

**SPECIAL MEETING OF COUNCIL OF THE CORPORATION OF  
THE TOWNSHIP OF MANITOUWADGE, TO BE HELD IN THE  
COUNCIL CHAMBERS, MUNICIPAL ADMINISTRATION  
COMPLEX, MANITOUWADGE, ONTARIO, ON WEDNESDAY,  
JUNE 14, 2017 AT THE HOUR OF 6:30 P.M.**

**AGENDA**

- 01 CALL TO ORDER**
  
- 02 DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE  
THEREOF**
  
- 03 APPROVAL OF AGENDA**
  
- 04 DELEGATIONS AND PRESENTATIONS**
  
- 05 BUSINESS**
  - 01** Manitouwadge Municipal Housing Corporation 2016 Annual Report
  - 02** 2016 Audited Financial Statements
  - 03** Appointment of Directors to the Manitouwadge Municipal Housing Board
  
- 06 CLOSED SESSION**
  
- 07 BUSINESS ARISING FROM CLOSED SESSION**
  
- 08 ADJOURNMENT**

\*\*\*\*\*

**MANITOUWADGE MUNICIPAL HOUSING CORPORATION**

PO Box 147  
Manitouwadge, Ontario P0T 2C0  
Ph. # (807) 826-3227 Ext: 242 Fax # (807) 826-1432

May 18<sup>th</sup>, 2017

Township of Manitouwadge  
1 Mississuaga Drive  
Manitouwadge, ON  
P0T 2C0

**Attn: Mayor Major and Councilors**

Dear Sir/Madam

**Re: Manitouwadge Municipal Housing Corporation  
Board of Directors for 2017-2018**

Please find enclosed the names of the members of the Board of Directors for the Manitouwadge Municipal Housing Corporation for the 2017-2018 term.

|                 |                  |
|-----------------|------------------|
| Helen Williams  | Chairperson      |
| Lisa Jomphe     | Vice-Chairperson |
| Peter Ruel      | Director         |
| Sheldon Plummer | Director         |

The above names are being submitted to the Shareholder for approval at the Annual Shareholder's Meeting Scheduled for June 14<sup>th</sup> 2017.

If you require additional information or if you have any questions please give me a call at 826-3227 Ext: 242.

Sincerely,



Rita Labbee  
Property Manager

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*Manitouwadge Municipal Housing  
Corporation*

*ANNUAL REPORT 2016*

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**P.O. Box 147  
Manitouwadge, ON  
P0T 2C0**

**Prepared by: H. Williams, Chairperson  
R. Labbee, Property Manager**

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## 1. GENERAL INFORMATION

### NON-PROFIT HOUSING: An Introduction

Non-profit housing provides affordable rental housing without profit. The revenue foundation for non-profit housing is the rent paid by tenants – with subsidies from various government programs, as well as community and charitable contributions, covering the gap between rents and actual costs. It provides decent, affordable rental housing for people whose income, age, social or health needs prevent them from finding adequate housing in the private rental market. And it stays affordable forever.

### DEMOGRAPHICS OF SOCIAL HOUSING

Social Housing has a long history in the Province of Ontario and is an essential part of the fabric of our communities today. The people non-profit housing presently accommodates include:

- Seniors: 40% of non-profit housing providers are dedicated to providing a place for seniors to stay in their home communities. They make up 20% of all non-profit housing units.
- Low-income families: 60% of non-profit units are populated by families; many are rent geared to their income.
- People with Special Needs: a third of non-profit housing gives the disabled a place to live independently. Non-profits in concert with social service agencies, also house those who require special support, the chronically homeless and frail elderly, thereby avoiding the need for institutional care.

### BUILDING TYPES

Non-profit housing ranges from hostels to high-rises to townhouses, all to meet the diverse needs of the tenants.

Most non-profit housing was built after 1985, so buildings are generally newer and in better condition than public housing, which was built earlier. In the financing of non-profit housing, some provisions have been made for capital reserves for long-term maintenance. It is estimated that the reserves cover approximately 60% of what is needed over the long term.

## SERVICE PROVIDERS

Non-Profit Housing is rental housing that comes in three different types:

1. Private Non-Profit Housing is owned and managed by independent, community-based non-profits, such as church groups, service clubs, ethnic organizations, etc. They house seniors, families and special needs tenants of mixed income. Approximately 80% of non-profit housing residents pay rent geared to their income (what is known as Rent Geared-to-Income, or RGI). The remaining 20% pay market rent.
2. Municipal Non-Profit Housing is owned and operated by over 100 different municipalities across Ontario, housing families and seniors. Approximately 80% of Municipal Non-Profit tenants pay rent geared to their income and the remaining 20% pay market rent.
3. Local Housing Corporations are non-profits owned and operated by the 47 “Service Managers” that government established to be responsible for housing, social welfare and ambulance services. This is the publicly-owned, formerly provincial housing stock that was often referred to as “public housing”. All residents pay rent geared to their income.

Most non-profit housing is small in scale, with 75% of non-profit corporations under 100 units. This has ensured that non-profits are integrated into local communities, unlike some of the large scale, urban public housing projects of the past.

Many small housing providers are dedicated to specific client groups such as seniors or tenants with special needs. Large providers tend to house a variety of tenants including seniors, families and special needs groups.

## FUNDING

Social housing providers operate on a breakeven basis. Social housing is operated with government assistance. The government provides two kinds of subsidies: a Rent subsidy and a Mortgage subsidy.

On the expense side, mortgage costs, utilities and property taxes total 87% of costs. These represent operating expenses over which the provider has relatively little control. Management and maintenance costs make up 13%. These are manageable costs for providers.

For governments assisting social housing, the most significant cost is the mortgage subsidy. This is an expense that fluctuates according to mortgage interest rates. The rent-geared-to-income subsidy is also a variable cost that changes with tenants’ incomes, particularly in times of recession. Capital replacements costs will vary with time. For this reason, it is important that capital reserves are adequately funded.

## ADMINISTRATION

The administration of all of the Social Housing Portfolio in Ontario is the responsibility of the office of the District Social Services Administration Board. The Manitouwadge Municipal Housing Corporation is under the Thunder Bay District Social Services Administration Board.

## VOLUNTEERS

Volunteers from the community contribute thousands of hours each year to social housing boards and community development activities. Without the dedication and hard work of these individuals, Social Housing, would not be the success that it is.

## MARKET RENTS

*Manitouwadge Municipal Housing Corp. Market Rents are as follows:*

|                       |   |          |                         |   |          |
|-----------------------|---|----------|-------------------------|---|----------|
| 1 bedroom single unit | - | \$464.00 | 1 bedroom senior's unit | - | \$617.00 |
| 2 bedroom family unit | - | \$522.00 | 2 bedroom senior's unit | - | \$670.00 |
| 3 bedroom family unit | - | \$593.00 |                         |   |          |

The rent in the family units does not include the utilities; the tenant must pay for these separately. In the seniors apartment complex the utilities are included in the rent.

### **Note:**

*Ideally the market rents for social housing should not lead the market in a community. They should be comparable to the rents in the private sector.*

## BUILDING CONDITION

All Non-profits are committed to high quality housing management and typically exceed local standards for maintenance, cleanliness and groundskeeping. The modest rents in non-profit housing ensure people of all incomes can enjoy good housing.



## **BENEFITS OF NON-PROFIT HOUSING**

Non-profit housing is affordable forever. As long as tenants abide by their lease, they can have the permanent home they need to raise their children, or to get their own lives in order.

Non-profit housing is designed to house people who have not been served well by other forms of housing. The Modified Chronological Resident Selection System (MCRSS), that became effective Jan. 1<sup>st</sup>, 1998, allows that a minimum of 50% of the units in a project are to be occupied by RGI households, a minimum of 35% of the units in a portfolio are to be occupied by households in Highest Need.

*Note: "Highest Need" is defined as households who would spend 50% or more of their income to pay the market rent/occupancy charge of the unit in which they live (if they are currently living in the project) or for which they have applied.*

A minimum of 20% of the units in a portfolio are to be occupied by households who pay market rent/occupancy charge unless the Ministry has provided written approval for fewer market units.

At least 10% of the total units in a portfolio are to be occupied by youths, newcomers to the country, and/or persons who are homeless.

*Note: Some households may satisfy more than one category. Therefore, they can be counted in each category that applies to the household, e.g. a high need household is RGI and may also be homeless.*

Also, non-profit housing has allowed senior's, unable to maintain their own homes, an opportunity to remain in their communities.

### **ONPHA (Ontario Non-Profit Housing Association)**

The Manitowadge Municipal Housing Corporation has been a member of the Ontario Non-Profit Housing Association (ONPHA) since 1989. ONPHA ensures that the voices of all non-profits reach the decision-makers and they get the news back to the members through the Quick Connections Newsletter, Urgent faxes, Regional Meetings and online at [www.onpha.on.ca](http://www.onpha.on.ca).

## 2. OVERVIEW

### MANDATE

The Manitowadge Municipal Housing Corporation was incorporated on August 8<sup>th</sup>, 1986.

The mandate of the Corporation is to provide safe, decent, affordable housing for the people of Manitowadge.

Non-Profit housing is the community's response to people with low incomes who need a place to live. Non-profit housing provides safe, decent, affordable rental housing for people whose income, age, social or health needs prevent them from finding adequate housing in the private sector.

### BOARD OF DIRECTORS

The Corporation can be run by a five member Board of Directors, composed of volunteers from the general community and a council member or members that are appointed to a maximum of two.

#### Board Members for 2016/2017:

|                 |                  |
|-----------------|------------------|
| Helen Williams  | Chairperson      |
| Lisa Jomphe     | Vice Chairperson |
| Sheldon Plummer | Director         |
| Peter Ruel      | Director         |

#### Board Members for 2017/2018:

|                 |                  |
|-----------------|------------------|
| Helen Williams  | Chairperson      |
| Lisa Jomphe     | Vice Chairperson |
| Sheldon Plummer | Director         |
| Peter Ruel      | Director         |

## **RENTAL PORTFOLIO**

The Corporation manages a rental portfolio of 76 units located on Moose Drive, Otter Avenue, Graham Drive, Ohsweken Road and Huron Walk in the Township of Manitouwadge.

### **Phase I - includes a 14 unit Senior's Complex and 18 duplex family units**

Lakeview Terrace Senior's Apartment Complex, is located at 84 Huron Walk, within a short walking distance to the post office, hospital, restaurants, shopping, etc

The family units are located at various addresses on Moose Drive and Otter Avenue, a short walk to the downtown area.

### **Phase II - includes 12 duplex family units**

These family units are located at various addresses on Moose Drive and Otter Avenue, a short walk to the downtown area.

### **Phase III - includes 20 rowhouse family and single units**

These units are located at 64 to 72 Graham Drive at the entrance to the township, close to the High School.

### **Phase IV - includes 12 rowhouse family and single units**

These units are located at 17 - 19 Ohsweken Road, close to the Public School, the Separate School, the churches and the downtown area.

## **SHAREHOLDER**

The Township of Manitouwadge is the one and only shareholder of the Corporation.

## **EMPLOYEES**

In order to efficiently manage the day-to-day operations, a Property Manager and a Maintenance Person are employed as full time employees of the Corporation.

Summer employment for a student has been made available in the past with the help of a subsidy for wages from the Human Resources Development Corporation under the Career Placements Program. By utilizing this program we are able to hire a Secondary School student for thirty hours per week for six weeks, both the student and the Non-Profit benefits from this program. We employ a high school student or a College/University Student that is furthering his/her education in the fall. Even though our application is not always successful we continue to apply every year.

## RENT CATEGORIES

Rental units are allocated in three categories according to Ministry of Municipal Affairs & Housing guidelines. These categories include Highest Need, Rent Geared-to-Income or RGI as it is more commonly known, and Market Rent.

The categories are based on income. For example the income cutoff for Market Rent for a one bedroom apartment is \$17,400, anyone with an income lower than this is RGI and anyone with income over this amount will pay market rent.

In the RGI category, the lower the income the lower the rent, RGI rents are based on 30% of the gross income of all persons residing in the unit except for full time students. Anyone who would have to pay 50% or more of their gross income for Market Rent in the apartment they occupy in considered Highest Need.

The minimum rent that can be charged for a unit is \$85.00. Tenants are responsible for the heat and hydro with the exception of the Seniors Complex, which is all inclusive.

## APPLICATION PROCESS

The Service Manager (TBDSSAB) maintains the Central Waiting List for RGI applicants. The Housing Providers continue to maintain the waiting lists for the Market Rent and Modified units.

The Service Manager has developed and provided the service providers with applications. When a person wishes to apply for RGI housing they can pick up an application from the housing office in the municipal building. They then must fill out the application, provide the required documentation and forward it to the Central Housing Registry for processing. Once the application has been received and the applicant has been determined to be eligible for RGI assistance they will be placed on the waiting list for a unit in Manitouwadge.

We are able to check our waiting list on a daily basis, by accessing online the Yardi Program that is maintained by the Central Housing Registry. The applicant will then be contacted and offered an apartment. Once the applicant has accepted the apartment we access the program and offer/house the applicant, this removes them from our waiting list and any other list that they may be on.

At this point in time there is a small wait list for Manitouwadge with a majority being for a single units and the Seniors Complex.

## VACANCY RATE

The vacancy rate for the Manitowadge Municipal Housing Corporation for 2016 was 14% the exact same as 2015. Below is a brief history of the vacancy rate for the previous years.

| <u>Year</u> | <u>Vacancy Rate</u> | <u>Year</u> | <u>Vacancy Rate</u> |
|-------------|---------------------|-------------|---------------------|
| 2014        | 11%                 | 2011        | 15%                 |
| 2013        | 7%                  | 2010        | 12%                 |
| 2012        | 7%                  | 2009        | 21%                 |

The vacancy rate in Thunder Bay for 2016 was 5% up from 4.6% in 2015, as reported by the Canada Mortgage & Housing Corporation, Thunder Bay Regional Office. The vacancy rate in 2014 was 2.8%, in 2013 it was 2.6%, in 2012 it was 1.1%, in 2011 it was 1.7%, in 2010 it was 2.2% and in 2009 it was 2.3%.

The vacancy rate for 2016 was the same as the previous year and at year end there were 11 vacant units, which consisted of 1 Market and 10 RGI/HN.

### 3. PROJECT INFORMATION

| Phase             | # of units | # of bedrooms | size of units |
|-------------------|------------|---------------|---------------|
| Phase I, Family   | 6 units    | 2 bedrooms    | 1488 sq. ft.  |
| Phase I, Family   | 12 units   | 3 bedrooms    | 1638 sq. ft.  |
| Phase I, Seniors  | 12 units   | 1 bedroom     | 572 sq. ft.   |
| Phase I, Seniors  | 2 units    | 2 bedrooms    | 792 sq. ft.   |
| Phase II, Family  | 7 units    | 2 bedrooms    | 1260 q. ft.   |
| Phase II, Family  | 5 units    | 3 bedrooms    | 1440 sq. ft.  |
| Phase III, Single | 10 units   | 1 bedroom     | 805 sq. ft.   |
| Phase III, Family | 6 units    | 2 bedrooms    | 1200 sq. ft.  |
| Phase III, Family | 4 units    | 3 bedrooms    | 1300 sq. ft.  |
| Phase IV, Single  | 4 units    | 1 bedroom     | 750 sq. ft.   |
| Phase IV, Family  | 8 units    | 2 bedrooms    | 1050 sq. ft.  |

**LAKEVIEW TERRACE, SENIOR'S APARTMENT COMPLEX**

The following is included in the rent:

fridge      stove      heat      hydro      laundry facilities      parking  
garbage removal      use of the Common Room

This building also has:

security system      fire alarm system      Air Exchange System (HRV unit)  
elevator      automatic door opener system (installed in 2002)

**FAMILY UNITS**

The following is included in the rent:

fridge      stove      HRV unit

The tenants are responsible for the following:

Utilities (heat, hydro, hot water tank rental, water & sewage service)      lawn care  
snow removal

*Note: Eighteen of these units have forced air electric furnaces and the remainders have baseboard heat.*

**4. TARGETING PLAN**

**MARKET RENT TARGET**

Our original target was for 26% of the units to be rented at Market Rent. We were given a temporary Market Rent Target reduction from 26% to 19%. This temporary exemption reduction has been put in place to allow the Corporation to continue to benefit financially. This exemption has to be requested every year when our budget is submitted to TBDSSAB.

At year end December 31, 2016 we had 14 units rented at Market Rent (18%) this is higher than reported in 2015, unfortunately we are still maintaining below our target.

## 5. MAINTENANCE

### PREVENTATIVE MAINTENANCE PROGRAM

The Maintenance Person is responsible for maintenance and the janitorial duties at the Lakeview Terrace Seniors Apartment Complex, and general maintenance of the Family Units. He is also responsible for both the planning and implementation of a sound Preventative Maintenance Program.

We see the benefits of this Preventative Maintenance Program on a regular basis, with less major problems, such as furnace or HRV unit breakdowns, plumbing problems, etc.

The Maintenance Person ensures that all work orders are addressed in a timely manner, keeping in mind that any safety or health concerns are dealt with immediately.

We continue to keep a high profile with the tenants, encouraging them to take pride in their homes and to notify us immediately of any concerns regarding maintenance.

### MOVE-OUTS IN 2016

There were 17 move outs during 2016, which is down from 2015. With each move-out, the unit must be made ready for the next tenant, and there is always some maintenance required. This maintenance can vary depending on the tenant, from patching small holes in the drywall where pictures were hung to replacing the carpeting and painting the entire apartment.

### TENANT INVOLVEMENT

The tenants are encouraged to become involved in doing minor repairs to their own units. This includes, but is not limited to, painting the units. Since the budget for cyclical painting has been eliminated the Corporation has been encouraging the tenants to paint the units themselves as required. The paint and materials are provided to the tenant, any repairs to the drywall that are required, are done by the maintenance department. This seems to be working well and both the Corporation and the tenant benefit.

### REPLACEMENT RESERVE

Minor capital reserve funding is based on approximately twenty percent of the projected total capital expenditures required. TBDSSAB continues to contribute to the Reserve Fund for minor capital replacement according to a formula that includes building type, regional location and age of buildings to determine the need for cyclical items.

## 6. 2016 IN REVIEW

### RESIDENT INVOLVEMENT COMMITTEE

The Board of Directors and Staff continues to support the Resident Involvement Committee that has been established by the residents of Lakeview Terrace. The activities organized by the Committee enhance the quality of life at the Complex by encouraging the residents to participate in crafts, gardening, social gatherings, etc. The Committee has established a "Phone a Friend"; everyone involved has a number of people to contact every morning by phone. If no one answers the phone, they contact the Property Manager and the apartment is checked. This has proven beneficial for several residents who had fallen or were too sick to answer the phone. This program is very important for persons living alone.

### 23<sup>rd</sup> ANNUAL DINNER

The 23<sup>rd</sup> Annual Pot Luck Dinner for the residents of Lakeview Terrace, Senior's Complex hosted by the board and staff of the Corporation is going to be held differently on a year to year basis. It will be called a Meet and Greet. This is something the Board would like to try and continue to do when possible.

### SUMMER STUDENT EMPLOYMENT

In 2016 we applied to Human Resources Skills Development Canada, under the Summer Career Placements 2016 Program, for funding to hire a student to assist the Maintenance Person during the summer. Our application was successful and MMHC hired a Summer Student.

### BEST DEALS PROGRAM

This program, coordinated by the Ontario Non-Profit Housing Association (ONPHA), uses the buying power of all of its members to negotiate the best possible deal for various items such as, appliances, plumbing supplies, paint, elevator maintenance, office supplies, etc.

During 2016, we utilized several of the members of the program to purchase plumbing supplies, office supplies, appliances, etc. We continue to realize considerable cost savings by using this program.



### **FIRE SAFETY**

In order to ensure that the residents remain aware of the importance of fire safety the Fire Drills and Information Sessions on fire safety are ongoing at Lakeview Terrace.

A Fire Drill is held every year and an Information Session is held also once a year. For the Information Session the Manitowadge Fire Department is invited to do a presentation on fire safety for the residents and to review the Evacuation Plan for the building.

The Fire Department members have been an invaluable part of the education of the residents regarding fire safety in the home and have encouraged us to continue the practice of holding Fire Drills and Information Sessions. We appreciate the fine work they do and their availability to respond to emergency situations in Manitowadge.

### **WORKPLACE HEALTH & SAFETY**

Formulated and implemented a Workplace Health & Safety Policy per the *Occupational Health & Safety Act, R.S.O. 1990 (OHSA)* Setup Monthly Workplace and / or Area Inspection Reports.

### **OPERATIONAL REVIEW**

An Operational Review of the Manitowadge Municipal Housing Corporation was conducted in 2010 by the staff of the District of Thunder Bay Social Services Department (TBDSSAB). The purpose of this review was to measure the performance of our non-profit corporation against key requirements as outlined by the *Social Housing Reform Act, 2000* and management practices. The Review went well and there were a few directions and recommendations for action that was required. This is in the process of being completed. The next Operational Review of the Manitowadge Municipal Housing Corporation is scheduled for May of 2017.

### **BUILDING CONDITION ASSESSMENT**

We are continuing to implement the recommendations of the Capital Reserve Fund Study and Building Condition Assessment Plan. We replaced one fridge in 2016, and three stoves. We had blown in insulation done in all Four Phases in our Portfolio in 2016.

## **PLANS FOR 2017**

### **CONTINUED SUPPORT**

The Corporation will continue to support the efforts of the Resident Involvement Committee and the residents of Lakeview Terrace, Senior's Complex.

### **24<sup>th</sup> ANNUAL LUNCH**

The 24<sup>th</sup> Annual Pot Luck Lunch for the residents of Lakeview Terrace, Senior's Complex that is normally hosted by the board members and staff of the Corporation is going to continue as a lunch in a Meet and Greet fashion when possible as it was a great success and enjoyed by all.

### **MARKETING PLAN**

The Property Manager continues to market our units aggressively in order to maintain as low a vacancy rate as possible.

Also, the Corporation has a brochure, providing information on all of the units. It is available from the information stand in the municipal building. We have also given copies of this brochure to the Economic Development Corp. and they have agreed to include it in all packages that they send out to interested individuals who request information about Manitouwadge. (*Appendix A*)

### **MAINTENANCE**

The maintenance of the units remains a priority to the Board of Directors.

As the buildings and appliances age the cost of maintenance increases accordingly, to date, we have managed to remain within budget and keep our units in good condition.

The Maintenance Department will continue to address any and all work orders on a timely basis and will follow the Preventative Maintenance Program to identify problem areas and to resolve these before they become a major problem. The Building Condition Assessment Report will become an invaluable tool in order to achieve our goals.

## **TENDERS**

The Board is also looking into replacing the doors and windows in Phase I & II in 2016-2017. The Board has also purchased a pick up for its day to day operations.

## **INVESTMENTS**

We continue to invest our Capital Reserve Funds as directed by the Ministry of Municipal Affairs & Housing.

The Social Housing Services Corporation, (SHSC), has been set up by the Province. One of their responsibilities will be to manage the pooling of the Reserve Fund. This became effective in February 2003.

All of the Reserve Funds for social housing from across the Province have been pooled. This should provide housing providers an opportunity to realize a far greater return on their investments. Under this pooling each non-profit will have access to their reserve funds and the interest earned will be added to the principle of each provider.

The investment firm of Phillips, Hager & North has been selected by the SHSC to set up the Investment Program.

## **BOARD COMMITMENT**

As always the Board is committed to monitoring all expenditures for the current year, to make cost efficient decisions and to reduce expenses wherever possible, in all areas.

Also, the Board will continue its commitment to the original mandate, which is “to provide safe, decent, affordable housing for the people of Manitowadge” and to ensure each and every one of our tenants have security of tenure.

## **FINANCIAL INFORMATION**

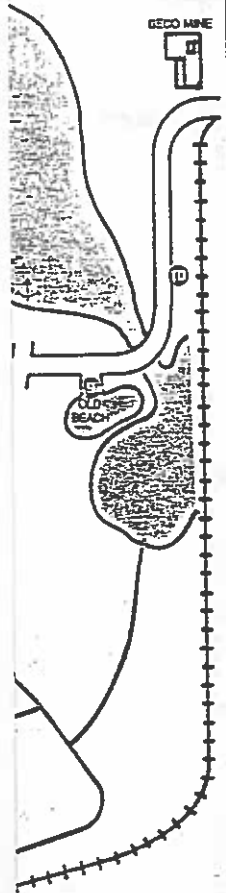
The Audited Financial Statements, for the Corporation, for the fiscal year ended December 31<sup>st</sup>, 2016 and the Auditor’s Report are enclosed. (*Appendix B*)

*Appendix A*

**BROCHURE**

Outlining the following:

- a) properties to rent
- b) services included in the rent
- c) tenant responsibilities
- d) a map showing location of units in the township



RECO MINE



# Manitowadge



- 1 Clinic/Dentist
- 2 Ambulance Base
- 3 Chiropractor
- 4 Pharmacy
- 5 Municipal Office
- 6 Fire Hall
- 7 Bank
- 8 Pst Office
- 9 Ministry of Natural Resources
- 10 Northwest Timber
- 11 Buchanan Forest Products
- 12 Golden Age Club
- 13 Legion
- 14 Liquor Store
- 15 Laundry/Bowling Alley
- 16 Gas/Service Station
- 17 Lions Beach
- 18 Senior Residence
- 19 Grocery Stores
- 20 Home Hardware
- 21 Manwood Building Supplies Ltd.
- 22 Esso Agent
- 23 Petro Canada Agent
- 24 Superior Pezpane
- 25 Paul Dalbain Welding Ltd.
- 26 Truscott's Automotive Repairs
- 27 Randy's Auto Body
- 28 Gionel's Logging Ltd.
- 29 Proposed High School Site (complex 1995-1996)
- 30 Professional Offices
- 31 Cemetery
- ◆ Roller Skiing/Teen Drop-In/Skiing
- ◆ Curling
- ◆ Tennis Courts
- ◆ Basketball Courts
- ◆ Soccer/Track Field
- ◆ Baseball Diamonds
- ◆ Proposed Baseball Diamond (complex 1994)

- ✈ Airport
- Ⓜ Recreation Centre
- ⛷ Cross-Country Ski Trail
- ⛷ Downhill Skiing
- ⌚ Golf Course
- 🏛 Museum, Plaques
- ✳ Retail
- ⚓ Docks
- 🌲 Park
- 🏊 Pool
- ❓ Tourist Information
- 🎓 Schools
- 🏨 Hotels
- 🍽 Restaurants
- ✝ Churches
- 🏥 Hospitals
- 👮 Police Station

- 🚗 Snowmobile Trails:
- Local Trails
- Access Points
- - - Proposed Trail
- - - Proposed Access

*Appendix B*

**FINANCIAL INFORMATION**

**Manitouwadge Municipal Housing Corporation**

- a) Auditor's Report
- b) Financial Statements to December 31<sup>st</sup>, 2016

**Audited by Grant Thornton**



Grant Thornton

Financial Statements

Manitouwadge Municipal Housing Corporation

December 31, 2016

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## Independent Auditor's Report

Grant Thornton LLP  
979 Alloy Drive  
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To the Directors of  
Manitouwadge Municipal Housing Corporation

We have audited the accompanying financial statements of Manitouwadge Municipal Housing Corporation which comprise the statement of financial position as at December 31, 2016, and the statements of operations, capital reserve fund and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

The financial statements have been prepared by management to comply with the operating agreement as directed by the Ontario Ministry of Municipal Affairs and Housing and The District of Thunder Bay Social Services Administration Board.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting guidelines and financial statement presentation as directed by The District of Thunder Bay Social Services Administration Board, as described in Note 2 to the financial statements and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Manitowadge Municipal Housing Corporation as at December 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with the financial reporting provisions of the Ontario Ministry of Municipal Affairs and Housing and The District of Thunder Bay Social Services Administration Board.

**Basis of accounting and restriction on use**

Without modifying our opinion, we draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist Manitowadge Municipal Housing Corporation to meet the reporting provisions of the Ontario Ministry of Municipal Affairs and Housing and The District of Thunder Bay Social Services Administration Board. As a result, the financial statements may not be suitable for another purpose.

*Grant Thornton LLP*

Thunder Bay, Canada  
May 17, 2017

Chartered Professional Accountants  
Licensed Public Accountants

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**Manitouwadge Municipal Housing Corporation**  
**Statement of Financial Position**

As at December 31

2016

2015

\$

\$

**GENERAL OPERATIONS****ASSETS**

|   |                  |                  |
|---|------------------|------------------|
| Cash and cash equivalents   | 35,648           | 58,936           |
| Accounts receivable   | 1,765            | 1,231            |
| Due from The District of Thunder Bay Social<br>Services Administration Board [note 3] | 26,585           | 32,274           |
| Prepays   | 14,305           | 14,442           |
| Capital assets [note 4]   | 2,629,664        | 2,953,577        |
| Harmonized Sales Tax recoverable  | 10,347           | 11,551           |
|   | <b>2,718,314</b> | <b>3,072,011</b> |

**CAPITAL RESERVE FUND**

|                       |                  |                  |
|-----------------------|------------------|------------------|
| Marketable securities | 659,605          | 634,298          |
| Due from general fund | 411              | 42,608           |
|                       | <b>660,016</b>   | <b>676,906</b>   |
|                       | <b>3,378,330</b> | <b>3,748,917</b> |

See accompanying notes to the financial statements.

On behalf of the Board:

Director



Director



# Manitouwadge Municipal Housing Corporation

## Statement of Operations

| Year ended December 31                      | 2016           | 2016           | 2015           |
|---|----------------|----------------|----------------|
|   | \$             | \$             | \$             |
|   | Budget         | Actual         | Actual         |
| <b>REVENUE</b>                              |                |                |                |
| Rental                                      |                |                |                |
| Market tenants                              | 80,903         | 88,782         | 73,050         |
| Rent geared-to-income tenants               | 111,797        | 107,783        | 111,701        |
| The District of Thunder Bay Social Services |                |                |                |
| Administration Board                        |                |                |                |
| Rent subsidies                              | 656,000        | 635,835        | 626,829        |
| Miscellaneous income                        | -              | 20             | -              |
|   | <b>848,700</b> | <b>832,420</b> | <b>811,580</b> |
| <b>EXPENSES</b>                             |                |                |                |
| Administration [schedule]                   | 218,750        | 116,673        | 108,364        |
| Bad debts                                   | -              | 1,031          | 1,192          |
| Insurance                                   | -              | 15,571         | 14,918         |
| Maintenance wages and benefits              | -              | 42,110         | 43,441         |
| Materials and services [schedule]           | -              | 20,659         | 22,091         |
| Utilities [schedule]                        | 62,324         | 67,865         | 53,953         |
|   | <b>281,074</b> | <b>263,909</b> | <b>243,959</b> |
| Amortization                                | 323,913        | 323,913        | 303,436        |
| Mortgage interest                           | 75,576         | 74,764         | 105,450        |
| Municipal taxes                             | 95,600         | 94,540         | 92,341         |
|   | <b>776,163</b> | <b>757,126</b> | <b>745,186</b> |
| <b>Excess of revenue over expenses</b>      |                |                |                |
| <b>before the following</b>                 | <b>72,537</b>  | <b>75,294</b>  | <b>66,394</b>  |
| Transfer to capital reserve fund            | 63,537         | 63,537         | 62,940         |
| <b>Excess of revenue over expenses</b>      |                |                |                |
| <b>for year</b>                             | <b>9,000</b>   | <b>11,757</b>  | <b>3,454</b>   |
| Fund balance, beginning of year             | -              | 40,024         | 40,088         |
| Prior year subsidy adjustments              | (9,000)        | 4,643          | (3,518)        |
| <b>Surplus, end of year</b>                 | <b>-</b>       | <b>56,424</b>  | <b>40,024</b>  |

See accompanying notes to the financial statements.

**Manitouwadge Municipal Housing Corporation**  
**Statement of Capital Reserve Fund**

| Year ended December 31                 | 2016           | 2015           |
|--|----------------|----------------|
|  | \$             | \$             |
| <b>Fund balance, beginning of year</b> | <b>676,906</b> | <b>622,825</b> |
| <b>Add</b>                             |                |                |
| Provision for year from operations     | 63,537         | 62,940         |
| Investment income                      | 16,463         | 22,819         |
| Fair value adjustment                  | 8,843          | (7,752)        |
|  | <b>765,749</b> | <b>700,832</b> |
| <b>Deduct</b>                          |                |                |
| Capital expenditures                   | 105,733        | 23,926         |
| <b>Fund balance, end of year</b>       | <b>660,016</b> | <b>676,906</b> |

See accompanying notes to the financial statements.

## Manitouwadge Municipal Housing Corporation

### Statement of Cash Flows

| Year ended December 31  | 2016             | 2015             |
|---|------------------|------------------|
|   | \$               | \$               |
| <b>OPERATING ACTIVITIES</b>   |                  |                  |
| Excess of revenue over expenses for year  | 11,757           | 3,454            |
| Add charges to income not involving a current payment of cash                                     |                  |                  |
| Amortization  | 323,913          | 303,436          |
|   | 335,670          | 306,890          |
| The District of Thunder Bay Social Services Administration Board - prior year subsidy adjustments | 4,643            | (3,518)          |
| Net change in non-cash working capital balances related to operations <i>[note 6]</i>             | (39,688)         | 8,423            |
| <b>Cash provided by operating activities</b>  | <b>300,625</b>   | <b>311,795</b>   |
| <b>FINANCING ACTIVITY</b>   |                  |                  |
| Reduction of long-term debt   | (323,913)        | (303,436)        |
| <b>Cash used in financing activity</b>  | <b>(323,913)</b> | <b>(303,436)</b> |
| <b>Decrease (increase) in cash and cash equivalents during year</b>                               | <b>(23,288)</b>  | <b>8,359</b>     |
| Cash and cash equivalents, beginning of year  | 58,936           | 50,577           |
| <b>Cash and cash equivalents, end of year</b>   | <b>35,648</b>    | <b>58,936</b>    |

See accompanying notes to the financial statements.

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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

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December 31, 2016

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### 1. INCORPORATION, OBJECTS AND PRESENTATION

The Corporation provides 76 market, geared-to-income and neediest rental units in the Township of Manitouwadge. The Corporation is a non-profit organization exempt from income taxes under Section 149(1) of the Income Tax Act.

### 2. SIGNIFICANT ACCOUNTING POLICIES

[a] These financial statements have been prepared in accordance with the significant accounting policies set out below in accordance with the direction of The District of Thunder Bay Social Services Administration Board ("TBDSSAB"). Their direction specifies that the Corporation is to adopt accounting and reporting guidelines prescribed by the Ontario Ministry of Municipal Affairs and Housing ("MMAH") for non-profit housing providers. The basis of accounting used in these financial statements materially differs from Canadian accounting standards for not-for-profit organizations because:

[i] Capital assets (including land):

[a] purchased from accumulated surplus are charged to operations in the year the expenditure is incurred;

[b] purchased from the capital reserve fund are charged against the capital reserve fund, rather than being capitalized on the statement of financial position and amortized over their estimated useful lives;

[c] additions are capitalized up to the original amount of the mortgage debt. The capital assets are subsequently carried at a value equal to the principal outstanding of the unmatured debt related thereto;

[ii] amortization is not provided on building, appliances and equipment over the estimated useful lives of these assets but rather at a rate equal to the annual principal reduction of the related mortgage;

[iii] land is amortized on the same basis as other capital assets; and

[iv] a provision for capital repairs and replacement is transferred annually from the operating fund to the capital reserve fund.

#### [b] Basis of presentation

These financial statements reflect the assets, liabilities, revenue and expenses for the Manitouwadge Municipal Housing Corporation for the year ended December 31, 2016.

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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

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### [c] Basis of accounting

The Corporation receives its operating and capital reserve subsidies via the TBDSSAB.

Excesses of revenue over expenses are generally repayable to the funding body but in certain circumstances may be retained by the recipient to offset future expenditures. The recipient is generally responsible for any operating shortfalls of revenue over expenses.

The ultimate disposition of operating surpluses and deficits is dependent upon subsequent determination by the TBDSSAB. Adjustments to the accounting records are made at the time of final settlement.

### [d] Use of estimates

Management reviews the carrying amounts of items in the financial statements at each statement of financial position date to assess the need for revisions. Many items in the preparation of these financial statements require management's best estimate based on assumptions that reflect the most probable set of economic conditions and planned courses of action.

These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

Significant items subject to management estimates include:

| <u>Financial statement element</u>   | <u>Management estimate</u>      |
|--|---------------------------------|
| Accounts receivable  | Allowance for doubtful accounts |
| Due from The District of Thunder Bay<br>Social Services Administration Board | Year-end settlement             |

### [e] Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and term deposits. They are recorded at market value which best estimates the net realizable value.

### [f] Marketable securities

Marketable securities include funds invested by the Corporation in pooled funds which are held in trust and managed by an external fund manager.

The pooled funds are recorded at market value.



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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

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### **[g] Capital reserve fund**

The TBDSSAB requires that the Corporation provide a reserve for future major capital repairs and replacements. Annual provisions are determined in a capital budget process. Funding for the reserve fund is provided by the TBDSSAB based on a review of requirements.

Section 93(2)(f) of the Social Housing Reform Act 2000 and Part VI of Ontario Regulations 339/01 requires that prescribed social housing providers invest their capital reserve funds in one of four investment funds managed by Phillips, Hager & North Investment Management Ltd.

### **[h] Interest allocation**

Interest earned is allocated to the fund in which it is earned.

### **[i] Revenue recognition**

Rental revenue is recognized when rent is receivable based on tenant occupancy. Subsidy revenue is received from The District of Thunder Bay Social Services Administration Board. Rent subsidies received and receivable for the year, based on negotiated budgets, have been increased or decreased by the adjustments calculated in the Ministry of Housing Municipal Non-profit Annual Information Return.

### **[j] Financial instruments**

The Corporation considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Corporation accounts for the following as financial instruments:

- Cash and cash equivalents
- Accounts receivable
- Due from The District of Thunder Bay Social Services Administration Board
- Marketable securities
- Accounts payable and accrued liabilities
- Accrued interest payable
- Long-term debt

A financial asset or liability is recognized when the Corporation becomes party to contractual provisions of the instrument.

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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

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December 31, 2016

### Measurement

Financial assets or liabilities obtained in arm's-length transactions are initially measured at their fair value. In the case of a financial asset or liability not being subsequently measured at fair value, the initial fair value will be adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption.

Financial assets and financial liabilities are subsequently measured according to the following methods.

| <u>Financial instrument</u>   | <u>Subsequent measurement</u>                  |
|---|--|
| Cash and cash equivalents   | Amortized cost (which approximates fair value) |
| Accounts receivable   | Amortized cost                                 |
| Due from The District of Thunder<br>Bay Social Services<br>Administration Board | Amortized cost                                 |
| Marketable securities   | Fair value (determined using closing prices)   |
| Accounts payable and<br>accrued liabilities                                     | Amortized cost                                 |
| Accrued interest payable  | Amortized cost                                 |
| Long-term debt  | Amortized cost                                 |

### Derecognition

The Corporation removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

### Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in the statement of operations.

# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

### 3. DUE FROM (TO) THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

Details of amounts due from (to) The District of Thunder Bay Social Services Administration Board as at December 31 are as follows:

|                     | <u>2016</u>   | <u>2015</u>   |
|---------------------|---------------|---------------|
|                     | \$            | \$            |
| Rental subsidy      | 46,750        | 44,165        |
| Year-end settlement |               |               |
| 2016                | (20,165)      | -             |
| 2015                | -             | (11,891)      |
|                     | <b>26,585</b> | <b>32,274</b> |

### 4. CAPITAL ASSETS

Details of year-end capital asset balances are as follows:

|                            | <u>2016</u>      |                             | <u>2015</u>      |                             |
|----------------------------|------------------|-----------------------------|------------------|-----------------------------|
|                            | Cost             | Accumulated<br>amortization | Cost             | Accumulated<br>amortization |
|                            | \$               | \$                          | \$               | \$                          |
| Buildings                  | 6,173,896        | 4,180,407                   | 6,173,896        | 3,856,494                   |
| Equipment                  | 90,587           | -                           | 90,587           | -                           |
| Land                       | 545,588          | -                           | 545,588          | -                           |
|                            | <b>6,810,071</b> | <b>4,180,407</b>            | <b>6,810,071</b> | <b>3,856,494</b>            |
| <b>Capital assets, net</b> | <b>2,629,664</b> |                             | <b>2,953,577</b> |                             |

Capital assets consist of land, buildings and equipment located in Manitouwadge, Ontario.

# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

### 5. LONG-TERM DEBT

|  | 2016             | 2015             |
|--|------------------|------------------|
|  | \$               | \$               |
| <b>Canada Mortgage and Housing Corporation</b><br>Mortgage at 4.64%, repayable \$13,439 monthly including interest, renewing June 1, 2017, maturing May 1, 2022. | 772,162          | 894,859          |
| Mortgage at 2.49%, repayable \$5,223 monthly including interest, maturing March 1, 2024.   | 415,591          | 467,277          |
| Mortgage at 1.43%, repayable \$9,616 monthly including interest, maturing April 1, 2025.   | 906,128          | 1,007,805        |
| <b>Scotiabank</b><br>Mortgage at 2.199%, repayable \$5,013 monthly including interest, maturing January 1, 2027.   | 535,783          | 583,636          |
|  | <b>2,629,664</b> | <b>2,953,577</b> |

Principal payments due within each of the next five years on long-term debt, assuming refinancing at similar terms and conditions, are approximately as follows:

|            | \$               |
|------------|------------------|
| 2017       | 311,875          |
| 2018       | 323,864          |
| 2019       | 336,358          |
| 2020       | 349,330          |
| 2021       | 362,856          |
| Thereafter | 945,381          |
|            | <b>2,629,664</b> |

The land, buildings and equipment, together with an assignment of the rents, are pledged as collateral for the mortgages.

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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

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### 6. STATEMENT OF CASH FLOWS

The net change in non-cash working capital balances related to operations consists of the following:

|   | 2016            | 2015            |
|---|-----------------|-----------------|
|   | \$              | \$              |
| <b>Decrease (increase) in current assets</b>                              |                 |                 |
| Accounts receivable   | (534)           | 1,527           |
| Due from The District of Thunder Bay Social Services Administration Board | 5,689           | (9,740)         |
| Due from capital reserve fund   | -               | 98,606          |
| Prepays   | 137             | (1,209)         |
| Harmonized Sales Tax recoverable  | 1,204           | 15,523          |
|   | <u>6,496</u>    | <u>104,707</u>  |
| <b>Increase (decrease) in current liabilities</b>                         |                 |                 |
| Accounts payable and accrued liabilities                                  | (3,175)         | (135,612)       |
| Accrued interest payable  | (812)           | (3,280)         |
| Due to capital reserve fund   | (42,197)        | 42,608          |
|   | <u>(46,184)</u> | <u>(96,284)</u> |
|   | <u>(39,688)</u> | <u>8,423</u>    |

### 7. NON-RENTAL RESERVE

Non-rental reserve represents monies received in 1993 and 1994 from the sale of appliances less subsequent expenditure. These funds are discretionary and have been approved by the Ontario Ministry of Municipal Affairs and Housing to be transferred to the Capital Reserve Fund in 2014.

### 8. SHARE CAPITAL

The Corporation was incorporated on August 8, 1986 with an authorized share capital of one common share without par value. The common share was issued to The Corporation of the Township of Manitouwadge.

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# Manitouwadge Municipal Housing Corporation

## Notes to the Financial Statements

December 31, 2016

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### 9. FINANCIAL INSTRUMENTS

[a] Financial instruments

The carrying values of cash and cash equivalents, accounts receivable, due from The District of Thunder Bay Social Services Administration Board, accounts payable and accrued liabilities, accrued interest payable and due to capital reserve fund approximate their fair values due to relative short periods to maturity of the instruments. The carrying value of the long-term debt may differ from its fair value due to the terms of repayment and interest rates charged.

[b] Market risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Corporation is exposed to other price risk through its investments held in one type of fund and quoted in an active market.

[c] Credit risk

Credit risk is the risk that a third party will fail to discharge its obligation to the Corporation, reducing the expected cash inflow from the Corporation's assets recorded at the statement of financial position date. Credit risk can be concentrated in debtors that are similarly affected by economic or other conditions. The Corporation provides for an allowance for doubtful accounts to absorb credit losses. The Corporation has assessed that there are no significant concentrations of credit risk with respect of any class of financial assets.

### 10. ADEQUACY OF CAPITAL RESERVE FUND

The Corporation is required to establish a reserve fund for financing future major repairs and replacements.

A Study conducted for TBDSSAB in 2003 evaluated the adequacy of the capital reserve fund. Based on the reserve fund balances as at December 31, 2003 and expected contribution rates and estimated rates of return on the invested funds, the reserve funds were expected to be adequate over the ensuing 30-year period.

In 2014, a new Study was presented to the TBDSSAB, reflecting the balance in capital reserves as at December 31, 2013 a continuation of annual capital reserve provisions at 2013 levels. The new Study indicates a further deficiency of the capital reserve funds over a 30-year period.

The reserve is evaluated on the basis of expected repair and replacement costs and life expectancy of the building projects. Such evaluation is based on numerous assumptions and future events.

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# **Manitouwadge Municipal Housing Corporation**

## **Notes to the Financial Statements**

December 31, 2016

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### **11. ECONOMIC DEPENDENCE**

The Corporation receives a substantial portion of its financing from The District of Thunder Bay Social Services Administration Board. Continuity of its operations is therefore dependent on the continued financial support of The District of Thunder Bay Social Services Administration Board.

### **12. BUDGET**

Budget figures are compiled from the 2016 fiscal year budget approved by the Board and are not subject to audit.

### **13. CONTINGENCY**

The Corporation has been served with a Statement of Claim relating to a personal injury claim from a tenant to which the likelihood of any loss is not determinable and the amount, if any, is not reasonably estimable. This lawsuit is being defended by SOHO Insurance Inc., the Corporation's insurance company.

# Manitouwadge Municipal Housing Corporation

## Schedule - Expenses

| Year ended December 31           | 2016           | 2015           |
|----------------------------------|----------------|----------------|
|                                  | \$             | \$             |
| <b>Administration</b>            |                |                |
| Audit fees                       | 10,074         | 10,074         |
| Materials and services           | 13,151         | 13,227         |
| Salaries and benefits            | 83,484         | 75,736         |
| Transportation and communication | 9,964          | 9,327          |
|                                  | <b>116,673</b> | <b>108,364</b> |
| <b>Materials and services</b>    |                |                |
| Building - general               | 2,673          | 3,565          |
| Electrical systems               | 434            | 1,013          |
| Elevators                        | 4,614          | 4,181          |
| Equipment                        | 307            | 401            |
| Grounds                          | 5,834          | 4,048          |
| Heating and plumbing             | 1,916          | 2,859          |
| Painting                         | 2,388          | 2,096          |
| Security                         | 532            | 1,319          |
| Waste removal                    | 150            | 100            |
| Other                            | 1,811          | 2,509          |
|                                  | <b>20,659</b>  | <b>22,091</b>  |
| <b>Utilities</b>                 |                |                |
| Electricity                      | 59,178         | 44,666         |
| Water                            | 8,687          | 9,287          |
|                                  | <b>67,865</b>  | <b>53,953</b>  |