



## 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 1,415 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 580 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
- Homelessness Prevention Program – Several housing stability programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, rent supplements, 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.

## 2023 Budget Highlights

- The budget supports a significant investment to support rent supplement and homelessness initiatives.
- Capital spending on County-owned social housing units totals \$58.6 million over the ten-year forecast. This represents a significant increase in capital investment. These projects have been added or brought forward as the County has been successful in securing a capital grant of \$12 million.
- The addition of a Maintenance Supervisor (3 year contract beginning April 1, 2023) and Capital Works Coordinator (2 year contract beginning July 1, 2023) to support the additional capital projects described above. The County's share of these positions has been funded through the use of County reserves.
- A \$7.6 million project for Transitional Housing at 65 Delhi Street will be funded using \$4.1 million from Federal/Provincial grants and \$3.5 million from the Housing Regeneration Reserve. Staff are currently seeking funding opportunities from other levels of government to address the \$900,000 funding gap. The project tender will be awarded only once funding has been secured.

Staff Complement (Full time equivalents)	2022	2023
Social Housing	49.1	51.4
<b>Total</b>	<b>49.1</b>	<b>51.4</b>
Current employee count: 56		



## Performance Measures

<b>Programme/Service:</b>	<b>Social Housing</b>
<b>Department:</b>	<b>Social Services</b>
<b>Governance:</b>	<b>Social Services Committee</b>

### 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) (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) (People as the main priority of Wellington County)
- End chronic homelessness.  
(People as the main priority of Wellington County) (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) (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) (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.  
(People as the main priority of Wellington County) (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 2023	Actual 2022	Actual 2021	Actual 2020
Number of households that receive rent supports per year.	550	580	454	416
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up.	95%	96%	94%	75%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	432	360	233	236
Number of households in affordable housing per year.	554	317	315	315
Number of people actively experiencing chronic homelessness.*	100	137	125	145
Number of households in service level rent geared to income units.	2,505	2,508	2,501	2,342

\*2022 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)



# COUNTY OF WELLINGTON

## 2023 OPERATING BUDGET

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

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$14,996,549	\$8,744,700	\$15,620,063	\$13,302,700	\$10,806,200	(\$2,496,500)	(18.8%)
Municipal Recoveries	\$13,010,346	\$13,305,600	\$13,740,856	\$14,045,200	\$15,495,200	\$1,450,000	10.3%
Licenses, Permits and Rents	\$5,576,867	\$5,727,000	\$5,292,880	\$5,727,000	\$5,812,800	\$85,800	1.5%
User Fees & Charges	\$46,815	\$18,200	\$24,438	\$18,200	\$18,200	\$ -	-
Other Revenue	\$429,798	\$342,300	\$228,796	\$351,800	\$368,400	\$16,600	4.7%
Internal Recoveries	\$284,333	\$148,400	\$176,937	\$207,400	\$122,700	(\$84,700)	(40.8%)
<b>Total Revenue</b>	<b>\$34,344,708</b>	<b>\$28,286,200</b>	<b>\$35,083,970</b>	<b>\$33,652,300</b>	<b>\$32,623,500</b>	<b>(\$1,028,800)</b>	<b>(3.1%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$4,400,720	\$4,431,800	\$4,343,141	\$4,839,400	\$5,401,200	\$561,800	11.6%
Supplies, Material & Equipment	\$548,898	\$494,800	\$517,145	\$581,200	\$625,800	\$44,600	7.7%
Purchased Services	\$5,885,393	\$5,711,800	\$5,955,544	\$6,289,800	\$6,400,700	\$110,900	1.8%
Social Assistance	\$24,565,381	\$18,942,000	\$26,810,326	\$23,714,800	\$22,807,500	(\$907,300)	(3.8%)
Transfer Payments	\$556,065	\$556,100	\$264,088	\$264,100	\$208,200	(\$55,900)	(21.2%)
Insurance & Financial	\$302,510	\$348,500	\$372,383	\$376,200	\$421,900	\$45,700	12.1%
Internal Charges	\$960,858	\$830,200	\$886,231	\$929,600	\$927,700	(\$1,900)	(0.2%)
<b>Total Expenditure</b>	<b>\$37,219,825</b>	<b>\$31,315,200</b>	<b>\$39,148,858</b>	<b>\$36,995,100</b>	<b>\$36,793,000</b>	<b>(\$202,100)</b>	<b>(0.5%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$2,875,117</b>	<b>\$3,029,000</b>	<b>\$4,064,888</b>	<b>\$3,342,800</b>	<b>\$4,169,500</b>	<b>\$826,700</b>	<b>24.7%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	\$ -	\$ -	(\$564,913)	(\$135,000)	(\$678,400)	(\$543,400)	402.5%
Transfers to Reserve	\$1,763,493	\$1,650,000	\$2,331,922	\$1,600,000	\$1,600,000	\$ -	-
<b>Total Debt and Transfers</b>	<b>\$1,763,493</b>	<b>\$1,650,000</b>	<b>\$1,767,009</b>	<b>\$1,465,000</b>	<b>\$921,600</b>	<b>(\$543,400)</b>	<b>(37.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$4,638,610</b>	<b>\$4,679,000</b>	<b>\$5,831,897</b>	<b>\$4,807,800</b>	<b>\$5,091,100</b>	<b>\$283,300</b>	<b>5.9%</b>



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>REVENUE</b>											
Grants & Subsidies	13,302,700	10,806,200	8,322,000	7,342,400	7,077,400	7,262,600	6,405,700	6,378,000	5,538,100	5,431,500	5,431,800
Municipal Recoveries	14,045,200	15,495,200	16,478,500	17,382,300	18,122,700	18,722,300	20,052,400	20,766,000	22,240,700	23,020,200	23,704,800
Licenses, Permits and Rents	5,727,000	5,812,800	5,870,800	5,929,200	5,988,700	6,048,600	6,108,700	6,169,700	6,231,400	6,293,900	6,356,900
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	351,800	368,400	355,700	363,200	371,200	379,400	387,700	396,300	405,200	414,300	420,000
Internal Recoveries	207,400	122,700	116,500	116,500	119,800	122,900	126,000	129,300	132,700	136,200	139,800
<b>Total Revenue</b>	<b>33,652,300</b>	<b>32,623,500</b>	<b>31,161,700</b>	<b>31,151,800</b>	<b>31,698,000</b>	<b>32,554,000</b>	<b>33,098,700</b>	<b>33,857,500</b>	<b>34,566,300</b>	<b>35,314,300</b>	<b>36,071,500</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	4,839,400	5,401,200	5,595,100	5,731,200	5,785,300	5,933,900	6,118,200	6,310,700	6,507,800	6,711,100	6,919,400
Supplies, Material & Equipment	581,200	625,800	584,100	600,600	617,800	635,100	652,900	671,100	689,700	704,700	718,300
Purchased Services	6,289,800	6,400,700	6,606,000	6,762,900	6,962,400	7,317,100	7,448,000	7,824,100	7,994,100	8,189,100	8,372,800
Social Assistance	23,714,800	22,807,500	20,608,500	20,418,300	20,810,300	21,209,200	21,616,600	22,033,000	22,457,100	22,890,000	23,332,200
Transfer Payments	264,100	208,200	117,900								
Insurance & Financial	376,200	421,900	464,100	491,000	521,500	554,900	594,600	636,000	679,200	722,800	729,100
Internal Charges	929,600	927,700	945,900	992,300	1,001,600	1,043,000	1,059,900	1,081,600	1,121,300	1,141,500	1,172,300
<b>Total Expenditures</b>	<b>36,995,100</b>	<b>36,793,000</b>	<b>34,921,600</b>	<b>34,996,300</b>	<b>35,698,900</b>	<b>36,693,200</b>	<b>37,490,200</b>	<b>38,556,500</b>	<b>39,449,200</b>	<b>40,359,200</b>	<b>41,244,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>3,342,800</b>	<b>4,169,500</b>	<b>3,759,900</b>	<b>3,844,500</b>	<b>4,000,900</b>	<b>4,139,200</b>	<b>4,391,500</b>	<b>4,699,000</b>	<b>4,882,900</b>	<b>5,044,900</b>	<b>5,172,600</b>
yr/yr % change		24.7%	(9.8%)	2.3%	4.1%	3.5%	6.1%	7.0%	3.9%	3.3%	2.5%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(135,000)	(678,400)	(47,700)	(38,900)	(7,100)						
Transfer to Reserves	1,600,000	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Total Debt and Transfers</b>	<b>1,465,000</b>	<b>921,600</b>	<b>1,052,300</b>	<b>1,061,100</b>	<b>1,092,900</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
<b>TAX LEVY REQUIREMENT</b>	<b>4,807,800</b>	<b>5,091,100</b>	<b>4,812,200</b>	<b>4,905,600</b>	<b>5,093,800</b>	<b>5,239,200</b>	<b>5,491,500</b>	<b>5,799,000</b>	<b>5,982,900</b>	<b>6,144,900</b>	<b>6,272,600</b>
yr/yr % change		5.9%	(5.5%)	1.9%	3.8%	2.9%	4.8%	5.6%	3.2%	2.7%	2.1%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Social Housing											
County Owned Housing Units	6,078,000	13,730,000	4,937,000	4,355,000	4,690,000	4,960,000	5,040,000	4,775,000	4,700,000	5,304,000	58,569,000
COCHI Community Housing Init	158,000										158,000
OPHI Ont Priorities Housing In	279,000										279,000
65 Delhi Renovations	7,600,000										7,600,000
GHG Initiatives	90,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,340,000
Housing Sites IT Replacements		60,000	25,000	70,000	45,000						200,000
Housing WiFi Replacements				37,000					44,000		81,000
<b>Total Social Housing</b>	<b>14,205,000</b>	<b>14,040,000</b>	<b>5,212,000</b>	<b>4,712,000</b>	<b>4,985,000</b>	<b>5,210,000</b>	<b>5,290,000</b>	<b>5,025,000</b>	<b>4,994,000</b>	<b>5,554,000</b>	<b>69,227,000</b>
<b>Total</b>	<b>14,205,000</b>	<b>14,040,000</b>	<b>5,212,000</b>	<b>4,712,000</b>	<b>4,985,000</b>	<b>5,210,000</b>	<b>5,290,000</b>	<b>5,025,000</b>	<b>4,994,000</b>	<b>5,554,000</b>	<b>69,227,000</b>
<b>Sources of Financing</b>											
Recoveries	3,113,000	4,846,000	3,877,200	3,691,000	3,896,000	3,997,000	4,164,000	3,875,000	3,776,000	4,232,000	39,467,200
Subsidies	6,685,000	7,795,000	303,000								14,783,000
Reserves	4,407,000	1,399,000	1,031,800	1,021,000	1,089,000	1,213,000	1,126,000	1,150,000	1,218,000	1,322,000	14,976,800
<b>Total Financing</b>	<b>14,205,000</b>	<b>14,040,000</b>	<b>5,212,000</b>	<b>4,712,000</b>	<b>4,985,000</b>	<b>5,210,000</b>	<b>5,290,000</b>	<b>5,025,000</b>	<b>4,994,000</b>	<b>5,554,000</b>	<b>69,227,000</b>

**County of Wellington**  
**2023-2032 Housing Capital Details**

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	150,000	160,000	170,000								480,000
GVE Window Replacement			125,000								125,000
Vancouver/Edmonton Site Improvements								10,000	245,000		255,000
<b>Total Vancouver/Edmonton - 23 Houses</b>	150,000	160,000	295,000					10,000	245,000		860,000
Mohawk/Delaware - 50 Houses											
Mohawk/Delaware Driveway			90,000								90,000
Mohawk Delaware Site Improvements						15,000	465,000				480,000
Mohawk/Delaware Furnace Replacement									240,000		240,000
<b>Total Mohawk/Delaware - 50 Houses</b>			90,000			15,000	465,000		240,000		810,000
263 Speedvale - 62 Apartments											
263 Speedvale Lghtng/Clng/Rcrc Replac	300,000										300,000
263 Speedvale Roof Replacement	40,000	740,000									780,000
263 Speedvale Window Replace	30,000	410,000									440,000
G263S Unit Panel Replacement		205,000									205,000
G263S MUA Installation	25,000	655,000									680,000
263 Speedvale Solar Panels		150,000									150,000
<b>Total 263 Speedvale - 62 Apartments</b>	395,000	2,160,000									2,555,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Metal Roofing P1		95,000	1,590,000								1,685,000
Algonquin/Ferndale Site Dev Phase 3			30,000	470,000							500,000
Algonquin Ferndale Furnace Replacement										240,000	240,000
<b>Total Algonquin/Ferndale - 47 Houses</b>		95,000	1,620,000	470,000						240,000	2,425,000
Applewood/Sunset -47 Townhomes											
Applewood / Sunset Roofing Rep	440,000										440,000
Applewood Solar Panels	145,000										145,000
<b>Total Applewood/Sunset -47 Townhomes</b>	585,000										585,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot				260,000							260,000
576 Woolwich Ltng/Clng/Rcrc Replace	230,000										230,000
576 W Electric Heat Conversion					20,000	605,000					625,000
576 Woolwich Window & Mansard Replace	25,000	320,000									345,000
G576W Common Space Flooring Replacement					100,000						100,000
576 Woolwich Solar Panels							595,000				595,000
576 Woolwich Roof Replacement						70,000	1,140,000				1,210,000
<b>Total 576 Woolwich - 100 Apartments</b>	255,000	320,000		260,000	120,000	675,000	1,735,000				3,365,000

**County of Wellington**  
**2023-2032 Housing Capital Details**

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
232 Delhi/33 Marlborough - 109 Apartments											
232 Delhi Window Replace	340,000										340,000
33 Marlborough Roofing Replace	25,000	475,000									500,000
232 Delhi Lights/Ceiling/Recrc	210,000										210,000
33 Marlborough Parking Lot Replacement			125,000								125,000
232 Delhi Parking Lot Replacement			90,000								90,000
33 Marlborough Solar Panels		190,000									190,000
232 Delhi Roofing Replacement			35,000	615,000							650,000
33 Marlborough Electric Heat Conversion	16,000	270,000									286,000
232 Delhi Electric Heat Conversion	17,000	275,000									292,000
<b>Total 232 Delhi/33 Marlborough - 109 Apartments</b>	608,000	1,210,000	250,000	615,000							2,683,000
Willow/Dawson - 85 Townhomes											
Willow Dawson Site Dev	30,000	400,000									430,000
Deep Energy Retrofit Consulting	20,000										20,000
Willow/Dawson Deep Energy Retrofit				625,000	2,310,000	830,000	540,000	1,270,000			5,575,000
Willow/Dawson Window Replacement										1,270,000	1,270,000
<b>Total Willow/Dawson - 85 Townhomes</b>	50,000	400,000		625,000	2,310,000	830,000	540,000	1,270,000		1,270,000	7,295,000
229 Dublin - 74 Apartments											
229 Dublin Modernize Elevator	145,000										145,000
229 Dublin Carport Ceiling Replacement			20,000	295,000							315,000
229 Dublin Electric Heat Conversion	23,000	370,000									393,000
229 Dublin Generator Install		420,000									420,000
229 Dublin Corridor Improvements			110,000								110,000
229 Dublin Balcony Replacement				25,000	415,000						440,000
229 Dublin EIFS Rehab										675,000	675,000
<b>Total 229 Dublin - 74 Apartments</b>	168,000	790,000	130,000	320,000	415,000					675,000	2,498,000
387 Waterloo - 72 Apartments											
387 Waterloo Mansard Roof Replacement						180,000					180,000
387 Waterloo Solar Panels		400,000									400,000
387 Waterloo Window Replacement	30,000	595,000									625,000
387 Waterloo Roofing Replacement	20,000	715,000									735,000
387 Waterloo Parking Lot								340,000			340,000
<b>Total 387 Waterloo - 72 Apartments</b>	50,000	1,710,000				180,000		340,000			2,280,000
130 Grange - 72 Apartments											
130 Grange Lghtng/Clng/Rcrc Line	245,000										245,000
130 Grange Window Replacement	30,000	425,000									455,000
130 Grange Electric Heat Conversion	22,000	360,000									382,000
130 Grange Generator Install		410,000									410,000
130 Grange Parking Lot		20,000	370,000								390,000

**County of Wellington**  
**2023-2032 Housing Capital Details**

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**County of Wellington**  
**2023-2032 Housing Capital Details**

[illegible]

## 2023-2032 Housing Capital Details

[illegible]

**COUNTY OF WELLINGTON**  
**2023 Budget – Social Services**  
**Explanation of Significant Budget Items**

**Social Housing – Operating**

- Grants and subsidies are decreasing by \$2.5 million. The most significant change relates to the removal of one-time COVID-19 funding of \$2.7 million. The ending of the Investment in Affordable Housing programme (IAH) as of March 2023 has also reduced the grants and subsidies line. The funding reduction from senior level of government place additional pressure on the municipal tax levy as costs continue to rise to operate social and affordable housing. Increases to funding allocations for both the Homelessness Prevention Programme (HPP) and Reaching Home partially offset the funding decreases described above.
- Salaries, wages, and benefits include:
  - Annualization of the Policy Analyst (contract ending March 2024) and Custodian positions added in 2022.
  - Housing Stability Coordinator position originally budgeted to end July 2023, is proposed to be extended until March 2024. This contract is completely funded through the Reaching Home allocation.
  - The addition of a Maintenance Supervisor (3 year contract beginning April 1, 2023) and Capital Works Co-ordinator (2 year contract beginning July 1, 2023) to support additional capital projects that are included in the forecast. The County's share of these positions has been funded through the use of reserves.
- Overall, the social assistance line is decreasing by just over \$900,000. As indicated in the November Preliminary budget report, several changes are taking place in this expenditure line including the removal of \$2.7 million in COVID related expenditures, and the addition of a one-time \$650,000 budget allocation funded through the Housing Regeneration Reserve Fund to support our non-profit housing providers with capital pressures.
  - The ending of the Investing in Affordable Housing programme as of March 2023 removed approximately \$330,000 in revenue and expenditure from the housing budget. This loss of funding leaves a significant gap in our community as this funding provided rent supplement supports to many. To offset the loss of funding and continue to support households that are in receipt of these supports, a municipal contribution of \$200,000 has been added to the 2023 budget with a further allocation of \$350,000 being added in 2024.
  - The non-profit and co-operative housing provider budget line is projected to increase by nearly \$350,000 in 2023 based on provincial indices received.
  - Increases in Reaching Home funding require the addition of offsetting expenditures. Reaching Home is 100% funding that does not require a municipal cost share.
  - The Homelessness Prevention Programme has experienced significant pressures throughout 2022. Staff have reviewed current spending and community pressures and have adjusted this budget area to reflect current need. Overall, the budget proposes increased costs of \$700,000 to support pressures in the shelter system and contract cost increases related to inflation.
- A reduction in debenture payments for County owned social housing units has decreased the transfer payment line (\$43,000 City and \$12,900 County).

## Social Housing - Capital

Capital spending on County-owned social housing units totals \$58.6 million over the ten-year forecast. This represents a significant increase in capital investment during years 2023 to 2025 of the budget, while future years have been reduced by a smaller amount. These projects have been added or brought forward as the County has been successful in securing a capital grant of \$12 million to offset the additional work in social housing, affordable housing as well as Wellington Housing Corporation. Beyond 2024 there is an average annual capital budget of \$5.0 million 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.
- Two provincially funded projects continue in 2023
  - COCHI capital budget totals \$158,000
  - OPHI capital budget totals \$279,000
- New to the capital forecast:
  - A \$7.6 million capital project for 65 Delhi Street for Transitional Housing, funded \$4.1 million from Federal/Provincial grants and \$3.5 million from the Housing Regeneration Reserve. Staff are currently seeking funding opportunities from other levels of government to address the \$900,000 funding gap. The project tender will be awarded only once funding has been secured.
  - An allocation of \$250,000 per year (starting in 2024) over the ten-year planning period for Greenhouse Gas (GHG) projects as part of the implementation of corporate climate change initiatives. For 2023 the budget has been set at \$90,000 to complete the required audits which will inform future years' work.
- A detailed listing of projects at County-owned units is attached to this report.

## Summary of 2023 Social Housing Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$5,091,100	N/A*	N/A**	\$5,091,100
City of Guelph	\$15,495,200	\$3,113,000	\$105,300	\$18,713,500
Total	\$20,586,300	\$3,113,000	\$105,300	\$23,804,600

\*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.



## 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
- An annual contribution to the Housing Development Reserve Fund

## 2023 Budget Highlights

### Operating Budget:

- Budgeted rent collections from our Affordable Housing units are increasing by \$60,000 to align the budget more closely to actual rent collections over the last several years
- The transfer to the Housing Development Reserve is increased by \$200,000 starting in 2024 to provide adequate funding for the creation of new affordable housing units in accordance with 10-year plan projections

### Capital Budget:

- Facility improvements for County owned affordable housing total \$1.4 million over the ten-years and are funded through the Housing Capital Reserve. This represents a significant increase of approximately \$640,000 in capital investment with the addition of a lock change project and a waste container installation project at 165-169 Gordon Street. These projects have been added as the County has been successful in securing a capital grant of approximately \$640,000 to offset the additional work.

Staff Complement (Full time equivalents)		
	2022	2023
Affordable Housing	1.1	1.3
<b>Total</b>	<b>1.1</b>	<b>1.3</b>
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 Manger 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) (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) (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) (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) (Making the best decisions)
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples.  
(People as the main priority of Wellington County) (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 2023	Actual 2022	Actual 2021	Actual 2020
Number of affordable households that receive rent supports per year.	27*	35*	29*	27*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	4	0	0	4
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.*	131**	135**	135**	131**

(\* = indicates that the numbers identified in this category are also included in the "Number of Households in Affordable Housing per year" under the Social Housing Performance Measures section of this Budget)

(\*\* = indicates that the numbers identified in this category are also included in the "Number of Households that receive rent supports per year" under the Social Housing Performance Measures section of this Budget)



# COUNTY OF WELLINGTON

## 2023 OPERATING BUDGET

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

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$176,703	\$176,700	\$176,105	\$176,100	\$175,200	(\$900)	(0.5%)
Licenses, Permits and Rents	\$1,279,277	\$1,233,000	\$1,210,515	\$1,261,500	\$1,321,500	\$60,000	4.8%
User Fees & Charges	\$23,109	\$22,000	\$22,678	\$22,000	\$23,000	\$1,000	4.5%
<b>Total Revenue</b>	<b>\$1,479,089</b>	<b>\$1,431,700</b>	<b>\$1,409,298</b>	<b>\$1,459,600</b>	<b>\$1,519,700</b>	<b>\$60,100</b>	<b>4.1%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$87,796	\$94,400	\$92,934	\$104,300	\$120,000	\$15,700	15.1%
Supplies, Material & Equipment	\$71,337	\$61,300	\$90,633	\$65,300	\$84,800	\$19,500	29.9%
Purchased Services	\$591,369	\$617,700	\$655,497	\$622,500	\$709,900	\$87,400	14.0%
Insurance & Financial	\$23,630	\$28,700	\$31,535	\$31,500	\$36,200	\$4,700	14.9%
Internal Charges	\$84,700	\$84,700	\$96,100	\$96,100	\$103,900	\$7,800	8.1%
<b>Total Expenditure</b>	<b>\$858,832</b>	<b>\$886,800</b>	<b>\$966,699</b>	<b>\$919,700</b>	<b>\$1,054,800</b>	<b>\$135,100</b>	<b>14.7%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(\$620,257)</b>	<b>(\$544,900)</b>	<b>(\$442,599)</b>	<b>(\$539,900)</b>	<b>(\$464,900)</b>	<b>\$75,000</b>	<b>(13.9%)</b>
<b>Debt and Transfers</b>							
Debt Charges	\$176,285	\$176,700	\$175,676	\$176,100	\$175,200	(\$900)	(0.5%)
Transfers to Reserve	\$1,443,969	\$1,368,200	\$1,250,000	\$1,563,800	\$1,489,700	(\$74,100)	(4.7%)
<b>Total Debt and Transfers</b>	<b>\$1,620,254</b>	<b>\$1,544,900</b>	<b>\$1,425,676</b>	<b>\$1,739,900</b>	<b>\$1,664,900</b>	<b>(\$75,000)</b>	<b>(4.3%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$999,997</b>	<b>\$1,000,000</b>	<b>\$983,077</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$ -</b>	<b>-</b>



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>REVENUE</b>											
Grants & Subsidies	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300		
Licenses, Permits and Rents	1,261,500	1,321,500	1,347,100	1,373,300	1,399,900	1,427,200	1,455,000	1,483,300	1,512,200	1,541,800	1,571,400
User Fees & Charges	22,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
<b>Total Revenue</b>	<b>1,459,600</b>	<b>1,519,700</b>	<b>1,544,100</b>	<b>1,568,800</b>	<b>1,593,500</b>	<b>1,618,600</b>	<b>1,648,800</b>	<b>1,674,000</b>	<b>1,699,500</b>	<b>1,564,800</b>	<b>1,594,400</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	104,300	120,000	125,600	131,000	136,000	140,200	144,200	148,800	153,800	158,600	163,400
Supplies, Material & Equipment	65,300	84,800	86,100	88,000	90,100	92,200	94,300	96,400	98,600	98,900	100,600
Purchased Services	622,500	709,900	720,500	713,800	732,800	752,500	834,500	825,100	814,300	828,400	839,800
Insurance & Financial	31,500	36,200	39,300	42,400	45,700	49,600	53,600	57,700	62,400	67,300	67,300
Internal Charges	96,100	103,900	106,900	110,000	113,200	116,500	119,900	123,400	127,000	130,700	130,700
<b>Total Expenditures</b>	<b>919,700</b>	<b>1,054,800</b>	<b>1,078,400</b>	<b>1,085,200</b>	<b>1,117,800</b>	<b>1,151,000</b>	<b>1,246,500</b>	<b>1,251,400</b>	<b>1,256,100</b>	<b>1,283,900</b>	<b>1,301,800</b>
<b>Net Operating Cost / (Revenue)</b>	<b>(539,900)</b>	<b>(464,900)</b>	<b>(465,700)</b>	<b>(483,600)</b>	<b>(475,700)</b>	<b>(467,600)</b>	<b>(402,300)</b>	<b>(422,600)</b>	<b>(443,400)</b>	<b>(280,900)</b>	<b>(292,600)</b>
yr/yr % change		(13.9%)	0.2%	3.8%	(1.6%)	(1.7%)	(14.0%)	5.0%	4.9%	(36.6%)	4.2%
<b>DEBT AND TRANSFERS</b>											
Debt Charges	176,100	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300		
Transfer to Reserves	1,563,800	1,489,700	1,691,700	1,711,100	1,705,100	1,699,200	1,631,500	1,654,900	1,679,100	1,680,900	1,692,600
<b>Total Debt and Transfers</b>	<b>1,739,900</b>	<b>1,664,900</b>	<b>1,865,700</b>	<b>1,883,600</b>	<b>1,875,700</b>	<b>1,867,600</b>	<b>1,802,300</b>	<b>1,822,600</b>	<b>1,843,400</b>	<b>1,680,900</b>	<b>1,692,600</b>
<b>TAX LEVY REQUIREMENT</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>
yr/yr % change			16.7%								



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Affordable Housing											
165 - 169 Gordon Lock Changes		580,000									580,000
Provision for New County Afd Housing Units			6,000,000	6,000,000			6,000,000			6,000,000	24,000,000
Affordable Housing Retrofits	76,000	42,000	57,000	147,000	49,000	54,000	97,000	61,000	89,000	69,000	741,000
Gordon St Waste Container Installation		60,000									60,000
<b>Total Affordable Housing</b>	<b>76,000</b>	<b>682,000</b>	<b>6,057,000</b>	<b>6,147,000</b>	<b>49,000</b>	<b>54,000</b>	<b>6,097,000</b>	<b>61,000</b>	<b>89,000</b>	<b>6,069,000</b>	<b>25,381,000</b>
<b>Total</b>	<b>76,000</b>	<b>682,000</b>	<b>6,057,000</b>	<b>6,147,000</b>	<b>49,000</b>	<b>54,000</b>	<b>6,097,000</b>	<b>61,000</b>	<b>89,000</b>	<b>6,069,000</b>	<b>25,381,000</b>
<b>Sources of Financing</b>											
Subsidies		640,000	2,000,000	2,000,000			2,000,000			2,000,000	8,640,000
Reserves	76,000	42,000	4,057,000	4,147,000	49,000	54,000	4,097,000	61,000	89,000	4,069,000	16,741,000
<b>Total Financing</b>	<b>76,000</b>	<b>682,000</b>	<b>6,057,000</b>	<b>6,147,000</b>	<b>49,000</b>	<b>54,000</b>	<b>6,097,000</b>	<b>61,000</b>	<b>89,000</b>	<b>6,069,000</b>	<b>25,381,000</b>

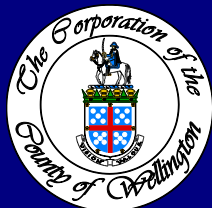
**COUNTY OF WELLINGTON**  
**2023 Budget – Social Services**  
**Explanation of Significant Budget Items**

**Affordable Housing - Operating**

- Budgeted rent collections from our Affordable Housing units are increasing by \$60,000 to align the budget more closely to actual rent collections over the last several years.
- Salaries, wages, and benefits reflects the annualization of Custodian positions filled in 2022.
- Adjustments have been made to budgeted expenses for supplies, materials, and equipment, and purchased services to align with actual expenditures experienced in 2022 and the high rate of inflation seen in many areas.
- Transfers to Reserve are made up of:
  - Budgeted contribution of \$200,000 to the Housing Capital Reserve to look after lifecycle replacement costs for the County's 135 affordable housing units
  - Budgeted contribution of \$1.0 million to the County's Housing Development reserve. This increases to a contribution of \$1.2 million beginning in 2024 to provide adequate funding for the creation of new affordable housing units in accordance with 10-year plan projections
  - The net municipal revenue generated 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. 2023 is the final year of a seven-year payback for the project.

**Affordable Housing – Capital**

- Facility improvements for County owned affordable housing buildings total \$1.4 million over the ten-years and are funded through the Housing Capital Reserve. This represents a significant increase with the addition of two projects totaling \$640,000 for lock changes and waste container installation at 165-169 Gordon Street. These projects have been added as the County has been successful in securing a capital grant of approximately \$640,000 to offset the additional work.
- 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.

## 2023 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$535,000 in 2023. This budget adjustment reflects the fact that caseload did not rise as quickly as original anticipated for 2022. Staff are projecting a 3% increase over 2022 year-end projected actual costs. 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 \$2.23 million. The County's portion of \$605,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.625 million.

Staff Complement (Full time equivalents)	2022	2023
Ontario Works	69.4	69.5
<b>Total</b>	<b>69.4</b>	<b>69.5</b>
Current Employee Count: 69		



## 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 2023	Actual 2022	Actual 2021	Actual 2020
Percentage of the Ontario Works Caseload with Employment Income	10.11%	9.82%	8.48%	9.26%
Percentage of Cases Terminating that are exiting to Employment	21.06%	20.85%	20.94%	22.11%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	1.26%	1.22%	1.22%	1.29%
Number of new settlement* clients assisted with a settlement and referral plan	150	150	203	239
Number of settlement* group sessions	70	42	61	7
Number of employers participating in the County's newcomer/immigrant recruitment programme	30	13	22	32

\*Settlement Services is a programme funded through Immigration, Refugees and Citizenship Canada (IRCC). The mandate of this programme is to assist newcomers to Canada access community services and adjust to life in their new community.



# COUNTY OF WELLINGTON

## 2023 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

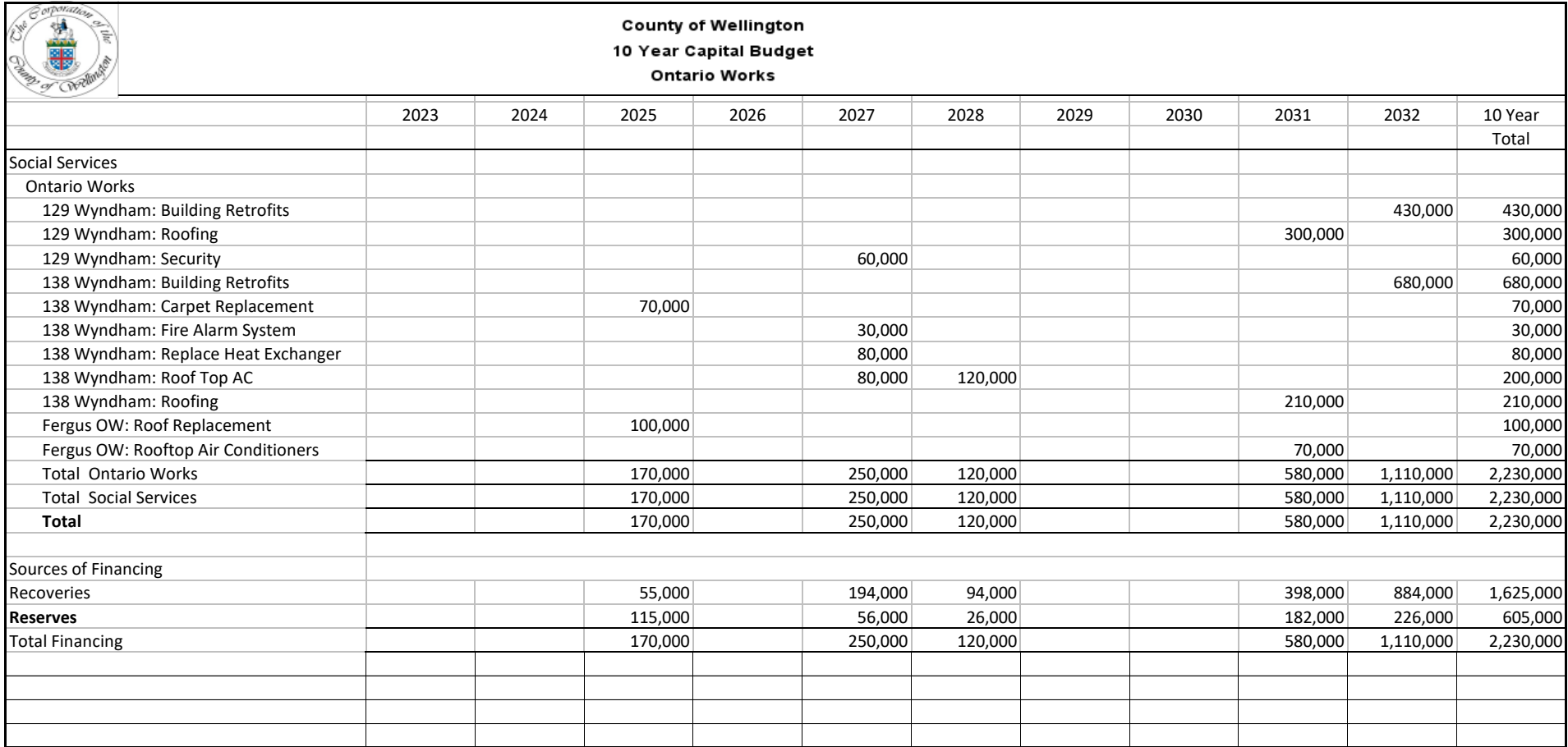
Governance: Social Services Committee

			2022			\$ Change	% Change
	2021	2021	Preliminary	2022	2023	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
<b>Revenue</b>							
Grants & Subsidies	\$19,281,154	\$24,053,000	\$20,293,471	\$24,032,900	\$23,498,400	(\$534,500)	(2.2%)
Municipal Recoveries	\$2,734,389	\$3,189,400	\$2,629,827	\$3,195,800	\$3,391,200	\$195,400	6.1%
Other Revenue	\$ -	\$ -	\$109	\$ -	\$ -	\$ -	-
Internal Recoveries	\$54,764	\$64,000	\$48,730	\$83,000	\$51,400	(\$31,600)	(38.1%)
<b>Total Revenue</b>	<b>\$22,070,307</b>	<b>\$27,306,400</b>	<b>\$22,972,137</b>	<b>\$27,311,700</b>	<b>\$26,941,000</b>	<b>(\$370,700)</b>	<b>(1.4%)</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$6,317,279	\$6,658,800	\$5,762,494	\$6,850,100	\$7,076,400	\$226,300	3.3%
Supplies, Material & Equipment	\$156,722	\$185,600	\$126,620	\$164,800	\$205,100	\$40,300	24.5%
Purchased Services	\$347,208	\$465,100	\$333,579	\$463,400	\$499,900	\$36,500	7.9%
Social Assistance	\$14,705,997	\$19,606,700	\$17,469,446	\$19,553,800	\$18,979,800	(\$574,000)	(2.9%)
Transfer Payments	\$309,119	\$194,500	\$397,092	\$478,400	\$367,300	(\$111,100)	(23.2%)
Insurance & Financial	\$102,304	\$111,300	\$90,567	\$109,300	\$120,200	\$10,900	10.0%
Minor Capital Expenses	\$ -	\$ -	\$5,558	\$10,000	\$ -	(\$10,000)	(100.0%)
Internal Charges	\$1,381,504	\$1,393,300	\$1,192,415	\$1,331,300	\$1,336,400	\$5,100	0.4%
<b>Total Expenditure</b>	<b>\$23,320,133</b>	<b>\$28,615,300</b>	<b>\$25,377,771</b>	<b>\$28,961,100</b>	<b>\$28,585,100</b>	<b>(\$376,000)</b>	<b>(1.3%)</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,249,826</b>	<b>\$1,308,900</b>	<b>\$2,405,634</b>	<b>\$1,649,400</b>	<b>\$1,644,100</b>	<b>(\$5,300)</b>	<b>(0.3%)</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$115,000)	\$ -	(\$230,000)	(\$280,000)	(\$165,000)	\$115,000	(41.1%)
<b>Total Debt and Transfers</b>	<b>(\$115,000)</b>	<b>\$ -</b>	<b>(\$230,000)</b>	<b>(\$280,000)</b>	<b>(\$165,000)</b>	<b>\$115,000</b>	<b>(41.1%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,134,826</b>	<b>\$1,308,900</b>	<b>\$2,175,634</b>	<b>\$1,369,400</b>	<b>\$1,479,100</b>	<b>\$109,700</b>	<b>8.0%</b>



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>REVENUE</b>											
Grants & Subsidies	24,032,900	23,498,400	24,051,500	24,618,700	25,204,700	25,806,600	26,460,700	27,134,900	27,827,700	28,541,300	29,273,900
Municipal Recoveries	3,195,800	3,391,200	3,708,700	3,979,700	4,159,800	4,400,900	4,560,300	4,766,000	5,009,700	5,169,900	5,417,200
Internal Recoveries	83,000	51,400	56,500	58,500	60,500	62,400	64,700	66,800	68,600	70,400	69,700
<b>Total Revenue</b>	<b>27,311,700</b>	<b>26,941,000</b>	<b>27,816,700</b>	<b>28,656,900</b>	<b>29,425,000</b>	<b>30,269,900</b>	<b>31,085,700</b>	<b>31,967,700</b>	<b>32,906,000</b>	<b>33,781,600</b>	<b>34,760,800</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	6,850,100	7,076,400	7,550,300	7,856,200	8,120,100	8,378,000	8,638,400	8,907,000	9,184,300	9,470,100	9,766,100
Supplies, Material & Equipment	164,800	205,100	183,000	186,700	190,200	194,100	197,800	192,900	189,600	178,100	180,200
Purchased Services	463,400	499,900	480,800	491,500	502,100	514,800	527,100	521,400	492,900	497,400	506,800
Social Assistance	19,553,800	18,979,800	19,472,000	19,973,100	20,512,500	21,060,500	21,670,500	22,320,700	23,001,700	23,709,900	24,422,200
Transfer Payments	478,400	367,300	206,300	210,400	214,700	219,000	223,300	227,600	232,200	237,000	241,800
Insurance & Financial	109,300	120,200	125,800	131,500	136,700	142,100	147,300	153,200	159,100	165,100	171,400
Minor Capital Expenses	10,000				16,200	20,500				40,500	
Internal Charges	1,331,300	1,336,400	1,380,200	1,478,900	1,467,400	1,556,900	1,554,700	1,589,200	1,673,000	1,569,000	1,634,600
<b>Total Expenditures</b>	<b>28,961,100</b>	<b>28,585,100</b>	<b>29,398,400</b>	<b>30,328,300</b>	<b>31,159,900</b>	<b>32,085,900</b>	<b>32,959,100</b>	<b>33,912,000</b>	<b>34,932,800</b>	<b>35,867,100</b>	<b>36,923,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,649,400</b>	<b>1,644,100</b>	<b>1,581,700</b>	<b>1,671,400</b>	<b>1,734,900</b>	<b>1,816,000</b>	<b>1,873,400</b>	<b>1,944,300</b>	<b>2,026,800</b>	<b>2,085,500</b>	<b>2,162,300</b>
yr/yr % change		(0.3%)	(3.8%)	5.7%	3.8%	4.7%	3.2%	3.8%	4.2%	2.9%	3.7%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(280,000)	(165,000)			(16,200)	(20,500)				(40,500)	
<b>Total Debt and Transfers</b>	<b>(280,000)</b>	<b>(165,000)</b>			<b>(16,200)</b>	<b>(20,500)</b>				<b>(40,500)</b>	
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,369,400</b>	<b>1,479,100</b>	<b>1,581,700</b>	<b>1,671,400</b>	<b>1,718,700</b>	<b>1,795,500</b>	<b>1,873,400</b>	<b>1,944,300</b>	<b>2,026,800</b>	<b>2,045,000</b>	<b>2,162,300</b>
yr/yr % change		8.0%	6.9%	5.7%	2.8%	4.5%	4.3%	3.8%	4.2%	0.9%	5.7%



**COUNTY OF WELLINGTON**  
**2023 Budget – Social Services**  
**Explanation of Significant Budget Items**

**Ontario Works - Operating**

- The grants and subsidies line is decreasing by approximately \$535,000 in 2023. This budget adjustment reflects the fact that caseload did not rise as quickly as original anticipated for 2022. Staff are projecting a 3% increase over 2022 year-end actual costs. 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 2022 (frozen at 2018 actual expenditure levels). This has resulted in increased municipal costs of \$125,000 for the County and an increase of \$180,000 for the City.
- The Social Assistance line is decreasing \$574,000. This is almost entirely related to the caseload projections described above and does not impact the municipal tax levy requirement.
- Funding for Agencies has decreased by \$111,000 in 2023. This funding reduction is in line with previous commitments made to the Integrated Youth Service Network. Funding is provided from 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 2022. This resulted in a projected increase in cost of \$15,800 for the County and a corresponding decrease for the City.

**Ontario Works – Capital**

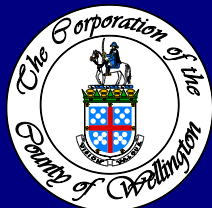
- The ten-year capital plan includes facility improvements at the administration offices located at 129 and 138 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$2.2 million. The County's portion of \$605,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$1.6 million.

**Summary of 2023 Ontario Works Budget Components**

<b>Municipality</b>	<b>Operating</b>	<b>Capital</b>	<b>IT Capital Recovery</b>	<b>Total</b>
County of Wellington	\$1,479,100	N/A*	N/A**	\$1,479,100
City of Guelph	\$3,391,200	\$0	\$206,100	\$3,597,300
<b>Total</b>	<b>\$4,870,300</b>	<b>\$0</b>	<b>\$206,100</b>	<b>\$5,076,400</b>

\*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.

## 2023 Budget Highlights

- The funding allocation for 2023 reflects a significant increase in Federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC). A total of \$22.4 million in grant funding has been added to the budget with all funding being 100%, requiring no municipal cost share.
- The salaries, wages and benefits line includes the addition of two new positions to administer the Canada Wide agreement. These positions are 100% funded through the federal CWELC funding.

Staff Complement (Full time equivalents)	2022	2023
Child Care Services	31.8	34.3
Child Care Centres	64.6	63.2
<b>Total</b>	<b>96.4</b>	<b>97.5</b>
Current employee count: 132		



## 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 2023	Actual 2022	Actual 2021	Actual 2020
# of active contracted home child care providers	32	28	30	45
# of participants accessing EarlyON Centre programmes	3,000	2,817	2,047	4,859
# educators participating in professional learning	500	348	365	228
# of spaces available for child care fee subsidies	4,857	4,857	4,752	4,632
# of children in receipt of child care fee subsidies	1,044	976	914	1,075



# COUNTY OF WELLINGTON

## 2023 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2021	2021	2022	2022	2023	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
<b>Revenue</b>							
Grants & Subsidies	\$22,585,642	\$21,812,300	\$20,958,147	\$23,693,900	\$45,360,500	\$21,666,600	91.4%
Municipal Recoveries	\$3,286,208	\$3,315,200	\$3,560,978	\$3,025,200	\$3,462,400	\$437,200	14.5%
Licenses, Permits and Rents	\$ -	\$ -	\$17,650	\$ -	\$16,300	\$16,300	-
User Fees & Charges	\$1,158,815	\$1,186,300	\$1,149,083	\$1,261,000	\$635,300	(\$625,700)	(49.6%)
Other Revenue	\$376	\$ -	\$53,347	\$ -	\$ -	\$ -	-
Internal Recoveries	\$553,607	\$487,300	\$626,280	\$330,700	\$881,500	\$550,800	166.6%
<b>Total Revenue</b>	<b>\$27,584,648</b>	<b>\$26,801,100</b>	<b>\$26,365,485</b>	<b>\$28,310,800</b>	<b>\$50,356,000</b>	<b>\$22,045,200</b>	<b>77.9%</b>
<b>Expenditure</b>							
Salaries, Wages and Benefits	\$7,521,658	\$8,190,800	\$7,649,090	\$8,615,500	\$9,285,700	\$670,200	7.8%
Supplies, Material & Equipment	\$419,719	\$599,600	\$370,116	\$561,500	\$597,300	\$35,800	6.4%
Purchased Services	\$648,025	\$785,500	\$615,200	\$799,100	\$874,200	\$75,100	9.4%
Social Assistance	\$19,034,053	\$17,250,400	\$21,891,173	\$18,695,500	\$39,530,900	\$20,835,400	111.4%
Insurance & Financial	\$131,616	\$151,800	\$146,903	\$149,100	\$183,200	\$34,100	22.9%
Minor Capital Expenses	\$ -	\$ -	\$7,276	\$12,500	\$ -	(\$12,500)	(100.0%)
Internal Charges	\$1,432,791	\$1,396,600	\$1,526,906	\$1,315,600	\$1,956,900	\$641,300	48.7%
<b>Total Expenditure</b>	<b>\$29,187,862</b>	<b>\$28,374,700</b>	<b>\$32,206,664</b>	<b>\$30,148,800</b>	<b>\$52,428,200</b>	<b>\$22,279,400</b>	<b>73.9%</b>
<b>Net Operating Cost / (Revenue)</b>	<b>\$1,603,214</b>	<b>\$1,573,600</b>	<b>\$5,841,179</b>	<b>\$1,838,000</b>	<b>\$2,072,200</b>	<b>\$234,200</b>	<b>12.7%</b>
<b>Debt and Transfers</b>							
Transfer from Reserve	(\$54,500)	\$ -	\$ -	(\$60,600)	\$ -	\$60,600	(100.0%)
<b>Total Debt and Transfers</b>	<b>(\$54,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$60,600)</b>	<b>\$ -</b>	<b>\$60,600</b>	<b>(100.0%)</b>
<b>NET COST / (REVENUE)</b>	<b>\$1,548,714</b>	<b>\$1,573,600</b>	<b>\$5,841,179</b>	<b>\$1,777,400</b>	<b>\$2,072,200</b>	<b>\$294,800</b>	<b>16.6%</b>



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

	Approved 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>REVENUE</b>											
Grants & Subsidies	23,693,900	45,360,500	43,971,000	43,971,200	43,971,200	43,971,000	43,970,100	43,970,800	43,971,000	43,970,900	43,971,000
Municipal Recoveries	3,025,200	3,462,400	4,528,600	4,767,700	5,006,900	5,204,900	5,365,300	5,572,200	5,776,000	5,970,400	6,183,300
Licenses, Permits and Rents		16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	1,261,000	635,300	661,000	687,100	713,800	741,100	768,900	797,300	826,200	855,700	855,700
Internal Recoveries	330,700	881,500	872,500	898,600	925,300	952,600	980,400	1,008,800	1,037,700	1,067,200	1,067,200
<b>Total Revenue</b>	<b>28,310,800</b>	<b>50,356,000</b>	<b>50,049,400</b>	<b>50,340,900</b>	<b>50,633,500</b>	<b>50,885,900</b>	<b>51,101,000</b>	<b>51,365,400</b>	<b>51,627,200</b>	<b>51,880,500</b>	<b>52,093,500</b>
<b>EXPENDITURES</b>											
Salaries, Wages and Benefits	8,615,500	9,285,700	9,702,200	10,136,300	10,503,000	10,840,500	11,180,700	11,531,900	11,893,700	12,268,000	12,654,700
Supplies, Material & Equipment	561,500	597,300	579,200	594,400	609,700	625,400	641,500	658,200	675,600	692,900	705,400
Purchased Services	799,100	874,200	947,200	966,500	986,200	1,006,100	1,026,700	1,047,600	1,069,000	1,091,500	1,109,400
Social Assistance	18,695,500	39,530,900	39,153,400	39,088,300	39,027,200	38,971,500	38,920,100	38,867,900	38,813,900	38,759,000	38,731,900
Insurance & Financial	149,100	183,200	191,100	199,200	207,100	214,500	222,900	230,800	239,100	248,400	256,900
Minor Capital Expenses	12,500		12,000		43,000	47,000	20,700	36,000	67,000	39,000	
Internal Charges	1,315,600	1,956,900	1,984,500	2,057,900	2,146,000	2,217,900	2,248,400	2,303,800	2,374,000	2,438,700	2,476,800
<b>Total Expenditures</b>	<b>30,148,800</b>	<b>52,428,200</b>	<b>52,569,600</b>	<b>53,042,600</b>	<b>53,522,200</b>	<b>53,922,900</b>	<b>54,261,000</b>	<b>54,676,200</b>	<b>55,132,300</b>	<b>55,537,500</b>	<b>55,935,100</b>
<b>Net Operating Cost / (Revenue)</b>	<b>1,838,000</b>	<b>2,072,200</b>	<b>2,520,200</b>	<b>2,701,700</b>	<b>2,888,700</b>	<b>3,037,000</b>	<b>3,160,000</b>	<b>3,310,800</b>	<b>3,505,100</b>	<b>3,657,000</b>	<b>3,841,600</b>
yr/yr % change		12.7%	21.6%	7.2%	6.9%	5.1%	4.1%	4.8%	5.9%	4.3%	5.0%
<b>DEBT AND TRANSFERS</b>											
Transfer from Reserves	(60,600)										
<b>Total Debt and Transfers</b>	<b>(60,600)</b>										
<b>TAX LEVY REQUIREMENT</b>											
	<b>1,777,400</b>	<b>2,072,200</b>	<b>2,520,200</b>	<b>2,701,700</b>	<b>2,888,700</b>	<b>3,037,000</b>	<b>3,160,000</b>	<b>3,310,800</b>	<b>3,505,100</b>	<b>3,657,000</b>	<b>3,841,600</b>
yr/yr % change		16.6%	21.6%	7.2%	6.9%	5.1%	4.1%	4.8%	5.9%	4.3%	5.0%



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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Social Services											
Children's Early Years Division											
Administration	75,000	50,000									125,000
Mount Forest: Air Conditioning								370,000			370,000
Mount Forest: Parking Lot									115,000		115,000
133 Wyndham: Building Retrofits										110,000	110,000
Mount Forest: Flooring							80,000				80,000
<b>Total Children's Early Years Division</b>	<b>75,000</b>	<b>50,000</b>					<b>80,000</b>	<b>370,000</b>	<b>115,000</b>	<b>110,000</b>	<b>800,000</b>
<b>Total</b>	<b>75,000</b>	<b>50,000</b>					<b>80,000</b>	<b>370,000</b>	<b>115,000</b>	<b>110,000</b>	<b>800,000</b>
<b>Sources of Financing</b>											
Recoveries	56,000	38,000								88,000	182,000
Reserves	19,000	12,000					80,000	370,000	115,000	22,000	618,000
<b>Total Financing</b>	<b>75,000</b>	<b>50,000</b>					<b>80,000</b>	<b>370,000</b>	<b>115,000</b>	<b>110,000</b>	<b>800,000</b>

**COUNTY OF WELLINGTON**  
**2023 Budget – Social Services**  
**Explanation of Significant Budget Items**

**Children’s Early Years – Operating**

- The 2023 funding allocation has been received and reflects a significant increase in Federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC). A total of \$22.4 million in grant funding has been added to the budget with all funding being 100% and requiring no municipal cost share. Future funding allocations and the timing of parent fee reductions related to CWELCC are unknown at this time. The 10-year plan assumes 2023 levels until more details are received. Other funding changes include:
  - The expected reduction to Workforce funding of just over \$1 million to reflect the final quarter of funding in 2023 for this 100% funding pot.
  - Base childcare funding remained the same as prior year levels with only small increases to 100% funding pots.
- The user fee budget has been cut in half (a decrease of \$626,000) to reflect the required parent fees reduction of 50% at the County’s directly operated child care centres. Loss of parent fees is directly offset by federal funding resulting in no municipal tax impact.
- The salaries, wages and benefits line includes the addition of two new positions to administer the Canada Wide agreement. These positions are 100% funded through the federal Canada Wide administration funding. Staff have also removed one-time screener positions required in 2022 from the budget.
- The Social Assistance line is increasing by approximately \$20.8 million. An increase of \$21.7 million related to the CWELCC funding previously mentioned is offset by the removal of the one-time Workforce funding allocation.

**Children’s Early Years – Capital**

- The ten-year capital plan for Children’s Early Years includes \$565,000 for lifecycle repairs and replacements at Mount Forest Child Care and Learning Centre and \$110,000 at 133 Wyndham Street in Guelph. Work at Mount Forest is a 100% County cost funded from the Property Reserve. Improvements to 133 Wyndham Street are cost shared with the City of Guelph.
- New to the budget is the addition of a Billing and Waitlist Software project over 2023-2024 in the amount of \$125,000. Solutions are currently being researched and the result will improve both waitlist and billing applications.

**Summary of 2023 Children’s Early Years Budget Components**

<b>Municipality</b>	<b>Operating</b>	<b>Capital</b>	<b>IT Capital Recovery</b>	<b>Total</b>
County of Wellington	\$2,072,200	N/A*	N/A**	\$2,072,200
City of Guelph	\$3,462,400	\$56,000	\$146,600	\$3,665,000
<b>Total</b>	<b>\$5,534,600</b>	<b>\$56,000</b>	<b>\$146,600</b>	<b>\$5,737,200</b>

\*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.