)
<b>Total Expenditures</b>	<b>\$6,245,600</b>	<b>\$461,501</b>	<b>\$5,361,771</b>	<b>86%</b>	<b>\$883,829</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$5,909,200</b>	<b>\$418,569</b>	<b>\$5,162,127</b>	<b>87%</b>	<b>\$747,073</b>
<b>Transfers</b>					
Transfers from Reserves	\$(218,800)	\$0	\$(36,254)	17%	\$(182,546)
Transfer to Capital	\$2,270,000	\$0	\$2,270,000	100%	\$0
<b>Total Transfers</b>	<b>\$2,051,200</b>	<b>\$0</b>	<b>\$2,233,746</b>	<b>109%</b>	<b>\$(182,546)</b>
<b>NET COST (REVENUE)</b>	<b>\$7,960,400</b>	<b>\$418,569</b>	<b>\$7,395,872</b>	<b>93%</b>	<b>\$564,528</b>



# County of Wellington

04-November-2015

## Library Services

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		
					Total	% of Budget	Remaining Budget
Aboyne Facility Improvements	\$820,000	\$0	\$0	\$106,166	\$106,166	13 %	\$713,834
Fergus Branch Exp and Reno	\$5,000,000	\$57	\$861,192	\$4,107,574	\$4,968,766	99 %	\$31,234
Palmerston Branch Exp	\$3,500,000	\$329,810	\$1,532,569	\$93,458	\$1,626,027	46 %	\$1,873,973
Palmerston Br Coll Enhancement	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
Self Check out Drayton & MtFor	\$70,000	\$0	\$18,028	\$0	\$18,028	26 %	\$51,972
<b>Total Library Services</b>	<b>\$9,440,000</b>	<b>\$329,867</b>	<b>\$2,411,789</b>	<b>\$4,307,198</b>	<b>\$6,718,987</b>	<b>71 %</b>	<b>\$2,721,013</b>



**County of Wellington**  
**Ontario Works**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$19,862,400	\$1,732,795	\$17,427,846	88%	\$2,434,554
Municipal Recoveries	\$3,576,300	\$268,942	\$2,485,497	69%	\$1,090,803
Other Revenue	\$52,300	\$980	\$48,515	93%	\$3,785
Internal Recoveries	\$10,300	\$0	\$10,913	106%	\$(613)
<b>Total Revenue</b>	<b>\$23,501,300</b>	<b>\$2,002,717</b>	<b>\$19,972,771</b>	<b>85%</b>	<b>\$3,528,529</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$5,955,200	\$542,918	\$4,927,984	83%	\$1,027,216
Supplies, Material & Equipment	\$179,300	\$6,951	\$128,020	71%	\$51,280
Purchased Services	\$406,900	\$25,649	\$298,967	73%	\$107,933
Social Assistance	\$17,330,600	\$1,393,580	\$14,706,215	85%	\$2,624,385
Transfer Payments	\$24,300	\$0	\$24,342	100%	\$(42)
Insurance & Financial	\$0	\$0	\$569	0%	\$(569)
Internal Charges	\$1,334,800	\$110,779	\$1,114,122	83%	\$220,678
<b>Total Expenditures</b>	<b>\$25,231,100</b>	<b>\$2,079,877</b>	<b>\$21,200,219</b>	<b>84%</b>	<b>\$4,030,881</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$1,729,800</b>	<b>\$77,160</b>	<b>\$1,227,449</b>	<b>71%</b>	<b>\$502,351</b>
<b>NET COST (REVENUE)</b>	<b>\$1,729,800</b>	<b>\$77,160</b>	<b>\$1,227,449</b>	<b>71%</b>	<b>\$502,351</b>





**County of Wellington**  
**Child Care Services**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$11,117,700	\$1,292,202	\$9,798,930	88%	\$1,318,770
Municipal Recoveries	\$2,773,600	\$492,815	\$2,675,914	96%	\$97,686
User Fees & Charges	\$254,000	\$34,140	\$280,917	111%	\$(26,917)
Internal Recoveries	\$354,900	\$124,518	\$368,273	104%	\$(13,373)
<b>Total Revenue</b>	<b>\$14,500,200</b>	<b>\$1,943,675</b>	<b>\$13,124,035</b>	<b>91%</b>	<b>\$1,376,165</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,957,800	\$360,274	\$3,216,042	81%	\$741,758
Supplies, Material & Equipment	\$222,700	\$10,954	\$265,868	119%	\$(43,168)
Purchased Services	\$350,800	\$35,652	\$252,320	72%	\$98,480
Social Assistance	\$9,826,100	\$1,511,309	\$9,257,554	94%	\$568,546
Insurance & Financial	\$1,800	\$0	\$2,034	113%	\$(234)
Minor Capital Expenses	\$119,600	\$0	\$73,624	62%	\$45,976
Internal Charges	\$1,003,000	\$178,683	\$909,443	91%	\$93,557
<b>Total Expenditures</b>	<b>\$15,481,800</b>	<b>\$2,096,872</b>	<b>\$13,976,884</b>	<b>90%</b>	<b>\$1,504,916</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$981,600</b>	<b>\$153,197</b>	<b>\$852,848</b>	<b>87%</b>	<b>\$128,752</b>
<b>NET COST (REVENUE)</b>	<b>\$981,600</b>	<b>\$153,197</b>	<b>\$852,848</b>	<b>87%</b>	<b>\$128,752</b>



**County of Wellington**  
**Social Housing**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$7,742,300	\$861,609	\$6,553,387	85%	\$1,188,913
Municipal Recoveries	\$15,117,700	\$1,300,342	\$12,168,032	80%	\$2,949,668
Licenses, Permits and Rents	\$5,200,000	\$451,721	\$4,464,480	86%	\$735,520
User Fees & Charges	\$52,500	\$8,853	\$58,398	111%	\$(5,898)
Sales Revenue	\$0	\$0	\$517	0%	\$(517)
Other Revenue	\$0	\$0	\$569	0%	\$(569)
<b>Total Revenue</b>	<b>\$28,112,500</b>	<b>\$2,622,524</b>	<b>\$23,245,384</b>	<b>83%</b>	<b>\$4,867,116</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,617,300	\$333,133	\$2,926,120	81%	\$691,180
Supplies, Material & Equipment	\$362,400	\$28,561	\$220,378	61%	\$142,022
Purchased Services	\$6,365,600	\$440,109	\$5,430,577	85%	\$935,024
Social Assistance	\$18,004,300	\$1,648,744	\$14,450,644	80%	\$3,553,656
Transfer Payments	\$1,158,200	\$289,543	\$1,158,172	100%	\$28
Insurance & Financial	\$233,600	\$760	\$202,665	87%	\$30,935
Minor Capital Expenses	\$607,000	\$102,530	\$642,794	106%	\$(35,794)
Internal Charges	\$671,500	\$55,857	\$571,235	85%	\$100,265
<b>Total Expenditures</b>	<b>\$31,019,900</b>	<b>\$2,899,237</b>	<b>\$25,602,585</b>	<b>83%</b>	<b>\$5,417,315</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$2,907,400</b>	<b>\$276,712</b>	<b>\$2,357,201</b>	<b>81%</b>	<b>\$550,199</b>
<b>Transfers</b>					
Transfers from Reserves	\$(148,100)	\$0	\$0	0%	\$(148,100)
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
<b>Total Transfers</b>	<b>\$1,351,900</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>111%</b>	<b>\$(148,100)</b>
<b>NET COST (REVENUE)</b>	<b>\$4,259,300</b>	<b>\$276,712</b>	<b>\$3,857,201</b>	<b>91%</b>	<b>\$402,099</b>



**County of Wellington**  
**County Affordable Housing**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$206,800	\$0	\$151,354	73%	\$55,446
Licenses, Permits and Rents	\$571,800	\$49,643	\$482,990	84%	\$88,810
User Fees & Charges	\$0	\$0	\$1,441	0%	\$(1,441)
Other Revenue	\$0	\$0	\$15,175	0%	\$(15,175)
<b>Total Revenue</b>	<b>\$778,600</b>	<b>\$49,643</b>	<b>\$650,960</b>	<b>84%</b>	<b>\$127,640</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$3,700	\$0	\$2,068	56%	\$1,632
Supplies, Material & Equipment	\$32,200	\$7,277	\$32,264	100%	\$(64)
Purchased Services	\$370,200	\$21,188	\$260,505	70%	\$109,695
Insurance & Financial	\$13,700	\$0	\$11,233	82%	\$2,467
Minor Capital Expenses	\$26,600	\$0	\$0	0%	\$26,600
Debt Charges	\$302,000	\$0	\$234,855	78%	\$67,145
<b>Total Expenditures</b>	<b>\$748,400</b>	<b>\$28,465</b>	<b>\$540,925</b>	<b>72%</b>	<b>\$207,475</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$(30,200)</b>	<b>\$(21,178)</b>	<b>\$(110,036)</b>	<b>364%</b>	<b>\$79,836</b>
<b>Transfers</b>					
Transfer to Reserves	\$530,200	\$0	\$515,175	97%	\$15,025
<b>Total Transfers</b>	<b>\$530,200</b>	<b>\$0</b>	<b>\$515,175</b>	<b>97%</b>	<b>\$15,025</b>
<b>NET COST (REVENUE)</b>	<b>\$500,000</b>	<b>\$(21,178)</b>	<b>\$405,139</b>	<b>81%</b>	<b>\$94,861</b>



# County of Wellington

06-November-2015

## Social Services

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October 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
<b>Subtotal Ontario Works</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$150,000</b>
<b>Child Care Services</b>							
Willowdale Construction	\$2,375,000	\$149	\$28,871	\$2,283,372	\$2,312,243	97%	\$62,757
<b>Subtotal Child Care Services</b>	<b>\$2,375,000</b>	<b>\$149</b>	<b>\$28,871</b>	<b>\$2,283,372</b>	<b>\$2,312,243</b>	<b>97%</b>	<b>\$62,757</b>
<b>Social Housing</b>							
261-263 Speedvale Addition/Ele	\$1,340,000	\$10,432	\$56,090	\$0	\$56,090	4%	\$1,283,910
51 John St Make up Air Unit	\$70,000	\$2,066	\$62,323	\$13,829	\$76,152	109%	-\$6,152
229 Dublin Roof	\$12,000	\$0	\$2,386	\$9,046	\$11,432	95%	\$568
212 Whites Rd Make up Air Unit	\$50,000	\$0	\$54,864	\$0	\$54,864	110%	-\$4,864
Fire System Upg City Locations	\$550,700	\$77,898	\$125,925	\$0	\$125,925	23%	\$424,775
Fire System Upg County Locatn	\$225,000	\$0	\$4,273	\$0	\$4,273	2%	\$220,727
Elizabeth St. Roof	\$84,600	\$62,876	\$65,725	\$0	\$65,725	78%	\$18,875
229 Dublin Make Up Air Unit	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
32 Hadati Roof Design/Replace	\$20,000	\$0	\$0	\$0	\$0	0%	\$20,000
56 Mill St Front Entry Reno	\$100,000	\$34,436	\$70,416	\$0	\$70,416	70%	\$29,584
Vancouver Dr Major Upgrade	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
56 Mill St Roof	\$130,400	\$100,617	\$100,617	\$0	\$100,617	77%	\$29,783
Flooring Rplcmnts City Units	\$228,000	\$0	\$0	\$0	\$0	0%	\$228,000
450 Albert St Roof	\$75,900	\$0	\$117,107	\$0	\$117,107	154%	-\$41,207
450 Albert Make Up Air Unit	\$140,100	\$63,703	\$87,562	\$0	\$87,562	62%	\$52,538
Mt. Forest Proprrty Acquisition	\$1,300,000	\$0	\$0	\$0	\$0	0%	\$1,300,000
<b>Subtotal Social Housing</b>	<b>\$4,446,700</b>	<b>\$352,027</b>	<b>\$734,216</b>	<b>\$35,949</b>	<b>\$770,165</b>	<b>17%</b>	<b>\$3,676,535</b>



# County of Wellington

06-November-2015

## Social Services

### Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
<b>Affordable Housing</b>							
Investing in Affordable Hsing	\$600,000	\$0	\$540,000	\$0	\$540,000	90 %	\$60,000
Phase II Fergusson Place	\$10,725,000	\$16,918	\$210,531	\$0	\$210,531	2 %	\$10,514,469
165 Gordon Generator	\$320,000	\$452	\$12,253	\$0	\$12,253	4 %	\$307,747
182 George St Capital Works	\$50,000	\$0	\$0	\$0	\$0	0 %	\$50,000
<b>Subtotal Affordable Housing</b>	<b>\$11,695,000</b>	<b>\$17,369</b>	<b>\$762,784</b>	<b>\$0</b>	<b>\$762,784</b>	<b>7%</b>	<b>\$10,932,216</b>
<b>Total Social Services</b>	<b>\$18,666,700</b>	<b>\$369,546</b>	<b>\$1,525,871</b>	<b>\$2,319,321</b>	<b>\$3,845,192</b>	<b>21 %</b>	<b>\$14,821,508</b>



**County of Wellington**  
**Homes for the Aged**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$8,081,200	\$709,646	\$7,114,977	88%	\$966,223
Municipal Recoveries	\$112,000	\$0	\$124,356	111%	\$(12,356)
User Fees & Charges	\$4,256,000	\$366,244	\$3,551,649	83%	\$704,351
Other Revenue	\$0	\$6,331	\$14,000	0%	\$(14,000)
<b>Total Revenue</b>	<b>\$12,449,200</b>	<b>\$1,082,221</b>	<b>\$10,804,983</b>	<b>87%</b>	<b>\$1,644,217</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$14,382,500	\$1,122,415	\$12,042,705	84%	\$2,339,795
Supplies, Material & Equipment	\$1,191,800	\$100,552	\$925,275	78%	\$266,525
Purchased Services	\$982,100	\$110,640	\$843,591	86%	\$138,509
Insurance & Financial	\$32,000	\$0	\$32,062	100%	\$(62)
Debt Charges	\$1,964,000	\$109,896	\$1,627,316	83%	\$336,684
Internal Charges	\$1,139,900	\$94,564	\$938,207	82%	\$201,693
<b>Total Expenditures</b>	<b>\$19,692,300</b>	<b>\$1,538,066</b>	<b>\$16,409,156</b>	<b>83%</b>	<b>\$3,283,144</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$7,243,100</b>	<b>\$455,845</b>	<b>\$5,604,173</b>	<b>77%</b>	<b>\$1,638,927</b>
<b>Transfers</b>					
Transfer to Capital	\$95,000	\$0	\$95,000	100%	\$0
Transfer to Reserves	\$250,000	\$0	\$250,000	100%	\$0
<b>Total Transfers</b>	<b>\$345,000</b>	<b>\$0</b>	<b>\$345,000</b>	<b>100%</b>	<b>\$0</b>
<b>NET COST (REVENUE)</b>	<b>\$7,588,100</b>	<b>\$455,845</b>	<b>\$5,949,173</b>	<b>78%</b>	<b>\$1,638,927</b>



## County of Wellington

06-November-2015

### Homes for the Aged Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending October 31, 2015

	Approved Budget	October Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Furniture Replacements	\$40,000	\$0	\$0	\$0	\$0	0 %	\$40,000
2015 Nursing Equip Replacement	\$35,000	\$0	\$0	\$0	\$0	0 %	\$35,000
<b>Total Homes for the Aged</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0 %</b>	<b>\$75,000</b>



**County of Wellington**  
**Economic Development**  
Statement of Operations as of  
31 Oct 2015

	<b>Annual Budget</b>	<b>October Actual \$</b>	<b>YTD Actual \$</b>	<b>YTD Actual %</b>	<b>Remaining Budget</b>
<b>Revenue</b>					
Grants and Subsidies	\$30,000	\$0	\$43,890	146%	\$(13,890)
Municipal Recoveries	\$0	\$0	\$5,000	0%	\$(5,000)
User Fees & Charges	\$60,000	\$709	\$41,806	70%	\$18,194
<b>Total Revenue</b>	<b>\$90,000</b>	<b>\$709</b>	<b>\$90,696</b>	<b>101%</b>	<b>\$(696)</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$282,000	\$27,617	\$259,136	92%	\$22,864
Supplies, Material & Equipment	\$20,800	\$10,869	\$47,384	228%	\$(26,584)
Purchased Services	\$277,700	\$11,689	\$238,282	86%	\$39,418
Transfer Payments	\$355,000	\$75,000	\$280,000	79%	\$75,000
<b>Total Expenditures</b>	<b>\$935,500</b>	<b>\$125,174</b>	<b>\$824,801</b>	<b>88%</b>	<b>\$110,699</b>
<b>NET OPERATING COST / (REVENUE)</b>	<b>\$845,500</b>	<b>\$124,465</b>	<b>\$734,105</b>	<b>87%</b>	<b>\$111,395</b>
<b>Transfers</b>					
Transfers from Reserves	\$(75,000)	\$0	\$0	0%	\$(75,000)
Transfer to Capital	\$70,000	\$0	\$70,000	100%	\$0
Transfer to Reserves	\$200,000	\$0	\$200,000	100%	\$0
<b>Total Transfers</b>	<b>\$195,000</b>	<b>\$0</b>	<b>\$270,000</b>	<b>138%</b>	<b>\$(75,000)</b>
<b>NET COST (REVENUE)</b>	<b>\$1,040,500</b>	<b>\$124,465</b>	<b>\$1,004,105</b>	<b>97%</b>	<b>\$36,395</b>





# County of Wellington

10-November-2015

## Economic Development Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending December 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved	December	Current	Previous	Total	% of	Remaining
	Budget	Actual	Year	Years		Budget	Budget
Wellington Signage Strategy	\$70,000	\$0	\$17,792	\$0	\$17,792	25 %	\$52,208
SWIFT Rural Broadband	\$0	\$0	\$20,000	\$0	\$20,000	0 %	-\$20,000
<b>Total Economic Development</b>	<b>\$70,000</b>	<b>\$0</b>	<b>\$37,792</b>	<b>\$0</b>	<b>\$37,792</b>	<b>54 %</b>	<b>\$32,208</b>



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Planning Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 19, 2015  
**Subject:** **Administration 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges for Administration be approved.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager of Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Administration</b>
Department:	Office of the CAO, Office of the Clerk, Treasury Department
Governance:	Administration, Finance and Personnel Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Dishonoured payment fee (NSF cheques and electronic transfers)	\$35.00	\$35.00	0%	incl
Dishonoured payment fee for social housing rent payments (NSF cheques and electronic transfers)	Bank service charge plus \$20.00, maximum of \$35.00	Bank service charge plus \$20.00, maximum of \$35.00	0%	incl
Interest on overdue accounts	2% per month	2% per month	0%	N/A
Room rental: Council chamber	\$150.00/day	\$150.00/day	0%	Add
Room rental: Council Lounge and kitchen	\$75.00/day	\$75.00/day	0%	Add
Room rental: Hungerford Room, Guelph Room, or Keith Room	\$50.00/day	\$50.00/day	0%	Add
Room rental: Council chamber suite (Chamber, Kitchen and Hungerford Room)	\$200.00/day	\$200.00/day	0%	Add

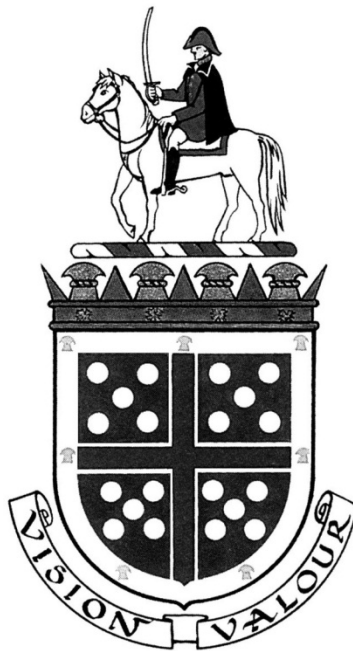
### **Notes:**

Authority to impose fees and charges is set out in Part XII of the Municipal Act, 2001, S.O. 2001, c. 25 and in by-law #5147-09 of the Corporation of the County of Wellington.

# **THE CORPORATION OF THE COUNTY OF WELLINGTON**

PRELIMINARY 2016-2020

FIVE YEAR PLAN



**PRESENTED TO:**

ADMINISTRATION, FINANCE AND HUMAN RESOURCES COMMITTEE

**NOVEMBER 19, 2015**

**CORPORATION OF THE COUNTY OF WELLINGTON  
PRELIMINARY 2016-20 FIVE YEAR PLAN**

**TABLE OF CONTENTS**

<b>Description</b>	<b>Page</b>
<b>Staff Report</b>	
Purpose of the Five Year Plan	2
2016-2020 Operating Budget and Tax Rate Forecast	2
2016-2020 Capital Budget Forecast	2-6
Debt Outstanding	7
2016-2020 Operating Budget Major Impacts	7-11
Concluding Comment	12
Recommendation	12
Staffing Summary	13
<b>Appendices</b>	
<u>2016-2020 Capital Budget</u>	
Capital Budget Summary	14
Project Lists	15-37
Operating Budget and Tax Rate Forecast	38
5 year Plan Department Operating Forecasts	39-62



## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 19, 2015  
**Subject:** Preliminary 2016-2020 Five-Year Plan

### Background:

The Five-Year Plan provides County Council with a preliminary operating budget, capital budget and tax rate forecast. It is used as a starting point to coordinate the financing of major capital initiatives through the appropriate use of levy funding, debt and reserves. The five-year plan provides Council with a longer term view of the major issues impacting on the programmes and services provided to the residents and businesses within Wellington County. The scope and magnitude of services provided by the County necessitates this long-term view of service levels and the associated budget impacts.

The Five-Year Plan helps ensure Council's ability to measure the reasonableness of the proposed levels of service and sources of financing and is presented in a series of high level schedules.

### Preliminary 2016-2020 Operating Budget and Tax Rate Forecast

The County's Budget projection is set out in the following table:

	2016	2017	2018	2019	2020
Gross Expenditure (\$ millions)	\$190.8	\$199.4	\$206.1	\$212.4	\$218.9
Tax Levy (\$ millions)	\$88.1	\$95.0	\$99.6	\$103.8	\$108.0
County tax impact (% change)	3.3%	6.8%	3.8 %	3.2%	3.1%

Weighted assessment growth is currently estimated 1.00% and \$819,400 represents a 1% change in County property taxes. This report sets out the capital projects and specific operating budget impacts which are expected in 2016 and throughout the forecast. It should be noted that the figures and projects presented herein are preliminary, and the forecast will be updated in January 2016 as the detailed 2016 budgets are prepared.

### 1. 2016-2020 Capital Budget Forecast

The Five-Year Capital Plan is found in the appendices. The schedule on page 14 provides Council with a high level review of spending by programme, along with sources of financing. Detailed project lists are found on subsequent pages. In accordance with the Capital Budget and Long Term Financing Policy, the list of capital works includes those initiatives that have a long term benefit to the corporation and whose capital cost is at least \$25,000. The capital budget affects future operating budgets in several ways, including future operating and maintenance costs for infrastructure and facilities as well as debt servicing costs and certain reserve transfers.

### Highlights of the capital programme include:

- \$153 million of capital investment over the five-year period
- Key initiatives include an ongoing investment in the County road and bridge network, the reconstruction of the Drayton and Erin Garages, construction of a new Hillsburgh Library, the County contribution to local hospitals, the construction of an additional 55 affordable housing units in Fergusson Place phase II and continuing improvements to Social and Affordable Housing Units.
- Importantly, 46% of the entire capital budget is projected to be financed from tax levy revenues, and 36% from reserves.
- The preliminary five-year forecast relies on only one debt issue totaling \$1.2 million.

Specific project highlights are as follows:

#### ❑ Roads (Pages 15-18)

- \$64.6 million for the existing network of roads, bridges and signals
- \$11.8 million in growth related construction including the addition of passing lanes and various intersection improvements.
- The 2016 tax levy requirement for road and facility work is higher than the amount projected in last year's five-year plan due to increased costs associated with the reconstruction of Wellington Road 46. The tax levy funding level over the forecast period sees a significant increase in order to accommodate the replacement of the Badley Bridge without compromising the planned works on the remaining infrastructure.
- The budget has increased for the design and rebuild of the Erin Garage and has been moved to 2019 and 2020. The replacement of the Drayton Garage budget has also increased and is expected to be constructed in 2016. County staff have been working together with Mapleton staff regarding the relocation of the Drayton shop to the current Township Administration centre. \$500,000 was approved in the 2015 budget process; the 2016 budget includes an additional \$3.5 million to complete the 20,000 square foot facility. The funding is shared between the Roads Capital Reserve \$1 million, current revenues \$1.3 million and a debt issue for the remaining \$1.2 million.
- Various shop repairs have been included at \$100,000 for each of the five years.
- \$10.2 million in equipment replacement: as in previous years, the equipment replacement expenditures are to be funded in full from the equipment replacement reserve, which in turn will be funded through reserve contributions from the tax levy.

#### ❑ Solid Waste Services (Page 19)

- A total of \$6.5 million in expenditures is projected over the five-year period
- Capital expenditures related to closed landfill sites totals \$100,000 for work at Elora Transfer closed Nichol Landfill. This work will be funded by the Landfill Closure and Post Closure Reserve Fund.
- A leachate collection system at the Riverstown landfill site is budgeted at \$3.4 million and is included in 2018 and 2019
- The equipment reserve will be used to fund both new and replacement equipment
- The development of a Waste Management Strategy is budgeted at \$300,000 spread equally over 2016, 17 and 18. Recommendations coming out of this strategy have the potential to impact future capital budgets.

#### ❑ Green Legacy (Page 20)

- A replacement truck for Tree Nursery manager is scheduled for 2016.
- Facility work on the southern nursery includes waterproofing the foundation. This work is funded from the property reserve.

❑ **Emergency Management (Page 21)**

- The fire paging system was reviewed through the 2015 operating budget resulting in a recommendation to increase the 2015 estimate of \$250,000. A capital project for the upgrading of the County fire paging equipment is proposed at \$400,000 in 2016 to be funded from the General Capital Reserve.
- Emergency Management software is included in 2017 at \$80,000. The emergency management software will be similar to the mapping tool that can be accessed by all municipalities to log information, email, and create reports, etc. that can be viewed by all emergency responding personnel. There are several software tools on the market staff will be working with IT to source an appropriate tool for the County and member municipalities
- The Emergency Management vehicle replacement is scheduled for 2019 at \$50,000.

❑ **County Property (Page 22)**

- Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. These projects are funded from the Property reserve, which in turn receives an annual contribution from the operating budget.
- Vehicle replacements are included in the forecast and are fully funded from the Property reserve.
- Building condition audits and potential asset management software is budgeted at \$100,000 in 2016 and is fully funded from the Property Reserve.

❑ **Administration (Page 23)**

- The five-year plan includes capital works for both Applications and Technical Services.  
Applications plans the implementation of an Integrated Housing System an 11 module software application database designed to meet the requirements of service manager administration for non-profit administration, rent supplement and wait list management. A planning software solution is also scheduled for replacement in 2016. City View will track and manage all incoming Planning Applications. Technical Services plans for both replacement and expansion activities in network, storage, servers and wifi systems. The proposed funding for all projects is the tax levy and includes a municipal contribution from the City of Guelph for the Housing system.

❑ **Police Services (Page 24)**

- The Rockwood OPP detachment will be in operations for ten years in 2016. Staff has started replacing building components as they age and become less efficient. The first of these is an HVAC replacement budgeted at \$75,000 over 2017, 18 and 19. The project is fully funded from the property reserve.

❑ **Museum and Archives at Wellington Place (Page 25)**

Museum and Archives:

- Renovations to the Nicholas Keith kitchen in 2016 budgeted at \$30,000 funded from the tax levy.
- Farm House Archeological dig proposed for 2018 and 2019 budgeted at \$175,000. The dig site is located near the hospital construction zone so the timing of this project is dependent on the completion of the hospital. Proposed funding is the tax levy.
- Repair of the main gates and pillars at the entrance to the museum. This work is slated for 2016 and budgeted at \$25,000 funded from the tax levy.
- Digitization and microfilm preservation project of the complete Wellington Advertiser 1968 – present in the Archives for 2016, to be funded from reserves

Wellington Place:

- The rehabilitation of Wellington Place lands refers to land located south of Wellington Road 18 and intends to protect the pump house and lime kiln ruins from further damage and to turn the site into an interpretive exhibit; and, create a new trail and make improvements to the existing trail along the Grand River and at the parking lot This project is scheduled for 2017 and has been approved for an



\$80,000 federal grant under the Canada 150 Community Infrastructure Programme with the remaining \$184,000 funded from reserve.

- Resurface Driveways and Parking lot is budgeted at \$400,000 over 2016 for the driveways and 2017 to complete the rear parking lot. Reserve funding is proposed for this project.
- The Wellington place signage project intends to replace the existing electronic sign and the installation of directional signs within WP property. The proposed budget is \$150,000 in 2017 and is fully funded from reserves.

❑ **Library Services (Page 26)**

- The County has acquired property in Hillsburgh for the construction of the new Hillsburgh Library scheduled for 2016-2017. \$4 million has been identified, funded \$1.5 million from the County Property Reserve and \$2.5 million from the tax levy.
- Local branch improvements in 2016 include the installation of self check out terminals at Palmerston and Aboyne, the replacement of outdoor signs at Marden and Palmerston, and the addition of interactive programme material in the children's department at various branches. Total budget is \$156,000 funded from the levy; additionally an upgrade to interior lights at the Rockwood branch is budgeted at \$25,000 funded from property reserve.
- Capital collection enhancements includes e-books in 2016 (\$50,000) and the new Hillsburgh branch in 2017 (\$50,000). Collection enhancements are partially eligible for Development Charge funding with the remaining funding from the tax levy.
- The library courier van is scheduled to be replaced in 2017 and is currently budgeted at \$75,000.

❑ **Social Services (Page 27)**

- The Capital plan includes facility improvements at 129 Wyndham St and the Fergus Ontario Works office. The County's portion is \$67,000 funded from reserve. The City's funding contribution for capital works is \$43,000

❑ **Housing (Pages 28-31)**

- Capital spending in 2016 includes building condition audits for Non-Profits and Affordable Housing units
- As well, the final phase of the Speedvale elevator project is planned for 2016 and is currently expected to be completed at a lower cost than originally forecast (savings of approximately \$200,000).
- Beginning in 2016, all capital spending (minor and major) will be included in the Capital Budget.
- Included in the capital budget for IT is the acquisition of the Integrated Housing System (IHS), a database being developed to streamline non-profit administration at \$57,000.
- The County portion of capital funding comes from the Social Services Reserve and the City portion of capital funding is based on the average prior year residence of county owned buildings.

❑ **Affordable Housing (Page 28)**

- The capital plan includes \$13.7 million for the construction of Fergusson Place Phase II. The County has secured \$8 million in funding from senior levels of government with the remaining \$5.8 million funded from reserves.
- Additionally \$203,000 over the five years has been allocated for facility improvements at 165 Gordon Street in Fergus and 182 George St in Arthur. These projects will be funded through the Housing Development Reserve Fund.

❑ **Child Care (Page 32)**

- The capital budget for child care includes an allocation of \$200,000 over 2016-18 to complete facility improvements at the administration offices located on Douglas Street. The County's portion of \$46,000 is funded from reserve and the City requirement is \$154,000.

❑ **Wellington Terrace (Page 33)**

- Nursing equipment replacements continue in each year of the five-year plan totaling \$290,000.
- An additional \$300,000 is included over the five years for resident lift equipment.
- The Domestic Hot Water Boiler is used to heat water throughout the facility. Replacement is budgeted in 2016 for \$120,000.
- Served upgrades are scheduled over 2016-2018 budgeted at \$25,000 each year. The upgrade includes replacing counter tops, cupboards and the roll out coolers.
- The replacement of 4 dishwashers is budgeted at \$30,000 in 2017
- Refrigerator replacements are budgeted at \$100,000 in 2018
- Public area furniture replacements are scheduled for 2019 and budgeted at \$50,000
- The resident appointment van is scheduled for replacement in 2020 and is budgeted at \$40,000
- Wireless phones used for internal communications are recommended for replacement in 2017 with a budget of \$50,000.
- The preliminary forecast has all projects funded from the levy.

❑ **Ambulance (Page 34)**

- The capital plan includes replacement ambulances, the purchase of ambulance equipment and ambulance related IT replacements and is based on preliminary information provided by the City of Guelph. Total County costs over the five-years are estimated at \$1.9 million fully funded by the Ambulance reserve.

❑ **Hospital Capital Grants (Page 35)**

- Hospital funding requests as approved by Council in June 2014 totaling \$9.4 million shared between Groves Memorial (\$5 million), Palmerston and District Hospital (\$2.2 million) and Louise Marshall Hospital (\$2.2 million). In 2015 Council approved equal installments of the Palmerston grant beginning in 2015, \$440,000 will be flowed to Palmerston in each of the first four years of the plan. The preliminary forecast shows the remaining payments in 2019 fully funded from reserve.

❑ **Economic Development (Page 36)**

- The County has committed to a municipal contribution to the Southwest Integrated Fibre Technology (SWIFT) initiative. The initial request in the 2015 budget process was for \$1 million to be paid in 2019; in May of 2015 an interim payment of \$20,000 was requested and approved by Council. The preliminary plan increases the annual payment by \$30,000 spread over the first three years with a remaining to be paid out in 2019.
- The Wellington signage implementation has a preliminary budget of \$100,000 funded from the tax levy and is scheduled for 2016.

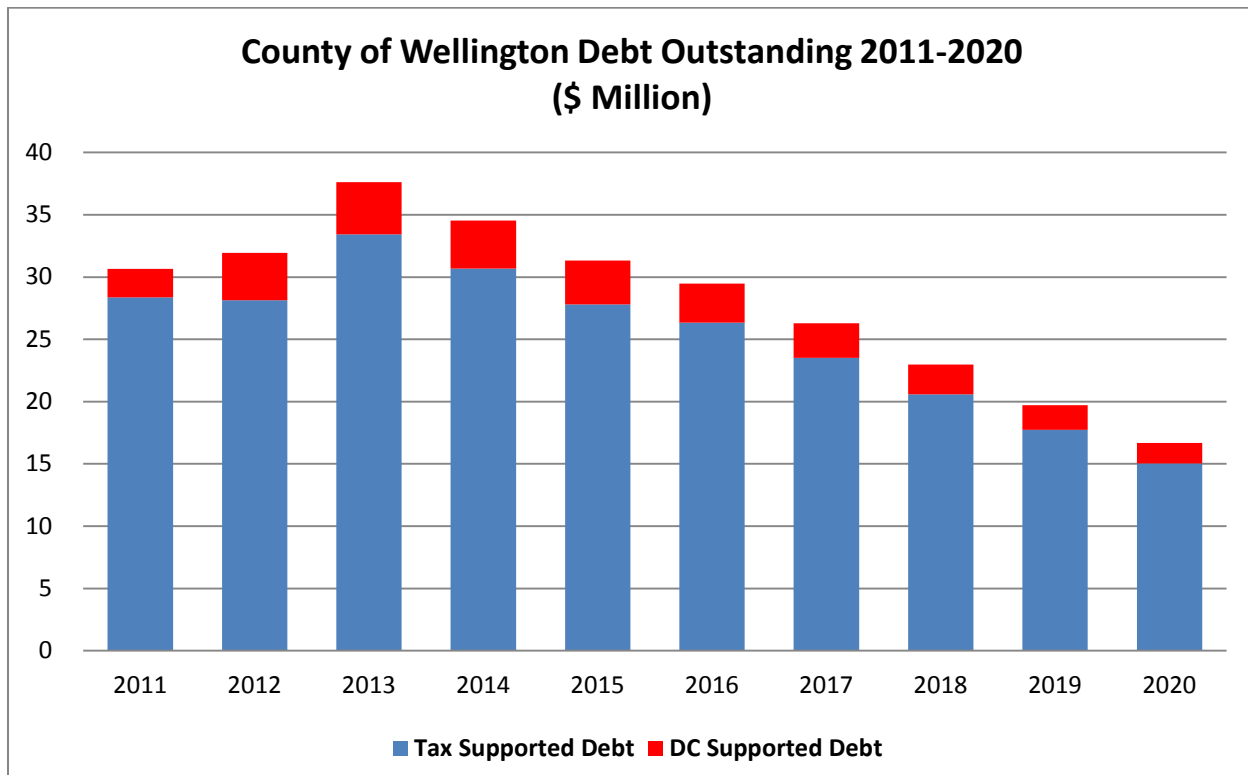
❑ **Provincial Offences Act (POA) (Page 37)**

- The County is responsible for 50% of POA related capital costs, in previous years projects that did not meet the County's capital threshold were budgeted through operating, however, the timing of budgets and expenditures for these capital projects have caused negative variances in the operating budget when the projects are not completed by the City within the fiscal year. Beginning in the 2016 process all items identified as capital are proposed to be tracked through the capital budget regardless of the value. A provision of \$108,000 is included over the forecast as the County's portion of POA capital replacements.

## 2. Debt Outstanding

Projections for debt outstanding take into account the County's existing debt, proposed issues for projects previously approved by Council but not yet funded (referred to as unfunded debt), and proposed new issues set out in the five-year plan. The proposed new debt in the five-year plan includes a \$1.2 million issue to fund the construction of the Drayton garage in 2016.

The County's plan for long term borrowing remains modest and sustainable. The County is making progress towards paying down its long term debt by reducing the total debt outstanding by 56% from its peak in 2013 by 2020. The following chart outlines the County's projected debt outstanding through 2020 and is broken down to show both tax related and development charge recoverable amounts.



## 3. 2016-2020 Operating Budget Major Impacts

The high level operating budget forecast is set out on page 38. Items of significance which are expected to be included in the 2016 and future operating budgets include:

### □ Roads (Page 39)

- An increase to purchased services has been added for fleet maintenance (\$100,000) to meet the growing needs of vehicle maintenance and repair as a result of winter conditions, as well as in roads garages (\$60,000) as GPS technology has been implemented on the County's snowplows
- Minor Capital has been increased by \$150,000 based on the increasing costs associated with Hot Mix Patches
- Additional roads safety hours have been added in 2016 in order to have electrical work required on traffic signals, street light and overhead flashing lights at intersections performed internally by County

staff and reduce the costs associated with having the work completed by outside vendors, it is expected with this change that the increased salaries are fully offset

❑ **Solid Waste Services (Page 40)**

- As reported to committee in September of 2015, SWS will be implementing a new HHW mobile unit in order to increase the quantity of and access to HHW materials diverted each year. This includes the addition of a part-time HHW technician in June of 2016. The cost of the part-time position would be fully offset by additional revenue from Waste Diversion Ontario as well as reduced costs associated with the elimination of 5 of the 7 current HHW events each year.
- The 2016 estimate of blue box recyclables and scrap metal sales revenue has been decreased by \$200,000. Industry experts forecast the significant drop in recyclable markets have likely hit their floor, however there has been a substantial decrease to revenues in 2015 and this is now reflected in the 2016 budget.

❑ **Planning (Page 41)**

- The grant programme for the Active Transportation Plan will have allocations of \$150,000 in 2016 and the remaining \$50,000 in 2017. Savings from the Trans-Canada Trail capital project in 2015 are expected to be transferred to the Local Trails reserve and used to fund the Active Transportation plan in 2016 and 2017

❑ **Community Emergency Management (Page 42)**

- Consulting fees for the fire paging system as well as the County emergency brochure costs are removed in 2016 and will not be required again until 2020

❑ **Police Services (Page 44)**

- 2016 marks the second year of the new OPP billing model based on a base service and calls for service. The province has submitted a policing contract cost estimate for 2016 of \$15,664,428. The phase-in adjustment projected in the 2015 five year plan has been eliminated for the County in the 2016 contract. The County's decrease in cost per property from the 2015 estimated billing to the 2016 calculated cost per property (from \$432.91 to \$409.93) is within the model's threshold to not require a phase-in adjustment.
- As part of the Strategy for a Safer Ontario the Ministry is making changes needed to support modern, effective and efficient policing and to help communities develop solutions to local safety and well-being priorities. This includes an outcomes-based funding model to better support local initiatives that reduce crime and help build safer and healthier communities. As part of the process in developing an outcomes-based funding model for community safety and well-being priorities, the Ministry is currently reviewing its grant programs. As a result, details on funding are not yet available under the Safe Communities – 1,000 Officers Partnership Program past March 31, 2016. The grant budget has been reduced to \$55,000 in 2016 and the Safe Communities transfer payment (\$25,000) has now been moved from Economic Development into Police to reflect this information.
- Each year from 2017-2020 in the five year plan allows for one new uniformed officer to keep pace with growth in the County and to address service level requirements. The policing contract amounts and additional officers have been incorporated throughout the five year plan forecast.

❑ **Library Services (Page 45)**

- Electronic databases previously funded by the province are ending in 2015, resulting in a \$30,000 impact to the budget
- Additional Assistant Branch Supervisor and Page hours at the Fergus location to meet the current needs of the location, additional page hours at the Clifford location
- Additional Assistant Branch Supervisor and Page hours at the Palmerston location as it is set to re-open in the latter half of 2016

- ❑ **Museum and Archives (Page 46)**
  - Annualization of part-time Archives assistant added in 2015
  - Additional hours for the Curatorial Assistant position will enable the WCMA to continue and expand its outreach programme of artifacts in public spaces; and, work with local municipalities and groups on their heritage projects.
- ❑ **Treasury (Page 47)**
  - A new Asset Management Co-ordinator in order to meet financial reporting requirements according to PSAB as well as increasing Asset management requirements. This position will allow the County to make better use of the asset management plans to be useful and updated regularly with ongoing departmental collaboration.
- ❑ **Human Resources (Page 48)**
  - The addition of a HR clerk to aid in payroll, pension and benefits, and corporate training, this additional position is partially offset by the elimination of the HR student position.
- ❑ **Property (Page 49)**
  - Additional hours for existing cleaner positions from part-time to full-time to allow for additional cleaning coverage at various County building locations including the Willowdale Child Care Centre which will be offset by the end of the existing cleaning contract costs at that location.
- ❑ **Provincial Offences (Page 50)**
  - Provincial offenses revenue has been significantly reduced throughout the five year plan based on correspondence from the City of Guelph indicating the expected revenue level for 2016. In addition, based on experienced drops in revenue in 2014 and to date in 2015 staff have included a contingency through a further reduction of \$50,000 in each year of the five year plan.
- ❑ **CAO & Clerks (Page 51)**
  - Annualization of the Support technician added in 2015.
  - The addition of a Graphic Designer position in 2016 in order to allow shifting of current duties and the expansion of the County's Social Media presence
  - The addition of an Information Management position in September of 2016 in order to assist Corporate records management the Enterprise Content Management System and Internet and Intranet management
- ❑ **Ambulance (Page 52)**
  - The five-year forecast includes the increases to County costs as a result of the City's Ambulance Response Time Improvement Plan approved by Social Services committee in October 2013. Contingencies have been added to plan for staffing negotiations and expected compensation.
- ❑ **Community Grants (Page 53)**
  - Included in Community Grants are yearly transfers to the Hospital Capital Grants reserve in order to provide funding for the approved Hospital grants projected to be spent in 2019.
- ❑ **Economic Development (Page 54)**
  - The part-time Talent Attraction Position (1 year contract) is budgeted for in 2016 in order to facilitate the program that began in 2015 to attract employees to the County, this is partially offset by grant funding

- Existing initiatives to be undertaken over the next few years include the County Business Retention and Expansion programme; BR&E Local Implementation Fund; Festival and Events guide; Taste Real Local Food programme; funding towards the International Plowing Match as well as the annual reserve transfer of \$200,000 to fund the SWIFT Rural Ultra-High-Speed Broadband project in 2019.
- ❑ **Social Services - Ontario Works (Page 55)**
  - The five year plan allows for an annual caseload increase of 4%.
  - In 2016 the municipal cost share for Ontario Works falls to 5.8% (from 8.6%) as a result of the continuation of the provincial upload. In 2017, the cost sharing falls to 2.8% and by 2018 the uploading is complete with the delivery agent share at 0%.
  - Staffing levels in 2016 have increased with the inclusion of 2 temporary caseworker positions that are required to deal with staffing pressures created by the ongoing SAMS provincial software issues. Both of these positions are removed in 2017.
  - The 3 year Citizenship and Immigration Canada (CIC) Programme ends after the first quarter of 2016 but is expected to be renewed. Confirmation should be received before finalization of the 2016 budget.
- ❑ **Social Services - Child Care Services (Page 56)**
  - Final allocations for 2016 have not yet been received from the province and the budget will be adjusted when the service contract has been received. The preliminary budget is currently based on the 2015 allocation.
  - The preliminary five year plan includes the allocation for the Wage Enhancement Grant, which is 100% provincially funded. The Wage Enhancement grant is used to support a wage increase of \$1 per hour plus 17.5% benefits to Registered Early Childhood Educators (RECEs) and other child care programme staff working in licensed child care centres. The 2016 allocation is unknown but the 2015 allocation has been used as an estimate.
  - The general operating grant (GOG) is replacing wage subsidy in the 2016 budget. The GOG is used to support costs of operating licensed child care programmes, reduce wait times, and improve access to high quality service. To meet the requirements of the GOG, the County will be dedicating more of the provincial allocation toward this program while ensuring that there are no overall funding reductions.
  - Staffing levels for 2016 have increased by 1 FTE. A new management position has been created to realign oversight of prescribed services.
- ❑ **Social Services - Housing Services (Page 57)**
  - The Community Homelessness Prevention Initiative (CHPI) programme has been budgeted at a similar level to the 2015 budget with some reallocations within spending categories to better reflect current demand for services.
  - Staffing levels have not increased with the exception of the annualization of Housing Special Projects Manager's position approved in the 2015 budget. This position remains vacant as management is awaiting the results of the staffing review that is currently being performed.
  - Hydro costs are expected to exceed the budget by approximately \$100k for 2015 due to a combination of increased demand and higher usage charges. The 2016 budget is updated to reflect this variance and is increased accordingly.
  - The ongoing software maintenance of the new Integrated Housing System (IHS) has been included in the budget for \$30,000. This system for Non-Profit administration, Wait List, and Rent Supplement requirements will enhance customer service and functionality.
  - Painting under minor capital is now included as an operating expense. A reallocation from minor capital to purchased services in the amount of \$161,000 has been made.
  - Move-out repairs were higher than anticipated in 2015 due to ongoing increased standards and costs of replacement within the tenant's unit. As a result, an additional \$50,000 has been allocated in the preliminary five-year plan.
  - An annual transfer of \$1.5 million to the Social Services Reserve has been reflected in the preliminary five-year plan.

❑ **Social Services – Affordable Housing (Page 58)**

- Purchased services for 182 George St. have increased as a result of painting, which is now treated as an operating expense.
- The contribution to the County's Housing Development Reserve Fund remains constant at approximately \$500,000 annually throughout the five-year plan.

❑ **Wellington Terrace (Page 59)**

- The end of the cost sharing agreement with the City of Guelph in January 2015 results in a minor change to the 2016 revenue line as the final municipal recovery payment was to be received in 2015. This recovery is no longer in the Terrace budget and results in a reduction of revenue for 2016 of \$112,000.
- As reported to committee in May the County's Case Mix Index (CMI) increased from 97.11 to 101.42 as of April 1, 2015. The resulting impact to the County is an additional \$260,000 in funding for 2016.
- The first debt charge maturity from the Terrace building construction matures in 2017, resulting in a reduction in debt charges of \$114,000. Staff propose to use the savings to increase the transfer to the Terrace building reserve to continue to set aside funds for the future repairs and replacement of the facility.

❑ **Public Health (Page 60)**

- The five-year plan currently reflects an increase of 2% to Public Health funding in 2016 as indicated through correspondence from the Wellington-Dufferin-Guelph Health Unit. Future years forecast a 5% increase in order to provide a contingency should provincial funding or expenditure costs for the WGDHU change.

❑ **General Revenues and Expenditures (Page 61)**

- OMPF amounts have been adjusted to reflect expectations regarding the County's allocation for 2016, which represents a 10% or \$288,800 decrease from 2015. Future amounts have been maintained at \$2.6 million to reflect the completion of the OMPF phase down
- Estimates for supplementary tax revenues have been reduced to \$800,000, reflecting indications from MPAC that supplementary taxes will decrease over the near future.
- Tax write-offs have been maintained at \$850,000 as the number of appeals is expected to remain at previous levels

#### 4. Concluding Comment

The projected tax impacts set out in the following table are shown relative to last year's forecast:

Projected County tax impact	2016	2017	2018	2019	2020
Last year's 5-year plan	3.2%	3.3%	3.6%	3.7%	N/A
Current 5-year plan	3.3%	6.8%	3.8 %	3.2%	3.1%

The preliminary five-year plan exceeds the capital investment strategy set out in the 2015 budget. The County is responsible for the repair and replacement of \$620 million in tangible capital assets. In recent years the replacement costs of these assets has escalated to a level that is no longer sustainable within the existing levy requirement. This preliminary version of the five-year plan incorporates the first steps towards asset management through increases in both the operating and capital budgets. Operating impacts include the addition of a dedicated staff position to address corporate asset management needs, increased operating transfers to reserve to deal with fluctuations in asset needs so as not to significantly impact the annual tax level and an increase in maintenance activities in the roads department to ensure that our infrastructure meets their expected life span. The capital budget sees an increase in replacement activities at the Wellington Terrace as the building and equipment ages as well as the need to include significant funds in the roads capital programme to address the increased cost of replacements of bridges, culverts and roadways.

Any revisions to the capital plan will be presented along with the detailed 2016 operating budgets in January of 2016.

#### Recommendation:

That the County's Preliminary 2016-2020 Five-Year Plan be endorsed and forwarded to County Council.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager Financial Services



## 2016 Staffing Summary

2015 Approved staff complement (expressed as full time equivalents)	619.3
Annualization of positions approved in the 2015 budget	0.8
<b>2015 in year adjustments</b>	
<b>Adjusted 2015 staff complement</b>	<b>620.1</b>
<b>2016 Budget Changes</b>	
CAO & Clerks: new Information Management Assistant, new Graphic designer	1.1
Museum: additional hours Curatorial Assistant	0.2
Human Resources: new HR Clerk, remove student position	0.5
Solid Waste: new HHW Technician	0.3
Treasury: new Asset Management Co-ordinator	0.8
Economic Development: New Talent Attraction Co-ordinator (contract)	0.6
Child Care: new Child Care Manager	0.7
Roads: Additional safety devices hours	0.4
Library: additional ABS and Page hours Fergus, additional ABS and page hours Palmerston, additional page hours Clifford)	2.2
Property: Additional Cleaner Hours	1.0
Ontario Works: 2 new caseworkers (1 year Contract)	2.0
<b>2016 Proposed Staff Complement (full time equivalents)</b>	<b>629.9</b>

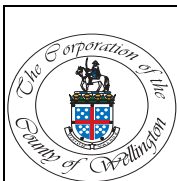
**COUNTY OF WELLINGTON**  
**2016-2020 CAPITAL BUDGET SUMMARY**  
 (All figures in \$000's)

**PROJECT EXPENDITURE**

Programme / Service	2016	2017	2018	2019	2020	5 yr total	% of total
Roadways	\$ 19,192	\$ 19,180	\$ 19,375	\$ 17,257	\$ 20,105	\$ 95,109	62.1%
Solid Waste Services	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530	4.3%
County Property	\$ 331	\$ 155	\$ 145	\$ 50	\$ 50	\$ 731	0.5%
Green Legacy	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	0.1%
Emergency Management	\$ 400	\$ 80	\$ -	\$ 50	\$ -	\$ 530	0.3%
CAO & Clerks	\$ 470	\$ 300	\$ 570	\$ 330	\$ 375	\$ 2,045	1.3%
Police Services	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75	0.0%
Museum and Wellington Place	\$ 494	\$ 400	\$ 50	\$ 125	\$ -	\$ 1,069	0.7%
County Library System	\$ 1,231	\$ 3,125	\$ -	\$ -	\$ -	\$ 4,356	2.8%
Housing Services	\$ 16,917	\$ 2,873	\$ 2,924	\$ 3,055	\$ 3,121	\$ 28,890	18.9%
Wellington Terrace	\$ 265	\$ 225	\$ 245	\$ 160	\$ 160	\$ 1,055	0.7%
Economic Development	\$ 150	\$ 30	\$ 30	\$ 1,030	\$ -	\$ 1,240	0.8%
Hospital and Other Capital Grants	\$ 440	\$ 440	\$ 440	\$ 7,640	\$ -	\$ 8,960	5.9%
Ambulance Service	\$ 381	\$ 267	\$ 529	\$ 393	\$ 358	\$ 1,928	1.3%
Ontario Works	\$ 30	\$ 55	\$ 25	\$ -	\$ -	\$ 110	0.1%
Child Care	\$ 125	\$ 50	\$ 25	\$ -	\$ -	\$ 200	0.1%
Provincial Offences Act (POA)	\$ 14	\$ 19	\$ 6	\$ 31	\$ 38	\$ 108	0.1%
<b>Total expenditure</b>	<b>\$ 40,880</b>	<b>\$ 27,564</b>	<b>\$ 27,399</b>	<b>\$ 32,486</b>	<b>\$ 24,707</b>	<b>\$ 153,036</b>	<b>100.0%</b>
% of total	27%	18%	18%	21%	16%		

**PROJECT FINANCING**

Source of Financing	2016	2017	2018	2019	2020	5 yr total	% of total
Recoveries	\$ 3,192	\$ 2,220	\$ 2,848	\$ 2,259	\$ 2,334	\$ 12,853	8.4%
Subsidy	\$ 8,589	\$ 465	\$ -	\$ -	\$ -	\$ 9,054	5.9%
Federal Gas Tax	\$ 2,788	\$ 4,165	\$ 3,971	\$ 1,640	\$ 2,635	\$ 15,199	9.9%
Current Revenues	\$ 11,425	\$ 15,101	\$ 14,806	\$ 13,957	\$ 14,598	\$ 69,887	45.7%
Reserves	\$ 13,053	\$ 4,835	\$ 5,005	\$ 12,961	\$ 3,825	\$ 39,679	25.9%
Development Charges	\$ 633	\$ 778	\$ 768	\$ 1,669	\$ 1,316	\$ 5,164	3.4%
Growth Related Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Debentures	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 1,200	0.8%
<b>Total financing</b>	<b>\$ 40,880</b>	<b>\$ 27,564</b>	<b>\$ 27,399</b>	<b>\$ 32,486</b>	<b>\$ 24,707</b>	<b>\$ 153,036</b>	



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Roadways**  
Department: **Engineering Services**  
Governance: **Roads Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing						
	2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debentures
<b>Facilities</b>													
1 Various shop repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500			\$ 500				
2 Rebuild Drayton Shop	\$ 3,500					\$ 3,500			\$ 1,300	\$ 1,000			\$ 1,200
3 Rebuild Erin Shop				\$ 500	\$ 4,000	\$ 4,500			\$ 2,060	\$ 1,000		\$ 1,440	
Subtotal	\$ 3,600	\$ 100	\$ 100	\$ 600	\$ 4,100	\$ 8,500	\$ -	\$ -	\$ 3,860	\$ 2,000		\$ 1,440	\$ 1,200
<b>Equipment</b>													
4 Pickup	\$ 192		\$ 160	\$ 192	\$ 40	\$ 584				\$ 584			
5 3 Ton Dump		\$ 120				\$ 120				\$ 120			
6 6 Ton Trucks	\$ 1,240	\$ 1,240	\$ 1,240	\$ 1,240	\$ 1,240	\$ 6,200				\$ 6,200			
7 Loader	\$ 190	\$ 190	\$ 190		\$ 190	\$ 760				\$ 760			
8 Grader				\$ 350		\$ 350				\$ 350			
9 Forklift			\$ 60			\$ 60				\$ 60			
10 Trailers		\$ 30				\$ 30				\$ 30			
11 Slide in sander unit	\$ 100	\$ 100				\$ 200				\$ 200			
12 Tractor		\$ 80				\$ 80				\$ 80			
13 Bucket Truck		\$ 250				\$ 250				\$ 250			
14 Backhoe			\$ 180		\$ 180	\$ 360				\$ 360			
15 Vacuum Trailer	\$ 100					\$ 100				\$ 100			
16 Manual Line Strippers		\$ 20				\$ 20				\$ 20			
17 Loadstar Float			\$ 45			\$ 45				\$ 45			
18 Hot Box					\$ 120	\$ 120				\$ 120			
19 Chipper					\$ 60	\$ 60				\$ 60			
20 Excavator	\$ 320					\$ 320				\$ 320			
21 Miscellaneous Equipment	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500				\$ 500			
Subtotal	\$ 2,242	\$ 2,130	\$ 1,975	\$ 1,882	\$ 1,930	\$ 10,159	\$ -	\$ -	\$ -	\$ 10,159		\$ -	\$ -
<b>Roads Capital Works</b>													
22 Roads Capital works (See attached list)	\$ 13,350	\$ 16,950	\$ 17,300	\$ 14,775	\$ 14,075	\$ 76,450	\$ 1,425	\$ 930	\$ 55,233	\$ -	\$ 15,199	\$ 3,664	\$ -
Subtotal	\$ 13,350	\$ 16,950	\$ 17,300	\$ 14,775	\$ 14,075	\$ 76,450	\$ 1,425	\$ 930	\$ 55,233	\$ -	\$ 15,199	\$ 3,664	\$ -
<b>TOTAL</b>	<b>\$ 19,192</b>	<b>\$ 19,180</b>	<b>\$ 19,375</b>	<b>\$ 17,257</b>	<b>\$ 20,105</b>	<b>\$ 95,109</b>	<b>\$ 1,425</b>	<b>\$ 930</b>	<b>\$ 59,093</b>	<b>\$ 12,159</b>	<b>\$ 15,199</b>	<b>\$ 5,104</b>	<b>\$ 1,200</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 750	\$ 50	\$ 625	\$ -	\$ -	\$ 1,425
Subsidy	\$ 465	\$ 465	\$ -	\$ -	\$ -	\$ 930
Current Revenues	\$ 10,144	\$ 11,622	\$ 12,036	\$ 11,566	\$ 13,724	\$ 59,093
Reserves	\$ 3,242	\$ 2,130	\$ 1,975	\$ 2,382	\$ 2,430	\$ 12,159
Development Charges	\$ 603	\$ 748	\$ 768	\$ 1,669	\$ 1,316	\$ 5,104
Federal Gas Tax	\$ 2,788	\$ 4,165	\$ 3,971	\$ 1,640	\$ 2,635	\$ 15,199
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 1,200
Totals	\$ 19,192	\$ 19,180	\$ 19,375	\$ 17,257	\$ 20,105	\$ 95,109



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service:  
Department:  
Governance:

Roadways  
Engineering Services  
Roads Committee

PROJECT DESCRIPTION	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing						
	2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debentures
<b>ENGINEERING</b>													
WR 7, Concrete Road investigation at Ponsonby		\$ 50				\$ 50			\$ 50				
WR 8, at WR9, intersection improvement review			\$ 50			\$ 50	\$ 25		\$ 25				
						\$ -			\$ -				
						\$ -		\$ -	\$ -				
<b>TOTAL ENGINEERING</b>	\$ -	\$ 50	\$ 50	\$ -	\$ -	\$ 100	\$ 25	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -
<b>GROWTH RELATED CONSTRUCTION</b>													
WR 7, Passing Lane Design and Construction, Salem to Teviotdale	\$ 50			\$ 750		\$ 800			\$ 272			\$ 528	
WR 7, Passing Lane Construction, Salem to Culvert 70470		\$ 500				\$ 500			\$ 170			\$ 330	
WR 30, at T. of G/E Road 3, intersection improvements				\$ 950		\$ 950			\$ 447			\$ 504	
WR 46, Malby Road to WR 34, 2.0 km design and reconstruction			\$ 2,100			\$ 2,100			\$ 1,061		\$ 271	\$ 768	
WR 46, WR 34 to 401, 3.0 km design and reconstruction	\$ 2,100	\$ 2,200				\$ 4,300			\$ 3,483			\$ 817	
WR 109, at WR5 Intersection improvements	\$ 950					\$ 950			\$ 504		\$ 275	\$ 171	
WR 124, Passing Lane construction north of WR 125 (Ospringle)		\$ 1,500				\$ 1,500			\$ 1,080			\$ 420	
WR 124, intersection improvements, Whitelaw Road				\$ 500		\$ 500			\$ 410			\$ 90	
WR 124, intersection improvements, Guelph Road 1					\$ 200	\$ 200			\$ 164			\$ 36	
						\$ -			\$ -			\$ -	
						\$ -			\$ -			\$ -	
<b>ROAD CONSTRUCTION</b>													
WR 8, Main Street, Drayton, storm sewer design and construction	\$ 1,200					\$ 1,200	\$ 400	\$ 165	\$ 635				
WR 10, McGivern Street, Moorefield, 1.0 km reconstruction		\$ 2,350				\$ 2,350			\$ 2,350				
WR 18, (Geddes St) at John St, storm sewer construction	\$ 500					\$ 500			\$ 500				
WR 21, 500m south of Inverhaugh, frost boil repair, 150m	\$ 100					\$ 100			\$ 100				
WR 25, WR 52 to WR 42, 7.0 km (Region of Peel project)			\$ 500	\$ 1,000	\$ 1,000	\$ 2,500			\$ 2,500				
WR29, at WR22, intersection improvements	\$ 200					\$ 200			\$ 200				
WR 32, at WR 33 to Concession 2, 2.5km design and construction		\$ 150			\$ 2,500	\$ 2,650			\$ 2,650				
WR 50, Third Line to WR 24, 5.8 km design and construction	\$ 750					\$ 750			\$ 750				
WR 50, Hwy 7 to railway tracks, 1.1 km design and reconstruction			\$ 500			\$ 500			\$ 500				
WR 51, WR 7 to Hwy 6, 2.3 km design and reconstruction			\$ 2,000			\$ 2,000			\$ 2,000				
WR 109, at WR 7, roundabout construction			\$ 900			\$ 900			\$ 900				
WR 124, at Kossuth Road, Roundabout construction				\$ 1,200		\$ 1,200			\$ 1,200				
						\$ -			\$ -				
<b>TOTAL ROAD CONSTRUCTION</b>	\$ 5,850	\$ 6,700	\$ 6,000	\$ 4,400	\$ 3,700	\$ 26,650	\$ 400	\$ 165	\$ 21,876	\$ -	\$ 546	\$ 3,664	\$ -
<b>BRIDGE CONSTRUCTION</b>													
WR 7, Rothsay Bridge, 07019, design and replacement			\$ 150			\$ 150			\$ 150				
WR 7, Bosworth Bridge, 07028, design and replacement			\$ 2,800			\$ 2,800			\$ 2,800				
WR 8, Main St. Bridge, 008089, design and rehabilitation	\$ 850					\$ 850			\$ 850				
WR 10, Wyandot Bridge, 010024, design and rehabilitation	\$ 925					\$ 925			\$ 97		\$ 828		
WR 16, Penford Bridge 16038, design and replacement		\$ 1,200				\$ 1,200			\$ 120		\$ 1,080		
WR 18, Carroll Creek Bridge, design and rehabilitation	\$ 50		\$ 500			\$ 550			\$ 50		\$ 500		
WR 21, Badley Bridge, 021057, replace sidewalks	\$ 325	\$ 1,000	\$ 3,000			\$ 4,325			\$ 4,325	\$ -			
WR22, Bridge 22107, rehabilitation	\$ 150					\$ 150			\$ 15		\$ 135		
WR 30, Bridge 030124, design and rehabilitation		\$ 450				\$ 450			\$ 50		\$ 400		
WR 35, Paddock Bridge 35087, design and replacement				\$ 1,000		\$ 1,000			\$ 1,000				
WR 36, Bridge 36122, design and replacement	\$ 25	\$ 750				\$ 775			\$ 775				
WR 36, Bridge 36086, design and replacement	\$ 25	\$ 750				\$ 775			\$ 275		\$ 500		
WR 86, Conestogo River Bridge 86125, design and rehabilitation	\$ 600					\$ 600	\$ 300		\$ 100		\$ 200		
WR 109, Maitland River Bridge, 109128, design and rehabilitation	\$ 50			\$ 400		\$ 450			\$ 50		\$ 400		
WR 109, Mallet River Bridge, 109129, design and rehabilitation			\$ 300			\$ 300			\$ 50		\$ 250		
WR 124, Bridge 124135 (Eramosa River), replacement		\$ 100	\$ 400	\$ 2,300		\$ 2,800			\$ 2,800				
						\$ -			\$ -				
						\$ -			\$ -				
<b>CULVERTS CONSTRUCTION</b>													
WR 5, Culvert 050780, design and rehabilitation		\$ 100				\$ 100			\$ -		\$ 100		
WR 6, Culvert 06081, replacement, design and construction	\$ 600					\$ 600			\$ 600				
WR 7, Culvert 071270, design and rehabilitation		\$ 100				\$ 100			\$ -		\$ 100		
WR 7, Wright and Stanners Municipal drain culvert, replacement		\$ 250				\$ 250			\$ 250				
WR 11, Culvert, 110900, design and replace	\$ 325					\$ 325		\$ 300	\$ 25				
WR 11, Culvert 11092, design and rehabilitation			\$ 250			\$ 250			\$ 50		\$ 200		
WR 11, Culvert 110020, rehabilitation and slope stabilization	\$ 750					\$ 750			\$ 750				
WR 12, Culvert 120860, design and rehabilitation		\$ 1,200				\$ 1,200			\$ 200		\$ 1,000		
WR 12, Culvert 120870, design and replacement		\$ 400				\$ 400			\$ 40		\$ 360		
WR 16, Culvert, 0.5 km south of 2nd Line, design and widen	\$ 50		\$ 150			\$ 200			\$ 50		\$ 150		
WR 32, Culvert 321140 design and replacement		\$ 50		\$ 400		\$ 450			\$ 450				
WR36, (Concession 1) 4 CSP culverts, design and replace	\$ 50	\$ 200				\$ 250			\$ 50		\$ 200		
WR 109, Culvert 109142, design and rehabilitation		\$ 150				\$ 150			\$ 25		\$ 125		
WR 109, Conestogo River Bridge 5, 109123, design and replace		\$ 100			\$ 3,000	\$ 3,100			\$ 3,100				
Various, bridge and culvert repairs	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,000			\$ 1,000				
<b>TOTAL BRIDGE AND CULVERT CONSTRUCTION</b>	\$ 4,975	\$ 7,000	\$ 7,750	\$ 4,300	\$ 3,200	\$ 27,225	\$ 300	\$ 300	\$ 20,097	\$ -	\$ 6,528	\$ -	\$ -
<b>COUNTY BRIDGES ON LOCAL ROADS</b>													
E/W Luther TL, Hay's Bridge, 000001, design and replace		\$ 350				\$ 350			\$ 50		\$ 300		
E/W Luther TL, Extra T-beam bridge, 000004, design and replace		\$ 50		\$ 300		\$ 350			\$ 350				
Jones Baseline, Ostrander Bridge, 000032, design and rehab		\$ 50			\$ 325	\$ 375			\$ 375				
Jones Baseline, Armstrong Bridge, 000070, design and rehab		\$ 50			\$ 550	\$ 600			\$ 300		\$ 300		
						\$ -			\$ -				
<b>TOTAL COUNTY BRIDGES ON LOCAL ROADS</b>	\$ -	\$ 500	\$ -	\$ 300	\$ 875	\$ 1,675	\$ -	\$ -	\$ 1,075	\$ -	\$ 600	\$ -	\$ -



COUNTY OF WELLINGTON  
2016-2020 CAPITAL BUDGET

Programme/Service: **Roadways**  
Department: **Engineering Services**  
Governance: **Roads Committee**

PROJECT DESCRIPTION	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing						
	2016	2017	2018	2019	2020		Recoveries	Subsidy	Current Revenues	Reserves	Federal Gas Tax	Development Charges	Debentures
<b>ASPHALT RESURFACING</b>													
WR 5, WR109 to Ranton's Bridge, pave shoulders, 400m	\$ 50					\$ 50	\$ 50		\$ -				
WR 7, Alma to Salem and Alma urban area (WR17 included) 6 km	\$ 100	\$ 2,400				\$ 2,500		\$ 465	\$ 2,035				
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km			\$ 100	\$ 1,000		\$ 1,100			\$ 1,100				
WR 7, Hwy 6 to WR51				\$ 600		\$ 600			\$ 600				
WR 11, WR 7 to 300 m south of the 16th Line, 3.8 km					\$ 100	\$ 100			\$ 100				
WR 11, WR 7 to Emmerson Simmons Bridge, 3.8 km					\$ 100	\$ 100			\$ 100				
WR 14, Tucker Street to 400m north of Sideroad 9, 5.2 km		\$ 100	\$ 1,200			\$ 1,300			\$ 100		\$ 1,200		
WR 18, WR 7 to Region of Waterloo boundary, 6.3 km				\$ 100	\$ 1,000	\$ 1,100			\$ 100		\$ 1,000		
WR 22, WR 26 to 300 m south of WR 24, 9.3 km			\$ 100		\$ 1,000	\$ 1,100			\$ 1,100				
WR 30, WR 39 to WR 86, 1.7 km			\$ 50	\$ 375		\$ 425			\$ 50		\$ 375		
WR 32, WR 124 to Hwy 7, 5.3 km	\$ 650					\$ 650			\$ 650				
WR 35, WR 34 to Hamilton boundary, 6.6 km					\$ 100	\$ 100			\$ 100				
WR 38, City of Guelph to Highway 6, 3.7 km		\$ 100	\$ 850			\$ 950			\$ 200		\$ 750		
WR 86, Region of Waterloo boundary to Sideroad 19, 4.1 km		\$ 100	\$ 1,200			\$ 1,300	\$ 650		\$ -		\$ 650		
WR 86, WR11 to Sideroad 6 (Perth Project)				\$ 2,000		\$ 2,000			\$ 2,000				
WR 52, WR 124 to WR 25, 3.2 km				\$ 100	\$ 700	\$ 800			\$ 800				
WR 87, Hwy 23 to Minto/Howick townline, 6.8 km	\$ 1,400					\$ 1,400			\$ 50		\$ 1,350		
WR 109, WR5 to south end of Harriston, 800m	\$ 325					\$ 325			\$ 325				
WR 109, WR 7 to WR 10, 5.9 km				\$ 100	\$ 700	\$ 800			\$ 100		\$ 700		
WR 124, Bruceale to Erin 10.2km					\$ 1,500	\$ 1,500			\$ 1,500				
WR 124, Guelph to Region of Waterloo, 6.5 km				\$ 1,500	\$ 1,100	\$ 2,600			\$ 1,100		\$ 1,500		
<b>TOTAL ASPHALT RESURFACING</b>	<b>\$ 2,525</b>	<b>\$ 2,700</b>	<b>\$ 3,500</b>	<b>\$ 5,775</b>	<b>\$ 6,300</b>	<b>\$ 20,800</b>	<b>\$ 700</b>	<b>\$ 465</b>	<b>\$ 12,110</b>	<b>\$ -</b>	<b>\$ 7,525</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 13,350</b>	<b>\$ 16,950</b>	<b>\$ 17,300</b>	<b>\$ 14,775</b>	<b>\$ 14,075</b>	<b>\$ 76,450</b>	<b>\$ 1,425</b>	<b>\$ 930</b>	<b>\$ 55,233</b>	<b>\$ -</b>	<b>\$ 15,199</b>	<b>\$ 3,664</b>	<b>\$ -</b>
<b>SOURCES OF FUNDING BY YEAR</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>TOTAL</b>							
Recoveries	\$ 750	\$ 50	\$ 625		\$ -	\$ 1,425	-						
Subsidy	\$ 465	\$ 465		\$ -	\$ -	\$ 930		-					
Current Revenues	\$ 8,744	\$ 11,522	\$ 11,936	\$ 11,626	\$ 11,404	\$ 55,233			-				
Reserves				\$ -	\$ -	\$ -				-			
Development Charges	\$ 603	\$ 748	\$ 768	\$ 1,509	\$ 36	\$ 3,664						-	
Federal Gas Tax	\$ 2,788	\$ 4,165	\$ 3,971	\$ 1,640	\$ 2,635	\$ 15,199					-		
Growth Related Debenture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							-
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
<b>Totals</b>	<b>\$ 13,350</b>	<b>\$ 16,950</b>	<b>\$ 17,300</b>	<b>\$ 14,775</b>	<b>\$ 14,075</b>	<b>\$ 76,450</b>	<b>-</b>						

Schedule "A"		
Proposed projects to be funded from Federal Gas Tax revenues in 2016-2020		
Bridge / Culvert Projects		
Description	Year	Funding
WR 10 Wyandot Bridge. 010024, design and rehab	2016	\$ 828,000.00
WR 22, Bridge 22107, rehabilitation	2016	\$ 135,000.00
WR 86, Conestogo River Bridge, 086125, design & rehab	2016	\$ 200,000.00
WR 5 Culvert 050780, design and rehab	2017	\$ 100,000.00
WR 7 Culvert 071270, design and rehab	2017	\$ 100,000.00
WR 12 Culvert 12087, design and rehab	2017	\$ 360,000.00
WR 12, Culvert 12086, design and rehab	2017	\$ 1,000,000.00
WR 16 Penford Bridge # 16038, design & rehabilitation	2017	\$ 1,080,000.00
WR 30, Bridge 030124, design and rehab	2017	\$ 400,000.00
WR 36 Bridge 36086, design and rehab	2017	\$ 500,000.00
WR 36, (Concession 1) 4 CSP Culverts design and replace	2017	\$ 200,000.00
WR 109 Culvert 109142, design and rehab	2017	\$ 125,000.00
E/W Luther TL, Hays Bridge 000001, design and replace	2017	\$ 300,000.00
WR 11, Culvert 11092, design and rehab	2018	\$ 200,000.00
WR 16 Culvert .5km s of 2nd line, design and widen	2018	\$ 150,000.00
WR 18, Carroll Creek Bridge	2018	\$ 500,000.00
WR 109, Mallet River Bridge, 109129, design and rehab	2018	\$ 250,000.00
WR 109 Maitland River Bridge, 109128, design and rehab	2019	\$ 400,000.00
Jones Baseline, Armstrong Bridge, 000070, design and rehab	2020	\$ 300,000.00
<b>Bridge and Culvert Totals</b>		<b>\$ 7,128,000.00</b>
Roads Construction		
Description	Year	Funding
WR 109 @ WR5 Intersection Improvements	2016	\$ 275,000.00
WR 46 Maltby to WR 34 2 KM	2018	\$ 271,000.00
<b>Construction Total</b>		<b>\$ 546,000.00</b>
Asphalt Resurfacing		
Description	Year	Funding
WR 87, Hwy 23 to Minto/Howick townline, 6.8km	2016	\$ 1,350,000.00
WR 14, Tucker St to 400m N or SR9 5.1 km	2018	\$ 1,200,000.00
WR 38, City of Guelph to Hwy 6, 3.7km	2018	\$ 750,000.00
WR 86, Region of Waterloo boundary to Sideroad 19, 4.1km	2018	\$ 650,000.00
WR 30, WR 39 to WR 86 1.7km	2019	\$ 375,000.00
WR 124, Guelph to Region of Waterloo	2019	\$ 865,000.00
WR 18 WR7 to Region of Waterloo boundary	2020	\$ 1,000,000.00
WR 109, WR7 to WR10, 5.9km	2020	\$ 700,000.00
WR 124, Guelph to Region of Waterloo	2020	\$ 635,000.00
<b>Asphalt Total</b>		<b>\$ 7,525,000.00</b>
<b>Gas Tax Total</b>		<b>\$ 15,199,000.00</b>
Schedule "A"		
Proposed projects to be funded from Ontario Community Infrastructure Fund (OCIF)		
Description	Year	Funding
WR 8, Main Street Drayton, storm sewer design and construction	2016	\$ 165,000.00
WR 11 Culvert 11092, design and rehabilitation	2016	\$ 300,000.00
WR 7, Alma to Salem and Alma urban area (WR17 included) 6 km	2017	\$ 465,000.00
<b>OCIF Total</b>		<b>\$ 930,000.00</b>
<b>Federal and Provincial Subsidy Grand Total</b>		<b>\$ 16,129,000.00</b>

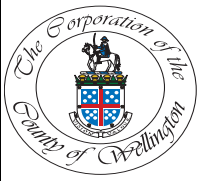


# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Solid Waste Services**  
Department: **Engineering Services**  
Governance: **Solid Waste Services Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves & Other	Development Charges	Debentures
<b><u>Equipment</u></b>											
1 Collection: Van	\$ 40					\$ 40			\$ 40		
2 General Ops: Pickup				\$ 80		\$ 80			\$ 80		
3 Collections Ops Pickup		\$ 40				\$ 40			\$ 40		
4 Disposal Ops: Pickup		\$ 40				\$ 40			\$ 40		
5 Transfer Ops: Backhoe			\$ 110			\$ 110			\$ 110		
6 Rolloff Ops: Lagger			\$ 200	\$ 200		\$ 400			\$ 400		
7 Disposal Ops: Compactor			\$ 600			\$ 600			\$ 600		
8 Transfer Ops: Pickup				\$ 40		\$ 40			\$ 40		
9 Disposal Ops: Loader				\$ 225		\$ 225			\$ 225		
10 Transfer Ops: Dump Truck					\$ 200	\$ 200			\$ 200		
						\$ -			\$ -		
Subtotal	\$ 40	\$ 80	\$ 910	\$ 545	\$ 200	\$ 1,775	\$ -	\$ -	\$ 1,775	\$ -	\$ -
<b><u>Active Landfill Sites and Transfer Stations</u></b>											
11 Leachate Collection System: Riverstown			\$ 1,700	\$ 1,700		\$ 3,400		\$ 3,100	\$ 300		
12 Riverstown - New Cell Development Phase 1		\$ 100				\$ 100		\$ 100			
13 Riverstown - Cell Development Phase 2			\$ 300			\$ 300		\$ 300			
14 Riverstown - Passive Methane System Study		\$ 60				\$ 60		\$ 60			
15 Site Improvements - road maintenance all sites	\$ 100					\$ 100		\$ 100			
16 Waste Management Strategy	\$ 100	\$ 100	\$ 100			\$ 300		\$ 300			
17 Site Improvements - buildings all sites					\$ 300	\$ 300		\$ 300			
18 Riverstown- Site Scale Replacement				\$ 95		\$ 95		\$ 95			
Subtotal	\$ 200	\$ 260	\$ 2,100	\$ 1,795	\$ 300	\$ 4,655	\$ -	\$ 4,355	\$ 300	\$ -	\$ -
<b><u>Closed Landfill Sites</u></b>											
19 Elora Transfer (closed Nichol LF)	\$ 100					\$ 100			\$ 100		
Subtotal	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ 100	\$ -	\$ -
<b><u>TOTAL</u></b>	<b>\$ 340</b>	<b>\$ 340</b>	<b>\$ 3,010</b>	<b>\$ 2,340</b>	<b>\$ 500</b>	<b>\$ 6,530</b>	<b>\$ -</b>	<b>\$ 4,355</b>	<b>\$ 2,175</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 200	\$ 260	\$ 1,900	\$ 1,695	\$ 300	\$ 4,355
Reserves and Other	\$ 140	\$ 80	\$ 1,110	\$ 645	\$ 200	\$ 2,175
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 340	\$ 340	\$ 3,010	\$ 2,340	\$ 500	\$ 6,530



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Green Legacy**

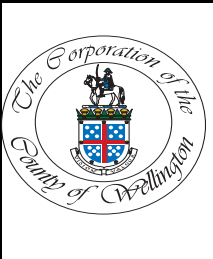
Department:

Governance: **Planning and Land Division Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Pick up Truck replacement	\$ 50					\$ 50		\$ 50			
2 Southern Nursery Waterproof Foundation	\$ 50					\$ 50		\$ -	\$ 50		
<b>TOTAL</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50
Reserves	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100</b>





# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Emergency Management**  
 Department: **Planning**  
 Governance: **Planning and Land Division Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Upgrade County Fire Paging Equip	\$ 400					\$ 400			\$ 400		
2	EM Software		\$ 80				\$ 80		\$ 80			
3	CEM Vehicle Replacement				\$ 50		\$ 50		\$ 50			
<b>TOTAL</b>		<b>\$ 400</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ 530</b>	<b>\$ -</b>	<b>\$ 130</b>	<b>\$ 400</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ 80	\$ -	\$ 50	\$ -	\$ 130
Reserves	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 400
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 400</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ 530</b>

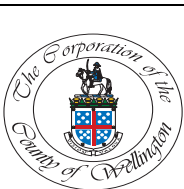


# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **County Property**  
 Department: **Maintenance Division (Office of the CAO)**  
 Governance: **Administration, Finance & Human Resources Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Court House: Elevator System		\$ 85				\$ 85			\$ 85		
2	Court House: Electrical System				\$ 50		\$ 50			\$ 50		
3	Court House: Mechanical			\$ 50			\$ 50			\$ 50		
4	Admin Centre: Site Work Pave corner lot		\$ 40				\$ 40			\$ 40		
5	Admin Centre: Roofing Systems			\$ 45			\$ 45			\$ 45		
6	Admin Centre: Heating System		\$ 30				\$ 30			\$ 30		
7	Admin Centre: Furniture Replacements	\$ 40					\$ 40			\$ 40		
8	Gaol: Roofing System	\$ 25					\$ 25			\$ 25		
9	Gaol: Elevator System	\$ 16					\$ 16			\$ 16		
10	116 Woolwich Interior	\$ 100					\$ 100			\$ 100		
11	New Maintenance Van	\$ 50					\$ 50			\$ 50		
12	Replace Maintenance Pick up			\$ 50			\$ 50			\$ 50		
13	Replace Maintenance Van					\$ 50	\$ 50			\$ 50		
14	Asset Management & BCA	\$ 100					\$ 100			\$ 100		
<b>TOTAL</b>		<b>\$ 331</b>	<b>\$ 155</b>	<b>\$ 145</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 731</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 731</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 331	\$ 155	\$ 145	\$ 50	\$ 50	\$ 731
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 331</b>	<b>\$ 155</b>	<b>\$ 145</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 731</b>



COUNTY OF WELLINGTON

2016-2020 CAPITAL BUDGET

Programme/Service:

Department:

Governance:

Information Technology

Office of the C.A.O.

Administration, Finance & Human Resources Committee

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
<b>Technical Services Capital</b>												
1	Main Core Switches Cycle				\$ 80	\$ 80		\$ 80				
2	Network Replacement Cycle	\$ 100	\$ 100			\$ 200		\$ 200				
3	Terrace Network Cycle			\$ 100		\$ 100		\$ 100				
4	Wifi Unit Replacement Cycle	\$ 75				\$ 150		\$ 150				
5	Server Replacement Cycle			\$ 150		\$ 150		\$ 150				
6	Storage Replacement Cycle			\$ 120		\$ 120		\$ 120				
7	Archive Storage Replacement Cycle				\$ 50	\$ 50		\$ 50				
8	Fire Suppression System Datacentre	\$ 50				\$ 50		\$ 50				
9	Server Expansion				\$ 50	\$ 50		\$ 50				
10	Storage Expansion	\$ 50				\$ 100		\$ 100				
<b>Application Services Capital</b>												
1	Integrated Housing System Software	\$ 65				\$ 65	\$ 49	\$ 16				
2	Planning PA2 Replacement Project	\$ 130				\$ 130		\$ 130				
3	Future Application System Enhancements		\$ 200	\$ 200	\$ 200	\$ 800		\$ 800				
<b>TOTAL</b>		\$ 470	\$ 300	\$ 570	\$ 330	\$ 375	\$ 2,045	\$ 49	\$ 1,996	\$ -	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 49	\$ -	\$ -	\$ -	\$ -	\$ 49
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 421	\$ 300	\$ 570	\$ 330	\$ 375	\$ 1,996
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 470	\$ 300	\$ 570	\$ 330	\$ 375	\$ 2,045



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Police Services**  
 Department: **Provided under contract by Ont. Prov. Police**  
 Governance: **Wellington County Police Services Board**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Rockwood OPP, HVAC replacements		\$ 25	\$ 25	\$ 25		\$ 75			\$ 75		
<b>TOTAL</b>	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75	\$ -	\$ -	\$ 75	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ -	\$ 25	\$ 25	\$ 25	\$ -	\$ 75



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

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

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
<b>Museum and Archives</b>												
1	Kitchen replacement Nicholas Keith Room	\$ 30					\$ 30		\$ 30			
2	Farm House Archeological Dig			\$ 50	\$ 125		\$ 175		\$ 175			
3	Main Gate, fence pillars repair	\$ 25					\$ 25		\$ 25			
4	Digitization Wellington Advertiser 1968-present	\$ 25					\$ 25		\$ -	\$ 25		
<b>Wellington Place</b>												
5	Rehabilitation of Wellington Place Lands	\$ 264					\$ 264	\$ 80		\$ 184		
6	Resurface Driveway & Parking Lot	\$ 150	\$ 250				\$ 400			\$ 400		
7	Wellington Place Signage		\$ 150				\$ 150			\$ 150		
							\$ -			\$ -		
	<u>TOTAL</u>	\$ 494	\$ 400	\$ 50	\$ 125	\$ -	\$ 1,069	\$ 80	\$ 230	\$ 759	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ 80
Current Revenues	\$ 55	\$ -	\$ 50	\$ 125	\$ -	\$ 230
Reserves	\$ 359	\$ 400	\$ -	\$ -	\$ -	\$ 759
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 494	\$ 400	\$ 50	\$ 125	\$ -	\$ 1,069




# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **County Library System**  
 Department: **Library Services**  
 Governance: **Information, Heritage and Seniors' Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges and DC Supported Debt	Debentures
1 New Hillsburgh Branch	\$ 1,000	\$ 3,000				\$ 4,000		\$ 2,500	\$ 1,500		
2 Hillsburgh Collection Enhancement		\$ 50				\$ 50		\$ 20		\$ 30	
3 Self Check-Out Terminal Palmerston & Aboyne	\$ 31					\$ 31		\$ 31			
4 Outdoor sign at Marden	\$ 50					\$ 50		\$ 50			
5 Outdoor sign at Palmerston	\$ 30					\$ 30		\$ 30			
6 E-book Collection Enhancement	\$ 50					\$ 50		\$ 20		\$ 30	
7 Replacement Van		\$ 75				\$ 75		\$ 75			
8 Interactive Programme Equipment	\$ 45					\$ 45		\$ 45			
9 Rockwood Library Interior Lighting Upgrade	\$ 25					\$ 25		\$ -	\$ 25		
<b>TOTAL</b>	<b>\$ 1,231</b>	<b>\$ 3,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,356</b>	<b>\$ -</b>	<b>\$ 2,771</b>	<b>\$ 1,525</b>	<b>\$ 60</b>	<b>\$ -</b>

## SOURCES OF FUNDING BY YEAR

	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 176	\$ 2,595	\$ -	\$ -	\$ -	\$ 2,771
Reserves	\$ 1,025	\$ 500	\$ -	\$ -	\$ -	\$ 1,525
Development Charges	\$ 30	\$ 30	\$ -	\$ -	\$ -	\$ 60
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 1,231</b>	<b>\$ 3,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,356</b>



COUNTY OF WELLINGTON

2016-2020 CAPITAL BUDGET

Programme/Service:

Department:

Governance:

Ontario Works

Social Services

Social Services Committee

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Fergus Office Exterior Cladding	\$ 30					\$ 30			\$ 30		
2	129 Wyndham: Elevator			\$ 25			\$ 25	\$ 20		\$ 6		
3	129 Wyndham, Exterior Stone Work		\$ 30				\$ 30	\$ 23		\$ 7		
4	Fergus Office HVAC Rooftop		\$ 25				\$ 25			\$ 25		
<u>TOTAL</u>		\$ 30	\$ 55	\$ 25	\$ -	\$ -	\$ 110	\$ 43	\$ -	\$ 67	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ 23	\$ 20	\$ -	\$ -	\$ 43
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 30	\$ 32	\$ 6	\$ -	\$ -	\$ 67
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 30	\$ 55	\$ 25	\$ -	\$ -	\$ 110



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Social and Affordable Housing Services**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
<b>Social Housing</b>											
1 Housing Services Capital Improvements	\$ 2,578	\$ 2,800	\$ 2,900	\$ 3,000	\$ 3,100	\$ 14,378	\$ 10,827		\$ 3,551		
2 Speedvale Building Addition and Elevator	\$ 472					\$ 472	\$ 355		\$ 117		
3 BCA for Non-Profits & Affordable Hsg	\$ 110					\$ 110			\$ 110		
<b>Affordable Housing</b>											
4 Fergusson Place Phase II	\$ 13,727					\$ 13,727	\$ 8,044		\$ 5,683		
5 165 Gordon St. Fergus	\$ 25	\$ 68	\$ 10	\$ 30	\$ 16	\$ 149			\$ 149		
6 182 George St. Arthur	\$ 5	\$ 5	\$ 14	\$ 25	\$ 5	\$ 54			\$ 54		
<b>TOTAL</b>	<b>\$ 16,917</b>	<b>\$ 2,873</b>	<b>\$ 2,924</b>	<b>\$ 3,055</b>	<b>\$ 3,121</b>	<b>\$ 28,890</b>	<b>\$ 19,226</b>	<b>\$ -</b>	<b>\$ 9,664</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 2,297	\$ 2,108	\$ 2,184	\$ 2,259	\$ 2,334	\$ 11,182
Subsidy	\$ 8,044	\$ -	\$ -	\$ -	\$ -	\$ 8,044
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 6,576	\$ 765	\$ 740	\$ 796	\$ 787	\$ 9,664
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 16,917	\$ 2,873	\$ 2,924	\$ 3,055	\$ 3,121	\$ 28,890




# 10 YEAR CAPITAL PLAN

## 2016 to 2020 MAJOR CAPITAL

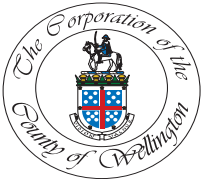
LOCATION	2016	2017	2018	2019	2020
<b>GUELPH</b>					
<b>Building Retrofits</b>	<b>668</b>	<b>618</b>	<b>500</b>	<b>597</b>	<b>922</b>
<b>GUELPH OH-1 A18C, MOHAWK/DELAWARE</b>					
Siding Replacement		65			
Vinyl Window Replacement		335			
<b>LOCATION TOTAL</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GUELPH OH-2 A27C, 263 SPEEDVALE</b>					
Bathroom Upgrades					15
Elevator Installation/Accessible Unit Reno	236				
Site Improvements					50
Parking Lot Resurfacing					149
Roof Replacement Design/Construction		25	307		
Aluminum Window Replacement					
<b>LOCATION TOTAL</b>	<b>236</b>	<b>25</b>	<b>307</b>	<b>0</b>	<b>214</b>
<b>GUELPH OH-3 A19C, ALGONQUIN/FERNDALE</b>					
Site Improvements			15	300	300
Shingle Replacement					100
Siding Replacement			189		
Vinyl Window Replacement					15
<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>204</b>	<b>300</b>	<b>415</b>
<b>GUELPH OH-4 A29C, 261 SPEEDVALE</b>					
Bathroom Upgrades					
Elevator Installation/Accessible Unit Reno	236				
Site Improvements					50
Aluminum Window Replacement					
<b>LOCATION TOTAL</b>	<b>236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>GUELPH OH-5 A20C, APPLEWOOD/SUNSET</b>					
Siding Replacement				200	
Vinyl Window Replacement			20	596	
<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>796</b>	<b>0</b>
<b>GUELPH OH-7 A22C, 576 WOOLWICH</b>					
Kitchen Cupboard Replacement			447		
Elevator Retrofit			5	100	
Patio Door Replacement		145			
<b>LOCATION TOTAL</b>	<b>0</b>	<b>145</b>	<b>452</b>	<b>100</b>	<b>0</b>
<b>GUELPH OH-8 A15C, 232 DELHI/33 MARLBOROUGH</b>					
Bathroom Upgrades					

	Kitchen Cupboard Replacement		20	440		
	Roof Replacement 33 Marl					20
	MUA Replacement	332				
	Aluminum Window Replacement					340
	Balcony Repairs/Waterproofing/Railings				250	
	<b>LOCATION TOTAL</b>	<b>332</b>	<b>20</b>	<b>440</b>	<b>250</b>	<b>360</b>
	<b>GUELPH OH-9 A07C, WILLOW/DAWSON</b>					
	Siding Replacement				25	377
	<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>377</b>
	<b>GUELPH OH-12 A17C, 229 DUBLIN</b>					
	Kitchen Cupboard Replacement			296		
	Roof Replacement	475				
	MUA Replacement	100				
	<b>LOCATION TOTAL</b>	<b>575</b>	<b>0</b>	<b>296</b>	<b>0</b>	<b>0</b>
	<b>GUELPH OH-13 A03C, 387 WATERLOO</b>					
	Kitchen Cupboard Replacement					286
	MUA Replacement				110	
	Mansard Siding Replacement			150		
	<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>110</b>	<b>286</b>
	<b>GUELPH OH-14 A12C, HADATI/MOUNTFORD</b>					
	Siding Replacement		95			
	Vinyl Window Replacement		250			
	<b>LOCATION TOTAL</b>	<b>0</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>GUELPH OH-15 A04C, 130 GRANGE</b>					
	Kitchen Cupboard Replacement			20	288	
	Elevator Retrofit			108		
	<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>128</b>	<b>288</b>	<b>0</b>
	<b>GUELPH OH-16 A06C, 411 WATERLOO</b>					
	Kitchen Cupboard Replacement					156
	MUA Replacement				110	
	Mansard Siding Replacement			90		
	<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>110</b>	<b>156</b>
	<b>GUELPH OH-17 A31C, 32 HADATI</b>					
	Site Improvements	10	150			
	Parking Lot Resurfacing		100			
	Shingle Replacement	343				
	MUA Replacement				104	
	<b>LOCATION TOTAL</b>	<b>353</b>	<b>250</b>	<b>0</b>	<b>104</b>	<b>0</b>
	<b>TOTAL GUELPH LOCATIONS</b>	<b>2,400</b>	<b>1,803</b>	<b>2,587</b>	<b>2,680</b>	<b>2,780</b>

<b>COUNTY</b>					
<b>Building Retrofits</b>	<b>441</b>	<b>252</b>	<b>313</b>	<b>140</b>	<b>43</b>
<b>ARTHUR OH-1 Edward St. A25C</b>					
Concrete Walkways/patios		75			
Retaining Wall Replacement		80			
Parking Lot Resurfacing		40			
<b>LOCATION TOTAL</b>	<b>0</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ARTHUR OH-3 FREDERICK ST. A10C</b>					
Sanitary Pipe Replacement		45			
Concrete Walkways/patios		50			
Retaining Wall - New West Side		100			
<b>LOCATION TOTAL</b>	<b>0</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ELORA OH-1 A09C, 221 Mary Street</b>					
Kitchen Cupboard Replacement					20
<b>LOCATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>
<b>FERGUS OH-1 A21C, Edinburgh Ave.</b>					
Vinyl Window & Siding Replacement	199				
<b>LOCATION TOTAL</b>	<b>199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FERGUS OH-2 A26C 500 Ferrier Ct.</b>					
Bathroom Upgrades					
Kitchen Cupboard Replacement					
Aluminum Window Replacement					257
<b>LOCATION TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>257</b>
<b>HARRISTON OH-1 ELIZABETH ST. A28C</b>					
Site Improvements	10	110			
<b>LOCATION TOTAL</b>	<b>10</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PALMERSTON OH-2 A16C, 212 Whites Rd.</b>					
Site Improvements		75			
<b>LOCATION TOTAL</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PALMERSTON FP1/63 A02E</b>					
Shingle Replacement		170			
Siding Replacement				60	
Vinyl Window Replacement				120	
<b>LOCATION TOTAL</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>180</b>	<b>0</b>
<b>TOTAL COUNTY</b>	<b>650</b>	<b>997</b>	<b>313</b>	<b>320</b>	<b>320</b>
<b>TOTAL GUELPH</b>	<b>2,400</b>	<b>1,803</b>	<b>2,587</b>	<b>2,680</b>	<b>2,780</b>
<b>TOTAL</b>	<b>3,050</b>	<b>2,800</b>	<b>2,900</b>	<b>3,000</b>	<b>3,100</b>
<b>YEARS</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>

 <b>COUNTY OF WELLINGTON</b> <b>2016-2020 CAPITAL BUDGET</b> <b>Programme/Service: Child Care</b> <b>Department: Social Services</b> <b>Governance: Social Services Committee</b>												
Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	15 Douglas: Roofing			\$ 25			\$ 25	\$ 19		\$ 6		
2	21 Douglas St. : Roofing Systems		\$ 50				\$ 50	\$ 39		\$ 12		
3	15 Douglas: Interior Renovations	\$ 75					\$ 75	\$ 58		\$ 17		
4	21 Douglas St: Front entrance	\$ 50					\$ 50	\$ 39		\$ 12		
							\$ -			\$ -		
<b>TOTAL</b>		<b>\$ 125</b>	<b>\$ 50</b>	<b>\$ 25</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 154</b>	<b>\$ -</b>	<b>\$ 46</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ 96	\$ 39	\$ 19	\$ -	\$ -	\$ 154
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 29	\$ 12	\$ 6	\$ -	\$ -	\$ 46
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 125</b>	<b>\$ 50</b>	<b>\$ 25</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200</b>

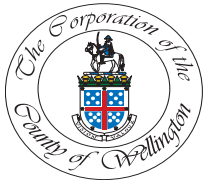


# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Wellington Terrace**  
Department: **Homes for the Aged**  
Governance: **Information, Heritage and Seniors' Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 Nursing Equipment Replacements	\$ 60	\$ 60	\$ 60	\$ 50	\$ 60	\$ 290		\$ 290			
2 Resident Equipment Lifts	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 300		\$ 300			
3 Domestic Hot Water Boiler	\$ 120					\$ 120		\$ 120			
4 Servery Upgrades	\$ 25	\$ 25	\$ 25			\$ 75		\$ 75			
5 Dishwasher Replacements		\$ 30				\$ 30		\$ 30			
6 Wireless Phones		\$ 50				\$ 50		\$ 50			
7 Refrigerator Replacements			\$ 100			\$ 100		\$ 100			
8 Public Areas Furniture Replacements				\$ 50		\$ 50		\$ 50			
5 Resident Appointment Van Replacement					\$ 40	\$ 40		\$ 40			
						\$ -		\$ -			
<b>TOTAL</b>	<b>\$ 265</b>	<b>\$ 225</b>	<b>\$ 245</b>	<b>\$ 160</b>	<b>\$ 160</b>	<b>\$ 1,055</b>	<b>\$ -</b>	<b>\$ 1,055</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 265	\$ 225	\$ 245	\$ 160	\$ 160	\$ 1,055
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 265</b>	<b>\$ 225</b>	<b>\$ 245</b>	<b>\$ 160</b>	<b>\$ 160</b>	<b>\$ 1,055</b>



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Ambulance Service**  
 Department: **Administered by City of Guelph**  
 Governance: **Administration, Finance & Human Resources Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Replacement Ambulances	\$ 278	\$ 210	\$ 249	\$ 316	\$ 249	\$ 1,302			\$ 1,302		
3	Ambulance Equipment	\$ 31		\$ 195	\$ 16	\$ 32	\$ 274			\$ 274		
5	Ambulance IT Implementations	\$ 28	\$ 33		\$ 20	\$ 39	\$ 120			\$ 120		
6	Ambulance IT Replacements	\$ 44	\$ 24	\$ 85	\$ 41	\$ 38	\$ 232			\$ 232		
<b>TOTAL</b>		<b>\$ 381</b>	<b>\$ 267</b>	<b>\$ 529</b>	<b>\$ 393</b>	<b>\$ 358</b>	<b>\$ 1,928</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,928</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 381	\$ 267	\$ 529	\$ 393	\$ 358	\$ 1,928
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 381	\$ 267	\$ 529	\$ 393	\$ 358	\$ 1,928



# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

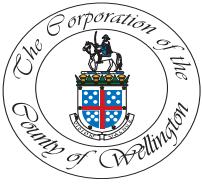
Programme/Service: **Hospital and Other Capital Grants**

Department:

Governance: **Administration, Finance & Human Resources Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	Groves Memorial Hospital Grant				\$ 5,000		\$ 5,000			\$ 5,000		
2	Louise Marshall Hospital Grant				\$ 2,200		\$ 2,200			\$ 2,200		
3	Palmerston Hospital Grant	\$ 440	\$ 440	\$ 440	\$ 440		\$ 1,760			\$ 1,760		
<b>TOTAL</b>		\$ 440	\$ 440	\$ 440	\$ 7,640	\$ -	\$ 8,960	\$ -	\$ -	\$ 8,960	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 440	\$ 440	\$ 440	\$ 7,640	\$ -	\$ 8,960
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ 440	\$ 440	\$ 440	\$ 7,640	\$ -	\$ 8,960



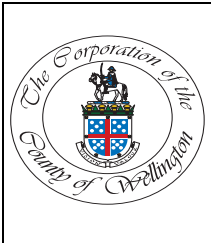
# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Administration**  
 Department: **Economic Development**  
 Governance: **Economic Development Committee**

Project Description	Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
	2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1 SWIFT Rural Ultra High-Speed Broadband	\$ 50	\$ 30	\$ 30	\$ 1,030		\$ 1,140			\$ 1,140		
2 Wellington Signage Implementation	\$ 100					\$ 100		\$ 100			
<b>TOTAL</b>	<b>\$ 150</b>	<b>\$ 30</b>	<b>\$ 30</b>	<b>\$ 1,030</b>	<b>\$ -</b>	<b>\$ 1,240</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ 1,140</b>	<b>\$ -</b>	<b>\$ -</b>

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100
Reserves	\$ 50	\$ 30	\$ 30	\$ 1,030	\$ -	\$ 1,140
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 150</b>	<b>\$ 30</b>	<b>\$ 30</b>	<b>\$ 1,030</b>	<b>\$ -</b>	<b>\$ 1,240</b>





# COUNTY OF WELLINGTON 2016-2020 CAPITAL BUDGET

Programme/Service: **Provincial Offences Act (POA) Administration**  
 Department: **Delivered by City of Guelph**  
 Governance: **Administration, Finance and Human Resources Committee**

Project Description		Gross Project Cost (Uninflated \$000's)					Total Project Cost	Sources of Financing				
		2016	2017	2018	2019	2020		Subsidy & Recoveries	Current Revenues	Reserves	Development Charges	Debentures
1	POA Replacements	\$ 14	\$ 19	\$ 6	\$ 31	\$ 38	\$ 108 \$ -		\$ 108 \$ -			
<u>TOTAL</u>		\$ 14	\$ 19	\$ 6	\$ 31	\$ 38	\$ 108	\$ -	\$ 108	\$ -	\$ -	\$ -

SOURCES OF FUNDING BY YEAR	2016	2017	2018	2019	2020	TOTAL
Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Revenues	\$ 14	\$ 19	\$ 6	\$ 31	\$ 38	\$ 108
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Development Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Growth Related Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 14	\$ 19	\$ 6	\$ 31	\$ 38	\$ 108

**COUNTY OF WELLINGTON  
5 YEAR OPERATING BUDGET  
AND TAX RATE FORECAST**

	Approved	Projected					2015-20
	2015	2016	2017	2018	2019	2020	AA%I
EXPENDITURE (\$000's)							
Salaries, Wages and Benefits	\$50,359	\$52,136	\$54,086	\$56,447	\$58,901	\$61,757	4.2%
Supplies, Materials and Equipment	\$8,509	\$8,738	\$8,987	\$9,270	\$9,532	\$9,818	2.9%
Purchased Services	\$21,269	\$22,868	\$23,399	\$24,221	\$25,072	\$25,978	4.1%
Social Assistance	\$45,161	\$46,965	\$47,779	\$48,648	\$49,567	\$50,517	2.3%
Transfer Payments	\$24,843	\$24,004	\$24,988	\$26,142	\$27,411	\$28,859	3.0%
Minor Capital Expenses	\$1,726	\$1,174	\$1,026	\$1,047	\$1,043	\$1,043	-9.6%
Debt Charges	\$4,824	\$4,633	\$4,508	\$4,496	\$4,284	\$3,915	-4.1%
Insurance and Financial	\$2,108	\$2,153	\$2,209	\$2,267	\$2,328	\$2,390	2.6%
Internal Charges	\$6,225	\$6,355	\$6,507	\$6,679	\$6,858	\$7,040	2.5%
Total expenditures	\$165,024	\$169,026	\$173,490	\$179,217	\$184,997	\$191,317	3.0%
yr/yr % change		2.4%	2.6%	3.3%	3.2%	3.4%	
TRANSFERS (\$000's)							
Transfer from Reserves	(\$2,093)	(\$1,767)	(\$1,298)	(\$1,320)	(\$1,379)	(\$1,403)	-7.7%
Transfer to Capital	\$11,814	\$11,425	\$15,547	\$15,693	\$15,291	\$16,405	6.8%
Transfer to Reserves	\$10,745	\$12,090	\$11,652	\$12,511	\$13,536	\$12,586	3.2%
Total Transfers	\$20,465	\$21,748	\$25,901	\$26,884	\$27,447	\$27,588	6.2%
yr/yr % change		6.3%	19.1%	3.8%	2.1%	0.5%	
REVENUE (\$000's)							
Grants and Subsidies	\$51,182	\$52,997	\$54,245	\$55,401	\$56,119	\$57,150	2.2%
Municipal Recoveries	\$22,872	\$22,740	\$22,896	\$23,405	\$24,353	\$25,082	1.9%
Licences, Permits and Rents	\$7,012	\$7,018	\$7,011	\$7,026	\$7,042	\$7,046	0.1%
Fines and Penalties	\$75	\$75	\$75	\$75	\$75	\$75	0.0%
User Fees and Charges	\$7,688	\$7,821	\$7,889	\$8,003	\$8,125	\$8,248	1.4%
Sales Revenue	\$1,400	\$1,230	\$1,254	\$1,280	\$1,306	\$1,332	-1.0%
Other Revenue	\$2,898	\$2,979	\$3,039	\$3,125	\$3,214	\$3,304	2.7%
Internal Recoveries	\$6,307	\$6,478	\$6,659	\$6,848	\$7,043	\$7,243	2.8%
PILs and Supplementary Taxes	\$1,531	\$1,347	\$1,363	\$1,380	\$1,398	\$1,416	-1.6%
Total revenue	\$100,966	\$102,685	\$104,431	\$106,544	\$108,673	\$110,897	1.9%
yr/yr % change		1.7%	1.7%	2.0%	2.0%	2.0%	
TAX LEVY REQUIREMENT	\$84,523	\$88,089	\$94,960	\$99,557	\$103,771	\$108,008	5.0%
yr/yr % change	3.4%	4.2%	7.8%	4.8%	4.2%	4.1%	
Weighted Assessment (\$ Millions)	\$13,025	\$13,508	\$14,048	\$14,610	\$15,194	\$15,802	3.9%
yr/yr % change	4.90%	3.71%	4.00%	4.00%	4.00%	4.00%	
Phase in growth %	3.40%	2.71%	3.00%	3.00%	3.00%	3.00%	
Real growth % from new properties	1.50%	1.00%	1.00%	1.00%	1.00%	1.00%	
County tax summary							
Residential tax rate	0.6490%	0.6521%	0.6760%	0.6814%	0.6830%	0.6835%	
Per \$100,000 of Assessment	\$ 97,290	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	
Taxes per \$100,000 of Assessment	\$ 631	\$ 652	\$ 696	\$ 723	\$ 746	\$ 769	4.0%
yr/yr \$ change	\$ 18	\$ 21	\$ 44	\$ 27	\$ 23	\$ 23	
yr/yr % residential impact	2.8%	3.3%	6.8%	3.8%	3.2%	3.1%	
yr/yr % budget impact	2.8%	3.3%	6.8%	3.8%	3.2%	3.1%	

Projected tax impact from 2015-2019 plan	3.2%	3.3%	3.6%	3.7%
Projected tax impact from 2014-2018 plan	4.3%	4.1%	3.0%	
Projected tax impact from 2013-2017 plan	4.2%	4.0%		
Projected tax impact from 2012-2016 plan	3.2%			



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Roads**  
Department: **Engineering Services**  
Governance: **Roads Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Municipal Recoveries	\$ 715	\$ 736	\$ 759	\$ 781	\$ 805	\$ 829
User Fees and Charges	\$ 210	\$ 216	\$ 223	\$ 229	\$ 236	\$ 243
Sales revenue	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Internal Recoveries	\$ 1,750	\$ 1,803	\$ 1,857	\$ 1,912	\$ 1,970	\$ 2,029
<b>Total Revenue</b>	<b>\$ 3,075</b>	<b>\$ 3,155</b>	<b>\$ 3,238</b>	<b>\$ 3,323</b>	<b>\$ 3,411</b>	<b>\$ 3,501</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 4,870	\$ 5,046	\$ 5,198	\$ 5,407	\$ 5,623	\$ 5,847
Supplies, Materials and Equipment	\$ 3,750	\$ 3,862	\$ 3,978	\$ 4,097	\$ 4,220	\$ 4,347
Purchased Services	\$ 1,390	\$ 1,566	\$ 1,617	\$ 1,670	\$ 1,725	\$ 1,776
Insurance and Financial	\$ 293	\$ 305	\$ 317	\$ 330	\$ 343	\$ 357
Minor Capital	\$ 713	\$ 863	\$ 863	\$ 863	\$ 863	\$ 863
Debt Charges	\$ 227	\$ 329	\$ 327	\$ 327	\$ 328	\$ 326
Internal Charges	\$ 1,655	\$ 1,705	\$ 1,756	\$ 1,809	\$ 1,863	\$ 1,919
<b>Total Expenditure</b>	<b>\$ 12,898</b>	<b>\$ 13,676</b>	<b>\$ 14,057</b>	<b>\$ 14,503</b>	<b>\$ 14,965</b>	<b>\$ 15,435</b>
Net Operating Cost / (Revenue)	\$ 9,823	\$ 10,520	\$ 10,819	\$ 11,180	\$ 11,554	\$ 11,934
<b>Transfers</b>						
Transfer from Reserves	\$ (227)	\$ (183)	\$ (184)	\$ (183)	\$ (183)	\$ (184)
Transfers to Capital	\$ 8,820	\$ 10,144	\$ 11,971	\$ 12,769	\$ 12,639	\$ 15,447
Transfers to Reserves	\$ 2,264	\$ 1,934	\$ 2,134	\$ 2,334	\$ 3,134	\$ 4,934
<b>Total Transfers</b>	<b>\$ 10,858</b>	<b>\$ 11,896</b>	<b>\$ 13,921</b>	<b>\$ 14,920</b>	<b>\$ 15,590</b>	<b>\$ 20,197</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 20,681</b>	<b>\$ 22,416</b>	<b>\$ 24,739</b>	<b>\$ 26,100</b>	<b>\$ 27,144</b>	<b>\$ 32,132</b>
<b>Year to Year Percentage Change</b>		8.4%	10.4%	5.5%	4.0%	18.4%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Solid Waste Services**  
Department: **Engineering Services**  
Governance: **Solid Waste Services Committee**

Description		Operating Budget (\$'000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Grants and Subsidies		\$ 718	\$ 734	\$ 734	\$ 734	\$ 734	\$ 734
Licenses Permits and Rents		\$ 13	\$ 13	\$ 14	\$ 14	\$ 15	\$ 15
User Fees and Charges		\$ 2,225	\$ 2,250	\$ 2,275	\$ 2,300	\$ 2,325	\$ 2,350
Sales Revenue		\$ 973	\$ 802	\$ 826	\$ 851	\$ 876	\$ 902
Internal Recoveries		\$ 396	\$ 408	\$ 420	\$ 433	\$ 446	\$ 459
<b>Total Revenue</b>		<b>\$ 4,324</b>	<b>\$ 4,207</b>	<b>\$ 4,268</b>	<b>\$ 4,331</b>	<b>\$ 4,395</b>	<b>\$ 4,460</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 2,338	\$ 2,345	\$ 2,432	\$ 2,522	\$ 2,615	\$ 2,712
Supplies, Materials and Equipment		\$ 935	\$ 963	\$ 992	\$ 1,022	\$ 1,052	\$ 1,084
Purchased Services		\$ 4,429	\$ 4,541	\$ 4,679	\$ 4,821	\$ 4,967	\$ 5,118
Insurance and Financial		\$ 137	\$ 142	\$ 148	\$ 154	\$ 160	\$ 166
Internal Charges		\$ 398	\$ 410	\$ 422	\$ 435	\$ 448	\$ 461
<b>Total Expenditure</b>		<b>\$ 8,237</b>	<b>\$ 8,402</b>	<b>\$ 8,673</b>	<b>\$ 8,953</b>	<b>\$ 9,243</b>	<b>\$ 9,542</b>
Net Operating Cost / (Revenue)		\$ 3,913	\$ 4,195	\$ 4,404	\$ 4,622	\$ 4,847	\$ 5,081
<b>Transfers</b>							
Transfer from Reserves		\$ (273)	\$ (281)	\$ (289)	\$ (298)	\$ (307)	\$ (316)
Transfers to Capital		\$	\$ 200	\$ 268	\$ 2,016	\$ 1,908	\$ 338
Transfer to Reserves		\$ 800	\$ 800	\$ 1,100	\$ 800	\$ 800	\$ 800
<b>Total Transfers</b>		<b>\$ 527</b>	<b>\$ 719</b>	<b>\$ 1,078</b>	<b>\$ 2,518</b>	<b>\$ 2,401</b>	<b>\$ 822</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 4,440</b>	<b>\$ 4,914</b>	<b>\$ 5,483</b>	<b>\$ 7,140</b>	<b>\$ 7,248</b>	<b>\$ 5,903</b>
<b>Year to Year Percentage Change</b>			10.7%	11.6%	30.2%	1.5%	-18.6%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Planning**

Department:

Governance: **Planning and Land Division Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Recoveries	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35
User Fees and Charges	\$ 250	\$ 260	\$ 270	\$ 280	\$ 290	\$ 300
Internal Recoveries	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
<b>Total Revenue</b>	<b>\$ 314</b>	<b>\$ 296</b>	<b>\$ 306</b>	<b>\$ 316</b>	<b>\$ 326</b>	<b>\$ 336</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 1,588	\$ 1,613	\$ 1,656	\$ 1,718	\$ 1,781	\$ 1,847
Supplies, Materials and Equipment	\$ 37	\$ 38	\$ 39	\$ 40	\$ 41	\$ 43
Purchased Services	\$ 298	\$ 259	\$ 287	\$ 296	\$ 305	\$ 314
Transfer Payments	\$ 740	\$ 740	\$ 640	\$ 590	\$ 590	\$ 590
Internal Charges	\$ 6	\$ 6	\$ 6	\$ 7	\$ 7	\$ 7
<b>Total Expenditure</b>	<b>\$ 2,669</b>	<b>\$ 2,656</b>	<b>\$ 2,629</b>	<b>\$ 2,651</b>	<b>\$ 2,725</b>	<b>\$ 2,801</b>
Net Operating Cost / (Revenue)	\$ 2,356	\$ 2,361	\$ 2,323	\$ 2,335	\$ 2,399	\$ 2,466
<b>Transfers</b>						
Transfer from Reserves	\$ (20)	\$ (150)	\$ (50)	\$ -	\$ -	\$ -
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ (20)</b>	<b>\$ (150)</b>	<b>\$ (50)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 2,336</b>	<b>\$ 2,211</b>	<b>\$ 2,273</b>	<b>\$ 2,335</b>	<b>\$ 2,399</b>	<b>\$ 2,466</b>
<b>Year to Year Percentage Change</b>		-5.3%	2.8%	2.7%	2.7%	2.8%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Community Emergency Management**

Department:

Governance: **Planning and Land Division Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 278	\$ 272	\$ 279	\$ 289	\$ 300	\$ 311
Supplies, Materials and Equipment		\$ 9	\$ 9	\$ 9	\$ 9	\$ 10	\$ 10
Purchased Services		\$ 177	\$ 154	\$ 159	\$ 164	\$ 169	\$ 199
Transfer Payments		\$ 141	\$ 141	\$ 141	\$ 141	\$ 141	\$ 141
Insurance and Financial		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>		<b>\$ 606</b>	<b>\$ 578</b>	<b>\$ 590</b>	<b>\$ 605</b>	<b>\$ 621</b>	<b>\$ 663</b>
Net Operating Cost / (Revenue)		\$ 606	\$ 578	\$ 590	\$ 605	\$ 621	\$ 663
<b>Transfers</b>							
Transfer from Reserves			\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Capital		\$ -	\$ -	\$ 82	\$ -	\$ 56	\$ -
<b>Total Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 82</b>	<b>\$ -</b>	<b>\$ 56</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 606</b>	<b>\$ 578</b>	<b>\$ 672</b>	<b>\$ 605</b>	<b>\$ 677</b>	<b>\$ 663</b>
<b>Year to Year Percentage Change</b>			-4.6%	16.4%	-10.0%	11.9%	-2.2%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Green Legacy**

Department:

Governance: **Planning and Land Division Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Sales Revenue	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Other Revenue	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Revenue</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 476	\$ 496	\$ 510	\$ 529	\$ 548	\$ 568
Supplies, Materials and Equipment	\$ 101	\$ 104	\$ 107	\$ 110	\$ 114	\$ 117
Purchased Services	\$ 77	\$ 79	\$ 82	\$ 85	\$ 88	\$ 90
Insurance & Financial	\$ 9	\$ 9	\$ 9	\$ 10	\$ 10	\$ 11
Internal Charges	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6
<b>Total Expenditure</b>	<b>\$ 668</b>	<b>\$ 694</b>	<b>\$ 714</b>	<b>\$ 739</b>	<b>\$ 765</b>	<b>\$ 792</b>
Net Operating Cost / (Revenue)	\$ 666	\$ 692	\$ 712	\$ 737	\$ 763	\$ 790
<b>Transfers</b>						
Transfer to Capital	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 666</b>	<b>\$ 742</b>	<b>\$ 712</b>	<b>\$ 737</b>	<b>\$ 763</b>	<b>\$ 790</b>
<b>Year to Year Percentage Change</b>		11.4%	-4.1%	3.6%	3.6%	3.6%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Police Services**  
 Department: **Provided under contract by Ont. Prov. Police**  
 Governance: **Wellington County Police Services Board**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 273	\$ 108	\$ 55	\$ 55	\$ 55	\$ 55
Licenses., Permits and Rents	\$ 154	\$ 123	\$ 101	\$ 101	\$ 101	\$ 101
Fines and Penalties	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
User Fees and Charges	\$ 79	\$ 79	\$ 79	\$ 79	\$ 79	\$ 79
Other Revenue	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
<b>Total Revenue</b>	<b>\$ 581</b>	<b>\$ 385</b>	<b>\$ 311</b>	<b>\$ 311</b>	<b>\$ 311</b>	<b>\$ 311</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 140	\$ 143	\$ 147	\$ 153	\$ 158	\$ 164
Supplies, Materials and Equipment	\$ 44	\$ 46	\$ 47	\$ 48	\$ 50	\$ 51
Purchased Services	\$ 385	\$ 400	\$ 416	\$ 432	\$ 449	\$ 467
Transfer Payments	\$ 16,433	\$ 15,689	\$ 16,511	\$ 17,331	\$ 18,193	\$ 19,086
Insurance and Financial	\$ 7	\$ 7	\$ 8	\$ 8	\$ 8	\$ 9
Minor Capital	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Charges	\$ 595	\$ 408	\$ 405	\$ 405	\$ 405	\$ 402
Internal Charges	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>	<b>\$ 17,624</b>	<b>\$ 16,695</b>	<b>\$ 17,536</b>	<b>\$ 18,379</b>	<b>\$ 19,265</b>	<b>\$ 20,181</b>
Net Operating Cost / (Revenue)	\$ 17,043	\$ 16,310	\$ 17,225	\$ 18,068	\$ 18,955	\$ 19,870
<b>Transfers</b>						
Transfers from Reserves	\$ (109)	\$ (95)	\$ (99)	\$ (104)	\$ (110)	\$ (110)
Transfers to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90
<b>Total Transfers</b>	<b>\$ (19)</b>	<b>\$ (5)</b>	<b>\$ (9)</b>	<b>\$ (14)</b>	<b>\$ (20)</b>	<b>\$ (20)</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 17,024</b>	<b>\$ 16,305</b>	<b>\$ 17,215</b>	<b>\$ 18,053</b>	<b>\$ 18,935</b>	<b>\$ 19,851</b>
<b>Year to Year Percentage Change</b>		-4.2%	5.6%	4.9%	4.9%	4.8%





# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **County Library System**

Department: **Library Services**

Governance: **Information, Heritage and Seniors' Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 183	\$ 158	\$ 158	\$ 158	\$ 158	\$ 158
Municipal Recoveries	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Licenses Permits and Rents	\$ 35	\$ 35	\$ 35	\$ 35	\$ 36	\$ 36
User Fees and Charges	\$ 84	\$ 87	\$ 89	\$ 92	\$ 95	\$ 97
Sales Revenue	\$ 8	\$ 8	\$ 8	\$ 9	\$ 9	\$ 9
<b>Total Revenue</b>	<b>\$ 336</b>	<b>\$ 314</b>	<b>\$ 317</b>	<b>\$ 320</b>	<b>\$ 324</b>	<b>\$ 327</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 3,799	\$ 3,985	\$ 4,093	\$ 4,245	\$ 4,403	\$ 4,566
Supplies, Materials and Equipment	\$ 828	\$ 853	\$ 879	\$ 905	\$ 932	\$ 960
Purchased Services	\$ 837	\$ 870	\$ 899	\$ 930	\$ 961	\$ 994
Insurance and Financial	\$ 22	\$ 23	\$ 24	\$ 25	\$ 26	\$ 27
Minor Capital Expenses	\$ 68	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Debt Charges	\$ 690	\$ 690	\$ 688	\$ 681	\$ 479	\$ 337
Internal Charges	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>	<b>\$ 6,246</b>	<b>\$ 6,433</b>	<b>\$ 6,594</b>	<b>\$ 6,797</b>	<b>\$ 6,812</b>	<b>\$ 6,896</b>
Net Operating Cost / (Revenue)	\$ 5,909	\$ 6,119	\$ 6,277	\$ 6,477	\$ 6,489	\$ 6,569
<b>Transfers</b>						
Transfers from Reserves	\$ (219)	\$ (65)	\$ (170)	\$ (210)	\$ (226)	\$ (224)
Transfer to Reserve	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -
Transfers to Capital	\$ 2,270	\$ 176	\$ 2,673	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$ 2,051</b>	<b>\$ 1,311</b>	<b>\$ 2,503</b>	<b>\$ (210)</b>	<b>\$ (226)</b>	<b>\$ (224)</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 7,960</b>	<b>\$ 7,429</b>	<b>\$ 8,780</b>	<b>\$ 6,268</b>	<b>\$ 6,263</b>	<b>\$ 6,345</b>
<b>Year to Year Percentage Change</b>		-6.7%	18.2%	-28.6%	-0.1%	1.3%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

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

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52
Licenses Permits and Rents	\$ 42	\$ 42	\$ 43	\$ 44	\$ 45	\$ 46
User Fees and Charges	\$ 60	\$ 62	\$ 64	\$ 66	\$ 68	\$ 70
Sales Revenue	\$ 7	\$ 7	\$ 8	\$ 8	\$ 8	\$ 8
Other Revenue	\$ 5	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7
<b>Total Revenue</b>	<b>\$ 167</b>	<b>\$ 171</b>	<b>\$ 173</b>	<b>\$ 176</b>	<b>\$ 180</b>	<b>\$ 183</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 1,367	\$ 1,429	\$ 1,468	\$ 1,522	\$ 1,578	\$ 1,637
Supplies, Materials and Equipment	\$ 154	\$ 158	\$ 163	\$ 168	\$ 173	\$ 178
Purchased Services	\$ 363	\$ 377	\$ 390	\$ 405	\$ 419	\$ 435
Transfer Payments	\$ 5	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7
Insurance and Financial	\$ 17	\$ 18	\$ 19	\$ 19	\$ 20	\$ 21
<b>Total Expenditure</b>	<b>\$ 1,907</b>	<b>\$ 1,989</b>	<b>\$ 2,047</b>	<b>\$ 2,121</b>	<b>\$ 2,198</b>	<b>\$ 2,278</b>
Net Operating Cost / (Revenue)	\$ 1,740	\$ 1,819	\$ 1,873	\$ 1,945	\$ 2,018	\$ 2,095
<b>Transfers</b>						
Transfers to Capital	\$ 200	\$ 55	\$ -	\$ 53	\$ 137	\$ -
<b>Total Transfers</b>	<b>\$ 200</b>	<b>\$ 55</b>	<b>\$ -</b>	<b>\$ 53</b>	<b>\$ 137</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 1,940</b>	<b>\$ 1,874</b>	<b>\$ 1,873</b>	<b>\$ 1,998</b>	<b>\$ 2,155</b>	<b>\$ 2,095</b>
<b>Year to Year Percentage Change</b>		-3.4%	0.0%	6.6%	7.9%	-2.8%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Administration**

Department: **Treasury**

Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Internal Recoveries		\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
<b>Total Revenue</b>		<b>\$ 412</b>	<b>\$ 424</b>	<b>\$ 437</b>	<b>\$ 450</b>	<b>\$ 464</b>	<b>\$ 478</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 1,308	\$ 1,424	\$ 1,496	\$ 1,551	\$ 1,608	\$ 1,668
Supplies, Materials and Equipment		\$ 37	\$ 38	\$ 39	\$ 40	\$ 42	\$ 43
Purchased Services		\$ 272	\$ 355	\$ 291	\$ 299	\$ 308	\$ 318
Insurance and Financial		\$ 36	\$ 37	\$ 39	\$ 40	\$ 42	\$ 44
Internal Charges		\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
<b>Total Expenditure</b>		<b>\$ 1,658</b>	<b>\$ 1,860</b>	<b>\$ 1,869</b>	<b>\$ 1,936</b>	<b>\$ 2,006</b>	<b>\$ 2,077</b>
Net Operating Cost / (Revenue)		\$ 1,246	\$ 1,435	\$ 1,432	\$ 1,486	\$ 1,542	\$ 1,600
<b>Transfers</b>							
Transfers from Reserves		\$ (47)	\$ (115)	\$ (51)	\$ (51)	\$ (52)	\$ (54)
Transfers to Reserves		\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
<b>Total Transfers</b>		<b>\$ 3</b>	<b>\$ (65)</b>	<b>\$ (1)</b>	<b>\$ (1)</b>	<b>\$ (2)</b>	<b>\$ (4)</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 1,249</b>	<b>\$ 1,370</b>	<b>\$ 1,431</b>	<b>\$ 1,485</b>	<b>\$ 1,539</b>	<b>\$ 1,596</b>
<b>Year to Year Percentage Change</b>			9.7%	4.5%	3.8%	3.7%	3.7%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Administration**

Department: **Human Resources**

Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Internal Recoveries		\$ 1,004	\$ 1,034	\$ 1,065	\$ 1,097	\$ 1,130	\$ 1,164
<b>Total Revenue</b>		<b>\$ 1,004</b>	<b>\$ 1,034</b>	<b>\$ 1,065</b>	<b>\$ 1,097</b>	<b>\$ 1,130</b>	<b>\$ 1,164</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 1,417	\$ 1,473	\$ 1,533	\$ 1,590	\$ 1,649	\$ 1,710
Supplies, Materials and Equipment		\$ 127	\$ 131	\$ 135	\$ 139	\$ 143	\$ 147
Purchased Services		\$ 417	\$ 430	\$ 443	\$ 456	\$ 470	\$ 484
Transfer Payments		\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Insurance and Financial		\$ 191	\$ 198	\$ 206	\$ 215	\$ 223	\$ 232
Internal Charges		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>		<b>\$ 2,224</b>	<b>\$ 2,304</b>	<b>\$ 2,389</b>	<b>\$ 2,471</b>	<b>\$ 2,556</b>	<b>\$ 2,645</b>
Net Operating Cost / (Revenue)		\$ 1,220	\$ 1,269	\$ 1,324	\$ 1,374	\$ 1,427	\$ 1,481
<b>Transfers</b>							
Transfers from Reserves		\$ (427)	\$ (440)	\$ (453)	\$ (467)	\$ (481)	\$ (495)
<b>Total Transfers</b>		<b>\$ (427)</b>	<b>\$ (440)</b>	<b>\$ (453)</b>	<b>\$ (467)</b>	<b>\$ (481)</b>	<b>\$ (495)</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 793</b>	<b>\$ 829</b>	<b>\$ 870</b>	<b>\$ 907</b>	<b>\$ 945</b>	<b>\$ 985</b>
<b>Year to Year Percentage Change</b>			4.6%	4.9%	4.2%	4.2%	4.2%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Property Management**

Department: **Maintenance Division**

Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Licenses Permits and Rents		\$ 997	\$ 1,022	\$ 1,024	\$ 1,026	\$ 1,028	\$ 1,031
User Fees and Charges		\$ 157	\$ 150	\$ 100	\$ 95	\$ 95	\$ 95
Other Revenue		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
Internal Recoveries		\$ 681	\$ 702	\$ 723	\$ 744	\$ 767	\$ 790
<b>Total Revenue</b>		<b>\$ 1,836</b>	<b>\$ 1,875</b>	<b>\$ 1,848</b>	<b>\$ 1,867</b>	<b>\$ 1,892</b>	<b>\$ 1,917</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 787	\$ 875	\$ 898	\$ 931	\$ 966	\$ 1,001
Supplies, Materials and Equipment		\$ 154	\$ 158	\$ 163	\$ 168	\$ 173	\$ 178
Purchased Services		\$ 679	\$ 707	\$ 735	\$ 765	\$ 797	\$ 829
Insurance and Financial		\$ 32	\$ 33	\$ 34	\$ 35	\$ 37	\$ 38
Minor Capital Expenses		\$ 173	\$ 118	\$ 10	\$ 30	\$ 25	\$ 25
Debt Charges		\$ 444	\$ 336	\$ 336	\$ 334	\$ 326	\$ 103
<b>Total Expenditure</b>		<b>\$ 2,268</b>	<b>\$ 2,226</b>	<b>\$ 2,177</b>	<b>\$ 2,264</b>	<b>\$ 2,323</b>	<b>\$ 2,175</b>
Net Operating Cost / (Revenue)		\$ 432	\$ 351	\$ 329	\$ 397	\$ 431	\$ 258
<b>Transfers</b>							
Transfers from Reserves		\$ (99)	\$ (88)	\$ -	\$ (7)	\$ (20)	\$ (20)
Transfers to Reserves		\$ 792	\$ 791	\$ 741	\$ 736	\$ 736	\$ 736
<b>Total Transfers</b>		<b>\$ 693</b>	<b>\$ 703</b>	<b>\$ 741</b>	<b>\$ 729</b>	<b>\$ 716</b>	<b>\$ 716</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 1,125</b>	<b>\$ 1,055</b>	<b>\$ 1,070</b>	<b>\$ 1,127</b>	<b>\$ 1,148</b>	<b>\$ 974</b>
<b>Year to Year Percentage Change</b>			-6.2%	1.4%	5.3%	1.9%	-15.1%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Provincial Offences Act (POA)**  
 Department: **Delivered by City of Guelph**  
 Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Municipal Recoveries		\$ 516	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236
<b>Total Revenue</b>		<b>\$ 516</b>	<b>\$ 236</b>	<b>\$ 236</b>	<b>\$ 236</b>	<b>\$ 236</b>	<b>\$ 236</b>
<b>Expenditure</b>							
Debt Charges		\$ 258	\$ 257	\$ 257	\$ 256	\$ 255	\$ 255
<b>Total Expenditure</b>		<b>\$ 258</b>	<b>\$ 257</b>	<b>\$ 257</b>	<b>\$ 256</b>	<b>\$ 255</b>	<b>\$ 255</b>
<b>Transfers</b>							
Transfer to Capital		\$ 134	\$ 14	\$ 19	\$ 6	\$ 31	\$ 38
<b>Total Transfers</b>		<b>\$ 134</b>	<b>\$ 14</b>	<b>\$ 19</b>	<b>\$ 6</b>	<b>\$ 31</b>	<b>\$ 38</b>
<b>Net Cost / (Revenue)</b>		<b>\$ (124)</b>	<b>\$ 35</b>	<b>\$ 40</b>	<b>\$ 26</b>	<b>\$ 49</b>	<b>\$ 57</b>
<b>Year to Year Percentage Change</b>			-128.4%	13.9%	-35.2%	89.8%	16.3%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Administration**  
 Department: **Office of CAO/Clerk**  
 Governance: **Administration, Finance and Human Resources Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
User Fees and Charges	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Internal Recoveries	\$ 1,656	\$ 1,706	\$ 1,757	\$ 1,810	\$ 1,864	\$ 1,920
<b>Total Revenue</b>	<b>\$ 1,657</b>	<b>\$ 1,706</b>	<b>\$ 1,758</b>	<b>\$ 1,810</b>	<b>\$ 1,865</b>	<b>\$ 1,921</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 3,058	\$ 3,222	\$ 3,309	\$ 3,431	\$ 3,558	\$ 3,690
Supplies, Materials and Equipment	\$ 258	\$ 265	\$ 273	\$ 281	\$ 290	\$ 299
Purchased Services	\$ 1,006	\$ 1,066	\$ 1,098	\$ 1,131	\$ 1,165	\$ 1,200
Insurance and Financial	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3
Internal Charges	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3
<b>Total Expenditure</b>	<b>\$ 4,326</b>	<b>\$ 4,558</b>	<b>\$ 4,685</b>	<b>\$ 4,849</b>	<b>\$ 5,019</b>	<b>\$ 5,194</b>
Net Operating Cost / (Revenue)	\$ 2,670	\$ 2,852	\$ 2,928	\$ 3,039	\$ 3,154	\$ 3,274
<b>Transfers</b>						
Transfers to Capital	\$ 225	\$ 421	\$ 309	\$ 605	\$ 361	\$ 422
<b>Total Transfers</b>	<b>\$ 225</b>	<b>\$ 421</b>	<b>\$ 309</b>	<b>\$ 605</b>	<b>\$ 361</b>	<b>\$ 422</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 2,895</b>	<b>\$ 3,273</b>	<b>\$ 3,237</b>	<b>\$ 3,643</b>	<b>\$ 3,515</b>	<b>\$ 3,696</b>
<b>Year to Year Percentage Change</b>		13.1%	-1.1%	12.6%	-3.5%	5.2%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Ambulance Service**  
 Department: **Administered by City of Guelph**  
 Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Expenditure</b>							
Transfer Payments		\$ 3,713	\$ 3,730	\$ 3,960	\$ 4,204	\$ 4,466	\$ 4,866
<b>Total Expenditure</b>		<b>\$ 3,713</b>	<b>\$ 3,730</b>	<b>\$ 3,960</b>	<b>\$ 4,204</b>	<b>\$ 4,466</b>	<b>\$ 4,866</b>
Net Operating Cost / (Revenue)		\$ 3,713	\$ 3,730	\$ 3,960	\$ 4,204	\$ 4,466	\$ 4,866
<b>Transfers</b>							
Transfers to Capital		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Reserve		\$ 250	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
<b>Total Transfers</b>		<b>\$ 250</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 350</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 3,963</b>	<b>\$ 4,080</b>	<b>\$ 4,310</b>	<b>\$ 4,554</b>	<b>\$ 4,816</b>	<b>\$ 5,216</b>
<b>Year to Year Percentage Change</b>			3.0%	5.6%	5.7%	5.7%	8.3%






# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Administration**  
 Department: **Community Grants**  
 Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Expenditure</b>							
Transfer Payments		\$ 51	\$ 52	\$ 54	\$ 56	\$ 57	\$ 59
Debt Charges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditure</b>		<b>\$ 51</b>	<b>\$ 52</b>	<b>\$ 54</b>	<b>\$ 56</b>	<b>\$ 57</b>	<b>\$ 59</b>
Net Operating Cost / (Revenue)		\$ 51	\$ 52	\$ 54	\$ 56	\$ 57	\$ 59
<b>Transfers</b>							
Transfer to reserves		\$ 1,200	\$ 1,500	\$ 1,700	\$ 2,500	\$ 2,500	\$ -
<b>Total Transfers</b>		<b>\$ 1,200</b>	<b>\$ 1,500</b>	<b>\$ 1,700</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 1,251</b>	<b>\$ 1,552</b>	<b>\$ 1,754</b>	<b>\$ 2,556</b>	<b>\$ 2,557</b>	<b>\$ 59</b>
<b>Year to Year Percentage Change</b>			24.1%	13.0%	45.7%	0.1%	-97.7%

 <b>COUNTY OF WELLINGTON</b> <b>2016-2020 OPERATING</b> Programme/Service: <b>Administration</b> Department: <b>Economic Development</b> Governance: <b>Economic Development Committee</b>						
Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 30	\$ 39	\$ 30	\$ 30	\$ 30	\$ 30
User Fees and Charges	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
<b>Total Revenue</b>	<b>\$ 90</b>	<b>\$ 99</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>	<b>\$ 90</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 282	\$ 333	\$ 298	\$ 309	\$ 320	\$ 332
Supplies, Materials and Equipment	\$ 21	\$ 21	\$ 22	\$ 23	\$ 23	\$ 24
Purchased Services	\$ 278	\$ 385	\$ 335	\$ 335	\$ 335	\$ 335
Transfer Payments	\$ 355	\$ 330	\$ 230	\$ 230	\$ 230	\$ 230
<b>Total Expenditure</b>	<b>\$ 936</b>	<b>\$ 1,069</b>	<b>\$ 884</b>	<b>\$ 896</b>	<b>\$ 908</b>	<b>\$ 921</b>
Net Operating Cost / (Revenue)	\$ 846	\$ 971	\$ 794	\$ 806	\$ 818	\$ 831
<b>Transfers</b>						
Transfers from Reserves	\$ (75)	\$ (200)	\$ -	\$ -	\$ -	\$ -
Transfer to Capital	\$ 70	\$ 100	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves	\$ 200	\$ 200	\$ 200	\$ 200	\$ 340	\$ -
<b>Total Transfers</b>	<b>\$ 195</b>	<b>\$ 100</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 340</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 1,041</b>	<b>\$ 1,071</b>	<b>\$ 994</b>	<b>\$ 1,006</b>	<b>\$ 1,158</b>	<b>\$ 831</b>
<b>Year to Year Percentage Change</b>		2.9%	-7.1%	1.2%	15.1%	-28.3%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Ontario Works**  
Department: **Social Services**  
Governance: **Social Services Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 19,862	\$ 20,585	\$ 21,656	\$ 22,782	\$ 23,493	\$ 24,383
Municipal Recoveries	\$ 3,576	\$ 3,602	\$ 3,390	\$ 3,187	\$ 3,356	\$ 3,403
Other Revenue	\$ 52	\$ 51	\$ 28	\$ 28	\$ 28	\$ 28
Internal Recoveries	\$ 10	\$ 3	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 23,501</b>	<b>\$ 24,240</b>	<b>\$ 25,074</b>	<b>\$ 25,997</b>	<b>\$ 26,877</b>	<b>\$ 27,814</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 5,955	\$ 6,095	\$ 6,165	\$ 6,336	\$ 6,511	\$ 6,690
Supplies, Materials and Equipment	\$ 179	\$ 185	\$ 190	\$ 195	\$ 201	\$ 206
Purchased Services	\$ 407	\$ 414	\$ 427	\$ 440	\$ 453	\$ 467
Social Assistance	\$ 17,331	\$ 17,953	\$ 18,590	\$ 19,279	\$ 19,994	\$ 20,738
Transfer Payments	\$ 24	\$ 24	\$ 24	\$ 24	\$ 24	\$ 24
Internal Charges	\$ 1,335	\$ 1,345	\$ 1,370	\$ 1,411	\$ 1,453	\$ 1,496
<b>Total Expenditure</b>	<b>\$ 25,231</b>	<b>\$ 26,016</b>	<b>\$ 26,766</b>	<b>\$ 27,685</b>	<b>\$ 28,636</b>	<b>\$ 29,621</b>
Net Operating Cost / (Revenue)	\$ 1,730	\$ 1,775	\$ 1,693	\$ 1,688	\$ 1,760	\$ 1,807
<b>Net Cost / (Revenue)</b>	<b>\$ 1,730</b>	<b>\$ 1,775</b>	<b>\$ 1,693</b>	<b>\$ 1,688</b>	<b>\$ 1,760</b>	<b>\$ 1,807</b>
<b>Year to Year Percentage Change</b>		2.6%	-4.7%	-0.3%	4.2%	2.7%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Child Care Services**  
Department: **Social Services**  
Governance: **Social Services Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Grants and Subsidies		\$ 11,118	\$ 11,117	\$ 11,117	\$ 11,117	\$ 11,319	\$ 11,322
Municipal Recoveries		\$ 2,774	\$ 3,030	\$ 3,241	\$ 3,459	\$ 3,482	\$ 3,668
User Fees and Charges		\$ 254	\$ 254	\$ 254	\$ 254	\$ 254	\$ 254
Internal Recoveries		\$ 355	\$ 355	\$ 355	\$ 355	\$ 355	\$ 355
<b>Total Revenue</b>		<b>\$ 14,500</b>	<b>\$ 14,756</b>	<b>\$ 14,967</b>	<b>\$ 15,185</b>	<b>\$ 15,410</b>	<b>\$ 15,599</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 3,958	\$ 4,135	\$ 4,249	\$ 4,365	\$ 4,485	\$ 4,606
Supplies, Materials and Equipment		\$ 223	\$ 228	\$ 234	\$ 240	\$ 246	\$ 253
Purchased Services		\$ 351	\$ 357	\$ 367	\$ 378	\$ 388	\$ 399
Social Assistance		\$ 9,826	\$ 9,990	\$ 10,115	\$ 10,243	\$ 10,327	\$ 10,413
Transfer Payments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance and Financial		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
Minor Capital		\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120
Internal Charges		\$ 1,003	\$ 979	\$ 997	\$ 1,015	\$ 1,034	\$ 1,054
<b>Total Expenditure</b>		<b>\$ 15,482</b>	<b>\$ 15,811</b>	<b>\$ 16,083</b>	<b>\$ 16,363</b>	<b>\$ 16,602</b>	<b>\$ 16,846</b>
Net Operating Cost / (Revenue)		\$ 982	\$ 1,055	\$ 1,117	\$ 1,178	\$ 1,192	\$ 1,248
<b>Transfers</b>							
Transfer from reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 982</b>	<b>\$ 1,055</b>	<b>\$ 1,117</b>	<b>\$ 1,178</b>	<b>\$ 1,192</b>	<b>\$ 1,248</b>
<b>Year to Year Percentage Change</b>			7.5%	5.8%	5.5%	1.2%	4.7%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Social Housing**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Grants and Subsidies	\$	7,742	\$ 7,328	\$ 7,435	\$ 7,332	\$ 7,201	\$ 7,201
Municipal Recoveries	\$	15,118	\$ 15,433	\$ 15,760	\$ 16,263	\$ 16,825	\$ 17,287
Licenses Permits and Rents	\$	5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
User Fees and Charges	\$	53	\$ 53	\$ 53	\$ 53	\$ 53	\$ 53
<b>Total Revenue</b>	<b>\$</b>	<b>28,113</b>	<b>\$ 28,014</b>	<b>\$ 28,448</b>	<b>\$ 28,848</b>	<b>\$ 29,279</b>	<b>\$ 29,740</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$	3,617	\$ 3,750	\$ 3,880	\$ 4,012	\$ 4,147	\$ 4,284
Supplies, Materials and Equipment	\$	362	\$ 372	\$ 383	\$ 394	\$ 406	\$ 418
Purchased Services	\$	6,366	\$ 7,139	\$ 7,452	\$ 7,778	\$ 8,120	\$ 8,479
Social Assistance	\$	18,004	\$ 17,963	\$ 18,067	\$ 18,173	\$ 18,301	\$ 18,430
Transfer Payments	\$	1,158	\$ 1,015	\$ 1,015	\$ 1,015	\$ 1,015	\$ 1,015
Insurance and Financial	\$	234	\$ 247	\$ 261	\$ 277	\$ 294	\$ 312
Minor Capital Expenditures	\$	607	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Charges	\$	672	\$ 691	\$ 711	\$ 732	\$ 754	\$ 777
<b>Total Expenditure</b>	<b>\$</b>	<b>31,020</b>	<b>\$ 31,177</b>	<b>\$ 31,769</b>	<b>\$ 32,381</b>	<b>\$ 33,037</b>	<b>\$ 33,715</b>
Net Operating Cost / (Revenue)	\$	2,907	\$ 3,164	\$ 3,321	\$ 3,533	\$ 3,759	\$ 3,975
<b>Transfers</b>							
Transfers from Reserves	\$	(148)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Reserves	\$	1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Transfers to Capital	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>	<b>\$</b>	<b>1,352</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>Net Cost / (Revenue)</b>	<b>\$</b>	<b>4,259</b>	<b>\$ 4,664</b>	<b>\$ 4,821</b>	<b>\$ 5,033</b>	<b>\$ 5,259</b>	<b>\$ 5,475</b>
<b>Year to Year Percentage Change</b>			9.5%	3.4%	4.4%	4.5%	4.1%



# COUNTY OF WELLINGTON

## 2016-2020 OPERATING

Programme/Service: **Affordable Housing**  
 Department: **Social Services**  
 Governance: **Social Services Committee**

Description		Operating Budget (\$000's)					
		2014	2015	2016	2017	2018	2019
<b>Revenue</b>							
Grants and Subsidies		\$ 207	\$ 206	\$ 205	\$ 203	\$ 203	\$ 203
Licenses Permits and Rents		\$ 572	\$ 583	\$ 595	\$ 606	\$ 618	\$ 618
<b>Total Revenue</b>		<b>\$ 779</b>	<b>\$ 789</b>	<b>\$ 800</b>	<b>\$ 810</b>	<b>\$ 822</b>	<b>\$ 822</b>
<b>Expenditure</b>							
Salaries, Wages, and Benefits		\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4
Supplies, Materials and Equipment		\$ 32	\$ 33	\$ 33	\$ 33	\$ 34	\$ 35
Purchased Services		\$ 370	\$ 381	\$ 393	\$ 405	\$ 418	\$ 430
Transfer Payments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance and Financial		\$ 14	\$ 15	\$ 16	\$ 17	\$ 19	\$ 19
Minor Capital		\$ 27	\$ 27	\$ 28	\$ 29	\$ 30	\$ 30
Debt Charges		\$ 302	\$ 302	\$ 301	\$ 299	\$ 299	\$ 299
<b>Total Expenditure</b>		<b>\$ 748</b>	<b>\$ 762</b>	<b>\$ 775</b>	<b>\$ 788</b>	<b>\$ 803</b>	<b>\$ 817</b>
Net Operating Cost / (Revenue)		\$ (30)	\$ (27)	\$ (24)	\$ (22)	\$ (18)	\$ (5)
<b>Transfers</b>							
Transfers from Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves		\$ 530	\$ 526	\$ 524	\$ 521	\$ 517	\$ 517
<b>Total Transfers</b>		<b>\$ 530</b>	<b>\$ 526</b>	<b>\$ 524</b>	<b>\$ 521</b>	<b>\$ 517</b>	<b>\$ 517</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 499</b>	<b>\$ 499</b>	<b>\$ 499</b>	<b>\$ 512</b>
<b>Year to Year Percentage Change</b>			0.0%	0.0%	0.0%	0.0%	0.0%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Wellington Terrace**  
 Department: **Homes for the Aged**  
 Governance: **Information, Heritage and Seniors' Committee**

Description	Operating Budget (\$000's)					
	2015	2016	2017	2018	2019	2020
<b>Revenue</b>						
Grants and Subsidies	\$ 8,081	\$ 8,425	\$ 8,557	\$ 8,692	\$ 8,830	\$ 8,971
Municipal Recoveries	\$ 112	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees and Charges	\$ 4,256	\$ 4,326	\$ 4,398	\$ 4,471	\$ 4,546	\$ 4,622
<b>Total Revenue</b>	<b>\$ 12,449</b>	<b>\$ 12,751</b>	<b>\$ 12,955</b>	<b>\$ 13,163</b>	<b>\$ 13,376</b>	<b>\$ 13,593</b>
<b>Expenditure</b>						
Salaries, Wages and Benefits	\$ 14,383	\$ 14,663	\$ 14,957	\$ 15,405	\$ 15,867	\$ 16,343
Supplies, Materials and Equipment	\$ 1,192	\$ 1,215	\$ 1,239	\$ 1,291	\$ 1,315	\$ 1,354
Purchased Services	\$ 982	\$ 1,012	\$ 1,042	\$ 1,074	\$ 1,106	\$ 1,140
Insurance and Financial	\$ 32	\$ 33	\$ 34	\$ 35	\$ 36	\$ 37
Debt Charges	\$ 1,964	\$ 1,964	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850
Internal Charges	\$ 1,140	\$ 1,165	\$ 1,190	\$ 1,216	\$ 1,243	\$ 1,270
<b>Total Expenditure</b>	<b>\$ 19,692</b>	<b>\$ 20,052</b>	<b>\$ 20,312</b>	<b>\$ 20,871</b>	<b>\$ 21,417</b>	<b>\$ 21,994</b>
Net Operating Cost / (Revenue)	\$ 7,243	\$ 7,301	\$ 7,357	\$ 7,708	\$ 8,041	\$ 8,401
<b>Transfers</b>						
Transfers to Reserves	\$ 250	\$ 250	\$ 364	\$ 364	\$ 364	\$ 364
Transfers to Capital	\$ 95	\$ 265	\$ 225	\$ 245	\$ 160	\$ 160
<b>Total Transfers</b>	<b>\$ 345</b>	<b>\$ 515</b>	<b>\$ 589</b>	<b>\$ 609</b>	<b>\$ 524</b>	<b>\$ 524</b>
<b>Net Cost / (Revenue)</b>	<b>\$ 7,588</b>	<b>\$ 7,816</b>	<b>\$ 7,946</b>	<b>\$ 8,317</b>	<b>\$ 8,565</b>	<b>\$ 8,925</b>
<b>Year to Year Percentage Change</b>		3.0%	1.7%	4.7%	3.0%	4.2%



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **Public Health**

Department:

Governance: **Wellington-Dufferin-Guelph Health Unit**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Expenditure</b>							
Transfer Payments		\$ 2,153	\$ 2,205	\$ 2,336	\$ 2,473	\$ 2,618	\$ 2,770
Debt Charges		\$ 344	\$ 347	\$ 344	\$ 344	\$ 344	\$ 343
<b>Total Expenditure</b>		<b>\$ 2,497</b>	<b>\$ 2,552</b>	<b>\$ 2,680</b>	<b>\$ 2,818</b>	<b>\$ 2,962</b>	<b>\$ 3,113</b>
Net Operating Cost / (Revenue)		\$ 2,497	\$ 2,552	\$ 2,680	\$ 2,818	\$ 2,962	\$ 3,113
<b>Transfers</b>							
Transfer from reserve debt charge funding		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Cost / (Revenue)</b>		<b>\$ 2,497</b>	<b>\$ 2,552</b>	<b>\$ 2,680</b>	<b>\$ 2,818</b>	<b>\$ 2,962</b>	<b>\$ 3,113</b>
<b>Year to Year Percentage Change</b>			2.2%	5.0%	5.1%	5.1%	5.1%





# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **General Expenditure and Revenue**

Department: **Treasury**

Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Property Taxation		\$ 86,054	\$ 89,492	\$ 96,433	\$ 101,054	\$ 105,242	\$ 109,494
Grants and Subsidies		\$ 2,889	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
Sales revenue		\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12
Other Revenue		\$ 2,818	\$ 2,898	\$ 2,981	\$ 3,066	\$ 3,154	\$ 3,244
Internal Recoveries		\$ 42	\$ 44	\$ 45	\$ 46	\$ 48	\$ 49
<b>Total Revenue</b>		<b>\$ 91,816</b>	<b>\$ 95,046</b>	<b>\$ 102,070</b>	<b>\$ 106,778</b>	<b>\$ 111,055</b>	<b>\$ 115,399</b>
<b>Expenditure</b>							
Supplies, Materials and Equipment		\$ 18	\$ 19	\$ 19	\$ 20	\$ 20	\$ 21
Purchased Services		\$ 1,974	\$ 2,034	\$ 2,096	\$ 2,160	\$ 2,226	\$ 2,293
Insurance and Financial		\$ 1,076	\$ 1,076	\$ 1,084	\$ 1,092	\$ 1,100	\$ 1,108
<b>Total Expenditure</b>		<b>\$ 3,068</b>	<b>\$ 3,129</b>	<b>\$ 3,199</b>	<b>\$ 3,272</b>	<b>\$ 3,346</b>	<b>\$ 3,422</b>
Net Operating Cost / (Revenue)		\$ (88,748)	\$ (91,917)	\$ (98,871)	\$ (103,507)	\$ (107,709)	\$ (111,977)
<b>Transfers</b>							
Transfers from Reserves		\$ (450)	\$ (150)	\$ -	\$ -	\$ -	\$ -
Transfers to Reserves		\$ 2,818	\$ 2,898	\$ 2,898	\$ 3,066	\$ 3,154	\$ 3,244
Reserve Transfer: Stabilization/Capital		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>		<b>\$ 2,368</b>	<b>\$ 2,748</b>	<b>\$ 2,898</b>	<b>\$ 3,066</b>	<b>\$ 3,154</b>	<b>\$ 3,244</b>
<b>Net Cost / (Revenue)</b>		<b>\$ (86,380)</b>	<b>\$ (89,169)</b>	<b>\$ (95,973)</b>	<b>\$ (100,441)</b>	<b>\$ (104,555)</b>	<b>\$ (108,733)</b>



# COUNTY OF WELLINGTON 2016-2020 OPERATING

Programme/Service: **County Council**  
 Department: **County Council**  
 Governance: **Administration, Finance and Human Resources Committee**

Description		Operating Budget (\$000's)					
		2015	2016	2017	2018	2019	2020
<b>Revenue</b>							
Other Revenue		\$ 18	\$ 19	\$ 19	\$ 20	\$ 20	\$ 21
<b>Total Revenue</b>		<b>\$ 18</b>	<b>\$ 19</b>	<b>\$ 19</b>	<b>\$ 20</b>	<b>\$ 20</b>	<b>\$ 21</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits		\$ 734	\$ 721	\$ 737	\$ 760	\$ 785	\$ 810
Supplies, Materials and Equipment		\$ 50	\$ 51	\$ 53	\$ 54	\$ 56	\$ 57
Purchased Services		\$ 213	\$ 219	\$ 226	\$ 233	\$ 240	\$ 247
Insurance and Financial		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
<b>Total Expenditure</b>		<b>\$ 998</b>	<b>\$ 993</b>	<b>\$ 1,017</b>	<b>\$ 1,049</b>	<b>\$ 1,082</b>	<b>\$ 1,117</b>
Net Operating Cost / (Revenue)		\$ 980	\$ 974	\$ 998	\$ 1,029	\$ 1,062	\$ 1,095
<b>Net Cost / (Revenue)</b>		<b>\$ 980</b>	<b>\$ 974</b>	<b>\$ 998</b>	<b>\$ 1,029</b>	<b>\$ 1,062</b>	<b>\$ 1,095</b>
<b>Year to Year Percentage Change</b>			-0.6%	2.4%	3.2%	3.2%	3.2%

# COUNTY OF WELLINGTON

## 2016-2020 Five Year Plan

**Presentation to Wellington County Council**

**November 19, 2015**



# Agenda

- ▶ 2016 Budget Process & Timeline
- ▶ Overview
- ▶ Highlights of Capital and Operating 5 Year Plans
- ▶ Summary

# 2016 Budget Process and Timeline:

## August – October (2015)

- ▶ 5 year plan from 2015 updated by Treasury staff for 2016 - 2020
- ▶ Includes Staff submissions for significant impacts/changes for operating & capital budgets and user fees
- ▶ Preliminary 5 year plan reviewed by Senior Advisory Committee

## November – December (2015)

- ▶ Preliminary 5 year plan and 2016 User fees presented to each Standing Committee
- ▶ All presented to AF & HR Committee (Special Presentation Meeting – November 19<sup>th</sup>, 2015)
- ▶ 2016 User fees approved by Council/ Preliminary 5 year plan received for information by Council
- ▶ Staff development of detailed operating budgets
- ▶ Detailed budgets reviewed by CAO & Department Heads.
- ▶ Treasury staff update budget and forecast for new information and conduct review for accuracy

# 2016 Budget Process and Timeline:

## January (2016)

- ▶ Special meeting of County Council to review 2016 Budget and 5 year plan (January 11<sup>th</sup>, 2016)
- ▶ Standing Committees review 2016 Budget and 5 year plan and make recommendations to AF&HR
- ▶ The Administration, Finance and Human Resources Committee reviews all recommendations and then recommends any budget amendments to County Council
- ▶ Council approves 2016 Operating and Capital Budgets and approves 2017-2020 forecast in principle

# 2016 - 2020 - 5 year plan – What it includes & What it doesn't

## ► Includes:

- Information available that has been reviewed at high level by SAC

- Includes Staff submissions for:

1. Significant increase/decrease to operating budgets (example – new staff position, new maintenance contract)
2. 5 year capital budget forecast including changes to timing, scope, new or deleted projects and proposed financing
3. 2016 Proposed User fees

# 2016 - 2020 - 5 year plan – What it includes & What it doesn't

## ▶ Does not include:

- ▶ Detailed line by line departmental operating budget submissions and capital budgets reviewed by CAO
- ▶ Salary & benefit model still being updated
- ▶ Updated information available in November and December - tax levy changes, grant funding, capital project changes
- ▶ OMPF Funding announced November 17<sup>th</sup> - \$150,000 lower annually than anticipated in previous 5 year plan
- ▶ Notice to advance to full application for Badley Bridge in November
- ▶ Approval of 2016 Citizen and Immigration Programme Funding (CIC) in December

*“The Preliminary Budget and Five Year Forecast shall serve as a guideline for departments in preparing their detailed current year operating and capital budget.”*

*- County of Wellington Budget Review, Approval and Amendment Policy.*

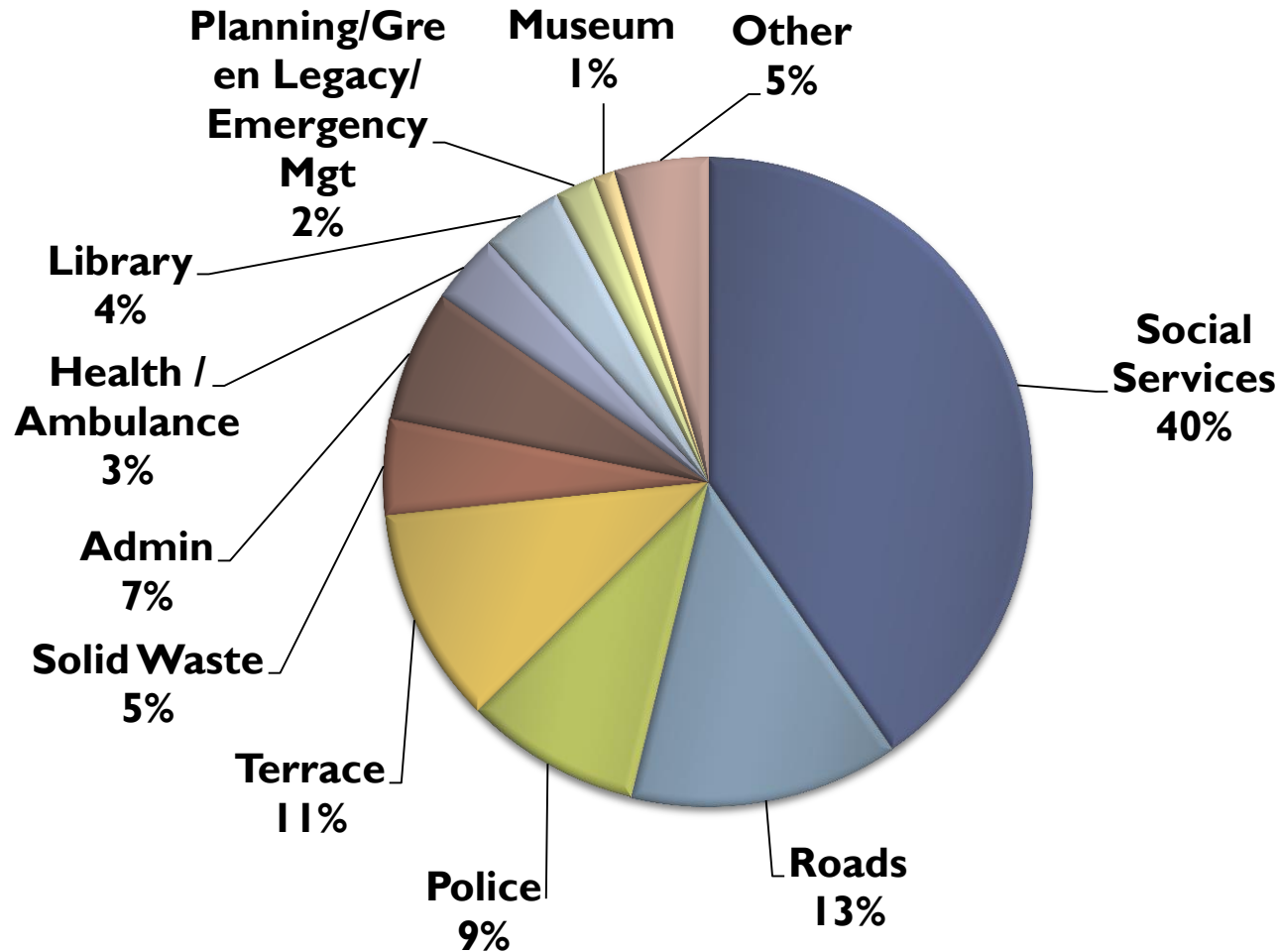


# 2016 - 2020 - 5 year plan – Operating Budget

## ► Preliminary 5 year projected tax impacts

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gross Expenditure (\$ millions)	\$190.8	\$199.4	\$206.1	\$212.4	\$218.9
Tax Levy (\$ millions)	\$88.1	\$95.0	\$99.6	\$103.8	\$108.0
County tax impact (% year/year change)	<b>3.3%</b>	<b>6.8%</b>	<b>3.8 %</b>	<b>3.2%</b>	<b>3.1%</b>

# 2016 Preliminary Gross Expenditure by Programme



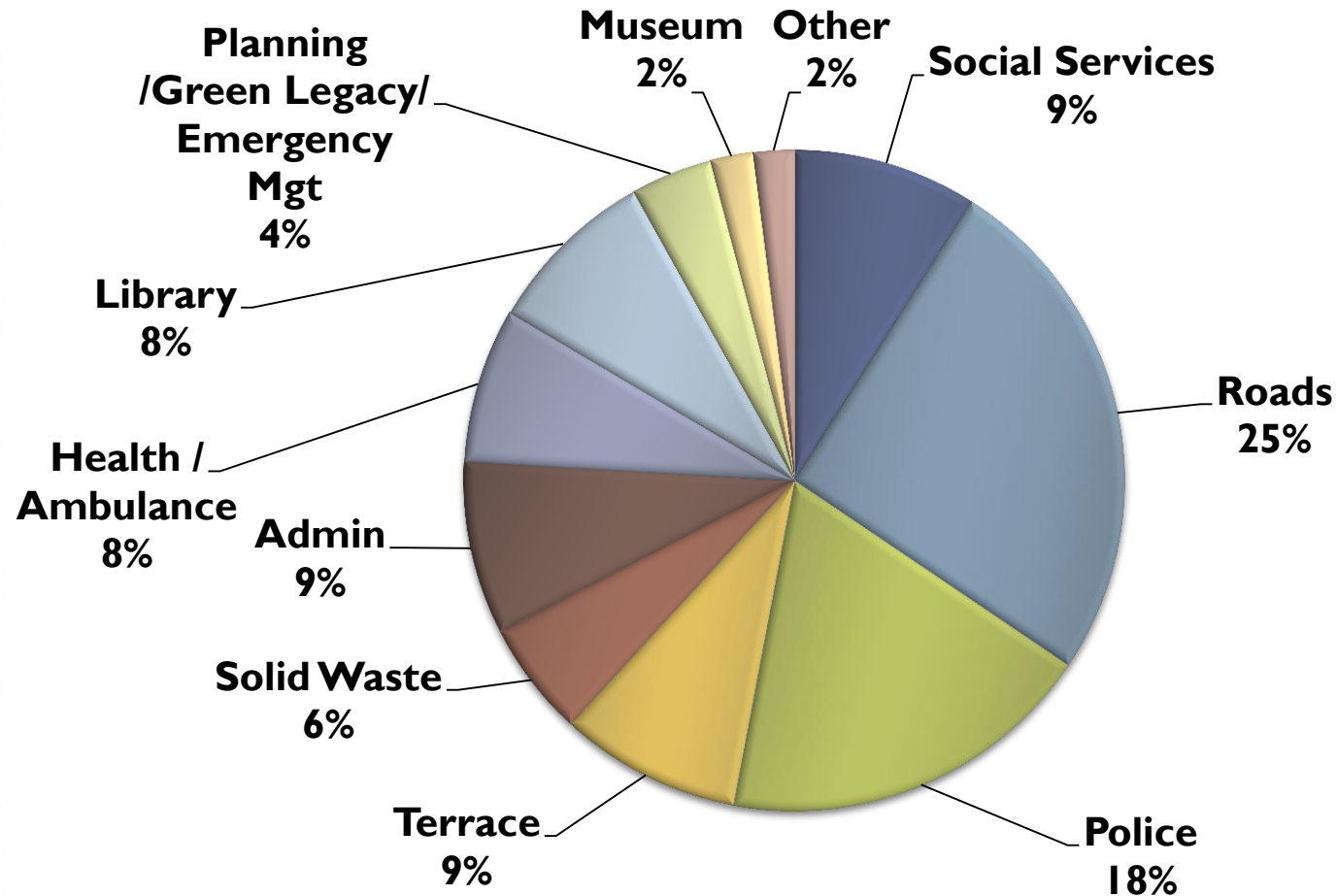
\$77.0 million – Social Services

\$25.6 million – Roads

\$20.6 million – Wellington Terrace

\$16.7 million – Police

# 2016 Preliminary Net Levy Impact by Programme



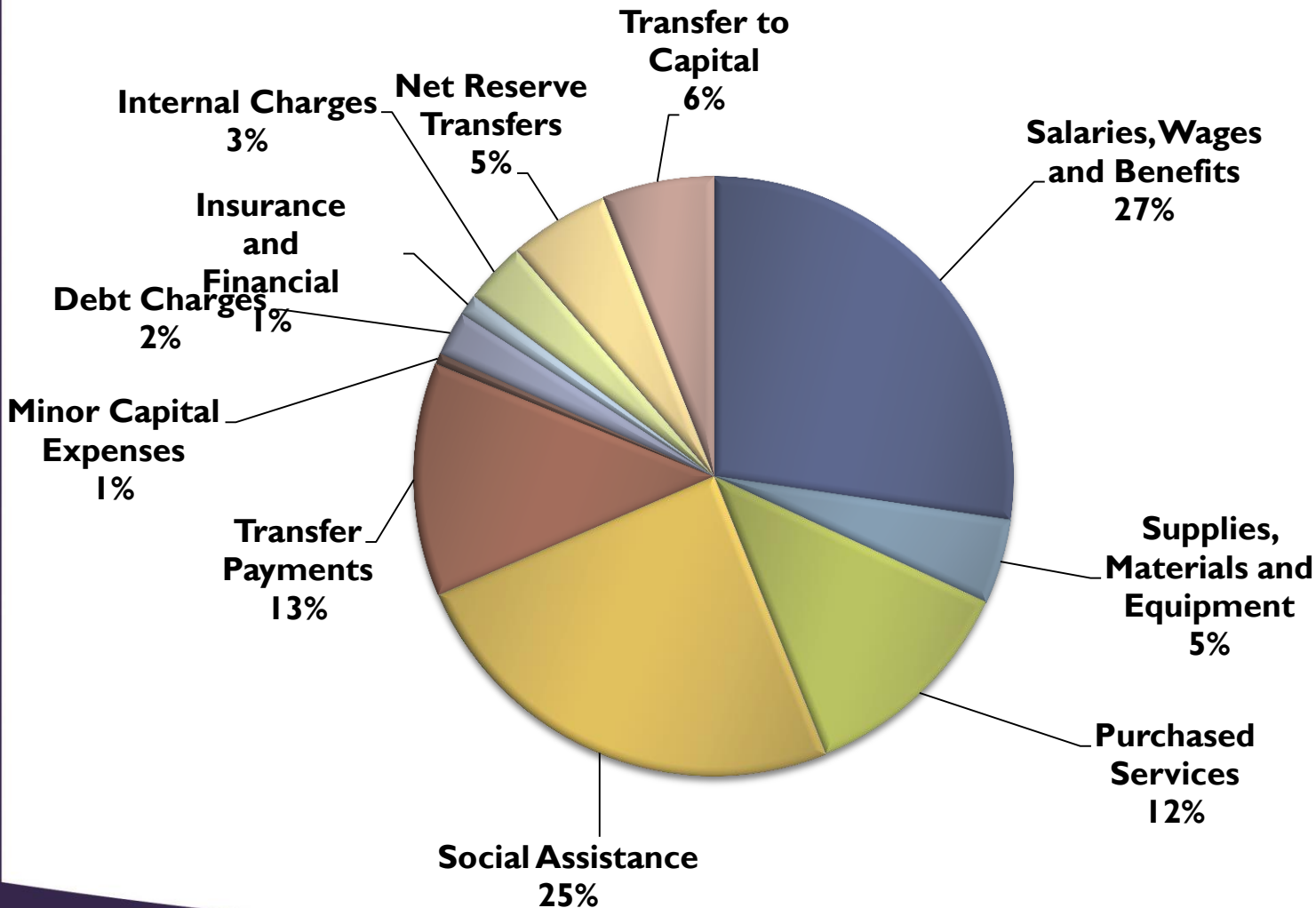
\$22.4 million – Roads

\$16.3 million – Police

\$7.9 million – Social Services

\$7.8 million – Wellington Terrace

# 2016 Preliminary Budget by Expenditure Type



\$52.1 million – Salaries and Wages

\$46.9 million – Social Assistance

\$24.0 million – Transfer Payments

\$22.8 million – Purchase Services

# 2016 - 2020 - 5 Year Plan

Challenges to keep in mind:

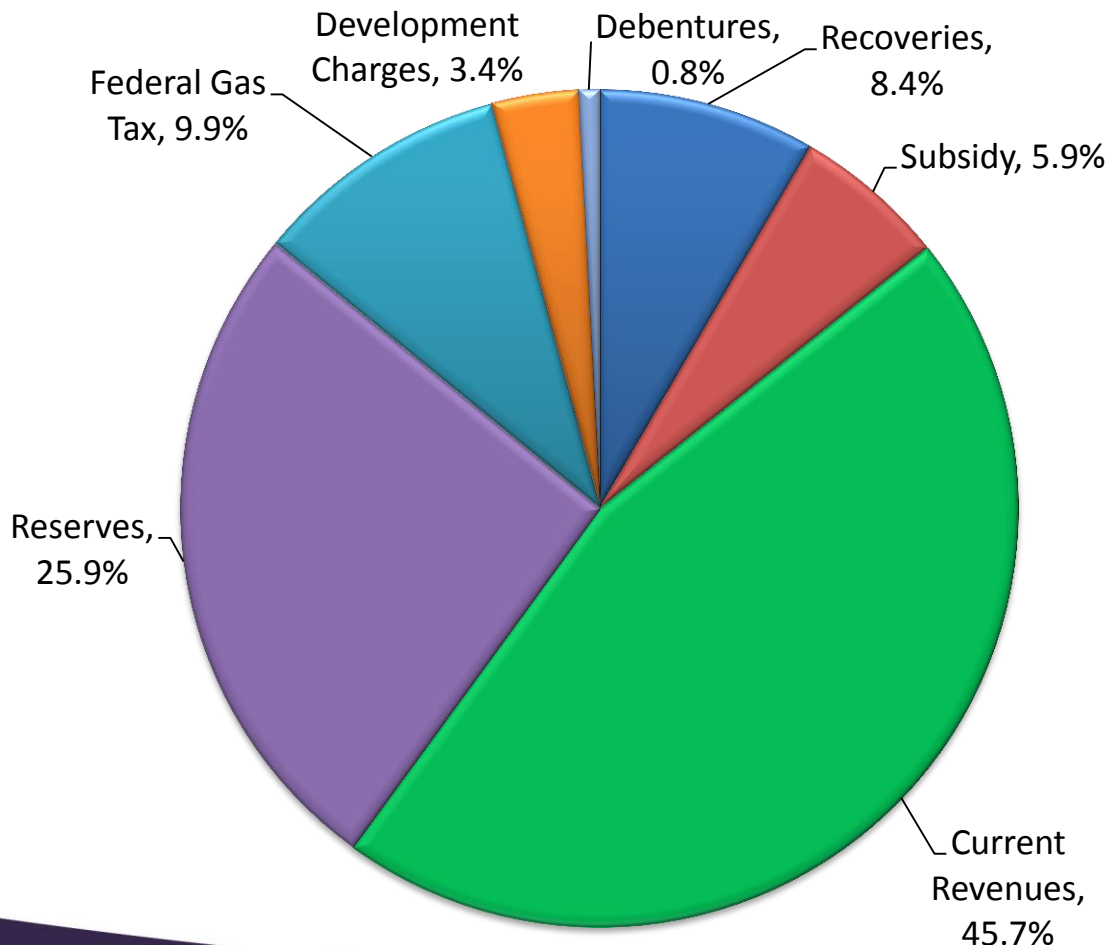
1. Wellington County has a large geographic area with low population density
  - ▶ Therefore requires more infrastructure that is funded by fewer people
2. Wellington County has growth in population aged 45 and older
  - ▶ An aging population increase the demand for some County services including access to hospitals, paramedics, public health, long-term care and affordable housing

# Sources of Financing - 5 year Plan – Capital

The 5 Year Plan is developed using the principles outlined in the County of Wellington Capital Budget and Long Term Financing Policy as follows:

- ▶ Maximize the use of *grants and subsidies* from senior levels of government or other sources
- ▶ Use *development charges* to fund growth-related capital works
- ▶ To the greatest extent possible, fund the County share of capital through *current year tax levy*
- ▶ Use *capital reserves* to finance capital works and to limit large fluctuations in tax levy funding
- ▶ Debentures are considered *“financing” of last resort* and only to be used for:
  - ▶ Equipment and machinery when there are insufficient funds in the equipment reserve of tax levy
  - ▶ Capital projects in excess of \$1 million where insufficient reserve and current year tax levy financing exists
  - ▶ Emergency capital expenditures

# 2016-2020 Capital Financing



\$69.9 million – 45.7% of capital spending will be funded from tax levy

\$39.7 million – 25.9% funded through reserve

\$24.3 million - 16% funded through Fed and Prov subsidies including Fed Gas Tax

\$5.2 million - 3.4% funded from Development Charges

Only one project scheduled to be debt financed:

\$1.2 million for the rebuild of the Drayton Shop (2016)



# Sources of Financing - 5 year Plan - Debt

*“The overriding principle with respect to capital budget financing is to adopt a “pay-as-you-go” approach, and therefore to minimize or avoid altogether the issuance of debentures or other forms of long term financing”*

*- County of wellington Capital Budget and Long Term Financing Policy*

Benefits of Pay-as-you-go include:

- The financial consequences of capital spending are faced as the spending decisions are being made
- Paying for capital costs up front encourages a realistic level of spending
- Provides greater operating flexibility
- Avoid interest, fiscal agent fees and debenture issuance costs



# Sources of Financing - 5 year Plan - Debt

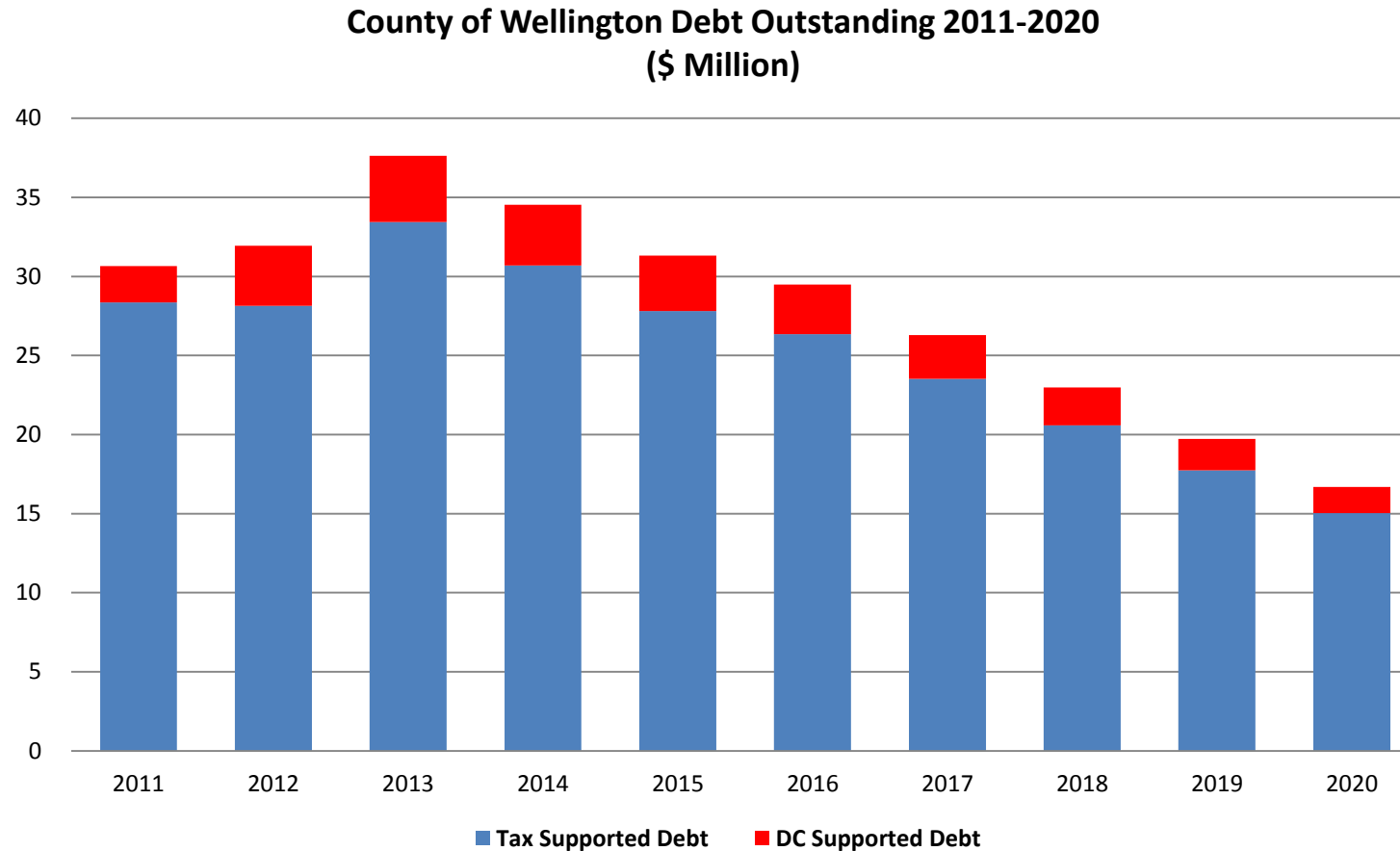
*“County of Wellington AA+ ratings affirmed on exceptional liquidity and very low debt burden”*

*- Standard & Poor's Ratings Services, August 2015*

## **2015 Annual Debt Repayment Limit (based on 2013 FIR)**

- ▶ Ontario Regulation 403/02 indicates that total annual debt servicing costs cannot exceed **25%** of Own Source Revenues (excludes government grants, municipal recoveries, development charges etc.)
- ▶ Debt servicing in 2013 (peak in forecasted debt outstanding of \$37.63 million) = \$ 4.18 million
- ▶ This represents only **4.2%** of own source revenues

# Forecast of Debt Outstanding



## Sources of Financing - 5 year Plan – Reserves & Reserve Funds

*“Reserves and reserve funds are a key element of an effective long term financial strategy”*

*- County of Wellington, Reserve and Reserve Fund Policy*

- ▶ Meet specific liabilities (WSIB, Landfill closure)
- ▶ Meet known needs such as replacement or acquisition of capital assets (Capital , Equipment)
- ▶ Protect against known and unforeseen risks (Contingency and Stabilization)
- ▶ County's reserve and reserve fund balances totaled \$65.4 million as of December 31, 2014 (does not include Fed Gas Tax and Development Charges)

## Sources of Financing - 5 year Plan – Reserves & Reserve Funds

	2014	2015	2016	2017	2018	2019	2020
Capital Related Reserves	\$ 37,045	\$ 41,043	\$ 35,758	\$ 37,110	\$ 38,227	\$ 40,473	\$ 45,976
Contingency/Stabilization/Working Reserves	\$ 15,509	\$ 16,491	\$ 12,433	\$ 12,472	\$ 12,518	\$ 12,556	\$ 12,580
Specific Purpose Reserve Funds (Includes Hospital Grant)	\$ 12,807	\$ 14,556	\$ 15,186	\$ 17,749	\$ 21,190	\$ 17,446	\$ 18,910
Total Discretionary Reserves	\$ 65,361	\$ 72,089	\$ 63,377	\$ 67,332	\$ 71,935	\$ 70,476	\$ 77,467

## Sources of Financing - 5 year Plan – Reserves & Reserve Funds

- ▶ Stabilization Reserves are maintained to protect against reducing service levels or raising taxes because of temporary revenue shortfalls or unanticipated expenditures.
- ▶ Best practices recommend a target balance of 10% - 15% of the County's own source revenues.
- ▶ Based on 2014 FIR data the County's target would be \$9.9 - \$14.9 million
  - ▶ Actual balance in contingency reserves December 31, 2014 - \$15.5 million

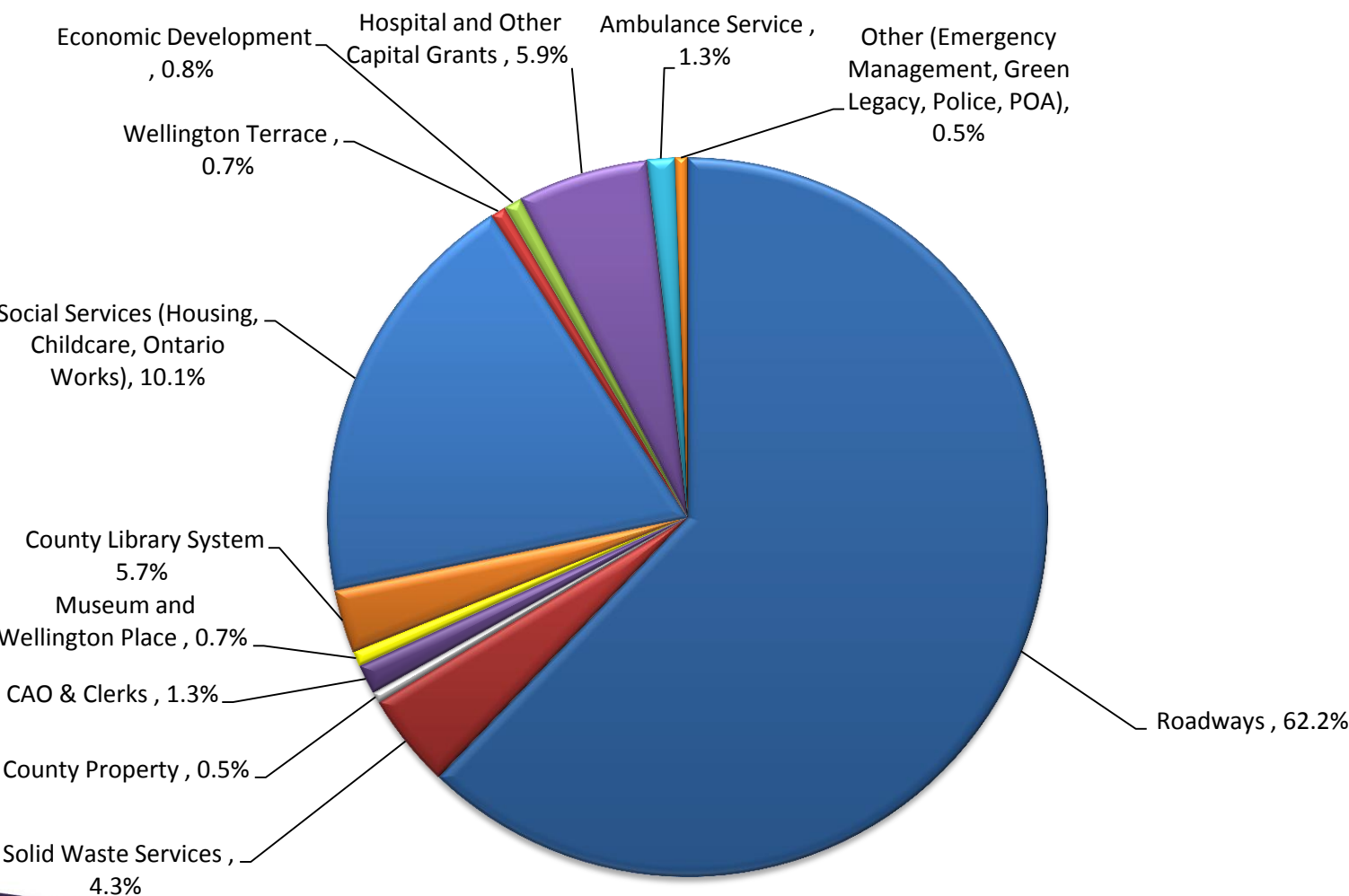
## Sources of Financing - 5 year Plan – Reserves & Reserve Funds

- ▶ Capital Reserves are used to finance capital expenditures for equipment replacements and facility improvements and to fund budget adjustments at time of tender
- ▶ Generally there is no limit place on capital reserves as their purposes is to meet the commitments of the capital program and reduce debt reliance
- ▶ Actual balance in capital reserves December 31, 2014 - \$37 million

## Asset Management Planning – Reserve Creation

- ▶ In 2013 the County completed an asset management plan for Roads, Bridges & Culverts and Social Housing Buildings – a County annual funding shortfall of \$2.5 million was estimated (\$1.8 million roads, \$646,000 for Social Housing buildings)
- ▶ Creation of Asset Management Reserve – balance of \$5 million by 2020 (2017 - \$200,000, 2018 - \$400,000, 2019 - \$1.2 million, 2020 - \$3.0 million)  
Currently funded through transfer to reserves in Roads

# 2016-2020 Capital Expenditures



## Gross Capital Expenditures for 2016 – 2020

- ▶ \$153 million
- ▶ Roadways - 62.2% or \$95 million
- ▶ Social & Affordable Housing – 18.9% or \$28.9 million
- ▶ Hospital Grants – 5.9% or \$8.96 million (balance of \$9.4million)





# 2016-2020 Five Year Capital Plan Highlights

## Roads

- ▶ Investment in County roads network – almost \$64 Million over next five years
  - ▶ \$26.6 million roads construction
  - ▶ \$28.9 million bridge and culvert rehabilitation
  - ▶ \$20.8 million in roads resurfacing
- ▶ Rebuild Drayton Garage – \$3.5 million in 2016, \$500,000 approved in 2015
- ▶ Rebuild Erin Garage - \$4.5 million in 2019-2020

# 2016-2020 Five Year Capital Plan Highlights

## Roads

- ▶ Growth related projects are partially funded through the DC reserve and are identified within the County's Development Charge study scheduled to be updated in 2016-17.
- ▶ WR 46 work - \$6.4 million 2016 – 2018 (\$4.5 million funded from current, \$0.3 million from Federal Gas Tax and \$1.6 million from Development Charges)
- ▶ \$5.2 million in development charge funding utilized over the 5 year plan



# 2016-2020 Five Year Capital Plan Highlights

## **Roads – Badley Bridge**

- ▶ The tax levy funding level over the forecast period sees a significant increase in order to accommodate the replacement of the Badley Bridge without compromising the existing planned work.
- ▶ In forecast as \$4 million funded by current revenues (\$1 million in 2017, \$3 million 2018)
- ▶ An expression of interest requesting \$3 million in funding has been submitted under Small Communities Fund. Selected candidates will be invited to submit a full application in November.

# 2016-2020 Five Year Capital Plan Highlights

## Roads, Facilities and Equipment

- ▶ The 2016 tax levy requirement for road and facility work is higher than the amount projected in last year's five-year plan due to increased costs failing infrastructure

	2015	2016	2017	2018	2019	2020
Tax Levy (\$ millions)	\$84.52	\$88.10	\$95.00	\$99.60	\$103.80	\$108.00
Roads Capital Tax Levy (\$ millions)	\$8.82	\$10.14	\$11.62	\$12.04	\$11.57	\$13.72
Roads Capital tax Levy (% of total)	10%	12%	12%	12%	11%	13%
Roads Capital year over year % change	6%	15%	15%	4%	-4%	19%

# 2016-2020 Five Year Capital Plan Highlights

## Roads

### Asset Management and the Budget:

- ▶ Projects are prioritized based on safety, condition and need as determined through a roads needs study
- ▶ Roads staff have recently purchased the WorkTech software system. Once the software implementation is complete (2016) the data within the roads asset management plan will be updated, and may result in changes to the forecast years within the capital budget.

# 2016-2020 Five Year Operating Plan Highlights

## Roads

- ▶ An increase to purchased services has been added for fleet maintenance (\$100,000) as well as in roads garages (\$60,000)
- ▶ Minor Capital has been increased by \$150,000 based on the increasing costs associated with Hot Mix Patches
- ▶ Additional roads safety hours in 2016
- ▶ Debt servicing costs associated with Drayton Shop are expected to commence in 2016 with the majority of the charges to begin in 2017.

# 2016-2020 Five Year Capital Plan Highlights

## **Solid Waste Services**

- ▶ \$4.7 million in improvements at active Landfill sites over 5 years (current funding)
- ▶ Includes potential Leachate Collection System at Riverstown - \$3.4 million in 2018/2019
- ▶ Riverstown New cell development - \$400K in 2017/2018
- ▶ Waste Management Strategy project - \$300K spread over 2016,17 and 18 and has the potential to impact future operating & capital budgets
- ▶ Equipment replacements totaling \$1.8 million over the five years fully funded from reserve

# 2016-2020 Five Year Operating Plan Highlights

## **Solid Waste Services**

- ▶ SWS will be implementing a new HHW mobile unit in order to increase the quantity of and access to HHW materials diverted each year. This includes the addition of a part-time HHW technician in June of 2016.
- ▶ The 2016 estimate of blue box recyclables and scrap metal sales revenue has been decreased by \$200,000 based on 2015 experience.



# 2016-2020 Five Year Capital Plan Highlights

## **Green Legacy**

- ▶ A replacement truck for Tree Nursery manager is scheduled for 2016.
- ▶ Facility work on the southern nursery includes waterproofing the foundation. This work is funded from the property reserve.

## **Community Emergency Management**

- ▶ 2016- Upgrading of the County fire paging equipment budgeted at \$400,000, funded from the General Capital Reserve.
- ▶ 2017- Emergency Management software budgeted at \$80,000.
- ▶ 2019- Emergency Management vehicle replacement budgeted at \$50,000



## 2016-2020 Five Year Capital Plan Highlights

### **Museum and Archives at Wellington Place**

- ▶ The rehabilitation of Wellington Place - budget of \$264,000 including \$80,000 federal funding from the Canada 150 Community Infrastructure Programme with the remaining \$184,000 funded from reserve in 2016.
- ▶ Resurface Driveway and Parking Lot in 2016 & 2017 - \$400,000 funded from reserves
- ▶ 2017 - Wellington Place signage - replace the existing electronic sign and the installation of directional signs within WVP property. The proposed budget is \$150,000 fully funded from reserves
- ▶ 2018/2019 - Farm House Archeological dig budgeted at \$175,000. The dig site is located near the hospital construction zone so the timing of this project is dependent on the completion of the hospital. Proposed funding is the tax levy.

# 2016-2020 Five Year Operating Plan Highlights

## **Museum and Archives at Wellington Place**

- ▶ Annualization of part-time Archives assistant added in 2015
- ▶ Additional hours for the Curatorial Assistant position will enable the WCMA to continue and expand its outreach programme of artifacts in public spaces; and, work with local municipalities and groups on their heritage projects.



# 2016-2020 Five Year Capital Plan Highlights

## Libraries

- ▶ New Hillsburgh Library scheduled for 2016-2017.
  - ▶ \$4 million has been identified, funded \$1.5 million from the County Property Reserve and \$2.5 million from the tax levy.
- ▶ Local branch improvements in 2016 include
  - ▶ Installation of self check out terminals at Palmerston and Aboyne
  - ▶ Replacement of outdoor signs at Marden and Palmerston
  - ▶ Addition of interactive programme material in the children's department at various branches.
  - ▶ Upgrade to interior lights at the Rockwood branch

# 2016-2020 Five Year Operating Plan Highlights

## **Libraries**

- ▶ \$100,000 in Provincial funding for electronic databases previously funded by the province are ending in 2015. \$30,000 worth are being retained and now funded by the County.
- ▶ Additional Assistant Branch Supervisor and Page hours at the Fergus location to meet the current needs of the location, additional page hours at the Clifford location
- ▶ Additional Assistant Branch Supervisor and Page hours at the Palmerston location as it is set to re-open in 2016

## 2016-2020 Five Year Capital Plan Highlights

### **Hospital Grants**

- ▶ In 2008, Council committed \$5 M for Groves Memorial Hospital
- ▶ In 2014, Council committed an additional \$9.4 M for Groves (\$5M), Louise Marshall (\$2.2M) and Palmerston District (\$1.8M)
- ▶ \$440,000 being paid out to Palmerston over 2016 – 2019, with balance of \$7.2 million paid out in 2019.

# 2016-2020 Five Year Plan Highlights – Ontario Works

## Capital

- ▶ The Capital plan includes facility improvements at 129 Wyndham St and the Fergus Ontario Works office. The County's portion is \$67,000 funded from reserve. The City's funding contribution for capital works is \$43,000

## Operating

- ▶ Staffing levels for 2016 increasing by 2 temporary caseworker positions required for pressures from ongoing SAMS provincial software issues

## 2016-2020 Five Year Plan Highlights - Childcare

- ▶ Capital - The capital budget for child care includes an allocation of \$200,000 over 2016-18 to complete facility improvements at the administration offices located on Douglas Street. The County's portion of \$46,000 is funded from reserve and the City requirement is \$154,000
- ▶ A new management position has been created to realign oversight of prescribed services, increasing staffing levels by 1 FTE
- ▶ Palmerston Child Care may move to an Upper Grand District School Board site with increased capacity in 2017. Budgetary implications are unknown.



## 2016-2020 Five Year Plan Highlights - Housing

- ▶ Capital spending in 2016 includes building condition audits for Non-Profits and Affordable Housing units
- ▶ The final phase of the Speedvale elevator project is planned for 2016 and is currently expected to be completed at a lower cost than originally forecast (savings of approximately \$200,000).
- ▶ Included in the capital budget for IT is the acquisition of the Integrated Housing System (IHS), a database being developed to streamline non-profit administration at \$57,000.



# 2016-2020 Five Year Operating Plan Highlights

## Social Services

### Housing

- ▶ The Special Projects Manager position approved in the 2015 budget remains vacant as there is currently a staffing review being performed by an external consultant
- ▶ The Integrated Housing System (IHS), a database being developed to streamline non-profit administration, is included in the operating budget at \$30,000 for maintenance
- ▶ Increases in the budget to allow for higher move out repair demands, hydro costs, and grounds maintenance
- ▶ Budgetary implications for End of Operating Agreements beginning in 2016 not clear.

## 2016-2020 Five Year Capital Plan Highlights – Affordable Housing

### **Affordable Housing**

- ▶ The capital plan includes \$13.7 million for the construction of Fergusson Place Phase II. The County has secured \$8 million in funding from senior levels of government with the remaining \$5.8 million funded from reserves.
- ▶ Additionally \$203,000 over the five years has been allocated for facility improvements at 165 Gordon Street (Fergusson Place Phase I) in Fergus and 182 George St in Arthur. These projects will be funded through the Housing Development Reserve Fund.

## 2016-2020 Five Year Capital Plan Highlights

### **Wellington Terrace**

- ▶ Various furniture and equipment replacements over the five year plan \$895,000
- ▶ The Domestic Hot Water Boiler Replacement is budgeted in 2016 for \$120,000
- ▶ Resident Van replacement in 2020 for \$40,000
- ▶ The preliminary forecast has all projects funded from the levy.

# 2016-2020 Five Year Operating Plan Highlights

## Wellington Terrace

- ▶ Additional funding expected for 2016 of \$260,000 based on case mix changes – to be confirmed in December.
- ▶ The first debt charge maturity from the Terrace building construction matures in 2017, resulting in a reduction in debt charges of \$114,000. Staff propose to use the savings to increase the transfer to the Terrace building reserve to continue to set aside funds for the future repairs and replacement of the facility.

# 2016-2020 Five Year Capital Plan Highlights

## **Economic Development**

- ▶ SWIFT - The preliminary plan increases the annual payment by \$30,000 spread over the first three years with a remaining to be paid out in 2019 (\$1.14 million)
- ▶ The Wellington signage implementation has a preliminary budget of \$100,000 funded from the tax levy and is scheduled for 2016.



# 2016-2020 Five Year Operating Plan Highlights

## **Economic Development**

- ▶ The addition of a part-time Talent Attraction Position (1 year contract) is budgeted for in 2016, this is partially offset by grant funding
- ▶ International Plowing Match in 2016. \$150,000 is budgeted in 2016 to cover County related costs to host the event. In addition, a transfer of \$100,000 to the town of Minto is budgeted in 2016 for the event.
- ▶ County-Wide Business Retention and Expansion Implementation (\$50,000) Business Retention and Expansion Local Implementation Fund (\$175,000) continue throughout the 2016-2020 period
- ▶ Future budget impacts related to CIP programmes?

## 2016-2020 Five Year Plan Highlights – Provincial Offences Act (POA)

### **Capital**

- ▶ A provision of \$108,000 is included over the forecast as the County's portion of POA capital replacements

### **Operating**

- ▶ Revenue has been reduced throughout the five year plan to better reflect actual results in 2015 due to low charge volumes (\$250,000 in 2016)



# 2016-2020 Five Year Operating Plan Highlights

## Police Services Board

- ▶ The 2016 contract estimate is \$15,664,428 and represents a savings of \$769,000 over the 2015 contract
- ▶ As part of the Strategy for a Safer Ontario the Ministry is developing a new funding model to support local initiatives and is not able to confirm any funding beyond the 1<sup>st</sup> quarter of 2016 – this represents a reduction of \$157,500.
- ▶ The Safe Communities transfer payment (\$25,000) has now been moved from Economic Development into Police to align with this strategy.
- ▶ Each year from 2017 – 2020 the 5 year plan allows for the addition of one new officer

# 2016-2020 Five Year Operating Plan Highlights

## Treasury

- ▶ A new Asset Management Co-ordinator to meet financial reporting requirements according to PSAB as well as increasing Asset management reporting requirements for FIR and Federal Gas Tax. This position will allow the County to make better use of the asset management plans to be useful and updated regularly with ongoing departmental collaboration.

## Human Resources

- ▶ The addition of a HR clerk to aid in payroll, pension and benefits, and corporate training, this additional position is partially offset by the elimination of the HR student position.

# 2016-2020 Five Year Operating Plan Highlights

## **Property**

- ▶ Additional hours for existing cleaner positions from part-time to full-time to allow for additional cleaning coverage at various County building locations including the Willowdale Child Care Centre which will be offset by the end of the existing cleaning contract costs at that location.

## **CAO & Clerks**

- ▶ The addition of a Graphic Designer position in 2016 in order to allow shifting of current duties and the expansion of the County's Social Media presence
- ▶ The addition of an Information Management assistant position in September of 2016

# 2016-2020 Five Year Operating Plan Highlights

## Public Health

- ▶ The County funds 32.7% of the municipal share of Wellington-Dufferin-Guelph Public Health expenditures – levy requirement of \$2.2 M representing a 2 % increase.
- ▶ Impact of Provincial funding freeze unknown on future years.

## Ambulance

- ▶ The County funds roughly 40% of the municipal share of Land Ambulance expenditures (based on calls for service) – levy requirement of \$3.7M in 2016

# 2016-2020 Five Year Operating Plan Highlights

## General Revenues:

- ▶ OMPF funding further reduced – need to incorporate an additional \$150,000 reduction annually
- ▶ Assume decrease in Supplementary Taxes of \$200,000 as MPAC catches up on outstanding permits.

## General Expenses:

- ▶ Tax write-offs - remain at \$850,000 for 5 year plan



# Operating Budget: Staffing Changes

## 2016 Staffing Summary

2015 Approved staff complement (expressed as full time equivalents)	619.3
Annualization of positions approved in the 2015 budget	0.8
<b>2015 in year adjustments</b>	
<b>Adjusted 2015 staff complement</b>	<b>620.1</b>
<b>2016 Budget Changes</b>	
CAO & Clerks: new Information Management Assistant, new Graphic designer	1.1
Museum: additional hours Curatorial Assistant	0.2
Human Resources: new HR Clerk, remove student position	0.5
Solid Waste: new HHW Technician	0.3
Treasury: new Asset Management Co-ordinator	0.8
Economic Development: New Talent Attraction Co-ordinator (1 year contract)	0.6
Child Care: new Child Care Manager	0.7
Roads: Additional safety devices hours	0.4
Library: additional ABS and Page hours Fergus, additional ABS and page hours Palmerston, additional page hours Clifford	2.2
Property: Additional Cleaner Hours	1.0
Ontario Works: 2 new caseworkers (1 year Contract)	2.0
<b>2016 Proposed Staff Complement (full time equivalents)</b>	<b>629.9</b>

# 2016 Operating Budget Summary

- ▶ 2<sup>nd</sup> year of Police Billing Model savings offset by reduced 1000 Officer Grant – Net savings included in 2016 approx. \$610,000
- ▶ Reserve funding set aside for hospital grants (approx. \$1.5 million annually until 2019)
- ▶ Reserve funding for SWIFT rural broadband (\$1.14 million by 2019)
- ▶ OMPF funding reductions (additional .3% impact to be updated)
- ▶ SWS sales revenue reduction (\$200,000 in 2016 for recyclables)
- ▶ POA revenue reduction forecast (\$250,000)
- ▶ Roads asset management reserve transfers \$200,000 in 2017, increasing to \$3 million yearly by 2020

# 2016 - 2020 - 5 year plan – Operating Budget

## ► Preliminary 5 year projected tax impacts

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gross Expenditure (\$ millions)	\$190.8	\$199.4	\$206.1	\$212.4	\$218.9
Tax Levy (\$ millions)	\$88.1	\$95.0	\$99.6	\$103.8	\$108.0
County tax impact (% year/year change)	<b>3.3%</b>	<b>6.8%</b>	<b>3.8 %</b>	<b>3.2%</b>	<b>3.1%</b>





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of Administration, Finance and Human Resources  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 19, 2015  
**Subject:** **2015 Supplementary Taxes and Weighted Assessment Report - November**

---

### Background:

This report provides an update on the status of supplementary and omitted assessments processed by the Municipal Property Assessment Corporation (MPAC) since the last roll return. Three production runs dated May 15, August 14 and October 30 had been scheduled for 2015. The October 30 extract is expected to produce revenue totals as shown on the attached Schedule A. Supplementary assessments relate to 2015 while omitted assessments can go back two years covering 2013 and 2014.

Supplementary and omitted assessment values of \$124.5 million are expected to generate revenue for County purposes of \$619,385 from the third and final extract for a combined year-to-date estimated revenue of \$1,412,187 which is higher than the \$1,000,000 allowed for in the budget. This figure does not take into account the effect of write-offs and other adjustments made during the year.

As of October 30, the 2015 assessment roll was 1.36% higher than the roll returned in December 2014. The in-year weighted assessment roll used for tax rate setting purposes has increased by 1.66%. Upon reconciliation by member municipalities, staff will report final assessment growth, supplementary revenue and write-off adjustment totals to the Committee early in 2016.

2016 will be the fourth and final year of the legislated 4-year assessment phase in cycle. Assessment notices for those properties experiencing a change were mailed earlier this month. 2015 Notice based Market Change Profile reports have been released by MPAC however due to timing they will not include all adjustments yet to be made prior to roll delivery on December 8. Based on OPTA Tax Tool reports, early projections of assessment to be phased-in for 2016 are approximately 4.68% over the 2015 roll as returned while the preliminary weighted assessment growth is 3.70%. Staff will begin tax impact studies once the roll is finalized and provide an update to the Committee early next year.

### Comments relating to this report:

- A \$3,000,000 industrial addition to Royal Canin was assessed in Puslinch
- Guelph/Eramosa had a large commercial addition to Knapp's Country Market and a total of \$2.5M in residential improvements on the former Danby House
- Trafalgar Residence in Erin was converted from residential to commercial, the Strada gravel pit was re-activated and million dollar residential assessments to Holy House and 10 Thompson Cres
- \$6M assessment of Aberdeen Place multi-residential apartments and new condominium units on Gerrie Rd in Fergus
- In Mapleton, million dollar industrial improvements to Rothsay (Darling) and Bauman Saw Mill
- New business in Minto, Minto Ag, resulted in \$1.5M commercial assessment retroactive to 2013
- A large million dollar addition to Alltreat Farms has been assessed in Wellington North

- MPAC and County staff caution municipalities to expect supplementary and omitted assessment amounts to decline year by year as MPAC catches up on outstanding permits. Additional revenue of \$1,412,187 by relative tax year is:

2013	\$ 132,105
2014	\$ 311,264
2015	\$ 968,818

- MPAC has provided a list of top ten outstanding Assessment Review Board appeals in Wellington County based on assessment value at risk. Five of the top ten are in Puslinch, comprised of three gravel pit properties, Morguard and Con-Cast having a combined valuation of \$73.9 million in the commercial and industrial classes
- The remaining significant appeals are Jefferson Elora, Walmart, Target and Zehrs shopping plazas in Centre Wellington totaling \$61.1 million and TG Minto in Palmerston assessed at \$15 million
- Municipalities with gravel pits under appeal should continue to budget higher than typical write-off estimates as appeal cases have not been heard, mediated or settled during 2015 as expected

The most recent Municipal Status Report released by MPAC dated September 30, 2015 continues to show a significant number of building permits remain outstanding throughout Wellington County.

#### OUTSTANDING BUILDING PERMITS

	<b>Major (+\$10,000)</b>	<b>Minor (-\$10,000)</b>	<b>Total</b>
Puslinch	233	83	<b>316</b>
Guelph/Eramosa	315	158	<b>473</b>
Erin	318	180	<b>498</b>
Centre Wellington	657	371	<b>1028</b>
Mapleton	530	164	<b>694</b>
Minto	166	128	<b>294</b>
Wellington North	301	177	<b>478</b>
<b>County Total</b>	<b>2,520</b>	<b>1,261</b>	<b>3,781</b>

Included in the above figures are 1,028 permits issued two years ago or longer. County and local municipal staff continue to review all outstanding building permits issued or completed and provide follow up lists to MPAC for property inspection and assessment. In many cases, the older permits may have been completed or do not add value and should simply be removed from the MPAC system. These would include, weeping tile, replace plumbing, septic, signage, renovate areas already commercially assessed and other permits with no added value.

#### Recommendation:

That the 2015 Supplementary Taxes and Weighted Assessment Report be received for information.

Respectfully submitted,



Susan Aram, CPA, CGA  
Manager of Financial Services

## SCHEDULE A

### Supplementary Taxes and Weighted Assessment Report - November AF&HR - November 19, 2015

#### OCTOBER 30, 2015 SUPPLEMENTARY REVENUE ESTIMATE

	Upper-Tier	Lower-Tier	Education	TOTAL
PUSLINCH	178,059	46,635	117,177	341,871
GUELPH ERAMOSIA	51,394	21,014	30,555	102,963
ERIN	56,699	25,096	34,548	116,343
CENTRE WELL	103,705	48,186	27,996	179,886
MAPLETON	123,519	76,460	86,641	286,620
MINTO	56,611	47,812	47,480	151,903
WELL NORTH	49,398	40,337	28,792	118,527
<b>OCT 30, 2015 SUPP RUN</b>	<b>619,385</b>	<b>305,540</b>	<b>373,189</b>	<b>1,298,113</b>
<b>AUG 14, 2015 SUPP RUN</b>	<b>217,191</b>	<b>107,138</b>	<b>107,600</b>	<b>431,929</b>
<b>MAY 15, 2015 SUPP RUN</b>	<b>575,611</b>	<b>280,171</b>	<b>278,990</b>	<b>1,134,772</b>
<b>YTD SUPP REVENUES</b>	<b>1,412,187</b>	<b>692,849</b>	<b>759,779</b>	<b>2,864,814</b>

#### OCTOBER 30, 2015 IN-YEAR CVA ASSESSMENT GROWTH \*

	2015 Roll CVA	In-Year Growth	Growth	% Change	Wtd Assmt
PUSLINCH	1,971,225,528	2,003,214,847	31,989,319	1.62%	1.88%
GUELPH ERAMOSIA	2,384,683,718	2,407,766,354	23,082,636	0.97%	1.25%
ERIN	2,249,775,972	2,274,119,354	24,343,382	1.08%	1.27%
CENTRE WELL	4,036,662,716	4,086,610,887	49,948,171	1.24%	1.59%
MAPLETON	1,833,118,812	1,860,900,054	27,781,242	1.52%	2.93%
MINTO	936,519,895	955,335,211	18,815,316	2.01%	1.92%
WELL NORTH	1,531,015,676	1,557,649,009	26,633,333	1.74%	1.38%
<b>COUNTY</b>	<b>14,943,002,317</b>	<b>15,145,595,716</b>	<b>202,593,399</b>	<b>1.36%</b>	<b>1.66%</b>

\* CVA totals include taxable, PIL and exempt



# 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:** Wednesday, November 18, 2015  
**Subject:** **Renewal of County of Wellington Insurance Programme - 2016**

### Background:

County Council awarded the County's insurance tender in 2014 to Ostic Insurance of Fergus and the Frank Cowan Insurance Company of Princeton with the option to renew annually for an additional six years.

The County's existing coverage includes \$25,000,000 general liability with no aggregate and a deductible of \$50,000 on all policies excluding fleet which continues to have a deductible of \$10,000 per occurrence. Environmental Liability coverage is \$3 million per occurrence with a \$5 million aggregate.

The estimated insured values of the County's assets including Social Housing units are as follows, with the equipment schedules and listing having being reconciled with our insurers and includes corrections based on updated data, information and calculations –

#### 2016 Proposed Insured Values

- Property \$346,730,084.00 (includes contents and solar panels)
- Licenced Equipment \$9,319,632.40
- Unlicenced Equipment \$4,559,052.64

The County has experienced a very low loss history in the past, however there are a couple of significant claims/losses forecasted by our insurers related directly to County operations. Even though these losses are expected we have a reduced premium for 2016 of approximately 3%. The insurers credit the County's employees and their risk awareness, as well as our operations including standards for road and building maintenance. As a result our insurance premiums have remained stable.

We have been provided a detailed Claims Exhibit outlining not only our losses but those of our insurers. Our claims history summary is as follows –

YEAR	NUMBER OF INCIDENTS*	NUMBER OF CLAIMS**	COUNTY INCURRED AMOUNT***	INSURERS INCURRED AMOUNT***
2005-2006	25	14	\$86,300	\$9,408
2006-2007	20	6	\$221	0
2007-2008	25	3	\$2,200	0
2008-2009	50	6	\$28,700	\$700,865
2009-2010	43	6	\$2,000	0
2010-2011	36	5	\$6,000	\$1,606,329
2011-2012	33	8	\$40,100	\$46,961
2012-2013	47	9	\$10,049	\$103,151
2013-2014	47	4	\$108,185	0
2014-2015	42	6	\$71,300 – to-date	\$380,000(bond/burglary loss – WSIB)

\* **Number of Incidents** – is the number of incidents actually received by the County of Wellington.  
\*\***Number of Claims** – is the number of incidents that required reporting to the County's insurers and adjusters.  
\*\*\***Incurred Amount** – is the amount of money paid to claimants by the insurers and the County but excludes any amounts that have not been settled (court claims)

There have been two MVA payments totaling \$2,304,449 paid and one Bond/Burglary payment totaling \$380,000 that will be paid out this year for incidents dating 2008, 2010, 2014.

The total 2016 premium is quoted at \$732,478.00 exclusive of applicable taxes. Total premiums paid in 2015 were \$755,342.00 exclusive of taxes. This represents a decrease of approximately 3%.

### **Recommendation:**

That the 2016 insurance programme submitted by Ostic Insurance of Fergus and the Frank Cowan Insurance Company of Princeton be accepted at the quoted premium of \$732,478.00 excluding applicable taxes; and

That staff be authorized to sign the required contract documents and issue the necessary purchase orders.

Respectfully submitted,

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

Mark Bolzon  
Manager, Purchasing and Risk Management Services



# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Susan Aram, Manager of Financial Services  
**Date:** Thursday, November 19, 2015  
**Subject:** **County-Wide 2016 User Fees and Charges**

---

### Background:

The authority to establish fees for County services is set out in various statutes, including:

- Part XII of the *Municipal Act*
- Section 23 of the *Public Libraries Act*
- Section 69 of the *Planning Act*

The attached schedule sets out the proposed user fees for 2016, and includes a comparison to 2015 rates. If necessary, new by-laws will be submitted to Council on November 26, 2015 and any new or revised fees will come into effect on January 1st, 2016.

### Recommendation:

That the attached 2016 User Fees and Charges be approved.

Respectfully submitted,

A handwritten signature in cursive script that reads 'Susan Aram'.

Susan Aram, CPA, CGA  
Manager Financial Services



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Entrance Permit – Residential Farm, Field (Security deposit of \$500)	\$100.00	\$100.00	0%	N/A
Entrance Permit – Commercial, Industrial, etc. (Security deposit of \$1000)	\$250.00	\$250.00	0%	N/A
Entrance Permit--Public, Private, Emergency Road (Security deposit of \$1000)	\$500.00	\$500.00	0%	N/A
Road Occupancy Permit - Basic (Security deposit of \$500 + \$5.00 per metre of work greater than 100 metres in length)	\$100.00	\$100.00	0%	N/A
Road Occupancy Permit - Fibre Installation (Security deposit of \$500 + \$5.00 per metre of work greater than 100 metres in length)	\$250.00	\$250.00	0%	N/A
Oversize Load Permit - One-time	\$100.00	\$100.00	0%	N/A
Oversize Load Permit - Annual	\$400.00	\$400.00	0%	N/A
Encroachment Agreements	\$100.00	\$100.00	0%	N/A
Tender Documents – re construction (varies)	\$20-\$40	\$20-\$40	0%	N/A
Lawyer charges for By-Laws	\$250.00	\$250.00	0%	Incl
Removal of sign pursuant to by-law # 4555-03	\$200.00 or actual cost, whichever is greater	\$200.00 or actual cost, whichever is greater	0%	Incl
Storage charge for signs removed pursuant to by-law #4555-03	\$20.00/day or \$2.00 per square metre of sign face per day, whichever is greater	\$20.00/day or \$2.00 per square metre of sign face per day, whichever is greater	0%	Incl

**Note:**

Authority to impose fees and charges is set out in Part XII of the Municipal Act, S.O. 2001, c. 25 and in by-law #5298-12 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Solid Waste Services</b>
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Description	2015 fee	2016 fee	% change	HST (add/incl/ na)
Curbside User Pay Bags – large	\$1.75	\$1.75	0%	N/A
Curbside User Pay Bags – small	\$1.00	\$1.00	0%	N/A
<b>Landfill site and transfer station tipping fees</b>				
Tipping fees – landfills/transfer sites with scales *as of March 31, 2015	\$75.00 tonne	\$75.00 tonne	0%	N/A
	\$10.00 minimum	\$10.00 minimum	0%	N/A
Tipping fees – sites without weigh scales	\$15.00 carload	\$15.00 carload	0%	N/A
	\$30.00 pickup	\$30.00 pickup	0%	N/A
	\$30.00 trailer	\$30.00 trailer	0%	N/A
Appliances (freon removed & tagged)	\$10.00	\$10.00	0%	N/A
Appliances (with freon)	\$25.00	\$25.00	0%	N/A
Freon removal	\$15.00 unit	\$15.00 unit	0%	N/A
Bagged waste up to 10 bags (or unbagged equivalent)	\$1.00 per bag	\$1.00 per bag	0%	N/A
<b>Waste reduction</b>				
Desk top blue boxes	\$3.50	\$3.50	0%	Incl
Blue Boxes (additional)	\$5.00	\$5.00	0%	Incl
Composters	\$30.00	\$30.00	0%	Incl
Can Carts – new	\$95.00	\$95.00	0%	Incl
Can Carts – used	\$50.00	\$50.00	0%	Incl

**Note:**

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5413-15 of the Corporation of the County of Wellington.





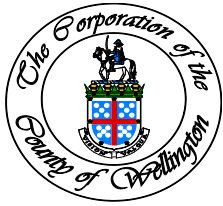
## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Police Services</b>
Department:	Wellington County O.P.P.
Governance:	Wellington County Police Services Board

Description	2015 fee	2016 fee	% change	HST (add/ incl/na)
Criminal record checks (volunteer)	\$0.00	\$0.00	--	--
Criminal record checks (non-volunteer)	\$30.00	\$30.00	--	N/A
Duplicate Copy of Criminal Record Check	\$5.00	\$5.00	--	N/A
Fingerprints	\$26.50	\$26.50	--	N/A
Firearm storage (per gun, per month)	\$10.00	\$10.00	--	Incl
Firearm storage (per gun, per week)	\$2.50	\$2.50	--	Incl
Accident & Occurrence reports	\$50.00	\$50.00	--	Incl
Administration fee for paid duty	\$75.00	\$75.00	--	Incl
Technical traffic/collision reports	\$565.00	\$565.00	--	Incl
Witness statements	\$50.00	\$50.00	--	Incl
Reconstructionist Report	\$1,130.00	\$1,130.00	--	Incl
At-fault false alarm fines (within a 12 month period commencing at the time of the first at-fault false alarm) as set out in Wellington County Police Services Board By-law 2001-03	1 <sup>st</sup> : \$50.00 2 <sup>nd</sup> : \$100.00 3 <sup>rd</sup> : \$200.00 4th and subsequent: add \$100.00 for each subsequent false alarm	1st: \$50.00 2nd: \$100.00 3rd: \$200.00 4th and subsequent: add \$100.00 for each subsequent false alarm	--	N/A
Taxicab/Accessible Taxicab/Limousine Driver's Licence - New	\$100.00	\$100.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Driver's Licence - Renewal	\$75.00	\$75.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Vehicle Plate - New	\$100.00	\$100.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Vehicle Plate - Renewal	\$75.00	\$75.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Transfer	\$40.00	\$40.00	--	N/A
Taxicab/Accessible Taxicab/Limousine Plate Replacement	\$40.00	\$40.00	--	N/A
<b>2) Penalties and fines set out in other by-laws</b>				
Various parking fines as set out in By-Law 5000-05	Various	Various	--	N/A

### **Notes:**

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, 2001*, S.O. 2001, c. 25 and in by-law #5218-10 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Planning and Land Division</b>
Department:	Planning Department
Governance:	Planning and Land Division Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Severance application	\$1,000	\$1,025	2%	N/A
Severance registration	\$385	\$400	4%	N/A
County official plan amendment application <sup>(1)</sup>	\$2,700	\$2,800	4%	N/A
Local official plan amendment application	\$850	\$875	3%	N/A
Part Lot Control By-law Director's Final Approval <sup>(2)</sup>	\$475	\$485	2%	N/A
Change of Conditions for severance applications	\$220	\$225	2%	N/A
Draft Plan of Subdivision/Condominium application <sup>(1),(2)</sup>	\$5,500	\$5,700	4%	N/A
Major Plan Revision – Subdivision	\$1,500	\$1,550	3%	N/A
Major Plan Revision – Condominium	\$1,500	\$1,550	3%	N/A
Minor Plan Revision – Subdivision or Condominium	\$750	\$775	3%	N/A
Emergency Extension – Subdivision or Condominium	\$750	\$775	3%	N/A
Draft Approval Extension – Subdivision or Condominium	\$750	\$775	3%	N/A
Director's Final Approval – Subdivision	\$2,400	\$2,500	4%	N/A
Director's Final Approval – Condominium	\$2,400	\$2,500	4%	N/A
By-laws affecting highways	\$400	\$0	-100%	N/A
Approval of highways less than 20 metres	\$750	\$0	-100%	N/A
Filing of applications for validation of title	\$925	\$0	-100%	N/A
Local Municipal Projects - Hourly Rate	\$100	\$105	5%	N/A
Local Municipal Projects - Meeting Charge	\$200	\$210	5%	N/A

### **Notes:**

1. subject to \$2,000 deposit
2. plus \$52.50 per lot/unit

Fees are established under the authority of Section 69 of the *Planning Act, R.S.O. 1990, c. P.13* and/or in by-law #5449-15 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>Wellington Terrace</b>
Department:	Homes for the Aged
Governance:	Information, Heritage and Seniors' Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Television Service Fee	\$20.00 / month	\$20.00/ month	0.0%	Incl.
Equipment Maintenance Fees				
Walkers	\$10.00/ month	\$10.00/month	0.0%	N/A
Wheelchairs	\$20.00 / month	\$20.00/month	0.0%	N/A
Tilt Wheel Chair	\$25.00 / month	\$25.00/ month	0.0%	N/A
Phoenix Chair	\$45.00 / month	\$35.00/month	-35.0%	N/A
Broda Lounge Chairs	\$35.00 / month	\$35.00/ month	0.0%	N/A
Therapeutic cushions	N/A	\$15.00/month	100.0%	N/A

### Notes:

1. Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5448-15 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service:	<b>County Library System</b>
Department:	Library
Governance:	Wellington County Public Library Board

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Non Resident Membership	\$120.00 per household	\$120.00 per household	0%	N/A
Membership Card Replacement	\$2.00	\$2.00	0%	Incl.
Photocopying/Printing	\$0.20 per page	\$0.20 per page	0%	Incl.
Overdue Fines	\$1.00 per day per video	\$1.00 per day per video	0%	N/A
	\$0.25 per day for all other items	\$0.25 per day for all other items	0%	N/A
Arthur, Clifford, Drayton, Elora, Fergus, Harriston, Puslinch Community Room Rental Mt. Forest branch basement room rental	\$100/per day \$50/per half day \$15/per hour	\$100/per day \$50/per half day \$15/per hour	0%	Incl.

**Notes:**

1. Authority to impose fees and charges is set out in Section 23 of the *Public Libraries Act*, and in by-law #5270-11 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
ARCHIVES:				
Research fees 15 minutes	\$6.25	\$6.25	0%	Add
Research fees 1 hour	\$30.00	\$30.00	0%	Add
Photocopy fees – 8.5x11	\$0.20	\$0.20	0%	Add
Photocopy fees 11x17	\$0.50	\$0.50	0%	Add
Digital microfilm reader printer copies 8.5x11,8.5x14	\$0.20	\$0.20	0%	Add
Digital microfilm reader printer copies 11x17	\$0.50	\$0.50	0%	Add
Photographic Repros Resin Coated				
4.5 inch	\$8.00	\$8.00	0%	Add
8x10	\$12.00	\$12.00	0%	Add
11x14	\$18.00	\$18.00	0%	Add
16x20	\$26.00	\$26.00	0%	Add
Fibre Based Paper				
4x5 inch	\$8.00	\$8.00	0%	Add
8x10	\$16.00	\$16.00	0%	Add
11x14	\$25.00	\$25.00	0%	Add
16x20	\$36.00	\$36.00	0%	Add
Digital Image via email	\$8.50	\$8.50	0%	Add
Digital Image scanning <8.5x11 (300dpi)	\$5.00	\$5.00	0%	Add
Digital Image scanning between 8.5x11 -11x17 (300dpi)	\$8.00	\$8.00	0%	Add
Digital Image scanning > 11x17 (300dpi)	\$12.00	\$12.00	0%	Add
Digital Image greyscale print to quality paper, actual size	\$2.00	\$2.00	0%	Add
Digital Image greyscale print to quality paper, 8.5x11	\$3.00	\$3.00	0%	Add
Digital Image greyscale print to quality paper, 11x17	\$4.00	\$4.00	0%	Add
Digital Image, colour print to quality paper 8.5x11	\$3.00	\$3.00	0%	Add
Digital Image, colour print to quality paper 11x17	\$6.00	\$6.00	0%	Add
Digital Image, colour print to quality paper, actual size	\$3.00	\$3.00	0%	Add
Digital Image to CD	\$2.50	\$2.50	0%	Add
Digital Image to CD, more than 300dpi	\$10.00	\$10.00	0%	Add
Freedom of Information Requests –legislated fee	\$5.00	\$5.00	0%	N/A
Museum Memberships				
Single	\$25.00	\$25.00	0%	Add
Lifetime Single	\$150.00	\$150.00	0%	Add
Family	\$40.00	\$40.00	0%	Add
Lifetime Family	\$250.00	\$250.00	0%	Add
Corporate	\$250.00	\$250.00	0%	Add



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

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

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
<b>Programmes</b>				
School programmes – regular	\$3.00	\$3.00	0%	N/A
School programmes - in-class	\$50.00	\$50.00	0%	N/A
Kids Summer Camp full day				
Member	\$180.00	\$180.00	0%	N/A
Non member	\$195.00	\$195.00	0%	N/A
Art Classes – Adult Summer	\$225.00	\$225.00	0%	Add
Group Tours	\$5/pp	\$5/pp	0%	Add
Events/Programmes/Festivals	\$5 - \$65/pp	\$5 - \$65/pp	N/A	Add
Room Rentals - Nicholas Keith/Aboyne Hall - setup, kitchen included				
M-F 1/2 day rental 4hrs or less during the day	\$50.00	\$50.00	0%	Add
M-F 8am. - 5pm.	\$100.00	\$100.00	0%	Add
M-F 5pm. - 10pm.	\$150.00	\$150.00	0%	Add
M-F 5pm. - 1am.	\$400.00	\$400.00	0%	Add
Saturday or Sunday 1/2 day rental 4hrs. Or less during day	\$150.00	\$150.00	0%	Add
Saturday or Sunday 9am. - 5pm.	\$300.00	\$300.00	0%	Add
Saturday or Sunday 5pm. - 1am.	\$450.00	\$450.00	0%	Add
Victorian Garden Full Day	\$150.00	\$150.00	0%	Add
Victorian Gardens - Party Etc. 4 hrs Or Less	\$75.00	\$75.00	0%	Add
Victorian Garden Wedding Ceremony Only	\$350.00	\$350.00	0%	Add
Liquor Liability Insurance	\$100.00	\$100.00	0%	Add
Weddings - note wedding bookings include Friday setup 9am-8pm				
Weddings without Victorian Garden	\$800.00	\$800.00	0%	Add
Weddings With Victorian Garden Ceremony Setup	\$1,000.00	\$1,000.00	0%	Add
Barn Rental				
M-F 1/2 day rental 4hrs or less during the day	\$150.00	\$150.00	0%	Add
M-F 8am. - 5pm.	\$200.00	\$200.00	0%	Add
M-F 5pm. - 10pm.	\$250.00	\$250.00	0%	Add
Saturday or Sunday 1/2 day rental 4hrs. Or less during day	\$250.00	\$250.00	0%	Add
Saturday or Sunday 9am. - 5pm.	\$400.00	\$400.00	0%	Add
Saturday or Sunday 5pm. - 10pm.	\$550.00	\$550.00	0%	Add
Wedding Ceremony Only	\$500.00	\$500.00	0%	Add
Wedding Ceremony with Aboyne Hall or Nicholas Keith booked for reception	\$1,200.00	\$1,200.00	0%	Add
*Wedding Ceremony with a Tent on site for Reception	\$1,000.00	\$1,000.00	0%	Add

### Notes:

- Authority to impose fees and charges is set out in Part XII of the Municipal Act, 2001, S.O. 2001, c. 25 and in by-law #5415-15 of the Corporation of the County of Wellington.
  - Research fees would be HST exempt if they result from an F.O.I. request
- \* Minimum Cost to be determined on a case by case basis depending upon requirements



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service: **Ontario Works**

Department: Social Services

Governance: Social Services Committee

Description	2015 fee	2016 fee	% change	HST (add/incl /na)
Photocopies (> 50 / month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Fax jobs (in province, > 50 / month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Fax jobs (out of province)	\$0.50/ pg	\$0.50/ pg	0%	Incl.
Printed material (> 50 /month)	\$0.05/ pg	\$0.05/ pg	0%	Incl.
Interpreter Services	\$24.50 / hr	\$24.50 / hr	0%	Incl.
Interpreter Services Charged to External Organizations	\$30 / hr + mileage	\$30 / hr + mileage	0%	Incl.

**Note:**

Authority to impose fees and charges is set out in Part XII of the Municipal Act, S.O. 2001, c. 25 and in by-law #5418-15 of the Corporation of the County of Wellington.



## COUNTY OF WELLINGTON 2016 USER FEES AND CHARGES

Programme/Service: **Child Care Services**

Department: Social Services

Governance: Social Services Committee

Description		2015 fee	2016 fee	% change	HST (add/incl/ na)
<b>Willowdale Child Care Centre</b>					
1. Infant - full day	Per Day	\$63.60	\$65.50	3.0%	N/A
2. Infant - weekly	Per Day	\$53.05	\$54.65	3.0%	N/A
3. Infant - half day with lunch	Per Day	\$34.50	\$35.55	3.0%	N/A
4. Infant - half day with no lunch	Per Day	\$31.85	\$32.80	3.0%	N/A
1. Toddlers - full day	Per Day	\$47.00	\$48.40	3.0%	N/A
2. Toddlers - weekly	Per Day	\$42.90	\$44.20	3.0%	N/A
3. Toddlers - half day with lunch	Per Day	\$29.25	\$30.15	3.1%	N/A
4. Toddlers - half day no lunch	Per Day	\$25.15	\$25.90	3.0%	N/A
5. Preschool - full day	Per Day	\$41.65	\$42.90	3.0%	N/A
6. Preschool - weekly	Per Day	\$37.70	\$38.85	3.1%	N/A
7. Preschool - half day with lunch	Per Day	\$24.20	\$24.95	3.1%	N/A
8. Preschool - half day no lunch	Per Day	\$21.10	\$21.75	3.1%	N/A
<b>Mount Forest Child Care Centre</b>					
1. Infant - full day	Per Day	\$63.60	\$65.50	3.0%	N/A
2. Infant - weekly	Per Day	\$53.05	\$54.65	3.0%	N/A
3. Infant - half day with lunch	Per Day	\$34.50	\$35.55	3.0%	N/A
4. Infant - half day with no lunch	Per Day	\$31.85	\$32.80	3.0%	N/A
5. Toddlers - full day	Per Day	\$41.60	\$43.70	5.0%	N/A
6. Toddlers - weekly	Per Day	\$37.75	\$39.65	5.0%	N/A
7. Toddlers - half day with lunch	Per Day	\$25.00	\$26.25	5.0%	N/A
8. Toddlers - half day no lunch	Per Day	\$22.80	\$23.95	5.0%	N/A
9. Preschool - full day	Per Day	\$39.00	\$40.95	5.0%	N/A
10. Preschool - weekly	Per Day	\$35.45	\$37.20	4.9%	N/A
11. Preschool - half day with lunch	Per Day	\$23.20	\$24.35	5.0%	N/A
12. Preschool - half day no lunch	Per Day	\$21.10	\$22.15	5.0%	N/A
<b>Palmerston Child Care and Learning Centre</b>					
5. Toddlers - full day	Per Day	\$41.60	\$43.70	5.0%	N/A
6. Toddlers - weekly	Per Day	\$37.75	\$39.65	5.0%	N/A
7. Toddlers - half day with lunch	Per Day	\$25.00	\$26.25	5.0%	N/A
8. Toddlers - half day no lunch	Per Day	\$22.80	\$23.95	5.0%	N/A
9. Preschool - full day	Per Day	\$39.00	\$40.95	5.0%	N/A
10. Preschool - weekly	Per Day	\$35.45	\$37.20	4.9%	N/A
11. Preschool - half day with lunch	Per Day	\$23.20	\$24.35	5.0%	N/A
12. Preschool - half day no lunch	Per Day	\$21.10	\$22.15	5.0%	N/A

**Note:**

- Authority to impose fees and charges is set out in Part XII of the Municipal Act, S.O. 2001, c. 25 and in by-law #5366-13 of the Corporation of the County of Wellington.
- Parent Fees: parents will pay the lesser of the calculated affordable parent fee as determined by the income test (Reg. 262 - Day Nurseries Act) or the daily/weekly user fee listed in the above schedule.

Tax Codes: Add = Tax is in addition to fee; Incl = Tax is included in fee; N/A = Tax not applicable





# COUNTY OF WELLINGTON

---

## COMMITTEE REPORT

**To:** Warden and Members of County Council  
**From:** [Jana Burns], [Economic Development Officer]  
**Date:** Thursday, November 26, 2015  
**Subject:** BR+E County Fund for Centre Wellington

---

### Background

On Thursday we received the final request for BR+E municipal funding. As it was submitted after the Committee meeting dates, we are presenting it to Council for approval.

The application came from Centre Wellington, for their 2015 project.

The Township requests \$25,000 to cover 100% of costs for a consultant to conduct a review of the township development application process. The project will involve a review of the files, interviews with municipal staff, external interviews with those involved in the site plan process, comparisons with other similarly sized municipalities and facilitated round tables for those involved to recommend changes.

County Economic Development staff are in favour of this project as it will provide a good reflection of the existing commercial/industrial development process and hopefully, involve the County during the process as well as share the results with the other municipalities once completed.

### Recommendation:

That the Warden and Members of County Council approve the BR+E County Fund for Centre Wellington.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J Burns'.

Jana Burns  
Economic Development Officer  
County of Wellington