

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

| | Approved 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|--------------------------------|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 2023 | 2024 | 2023 | 2020 | 2021 | 2020 | 2029 | 2030 | 2031 | 2032 | 2033 |
| REVENUE | | | | | | | | | | | |
| Grants & Subsidies | 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 | 5,431,800 |
| Municipal Recoveries | 15,495,200 | 20,991,000 | 22,871,800 | 23,692,500 | 24,318,900 | 25,737,400 | 26,688,100 | 28,073,700 | 28,941,400 | 29,863,600 | 30,727,600 |
| Licenses, Permits and Rents | 5,812,800 | 5,900,000 | 5,959,200 | 6,019,000 | 6,079,300 | 6,139,900 | 6,201,200 | 6,263,100 | 6,325,600 | 6,389,100 | 6,453,100 |
| 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 | 368,400 | 369,500 | 373,200 | 381,500 | 390,300 | 399,500 | 409,100 | 418,900 | 429,100 | 439,700 | 450,500 |
| Internal Recoveries | 122,700 | 141,700 | 142,400 | 146,200 | 150,200 | 154,300 | 158,500 | 162,700 | 167,000 | 171,400 | 176,100 |
| Total Revenue | 32,623,500 | 35,742,400 | 36,707,200 | 37,334,800 | 38,219,500 | 38,855,000 | 39,853,100 | 40,474,700 | 41,312,800 | 42,313,800 | 43,257,300 |
| EXPENDITURES | | | | | | | | | | | |
| Salaries, Wages and Benefits | 5,401,200 | 6,189,100 | 6,428,900 | 6,345,800 | 6,532,200 | 6,739,200 | 6,947,300 | 7,162,600 | 7,384,100 | 7,611,900 | 7,847,300 |
| Supplies, Material & Equipment | 625,800 | 623,600 | 627,100 | 645,600 | 664,500 | 683,700 | 703,500 | 723,700 | 744,400 | 765,500 | 787,700 |
| Purchased Services | 6,400,700 | 7,580,400 | 7,576,800 | 7,808,200 | 8,109,500 | 8,228,600 | 8,757,100 | 8,764,800 | 8,987,800 | 9,351,800 | 9,565,400 |
| Social Assistance | 22,807,500 | 24,256,700 | 25,303,800 | 25,852,500 | 26,299,900 | 26,758,400 | 27,229,300 | 27,672,800 | 28,128,800 | 28,597,900 | 29,200,400 |
| Transfer Payments | 208,200 | 117,900 | | | | | | | | | |
| Insurance & Financial | 421,900 | 447,700 | 480,700 | 512,200 | 542,400 | 576,600 | 620,600 | 658,500 | 699,600 | 750,800 | 797,400 |
| Internal Charges | 927,700 | 1,001,400 | 1,040,100 | 1,060,100 | 1,094,100 | 1,124,700 | 1,158,400 | 1,206,400 | 1,229,900 | 1,264,500 | 1,301,500 |
| Total Expenditures | 36,793,000 | 40,216,800 | 41,457,400 | 42,224,400 | 43,242,600 | 44,111,200 | 45,416,200 | 46,188,800 | 47,174,600 | 48,342,400 | 49,499,700 |
| Net Operating Cost / (Revenue) | 4,169,500 | 4,474,400 | 4,750,200 | 4,889,600 | 5,023,100 | 5,256,200 | 5,563,100 | 5,714,100 | 5,861,800 | 6,028,600 | 6,242,400 |
| yr/yr % change | | 7.3% | 6.2% | 2.9% | 2.7% | 4.6% | 5.8% | 2.7% | 2.6% | 2.8% | 3.5% |
| DEBT AND TRANSFERS | | | | | | | | | | | |
| Transfer from Reserves | (678,400) | (52,100) | (43,300) | (11,500) | (4,400) | (4,400) | (4,400) | (4,400) | (4,400) | (4,400) | (4,400) |
| Transfer to Reserves | 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 | 1,100,000 |
| Total Debt and Transfers | 921,600 | 1,047,900 | 1,056,700 | 1,088,500 | 1,095,600 | 1,095,600 | 1,095,600 | 1,095,600 | 1,095,600 | 1,095,600 | 1,095,600 |
| TAX LEVY REQUIREMENT | 5,091,100 | 5,522,300 | 5,806,900 | 5,978,100 | 6,118,700 | 6,351,800 | 6,658,700 | 6,809,700 | 6,957,400 | 7,124,200 | 7,338,000 |
| yr/yr % change | | 8.5% | 5.2% | 2.9% | 2.4% | 3.8% | 4.8% | 2.3% | 2.2% | 2.4% | 3.0% |



County of Wellington 10 Year Capital Budget Social Housing

| | | | | | | | | | | | 10 Year |
|-------------------------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
| Social Services | | | | | | | | | | | |
| Social Housing | | | | | | | | | | | |
| County Owned Housing Units | 13,780,000 | 5,150,000 | 4,375,000 | 4,835,000 | 4,970,000 | 4,995,000 | 4,910,000 | 4,290,000 | 4,905,000 | 4,920,000 | 57,130,000 |
| GHG Initiatives | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,500,000 |
| Housing Sites IT Replacements | 60,000 | 25,000 | 70,000 | 45,000 | | | | 85,000 | 35,000 | 100,000 | 420,000 |
| Housing WiFi Replacements | | | 40,000 | | | | | 45,000 | | | 85,000 |
| Total Social Housing | 14,090,000 | 5,425,000 | 4,735,000 | 5,130,000 | 5,220,000 | 5,245,000 | 5,160,000 | 4,670,000 | 5,190,000 | 5,270,000 | 60,135,000 |
| Total | 14,090,000 | 5,425,000 | 4,735,000 | 5,130,000 | 5,220,000 | 5,245,000 | 5,160,000 | 4,670,000 | 5,190,000 | 5,270,000 | 60,135,000 |
| Sources of Financing | | | | | | | | | | | |
| Recoveries | 5,016,000 | 3,010,700 | 3,667,000 | 3,981,000 | 4,044,000 | 4,060,500 | 3,995,000 | 3,613,000 | 4,017,000 | 4,076,000 | 39,480,200 |
| National Housing Co-Inv Fund | 7,676,000 | 1,536,000 | | | | | | | | | 9,212,000 |
| Reserves | 1,398,000 | 878,300 | 1,068,000 | 1,149,000 | 1,176,000 | 1,184,500 | 1,165,000 | 1,057,000 | 1,173,000 | 1,194,000 | 11,442,800 |
| Total Financing | 14,090,000 | 5,425,000 | 4,735,000 | 5,130,000 | 5,220,000 | 5,245,000 | 5,160,000 | 4,670,000 | 5,190,000 | 5,270,000 | 60,135,000 |

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
|--|-----------|---------|---------|-----------|--------|-----------|--------|---------|---------|---------|-----------|
| | | | | | | | | | | | |
| Social Services | | | | | | | | | | | |
| County Owned Units | | | | | | | | | | | |
| Vancouver/Edmonton - 23 Houses | | | | | | | | | | | |
| Vancouver / Edmonton Full Reno | 160,000 | 170,000 | | | | | | | | | 330,000 |
| Vancouver / Edmonton Window Replacement | | | 130,000 | | | | | | | | 130,000 |
| Vancouver/Edmonton Site Improvements | | | | | | | 10,000 | 245,000 | | | 255,000 |
| Total Vancouver/Edmonton - 23 Houses | 160,000 | 170,000 | 130,000 | | | | 10,000 | 245,000 | | | 715,000 |
| Mohawk/Delaware - 50 Houses | | | | | | | | | | | |
| Mohawk/Delaware Site Improvement Phase 1 | | 90,000 | | | | | | | | | 90,000 |
| Mohawk Delaware Site Improvements | | | | | 15,000 | 465,000 | | | | | 480,000 |
| Mohawk/Delaware Furnace Replacement | | | | | | | | 240,000 | | | 240,000 |
| Total Mohawk/Delaware - 50 Houses | | 90,000 | | | 15,000 | 465,000 | | 240,000 | | | 810,000 |
| 263 Speedvale - 62 Apartments | | | | | | | | | | | |
| 263 Speedvale Roof Rpl | 990,000 | | | | | | | | | | 990,000 |
| 263 Speedvale Window Replace | 460,000 | | | | | | | | | | 460,000 |
| 263 Speedvale Unit Panel Replacement | 205,000 | | | | | | | | | | 205,000 |
| Total 263 Speedvale - 62 Apartments | 1,655,000 | | | | | | | | | | 1,655,000 |
| Algonquin/Ferndale - 47 Houses | | | | | | | | | | | |
| Algonquin/Ferndale Metal Roofing P1 | 600,000 | | | | | | | | | | 600,000 |
| Algonquin/Ferndale Site Dev Phase 3 | | 30,000 | 565,000 | | | | | | | | 595,000 |
| Algonquin Ferndale Furnace Replacement | | | | | | | | | 240,000 | | 240,000 |
| Total Algonquin/Ferndale - 47 Houses | 600,000 | 30,000 | 565,000 | | | | | | 240,000 | | 1,435,000 |
| Applewood/Sunset -47 Townhomes | | | | | | | | | | | |
| Applewood / Sunset Furnace Replacements | | | | | | | | | | 330,000 | 330,000 |
| Total Applewood/Sunset -47 Townhomes | | | | | | | | | | 330,000 | 330,000 |
| 576 Woolwich - 100 Apartments | | | | | | | | | | | |
| 576 Woolwich Parking Lot | | | 685,000 | | | | | | | | 685,000 |
| 576 Woolwich Window/Mansard | 450,000 | | | | | | | | | | 450,000 |
| 576 Woolwich Common Space Flooring Replacement | | 140,000 | | | | | | | | | 140,000 |
| 576 Woolwich Solar Panels | | | | | | 595,000 | | | | | 595,000 |
| 576 Woolwich Roof Replacement | | | | | 70,000 | 1,500,000 | | | | | 1,570,000 |
| Total 576 Woolwich - 100 Apartments | 450,000 | 140,000 | 685,000 | | 70,000 | 2,095,000 | | | | | 3,440,000 |
| 232 Delhi/33 Marlborough - 109 Apartments | | | | | | | | | | | |
| 33 Marlborough Roofing Replace | 830,000 | | | | | | | | | | 830,000 |
| 33 Marlborough Parking Lot Replacement | | 155,000 | | | | | | | | | 155,000 |
| 232 Delhi Parking Lot Replacement | 115,000 | | | | | | | | | | 115,000 |
| 232 Delhi Roofing Replacement | | 35,000 | 755,000 | | | | | | | | 790,000 |
| 33 Marlborough Electric Heat | | | | 1,035,000 | | | | | | | 1,035,000 |

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
|--|-----------|-----------|---------|-----------|-----------|---------|-----------|---------|-----------|-----------|-----------|
| 232 Delhi Electric Heat Conv | | | | 1,050,000 | | | | | | | 1,050,000 |
| Total 232 Delhi/33 Marlborough - 109 Apartments | 945,000 | 190,000 | 755,000 | 2,085,000 | | | | | | | 3,975,000 |
| Willow/Dawson - 85 Townhomes | | | | | | | | | | | |
| Willow Dawson Site Dev | 400,000 | | | | | | | | | | 400,000 |
| Willow/Dawson Deep Energy Retrofit | | | | | 2,490,000 | 405,000 | 1,830,000 | | 1,165,000 | | 5,890,000 |
| Total Willow/Dawson - 85 Townhomes | 400,000 | | | | 2,490,000 | 405,000 | 1,830,000 | | 1,165,000 | | 6,290,000 |
| 229 Dublin - 74 Apartments | | | | | | | | | | | |
| 229 Dublin Carport Ceiling Replacement | | 20,000 | 295,000 | | | | | | | | 315,000 |
| 229 Dublin Electric Heat Conv | 25,000 | 1,285,000 | | | | | | | | | 1,310,000 |
| 229 Dublin Generator Install | | 355,000 | | | | | | | | | 355,000 |
| 229 Dublin Corridor Improvements | | 315,000 | | | | | | | | | 315,000 |
| 229 Dublin Windows, Doors and Siding Replacement | | 510,000 | | | | | | | | | 510,000 |
| 229 Dublin Balcony Replacement | | | 25,000 | 415,000 | | | | | | | 440,000 |
| 229 Dublin EIFS Rehab | | | | | | | | | 675,000 | | 675,000 |
| Total 229 Dublin - 74 Apartments | 25,000 | 2,485,000 | 320,000 | 415,000 | | | | | 675,000 | | 3,920,000 |
| 387 Waterloo - 72 Apartments | | | | | | | | | | | |
| 387 Waterloo Window Replacemen | 605,000 | | | | | | | | | | 605,000 |
| 387 Waterloo Roofing Repl | 1,400,000 | | | | | | | | | | 1,400,000 |
| 387 Waterloo Parking Lot | | | | | | | 305,000 | | | | 305,000 |
| Total 387 Waterloo - 72 Apartments | 2,005,000 | | | | | | 305,000 | | | | 2,310,000 |
| 130 Grange - 72 Apartments | | | | | | | | | | | |
| 130 Grange Window Replace | 475,000 | | | | | | | | | | 475,000 |
| 130 Grange Electric Heat Conv | 1,240,000 | | | | | | | | | | 1,240,000 |
| 130 Grange Generator Install | 350,000 | | | | | | | | | | 350,000 |
| 130 Grange Parking Lot | 20,000 | 420,000 | | | | | | | | | 440,000 |
| 130 Grange MUA Replacement | | | | | | | | | 20,000 | 260,000 | 280,000 |
| 130 Grange Flat Roof Replace | | | | | | | | | | 930,000 | 930,000 |
| Total 130 Grange - 72 Apartments | 2,085,000 | 420,000 | | | | | | | 20,000 | 1,190,000 | 3,715,000 |
| 411 Waterloo - 41 Apartments | | | | | | | | | | | |
| 411 Waterloo Window Repl | 270,000 | | | | | | | | | | 270,000 |
| 411 Waterloo Roofing Repl. | 805,000 | | | | | | | | | | 805,000 |
| 411 Waterloo Elevator Modernization | | | | 10,000 | 185,000 | | | | | | 195,000 |
| Total 411 Waterloo - 41 Apartments | 1,075,000 | | | 10,000 | 185,000 | | | | | | 1,270,000 |
| 32 Hadati - 89 Apartments | | | | | | | | | | | |
| 32 Hadati Elevator Modernization | | | 10,000 | 175,000 | | | | | | | 185,000 |
| 32 Hadati Retaining Wall | | | | 30,000 | 510,000 | | | | | | 540,000 |
| 32 Hadati Balcony Replacements | | | | | | | | 410,000 | | | 410,000 |
| Total 32 Hadati - 89 Apartments | | | 10,000 | 205,000 | 510,000 | | | 410,000 | | | 1,135,000 |
| Edward St. Arthur - 14 Apartments | | | | | | | | | | | |

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
|---|---------|---------|---------|--------|---------|--------|---------|---------|---------|-----------|-----------|
| 110 Edward Roofing Replacement | | | | | | | 45,000 | 680,000 | | | 725,000 |
| Total Edward St. Arthur - 14 Apartments | | | | | | | 45,000 | 680,000 | | | 725,000 |
| Frederick St Arthur - 10 Apartments | | | | | | | | | | | |
| 133 Frederick Metal Roof install | | | | | | | | 445,000 | | | 445,000 |
| Total Frederick St Arthur - 10 Apartments | | | | | | | | 445,000 | | | 445,000 |
| 221 Mary St. Elora - 20 Apartments | | | | | | | | | | | |
| 221 Mary Window Replace | 170,000 | | | | | | | | | | 170,000 |
| 221 Mary Roofing Replacement | | | | | | | 20,000 | 560,000 | | | 580,000 |
| 221 Mary Elevator Mod | | | | | | 10,000 | 200,000 | | | | 210,000 |
| 221 Mary Wood Balcony Rebuild | | | | | | | | | 240,000 | | 240,000 |
| Total 221 Mary St. Elora - 20 Apartments | 170,000 | | | | | 10,000 | 220,000 | 560,000 | 240,000 | | 1,200,000 |
| 14 Centre St. Erin - 16 Apartments | | | | | | | | | | | |
| 14 Center Metal Roof Install | | 20,000 | 305,000 | | | | | | | | 325,000 |
| 14 Centre Window Replacement | | 145,000 | | | | | | | | | 145,000 |
| 14 Center Solar Panels | | | 120,000 | | | | | | | | 120,000 |
| 14 Centre Elevator Modernization | | | | 10,000 | 185,000 | | | | | | 195,000 |
| 221 Mary MUA Replacement | | | | | | | | 115,000 | | | 115,000 |
| Total 14 Centre St. Erin - 16 Apartments | | 165,000 | 425,000 | 10,000 | 185,000 | | | 115,000 | | | 900,000 |
| Edinburgh Ave. Fergus - 18 Townhomes | | | | | | | | | | | |
| Edinburgh Roof Replacement | | | | | | | | | | 500,000 | 500,000 |
| Total Edinburgh Ave. Fergus - 18 Townhomes | | | | | | | | | | 500,000 | 500,000 |
| 450 Ferrier Ct. Fergus - 41 Apartments | | | | | | | | | | | |
| 450 Ferrier Elevator Mod. | 150,000 | | | | | | | | | | 150,000 |
| 450 Ferrier Balcony Replacement | | | | | | | 205,000 | | | | 205,000 |
| 450 Ferrier Flat Roof Replacement | | | | | | | | | | 735,000 | 735,000 |
| Total 450 Ferrier Ct. Fergus - 41 Apartments | 150,000 | | | | | | 205,000 | | | 735,000 | 1,090,000 |
| 500 Ferrier Ct. Fergus - 41 Apartments | | | | | | | | | | | |
| 500 Ferrier Elevator Modernization | | | | 10,000 | 185,000 | | | | | | 195,000 |
| 500 Ferrier Balcony Replacement | | | | | | | 185,000 | | | | 185,000 |
| 500 Ferrier Flat Roof Replacement | | | | | | | | | | 495,000 | 495,000 |
| Total 500 Ferrier Ct. Fergus - 41 Apartments | | | | 10,000 | 185,000 | | 185,000 | | | 495,000 | 875,000 |
| Elizabeth St. Harriston - 12 Apartments | | | | | | | | | | | |
| 38 Elizabeth Metal Roof | | | | | | 25,000 | 395,000 | | | | 420,000 |
| Total Elizabeth St. Harriston - 12 Apartments | | _ | | - | _ | 25,000 | 395,000 | | _ | _ | 420,000 |
| 51 John St. Harriston - 16 Apartments | | | | | | | | | | \exists | |
| 51 John St Window Replacement | | 115,000 | | | | | | | | | 115,000 |
| 51 John Corridor Improvements | | 90,000 | | | | | | | | | 90,000 |
| 51 John Elevator modernization | | | | | | | | 15,000 | 220,000 | | 235,000 |
| 51 John Site Improvements | | | | | | | | | | 20,000 | 20,000 |

| Project Description | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
|--|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| Total 51 John St. Harriston - 16 Apartments | | 205,000 | | | | | | 15,000 | 220,000 | 20,000 | 460,00 |
| 450 Albert St. Mt. Forest - 31 Apartments | | | | | | | | | | | |
| 450 Albert Elevator Modernization | | 10,000 | 165,000 | | | | | | | | 175,0 |
| 450 Albert Recirc Line Replacement | 165,000 | | | | | | | | | | 165,0 |
| 450 Albert Window Replacement | | | | | | | | | 285,000 | | 285,0 |
| Total 450 Albert St. Mt. Forest - 31 Apartments | 165,000 | 10,000 | 165,000 | | | | | | 285,000 | | 625,0 |
| 235 Egremont St. Mt. Forest -11 Apartments | | | | | | | | | | | |
| 235 Egremont Roof Replacement | | | | | | 55,000 | | | | | 55,0 |
| Total 235 Egremont St. Mt. Forest -11 Apartments | | | | | | 55,000 | | | | | 55,0 |
| 212 Whites Rd. Palmerston -32 Apartments | | | | | | | | | | | |
| 212 Whites Lghtng/Clng/Rcrc Replace | 150,000 | | | | | | | | | | 150,0 |
| 212 Whites Roofing Repl | | | | 620,000 | | | | | | | 620,0 |
| 212 Whites Solar Panels | | | | 205,000 | | | | | | | 205,0 |
| 212 Whites Windows, Doors and Siding Replacement | 20,000 | 225,000 | | | | | | | | | 245,0 |
| 212 Whites Elevator Modernization | | 10,000 | 165,000 | | | | | | | | 175,0 |
| Total 212 Whites Rd. Palmerston -32 Apartments | 170,000 | 235,000 | 165,000 | 825,000 | | | | | | | 1,395,0 |
| Derby St. Palmerston - 12 Apartments | | | | | | | | | | | |
| 360 Derby Windows Doors and Siding Replacement | 20,000 | 110,000 | | | | | | | | | 130, |
| 360 Derby Metal Roof Install | | | | | | | | 35,000 | 505,000 | | 540,0 |
| Derby/Prospect Furnace Replacements | | | | | | | | | | 105,000 | 105, |
| Total Derby St. Palmerston - 12 Apartments | 20,000 | 110,000 | | | | | | 35,000 | 505,000 | 105,000 | 775, |
| Social Housing Various Locations | | | | | | | | | | | |
| Housing Building Retrofit | 190,000 | 285,000 | 330,000 | 380,000 | 275,000 | 900,000 | 590,000 | 425,000 | 335,000 | 220,000 | 3,930,0 |
| Various Kitchen Replacements | 385,000 | 425,000 | 470,000 | 515,000 | 565,000 | 620,000 | 680,000 | 750,000 | 825,000 | 910,000 | 6,145,0 |
| Various Bathroom Replacements | 180,000 | 190,000 | 205,000 | 300,000 | 320,000 | 335,000 | 350,000 | 370,000 | 395,000 | 415,000 | 3,060,0 |
| Accessible unit Renovations/Upgrades | 785,000 | | 150,000 | 80,000 | 170,000 | 85,000 | 95,000 | | | | 1,365,0 |
| Various Install WasteContainer | 315,000 | | | | | | | | | | 315,0 |
| Various Unit Door/Fob Replace | 1,850,000 | | | | | | | | | | 1,850, |
| Total Social Housing Various Locations | 3,705,000 | 900,000 | 1,155,000 | 1,275,000 | 1,330,000 | 1,940,000 | 1,715,000 | 1,545,000 | 1,555,000 | 1,545,000 | 16,665, |
| Total County Owned Units | 13,780,000 | 5,150,000 | 4,375,000 | 4,835,000 | 4,970,000 | 4,995,000 | 4,910,000 | 4,290,000 | 4,905,000 | 4,920,000 | 57,130,0 |



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

| | Approved | | | | | | | | | | |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
| REVENUE | | | | | | | | | | | |
| Grants & Subsidies | 175,200 | 174,000 | 172,500 | 170,600 | 168,400 | 170,800 | 167,700 | 164,300 | | | |
| Licenses, Permits and Rents | 1,321,500 | 1,330,000 | 1,356,600 | 1,383,800 | 1,411,500 | 1,439,700 | 1,468,500 | 1,497,800 | 1,527,800 | 1,558,300 | 1,589,600 |
| User Fees & Charges | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 |
| Total Revenue | 1,519,700 | 1,527,000 | 1,552,100 | 1,577,400 | 1,602,900 | 1,633,500 | 1,659,200 | 1,685,100 | 1,550,800 | 1,581,300 | 1,612,600 |
| EXPENDITURES | | | | | | | | | | | |
| Salaries, Wages and Benefits | 120,000 | 123,200 | 128,800 | 134,000 | 137,800 | 142,000 | 146,200 | 151,000 | 155,600 | 160,200 | 165,600 |
| Supplies, Material & Equipment | 84,800 | 96,200 | 96,500 | 99,400 | 102,300 | 105,200 | 108,200 | 111,400 | 114,600 | 117,900 | 121,300 |
| Purchased Services | 709,900 | 719,300 | 713,300 | 734,500 | 756,000 | 839,900 | 832,600 | 824,000 | 846,800 | 869,700 | 893,200 |
| Insurance & Financial | 36,200 | 47,400 | 50,500 | 53,800 | 58,000 | 62,900 | 67,900 | 73,300 | 79,100 | 85,600 | 92,200 |
| Internal Charges | 103,900 | 118,900 | 122,400 | 126,000 | 129,800 | 133,700 | 137,800 | 141,900 | 146,100 | 150,400 | 154,900 |
| Total Expenditures | 1,054,800 | 1,105,000 | 1,111,500 | 1,147,700 | 1,183,900 | 1,283,700 | 1,292,700 | 1,301,600 | 1,342,200 | 1,383,800 | 1,427,200 |
| Net Operating Cost / (Revenue) | (464,900) | (422,000) | (440,600) | (429,700) | (419,000) | (349,800) | (366,500) | (383,500) | (208,600) | (197,500) | (185,400) |
| yr/yr % change | | (9.2%) | 4.4% | (2.5%) | (2.5%) | (16.5%) | 4.8% | 4.6% | (45.6%) | (5.3%) | (6.1%) |
| DEBT AND TRANSFERS | | | | | | | | | | | |
| Debt Charges | 175,200 | 174,000 | 172,500 | 170,600 | 168,400 | 170,700 | 167,600 | 164,200 | | | |
| Transfer from Reserves | | | | | | (18,800) | | (1,000) | (2,700) | (4,500) | (6,400) |
| Transfer to Reserves | 1,489,700 | 1,648,000 | 1,668,100 | 1,659,100 | 1,650,600 | 1,597,900 | 1,598,900 | 1,620,300 | 1,611,300 | 1,602,000 | 1,591,800 |
| Total Debt and Transfers | 1,664,900 | 1,822,000 | 1,840,600 | 1,829,700 | 1,819,000 | 1,749,800 | 1,766,500 | 1,783,500 | 1,608,600 | 1,597,500 | 1,585,400 |
| TAX LEVY REQUIREMENT | 1,200,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 |
| yr/yr % change | | 16.7% | | | | | | | | | |



County of Wellington 10 Year Capital Budget Affordable Housing

| | | | | | | | | | | | 10 Year |
|--|---------|-----------|-----------|--------|--------|-----------|--------|---------|-----------|---------|------------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
| Social Services | | | | | | | | | | | |
| Affordable Housing | | | | | | | | | | | |
| 165 - 169 Gordon Lock Changes | 580,000 | | | | | | | | | | 580,000 |
| 182 George Roof Replacement | | | | | | | | 250,000 | | | 250,000 |
| 182 George Window and Door Replacement | | | | | | | | | | 145,000 | 145,000 |
| 2023 Affordable Housing Retro | 45,000 | 75,000 | 95,000 | 50,000 | 55,000 | 100,000 | 60,000 | 65,000 | 75,000 | 90,000 | 710,000 |
| Gordon St Waste Container Installation | 60,000 | | | | | | | | | | 60,000 |
| Provision for New County Afd Housing Units | | 6,000,000 | 6,000,000 | | | 6,000,000 | | | 6,000,000 | | 24,000,000 |
| Total Affordable Housing | 685,000 | 6,075,000 | 6,095,000 | 50,000 | 55,000 | 6,100,000 | 60,000 | 315,000 | 6,075,000 | 235,000 | 25,745,000 |
| Total Social Services | 685,000 | 6,075,000 | 6,095,000 | 50,000 | 55,000 | 6,100,000 | 60,000 | 315,000 | 6,075,000 | 235,000 | 25,745,000 |
| Total | 685,000 | 6,075,000 | 6,095,000 | 50,000 | 55,000 | 6,100,000 | 60,000 | 315,000 | 6,075,000 | 235,000 | 25,745,000 |
| | | | | | | | | | | | |
| Sources of Financing | | | | | | | | | | | |
| Subsidies | | 2,000,000 | 2,000,000 | | | 2,000,000 | | | 2,000,000 | | 8,000,000 |
| Reserves | 45,000 | 4,075,000 | 4,095,000 | 50,000 | 55,000 | 4,100,000 | 60,000 | 315,000 | 4,075,000 | 235,000 | 17,105,000 |
| National Housing Co-Inv Fund | 640,000 | | | | | | | | | | 640,000 |
| Total Financing | 685,000 | 6,075,000 | 6,095,000 | 50,000 | 55,000 | 6,100,000 | 60,000 | 315,000 | 6,075,000 | 235,000 | 25,745,000 |



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

| | Approved | | | | | | | | | | |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
| REVENUE | | | | | | | | | | | |
| Grants & Subsidies | 23,498,400 | 22,988,100 | 23,555,900 | 24,139,900 | 24,737,000 | 25,380,300 | 26,050,800 | 26,742,900 | 27,455,800 | 28,193,000 | 28,908,200 |
| Municipal Recoveries | 3,391,200 | 3,533,000 | 3,868,900 | 4,087,500 | 4,339,400 | 4,521,200 | 4,754,800 | 5,021,900 | 5,255,900 | 5,480,800 | 5,720,100 |
| Internal Recoveries | 51,400 | 64,500 | 60,500 | 58,700 | 55,900 | 53,200 | 49,400 | 49,200 | 49,300 | 48,600 | 48,300 |
| Total Revenue | 26,941,000 | 26,585,600 | 27,485,300 | 28,286,100 | 29,132,300 | 29,954,700 | 30,855,000 | 31,814,000 | 32,761,000 | 33,722,400 | 34,676,600 |
| EXPENDITURES | | | | | | | | | | | |
| Salaries, Wages and Benefits | 7,076,400 | 6,338,000 | 6,662,600 | 6,883,900 | 7,110,500 | 7,335,300 | 7,561,300 | 7,793,700 | 8,033,800 | 8,281,900 | 8,538,000 |
| Supplies, Material & Equipment | 205,100 | 165,500 | 191,500 | 195,400 | 199,800 | 203,700 | 207,700 | 211,900 | 215,800 | 219,900 | 224,100 |
| Purchased Services | 499,900 | 445,700 | 464,800 | 479,000 | 489,500 | 493,600 | 506,400 | 523,900 | 539,400 | 555,100 | 571,400 |
| Social Assistance | 18,979,800 | 19,320,700 | 19,884,100 | 20,465,200 | 21,062,300 | 21,711,900 | 22,381,100 | 23,068,800 | 23,777,100 | 24,494,500 | 25,189,300 |
| Transfer Payments | 367,300 | 234,200 | 238,900 | 243,900 | 248,900 | 253,900 | 258,900 | 264,300 | 269,900 | 275,500 | 281,100 |
| Insurance & Financial | 120,200 | 111,200 | 120,200 | 129,900 | 134,700 | 139,400 | 153,800 | 159,000 | 164,500 | 178,000 | 184,100 |
| Minor Capital Expenses | | | | 15,000 | 18,000 | | | | 38,000 | | |
| Internal Charges | 1,336,400 | 1,495,000 | 1,554,400 | 1,578,600 | 1,656,400 | 1,667,800 | 1,714,600 | 1,809,300 | 1,818,500 | 1,882,800 | 1,927,300 |
| Total Expenditures | 28,585,100 | 28,110,300 | 29,116,500 | 29,990,900 | 30,920,100 | 31,805,600 | 32,783,800 | 33,830,900 | 34,857,000 | 35,887,700 | 36,915,300 |
| Net Operating Cost / (Revenue) | 1,644,100 | 1,524,700 | 1,631,200 | 1,704,800 | 1,787,800 | 1,850,900 | 1,928,800 | 2,016,900 | 2,096,000 | 2,165,300 | 2,238,700 |
| yr/yr % change | | (7.3%) | 7.0% | 4.5% | 4.9% | 3.5% | 4.2% | 4.6% | 3.9% | 3.3% | 3.4% |
| DEBT AND TRANSFERS | | | | | | | | | | | |
| Transfer from Reserves | (165,000) | | | (15,000) | (18,000) | | | | (38,000) | | |
| Transfer to Reserves | | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Total Debt and Transfers | (165,000) | 20,000 | 20,000 | 5,000 | 2,000 | 20,000 | 20,000 | 20,000 | (18,000) | 20,000 | 20,000 |
| TAX LEVY REQUIREMENT | 1,479,100 | 1,544,700 | 1,651,200 | 1,709,800 | 1,789,800 | 1,870,900 | 1,948,800 | 2,036,900 | 2,078,000 | 2,185,300 | 2,258,700 |
| yr/yr % change | | 4.4% | 6.9% | 3.5% | 4.7% | 4.5% | 4.2% | 4.5% | 2.0% | 5.2% | 3.4% |



County of Wellington 10 Year Capital Budget Ontario Works

| | | | | | | | | | | | 10 Year |
|-------------------------------------|---------|---------|------|---------|---------|------|------|---------|-----------|------|-----------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
| Social Services | | | | | | | | | | | |
| Ontario Works | | | | | | | | | | | |
| 129 Wyndham Renovations | 500,000 | | | | | | | | | | 500,000 |
| 129 Wyndham: Building Retrofits | | | | | | | | | 430,000 | | 430,000 |
| 129 Wyndham: Roofing | | | | | | | | 300,000 | | | 300,000 |
| 129 Wyndham: Security | | | | 60,000 | | | | | | | 60,000 |
| 138 Wyndham Renovations | | 250,000 | | | | | | | | | 250,000 |
| 138 Wyndham: Building Retrofits | | | | | | | | | 680,000 | | 680,000 |
| 138 Wyndham: Carpet Replacement | | 70,000 | | | | | | | | | 70,000 |
| 138 Wyndham: Replace Heat Exchanger | | | | 80,000 | | | | | | | 80,000 |
| 138 Wyndham: Roof Top AC | | | | 80,000 | 120,000 | | | | | | 200,000 |
| 138 Wyndham: Roofing | | | | | | | | 210,000 | | | 210,000 |
| Fergus OW: Roof Replacement | | 100,000 | | | | | | | | | 100,000 |
| Fergus OW: Rooftop Air Conditioners | | | | | | | | 70,000 | | | 70,000 |
| Total Ontario Works | 500,000 | 420,000 | | 220,000 | 120,000 | | | 580,000 | 1,110,000 | | 2,950,000 |
| Total Social Services | 500,000 | 420,000 | | 220,000 | 120,000 | | | 580,000 | 1,110,000 | | 2,950,000 |
| Total | 500,000 | 420,000 | | 220,000 | 120,000 | | | 580,000 | 1,110,000 | | 2,950,000 |
| | | | | | | | | | | | |
| Sources of Financing | | | | | | | | | | | |
| Recoveries | 375,000 | 242,000 | | 171,000 | 94,000 | | | 398,000 | 873,000 | | 2,153,000 |
| Reserves | 125,000 | 178,000 | | 49,000 | 26,000 | | | 182,000 | 237,000 | | 797,000 |
| Total Financing | 500,000 | 420,000 | | 220,000 | 120,000 | | | 580,000 | 1,110,000 | | 2,950,000 |



COUNTY OF WELLINGTON 10 YEAR OPERATING BUDGET AND TAX RATE FORECAST

Children's Early Years Division

| | Approved | | | | | | | | | | |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
| REVENUE | | | | | | | | | | | |
| Grants & Subsidies | 45,360,500 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 | 43,971,100 |
| Municipal Recoveries | 3,462,400 | 4,604,000 | 4,878,700 | 5,151,700 | 5,385,600 | 5,550,600 | 5,771,600 | 5,989,700 | 6,202,600 | 6,445,800 | 6,700,300 |
| Licenses, Permits and Rents | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 | 16,300 |
| User Fees & Charges | 635,300 | 856,000 | 882,100 | 908,800 | 936,100 | 963,900 | 992,300 | 1,021,200 | 1,050,700 | 1,050,700 | 1,050,700 |
| Internal Recoveries | 881,500 | 1,234,700 | 1,260,800 | 1,287,500 | 1,314,800 | 1,342,600 | 1,371,000 | 1,399,900 | 1,429,400 | 1,429,400 | 1,429,400 |
| Total Revenue | 50,356,000 | 50,682,100 | 51,009,000 | 51,335,400 | 51,623,900 | 51,844,500 | 52,122,300 | 52,398,200 | 52,670,100 | 52,913,300 | 53,167,800 |
| EXPENDITURES | | | | | | | | | | | |
| Salaries, Wages and Benefits | 9,285,700 | 9,913,500 | 10,451,200 | 10,838,900 | 11,200,500 | 11,554,500 | 11,914,700 | 12,284,800 | 12,669,100 | 13,064,300 | 13,469,600 |
| Supplies, Material & Equipment | 597,300 | 576,700 | 566,900 | 584,900 | 603,200 | 622,000 | 641,000 | 660,700 | 680,900 | 700,500 | 720,500 |
| Purchased Services | 874,200 | 971,800 | 988,800 | 1,017,100 | 1,046,000 | 1,075,500 | 1,105,900 | 1,137,300 | 1,169,300 | 1,201,200 | 1,234,500 |
| Social Assistance | 39,530,900 | 38,744,200 | 38,672,200 | 38,600,700 | 38,536,000 | 38,478,500 | 38,420,000 | 38,361,700 | 38,301,600 | 38,269,000 | 38,235,900 |
| Insurance & Financial | 183,200 | 206,500 | 223,700 | 240,400 | 249,200 | 258,200 | 282,100 | 292,200 | 302,500 | 326,100 | 337,500 |
| Minor Capital Expenses | | 41,500 | | 63,000 | 92,000 | 39,700 | 40,500 | | | | |
| Internal Charges | 1,956,900 | 2,569,600 | 2,642,400 | 2,739,900 | 2,823,200 | 2,858,900 | 2,914,100 | 3,053,700 | 3,103,100 | 3,120,100 | 3,170,400 |
| Total Expenditures | 52,428,200 | 53,023,800 | 53,545,200 | 54,084,900 | 54,550,100 | 54,887,300 | 55,318,300 | 55,790,400 | 56,226,500 | 56,681,200 | 57,168,400 |
| Net Operating Cost / (Revenue) | 2,072,200 | 2,341,700 | 2,536,200 | 2,749,500 | 2,926,200 | 3,042,800 | 3,196,000 | 3,392,200 | 3,556,400 | 3,767,900 | 4,000,600 |
| yr/yr % change | | 13.0% | 8.3% | 8.4% | 6.4% | 4.0% | 5.0% | 6.1% | 4.8% | 5.9% | 6.2% |
| DEBT AND TRANSFERS | | | | | | | | | | | |
| Total Debt and Transfers | | | | | | | | | | | |
| TAX LEVY REQUIREMENT | 2,072,200 | 2,341,700 | 2,536,200 | 2,749,500 | 2,926,200 | 3,042,800 | 3,196,000 | 3,392,200 | 3,556,400 | 3,767,900 | 4,000,600 |
| yr/yr % change | | 13.0% | 8.3% | 8.4% | 6.4% | 4.0% | 5.0% | 6.1% | 4.8% | 5.9% | 6.2% |



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

| | | | | | | | | | | | 10 Year |
|---------------------------------------|--------|------|------|------|------|--------|---------|---------|---------|------|---------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Total |
| Social Services | | | | | | | | | | | |
| Children's Early Years Division | | | | | | | | | | | |
| 133 Wyndham: Building Retrofits | | | | | | | | | 110,000 | | 110,000 |
| Billing and Waitlist Software | 50,000 | | | | | | | | | | 50,000 |
| Mount Forest: Air Conditioning | | | | | | | 370,000 | | | | 370,000 |
| Mount Forest: Flooring | | | | | | 80,000 | | | | | 80,000 |
| Mount Forest: Parking Lot | | | | | | | | 115,000 | | | 115,000 |
| Total Children's Early Years Division | 50,000 | | | | | 80,000 | 370,000 | 115,000 | 110,000 | | 725,000 |
| Total Social Services | 50,000 | | | | | 80,000 | 370,000 | 115,000 | 110,000 | | 725,000 |
| Total | 50,000 | | | | | 80,000 | 370,000 | 115,000 | 110,000 | | 725,000 |
| Sources of Financing | | | | | | | | | | | |
| Recoveries | 38,000 | | | | | | | | 74,500 | | 112,500 |
| Reserves | 12,000 | | | | | 80,000 | 370,000 | 115,000 | 35,500 | | 612,500 |
| Total Financing | 50,000 | | | | | 80,000 | 370,000 | 115,000 | 110,000 | | 725,000 |