



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Social Housing

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	11,325,300	8,987,000	7,732,300	7,587,600	6,486,800	6,377,800	5,537,900	5,431,400	5,431,900	5,431,700	5,431,700
Municipal Recoveries	20,007,500	25,087,800	25,884,500	26,784,300	28,260,800	28,552,300	29,965,200	30,812,900	31,815,600	32,742,300	33,475,900
Licenses, Permits and Rents	5,900,000	6,754,100	6,820,700	6,888,000	6,955,700	7,024,300	7,093,700	7,163,800	7,235,100	7,307,100	7,315,200
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	369,500	345,200	352,500	360,100	368,000	376,000	384,300	392,800	401,700	410,700	420,000
Internal Recoveries	141,700	149,500	153,600	157,800	162,100	166,500	171,100	175,700	180,400	185,400	189,700
Total Revenue	37,762,200	41,341,800	40,961,800	41,796,000	42,251,600	42,515,100	43,170,400	43,994,800	45,082,900	46,095,400	46,850,700
EXPENDITURES											
Salaries, Wages and Benefits	6,324,400	6,812,700	6,843,700	7,175,500	7,367,400	7,586,700	7,833,100	8,081,800	8,334,800	8,596,500	8,864,600
Supplies, Material & Equipment	627,000	676,300	696,300	716,700	737,500	759,000	780,900	803,300	826,200	850,300	874,100
Purchased Services	7,582,300	9,378,000	9,475,800	9,859,600	10,025,600	10,465,400	10,706,800	10,933,600	11,349,900	11,617,500	12,049,400
Social Assistance	25,909,200	27,425,300	27,119,800	27,363,500	27,849,100	27,638,100	28,101,400	28,578,100	29,068,400	29,680,300	30,236,300
Transfer Payments	117,900										
Insurance & Financial	514,800	653,100	705,000	777,000	856,600	947,300	1,051,100	1,155,000	1,302,500	1,456,600	1,466,800
Internal Charges	1,004,500	1,099,400	1,109,900	1,153,900	1,177,400	1,212,500	1,257,600	1,287,300	1,340,100	1,362,200	1,399,300
Total Expenditures	42,080,100	46,044,800	45,950,500	47,046,200	48,013,600	48,609,000	49,730,900	50,839,100	52,221,900	53,563,400	54,890,500
Net Operating Cost / (Revenue)	4,317,900	4,703,000	4,988,700	5,250,200	5,762,000	6,093,900	6,560,500	6,844,300	7,139,000	7,468,000	8,039,800
yr/yr % change		8.9%	6.1%	5.2%	9.7%	5.8%	7.7%	4.3%	4.3%	4.6%	7.7%
DEBT AND TRANSFERS											
Transfer from Reserves	(51,200)	(37,500)	(6,800)								
Transfer to Reserves	1,100,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total Debt and Transfers	1,048,800	1,262,500	1,293,200	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	5,366,700	5,965,500	6,281,900	6,550,200	7,062,000	7,393,900	7,860,500	8,144,300	8,439,000	8,768,000	9,339,800
yr/yr % change		11.2%	5.3%	4.3%	7.8%	4.7%	6.3%	3.6%	3.6%	3.9%	6.5%



**County of Wellington
10 Year Capital Budget
Social Housing**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	5,550,000	4,345,000	4,798,000	5,064,000	4,904,000	4,877,000	5,203,000	4,960,000	5,295,000	5,845,000	50,841,000
138 Wyndham: Carpet Replacement	95,000										95,000
138 Wyndham: Elevator Modernization								230,000			230,000
138 Wyndham: Exterior Door Replacement						30,000					30,000
138 Wyndham: Fire Alarm System Upgrade			40,000								40,000
138 Wyndham: HVAC: Heat Cirulation Pumps Rehab	30,000										30,000
138 Wyndham: HVAC: Water Distribution								60,000			60,000
138 Wyndham: Rehab Emergency Power System			80,000								80,000
138 Wyndham: Renovations	254,000										254,000
138 Wyndham: Replace Heat Exchanger			60,000								60,000
138 Wyndham: Roof Top AC			70,000	230,000	30,000	30,000	30,000	320,000	35,000	35,000	780,000
138 Wyndham: Roofing							300,000				300,000
138 Wyndham: Security System Upgrade								60,000			60,000
GHG Initiatives	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Housing Sites IT Replacements	25,000	72,000	47,000				94,000	39,000	114,000		391,000
Housing WiFi Replacements		41,000					50,000				91,000
COCHI Community Housing Init	2,256,000										2,256,000
OPHI Ont Priorities Housing In	1,162,000										1,162,000
Total Social Housing	9,622,000	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,260,000
Total	9,622,000	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,260,000
Sources of Financing											
Recoveries	3,652,000	3,673,000	4,165,000	4,319,000	4,042,000	4,044,000	4,618,000	4,608,000	4,439,000	4,780,000	42,340,000
Subsidies	3,418,000										3,418,000
National Housing Co-Inv Fund	1,558,000										1,558,000
Reserves	994,000	1,035,000	1,180,000	1,225,000	1,142,000	1,143,000	1,309,000	1,311,000	1,255,000	1,350,000	11,944,000
Total Financing	9,622,000	4,708,000	5,345,000	5,544,000	5,184,000	5,187,000	5,927,000	5,919,000	5,694,000	6,130,000	59,260,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	170,000										170,000
Vancouver / Edmonton Window Replacement		295,000									295,000
Vancouver/Edmonton Site Improvements						15,000	398,000				413,000
Total Vancouver/Edmonton - 23 Houses	170,000	295,000				15,000	398,000				878,000
Mohawk/Delaware - 50 Houses											
Mohawk Delaware Site Improvements				15,000	632,000						647,000
Mohawk/Delaware Furnace Replacement							240,000				240,000
Total Mohawk/Delaware - 50 Houses				15,000	632,000		240,000				887,000
263 Speedvale - 62 Apartments											
263 Speedvale Unit Panel Repl	60,000										60,000
263 Speedvale Roof (west) Replacement										843,000	843,000
Total 263 Speedvale - 62 Apartments	60,000									843,000	903,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Site Dev Phase 3	30,000	715,000									745,000
Algonquin Ferndale Furnace Replacement								240,000			240,000
Total Algonquin/Ferndale - 47 Houses	30,000	715,000						240,000			985,000
Applewood/Sunset -47 Townhomes											
12 Sunset Parking Lot Paving		105,000									105,000
Applewood / Sunset Furnace Replacements									332,000		332,000
4 Applewood Parking Lot Paving										245,000	245,000
Total Applewood/Sunset -47 Townhomes		105,000							332,000	245,000	682,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot		685,000									685,000
576 Woolwich Common Space Flooring Replacement	140,000										140,000
576 Woolwich Solar Panels					595,000						595,000
576 Woolwich Roof Replacement				106,000	1,765,000						1,871,000
Total 576 Woolwich - 100 Apartments	140,000	685,000		106,000	2,360,000						3,291,000
232 Delhi/33 Marlborough - 109 Apartments											
33 Marlborough Parking Lot Replacement	155,000										155,000
232 Delhi Roofing Replacement		51,000	915,000								966,000
33 Marlborough HVAC Upgrades		62,000	1,035,000								1,097,000
232 Delhi HVAC Upgrades			66,000	1,186,000							1,252,000
Total 232 Delhi/33 Marlborough - 109 Apartments	155,000	113,000	2,016,000	1,186,000							3,470,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Deep Energy Retrofit						1,130,000	1,065,000	1,245,000	785,000		4,225,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
51 John MUA Replacement										155,000	155,000
51 John Elevator modernization							15,000	235,000			250,000
51 John Site Improvements									20,000	150,000	170,000
Total 51 John St. Harriston - 16 Apartments	316,000						15,000	235,000	20,000	305,000	891,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization	11,000	175,000									186,000
450 Albert Common Space Flooring					70,000						70,000
450 Albert Window Replacement								325,000			325,000
Total 450 Albert St. Mt. Forest - 31 Apartments	11,000	175,000			70,000			325,000			581,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement					55,000						55,000
235 Egremont Windows Replacement	85,000										85,000
Total 235 Egremont St. Mt. Forest -11 Apartments	85,000				55,000						140,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Solar Panels							205,000				205,000
212 Whites Windows/Doors/Side	240,000										240,000
212 Whites Metal Roof Install						45,000	755,000				800,000
212 Whites Elevator Modernization	11,000	175,000									186,000
212 Whites Balcony/Railing Replacement										188,000	188,000
212 Whites MUA replacement										155,000	155,000
212 Whites Parking Lot Paving										145,000	145,000
Total 212 Whites Rd. Palmerston -32 Apartments	251,000	175,000				45,000	960,000			488,000	1,919,000
Derby St. Palmerston - 12 Apartments											
360 Derby Windows/Doors/Side	115,000										115,000
360 Derby Metal Roof Install							35,000	505,000			540,000
Derby/Prospect Furnace Replacements									105,000		105,000
Total Derby St. Palmerston - 12 Apartments	115,000						35,000	505,000	105,000		760,000
Social Housing Various Locations											
Housing Building Retrofit	223,000	101,000	233,000	112,000	325,000	85,000	25,000	154,000	288,000	138,000	1,684,000
Various Kitchen Replacements	335,000	370,000	405,000	445,000	490,000	540,000	595,000	655,000	720,000	790,000	5,345,000
Various Bathroom Replacements	190,000	205,000	300,000	320,000	335,000	350,000	370,000	395,000	415,000	436,000	3,316,000
Various Camera Installations	240,000										240,000
County Corridor Handrail Rpl	85,000										85,000
Electrical Switchgear Replacement Program	100,000	120,000	420,000								640,000
Appliance Replacements	115,000	115,000	120,000	125,000	130,000	130,000	135,000	140,000	145,000	150,000	1,305,000
Various Lounge Furniture Replacements					400,000	220,000	60,000				680,000
Total Social Housing Various Locations	1,288,000	911,000	1,478,000	1,002,000	1,680,000	1,325,000	1,185,000	1,344,000	1,568,000	1,514,000	13,295,000
Total County Owned Units	5,550,000	4,345,000	4,798,000	5,064,000	4,904,000	4,877,000	5,203,000	4,960,000	5,295,000	5,845,000	50,841,000



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Affordable Housing

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	174,000	172,500	170,600	168,400	170,800	167,700	164,300				
Licenses, Permits and Rents	1,330,000	1,362,800	1,390,000	1,417,700	1,445,900	1,474,700	1,504,000	1,534,000	1,564,500	1,595,800	1,609,100
User Fees & Charges	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Total Revenue	1,527,000	1,558,300	1,583,600	1,609,100	1,639,700	1,665,400	1,691,300	1,557,000	1,587,500	1,618,800	1,632,100
EXPENDITURES											
Salaries, Wages and Benefits	123,400	130,600	135,400	139,400	143,400	148,200	152,400	157,600	162,400	167,800	173,000
Supplies, Material & Equipment	118,700	142,700	146,200	149,700	153,200	156,900	160,700	164,700	168,700	172,800	177,300
Purchased Services	779,300	808,300	816,600	840,400	905,700	921,900	934,900	942,800	970,600	1,015,700	1,098,600
Insurance & Financial	58,500	75,500	84,800	96,000	109,100	124,100	141,300	160,200	183,300	209,300	209,500
Internal Charges	118,900	132,600	136,600	140,700	144,900	149,200	153,700	158,300	163,000	167,900	172,900
Total Expenditures	1,198,800	1,289,700	1,319,600	1,366,200	1,456,300	1,500,300	1,543,000	1,583,600	1,648,000	1,733,500	1,831,300
Net Operating Cost / (Revenue)	(328,200)	(268,600)	(264,000)	(242,900)	(183,400)	(165,100)	(148,300)	26,600	60,500	114,700	199,200
yr/yr % change		(18.2%)	(1.7%)	(8.0%)	(24.5%)	(10.0%)	(10.2%)	(117.9%)	127.4%	89.6%	73.7%
DEBT AND TRANSFERS											
Debt Charges	174,000	172,500	170,600	168,400	170,700	167,600	164,200				
Transfer to Reserves	1,554,900	1,516,700	1,503,300	1,488,300	1,443,600	1,461,400	1,451,800	1,440,900	1,428,300	1,414,300	1,400,000
Total Debt and Transfers	1,728,900	1,689,200	1,673,900	1,656,700	1,614,300	1,629,000	1,616,000	1,440,900	1,428,300	1,414,300	1,400,000
TAX LEVY REQUIREMENT											
	1,400,700	1,420,600	1,409,900	1,413,800	1,430,900	1,463,900	1,467,700	1,467,500	1,488,800	1,529,000	1,599,200
yr/yr % change		1.4%	(0.8%)	0.3%	1.2%	2.3%	0.3%		1.5%	2.7%	4.6%



**County of Wellington
10 Year Capital Budget
Affordable Housing**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Affordable Housing											
182 George Roof Replacement							260,000				260,000
182 George Window and Door Replacement									157,000		157,000
Affordable Housing Retrofits	55,000	96,000	49,000	54,000	107,000	61,000	64,000	74,000	109,000	226,000	895,000
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
Total Affordable Housing	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000
Total	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000
Sources of Financing											
Subsidies		2,000,000			2,000,000			2,000,000			6,000,000
Reserves	55,000	4,096,000	49,000	54,000	4,107,000	61,000	324,000	4,074,000	266,000	226,000	13,312,000
Total Financing	55,000	6,096,000	49,000	54,000	6,107,000	61,000	324,000	6,074,000	266,000	226,000	19,312,000



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Ontario Works

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	22,994,100	25,489,600	26,124,300	26,774,000	27,441,400	28,127,800	28,833,300	29,558,600	30,307,400	31,056,700	31,824,500
Municipal Recoveries	3,525,100	3,881,900	4,089,000	4,391,100	4,567,100	4,801,800	5,079,700	5,327,100	5,572,700	5,806,900	6,069,500
Internal Recoveries	62,300	55,100	54,500	54,500	55,500	56,200	56,900	57,500	56,000	54,900	53,000
Total Revenue	26,581,500	29,426,600	30,267,800	31,219,600	32,064,000	32,985,800	33,969,900	34,943,200	35,936,100	36,918,500	37,947,000
EXPENDITURES											
Salaries, Wages and Benefits	6,317,500	6,702,800	6,951,900	7,203,700	7,453,900	7,693,600	7,933,900	8,183,200	8,440,600	8,704,800	8,976,200
Supplies, Material & Equipment	167,300	192,300	196,200	200,600	204,500	208,500	212,700	216,600	220,700	224,900	229,900
Purchased Services	446,600	466,300	479,900	494,200	507,800	520,100	537,000	551,800	566,400	581,800	596,700
Social Assistance	19,320,700	21,565,500	22,195,200	22,839,300	23,501,100	24,181,400	24,881,100	25,601,100	26,329,900	27,059,200	27,807,000
Transfer Payments	325,000	210,400	215,400	220,400	225,400	230,400	235,800	241,400	247,000	252,600	258,200
Insurance & Financial	111,000	138,600	134,900	140,200	145,400	150,600	155,600	146,600	166,900	172,600	178,500
Minor Capital Expenses	5,000	5,000	23,500	30,000				55,000			
Internal Charges	1,501,800	1,695,200	1,687,500	1,800,400	1,793,900	1,843,800	1,943,200	1,956,100	2,044,500	2,070,700	2,124,500
Total Expenditures	28,194,900	30,976,100	31,884,500	32,928,800	33,832,000	34,828,400	35,899,300	36,951,800	38,016,000	39,066,600	40,171,000
Net Operating Cost / (Revenue)	1,613,400	1,549,500	1,616,700	1,709,200	1,768,000	1,842,600	1,929,400	2,008,600	2,079,900	2,148,100	2,224,000
yr/yr % change		(4.0%)	4.3%	5.7%	3.4%	4.2%	4.7%	4.1%	3.5%	3.3%	3.5%
DEBT AND TRANSFERS											
Transfer from Reserves	(90,800)										
Transfer to Reserves	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Debt and Transfers	(70,800)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TAX LEVY REQUIREMENT	1,542,600	1,569,500	1,636,700	1,729,200	1,788,000	1,862,600	1,949,400	2,028,600	2,099,900	2,168,100	2,244,000
yr/yr % change		1.7%	4.3%	5.7%	3.4%	4.2%	4.7%	4.1%	3.5%	3.2%	3.5%



**County of Wellington
10 Year Capital Budget
Ontario Works**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Ontario Works											
129 Wyndham: Exterior Door Replacement						30,000					30,000
129 Wyndham: Interior Renovations	50,000							420,000			470,000
129 Wyndham: Rehab Emergency Power System					190,000						190,000
129 Wyndham: Roofing							385,000				385,000
129 Wyndham: Security			80,000								80,000
Fergus OW: Parking Lot Rehab							25,000				25,000
Fergus OW: Roof Replacement	101,000										101,000
Fergus OW: Rooftop Air Conditioners							100,000				100,000
Total Ontario Works	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000
Total	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000
Sources of Financing											
Recoveries	39,000		54,000		147,000	23,000	298,000	325,000			886,000
Reserves	112,000		26,000		43,000	7,000	212,000	95,000			495,000
Total Financing	151,000		80,000		190,000	30,000	510,000	420,000			1,381,000



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Children's Early Years Division

	Approved 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE											
Grants & Subsidies	49,570,500	85,879,400	85,950,700	86,024,200	86,097,500	86,172,700	86,249,000	86,326,600	86,408,600	86,491,400	86,576,700
Municipal Recoveries	4,895,800	4,025,600	4,258,800	4,443,100	4,612,400	4,803,200	4,976,300	5,149,000	5,348,600	5,552,500	5,714,800
Licenses, Permits and Rents	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	856,000	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500	910,500
Other Revenue	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Internal Recoveries	1,237,400										
Total Revenue	56,631,000	90,886,800	91,191,300	91,449,100	91,691,700	91,957,700	92,207,100	92,457,400	92,739,000	93,025,700	93,273,300
EXPENDITURES											
Salaries, Wages and Benefits	9,951,300	10,759,500	11,217,700	11,597,200	11,976,200	12,359,300	12,748,200	13,148,300	13,562,400	13,988,900	14,427,100
Supplies, Material & Equipment	582,900	609,200	608,800	627,700	647,100	666,700	687,000	707,500	727,400	747,700	768,000
Purchased Services	1,000,000	1,099,500	1,141,300	1,168,700	1,196,600	1,225,400	1,255,100	1,285,400	1,315,400	1,346,800	1,381,000
Social Assistance	44,343,600	78,125,000	78,046,900	78,001,000	77,983,700	77,934,800	77,895,900	77,866,900	77,824,900	77,775,800	77,838,700
Insurance & Financial	206,700	248,900	249,800	258,900	268,500	278,300	287,800	279,500	309,100	320,400	330,900
Minor Capital Expenses	41,500	14,000	81,000	92,000	39,700	33,000	60,000	16,000			70,000
Internal Charges	2,603,800	1,565,700	1,612,100	1,654,500	1,699,200	1,750,100	1,867,200	1,892,200	1,915,200	1,971,800	2,028,800
Total Expenditures	58,729,800	92,421,800	92,957,600	93,400,000	93,811,000	94,247,600	94,801,200	95,195,800	95,654,400	96,151,400	96,844,500
Net Operating Cost / (Revenue)	2,098,800	1,535,000	1,766,300	1,950,900	2,119,300	2,289,900	2,594,100	2,738,400	2,915,400	3,125,700	3,571,200
yr/yr % change		(26.9%)	15.1%	10.5%	8.6%	8.0%	13.3%	5.6%	6.5%	7.2%	14.3%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	2,098,800	1,535,000	1,766,300	1,950,900	2,119,300	2,289,900	2,594,100	2,738,400	2,915,400	3,125,700	3,571,200
yr/yr % change		(26.9%)	15.1%	10.5%	8.6%	8.0%	13.3%	5.6%	6.5%	7.2%	14.3%



County of Wellington
10 Year Capital Budget
Children's Early Years Division

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Year Total
Social Services											
Children's Early Years Division											
133 Wyndham: Bathroom/Kitchen Refurbishments		90,000									90,000
133 Wyndham: Building Retrofits							100,000				100,000
133 Wyndham: Exterior Wall Rehab		35,000									35,000
133 Wyndham: Interior Upgrades: Wall Finishes	35,000										35,000
Mount Forest: Air Conditioning						400,000					400,000
Mount Forest: Commercial Equipment Replacement						50,000					50,000
Mount Forest: Exterior Door Rehab							45,000				45,000
Mount Forest: Fire Alarm System Upgrade						35,000					35,000
Mount Forest: Flooring					115,000						115,000
Mount Forest: Parking Lot							180,000				180,000
Mount Forest: Water Heater Replacement						30,000					30,000
Willowdale: Common Area Flooring Rehab					30,000						30,000
Willowdale: Fire Alarm System Upgrade										40,000	40,000
Willowdale: HVAC Air Conditioner Units										335,000	335,000
Willowdale: Parling Lot Rehab										145,000	145,000
Total Children's Early Years Division	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000
Total	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000
Sources of Financing											
Recoveries	24,000	83,000			30,000		67,000			520,000	724,000
Reserves	11,000	42,000			115,000	515,000	258,000				941,000
Total Financing	35,000	125,000			145,000	515,000	325,000			520,000	1,665,000