



Programme Overview

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

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 690 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 Programme – 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.

2024 Budget Highlights

- The budget supports a significant investment to support rent supplement and homelessness initiatives.
- Staff updates include the addition of a Housing Data Analyst, Housing Stability Caseworker, Housing Trainer (one-year contract), and a Housing Project Manager (two-year contract).
- An increase to our county-owned units due to the rising costs of the material and labour required to maintain units in addition to the significantly damaged units and/or asbestos related repairs at the time of move-out.
- A reduction of \$500,000 in the transfer to the County's Shared Services Stabilization Reserve.
- Capital spending on County-owned social housing units totals \$57.1 million over the ten-year forecast.

Staff Complement (Full time equivalents)	2023	2024
Social Housing	51.4	57.6
Total	51.4	57.6
Current employee count: 51		



Performance Measures

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

Programme Goals and Objectives

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

- Help low-income households close the gap between their incomes and housing expenses. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention. **(Doing what the County does best - providing critical daily services for your residents)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Doing what the County does best - providing critical daily services for your residents)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a major community opportunity – housing)**
- End chronic homelessness. **(Tackling a major community opportunity – housing)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Making the best decisions for the betterment of the community)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of households that receive rent supports per year.	750	708	580	454
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%	95%	96%	94%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	350	300	360	233
Number of households in affordable housing per year.*	436	436	436	434
Number of people actively experiencing chronic homelessness.**	125	147	137	125
Number of households in service level rent geared to income units.	2,500	2,495	2,508	2,501

* Affordable Housing data updated to reflect County owned units + Housing Provider units (named in HSA 2011 Regs)

**2023 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)



County Of Wellington

2024 Operating Budget

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

	2022	2022	2023		2024	\$ Change Budget	% Change Budget
	Actuals	Budget	Preliminary Actuals	2023 Budget			
Revenue							
Grants and Subsidies	\$17,151,773	\$13,302,700	\$11,889,171	\$10,806,200	\$11,325,300	\$519,100	4.8%
Municipal Recoveries	\$14,006,868	\$14,045,200	\$17,241,461	\$15,495,200	\$20,007,500	\$4,512,300	29.1%
Licenses, Permits and Rents	\$5,823,615	\$5,727,000	\$5,462,456	\$5,812,800	\$5,900,000	\$87,200	1.5%
User Fees and Charges	\$30,684	\$18,200	\$32,510	\$18,200	\$18,200	\$ -	-
Other Revenue	\$276,516	\$351,800	\$284,786	\$368,400	\$369,500	\$1,100	0.3%
Internal Recoveries	\$179,006	\$207,400	\$107,877	\$122,700	\$141,700	\$19,000	15.5%
Total Revenue	\$37,468,462	\$33,652,300	\$35,018,261	\$32,623,500	\$37,762,200	\$5,138,700	15.8%
Expenditure							
Salaries, Wages and Benefits	\$4,616,495	\$4,839,400	\$5,061,184	\$5,401,200	\$6,324,400	\$923,200	17.1%
Supplies, Material and Equipment	\$590,489	\$581,200	\$793,824	\$625,800	\$627,000	\$1,200	0.2%
Purchased Services	\$6,488,818	\$6,289,800	\$7,204,375	\$6,400,700	\$7,582,300	\$1,181,600	18.5%
Social Assistance	\$27,163,911	\$23,714,800	\$25,096,452	\$22,807,500	\$25,909,200	\$3,101,700	13.6%
Transfer Payments	\$264,088	\$264,100	\$208,198	\$208,200	\$117,900	(\$90,300)	(43.4%)
Insurance and Financial	\$444,848	\$376,200	\$419,752	\$421,900	\$514,800	\$92,900	22.0%
Internal Charges	\$889,721	\$929,600	\$834,924	\$927,700	\$1,004,500	\$76,800	8.3%
Total Expenditure	\$40,458,370	\$36,995,100	\$39,618,709	\$36,793,000	\$42,080,100	\$5,287,100	14.4%
Net Operating Cost / (Revenue)	\$2,989,908	\$3,342,800	\$4,600,448	\$4,169,500	\$4,317,900	\$148,400	3.6%
Debt and Transfers							
Transfer from Reserve	(\$638,363)	(\$135,000)	(\$686,003)	(\$678,400)	(\$51,200)	\$627,200	(92.5%)
Transfers to Reserve	\$2,387,100	\$1,600,000	\$1,717,790	\$1,600,000	\$1,100,000	(\$500,000)	(31.3%)
Total Debt and Transfers	\$1,748,737	\$1,465,000	\$1,031,787	\$921,600	\$1,048,800	\$127,200	13.8%
NET COST / (REVENUE)	\$4,738,645	\$4,807,800	\$5,632,235	\$5,091,100	\$5,366,700	\$275,600	5.4%



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
REVENUE											
Grants & Subsidies	10,806,200	11,325,300	8,986,500	7,732,400	7,587,900	6,487,000	6,378,000	5,538,100	5,431,500	5,431,800	5,431,800
Municipal Recoveries	15,495,200	20,007,500	22,920,200	23,721,300	24,375,800	25,835,700	26,842,900	28,266,800	29,195,500	30,188,500	31,129,800
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	389,900	398,700	407,900	417,300	427,000	437,100	447,300
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	37,762,200	38,399,700	38,018,600	38,601,300	39,033,800	40,006,700	40,666,200	41,564,800	42,636,100	43,656,300
EXPENDITURES											
Salaries, Wages and Benefits	5,401,200	6,324,400	6,557,400	6,491,400	6,680,100	6,800,600	6,990,400	7,192,300	7,414,700	7,643,200	7,877,700
Supplies, Material & Equipment	625,800	627,000	630,500	649,000	667,900	687,100	706,900	727,100	747,800	768,900	791,100
Purchased Services	6,400,700	7,582,300	7,573,700	7,805,100	8,106,400	8,225,500	8,754,000	8,761,700	8,984,700	9,348,700	9,562,300
Social Assistance	22,807,500	25,909,200	26,784,900	26,172,400	26,281,900	26,587,300	27,006,700	27,446,000	27,897,900	28,362,700	28,953,000
Transfer Payments	208,200	117,900									
Insurance & Financial	421,900	514,800	574,000	635,800	705,300	784,800	884,400	987,600	1,106,600	1,249,600	1,404,400
Internal Charges	927,700	1,004,500	1,043,200	1,063,200	1,097,300	1,127,800	1,161,500	1,209,600	1,233,100	1,267,600	1,304,600
Total Expenditures	36,793,000	42,080,100	43,163,700	42,816,900	43,538,900	44,213,100	45,503,900	46,324,300	47,384,800	48,640,700	49,893,100
Net Operating Cost / (Revenue)	4,169,500	4,317,900	4,764,000	4,798,300	4,937,600	5,179,300	5,497,200	5,658,100	5,820,000	6,004,600	6,236,800
yr/yr % change		3.6%	10.3%	0.7%	2.9%	4.9%	6.1%	2.9%	2.9%	3.2%	3.9%
DEBT AND TRANSFERS											
Transfer from Reserves	(678,400)	(51,200)	(43,600)	(13,800)	(8,000)	(9,200)	(10,600)	(12,200)	(14,000)	(16,100)	(18,500)
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	1,048,800	1,056,400	1,086,200	1,092,000	1,090,800	1,089,400	1,087,800	1,086,000	1,083,900	1,081,500
TAX LEVY REQUIREMENT											
	5,091,100	5,366,700	5,820,400	5,884,500	6,029,600	6,270,100	6,586,600	6,745,900	6,906,000	7,088,500	7,318,300
yr/yr % change		5.4%	8.5%	1.1%	2.5%	4.0%	5.0%	2.4%	2.4%	2.6%	3.2%



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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year 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
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
COCHI Community Housing Init	1,800,300	2,222,200									4,022,500
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
OPHI Ont Priorities Housing In	20,000	1,144,500									1,164,500
Stepping Stones Capital Grant	3,941,000										3,941,000
Total Social Housing	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000
Total	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000
Sources of Financing											
Recoveries	5,016,000	3,252,700	3,667,000	4,105,000	4,138,000	4,060,500	3,995,000	3,777,000	4,550,000	4,076,000	40,637,200
Subsidies	5,761,300	3,366,700									9,128,000
National Housing Co-Inv Fund	7,676,000	1,536,000									9,212,000
Reserves	1,398,000	956,300	1,068,000	1,185,000	1,202,000	1,184,500	1,165,000	1,103,000	1,320,000	1,194,000	11,775,800
Total Financing	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000

County of Wellington
2024-2033 Housing Capital Details

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											
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

County of Wellington
2024-2033 Housing Capital Details

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	460,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization		10,000	165,000								175,000
450 Albert Recirc Line Replacement	165,000										165,000
450 Albert Window Replacement									285,000		285,000
Total 450 Albert St. Mt. Forest - 31 Apartments	165,000	10,000	165,000						285,000		625,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement						55,000					55,000
Total 235 Egremont St. Mt. Forest -11 Apartments						55,000					55,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rrcr Replace	150,000										150,000
212 Whites Roofing Repl				620,000							620,000
212 Whites Solar Panels				205,000							205,000
212 Whites Windows, Doors and Siding Replacement	20,000	225,000									245,000
212 Whites Elevator Modernization		10,000	165,000								175,000
Total 212 Whites Rd. Palmerston -32 Apartments	170,000	235,000	165,000	825,000							1,395,000
Derby St. Palmerston - 12 Apartments											
360 Derby Windows Doors and Siding Replacement	20,000	110,000									130,000
360 Derby Metal Roof Install								35,000	505,000		540,000
Derby/Prospect Furnace Replacements										105,000	105,000
Total Derby St. Palmerston - 12 Apartments	20,000	110,000						35,000	505,000	105,000	775,000
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	3,930,000
Various Kitchen Replacements	385,000	425,000	470,000	515,000	565,000	620,000	680,000	750,000	825,000	910,000	6,145,000
Various Bathroom Replacements	180,000	190,000	205,000	300,000	320,000	335,000	350,000	370,000	395,000	415,000	3,060,000
Accessible unit Renovations/Upgrades	785,000		150,000	80,000	170,000	85,000	95,000				1,365,000
Various Install WasteContainer	315,000										315,000
Various Unit Door/Fob Replace	1,850,000										1,850,000
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	16,665,000
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	57,130,000

COUNTY OF WELLINGTON
2024 Budget – Social Services
Explanation of Significant Budget Items

Social Housing – Operating

- Several changes are taking place in the grants and subsidies line which is increasing by \$519,000 overall reflecting the following adjustments:
 - The anticipated extension of our federal Reaching Home allocation of approximately \$1.6 million as well as a newly announced one-time allocation of approximately \$633,000 to assist with winter shelter costs.
 - One time Homelessness Prevention Programme (HPP) funding of approximately \$1.16 million has also been included in 2024 to assist with increased pressures in the system.
 - An offsetting funding reduction has been seen because of the ending of several provincially funded rent supplement programmes as of March 31, 2024. This loss of funding is offset by increased municipal contribution to ensure housing stability for those currently receiving housing supports.
- Salaries, wages, and benefits include the following changes:
 - Annualization of the Capital Asset Coordinator and Capital Asset Supervisor contract positions added in 2023.
 - The addition of three positions to the Homelessness Prevention Programme (HPP). This includes a one-year contract for a Housing Trainer, as well as a Housing Data Analyst (April 1st start date) and a Housing Stability Caseworker.
 - A two-year contract has been added for a Housing Project Manager.
 - A reallocation of staffing costs from Ontario Works to better reflect the integration efforts being made.
 - One contract position, funded through federal Reaching Home funding, has been removed from the budget as of September 2024.
- The purchased services line is increasing by \$1.2 million. This is due to several factors, including:
 - Rising costs of material and labour required to maintain units.
 - Increase in significantly damaged units due to an increasing number of clients with addiction or mental health issues.
 - Asbestos related repairs at the time of move-out at our County-owned units.
- Overall, the social assistance line is increasing by \$3.1 million due to several changes that are taking place:
 - An investment of \$4 million has been added to the HPP portfolio to increase shelter wages, emergency shelter spaces, access to transitional housing, rent supplements, and the funding of support staff needed to operate these programmes.
 - The funding allocation for Wellington Housing Corporation has decreased by \$200,000 due to the mortgage maturing in 2024.
 - One-time payments for our non-profit and cooperative providers and COVID-19 expenditures totaling \$983,000 have been removed.
 - Expenditures of \$633,000 have been added under the Reaching Home programme entirely offset by the one-time federal funding allocation described above.
- A reduction in debenture payments for County owned social housing units has decreased the transfer payment line (\$70,300 City and \$20,000 County).
- The transfer to reserve line reflects a reduction of \$500,000 in the transfer to the County's Shared Services Stabilization Reserve resulting in a decrease to the County cost.

Social Housing - Capital

- Capital spending on County-owned social housing units totals \$57.1 million over the ten-year forecast. There is significant capital spend in 2024 (\$7.7 million) due to the receipt of the National Housing Co-Investment Fund grant at the end of 2022. This grant carries into 2025 (\$1.5 million) when the time period for the grant expires. Beyond 2026 the capital budget is increasing by an average of \$163,000 in 2026 through 2033 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.
 - A detailed listing of projects at County-owned units is attached to this report.
- The ten-year capital plan includes facility improvements at the administration offices located at 138 Wyndham Street in Guelph. Project spending at 138 Wyndham is just under \$1.5 million over the ten-years and includes \$250,000 for renovations of common areas in 2025 to enhance the safety and security at the workplace, as reported at the March 2023 Social Services Committee meeting.
- The capital budget includes an allocation of \$250,000 per year over the ten-year planning period for Greenhouse Gas (GHG) projects as part of the implementation of corporate climate change initiatives.
- There are also projects for IT and Wi-Fi replacements at a number of the housing sites totalling \$505,000 over the ten-year plan.
- The Province recently announced an extension to the COCHI and OPHI programmes originally budgeted to end in 2022.
 - COCHI capital budget now totals \$4,022,500 over 2024-2025.
 - OPHI capital budget now totals \$1,164,500 over 2024-2025.
- New to the capital forecast: Stepping Stone Capital Grant of \$3,941,000 for a rehabilitation project on 23 Gordon Street in Guelph in 2024. This project is being managed by the County but is funded through 100% grant funding from other levels of government.

Summary of 2024 Social Housing Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$5,366,700	N/A*	N/A**	\$5,366,700
City of Guelph	\$20,007,500	\$5,016,000	\$57,000	\$25,080,500
Total	\$25,374,200	\$5,016,000	\$57,000	\$30,447,200

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

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



Programme Overview

Programme/Service:	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

2024 Budget Highlights

Operating Budget:

- Budgeted rent collections from our Affordable Housing units are increasing by \$8,500.
- The transfer to the Housing Development Reserve is increased by \$200,000 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 \$1.7 million over the ten-years and are funded through the Housing Capital Reserve and a portion of the National Housing Co-Investment Funding Grant.

Staff Complement (Full time equivalents)		
	2023	2024
Affordable Housing	1.3	1.3
Total	1.3	1.3
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). The goals and objectives of this strategy help prioritize the community’s response to housing and homelessness issues in our community at the Service Manager level. It also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develop and maintain the County owned housing portfolio. The HHP is responsible for seeing the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses. **(Tackling a major community opportunity – housing)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Making the best decisions for the betterment of the community)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a Major Community Opportunity – Housing; Making the best decisions for the betterment of the community)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Tackling a major community opportunity – housing)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

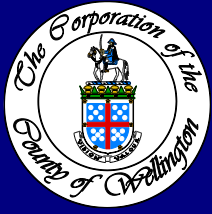
Performance Measures

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 2024	Actual 2023	Actual 2022	Actual 2021
Number of affordable households that receive rent supports per year.	35	30*	35*	29*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	0	0	0
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.*	135**	135**	135**	135**

(* = 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 2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$176,105	\$176,100	\$175,200	\$175,200	\$174,000	(\$1,200)	(0.7%)
Licenses, Permits and Rents	\$1,309,805	\$1,261,500	\$1,220,974	\$1,321,500	\$1,330,000	\$8,500	0.6%
	\$24,468	\$22,000	\$23,371	\$23,000	\$23,000	\$ -	-
User Fees and Charges	\$425,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,935,378	\$1,459,600	\$1,419,545	\$1,519,700	\$1,527,000	\$7,300	0.5%
Expenditure							
Salaries, Wages and Benefits	\$99,684	\$104,300	\$114,581	\$120,000	\$123,400	\$3,400	2.8%
Supplies, Material and Equipment	\$103,386	\$65,300	\$116,860	\$84,800	\$118,700	\$33,900	40.0%
Purchased Services	\$712,400	\$622,500	\$739,032	\$709,900	\$779,300	\$69,400	9.8%
Insurance and Financial	\$31,641	\$31,500	\$49,144	\$36,200	\$58,500	\$22,300	61.6%
Internal Charges	\$96,100	\$96,100	\$103,900	\$103,900	\$118,900	\$15,000	14.4%
Total Expenditure	\$1,043,211	\$919,700	\$1,123,517	\$1,054,800	\$1,198,800	\$144,000	13.7%
Net Operating Cost / (Revenue)	(\$892,167)	(\$539,900)	(\$296,028)	(\$464,900)	(\$328,200)	\$136,700	(29.4%)
Debt and Transfers							
Debt Charges	\$175,676	\$176,100	\$170,721	\$175,200	\$174,000	(\$1,200)	(0.7%)
Transfers to Reserve	\$1,916,484	\$1,563,800	\$1,250,000	\$1,489,700	\$1,554,900	\$65,200	4.4%
Total Debt and Transfers	\$2,092,160	\$1,739,900	\$1,420,721	\$1,664,900	\$1,728,900	\$64,000	3.8%
NET COST / (REVENUE)	\$1,199,993	\$1,200,000	\$1,124,693	\$1,200,000	\$1,400,700	\$200,700	16.7%



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	123,400	128,600	134,000	137,800	142,200	146,400	151,000	155,400	160,400	165,800
Supplies, Material & Equipment	84,800	118,700	120,400	123,900	127,400	130,900	134,600	138,400	142,400	146,400	150,500
Purchased Services	709,900	779,300	777,000	800,300	824,100	910,400	905,600	899,600	926,500	954,300	982,400
Insurance & Financial	36,200	58,500	67,100	76,800	88,000	101,300	116,300	133,500	153,200	176,100	201,900
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	1,198,800	1,215,500	1,261,000	1,307,100	1,418,500	1,440,700	1,464,400	1,523,600	1,587,600	1,655,500
Net Operating Cost / (Revenue)	(464,900)	(328,200)	(336,600)	(316,400)	(295,800)	(215,000)	(218,500)	(220,700)	(27,200)	6,300	42,900
yr/yr % change		(29.4%)	2.6%	(6.0%)	(6.5%)	(27.3%)	1.6%	1.0%	(87.7%)	(123.2%)	581.0%
DEBT AND TRANSFERS											
Debt Charges	175,200	174,000	172,500	170,600	168,400	170,700	167,600	164,200			
Transfer to Reserves	1,489,700	1,554,900	1,568,200	1,554,600	1,540,300	1,495,300	1,476,800	1,483,200	1,459,900	1,443,600	1,429,600
Total Debt and Transfers	1,664,900	1,728,900	1,740,700	1,725,200	1,708,700	1,666,000	1,644,400	1,647,400	1,459,900	1,443,600	1,429,600
TAX LEVY REQUIREMENT											
	1,200,000	1,400,700	1,404,100	1,408,800	1,412,900	1,451,000	1,425,900	1,426,700	1,432,700	1,449,900	1,472,500
yr/yr % change		16.7%	0.2%	0.3%	0.3%	2.7%	(1.7%)	0.1%	0.4%	1.2%	1.6%



County of Wellington
10 Year Capital Budget
Affordable Housing

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
165 - 169 Security Upgrades	580,000										580,000
182 George Roof Replacement								250,000			250,000
182 George Window and Door Replacement										145,000	145,000
Affordable Housing Retrofits	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	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
Total Financing	45,000	6,075,000	6,095,000	50,000	55,000	6,100,000	60,000	315,000	6,075,000	235,000	25,105,000

COUNTY OF WELLINGTON
2024 Budget – Social Services
Explanation of Significant Budget Items

Affordable Housing - Operating

- Budgeted rent collections from our Affordable Housing units are increasing by \$8,500 which aligns with the predicted actuals for 2023.
- Adjustments have been made to budgeted expenses for supplies, materials, and equipment, and purchased services to align with actual expenditures experienced in 2023 and the high rate of inflation seen in many areas.
- Inflationary impacts to building maintenance costs have increased to the point where the County's two smaller buildings at 250 Daly Street in Palmerston (11 units) and 182 George Street in Arthur (10 units) no longer have a net revenue after rental income. Up to this point, the County has been able to transfer the net revenue from our affordable housing units (because there was no mortgage) to supplement the amount of funding being transferred to the County's Housing Development Reserve for the provision of new affordable housing units. Going forward, the County will be required to fund the net cost of these two buildings from the tax levy.
- 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 \$1.2 million to the County's Housing Development reserve to support the creation of new affordable housing units.
 - Net revenue from Webster Place and Fergusson Place in Centre Wellington to the Housing Development Reserve

Affordable Housing – Capital

- Facility improvements for County owned affordable housing buildings total \$1.7 million over the ten-years and are funded through the Housing Capital Reserve and a portion of the National Housing Co-Investment Funding Grant (\$640,000).
- 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 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. Goal setting conversations and the completion of common assessment tools are used to develop action plans with recipients. Support and community referrals are provided to assist recipients in accessing counseling, life skills workshops, educational programmes, and Employment Ontario services.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include file audits, eligibility review investigations, pursuit of benefit reimbursements, overpayment recovery and administration of client appeal processes.
- Emergency Assistance and discretionary health benefits provide eligible, low income individuals with assistance to meet urgent financial and medical needs.
- Social Services Help Centre: Assists residents in accessing Social Services information and programmes and provides referrals to support services in the community. Free access is provided to computers, online resources, photocopying, public telephones.
- 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 provides local agencies and collaborative groups resources to address important social issues such as domestic violence, substance misuse, elder abuse and poverty reduction.
- 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.

2024 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$504,000 in 2024. This budget adjustment reflects a reduction of \$1.1 million in provincial funding connected to the Employment Services Transformation, offset by a projected 3% increase in OW benefits costs.
- The Salaries, Wages and Benefits line reflects a decrease of \$760,000 as a result of restructuring related to the loss of \$1.1 million in provincial funding (reduction of 8.5 FTE).
- The ten-year capital plan includes facility improvements at the administration office located at 129 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.46 million. The County's portion of \$464,000 is funded from the Property Reserve.

Staff Complement (Full time equivalents)		
	2023	2024
Ontario Works	69.5	57.5
Total	69.5	57.5
Current Employee Count: 68		



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 referrals to employment activities. **(Doing what the County does best – providing critical daily services for your residents)**
- Provide financial assistance to those most in need while they meet participation obligations of the Ontario Works programme. **(Doing what the County does best – providing critical daily services for your residents)**
- Effectively serve low-income people that need assistance. **(Doing what the County does best - providing critical daily services for your residents)**
- Ensure accountability in service delivery to provincial and local taxpayers. **(Doing what the County does best - providing critical daily services for your residents)**

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. **(Making the best decisions for the betterment of the community)**
- To facilitate the connection of newcomers to the communities they live in. **(Doing what the County does best - providing critical daily services for your residents)**
- To enhance the capacity of local employers to hire and retain newcomers. **(Cherishing the County's most valued asset - its Staff)**

Performance Measures

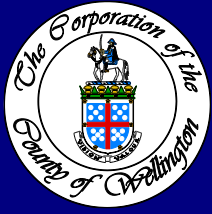
In order to progress toward accomplishing the County’s Strategic Action Plan and the Programme’s goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Ontario Works adults with participation requirements that have an Action Plan	100%	N/A	N/A	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	N/A	N/A	N/A
Ontario Works cases that exit to employment	14%	N/A	N/A	N/A
Cases that exit Ontario Works do not return to the programme within one year	19%	N/A	N/A	N/A
Number of new settlement* clients assisted with a settlement and referral plan	150	146	150	203
Number of settlement* group sessions	70	67	42	61
Number of employers participating in the County’s newcomer/immigrant recruitment programme	30	43	13	22

*Note: 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.

The Province of Ontario is changing the performance outcome targets in 2024. These new outcomes are reflected in the above chart. The chart below provides information for achievement of 2023 outcomes that will not be used moving forward.

	Actual 2023	Actual 2022	Actual 2021
Percentage of the Ontario Works Caseload with Employment Income	10.02%	9.98%	8.48%
Percentage of Cases Terminating that are exiting to Employment	20.5%	20.57%	20.94%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	1.36%	1.27%	1.22%



County Of Wellington

2024 Operating Budget

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

	2022 Actuals	2022 Budget	2023		2024 Budget	\$ Change Budget	% Change Budget
			Preliminary Actuals	2023 Budget			
Revenue							
Grants and Subsidies	\$22,147,450	\$24,032,900	\$21,673,514	\$23,498,400	\$22,994,100	(\$504,300)	(2.1%)
Municipal Recoveries	\$2,784,566	\$3,195,800	\$2,807,820	\$3,391,200	\$3,525,100	\$133,900	3.9%
Other Revenue	\$109	\$ -	\$1,779	\$ -	\$ -	\$ -	-
Internal Recoveries	\$56,350	\$83,000	\$53,210	\$51,400	\$62,300	\$10,900	21.2%
Total Revenue	\$24,988,475	\$27,311,700	\$24,535,554	\$26,941,000	\$26,581,500	(\$359,500)	(1.3%)
Expenditure							
Salaries, Wages and Benefits	\$6,517,497	\$6,850,100	\$6,569,524	\$7,076,400	\$6,317,500	(\$758,900)	(10.7%)
Supplies, Material and Equipment	\$145,389	\$164,800	\$177,060	\$205,100	\$167,300	(\$37,800)	(18.4%)
Purchased Services	\$374,393	\$463,400	\$506,423	\$499,900	\$446,600	(\$53,300)	(10.7%)
Social Assistance	\$17,573,642	\$19,553,800	\$18,705,457	\$18,979,800	\$19,320,700	\$340,900	1.8%
Transfer Payments	\$428,001	\$478,400	\$316,311	\$367,300	\$325,000	(\$42,300)	(11.5%)
Insurance and Financial	\$101,494	\$109,300	\$117,582	\$120,200	\$111,000	(\$9,200)	(7.7%)
Minor Capital Expenses	\$8,949	\$10,000	\$ -	\$ -	\$5,000	\$5,000	-
Internal Charges	\$1,303,602	\$1,331,300	\$1,234,576	\$1,336,400	\$1,501,800	\$165,400	12.4%
Total Expenditure	\$26,452,967	\$28,961,100	\$27,626,933	\$28,585,100	\$28,194,900	(\$390,200)	(1.4%)
Net Operating Cost / (Revenue)	\$1,464,492	\$1,649,400	\$3,090,610	\$1,644,100	\$1,613,400	(\$30,700)	(1.9%)
Debt and Transfers							
Transfer from Reserve	(\$230,000)	(\$280,000)	(\$115,000)	(\$165,000)	(\$90,800)	\$74,200	(45.0%)
Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$20,000	\$20,000	-
Total Debt and Transfers	(\$230,000)	(\$280,000)	(\$115,000)	(\$165,000)	(\$70,800)	\$94,200	(57.1%)
NET COST / (REVENUE)	\$1,234,492	\$1,369,400	\$2,975,610	\$1,479,100	\$1,542,600	\$63,500	4.3%



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	22,994,100	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	3,525,100	3,834,600	4,062,000	4,313,600	4,493,500	4,715,700	4,992,100	5,224,400	5,447,800	5,684,700
Internal Recoveries	51,400	62,300	58,900	55,200	53,800	53,200	49,100	49,200	49,900	49,300	49,000
Total Revenue	26,941,000	26,581,500	27,449,400	28,257,100	29,104,400	29,927,000	30,815,600	31,784,200	32,730,100	33,690,100	34,641,900
EXPENDITURES											
Salaries, Wages and Benefits	7,076,400	6,317,500	6,652,100	6,886,400	7,113,900	7,337,400	7,550,400	7,796,400	8,036,500	8,284,200	8,539,000
Supplies, Material & Equipment	205,100	167,300	193,300	197,200	201,600	205,500	209,500	213,700	217,600	221,700	225,900
Purchased Services	499,900	446,600	420,700	433,200	442,500	445,400	456,400	472,500	485,800	499,900	514,500
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	325,000	238,900	243,900	248,900	253,900	258,900	264,300	269,900	275,500	281,100
Insurance & Financial	120,200	111,000	120,100	129,900	134,700	139,400	154,100	159,000	164,600	178,000	184,100
Minor Capital Expenses		5,000		15,000	18,000				38,000		
Internal Charges	1,336,400	1,501,800	1,561,800	1,584,100	1,663,200	1,676,800	1,723,200	1,818,200	1,828,000	1,892,500	1,936,900
Total Expenditures	28,585,100	28,194,900	29,071,000	29,954,900	30,885,100	31,770,300	32,733,600	33,792,900	34,817,500	35,846,300	36,870,800
Net Operating Cost / (Revenue)	1,644,100	1,613,400	1,621,600	1,697,800	1,780,700	1,843,300	1,918,000	2,008,700	2,087,400	2,156,200	2,228,900
yr/yr % change		(1.9%)	0.5%	4.7%	4.9%	3.5%	4.1%	4.7%	3.9%	3.3%	3.4%
DEBT AND TRANSFERS											
Transfer from Reserves	(165,000)	(90,800)		(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)	(70,800)	20,000	5,000	2,000	20,000	20,000	20,000	(18,000)	20,000	20,000
TAX LEVY REQUIREMENT											
	1,479,100	1,542,600	1,641,600	1,702,800	1,782,700	1,863,300	1,938,000	2,028,700	2,069,400	2,176,200	2,248,900
yr/yr % change		4.3%	6.4%	3.7%	4.7%	4.5%	4.0%	4.7%	2.0%	5.2%	3.3%



County of Wellington
10 Year Capital Budget
Ontario Works

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
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
Fergus OW: Roof Replacement		100,000									100,000
Fergus OW: Rooftop Air Conditioners								70,000			70,000
Total	500,000	100,000		60,000				370,000	430,000		1,460,000
Sources of Financing											
Recoveries	375,000			47,000				234,000	340,000		996,000
Reserves	125,000	100,000		13,000				136,000	90,000		464,000
Total Financing	500,000	100,000		60,000				370,000	430,000		1,460,000

COUNTY OF WELLINGTON
2024 Budget – Social Services
Explanation of Significant Budget Items

Ontario Works - Operating

- The grants and subsidies line is decreasing by approximately \$504,000 in 2024. This budget adjustment reflects a reduction of \$1.1 million in provincial funding connected to the Employment Services Transformation, offset by a projected 3% increase in OW benefits costs. Ontario Works benefits are 100% provincially funded and increases will not impact the municipal tax levy.
- The budget does not include a projected increase to the OW benefit rates. These rates are set provincially and have not increased since July 2018. Although this provincial direction does not impact the Ontario Works budget directly, it does freeze benefits for recipients creating increasing affordability gaps that will impact ability to maintain housing and meet basic living expenses. The implication from a municipal budget perspective is that the housing subsidies (for rent supp, and social housing) are deeper and costs are being downloaded to municipalities in our housing, childcare, and other social services budgets.
- Staff have received confirmation that the provincial administration funding for Ontario Works will remain at the same level as received in 2023 (frozen at 2018 actual expenditure levels).
- The Salaries, Wages and Benefits line reflects a decrease of \$760,000 in 2024 which includes the following adjustments:
 - Restructuring related to the loss of \$1.1 million in provincial funding (reduction of 8.5 FTE).
 - Staff changes proposed to further the integration of Social Services programme delivery are as follows:
 - As of July 1st, transitioning two Intake Workers to a newly created Navigator position. A third Navigator will also be added at that time. This position will assist clients with accessing all the services that they require.
 - As of September 1st, introducing a further Navigator position as well as Reception support in the County space in Mount Forest.
 - A reallocation of staff costs to Housing Services and Children’s Early Years to better reflect the integration efforts being made.
- The Social Assistance line includes a reduction of \$200,000 in employment related costs as a result of the loss of provincial funding described above. This is offset by the projected increase of 3% in OW benefit costs and does not impact the municipal tax levy requirement.
- Funding for Agencies has been reduced by \$42,300. This reflects the ending of our funding commitment to the Integrated Youth Service Network. This has been offset by an annual contribution of \$27,900 to support daytime drop-in hours in downtown Guelph and a one-time allocation of \$90,700 to support the Sanguen Health Van in 2024. The one-time funding allocation for Sanguen will be funded from the County’s Shared Services Stabilization Reserve.
- The cost-sharing ratio for administration expenses between the County and City has been adjusted based on the caseload split experienced in 2023. This resulted in a projected decrease in cost of \$20,500 for the County and a corresponding increase for the City.

Ontario Works – Capital

- The ten-year capital plan includes facility improvements at the administration office located at 129 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.5 million. The County’s portion of \$464,000 is funded from the Property Reserve and the City’s funding contribution for capital works at the Guelph locations is \$996,000.
- A new project for 129 Wyndham (\$500,000) is included in the capital plan for renovations of common areas to enhance the safety and security at the workplace, as reported at the March 2023 Social Services Committee meeting.

Summary of 2024 Ontario Works Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$1,542,600	N/A*	N/A**	\$1,542,600
City of Guelph	\$3,525,100	\$375,000	\$111,600	\$4,011,700
Total	\$5,067,700	\$375,000	\$111,600	\$5,554,300

*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 management of the child care and early years family supports system for the service delivery area. Provision of Canada-Wide Early Learning and Child Care System (CWELCC) general operating grants, fee subsidies, special needs resourcing, capacity building, EarlyON Programmes, wage enhancement/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 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 with the County of Wellington.
- Special Needs Resources: Provides enhanced support services which supports the inclusion of children with special needs in licensed child care settings, including home child care, camps and children's recreation programmes, at no additional cost to parents or guardians. Supports may include resource consultation, supplemental staffing, connections to specialized supports, professional development opportunities to support staff.
- 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 a licensed home child care agency that provides access throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.

2024 Budget Highlights

- The funding allocation for 2024 reflects a significant increase in federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC) requiring no municipal cost share. A \$1.042 million one-time transitional grant was removed from the budget, directly impacting the tax levy.
- Capital includes a project for an EarlyON grant for Centre Wellington (\$160,000), and funding for generators at three directly operated child care centres (\$485,000).

Staff Complement (Full time equivalents)	2023	2024
Child Care Services	34.3	36.2
Child Care Centres	63.2	63.2
Total	97.5	99.4
Current employee count: 145		



Performance Measures

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

Programme Goals and Objectives

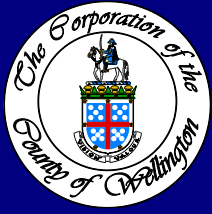
The County of Wellington Children’s Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under 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. **(Making the best decisions for the betterment of the community)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals. **(Cherishing the County's most valued asset - its Staff)**
- 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. **(Cherishing the County's most valued asset - its Staff)**
- Stabilize current child care and EarlyON service levels during the pandemic. **(Doing what the County does best - providing critical daily services for your residents)**
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Making the best decisions for the betterment of the community)**
- 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. **(Doing what the County does best - providing critical daily services for your residents)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(Making the best decisions for the betterment of the community)**
- Improve awareness and facilitate parents’ access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy. **(Doing what the County does best - providing critical daily services for your residents)**

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 2024	Actuals 2023	Actuals 2022	Actuals 2021
# of active contracted home child care providers	42	34	27	30
# of participants accessing EarlyON Centre programmes	7,000	5,854	3,370	2,047
# educators participating in professional learning	700	564	348	365
# of spaces available for child care fee subsidies	5,200	4,938	4,857	4,752
# of children in receipt of child care fee subsidies	900	812	976	914



County Of Wellington

2024 Operating Budget

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

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$30,365,966	\$23,693,900	\$37,213,117	\$45,360,500	\$49,570,500	\$4,210,000	9.3%
Municipal Recoveries	\$2,940,328	\$3,025,200	\$3,828,921	\$3,462,400	\$4,895,800	\$1,433,400	41.4%
Licenses, Permits and Rents	\$17,650	\$ -	\$16,292	\$16,300	\$16,300	\$ -	-
User Fees and Charges	\$1,210,209	\$1,261,000	\$855,326	\$635,300	\$856,000	\$220,700	34.7%
Other Revenue	\$61,347	\$ -	\$29,469	\$ -	\$55,000	\$55,000	-
Internal Recoveries	\$674,203	\$330,700	\$1,256,320	\$881,500	\$1,237,400	\$355,900	40.4%
Total Revenue	\$35,269,703	\$28,310,800	\$43,199,445	\$50,356,000	\$56,631,000	\$6,275,000	12.5%
Expenditure							
Salaries, Wages and Benefits	\$8,083,577	\$8,615,500	\$8,816,239	\$9,285,700	\$9,951,300	\$665,600	7.2%
Supplies, Material and Equipment	\$406,764	\$561,500	\$397,368	\$597,300	\$582,900	(\$14,400)	(2.4%)
Purchased Services	\$791,746	\$799,100	\$1,058,806	\$874,200	\$1,000,000	\$125,800	14.4%
Social Assistance	\$25,714,336	\$18,695,500	\$35,448,817	\$39,530,900	\$44,343,600	\$4,812,700	12.2%
Insurance and Financial	\$154,853	\$149,100	\$178,561	\$183,200	\$206,700	\$23,500	12.8%
Minor Capital Expenses	\$7,276	\$12,500	\$492,925	\$ -	\$41,500	\$41,500	-
Internal Charges	\$1,657,104	\$1,315,600	\$2,239,068	\$1,956,900	\$2,603,800	\$646,900	33.1%
Total Expenditure	\$36,815,656	\$30,148,800	\$48,631,784	\$52,428,200	\$58,729,800	\$6,301,600	12.0%
Net Operating Cost / (Revenue)	\$1,545,953	\$1,838,000	\$5,432,339	\$2,072,200	\$2,098,800	\$26,600	1.3%
Debt and Transfers							
Transfer from Reserve	\$ -	(\$60,600)	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$ -	(\$60,600)	\$ -	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,545,953	\$1,777,400	\$5,432,339	\$2,072,200	\$2,098,800	\$26,600	1.3%



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	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500
Municipal Recoveries	3,462,400	4,895,800	5,184,100	5,448,700	5,676,300	5,873,900	6,125,200	6,350,200	6,574,700	6,830,100	7,096,600
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
Other Revenue		55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Internal Recoveries	881,500	1,237,400	1,263,500	1,290,200	1,317,500	1,345,300	1,373,700	1,402,600	1,432,100	1,432,100	1,432,100
Total Revenue	50,356,000	56,631,000	56,971,500	57,289,500	57,571,700	57,824,900	58,133,000	58,415,800	58,699,300	58,954,700	59,221,200
EXPENDITURES											
Salaries, Wages and Benefits	9,285,700	9,951,300	10,486,800	10,871,600	11,225,200	11,579,000	11,939,300	12,310,200	12,694,000	13,089,100	13,492,800
Supplies, Material & Equipment	597,300	582,900	573,300	591,500	610,000	629,000	648,200	668,100	688,500	708,300	728,500
Purchased Services	874,200	1,000,000	1,017,600	1,045,600	1,074,200	1,103,300	1,133,300	1,164,300	1,195,900	1,227,300	1,260,100
Social Assistance	39,530,900	44,343,600	44,271,300	44,199,600	44,135,300	44,077,700	44,019,000	43,960,900	43,900,900	43,868,200	43,835,500
Insurance & Financial	183,200	206,700	223,800	240,500	249,200	258,200	295,300	292,200	302,600	326,100	337,500
Minor Capital Expenses		41,500		63,000	92,000	39,700	40,500				
Internal Charges	1,956,900	2,603,800	2,672,600	2,743,100	2,805,400	2,874,100	2,948,400	3,087,900	3,137,300	3,154,300	3,204,700
Total Expenditures	52,428,200	58,729,800	59,245,400	59,754,900	60,191,300	60,561,000	61,024,000	61,483,600	61,919,200	62,373,300	62,859,100
Net Operating Cost / (Revenue)	2,072,200	2,098,800	2,273,900	2,465,400	2,619,600	2,736,100	2,891,000	3,067,800	3,219,900	3,418,600	3,637,900
yr/yr % change		1.3%	8.3%	8.4%	6.3%	4.4%	5.7%	6.1%	5.0%	6.2%	6.4%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	2,072,200	2,098,800	2,273,900	2,465,400	2,619,600	2,736,100	2,891,000	3,067,800	3,219,900	3,418,600	3,637,900
yr/yr % change		1.3%	8.3%	8.4%	6.3%	4.4%	5.7%	6.1%	5.0%	6.2%	6.4%



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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
133 Wyndham: Building Retrofits									110,000		110,000
Billing and Waitlist Software	50,000										50,000
Centre Wellington Child Care Grant	160,000										160,000
Mount Forest: Air Conditioning							370,000				370,000
Mount Forest: Flooring						80,000					80,000
Mount Forest: Generator	165,000										165,000
Mount Forest: Parking Lot								115,000			115,000
Wellington Place: Generator	170,000										170,000
Willowdale: Generator	150,000										150,000
Total	695,000					80,000	370,000	115,000	110,000		1,370,000
Sources of Financing											
Recoveries	188,000								74,500		262,500
Reserves	507,000					80,000	370,000	115,000	35,500		1,107,500
Total Financing	695,000					80,000	370,000	115,000	110,000		1,370,000

COUNTY OF WELLINGTON
2024 Budget – Social Services
Explanation of Significant Budget Items

Children’s Early Years – Operating

- The 2024 funding allocation has been received and reflects a significant increase of \$5.5 million in Federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC). Offsetting this increase, the Child Care and Early Years one-time Workforce funding was removed, but has no effect on the tax levy. A one-time transitional grant of \$1.042 million was also removed which has a direct impact on the tax levy (\$425,000 County and \$617,000 City).
- User fees at the County’s directly operated childcare centres are increasing significantly in the 2024 budget. This increase is attributed to the centres returning to full operational capacity.
- The internal recoveries and charges lines is increasing in relation to higher use of the CWLECC funding at the directly operated childcare centres.
- The salaries, wages and benefits line reflects the removal of a temporary Pedagogical Leader with a contract end as of June 2023. There is also reallocation of staffing costs from Ontario Works to better reflect the integration efforts being made.
- The social assistance line is increasing by \$4.8 million largely related to the increase in CWELCC funding which is slightly offset by the loss in Workforce funding.

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:
 - Three projects in 2024 totalling \$485,000 for generators at the Mount Forest, Wellington Place and Willowdale Child Care Centres. Funding for Mount Forest and Wellington Place is 100% the County, and for Willowdale is 100% the City of Guelph.
 - A \$160,000 for a grant for EarlyON services in Centre Wellington is 100% funded by the County

Summary of 2024 Children’s Early Years Budget Components

Municipality	Operating	Capital	IT Capital Recovery	Total
County of Wellington	\$2,098,800	N/A*	N/A**	\$2,098,800
City of Guelph	\$4,895,800	\$188,000	\$79,400	\$5,163,200
Total	\$6,994,600	\$188,000	\$79,400	\$7,262,000

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

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