



**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

# **2023 Operating and Capital Budget**

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## Organization Profile

The District of Thunder Bay Social Services Administration Board (TBDSSAB) administers and delivers provincially-mandated services on behalf of the citizens of the District of Thunder Bay, in an equitable and cost-effective manner. These services include administration and service system management of Child Care and Early Years Programs, Housing and Homelessness Programs, delivery of the Ontario Works (OW) Program, and the direct operation of 2,493 TBDSSAB-owned housing units.

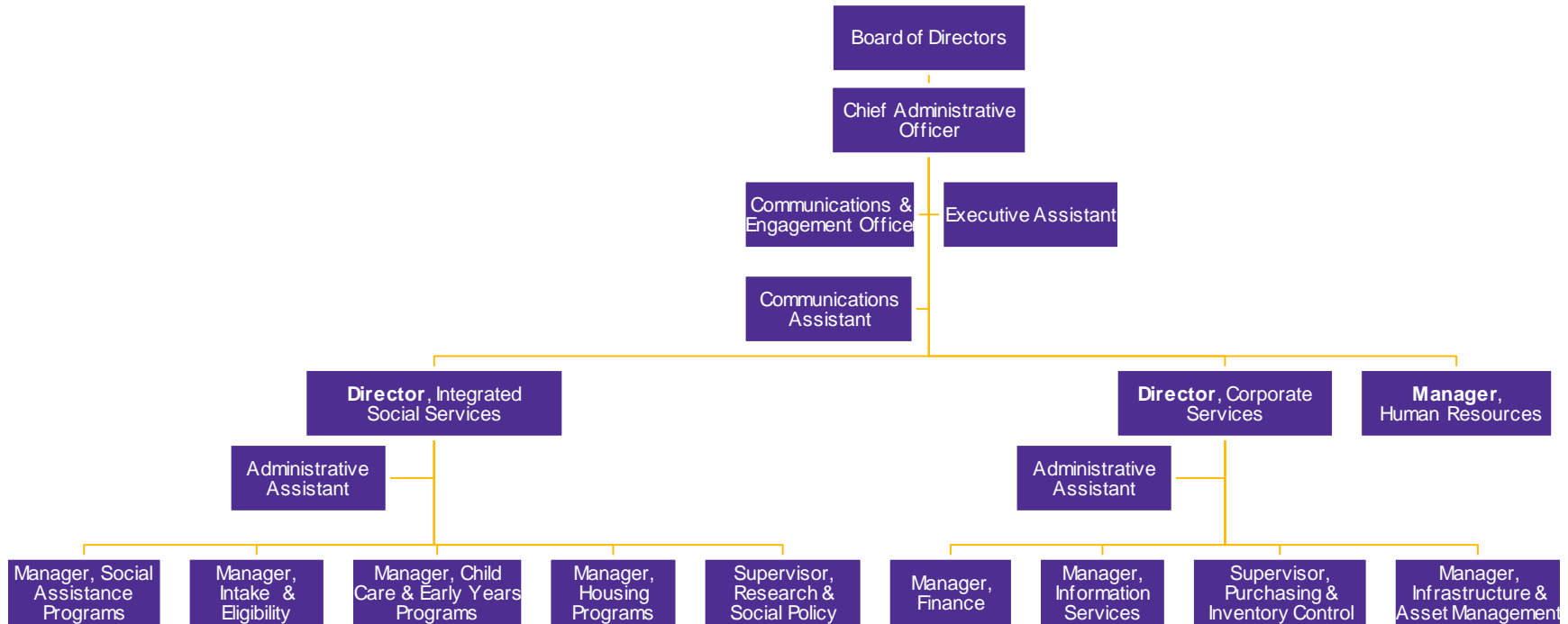
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- Township of Conmee
- Township of Dorion
- Township of Gillies
- Municipality of Greenstone
- Township of Manitouwadge
- Town of Marathon
- Municipality of Neebing
- Township of Nipigon
- Township of O'Connor
- Municipality of Oliver Paipoonge
- Township of Red Rock
- Township of Schreiber
- Municipality of Shuniah
- Township of Terrace Bay
- City of Thunder Bay
- Territories Without Municipal Organization (TWOMO)

**TBDSSAB Office Locations**



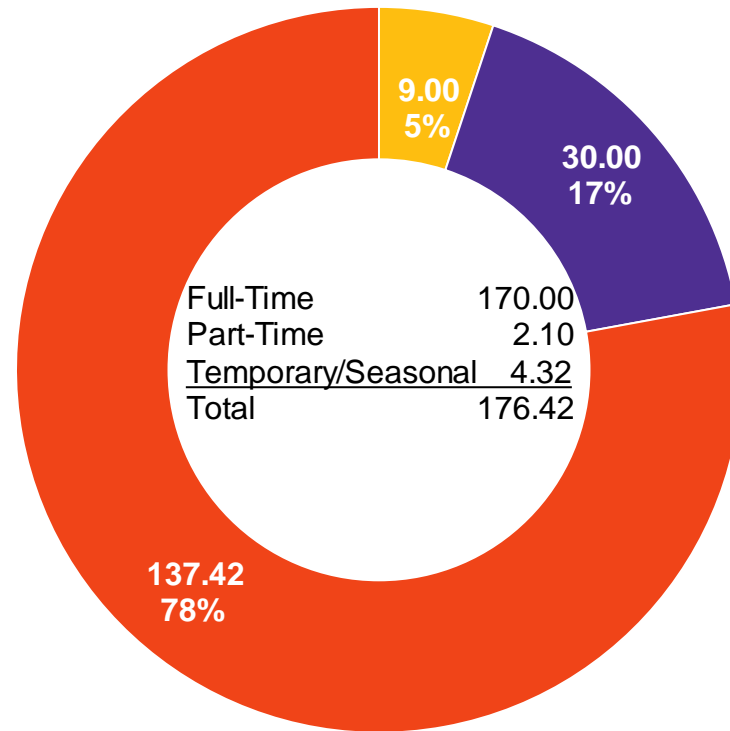
### Corporate Organizational Structure



The Board of Directors is comprised of fourteen members. Thirteen are appointed by their respective municipal councils and one is an elected representative from the TWOMO. These elected officials serve on the Board of Directors from areas defined in the *District Social Services Administration Board Act*:

- Area 1: Conmee, Gillies, Neebing, O'Connor, Oliver Paipoonge and Shu niah (3 members)
- Area 2: Dorion, Nipigon, and Red Rock (1 member)
- Area 3: Greenstone (1 member)
- Area 4: Schreiber and Terrace Bay (1 member)
- Area 5: Manitouwadge and Marathon (1 member)
- Area 6: Thunder Bay (6 members)
- Area 7: TWOMO (1 member)

The 2023 TBDSSAB Operating Budget includes a staff complement totalling 176.42 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement by Division.



Full-Time	170.00
Part-Time	2.10
Temporary/Seasonal	4.32
<b>Total</b>	<b>176.42</b>

■ Office of the CAO ■ Corporate Services ■ Integrated Social Services

### Strategic Plan (2020 to 2023)

The Strategic Plan for the years 2020 through 2023 was developed, and adopted by the Board of Directors, in 2019. This plan identifies the practical vision, strategic objectives, and strategic directions to guide Administration during that period. The plan emphasizes the long-range vision of TBDSSAB to be a model of excellence in local solutions. The following diagram illustrates the strategic directions established by the Board of Directors:

#### Nine Strategies and Three Strategic Directions



## The Budget Process

The Board-approved Budget Policy CS-02:83 supports the effective planning, analysis, and allocation of the TBDSSAB's resources, linking broad organizational goals to the annual budget. Administration has developed operational procedures to guide the budget development and ensure TBDSSAB resources are allocated and utilized effectively and efficiently. Through the underlying principles of transparency and accountability, Administration analyzes the costs that are required to implement the mandate, fulfill the Strategic Plan, and maintain effective operations. Each member of the Senior Management Team is responsible for establishing the goals and objectives of their respective divisions and determining the required resources (including staffing) to achieve those goals. They are also accountable for performance within their responsibility centre(s) during the year.

### Operating Budget

Administration prepares an operating budget, annually, comprising estimated revenues and operating costs for the forthcoming year. Factors considered in determining the estimates include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual municipal levy for that year. The Operating Budget for 2023 totals \$110,810,400.

### Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio and Headquarters. These capital expenditures are financed using reserve funds and the capital components within certain Provincial/Federal programs. Administration prepares a capital budget and forecast, annually. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. The Capital Budget for 2023 totals \$4,499,000.

### Reserve Funds

The Board has approved a Reserve and Reserve Fund Policy CS-02:19, and a related Reserve Fund Strategy, which is integral to building financial sustainability. Reserve funds are established and maintained by TBDSSAB to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds is completed and provided to the Board each year, prior to budget deliberations. The Board reviewed and approved the 2023 Reserve Fund Strategy on January 12, 2023. The approved direction has been incorporated into the budget as appropriate.



**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **2023 Operating Budget**



## 2023 Operating Budget Overview

The total 2023 TBDSSAB Operating Budget of \$110.8 million represents an \$11,707,800 increase from the prior year's Budget, of \$99.1 million.

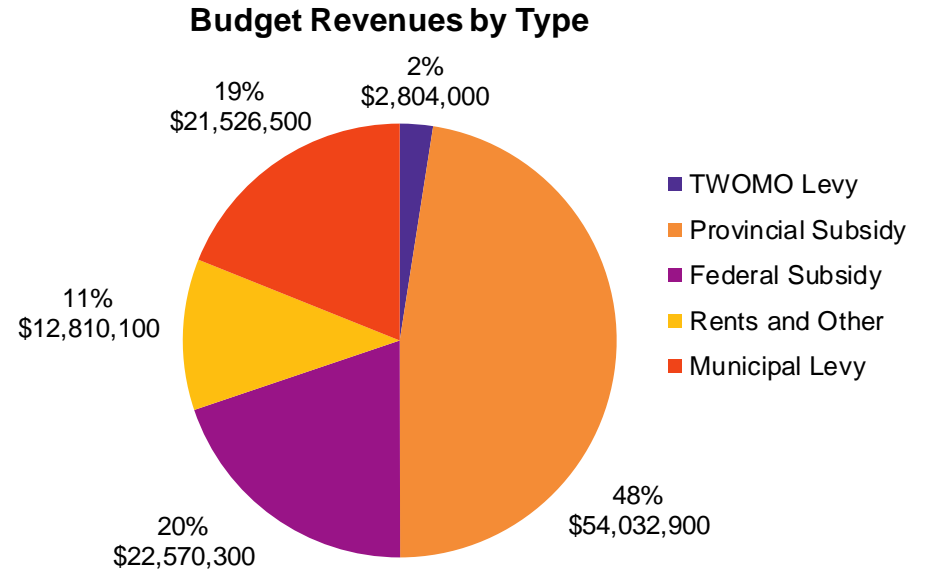
	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<b>Revenues</b>			
Levy to municipalities and TWOMO	22,691,800	23,054,300	<b>24,330,500</b>
Income on unrestricted funds	100,000	100,000	<b>300,000</b>
Income on restricted funds	465,600	722,600	<b>722,600</b>
Rents	10,925,900	11,102,100	<b>11,410,200</b>
Provincial grants	56,633,900	54,598,300	<b>54,032,900</b>
Federal grants	10,880,700	12,090,200	<b>22,570,300</b>
Other revenue	417,700	412,200	<b>377,300</b>
<b>Total Revenues</b>	<b>102,115,600</b>	<b>102,079,700</b>	<b>113,743,800</b>
<b>Expenditures</b>			
Personnel services	14,257,900	14,170,900	<b>14,867,700</b>
Interest on long-term debt	348,400	286,100	<b>226,700</b>
Materials	18,023,200	18,412,900	<b>21,442,700</b>
Contracted services	217,600	260,900	<b>198,000</b>
Rents and financial expenses	202,800	194,300	<b>130,500</b>
External transfers	63,534,300	62,237,300	<b>71,592,900</b>
Repayment of long-term debt	2,697,900	2,540,200	<b>2,351,900</b>
<b>Total Expenditures</b>	<b>99,282,100</b>	<b>99,102,600</b>	<b>110,810,400</b>
<b>Financing</b>			
To (from) reserve funds	2,833,500	2,977,100	<b>2,933,400</b>

**Revenues**

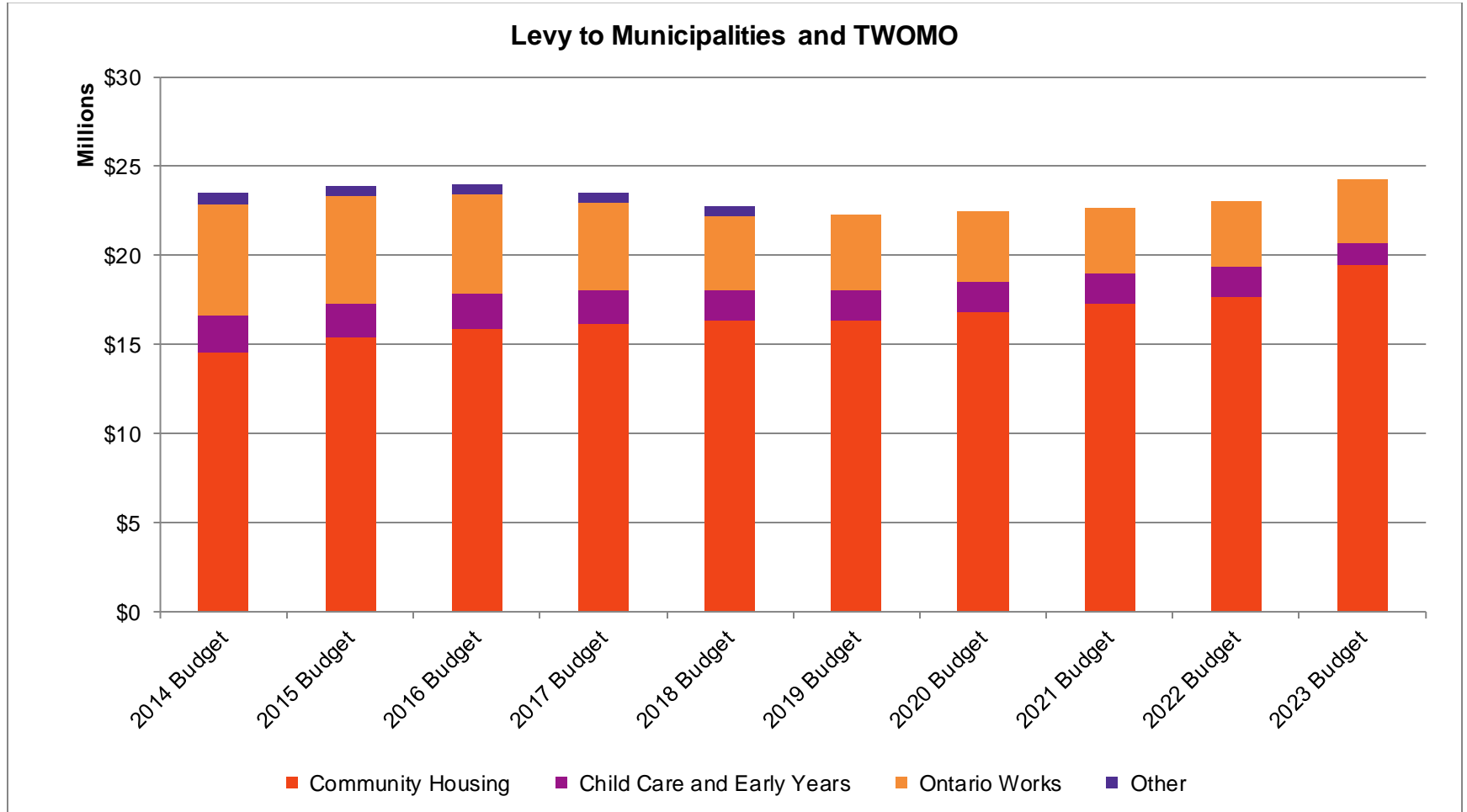
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 2% (\$2.8 million).
- Provincial funding accounts for the single largest category, at 48% (\$54.0 million).
- Federal funding accounts for an additional 20% (\$22.6 million) of funding.
- Tenant rents and other revenues account for 11%, (\$12.8 million).
- The levy to municipalities represent 19% (\$21.5 million) of the revenue.

Overall, 68% of TBDSSAB revenues are from senior levels of government.

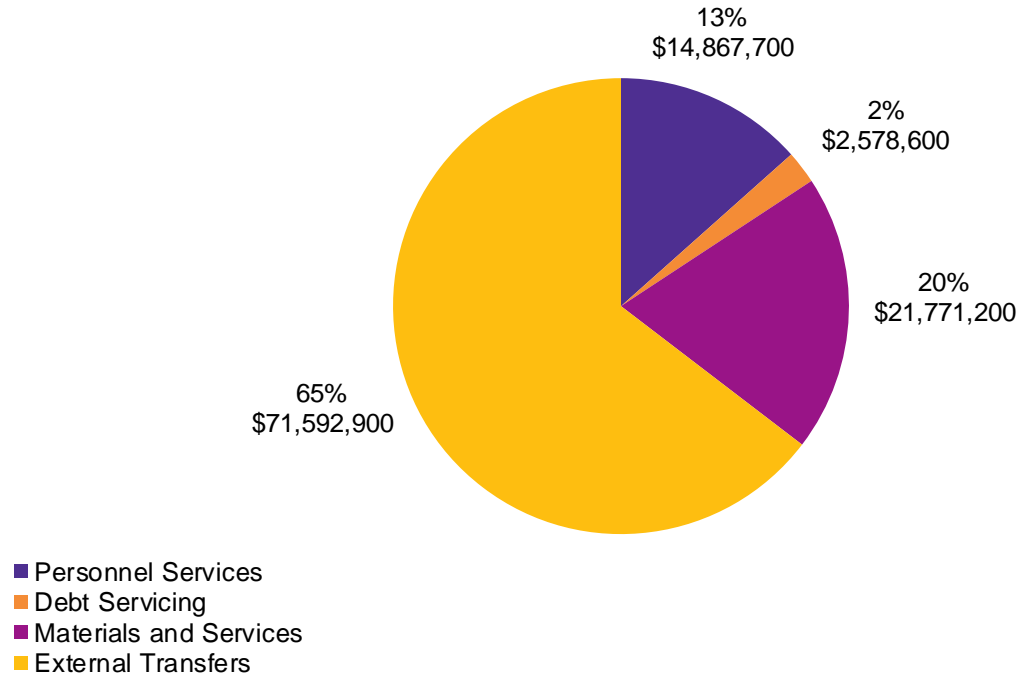


Effective January 1, 2018, the cost of OW Financial and Employment assistance was fully uploaded to the Province. The Levy to Municipalities and TWOMO chart provides a breakdown of the levy by program since 2014:



Expenditures

Budget Expenditures by Type

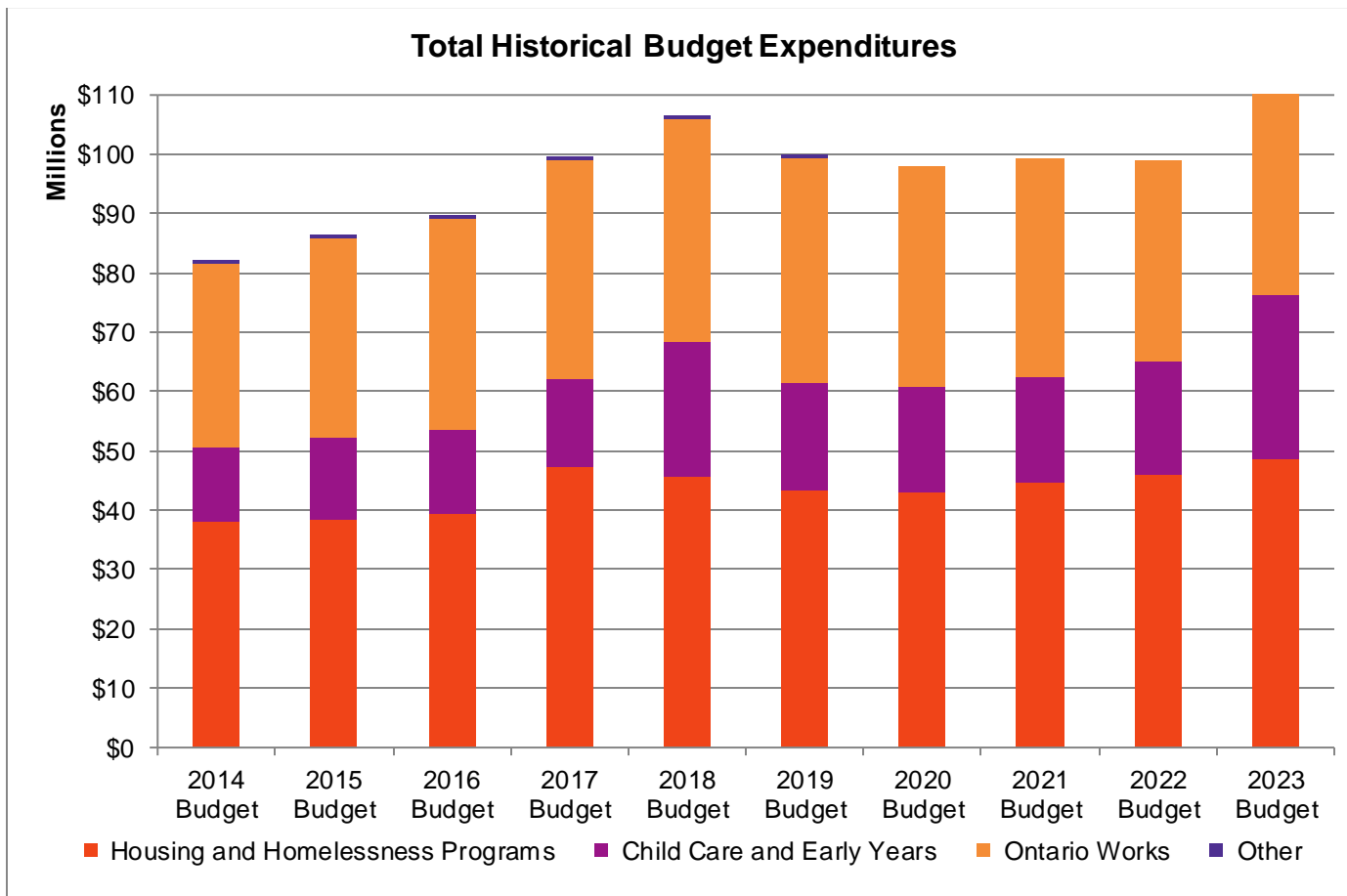


The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families, at \$71.6 million, or 65% of the total. When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.5 million) and utilities (\$4.3 million) for direct-owned housing properties, these categories account for 85%, or \$93.2 million, of the total budget.

Personnel services accounts for 13%, or \$14.9 million, of the total budget.

The remaining 2%, or \$2.6 million, of the budget is required to service the long-term debt of owned properties.

The Total Historical Budget Expenditures chart identifies the distribution across the three program areas – OW, Child Care and Early Years, and Housing and Homelessness Programs since 2014.



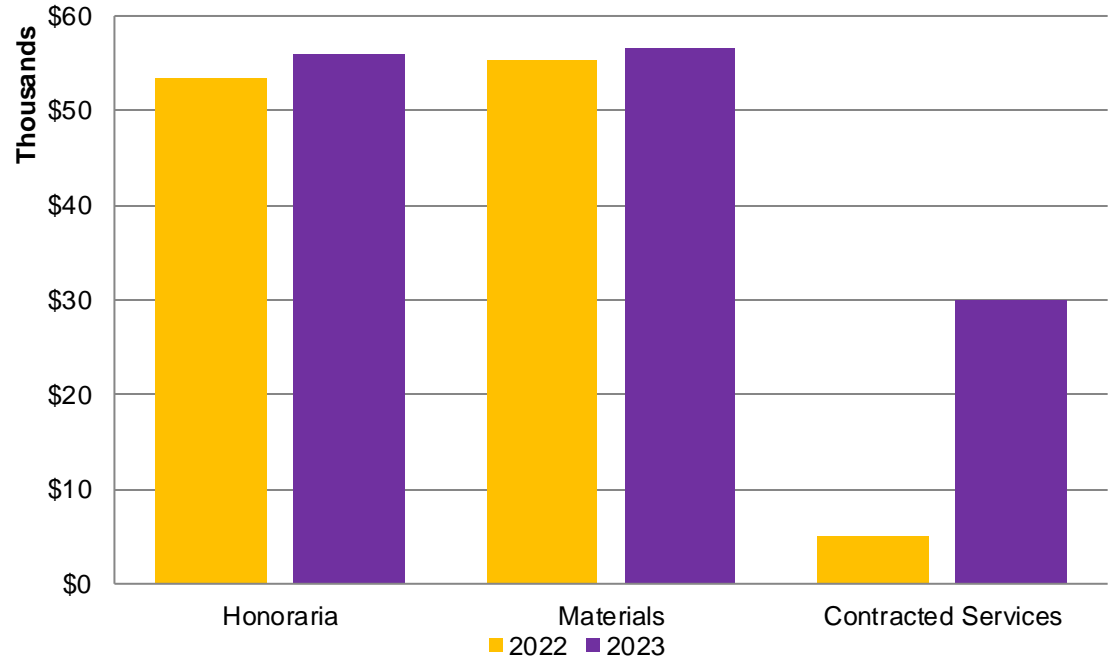


**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **2023 Divisional Operating Budgets**

### The District of Thunder Bay Social Services Administration Board

The Board is responsible for establishing the strategic goals and governing policies for the organization, and to provide direction to the Chief Administrative Officer.



Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	53,400	53,400	<b>55,900</b>	2,500	4.7%
Interest on long-term debt	-	-	-	-	n/a
Materials	56,500	55,300	<b>56,700</b>	1,400	2.5%
Contracted services	6,000	5,000	<b>30,000</b>	25,000	500.0%
<b>Total Expenditures</b>	<b>115,900</b>	<b>113,700</b>	<b>142,600</b>	<b>28,900</b>	<b>25.4%</b>

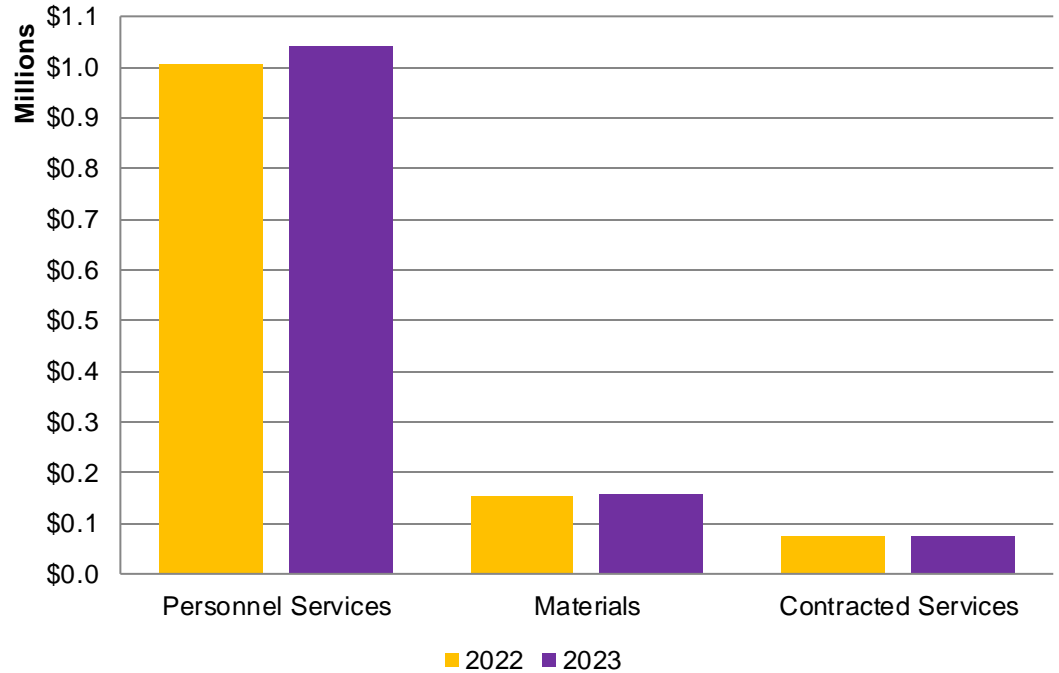
### Office of the Chief Administrative Officer

Responsible for the overall operation of the organization and implementation of the Board’s Strategic Direction.

Responsible for the implementation of the communications and engagement plan and for delivery of human resources programs, including employee and labour relations, health and safety, compensation and benefits services for the organization.

#### Key Divisional Goal

The key objectives for the CAO’s office are to oversee the operation of the organization and to provide relevant, timely information to the Board of Directors to assist them in making evidence-based decisions.



Description	2021 Budget (\$)	2022 Budget (\$)	2023			
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)
<b>Expenditures</b>						
Personnel services	1,000,600	1,004,500	1,041,400	-	-	<b>1,041,400</b>
Interest on long-term debt	-	-	-	-	-	-
Materials	173,900	152,600	157,800	-	-	<b>157,800</b>
Contracted services	81,300	75,300	75,300	-	-	<b>75,300</b>
<b>Total Expenditures</b>	<b>1,255,800</b>	<b>1,232,400</b>	<b>1,274,500</b>	-	-	<b>1,274,500</b>

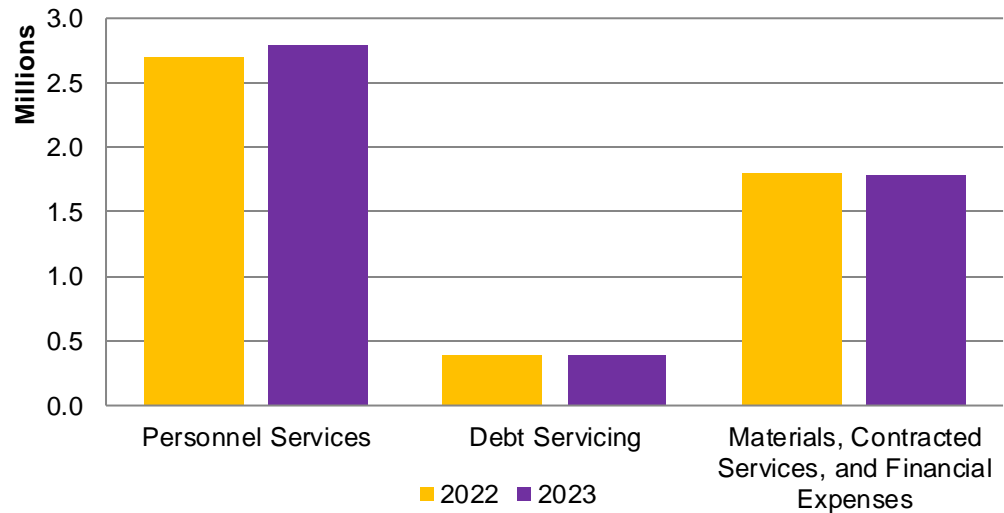


### Corporate Services Division

Responsible for the Finance, Information Services, Procurement, and Infrastructure and Asset Management Departments, Corporate Services maximizes the effectiveness of its capacity through a comprehensive administrative infrastructure to support the delivery of services to the community.

#### Key Divisional Goal

The Key Divisional Goal of Corporate Services is to establish and maintain an effective system of internal control to safeguard the assets of the organization.



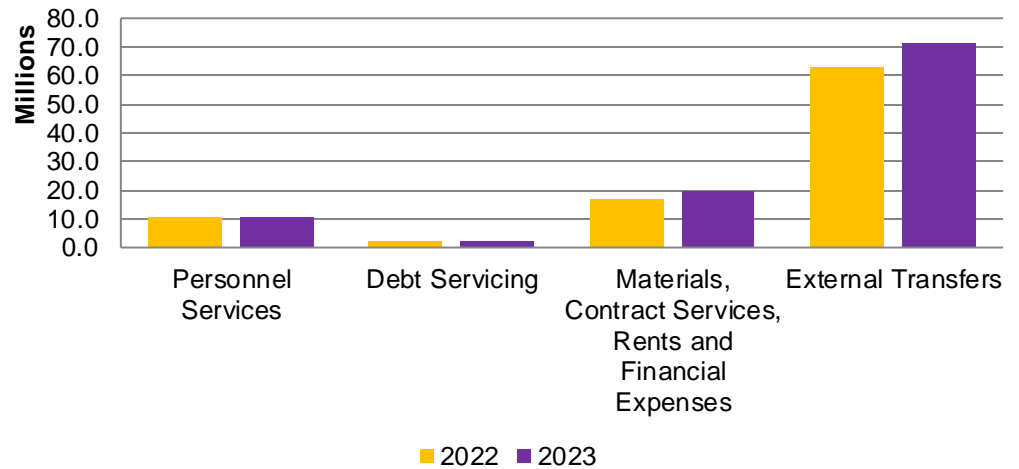
Description	2021	2022	2023	2022 to 2023	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	2,776,900	2,703,600	<b>2,790,000</b>	86,400	3.2%
Interest on long-term debt	107,300	98,400	<b>81,600</b>	(16,800)	-17.1%
Materials	1,680,200	1,696,500	<b>1,718,700</b>	22,200	1.3%
Contracted services	85,300	89,600	<b>56,700</b>	(32,900)	-36.7%
Rents and financial expenses	16,600	13,500	<b>13,500</b>	-	0.0%
Repayment of long-term debt	288,000	297,000	<b>306,000</b>	9,000	3.0%
Internal administrative expense	66,000	60,700	<b>63,400</b>	2,700	4.4%
<b>Total Expenditures</b>	<b>5,020,300</b>	<b>4,959,300</b>	<b>5,029,900</b>	<b>70,600</b>	<b>1.4%</b>

### Integrated Social Services Division

The Integrated Social Services Division focuses on delivery of Ontario Works, Child Care and Early Years Programs, Housing and Homelessness Programs, and a common Integrated Intake Service.

#### Key Divisional Goal

The Key Divisional Goal is to provide sensitive, responsive and professional client services throughout all Program areas, while recognizing and responding to the unique and individual needs of our diverse clients and communities.



Description	2021	2022	2023	2022 to 2023	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	10,427,000	10,409,400	<b>12,021,800</b>	1,612,400	15.5%
Interest on long-term debt	241,100	187,700	<b>145,100</b>	(42,600)	-22.7%
Materials	16,112,600	16,008,500	<b>19,613,900</b>	3,605,400	22.5%
Contracted services	45,000	91,000	<b>111,300</b>	20,300	22.3%
Rents and financial expenses	186,200	180,800	<b>117,000</b>	(63,800)	-35.3%
External transfers	63,534,300	63,737,300	<b>71,592,900</b>	7,855,600	12.3%
Repayment of long-term debt	2,409,900	2,243,200	<b>2,045,900</b>	(197,300)	-8.8%
<b>Total Expenditures</b>	<b>92,956,100</b>	<b>92,857,900</b>	<b>105,647,900</b>	<b>12,987,300</b>	<b>14.0%</b>



**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **2023 Program Budget Details**

## Social Assistance

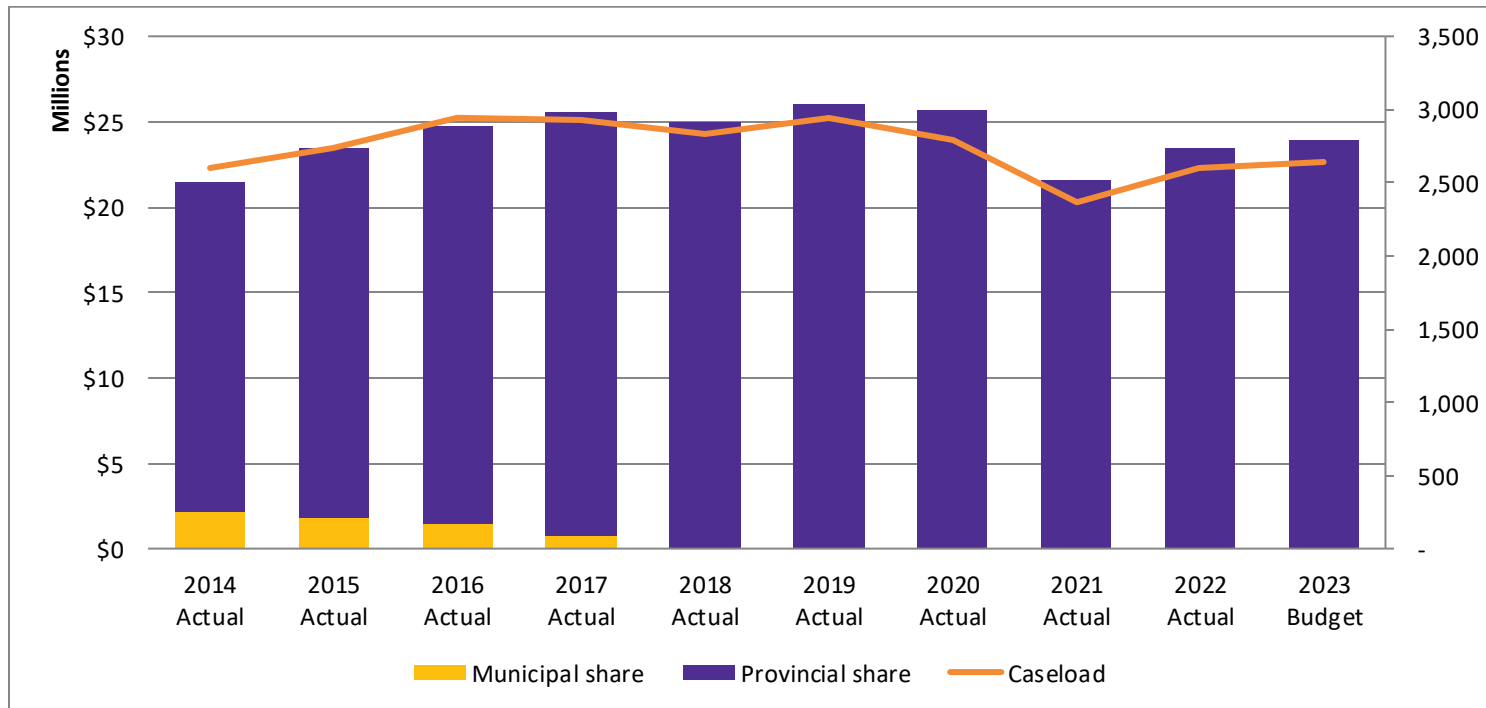
The largest component of the Integrated Social Services Division budget relates to the delivery of Ontario Works (OW) programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits to assist eligible recipients reach financial independence through employment.

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Ontario Works Financial Assistance	26,117,100	23,440,100	<b>23,944,000</b>	503,900	2.1%
Ontario Works Program Delivery	10,689,500	10,640,200	<b>10,640,200</b>	-	0.0%
<b>Total Expenditures</b>	<b>36,806,600</b>	<b>34,080,300</b>	<b>34,584,200</b>	<b>503,900</b>	<b>1.5%</b>
<b>Grants</b>					
Provincial Grants - OW	(32,921,600)	(30,244,700)	<b>(30,748,700)</b>	(504,000)	1.7%
<b>Financing</b>					
From Levy Stabilization Reserve Fund	(49,300)	-	-	-	n/a
Imputed Rent Adjustment	(125,700)	(146,700)	<b>(167,900)</b>	(21,200)	14.5%
<b>Cost to be Levied</b>	<b>3,710,000</b>	<b>3,688,900</b>	<b>3,667,600</b>	<b>(21,300)</b>	<b>-0.6%</b>

## Ontario Works Financial Assistance

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Basic allowance	14,310,100	12,866,600	<b>13,083,500</b>	216,900	1.7%
Shelter	12,090,200	10,828,300	<b>11,019,400</b>	191,100	1.8%
Start-up benefits	141,600	127,400	<b>158,800</b>	31,400	24.6%
Health-related benefits	354,000	318,500	<b>381,100</b>	62,600	19.7%
Mandatory special necessities	495,600	477,700	<b>285,800</b>	(191,900)	-40.2%
Special assistance	920,400	828,000	<b>920,900</b>	92,900	11.2%
Transitional child benefit	70,800	63,700	<b>127,000</b>	63,300	99.4%
<b>Total Expenditures</b>	<b>28,382,700</b>	<b>25,510,200</b>	<b>25,976,500</b>	<b>466,300</b>	<b>1.8%</b>
<b>Client Revenue and Recovery</b>					
Income revenue	(1,203,600)	(1,082,800)	<b>(1,048,000)</b>	34,800	-3.2%
OW recovery	(672,600)	(605,100)	<b>(603,400)</b>	1,700	-0.3%
Repayments and reimbursements	(389,400)	(382,200)	<b>(381,100)</b>	1,100	-0.3%
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,265,600)</b>	<b>(2,070,100)</b>	<b>(2,032,500)</b>	<b>37,600</b>	<b>-1.8%</b>
<b>Gross Cost For Cost Sharing</b>	<b>26,117,100</b>	<b>23,440,100</b>	<b>23,944,000</b>	<b>503,900</b>	<b>2.1%</b>
<b>Grants</b>					
Provincial grants - OW	(26,117,100)	(23,440,100)	(23,944,000)	(503,900)	2.1%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

The TBDSSAB average monthly OW caseload in 2022 (2,596) increased 9.7% versus the prior year (2,366 cases). The 2023 Provincial Budget did not include any increase in Social Assistance rates. It is expected that the OW caseload will increase locally during 2023 by 1.9%. The 2023 Budget for OW financial assistance represents an increase of \$503,900 (2.1%) versus 2022; However, because these costs are fully funded by the Province, there is no impact on the levy for municipalities and TWOMO.



**Ontario Works Program Delivery Funding**

The OW Program Delivery Funding Budget includes the resources available to deliver Ontario Works. Social Assistance Modernization, through legislative and technological changes, and internal process improvements, is expected to continue through 2023. TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused, employment-related services to the people we serve. This will be combined with a focus on individual needs' assessments and reviewing employers' responsibilities and TBDSSAB programming, so that they complement each other, ensuring successful placements.

Description	2021 Budget (\$)	2022 Budget (\$)	2023			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	3,910,800	3,957,100	4,041,900	-	36,000	<b>4,077,900</b>
Interest on long-term debt	-	-	-	-	-	-
Materials and services	738,100	552,700	523,900	-	-	<b>523,900</b>
Contracted services	10,000	10,000	5,000	-	-	<b>5,000</b>
Rents and financial expenses	118,200	112,800	107,400	-	-	<b>107,400</b>
External transfers	1,266,000	1,238,100	985,100	-	-	<b>985,100</b>
Internal administrative expense	3,824,500	3,928,100	4,005,300	-	7,000	<b>4,012,300</b>
Imputed rent recovery	938,700	961,800	971,400	-	-	<b>971,400</b>
<b>Total Expenditures</b>	<b>10,806,300</b>	<b>10,760,600</b>	<b>10,640,000</b>	-	<b>43,000</b>	<b>10,683,000</b>
<b>Recoveries</b>						
From homelessness programs	(116,800)	(120,400)	(42,800)	-	-	<b>(42,800)</b>
<b>Total Expenditures Less Recoveries</b>	<b>10,689,500</b>	<b>10,640,200</b>	<b>10,597,200</b>	-	<b>43,000</b>	<b>10,640,200</b>
<b>Grants</b>						
Provincial grants - OW	(6,804,500)	(6,804,600)	(6,783,200)	-	(21,500)	<b>(6,804,700)</b>
<b>Financing</b>						
From Levy Stabilization Reserve Fund	(49,300)	-	-	-	-	-
Imputed rent adjustment	(125,700)	(146,700)	(167,900)	-	-	<b>(167,900)</b>
<b>Cost to be Levied</b>	<b>3,710,000</b>	<b>3,688,900</b>	<b>3,646,100</b>	-	<b>21,500</b>	<b>3,667,600</b>

### Child Care and Early Years Programs

TBDSSAB is the Service System Manager for child care services in the District of Thunder Bay, and administers Child Care and Early Years’ Programs to create a comprehensive, consistent, quality-driven system to support children and families. The following table provides the total Child Care and Early Years’ Program Budget:

<b>The District of Thunder Bay Social Services Administration Board</b>					
<b>Child Care and Early Years Budget Summary</b>					
Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Child Care Programs	13,630,800	14,892,500	<b>23,437,500</b>	8,545,000	57.4%
EarlyON	3,505,300	3,677,200	<b>3,837,300</b>	160,100	4.4%
Child Care Program Delivery	932,600	565,600	<b>601,400</b>	35,800	6.3%
<b>Total Expenditures</b>	<b>18,068,700</b>	<b>19,135,300</b>	<b>27,876,200</b>	<b>8,740,900</b>	<b>45.7%</b>
<b>Grants</b>					
Provincial Grants - Child Care	(15,669,100)	(15,454,400)	<b>(15,503,200)</b>	(48,800)	0.3%
Federal Grants - Child Care	(662,800)	(1,995,200)	<b>(11,089,400)</b>	(9,094,200)	455.8%
<b>Financing</b>					
Imputed Rent Adjustment	(11,100)	(10,600)	<b>(12,100)</b>	(1,500)	14.2%
<b>Cost to be Levied</b>	<b>1,725,700</b>	<b>1,675,100</b>	<b>1,271,500</b>	<b>(403,600)</b>	<b>-24.1%</b>



Child Care Programs

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Fee subsidy	4,500,000	4,500,000	<b>2,000,000</b>	(2,500,000)	-55.6%
Special needs resourcing	1,590,600	1,590,600	<b>1,543,600</b>	(47,000)	-3.0%
General operating	5,516,500	5,603,400	<b>8,028,600</b>	2,425,200	43.3%
Occupancy incentive	300,000	300,000	-	(300,000)	-100.0%
Wage enhancement	1,225,200	1,225,200	<b>1,225,200</b>	-	0.0%
Other	498,500	512,800	<b>499,800</b>	(13,000)	-2.5%
Emergency child care	-	-	-	-	n/a
Safe restart	-	-	-	-	n/a
Workforce funding	-	1,044,500	<b>696,300</b>	(348,200)	-33.3%
Internal administrative expense (Workfor	-	116,000	<b>29,000</b>	(87,000)	-75.0%
CWELCC	-	-	<b>9,415,000</b>	9,415,000	n/a
<b>Total Expenditures</b>	<b>13,630,800</b>	<b>14,892,500</b>	<b>23,437,500</b>	<b>8,545,000</b>	<b>57.4%</b>
<b>Grants</b>					
Provincial grants - child care	(11,853,100)	(11,954,300)	<b>(12,314,300)</b>	(360,000)	3.0%
Provincial grants - child care (mitigation)	(374,800)	(374,800)	-	374,800	-100.0%
Federal grants - child care	-	(1,160,500)	<b>(10,140,300)</b>	(8,979,800)	773.8%
<b>Total Financing</b>	<b>(12,227,900)</b>	<b>(13,489,600)</b>	<b>(22,454,600)</b>	<b>(8,965,000)</b>	<b>66.5%</b>
<b>Cost to be Levied</b>	<b>1,402,900</b>	<b>1,402,900</b>	<b>982,900</b>	<b>(420,000)</b>	<b>-29.9%</b>

## Fee Subsidy

Fee Subsidy is income-tested financial assistance provided toward the cost of child care for parents, or legal guardians, of children between 0 and 12 years. TBDSSAB provides funding to Child Care Centres to cover the difference between what the client can pay based on their income and the lower of the TBDSSAB-established rate, or the Child Care Centre's rate.

TBDSSAB calculates the amount an eligible parent or legal guardian can pay for child care. This amount is paid by the parent or legal guardian directly to the licensed child care operator. The difference between the actual daily rate charged by the child care operator and the amount the parent or legal guardian can pay is provided directly to the child care operator by TBDSSAB as a fee subsidy.

Historically, child care operators may determine their daily child care rates based on their own internal business model. However, TBDSSAB establishes the maximum daily rates upon which it will provide fee subsidy.

New in 2023, is the impact of the Canada Wide Early Learning Child Care (CWELCC) program. Under CWELCC, the province has established that the 2023 maximum base fee for child care operators enrolled in the CWELCC program be 50% less than the fee charged by each as of March 27, 2022. Child care fees were frozen by the province as of this date.

In that regard, TBDSSAB will increase 2023 rates as follows:

Age Category	2022 Rates	2023 Rates	Increase
Infant	\$ 74	\$ 74	0%
Toddler	\$ 55	\$ 55	0%
Pre-School	\$ 49	\$ 49	0%
Kindergarten	\$ 41	\$ 41	0%
School Age	\$ 37	\$ 40	7%

Since CWELCC funding has lowered the Child Care Operator fees, the amount of Fee Subsidy issued on behalf of eligible families is significantly reduced. As a result, Administration estimates the amount of Fee Subsidy required will be about \$2.5 million less than the prior year budget of \$4.5 million.

### Special Needs Resource Programs

TBDSSAB has engaged Children's Centre Thunder Bay as the third-party administrator for Special Needs Resource Programs throughout the District of Thunder Bay. Through this partnership, Administration works with the service provider to ensure that goals and deliverables are met, and further enhance the Program offering.

### General Operating

TBDSSAB provides General Operating funding to Child Care Operators to subsidize child care operations. The 2023 General Operating budget amount, as presented, is an estimate of the total amount required to sustain the Child Care and Early Years system.

### Workforce Funding

Workforce Funding is 100% Federally funded and is provided to support the retention of high quality child care and early years workforce. The 2023 Budget of \$696,300 (2022: \$1,044,500) represents the amount of Workforce Funding available to be spent. Target areas for this investment include support to expand new Registered Early Childhood Educators (RECE) through streamlined education for unlicensed childcare workers, bursaries for new RECE students and involvement in a pre-Early Childhood Educator (ECE) training program. Professional learning opportunities are also planned in this area.

### Canada Wide Early Learning Child Care (CWELCC)

In 2022, the Province announced the CWELCC program which aims to reduce child care rates to an average of \$10 per day. CWELCC is 100% Federally funding so there is no impact on the levy to Municipalities and TWOMO, however there are significant impacts on the total planning allocation. The CWELCC funding is provided to replace the revenue lost as a result of Child Care Operators reducing their fees for providing care to children under the age of 6. Beginning in January through the end of 2023, on average the fee reduction will be 50%. The \$9.4 million Budget for 2023 represents Administration's estimate of the CWELCC requirement.

**EarlyON**

Effective January 1, 2018, TBDSSAB is responsible for administering the EarlyON programs, with the following budgeted resources for 2023:

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<b>Expenditures</b>			
Ontario early years centres	1,939,400	2,155,600	<b>2,123,900</b>
Early child development planning	57,400	26,900	<b>34,100</b>
Data analysis services	98,300	101,100	<b>103,100</b>
Early Years Officer	89,600	92,400	<b>103,100</b>
Mental Health	-	-	<b>45,700</b>
Internal administrative expense	143,200	123,800	<b>250,000</b>
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	<b>1,177,400</b>
<b>Total Expenditures</b>	<b>3,505,300</b>	<b>3,677,200</b>	<b>3,837,300</b>
<b>Grants</b>			
Provincial grants - child care (EarlyON)	(2,842,500)	(2,842,500)	<b>(2,888,200)</b>
Federal grants - child care (EarlON)	(662,800)	(834,700)	<b>(949,100)</b>
<b>Total Financing</b>	<b>(3,505,300)</b>	<b>(3,677,200)</b>	<b>(3,837,300)</b>
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Child Care Administration**

As the Service System Manager, TBDSSAB ensures quality administration of the Child Care Program through appropriate Child Care Administration expenses:

Description	2021 Budget (\$)	2022 Budget (\$)	2023			2022 to 2023		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	426,900	437,800	457,600	-	-	457,600	19,800	4.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	41,900	36,800	42,500	-	-	42,500	5,700	15.5%
Contracted services	1,000	1,000	1,000	-	-	1,000	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	729,000	652,800	718,900	-	2,400	721,300	68,500	10.5%
Imputed rent recovery	82,800	69,700	70,400	-	-	70,400	700	1.0%
<b>Total Expenditures</b>	<b>1,281,600</b>	<b>1,198,100</b>	<b>1,290,400</b>	<b>-</b>	<b>2,400</b>	<b>1,292,800</b>	<b>94,700</b>	<b>7.9%</b>
<b>Recoveries</b>								
From EarlyON	(74,500)	(224,900)	(353,100)	-	-	(353,100)	(128,200)	57.0%
From EarlyON (Early Years Officer)	(89,600)	(92,400)	(103,100)	-	-	(103,100)	(10,700)	11.6%
From workforce funding	-	(116,000)	(29,000)	-	-	(29,000)	87,000	-75.0%
From capacity building (Child Care Program Officers)	(184,900)	(199,200)	(206,200)	-	-	(206,200)	(7,000)	3.5%
<b>Total Expenditures Less Recoveries</b>	<b>932,600</b>	<b>565,600</b>	<b>599,000</b>	<b>-</b>	<b>2,400</b>	<b>601,400</b>	<b>35,800</b>	<b>6.3%</b>
<b>Grants</b>								
Provincial grants - child care	(598,700)	(282,800)	(299,500)	-	(1,200)	(300,700)	(17,900)	6.3%
<b>Financing</b>								
Imputed rent adjustment	(11,100)	(10,600)	(12,100)	-	-	(12,100)	(1,500)	14.2%
<b>Cost to be Levied</b>	<b>322,800</b>	<b>272,200</b>	<b>287,400</b>	<b>-</b>	<b>1,200</b>	<b>288,600</b>	<b>16,400</b>	<b>6.0%</b>

## Housing and Homelessness Programs

In 2014, the Board approved Under One Roof: A Housing and Homelessness Plan. TBDSSAB continues to make progress in responding to the recommendations outlined in this 10-year Plan.

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	2022 to 2023	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Community Housing	15,079,500	15,852,000	<b>17,518,300</b>	1,666,300	10.5%
Homelessness Prevention	5,350,100	5,424,300	<b>5,946,800</b>	522,500	9.6%
Social Services Relief Fund	1,787,300	2,722,400	<b>1,050,000</b>	(1,672,400)	-61.4%
Housing Program Delivery	1,312,600	1,168,800	<b>1,128,900</b>	(39,900)	-3.4%
Housing Portfolio Property Management	21,147,300	21,126,200	<b>23,085,400</b>	1,959,200	9.3%
<b>Total Expenditures</b>	<b>44,676,800</b>	<b>46,293,700</b>	<b>48,729,400</b>	<b>2,435,700</b>	<b>5.3%</b>
<b>Revenue</b>					
Rent revenue	(10,925,900)	(11,102,100)	<b>(11,410,200)</b>	(308,100)	2.8%
Other revenue	(342,600)	(407,200)	<b>(338,800)</b>	68,400	-16.8%
<b>Grants</b>					
Provincial Grants - Housing	(893,800)	(746,600)	<b>(784,200)</b>	(37,600)	5.0%
Provincial Grants - Homelessness	(7,149,400)	(8,152,600)	<b>(6,996,800)</b>	1,155,800	-14.2%
Federal Grants - Housing	(2,380,300)	(3,576,900)	<b>(5,594,500)</b>	(2,017,600)	56.4%
Federal Block Funding	(7,837,600)	(6,518,100)	<b>(5,886,400)</b>	631,700	-9.7%
<b>Financing</b>					
From Community Housing Reserve Fund	(10,000)	(10,000)	<b>(10,000)</b>	-	0.0%
From Levy Stabilization Reserve Fund	-	(300,000)	<b>(368,200)</b>	(68,200)	22.7%
To Housing Portfolio Capital Reserve Fund	2,267,000	2,365,400	<b>2,414,400</b>	49,000	2.1%
Imputed Rent Adjustment	(48,100)	(55,300)	<b>(63,300)</b>	(8,000)	14.5%
<b>Cost to be Levied</b>	<b>17,356,100</b>	<b>17,790,300</b>	<b>19,691,400</b>	<b>1,901,100</b>	<b>10.7%</b>

## Community Housing

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<b>Expenditures</b>			
Provincial Reformed (with market component)	3,896,500	3,937,700	<b>3,656,900</b>
Provincial Reformed (100% RGI)	2,080,500	2,147,100	<b>1,970,900</b>
Former Provincial Reformed (post mortgage expiry)	-	-	<b>291,100</b>
Urban Native housing program	1,417,900	1,214,300	<b>1,046,000</b>
Private landlord rent supplement	3,309,800	2,918,400	<b>2,385,800</b>
Non-profit rent supplement	728,200	766,400	<b>789,600</b>
Strong Communities rent supplement	-	-	-
Portable Housing Benefit	398,700	599,400	<b>1,022,300</b>
Investment in Affordable Housing	279,600	211,800	<b>72,400</b>
Ontario Priorities Housing Initiative	1,481,800	1,226,600	<b>1,473,000</b>
Canada-Ontario Community Housing Initiative	1,486,500	2,830,300	<b>4,810,300</b>
<b>Total Expenditures</b>	<b>15,079,500</b>	<b>15,852,000</b>	<b>17,518,300</b>
<b>Grants</b>			
Provincial grants - housing	(880,700)	(719,200)	<b>(772,700)</b>
Federal grants - housing	(2,367,200)	(3,549,500)	<b>(5,583,000)</b>
Federal block funding	(4,919,600)	(4,044,700)	<b>(3,368,100)</b>
<b>Financing</b>			
From Levy Stabilization Reserve Fund	-	<b>(300,000)</b>	<b>(300,000)</b>
<b>Total Financing</b>	<b>(8,167,500)</b>	<b>(8,613,400)</b>	<b>(10,023,800)</b>
<b>Cost to be Levied</b>	<b>6,912,000</b>	<b>7,238,600</b>	<b>7,494,500</b>

### Provincial Reformed Housing Providers

The *Housing Services Act, 2011*, requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the operating budgets for social housing providers. The benchmark cost indices are based on the prior year's Ontario Consumer Price Index and sub-indices. Estimated RGI revenue also factors into the calculation, as do mortgage payments and property taxes, which are finalized with providers based on actual expenses.

In 2022, upon mortgage expiry, two (2) housing provider operating agreements ended. In 2023 another two (2) will end. Administration is in the process of developing new Agreements to replace the downloaded operating agreements, as well as a new funding model to support housing providers to remain in the community housing portfolio. The 2023 Budget includes \$291,100 which will provide rent subsidy to the four (4) non-profit housing providers with expired mortgages.

After removing the four (4) former Provincial Reformed housing providers, and applying the MMAH indices to the remaining providers, the 2023 subsidy to Provincial Reformed housing providers will be \$5,627,800 which is \$457,000 less than the 2022 approved Budget (\$6,084,800).

### Urban Native Housing

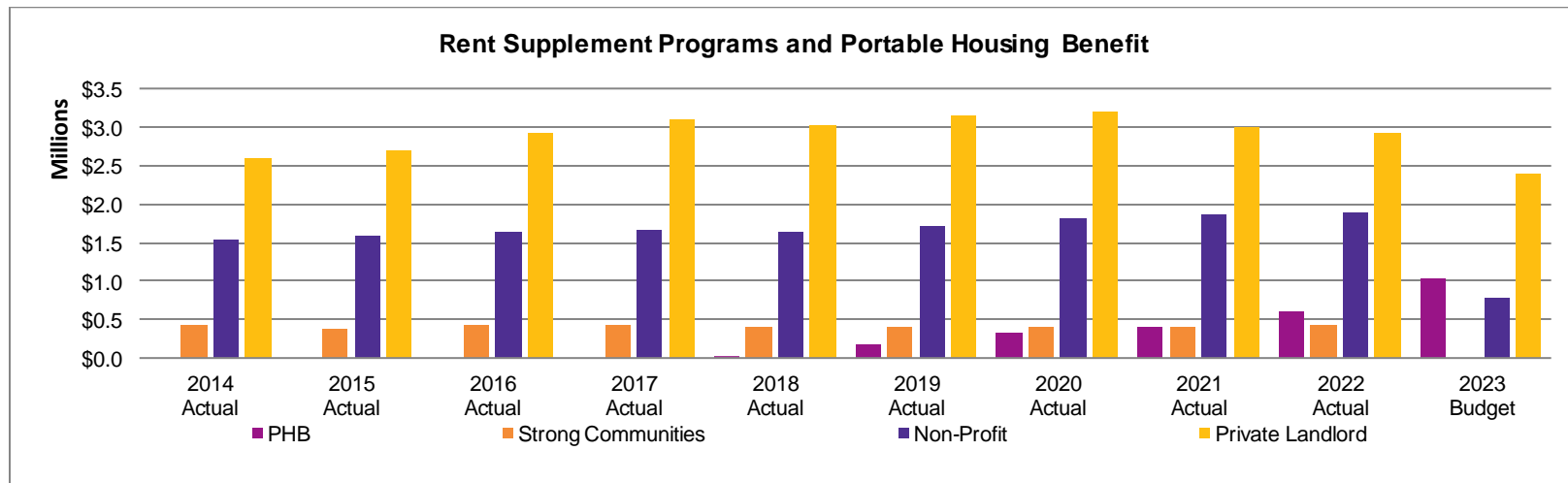
The Urban Native Housing Program Budget for 2023 totals \$1,046,000 (2022: \$1,214,300). This Program includes two Housing Providers: Geraldton Native Housing Corporation, and Native People of Thunder Bay Development Corporation. In accordance with the terms of the Operating Agreements, this subsidy ends once the mortgages have been paid out; the decrease in 2023 is due to the removal of the prorated subsidy for operating agreements that expired in 2022. No additional operating agreements are due to expire in 2023. Under the Canada-Ontario Community Housing Initiative (COCHI) Program, one of the priorities is to ensure continued funding of Urban Native housing units through rent supplement agreements (COCHI is described below).



Rent Supplement and Portable Housing Benefit

The total proposed 2023 Rent Supplement Budget (Private Landlord and Non -Profit) of \$3,175,400 is \$509,400 less than the 2022 approved budget (\$3,684,800). The proposed 2023 Budget reflects a strategy to reduce 3+ bedroom rent supplement units as they arise and seek to engage more Portable Housing Benefits over time. The budget allows for an average of 642 rent supplement units per month.

Unlike rent supplements which are tied to an agreement with the landlord, the Portable Housing Benefit (PHB) is a financial benefit provided to the applicant to help pay rent. Applicants continue to receive the PHB, even if they move. TBDSSAB continues to expand the utilization of the PHB, where appropriate. For 2023, PHB budget expenditures of \$1,022,300 are \$422,900 higher than the 2022 approved budget (\$599,400) and support an average of 260 PHBs per month, an increase of 154 over the 2022 budget average PHBs (106).



Investment in Affordable Housing

In 2014, the Province announced an extension to the 100%-Provincially-funded Investment in Affordable Housing (IAH) Program, from 2014 to 2020, and, in 2016, announced a third component: Social Infrastructure Fund (SIF). This 100% Federally/Provincially-funded continues to wind down. In 2023, \$72,400 will be spent, primarily on rent supplement (\$56,700) and Housing Allowance (\$25,700). The IAH program will end in 2023 and the remaining recipients will be offered PHB where appropriate. A breakdown of the components is provided in the table, below:

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<b>IAH</b>			
Rent Supplement	84,600	120,400	46,700
Reinvested Ontario Renovates	125,000	-	-
<b>IAH - Social Infrastructure Fund</b>			
Housing Allowance	65,800	85,100	23,600
Internal administrative expense	4,200	6,300	2,100
<b>Total Expenditures</b>	<b>279,600</b>	<b>211,800</b>	<b>72,400</b>
<b>Grants</b>			
Provincial grants - housing	(139,800)	(105,900)	(36,200)
Federal grants - housing	(139,800)	(105,900)	(36,200)
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ontario Priorities Housing Initiative

The Ontario Priorities Housing Initiative (OPHI), announced in 2019 under Ontario’s Community Housing Renewal Strategy, is modeled after the previous Affordable Housing Programs. For 2023, \$500,000 is allocated to build new affordable rental housing units, with the remainder directed to the Ontario Renovates program to assist individuals and families remain living in their homes. Both initiatives will have a favourable impact on the community housing waitlist. A breakdown is provided in the table, below:

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
Rental Housing	900,500	400,500	1,395,000
Ontario Renovates - Internal	-	-	
Ontario Renovates - External	507,200	764,800	
Internal administrative expense	74,100	61,300	78,000
<b>Total Expenditures</b>	<b>1,481,800</b>	<b>1,226,600</b>	<b>1,473,000</b>
<b>Grants</b>			
Provincial grants - housing	(740,900)	(613,300)	(736,500)
Federal grants - housing	(740,900)	(613,300)	(736,500)
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

Canada-Ontario Community Housing Initiative

As social housing mortgages mature and operating agreements expire, there is a corresponding reduction in Federal block funding provided to Service Managers. Through the Canada-Ontario Community Housing Initiative (COCHI), the Federal government is redirecting funding for Service Managers to stabilize the supply of community housing through repairs, renovations, and operating support.

COCHI funds are allocated to support rent supplement agreements for former Urban Native Housing Program units (\$889,000) and continue to provide transitional operating funding. The remaining COCHI allocation (\$3,758,300) will be split between TBDSSAB direct-owned housing and non-profit housing providers, in the form of forgivable loans, to address capital needs. This initiative supports the sustainability of community housing by maintaining the supply of affordable housing units in the portfolio.

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<u>Capital Component:</u>			
Repairs - Internal	788,200	1,367,100	4,664,700
Repairs - External	-	-	
<u>Operating Component:</u>			
Rent Supplement	624,000	730,800	145,600
Transitional operating	-	90,900	
Building Condition Assessment	-	500,000	
Internal administrative expense	74,300	141,500	
<b>Total Expenditures</b>	<b>1,486,500</b>	<b>2,830,300</b>	<b>4,810,300</b>
<b>Grants</b>			
Federal grants - housing	(1,486,500)	(2,830,300)	<b>(4,810,300)</b>
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Homelessness Prevention**

In April 2022 the Province announced the Homelessness Prevention Program (HPP) which amalgamated the Community Homelessness Prevention Initiative, Home for Good, and Strong Communities Rent Supplement programs.

HPP funding is used to help prevent homelessness and to assist individuals in advancing along the housing continuum. The proposed 2023 HPP Budget of \$5,842,100 is \$522,500 (9.8%) higher than the 2022 approved Budget (restated to reflect amalgamated program)

In response to the COVID-19 pandemic, the Province announced the Social Services Relief Fund to assist Service Managers to address community needs and pressures. The \$1,050,000 SSRF Budget for 2023 represents the outstanding amounts to be paid to organizations under previously approved capital funding agreements to provide longer-term housing-based solutions to homelessness post-pandemic. No further SSRF allocations from MMAH are expected.

Description	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)
<b>Expenditures</b>			
Homelessness Prevention Program	5,245,400	5,319,600	<b>5,842,100</b>
Home for Good (capital)	104,700	104,700	<b>104,700</b>
Social Services Relief Fund	1,787,300	2,722,400	<b>1,050,000</b>
<b>Total Expenditures</b>	<b>7,137,400</b>	<b>8,146,700</b>	<b>6,996,800</b>
<b>Grants</b>			
Provincial grants - homelessness	(7,137,400)	(8,146,700)	<b>(6,996,800)</b>
<b>Cost to be Levied</b>	-	-	-

**Housing Program Delivery**

Housing Program Delivery includes costs related to the administration of the Housing Programs discussed above.

Description	2021 Budget (\$)	2022 Budget (\$)	2023			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	420,800	436,500	452,200	-	-	<b>452,200</b>
Interest on long-term debt	-	-	-	-	-	-
Materials	28,800	25,900	27,400	-	-	<b>27,400</b>
Contracted services	17,000	70,000	20,000	-	-	<b>20,000</b>
Rents and financial expenses	-	-	-	-	-	-
External transfers	60,000	60,000	60,000	-	-	<b>60,000</b>
Repayment of long-term debt	-	-	-	-	-	-
Internal administrative expense	753,400	932,000	949,000	-	2,400	<b>951,400</b>
Imputed rent recovery	207,100	111,500	112,600	-	-	<b>112,600</b>
<b>Total Expenditures</b>	<b>1,487,100</b>	<b>1,635,900</b>	<b>1,621,200</b>	-	<b>2,400</b>	<b>1,623,600</b>
<b>Recoveries</b>						
From housing and homelessness programs	(174,500)	(467,100)	(494,700)	-	-	<b>(494,700)</b>
<b>Total Expenditures Less Recoveries</b>	<b>1,312,600</b>	<b>1,168,800</b>	<b>1,126,500</b>	-	<b>2,400</b>	<b>1,128,900</b>
<b>Revenue</b>						
Other revenue (HIFIS)	-	(70,000)	-	-	-	-
Other revenue (Housing Partnering Strategy)	(60,000)	(60,000)	(60,000)	-	-	<b>(60,000)</b>
<b>Financing</b>						
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	-	<b>(10,000)</b>
Imputed rent adjustment	(27,800)	(17,000)	(19,500)	-	-	<b>(19,500)</b>
<b>Cost to be Levied</b>	<b>1,214,800</b>	<b>1,011,800</b>	<b>1,037,000</b>	-	<b>2,400</b>	<b>1,039,400</b>

**Housing Portfolio Property Management**

TBDSSAB owns and operates 2,493 units in 53 community housing projects in the District of Thunder Bay. The 2023 Budget for Direct-Owned Housing includes costs associated with operating and maintaining these housing units:

Description	2021 Budget (\$)	2022 Base (\$)	2023			Budget (\$)
			Base (\$)	Reductions (\$)	Expansions (\$)	
<b>Expenditures</b>						
Personnel services	3,402,300	3,363,200	3,447,200	-	301,300	<b>3,748,500</b>
Interest on long-term debt	241,100	187,700	145,100	-	-	<b>145,100</b>
Materials	13,550,000	13,569,300	15,618,700	-	(48,800)	<b>15,569,900</b>
Contracted services	7,000	10,000	10,000	-	-	<b>10,000</b>
Rents and financial expenses (net of tenant recoveries)	68,000	68,000	9,600	-	-	<b>9,600</b>
External transfers	1,400	1,400	1,400	-	-	<b>1,400</b>
Repayment of long-term debt	2,409,900	2,243,200	2,045,900	-	-	<b>2,045,900</b>
Internal administrative expense	1,829,400	1,875,200	1,931,600	-	35,400	<b>1,967,000</b>
Imputed rent recovery	151,800	250,900	253,400	-	-	<b>253,400</b>
<b>Total Expenditures</b>	<b>21,660,900</b>	<b>21,568,900</b>	<b>23,462,900</b>	-	<b>287,900</b>	<b>23,750,800</b>
Recoveries						
From housing and homelessness programs	(364,700)	(295,800)	(300,700)	-	(64,500)	(365,200)
From Ontario Works	(123,000)	(126,800)	(279,800)	-	-	(279,800)
From building operating	(25,900)	(20,100)	(20,400)	-	-	(20,400)
<b>Total Expenditures Less Recoveries</b>	<b>21,147,300</b>	<b>21,126,200</b>	<b>22,862,000</b>	-	<b>223,400</b>	<b>23,085,400</b>
Revenue						
RGI rent	(9,984,000)	(10,185,000)	(10,271,700)	-	-	(10,271,700)
Market rent	(888,000)	(863,200)	(1,084,500)	-	-	(1,084,500)
Commercial rent	(53,900)	(53,900)	(54,000)	-	-	(54,000)
Miscellaneous tenant revenue	(164,900)	(159,500)	(152,100)	-	-	(152,100)
Revenue-generating projects	(117,700)	(117,700)	(126,700)	-	-	(126,700)
Grants						
Provincial Grants	(25,100)	(33,300)	(11,500)	-	-	(11,500)
Federal Grants	(13,100)	(27,400)	(11,500)	-	-	(11,500)
Federal Block Funding	(2,918,000)	(2,473,400)	(2,518,300)	-	-	(2,518,300)
Financing						
From Levy Stabilization Reserve Fund	-	-	-	-	(68,200)	(68,200)
To Housing Portfolio Capital Reserve Fund	2,267,000	2,365,400	2,414,400	-	-	2,414,400
Imputed rent adjustment	(20,300)	(38,300)	(43,800)	-	-	(43,800)
<b>Cost to be Levied</b>	<b>9,229,300</b>	<b>9,539,900</b>	<b>11,002,300</b>	-	<b>155,200</b>	<b>11,157,500</b>



**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **2023 Capital Budget**



### 2023 Capital Budget Overview

The Capital Budget includes planned expenditures that will be financed from the Housing Portfolio Capital Reserve Fund, the Office Building Capital Reserve Fund, and the Canada-Ontario Community Housing Initiative. Projects have been identified and prioritized through a review of the Direct-Owned Housing Portfolio assets and the HQ Building, in conjunction with the Building Condition Assessments, and aligned with the strategic direction of the organization, to maintain a long-term vision for capital improvement, revitalization and environmental stewardship.

Description	Budget	Forecast				
	2023	2024	2025	2026	2027	2028
Roofing	180,000	1,340,000	297,000	1,060,000	361,400	313,200
Windows	-	560,000	367,000	640,000	942,000	395,000
Doors	461,200	447,000	260,000	190,000	114,000	107,000
Sitework	525,000	454,000	200,000	356,000	170,000	426,250
Elevator	765,000	40,000	-	360,000	20,000	7,500
Flooring	260,000	37,000	207,000	92,000	141,380	121,456
Electrical	476,000	586,000	350,000	380,000	196,000	43,000
Mechanical	-	460,000	60,000	76,000	28,000	493,000
Life Safety	532,600	636,000	105,000	330,000	72,000	315,800
Accessibility Modifications	-	-	-	-	-	-
Plumbing	155,000	596,500	353,000	658,000	210,000	438,150
Painting	217,700	260,000	249,000	150,000	102,000	419,150
Appliances	125,000	30,000	115,000	146,550	56,000	34,050
Building Interior Upgrades	50,000	67,000	130,000	125,000	580,000	121,300
Building Exterior Repairs	442,000	462,000	554,000	201,000	304,000	406,550
Security	96,000	78,700	15,000	-	-	-
Common Rooms	38,500	20,500	8,000	12,000	10,000	6,500
<b>TOTAL</b>	<b>\$ 4,324,000</b>	<b>\$ 6,074,700</b>	<b>\$ 3,270,000</b>	<b>\$ 4,776,550</b>	<b>\$ 3,306,780</b>	<b>\$ 3,647,906</b>
Insurance	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total</b>	<b>\$ 4,499,000</b>	<b>\$ 6,249,700</b>	<b>\$ 3,445,000</b>	<b>\$ 4,951,550</b>	<b>\$ 3,481,780</b>	<b>\$ 3,822,906</b>