



MAYOR'S REPORT

ON THE FINANCIAL
SITUATION FOR **2014**

TABLED IN AUGUST 2015



PRINCIPAL OUTCOMES IN 2014

Dear citizens,

Once again, I'm pleased to present the annual report on the Côte-des-Neiges—Notre-Dame-de-Grâce borough's financial situation. In accordance with section 144.7 of the Charter of the Ville de Montréal, this report presents a portrait of the outcomes for 2014 as well as those projected for 2015, of which we are proud.

It's worth recalling that the borough's budget is divided into two components: The operating budget provides for snow removal, the various collections, sports and recreation activities as well as anti-poverty measures; the Three-year Capital Works Program (TCWP) includes investments, planned over a period of three years and financed through borrowing, in street and building repairs, the purchase of machinery and furniture, and parks development, for example.

The financial results for 2014 speak to the rigour and prudence we have brought bear on the management of the public purse. This management approach allows us to reinvest the surplus in structuring projects, including building repairs, parks development and the implementation of added measures to ease traffic.

Through our investment decisions, you will see, our administration has taken concrete steps to pursue the objectives deemed a priority for Côte-des-Neiges—Notre-Dame-de-Grâce. For instance, we have doubled our infrastructure investment from \$8 million over two years to \$7.5 million in 2015 alone. Prudence and sound financial management are required to ensure quality of life, provide quality services and reinvest in our infrastructure. These are the values that guide us on a daily basis.

In closing, may I emphasize that the Borough is deploying systematic efforts to improve local services while respecting the ability of citizens to pay.

MAYOR OF THE BOROUGH

PARK FACILITIES AND REAL ESTATE ASSETS

Maison de la culture Notre-Dame-de-Grâce

- Repair of the glass and the floor

Maison de la culture Côte-des-Neiges

- Replacement of four air conditioning units

Centre communautaire Notre-Dame-de-Grâce and Le Manoir

- Repair of a water inlet and a structural slab at the swimming pool
- Clean-up of the crawl space

Villa-Maria metro

- Demolition of a retaining wall bordering the Villa-Maria metro station and installation of a fence and plants

Parcs de Kent, Jean-Brillant, Gilbert-Layton and Notre-Dame-de-Grâce

- Installation of Wi-Fi

Parcs de Kent and Confédération

- Installation of three charging stations and lighting for the athletics track (solar lampposts)
- Levelling of the tennis courts at parc de Kent

New Centre Abe-Limonchik and new pavilion at parc Nelson-Mandela

- Purchase of furniture and other supplies

Parc Trenholme

- Work to upgrade the outdoor surface

Parcs Jean-Brillant and William-Bowie

- Development of the playground for kids aged 5 to 12

Parc Georges-Saint-Pierre

- Redevelopment of an artificial soccer field

Parc McDonald

- Various work projects and development of the chalet (Phase 2)

Parc Notre-Dame-de-Grâce

- Replacement of the backstop and the fence bordering the baseball field
- Installation of a permanent shelter for events and activities

Parc Nelson-Mandela

- Development of a multi-purpose field

SPORTS, RECREATION, CULTURE AND SOCIAL DEVELOPMENT

- Animated activities on the multifunctional stage at parc Jean-Brillant
- Rental of sports fields at Université Concordia to meet the borough's needs, notably for use by the association de soccer NDG
- Purchase of soccer goals for several borough parks and various equipment for the Youth Fitness circuit (mobile exercise platform)
- Organization of the "Public Pianos" activity in parks and libraries and on stage at parc Jean-Brillant
- Development of cross-country ski trails at parcs Notre-Dame-de-Grâce, Loyola and de Kent

URBAN PLANNING AND BUSINESS SERVICES

- Infrastructure development work in the public domain in connection with the hôpital Sainte-Justine expansion project
- Hiring of 2 additional building sanitation inspectors

PUBLIC WORKS AND PARKS

- Repair of water supply infrastructures:
 - 1,419 complete inspections of fire hydrants,
 - 1,521 inspections of network valves,
 - 246 operations to repair water leaks,
 - 94 lead service connections replaced,
 - 11.7 kilometres of condition assessments, and 4.7 kilometres of sewer pipes cleaned,
 - 2,328 clean-up operations and 81 sump replacements.
- 133 road and sidewalk repairs carried out by the team assigned to concrete work
- Targeted intervention to fight the emerald ash borer infestation
- Purchase of potted flowers and plants for purposes of improving commercial arteries

BOROUGH MANAGEMENT

- Review of the emergency measures plan aimed at simplifying and facilitating the process of updating the document on an annual basis
- Establishment of a specific prevention project in relation to occupational health and safety
- Start of an organizational optimization exercise as part of the Plan quinquennal de main-d'oeuvre (5-year labour force plan)

PRELIMINARY FINANCIAL PROJECTIONS (2015)

THE 2015 EXPENDITURE BUDGET WAS SET AT \$74,791,700 AND THE LOCAL REVENUE BUDGET AT \$2,799,800

To date, the year 2015 was marked several budgetary challenges, including the following:

- The centralization of snow disposal sites, reflected in the reduction of the estimated budget to \$671,000,
- The mutualisation of construction permit revenues for a sum of \$1,530,100, which was cut from the local revenue budget,
- The freeze on budgets for waste disposal and recycling activities,
- The first year in the five-year labour force rationalization plan,
- The borough financing reform spread out over five years, and lastly,
- No indexation of the budget to the CPI.

In regards to snow removal operations, the start of the year 2015 fell within the usual norms, with 146.9 cm of snow requiring five loading operations and 11 abrasive spreading operations.

GENERAL ORIENTATIONS OF THE 2016 BUDGET AND THE NEXT THREE-YEAR CAPITAL WORKS PROGRAM (TCWP)

The 2016 fiscal stance will be determined by the Ville centre during the summer of 2015.

However, we already know what the main budgetary issues will be for our borough:

- Planning the operating budget for the new Centre culturel Notre-Dame-de-Grâce while ensuring that the Borough achieves a balanced budget,
- Loss of revenue from parking meters,
- Containment of the local tax,
- Indexation of the labour force,
- Decrease in revenues from licensing fees (permits) for construction, modification and review/processing.

In regards to the TCWP for 2016-2018, a total investment of \$20,490,000 over three (3) years is projected, distributed as follows:

2016	\$6,830,000
2017	\$6,830,000
2018	\$6,830,000

List of contracts of \$25,000 or more

The list of contracts, including contracts of more than \$2,000 entered into with the same contractor and totalling \$25,000 or more during the period extending from June 1, 2014 to May 31, 2015, was officially tabled and may be consulted on the Ville de Montréal website at ville.montreal.qc.ca/cdn-ndg.

LAST THREE-YEARS CAPITAL WORKS PROGRAM (TCWP)

THE LATEST THREE-YEAR CAPITAL WORKS PROGRAM CALLED FOR THE FOLLOWING INVESTMENTS:

2014	\$6,209,000
2015	\$7,451,000
2016	\$6,830,000

The Borough incurred capital expenditures on the order of \$9,356,000 for 2014. The discrepancy may be attributed to the provenance of funds linked to budgets allotted, grants and payments made at the counter.

In addition, the Borough benefitted from several investments from the Ville centre to carry out some of its projects. In particular, these projects included the construction and initial collection of the new Centre culturel Notre-Dame-de-Grâce, the work to upgrade the Doug Harvey Arena, as well as the redevelopment of older parks and the transformation of wading pools into water play modules.

OPERATING ACTIVITIES

(in thousands of dollars)

	2014 total		2013 total
	Budget	Outcomes	Outcomes
REVENUES			
Taxes		87	88
Payments in lieu of taxes			
Transfers		14	11
Services rendered	2,362	4,167	4,394
Imposition of duties	1,452	2,203	2,693
Fines and penalties	197	203	341
Interest			
Other revenues		207	106
Budgetary appropriation	69,439	70,159	70,767
TOTAL	73,450	77,040	78,400

OPERATING EXPENDITURES

General administration	8,074	6,824	7,569
Public safety	493	527	1,434
Transportation	21,363	21,174	26,805
Environmental hygiene	14,279	15,484	14,591
Health and welfare	1,716	1,590	932
Land use, urban planning and development	3,866	3,585	3,392
Recreation and culture	23,787	24,541	22,517
Financing cost			
TOTAL	73,578	73,725	77,240

SURPLUS (DEFICIT) FOR THE FISCAL YEAR	(128)	3,315	1,160
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FINANCING

Reimbursement of long-term debt			
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ALLOCATIONS

Capital asset activities		1	(544)
Non-appropriated surplus			
Appropriated surplus	128	915	1,880
Financial reserve and funds earmarked		15	(42)
Provision for future amounts		5	94
TOTAL	128	936	1,388

MANAGEMENT SURPLUS BASED ON AMENDED BUDGET	4,251	2,548
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Corrections – general administration	1,350	142
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MANAGEMENT SURPLUS	5,601	2,690
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LATEST FINANCIAL RESULTS (2014)

Expenditure budget	\$73,577,800
Local revenue budget	\$3,660,500
Net management surplus	\$5,601,000

The borough's operating expenditures resulted in a surplus of \$5,601,000.

This surplus resulted mainly from:

- a reduction in the labour shortage, lower expenditures in other expenditure categories, and particularly the long winter in 2014-2015.
- excess revenues from parking, occupation of public property, maintenance and repair services, construction and modification permits, and various licences and permits.

Finally, substantial improvements in occupational health and safety led to a positive adjustment of \$1,000,000 in the borough's 2014 financial report.

CAPITAL ASSET ACTIVITIES FOR TAX PURPOSES

(in thousands of dollars)

	2014 Total		2013 Total
	Budget	Outcomes	Outcomes
REVENUES			
Transfers		233	118
Other revenues			
Contributions by developers			
Other			2
TOTAL	0	233	120

ALLOCATIONS

Operating activities		(1)	544
Surplus from operating activities allocated and funds earmarked	856	372	2,834
TOTAL	856	371	3,378

DEBT FINANCING / TO FINANCE

	5,353	8,752	2,910
TOTAL	6,209	9,356	6,408

CAPITAL ASSET ACQUISITIONS

General administration	989		
Public safety		25	119
Transportation	2,800	4,433	1,878
Environmental hygiene		81	
Health and welfare			111
Land use, urban planning and development		8	428
Recreation and culture	2,420	4,809	3,872
TOTAL	6,209	9,356	6,408