

Programme Overview

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Social Services Committee

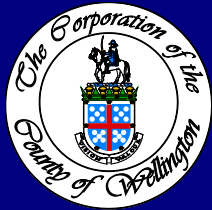
Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 17 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 416 housing units under rent supplement agreements with landlords to reduce rents for low income tenants
- Coordinated Access - maintaining the Centralized Waiting List for social housing access
- Administration of Home Ownership agreements
- Community Homelessness Prevention Initiative – Several homelessness programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, and agency grants are provided.
- Housing and Homelessness Plan – local community plan with strategic directions to support municipal and community outcomes in social/affordable housing and homelessness.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the prior residence of the tenant.

2022 Budget Highlights

- Grants and subsidies are increasing by \$4,558,000. Programmes that have increased in revenue include Social Services Relief Fund, Reaching Home and Mental Health and Addictions. This has been offset by decreasing revenues in rent supplement and federal funding.
- Staffing changes include two positions that are 100% funded through Reaching Home and are both two year contracts: 1 FTE Planning & Policy Analyst and 0.75 FTE Housing Stability Coordinator.
- The 2022-2031 capital budget invests \$42.6 million in facility improvements at County owned units, an additional \$281,000 on IT infrastructure at County owned units, \$225,000 on Climate Change Initiatives, and administers \$2.8 million in Provincial and Federal funding supporting community housing initiatives. Capital costs on county owned units are cost shared with the City of Guelph. The County's share comes from the Housing Capital Reserve.

Staff Complement (Full time equivalents)	2021	2022
Social Housing	46.2	49.1
Total	46.2	49.1
Current employee count: 71		



Performance Measures

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

Programme Goals and Objectives

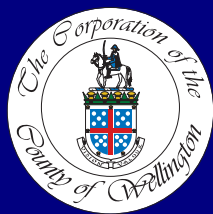
Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses.
(People as the main priority of Wellington County)
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention.
(People as the main priority of Wellington County)
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions.
(Providing the highest level and best quality services) and (People as the main priority of Wellington County)
- Increase the supply and mix of affordable housing options for low to moderate income households.
(Providing the highest level and best quality services) and (People as the main priority of Wellington County)
- End chronic homelessness.
(People as the main priority of Wellington County) and (Providing the highest level and best quality services)
- Promote client-centred, coordinated access to the housing and homelessness system.
(People as the main priority of Wellington County) and (Providing the highest level and best quality services)
- Support the sustainability of the existing social and affordable housing stock.
(Planning for and providing the best physical infrastructure) and (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.
(People as the main priority of Wellington County) and (Making the best decisions)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
By 2023, 400 households receive rent supports monthly.	416	425	416	416
By 2023, 75% of households who received a subsidy and/or supports have retained their housing at 6 months follow up.	75%	96%	75%	75%
By 2023, there has been a 5% increase in the number of households that receive support services through the SM.	236	248	236	236
By 2023, there has been a 5% increase in the number of affordable housing units	316	315	322	328
By 2023, Guelph Wellington will reach the third key reduction indicator in the 20KHomes Campaign: Getting Close to Functional Zero Chronic Homelessness.	145	140	100	50
By 2023, the County and local housing providers are collectively continuing to maintain service level standards.	2,342	2,412	2,342	2,342



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2020		2021			\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	2021 Budget	2022 Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$12,005,629	\$8,561,200	\$12,732,462	\$8,744,700	\$13,302,700	\$4,558,000	52.1%
Municipal Recoveries	\$14,194,239	\$14,342,100	\$12,582,165	\$13,305,600	\$14,045,200	\$739,600	5.6%
Licenses, Permits and Rents	\$5,715,604	\$5,527,000	\$5,101,902	\$5,727,000	\$5,727,000	\$ -	-
User Fees & Charges	\$36,016	\$18,200	\$45,482	\$18,200	\$18,200	\$ -	-
Other Revenue	\$301,409	\$324,800	\$409,846	\$342,300	\$351,800	\$9,500	2.8%
Internal Recoveries	\$245,541	\$176,400	\$221,573	\$148,400	\$207,400	\$59,000	39.8%
Total Revenue	\$32,498,438	\$28,949,700	\$31,093,430	\$28,286,200	\$33,652,300	\$5,366,100	19.0%
Expenditure							
Salaries, Wages and Benefits	\$4,201,707	\$4,262,000	\$4,094,084	\$4,431,800	\$4,839,400	\$407,600	9.2%
Supplies, Material & Equipment	\$574,424	\$563,500	\$452,497	\$494,800	\$581,200	\$86,400	17.5%
Purchased Services	\$5,552,995	\$5,392,900	\$5,325,682	\$5,711,800	\$6,289,800	\$578,000	10.1%
Social Assistance	\$22,749,374	\$20,233,300	\$23,965,412	\$18,942,000	\$23,714,800	\$4,772,800	25.2%
Transfer Payments	\$590,600	\$590,600	\$556,065	\$556,100	\$264,100	(\$292,000)	(52.5%)
Insurance & Financial	\$365,277	\$330,400	\$297,651	\$348,500	\$376,200	\$27,700	7.9%
Internal Charges	\$875,573	\$815,300	\$835,864	\$830,200	\$929,600	\$99,400	12.0%
Total Expenditure	\$34,909,950	\$32,188,000	\$35,527,255	\$31,315,200	\$36,995,100	\$5,679,900	18.1%
Net Operating Cost / (Revenue)	\$2,411,512	\$3,238,300	\$4,433,825	\$3,029,000	\$3,342,800	\$313,800	10.4%
Transfers							
Transfer from Reserve	(\$234,306)	(\$108,800)	\$ -	\$ -	(\$135,000)	(\$135,000)	-
Transfers to Reserve	\$2,426,127	\$1,650,000	\$1,763,493	\$1,650,000	\$1,600,000	(\$50,000)	(3.0%)
Total Transfers	\$2,191,821	\$1,541,200	\$1,763,493	\$1,650,000	\$1,465,000	(\$185,000)	(11.2%)
NET COST / (REVENUE)	\$4,603,333	\$4,779,500	\$6,197,318	\$4,679,000	\$4,807,800	\$128,800	2.8%

COUNTY OF WELLINGTON

2022 - 2031 BUDGET FORECAST (OPERATING & CAPITAL)
SOCIAL HOUSING
(all figures in \$000's)

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Programme Expenditure										
Tenant Subsidies										
Non Profit and Co-op Housing	10,822,000	11,108,800	11,316,400	11,542,800	11,773,900	12,024,400	12,264,800	12,509,800	12,744,900	12,999,700
County Owned Social Housing	12,021,600	12,305,300	12,853,100	13,278,700	13,646,500	14,163,700	14,683,900	15,202,900	15,725,100	16,276,100
Home Ownership	160,000	160,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Rent Supplement	2,964,600	3,157,200	2,283,400	1,781,600	1,715,700	1,739,700	1,764,700	1,789,700	1,814,700	1,840,700
Wellington Housing Corporation	711,900	713,600	721,100	670,400	597,300	603,100	609,000	615,100	621,300	627,700
Community Homelessness Prevention Initiative	5,099,000	6,633,600	5,235,000	5,093,700	5,118,900	5,231,000	5,346,000	5,463,500	5,583,600	5,706,100
Emergency Assistance	66,100	66,900	67,700	68,600	69,500	70,400	71,300	72,200	73,100	74,100
COVID-19	-	3,243,300	-	-	-	-	-	-	-	-
Administration	4,620,000	4,656,400	4,751,500	4,352,100	4,476,500	4,566,100	4,686,100	4,784,600	4,890,100	5,015,800
Other Housing Capital	1,615,400	2,388,000	482,000	105,000	70,000	152,000	45,000	-	-	-
Total Programme Expenditure	38,080,600	44,433,100	37,790,200	36,972,900	37,548,300	38,630,400	39,550,800	40,517,800	41,532,800	42,620,200
yr/yr % change	(1.6%)	16.7%	(15.0%)	(2.2%)	1.6%	2.9%	2.4%	2.4%	2.5%	2.6%
Programme Funding										
County Owned Social Housing Rent	5,727,000	5,727,000	5,751,900	5,751,900	5,751,900	5,751,900	5,751,900	5,751,900	5,751,900	5,751,900
Provincial Subsidy	7,588,900	11,513,900	5,613,800	4,653,000	4,563,100	4,563,100	4,563,100	4,563,100	4,563,100	4,563,100
Federal Subsidy	2,771,200	4,131,800	2,772,800	2,415,900	1,912,700	1,647,400	1,832,300	975,100	947,100	106,900
Other Revenue	508,900	577,400	476,100	477,600	485,600	496,900	508,200	519,800	531,800	544,300
Transfers from Reserves	847,000	964,000	887,000	949,000	974,000	1,034,000	1,042,000	1,067,000	1,101,000	1,139,000
Total Programme Revenue	17,443,000	22,914,100	15,501,600	14,247,400	13,687,300	13,493,300	13,697,500	12,876,900	12,894,900	12,105,200
yr/yr % change	1.8%	31.4%	(32.3%)	(8.1%)	(3.9%)	(1.4%)	1.5%	(6.0%)	0.1%	(6.1%)
Municipal Property Tax	20,637,600	21,519,000	22,288,600	22,725,500	23,861,000	25,137,100	25,853,300	27,640,900	28,637,900	30,515,000
yr/yr % change	(4.3%)	4.3%	3.6%	2.0%	5.0%	5.3%	2.8%	6.9%	3.6%	6.6%
City of Guelph	15,958,600	16,711,200	17,300,400	18,091,800	19,103,100	20,140,700	20,744,600	22,241,600	23,023,300	24,625,700
County of Wellington	4,679,000	4,807,800	4,988,200	4,633,700	4,757,900	4,996,400	5,108,700	5,399,300	5,614,600	5,889,300

Staffing Levels

# of Full Time Equivalent positions	46.2	49.1
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County of Wellington
10 Year Capital Budget
Social Housing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	3,450,000	3,700,000	3,900,000	4,050,000	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000	42,550,000
COCHI Community Housing Init	997,000	158,000									1,155,000
OPHI Ont Priorities Housing In	1,346,000	279,000									1,625,000
Attic Insulation: Climate Change Initiative	45,000	45,000	45,000	45,000	45,000						225,000
Housing Sites IT Replacements			60,000	25,000	70,000	45,000					200,000
Housing WiFi Replacements					37,000					44,000	81,000
Total Social Housing	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000
Total	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000
Sources of Financing											
Recoveries	2,666,000	2,858,000	3,056,000	3,146,000	3,318,000	3,353,000	3,433,000	3,549,000	3,661,000	3,812,000	32,852,000
Subsidies	2,343,000	437,000									2,780,000
Reserves	829,000	887,000	949,000	974,000	1,034,000	1,042,000	1,067,000	1,101,000	1,139,000	1,182,000	10,204,000
Total Financing	5,838,000	4,182,000	4,005,000	4,120,000	4,352,000	4,395,000	4,500,000	4,650,000	4,800,000	4,994,000	45,836,000

County of Wellington
2022-2031 Housing Capital Details

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County of Wellington
2022-2031 Housing Capital Details

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
232 Delhi Window Replace			325,000								325,000
33 Marlborough Roofing Replace		25,000	475,000								500,000
232 Delhi Lghtng/Clng/Rorc Replace	5,000	315,000									320,000
33 Marlborough Kitchen Refurb					450,000						450,000
232 Delhi Kitchen Refurb					455,000						455,000
33 Marlborough Parking Lot Replacement				125,000							125,000
232 Delhi Roofing Replacement						30,000	565,000				595,000
232 Delhi Bathroom Refurbishment								475,000			475,000
33 Marlborough Bathroom Refurbishment									485,000		485,000
Total 232 Delhi/33 Marlborough - 109 Apartments	295,000	340,000	800,000	125,000	905,000	30,000	565,000	475,000	485,000		4,020,000
Willow/Dawson - 85 Townhomes											
Willow/Dawson Shingle Replace	150,000	510,000									660,000
Willow Dawson Site Dev		200,000									200,000
Willow/Dawson Siding Replacement		445,000									445,000
Willow/Dawson Shingle Replace Phase 2						300,000	550,000				850,000
Willow/Dawson Furnace Replace								390,000			390,000
Willow/Dawson Window Replacement										1,210,000	1,210,000
Total Willow/Dawson - 85 Townhomes	150,000	1,155,000				300,000	550,000	390,000		1,210,000	3,755,000
229 Dublin - 74 Apartments											
229 Dublin Recaulking	90,000										90,000
229 Dublin Elevator Modernization	10,000	175,000									185,000
229 Dublin Carport Ceiling Replacement				275,000							275,000
229 Dublin Security Camera Install		80,000									80,000
229 Dublin Kitchen Refurbishment					610,000						610,000
229 Dublin Balcony Replacement						415,000					415,000
229 Dublin Bathroom Refurb									665,000		665,000
Total 229 Dublin - 74 Apartments	100,000	255,000		275,000	610,000	415,000			665,000		2,320,000
387 Waterloo - 72 Apartments											
387 Waterloo Mansard Roof Replacement							180,000				180,000
387 Waterloo Kitchen Refurbishments			555,000								555,000
387 Waterloo Window Replacement				625,000							625,000
387 Waterloo Roofing Replacement						20,000	870,000				890,000
387 Waterloo Parking Lot									280,000		280,000
387 Waterloo Bathroom Refurb									665,000		665,000
Total 387 Waterloo - 72 Apartments			555,000	625,000		20,000	1,050,000		945,000		3,195,000
130 Grange - 72 Apartments											
130 Grange Kitchen Refurbishments						620,000					620,000
130 Grange Lghtng/Clng/Rorc Line		235,000									235,000
130 Grange Window Replacement					465,000						465,000

County of Wellington
2022-2031 Housing Capital Details

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
130 Grange Parking Lot				170,000							170,000
130 Grange Bathroom Refurb								615,000			615,000
130 Grange Site Improvements				200,000							200,000
Total 130 Grange - 72 Apartments		235,000		370,000	465,000	620,000		615,000			2,305,000
411 Waterloo - 41 Apartments											
411 Waterloo Parking Lot Replacement	50,000										50,000
411 Waterloo Window Replacement					265,000						265,000
411 Waterloo Kitchen Cupboard Replacement						355,000					355,000
411 Waterloo Roofing Replacement			20,000	355,000							375,000
411 Waterloo Elevator Modernization						15,000	210,000				225,000
411 Waterloo Bathroom Replacement										385,000	385,000
Total 411 Waterloo - 41 Apartments	50,000		20,000	355,000	265,000	370,000	210,000			385,000	1,655,000
32 Hadati - 89 Apartments											
32 Hadati Make Up Air Replace	350,000										350,000
32 Hadati Lghtng/Clng/Rcrc Replacement		315,000									315,000
32 Hadati Elevator Modernization					10,000	200,000					210,000
32 Hadati Retaining Wall						30,000	510,000				540,000
32 Hadati Balcony Replacements										410,000	410,000
Total 32 Hadati - 89 Apartments	350,000	315,000			10,000	230,000	510,000			410,000	1,825,000
Edward St. Arthur - 14 Apartments											
110 Edward Roofing Replacement									385,000		385,000
110 Edward Kitchen Replacement										140,000	140,000
Total Edward St. Arthur - 14 Apartments									385,000	140,000	525,000
Frederick St Arthur - 10 Apartments											
133 Frederick Metal Roof install										250,000	250,000
Total Frederick St Arthur - 10 Apartments										250,000	250,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replacement			150,000								150,000
221 Mary Roofing Replacement									20,000	310,000	330,000
221 Mary Elevator Mod								10,000	180,000		190,000
Total 221 Mary St. Elora - 20 Apartments			150,000					10,000	200,000	310,000	670,000
22 Church St. Erin - 11 Apartments											
22 Church Metal Roof Install			10,000	110,000							120,000
Total 22 Church St. Erin - 11 Apartments			10,000	110,000							120,000
14 Centre St. Erin - 16 Apartments											
14 Center Metal Roof Install		10,000	210,000								220,000
14 Centre Window Replacement			120,000								120,000
14 Centre Elevator Modernization						10,000	175,000				185,000
14 Centre St Kitchen Refurbishments									160,000		160,000

County of Wellington
2022-2031 Housing Capital Details

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COUNTY OF WELLINGTON
2022 Budget – Social Services
Explanation of Significant Budget Items

Social Housing – Operating

- Grants and subsidies are increasing by \$4,558,000. Programmes that have increases in revenue include Social Services Relief Fund, Reaching Home and Mental Health & Addictions. This is partially offset by decreasing funding in Rent Supplement and federal funding for County owned units.
- Salaries, wages and benefits are increasing by \$408,000 primarily due the addition of two positions which are 100% funded by Reaching Home funding. Both positions have been added on a two-year contract.
- Supplies, materials and equipment are increasing by \$86,000 mainly due to the reallocation of expenditures from Purchased Services.
- Purchased services is increasing by \$578,000. The largest increase is a reallocation of \$300,000 of expenditures related to flooring from the capital to operating budget. A corresponding decrease can be seen in the capital budget. This budget line also includes the addition of \$225,000 (\$135,000 City and \$90,000 County) to accommodate the additional cleaning requirements needed at our county-owned units. The County's portion has been offset by a transfer from the Shared Services Stabilization reserve.
- The \$4,773,000 increase in the social assistance line is largely related to the increase in grants and subsidies for programmes that are funded at 100% provincially. In addition, non-profit and coop housing subsidies were larger than expected due to higher inflationary indices set by the province.
- A reduction in debenture payments for County owned social housing units has decreased the transfer payment line by \$290,000.

Social Housing - Capital

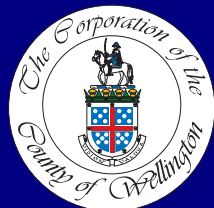
- Capital spending on County-owned social housing units totals \$42.6 million over the ten-year forecast. This represents a decrease in total spending when compared to the 2021 capital forecast caused by the shifting of flooring replacements from the capital to operating budget (\$300,000). Beyond 2022 the capital budget is increasing by \$250,000 in 2023, by \$200,000 in 2024, and by \$150,000 in 2025 through 2031 providing staff with a predictable and stable level of funding to address aging facilities and increasing costs.
- The split between the County and City portions of capital funding is based on the three-year average prior residence of tenants in County-owned buildings. The County portion of the capital funding comes from the Housing Capital Reserve.
- The Province recently announced an extension to the COCHI and OPHI programmes originally budgeted to end in 2022.
 - COCHI capital budget now totals \$1,155,000.
 - OPHI capital budget now totals \$1,625,000
- New to the capital forecast:
 - An allocation of \$45,000 per year over five years for the installation of attic insulation as part of the implementation of corporate climate change initiatives. The work is scheduled for apartment buildings located throughout the County.
 - IT replacements include the lifecycle replacements of the required infrastructure to support video security systems and internet connections at County-owned properties.
- A detailed listing of projects at County-owned units is attached to this report.

Summary of 2022 Social Housing Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$4,807,800	N/A*	N/A**	\$4,807,800
City of Guelph	\$14,045,200	\$2,666,000	\$50,000	\$16,761,200
Total	\$18,853,000	\$2,666,000	\$50,000	\$21,569,000

*The County of Wellington share of Social Services capital projects is funded through the County's capital reserves. The County makes annual transfers to capital reserves through the operating budget.

**The County is directly funding the County's share of IT capital project through the IT budget.



Programme Overview

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

Under the Affordable Housing Programme the County provides the following services in both Guelph and Wellington:

- New Rental Housing – administer capital incentives to multi-residential owners to build and operate new rental housing for moderate income households available at affordable market rents

This budget specifically reflects operating costs and revenues associated with County-owned affordable housing projects including:

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- 440 King Street, a 4-unit rental housing facility located in Mt. Forest
- An annual contribution to the Housing Development Reserve Fund

2022 Budget Highlights

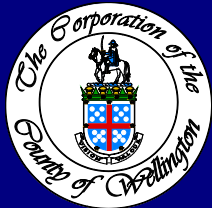
Operating Budget:

- A new transfer to the Housing Capital Reserve of \$200,000 is included throughout the forecast to look after lifecycle replacement costs for the County's 135 affordable housing units

Capital Budget:

- Air conditioning system is planned to be installed at 165 Gordon St, Fergus (Fergusson Place) in 2022 at an estimated cost of \$1.7 million, with \$1.2 million to come from the 2022 budget
- The provision to construct new County-owned affordable housing units throughout the County remains in the forecast. The budget assumes \$2 million in Provincial subsidy and a County contribution of \$4 million from the Housing Development Reserve every three years in the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
Affordable Housing	1.1	1.1
Total	1.1	1.1
Current employee count: 2		



Performance Measures

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). While many of the goals and objectives of the (HHP) are meant to prioritize the community's response to housing and homelessness issues in our community at the Service Manager level; it also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develops and maintains its direct delivery housing portfolio. The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses.
(People as the main priority of Wellington County)
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions.
(Providing the highest level and best quality services) and (People as the main priority of Wellington County)
- Increase the supply and mix of affordable housing options for low to moderate income households.
(Providing the highest level and best quality services) and (People as the main priority of Wellington County)
- Promote client-centred, coordinated access to the housing and homelessness system.
(People as the main priority of Wellington County) and (Providing the highest level and best quality services)
- Support the sustainability of the existing social and affordable housing stock.
(Planning for and providing the best physical infrastructure) and (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.
(People as the main priority of Wellington County) and (Making the best decisions)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
By 2023, 27 households receive rent supports monthly.	27	27	27	27
By 2023, there has been a 5% increase in the number of households that receive support services through the county owned Affordable Housing portfolio	4	4	4	5
By 2024, the County of Wellington or Wellington Housing Corporation owned affordable housing stock is increased by 20 units.	131	135	135	135
By 2023, the County and local housing providers are collectively continuing to maintain service level standards.	131	135	135	135



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Affordable Housing
 Department: Social Services
 Governance: Social Services Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$201,314	\$201,400	\$176,703	\$176,700	\$176,100	(\$600)	(0.3%)
Licenses, Permits and Rents	\$1,251,672	\$1,227,400	\$1,185,738	\$1,233,000	\$1,261,500	\$28,500	2.3%
User Fees & Charges	\$23,960	\$20,000	\$21,569	\$22,000	\$22,000	\$ -	-
Total Revenue	\$1,476,946	\$1,448,800	\$1,384,010	\$1,431,700	\$1,459,600	\$27,900	1.9%
Expenditure							
Salaries, Wages and Benefits	\$85,710	\$88,100	\$82,109	\$94,400	\$104,300	\$9,900	10.5%
Supplies, Material & Equipment	\$52,075	\$68,300	\$34,095	\$61,300	\$65,300	\$4,000	6.5%
Purchased Services	\$526,012	\$596,100	\$532,865	\$617,700	\$622,400	\$4,700	0.8%
Insurance & Financial	\$26,190	\$30,300	\$23,168	\$28,700	\$31,500	\$2,800	9.8%
Internal Charges	\$87,700	\$87,700	\$84,700	\$84,700	\$96,200	\$11,500	13.6%
Total Expenditure	\$777,687	\$870,500	\$756,937	\$886,800	\$919,700	\$32,900	3.7%
Net Operating Cost / (Revenue)	(\$699,259)	(\$578,300)	(\$627,073)	(\$544,900)	(\$539,900)	\$5,000	(0.9%)
Debt and Transfers							
Debt Charges	\$293,941	\$294,800	\$171,377	\$176,700	\$176,100	(\$600)	(0.3%)
Transfer from Reserve	(\$20)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$905,335	\$783,500	\$1,050,000	\$1,368,200	\$1,563,800	\$195,600	14.3%
Total Transfers	\$1,199,256	\$1,078,300	\$1,221,377	\$1,544,900	\$1,739,900	\$195,000	12.6%
NET COST / (REVENUE)	\$499,997	\$500,000	\$594,304	\$1,000,000	\$1,200,000	\$200,000	20.0%

COUNTY OF WELLINGTON
2022-2031 Budget Forecast (Operating & Capital)
AFFORDABLE HOUSING

	Approved									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Programme Expenditures										
250 Daly St Palmerson	109,000	111,100	113,300	115,500	117,800	120,100	122,400	124,800	127,200	129,700
Webster Place	532,000	542,500	553,200	564,100	575,200	586,500	598,100	609,900	621,900	634,200
Fergusson Place	683,700	696,900	710,000	719,100	728,100	736,900	745,700	759,300	767,600	775,800
182 George St	107,000	109,100	111,300	113,500	115,800	118,100	120,500	122,900	125,400	127,900
Reserve Transfer	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Capital Expenditure	649,000	280,000	6,077,000	82,000	99,000	6,137,000	93,000	97,000	6,109,000	106,000
Total Programme Expenditures	3,080,700	2,939,600	8,764,800	2,794,200	2,835,900	8,898,600	2,879,700	2,913,900	8,951,100	2,973,600
yr/yr % change	47.0%	-4.6%	198.2%	-68.1%	1.5%	213.8%	-67.6%	1.2%	207.2%	-66.8%
Programme Funding										
Affordable Housing Rent	1,233,000	1,261,500	1,290,600	1,316,200	1,342,400	1,369,000	1,396,300	1,424,100	1,452,400	1,481,300
Provincial Subsidy	176,700	176,100	2,175,200	174,000	172,500	2,170,600	168,400	170,800	2,167,700	164,300
Other Revenue	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Capital Reserve Transfer	649,000	280,000	4,077,000	82,000	99,000	4,137,000	93,000	97,000	4,109,000	106,000
Total Programme Funding	2,080,700	1,739,600	7,564,800	1,594,200	1,635,900	7,698,600	1,679,700	1,713,900	7,751,100	1,773,600
yr/yr % change	30.4%	-16.4%	334.9%	-78.9%	2.6%	370.6%	-78.2%	2.0%	352.2%	-77.1%
Municipal Property Tax	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
County of Wellington	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Staffing Levels

# of Full Time Equivalent positions	1.1	1.1
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County of Wellington
10 Year Capital Budget
Affordable Housing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
165 & 169 Gordon Aluminized Roofing Replaced	100,000										100,000
165 & 169 Gordon Lock Changes	110,000										110,000
165 Gordon Air Conditioning	1,200,000										1,200,000
Affordable Housing Retrofits	70,000	77,000	82,000	99,000	137,000	93,000	97,000	109,000	106,000	135,000	1,005,000
Land Purchase	3,500,000										3,500,000
Provision for New County Afd Housing Units		6,000,000			6,000,000			6,000,000			18,000,000
Total	4,980,000	6,077,000	82,000	99,000	6,137,000	93,000	97,000	6,109,000	106,000	135,000	23,915,000
Sources of Financing											
Subsidies		2,000,000			2,000,000			2,000,000			6,000,000
Reserves	4,980,000	4,077,000	82,000	99,000	4,137,000	93,000	97,000	4,109,000	106,000	135,000	17,915,000
Total Financing	4,980,000	6,077,000	82,000	99,000	6,137,000	93,000	97,000	6,109,000	106,000	135,000	23,915,000

COUNTY OF WELLINGTON
2022 Budget – Social Services
Explanation of Significant Budget Items

Affordable Housing - Operating

- Adjustments have been made to budgeted expenses for Supplies, Materials and Equipment, and Purchased Services based on a review of estimated 2021 year-end costs.
- Transfers to Reserve are made up of:
 - Budgeted contribution of \$1 million to the County's Housing Development reserve
 - The net municipal revenue generated (\$313,800) from each of the affordable housing properties to provide funding for future affordable housing opportunities
 - Repayment to the Climate Change Mitigation reserve of \$50,000 to recoup the initial investment in the hydro co-generation project at Webster Place. 2022 is the sixth year of a seven-year payback for the project.
 - A new transfer to the Housing Capital Reserve of \$200,000 is included throughout the forecast to look after lifecycle replacement costs for the County's 135 affordable housing units

Affordable Housing – Capital

- Air conditioning system is planned to be installed at 165 Gordon St, Fergus (Fergusson Place) in 2022 at an estimated cost of \$1.7 million, with \$1.2 million to come from the 2022 budget
- Facility improvements at the four County owned affordable housing buildings total \$1.2 million over the ten-years and are funded through the Housing Capital Reserve.
- Affordable housing retrofit projects have historically been identified by location and are spent on an as needed basis for move out or accessibility accommodation requests. The forecast now consolidates all locations in one project and provides staff with the flexibility to address tenant requests across the portfolio.
- A provision for a land purchase for affordable housing purposes is included in 2022 to be funded by the County's Housing Development Reserve. Details surrounding this purchase have been discussed in closed session of County Council.
- The provision to construct new County-owned affordable housing units throughout the County remains in the forecast. Staff will continue to monitor funding opportunities from senior levels of government for these builds and review project timing in the annual budget process.



Programme Overview

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

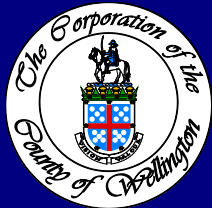
Programme Description

- Ontario Works provides temporary financial assistance to residents in need while they are actively assisted in becoming employed and achieving self reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Employment supports include the development of participation plans, counseling, life skills programmes, training and placements.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include eligibility review, assisting in the pursuit of family support, overpayment recovery and client appeal processes.
- Employment Resource Centre: Offers a wide range of employment services including access to computers, local job postings, photocopying, public telephones and material on employment related topics.
- Employment and Life Skills Workshops are delivered to all members of the public on numerous employment and life skills topics facilitated by professional staff.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Grant funding to local agencies or collaborative groups to address important social issues such as domestic violence, substance misuse, elder abuse and poverty.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the residence of the recipient.

2022 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$20,000 in 2022. This reflects a projected increase of 30% in caseload over 2021 year-end actuals. Staff anticipate caseload returning to pre-pandemic levels over the next 12-18 months as federal COVID benefits end. Ontario Works benefits are 100% provincially funded and increases will not impact the municipal tax levy.
- The ten-year capital plan includes facility improvements at the administration offices located at 129 and 138 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.5 million. The County's portion of \$446,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.1 million.

Staff Complement (Full time equivalents)	2021	2022
Ontario Works	69.4	69.4
Total	69.4	69.4
Current Employee Count: 64		



Performance Measures

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme. The Ontario Works annual Service Plan outlines how the following goals and objectives of the Ontario Works programme are to be achieved:

- Recognize individual client responsibility and promote self-reliance through participation in life stabilization and employment activities. **(People as the main priority in Wellington County)**
- Provide financial assistance to those most in need while they meet obligations to become and stay employed. **(Making the best decisions)**
- Effectively serve people that need assistance. **(Providing the highest level and best quality services)**
- Ensure accountability in service delivery to provincial and local taxpayers. **(Making the best decisions)**

The Ontario Works Division also delivers settlement services to newcomer immigrants to Wellington County. Through an agreement with the Department of Immigration, Refugees and Citizenship Canada, the County has the following goals and objectives pertaining to this work:

- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities. **(Providing the highest level and best quality services)**
- To facilitate the connection of newcomers to the communities they live in. **(People as the main priority in Wellington County)**
- To enhance the capacity of local employers to hire and retain newcomers. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Percentage of the Ontario Works Caseload with Employment Income	14.18%	9.26%	9.35%	8.41%
Percentage of Cases Terminating that are exiting to Employment	31.24%	22.11%	22.33%	18.81%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	2.15%	1.29%	1.30%	1.16%
Number of new settlement clients assisted with a settlement and referral plan	130	239	150	150
Number of community connections settlement events	4	19	4	4
Number of employers engaged with and supported regarding newcomer and immigrant recruitment	30	32	30	30



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$23,008,133	\$25,681,800	\$17,345,707	\$24,053,000	\$24,032,900	(\$20,100)	(0.1%)
Municipal Recoveries	\$2,703,064	\$3,054,100	\$2,671,341	\$3,189,400	\$3,195,800	\$6,400	0.2%
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$39,649	\$43,500	\$47,153	\$64,000	\$83,000	\$19,000	29.7%
Total Revenue	\$25,750,846	\$28,779,400	\$20,064,201	\$27,306,400	\$27,311,700	\$5,300	0.0%
Expenditure							
Salaries, Wages and Benefits	\$6,268,068	\$6,537,800	\$5,675,310	\$6,658,800	\$6,850,100	\$191,300	2.9%
Supplies, Material & Equipment	\$171,357	\$152,300	\$143,761	\$185,600	\$164,800	(\$20,800)	(11.2%)
Purchased Services	\$326,816	\$481,500	\$323,058	\$465,100	\$463,400	(\$1,700)	(0.4%)
Social Assistance	\$18,361,755	\$21,283,000	\$14,553,522	\$19,606,700	\$19,553,800	(\$52,900)	(0.3%)
Transfer Payments	\$190,314	\$190,700	\$309,119	\$194,500	\$478,400	\$283,900	146.0%
Insurance & Financial	\$103,508	\$112,300	\$92,657	\$111,300	\$109,300	(\$2,000)	(1.8%)
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$10,000	\$10,000	-
Internal Charges	\$1,395,840	\$1,396,300	\$1,263,492	\$1,393,300	\$1,331,300	(\$62,000)	(4.4%)
Total Expenditure	\$26,817,658	\$30,153,900	\$22,360,919	\$28,615,300	\$28,961,100	\$345,800	1.2%
Net Operating Cost / (Revenue)	\$1,066,812	\$1,374,500	\$2,296,718	\$1,308,900	\$1,649,400	\$340,500	26.0%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	(\$115,000)	\$ -	(\$280,000)	(\$280,000)	-
Total Debt and Transfers	\$ -	\$ -	(\$115,000)	\$ -	(\$280,000)	(\$280,000)	-
NET COST / (REVENUE)	\$1,066,812	\$1,374,500	\$2,181,718	\$1,308,900	\$1,369,400	\$60,500	4.6%

COUNTY OF WELLINGTON

2022 - 2031 BUDGET FORECAST (OPERATING & CAPITAL)

ONTARIO WORKS

(all figures in \$000's)

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Ontario Works											
Programme Expenditure											
Income Support	19,284,700	19,241,900	19,804,300	20,383,200	20,979,100	21,592,600	22,223,600	22,873,200	23,542,400	24,230,100	24,938,400
Ontario Works Administration & Support	8,594,800	8,676,800	8,872,400	9,076,100	9,352,500	9,555,500	9,852,400	10,052,200	10,309,600	10,614,800	10,883,300
Immigration, Refugees & Citizenship Canada	541,300	564,000	584,600	598,700	611,300	623,500	636,000	648,700	661,700	674,900	688,400
Funding for Agencies	194,500	478,400	367,300	206,300	210,400	214,700	219,000	223,300	227,600	232,200	237,000
Ontario Works Capital	140,000	635,000			143,000		144,000	123,000			484,000
Total Programme Expenditure	28,755,300	29,596,100	29,628,600	30,264,300	31,296,300	31,986,300	33,075,000	33,920,400	34,741,300	35,752,000	37,231,100
yr/yr % change		2.9%	0.1%	2.1%	3.4%	2.2%	3.4%	2.6%	2.4%	2.9%	4.1%
Programme Funding											
Provincial Subsidy	23,511,700	23,468,900	24,019,500	24,586,400	25,169,800	25,770,200	26,388,100	27,024,000	27,679,400	28,352,900	29,046,500
Federal Subsidy	541,300	564,000	584,600	598,700	611,300	623,500	636,000	648,700	661,700	674,900	688,400
Other Revenue	64,000	83,000	88,000	87,400	84,900	80,300	76,300	72,400	69,000	63,900	58,300
Transfers from Reserves		280,000	165,000								
Total Programme Revenue	24,117,000	24,395,900	24,857,100	25,272,500	25,866,000	26,474,000	27,100,400	27,745,100	28,410,100	29,091,700	29,793,200
yr/yr % change		1.2%	1.9%	1.7%	2.3%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Municipal Property Tax	1,308,900	1,369,400	1,421,700	1,477,100	1,549,200	1,606,300	1,683,500	1,739,800	1,808,500	1,888,500	1,961,200
yr/yr % change	4,608,800	5,047,200	4,771,500	4,991,800	5,335,300	5,512,300	5,949,600	6,150,300	6,331,200	6,660,300	7,289,900
		9.5%	(5.5%)	4.6%	6.9%	3.3%	7.9%	3.4%	2.9%	5.2%	9.5%
City of Guelph	3,299,900	3,677,800	3,349,800	3,514,700	3,786,100	3,906,000	4,266,100	4,410,500	4,522,700	4,771,800	5,328,700
County of Wellington	1,308,900	1,369,400	1,421,700	1,477,100	1,549,200	1,606,300	1,683,500	1,739,800	1,808,500	1,888,500	1,961,200

Staffing Levels

of Full Time Equivalent positions

69.42

69.42



County of Wellington
10 Year Capital Budget
Ontario Works

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
129 Wyndham Generator Upgrade	40,000										40,000
129 Wyndham: Interior Upgrades	50,000										50,000
129 Wyndham: Roofing										239,000	239,000
129 Wyndham: Security						48,000					48,000
129-133 Wyndham, Stone Work	40,000										40,000
138 Wyndham: Carpet Replacement				60,000							60,000
138 Wyndham: Fire Alarm System	30,000					24,000					54,000
138 Wyndham: HVAC Replacements	475,000										475,000
138 Wyndham: Replace Heat Exchanger						72,000					72,000
138 Wyndham: Roof Top AC							123,000				123,000
138 Wyndham: Roofing										184,000	184,000
Fergus OW: Roof Replacement				83,000							83,000
Fergus OW: Rooftop Air Conditioners										61,000	61,000
Total	635,000			143,000		144,000	123,000			484,000	1,529,000
Sources of Financing											
Recoveries	482,000			48,000		119,000	98,000			336,000	1,083,000
Reserves	153,000			95,000		25,000	25,000			148,000	446,000
Total Financing	635,000			143,000		144,000	123,000			484,000	1,529,000

COUNTY OF WELLINGTON
2022 Budget – Social Services
Explanation of Significant Budget Items

Ontario Works - Operating

- The grants and subsidies line is decreasing by approximately \$20,000 in 2022. This represents a projected increase of 30% in caseload over 2021 year-end actual cost. Staff anticipate caseload returning to pre-pandemic levels over the next 12-18 months as federal COVID benefits end. Ontario Works benefits are 100% provincially funded and increases will not impact the municipal tax levy.
- Staff have received confirmation that the provincial administration funding for Ontario Works will remain at the same level as received in 2021 (frozen at 2018 actual expenditure levels). This has resulted in increased municipal costs of \$67,000.
- The \$53,000 decrease in the social assistance line is directly related to the caseload projections described above and does not impact the County levy requirement.
- Funding for Agencies has increased by \$280,000 in 2022 as a result of funding commitments made to the Integrated Youth Service Network. The allocation is reduced to \$165,000 in 2023. In both years this commitment is funded through the Shared Services Stabilization reserve and does not impact the County tax levy.
- The cost-sharing ratio for administration expenses between the County and City has been adjusted based on the caseload split experienced in 2021. This resulted in a projected increase in cost of \$44,000 for the County and a corresponding decrease for the City.

Ontario Works – Capital

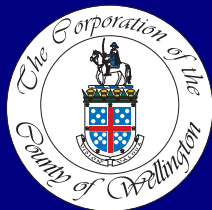
- The ten-year capital plan includes facility improvements at the administration offices located at 129 and 138 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.5 million. The County's portion of \$446,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.1 million.

Summary of 2022 Ontario Works Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$1,369,400	N/A*	N/A**	\$1,369,400
City of Guelph	\$3,195,800	\$482,000	\$97,000	\$3,774,800
Total	\$4,565,200	\$482,000	\$97,000	\$5,144,200

*The County of Wellington share of Social Services capital projects is funded through the County's capital reserves. The County makes annual transfers to capital reserves through the operating budget.

**The County is directly funding the County's share of IT capital project through the IT budget.



Programme Overview

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

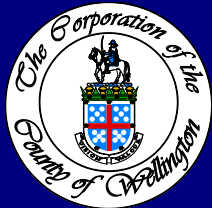
Programme Description

- **Children's Early Years Management:** Planning and overall management of the child care and early years family supports system for the service delivery area. Provision of General Operating Grants, Fee Subsidies, One-Time Grants, Special Needs Resourcing, Capacity Building, EarlyON Programme and Services, Wage Enhancement Grants/Home Child Care Enhancement Grants, and Community Grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care fees in licensed child care, authorized recreation and skill building programmes, and school board operated programmes who have a Purchase of Service Agreement for Fee Subsidy with the County of Wellington.
- **General Operating Grants:** Provides financial assistance for the operation of licensed child care programmes including staff wages and benefits, occupancy costs and professional development for operators with a Purchase of Service Agreement for the General Operating Grant with the County of Wellington.
- **Special Needs Resources:** Provides Enhanced Support Services from contracted community agencies to promote equitable access for children with special needs, disabilities, and/or medical conditions to fully participate in child care services.
- **Capacity Building:** Provides an Early Years Professional Resource Centre that plans and facilitates ongoing professional learning, side-by-side mentoring, and a variety of resources to increase quality levels.
- **The County of Wellington operates four licensed child care centres (one in Guelph and three in Wellington County) which offer 194 spaces in total. The County also operates the only licensed home child agency that provides access to contracted home child providers throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.**

2022 Budget Highlights

- The 2022 provincial funding allocation has been maintained at the 2021 allocation level with the exception of: one time Workforce funding (\$1.39 M), and two programmes that are 100% funded that received increases (Early Learning and Child Care \$297K and EarlyON \$148K).
- Staffing changes include 1.4 FTE for PT Screeners from January to June only.
- The cost split for our General Operating Grants has shifted to 25% County and 75% City. This shifts \$230K from the County to the City of Guelph in order to reflect the increase in spaces in the County and support our goal of providing equitably available child care in each municipality.

Staff Complement (Full time equivalents)	2021	2022
Child Care Services	30.4	31.8
Child Care Centres	63.6	64.6
Total	94.0	96.4
Current employee count: 119		



Performance Measures

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

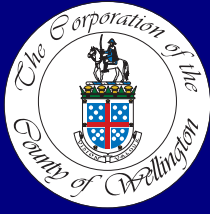
The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under the *Child Care and Early Years Act, 2014*, to establish a local child care and early years service plan that addresses the matters of provincial interest in addition to local child care and early years service system interests. The following are goals and objectives of the CEYD:

- Implement a consistent and continuous quality assessment and improvement strategy across the child care and early years system. **(Providing the highest level and best quality services)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals. **(Providing the highest level and best quality services)**
- Increase access to and participation in professional development and recruitment strategies that enhance the workforce's knowledge and competencies on topics of current focus, relevance and interest within the sector including diversity, inclusive practices and cultural competence. **(People as the main priority of Wellington County)** and **(Providing the highest level and best quality services)**
- Stabilize current child care and EarlyON service levels during the pandemic. **(Making the best decisions)**
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Planning for and providing the best physical infrastructure)**
- Improve child care and early years service system information, awareness, communication and service navigation resources to enable parents to make informed decisions about and facilitate access to available services. **(People as the main priority of Wellington County)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(People as the main priority of Wellington County)**
- Improve awareness and facilitate parents' access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy. **(People as the main priority of Wellington County)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of active contracted home childcare providers	45	45	30	45
Number of EarlyON Centres	4	4	4	6
Number of funded licensed centre-based child care spaces for children ages birth to 4 years	442	442	442	506
Number of unique participants for professional learning	228	228	365	456



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

			2021			\$ Change	% Change
	2020	2020	Preliminary	2021	2022	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$21,437,268	\$21,860,000	\$20,546,567	\$21,812,300	\$23,693,900	\$1,881,600	8.6%
Municipal Recoveries	\$3,331,765	\$3,278,000	\$3,529,720	\$3,315,200	\$3,025,200	(\$290,000)	(8.7%)
User Fees & Charges	\$745,443	\$1,163,000	\$1,056,812	\$1,186,300	\$1,261,000	\$74,700	6.3%
Other Revenue	\$100,000	\$ -	\$376	\$ -	\$ -	\$ -	-
Internal Recoveries	\$559,023	\$439,600	\$549,667	\$487,300	\$330,700	(\$156,600)	(32.1%)
Total Revenue	\$26,173,499	\$26,740,600	\$25,683,142	\$26,801,100	\$28,310,800	\$1,509,700	5.6%
Expenditure							
Salaries, Wages and Benefits	\$7,022,402	\$7,747,600	\$6,699,163	\$8,190,800	\$8,615,500	\$424,700	5.2%
Supplies, Material & Equipment	\$392,555	\$563,500	\$384,130	\$599,600	\$561,500	(\$38,100)	(6.4%)
Purchased Services	\$669,047	\$782,500	\$561,536	\$785,500	\$799,100	\$13,600	1.7%
Social Assistance	\$17,974,662	\$17,588,700	\$18,821,139	\$17,250,400	\$18,695,500	\$1,445,100	8.4%
Insurance & Financial	\$125,109	\$150,500	\$118,815	\$151,800	\$149,100	(\$2,700)	(1.8%)
Minor Capital Expenses	\$12,603	\$ -	\$ -	\$ -	\$12,500	\$12,500	-
Internal Charges	\$1,499,179	\$1,383,300	\$1,355,572	\$1,396,600	\$1,315,600	(\$81,000)	(5.8%)
Total Expenditure	\$27,695,557	\$28,216,100	\$27,940,355	\$28,374,700	\$30,148,800	\$1,774,100	6.3%
Net Operating Cost / (Revenue)	\$1,522,058	\$1,475,500	\$2,257,213	\$1,573,600	\$1,838,000	\$264,400	16.8%
Transfers							
Transfer from Reserve	(\$449,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
Transfers to Reserve	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$349,047)	\$ -	(\$54,500)	\$ -	(\$60,600)	(\$60,600)	-
NET COST / (REVENUE)	\$1,173,011	\$1,475,500	\$2,202,713	\$1,573,600	\$1,777,400	\$203,800	13.0%

<p align="center"> COUNTY OF WELLINGTON 2022-2031 Budget Forecast (Operating & Capital) CHILDREN'S EARLY YEARS (all figures in \$000's) </p>	
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	Community Support	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Programme Expenditure												
Subsidized Child Care Spaces	700 spaces	4,770,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600	4,499,600
Subsidized Child Care Operations		6,747,600	7,345,100	7,341,600	7,337,800	7,333,400	7,328,400	7,323,200	7,317,900	7,312,200	7,306,700	7,301,000
Enhanced Supports Services for Children with Disabilities	129 operators	1,526,600	1,611,100	1,626,200	1,641,100	1,658,000	1,670,800	1,682,400	1,694,400	1,706,600	1,719,700	1,733,400
Child Care Administration and Planning		3,681,500	3,460,700	3,581,200	3,694,100	3,814,800	3,959,500	4,094,000	4,181,200	4,296,200	4,429,100	4,559,100
Child Care Capital		-	-	-	-	-	-	-	-	69,000	250,000	109,000
Directly Operated Child Care Programmes	177 spaces	6,569,900	6,839,200	6,954,900	7,170,000	7,386,700	7,628,500	7,851,200	8,101,900	8,393,900	8,677,900	8,933,900
Transfer Payments to Agencies		3,267,800	4,439,300	3,414,900	3,084,700	3,100,200	3,116,700	3,133,800	3,151,500	3,169,600	3,188,300	3,207,500
Ontario Early Years Child and Family Centres		1,733,300	1,876,400	1,865,600	1,857,700	1,850,800	1,843,000	1,835,000	1,827,000	1,817,000	1,806,600	1,796,600
Municipal Funding for Agencies		77,400	77,400	77,400	77,400	77,400	77,400	77,400	77,400	77,400	77,400	77,400
		28,374,700	30,148,800	29,361,400	29,362,400	29,720,900	30,123,900	30,496,600	30,850,900	31,341,500	31,955,300	32,217,500
yr/yr % change			6.3%	-2.6%	0.0%	1.2%	1.4%	1.2%	1.2%	1.6%	2.0%	0.8%
Programme Funding												
Provincial Subsidy		21,812,300	23,693,900	21,609,600	21,262,300	21,262,300	21,262,300	21,262,300	21,262,300	21,262,300	21,262,300	21,262,300
Recoveries		487,300	330,700	226,500	191,800	191,800	191,800	191,800	191,800	191,800	191,800	191,800
County Operated Child Care Centre Fees		1,186,300	1,261,000	1,286,200	1,311,900	1,338,000	1,364,700	1,392,000	1,419,800	1,448,200	1,477,100	1,506,600
Reserve Transfers		-	60,600	-	-	-	-	-	-	-	-	-
		23,485,900	25,346,200	23,122,300	22,766,000	22,792,100	22,818,800	22,846,100	22,873,900	22,902,300	22,931,200	22,960,700
yr/yr % change			7.9%	-8.8%	-1.5%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Municipal Property Taxes		4,888,800	4,802,600	6,239,100	6,596,400	6,928,800	7,305,100	7,650,500	7,977,000	8,439,200	9,024,100	9,256,800
City of Guelph		3,315,200	3,025,200	3,904,000	4,118,000	4,310,300	4,527,600	4,727,300	4,908,400	5,131,500	5,344,000	5,551,200
County of Wellington		1,573,600	1,777,400	2,335,100	2,478,400	2,618,500	2,777,500	2,923,200	3,068,600	3,307,700	3,680,100	3,705,500
Staffing Levels		2021	2022									
# of Full Time Equivalent positions		94.0	96.4									



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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Social Services											
MFCC: Flooring Replacement								69,000			69,000
Mount Forest: Air Conditioning									250,000		250,000
Mount Forest: Parking Lot										109,000	109,000
Total								69,000	250,000	109,000	428,000
Sources of Financing											
Reserves								69,000	250,000	109,000	428,000
Total Financing								69,000	250,000	109,000	428,000

COUNTY OF WELLINGTON
2022 Budget – Social Services
Explanation of Significant Budget Items

Children’s Early Years – Operating

- Communication has been received that the provincial funding allocation for 2022 will not change from the 2021 allocation with the exception of increases to programmes that are 100% funded. Increased funding includes \$1.39M Child Care and Early Years Workforce Funding, \$297,000 Early Learning and Child Care (ELCC) funding, and \$148,000 for EarlyON.
- Internal recoveries are decreasing by \$157,000 due to the maximum allowance towards administration decreasing from 10% to 5% in our base funding.
- Salaries, wages and benefits are increasing by \$425,000. In addition to regular increases and step progression, this includes the annualization of changes approved in the 2021 budget.
- The Social assistance line is increasing significantly (\$1.45M), largely due to funding increases in our programmes that are 100% provincially funded.
- The cost split for the general operating grant has shifted to 25% County and 75% City (Previously 15% County, 85% City). The impact of this shift is a \$230,000 cost increase for the County, and a corresponding decrease for the City. The main driver for this change relates to the number of child care spaces in the County increasing at a faster rate than in the City. This is in line with our goal of providing equitably available child care for each municipality.

Children’s Early Years – Capital

- The ten-year capital plan for Children’s Early Years includes \$428,000 for lifecycle repairs and replacements at Mount Forest Child Care. Work is a 100% County cost funded from the Property Reserve.

Summary of 2022 Children’s Early Years Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$1,777,400	N/A*	N/A**	\$1,777,400
City of Guelph	\$3,025,200	\$0	\$69,000	\$3,094,200
Total	\$4,802,600	\$0	\$69,000	\$4,871,600

*The County of Wellington share of Social Services capital projects is funded through the County’s capital reserves. The County makes annual transfers to capital reserves through the operating budget.

**The County is directly funding the County’s share of IT capital project through the IT budget.