

## **2018 BUDGET**

- **OPERATING BUDGET**
- **THREE-YEAR CAPITAL PROGRAM 2018-2019-2020**



**DIRECTION DES SERVICES ADMINISTRATIFS ET DU GREFFE**

**December 6, 2017**

# ***OPERATING BUDGET***

## ***2018 BUDGET GUIDELINES***

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- **1% INDEXING OF CENTRAL TRANSFER BUDGET**
- **YEAR 4 OF BOROUGH FUNDING REFORM (RFA)**
- **ONGOING VACANT POSITION MANAGEMENT FOR 2.5% IN EXPECTED SAVINGS**
- **YEAR 4 OF FIVE-YEAR WORKFORCE PLAN (PQMO)**

## ***2017 CENTRAL TRANSFER BUDGET***

<b><u>COMPARISON</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>CHANGE</u></b>
	<b><u>\$</u></b>	<b><u>\$</u></b>	<b><u>\$</u></b>
<b>CENTRAL TRANSFERS</b>	51,338,100	52,176,700	838,600
<b>TAXATION FIELD</b>	8,733,500	8,795,600	62,100
<b>LOCAL FEE-FOR-SERVICE REVENUES</b>	2,927,600	2,927,600	----
<b>MANAGEMENT SURPLUS</b>	1,085,400	---	(\$1,085,400)
<b>BASIC BUDGET ESTABLISHED</b>	<b><u>\$64,084,600</u></b>	<b><u>\$63,899,900</u></b>	<b><u>(\$184,700)</u></b>

**A/P 477.9 Before Adjustment of Financial Framework**

# ***BREAKDOWN OF CENTRAL TRANSFERS***

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<b><u>2017 CENTRAL TRANSFERS</u></b>		<b><u>\$51,338,100</u></b>
<b>- INDEXING AND ADDITIONAL FUNDING</b>		<b>\$1,062,400</b>
▪ INDEXING OF 2017 TRANSFERS	\$513,400	
▪ RFA PORTION MINUS PARAMETER ADJUSTMENT	\$403,300	
▪ CORRECTION: STREET-SWEEPING SEDIMENT/WASTE MANAGEMENT ACTIVITIES	\$145,700	
▪ PROPERTY REVENUES: MAINTENANCE AND SECURITY		<b>(\$215,500)</b>
▪ CENTRALIZATION OF BENTLEY LICENCES		<b>(\$8,300)</b>
<b><u>2018 CENTRAL TRANSFERS</u></b>		<b><u>\$52,176,700</u></b>

# 2018 BUDGETARY CHALLENGE

**BUDGET CHALLENGE**  
**(\$2,505,127)**

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## COMMITMENTS AND INDEXING

**(\$1,466,100)**

- PAY (\$1,251,700)
- TEMPORARY OHS PREVENTION PROGRAM (\$128,300)
- DOG PATROL WORKER (\$43,600)
- CONTRACTS (\$42,500)

## INTER-UNIT CHARGES AND PROPERTY REVENUES

**\$588,842**

- Handover of Darlington Building (\$678.2)
- Road marking and signs (\$89.4)

# 2018 BUDGETARY CHALLENGE

## - INDEXING OF CENTRALIZED ACTIVITIES

**(\$324,369)**

- WASTE MANAGEMENT INDEXING AND CORRECTION (\$180,169)
- WATER SUPPLY (DGSRE) INDEXING (\$44,200)
- INDEXING OF PRODUCTS AND MATERIALS (\$100,000)

## - SERVICE UPGRADES

**(\$803,500)**

- TREE MAINTENANCE AND PRUNING \* (\$100,000)
- MAINTENANCE OF EXISTING LIBRARY HOURS (\$300,000)
- CONSULTATION / INFORMATION SESSIONS WITH CITIZENS (\$30,000)
- PAY FOR ADVISORY PLANNING COMMITTEE (CCU) MEMBERS (\$10,500)
- TEMPORARY ASSIGNMENTS–BUDGET RECTIFICATION (\$137,900)
- SUPPORT FOR SUBSTANDARD HOUSING INSPECTION UNIT\*\* (\$130,100)
- BUSINESS DEVELOPMENT CORPORATION (SDC) SUPPORT PROGRAM (\$60,000)
- ERADICATION OF RAGWEED (\$35,000)

## - BALANCING 2017 BUDGET

**(\$500,000)**

## TOTAL ADJUSTMENT

**(\$2,505,127)**

\* \$300,000 voted in management surplus

\*\* Training of inspectors, community outreach worker and other employees

# 2018 BUDGET SCENARIO

## BUDGETARY CHALLENGE

(\$2,505,127)

### BOROUGH BUDGET AVAILABILITY

**\$1,672,627**

▪ 2018 CENTRAL TRANSFERS	838,600
▪ SAVINGS FROM 5-YEAR WORKFORCE REDUCTION PLAN (PQMO)	*\$572,700
▪ CONTRIBUTION TO BUDGET BALANCE	\$261,327

### - FUNDING THROUGH SURPLUS MANAGEMENT

**\$400,000**

▪ INCREASED LIBRARY HOURS	\$300,000
▪ BALANCING 2018 BUDGET	\$100,000

### - TAX ROOM

**\$238,000**

▪ FORECAST RISE IN PROPERTY VALUE	\$62,100
▪ 2% LOCAL TAX INCREASE (INCLUDING RISE IN PROPERTY VALUE)	\$175,900

\* Savings at August 28, 2017

# 2018 BUDGET SCENARIO

**(\$2,505,127)**

## LOCAL REVENUES

▪ 1.5% INDEXING OF SERVICE FEES (\$2,927,600 X 1.5%)	\$50,000	
▪ INCREASED REVENUE BASE	\$144,500	<b>\$194,500</b>

**TOTAL AVAILABLE**

**\$2,505,127**

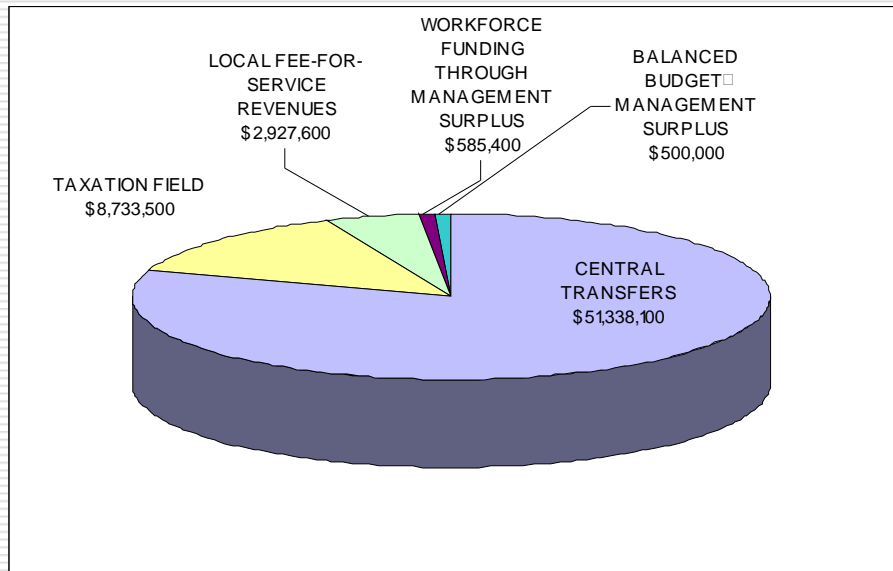


# 2018 BUDGET

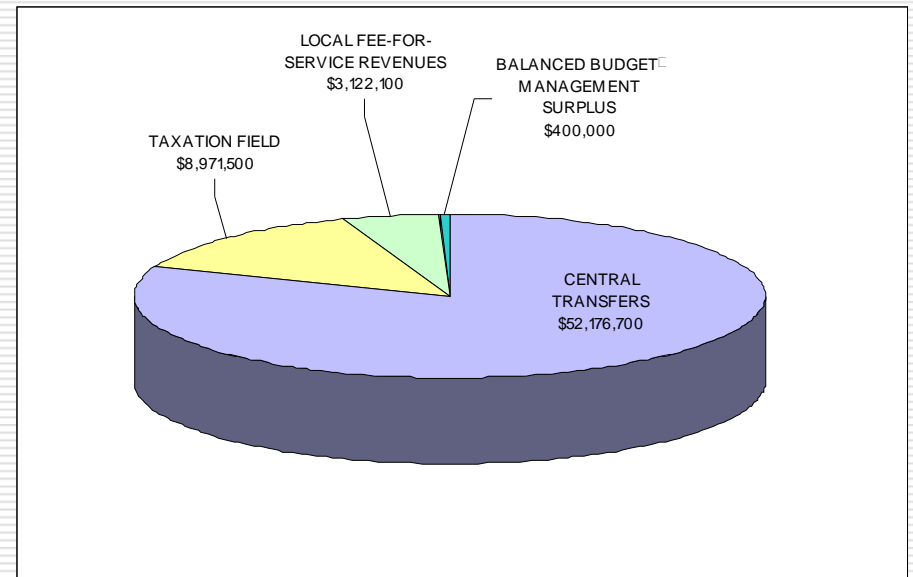
	2017	2018	CHANGE	%
CENTRAL TRANSFERS	\$51,338,100	\$52,176,700	\$838,600	1.6%
TAXATION FIELD	\$8,733,500	\$8,971,500	\$238,000	2.7%
LOCAL REVENUES	\$2,927,600	\$3,122,100	\$194,500	6.6%
APPROPRIATION OF SURPLUS	\$1,085,400	\$400,000	(\$685,400)	(63.1%)
	<u>\$64,084,600</u>	<u>\$64,670,300</u>	<u>\$585,700</u>	<u>0.9%</u>
PEOPLE YEARS	477.9	469.9	(8)	(1.7%)

# 2018 BUDGET

## 2017 BUDGET \$64,084,600



## 2018 BUDGET \$64,670,300



## ***2015-2016 COMPARISON OF EXPENDITURE BUDGETS BY PROGRAM***

PROGRAMS	ACTUAL EXPENDITURES		ORIGINAL BUDGET	
	2015	2016	2017	2018
SPORTS, RECREATION AND SOCIAL DEVELOPMENT	10,508,300	9,980,400	10,013,100	10,212,300
SNOW REMOVAL	10,048,100	8,890,100	4,091,600	4,115,900
STREET/SIDEWALK CLEANING & MAINTENANCE	10,883,100	10,860,900	9,375,400	9,165,500
WASTE & RECYCLING	9,778,500	6,306,600	5,189,900	5,070,500
GENERAL ADMINISTRATION & ADMINISTRATIVE SERVICES	5,813,700	6,065,100	6,856,100	7,431,900
LIBRARIES AND CULTURAL CENTRES	8,349,700	9,492,700	9,954,700	10,021,200
PARKS AND GARDENS	7,702,150	8,130,400	7,564,300	7,596,600
WATER SUPPLY & SEWER SYSTEM	5,609,600	5,515,600	4,888,600	4,950,500
PERMITS, INSPECTIONS & URBAN PLANNING	3,685,700	4,300,100	4,487,300	4,466,300
RELATIONS WITH CONSTITUENTS	1,565,900	1,582,100	1,663,600	1,639,600
TOTAL	73,944,750	71,124,000	64,084,600	64,670,300

# ***2015-2018 COMPARISONS OF EXPENDITURE BUDGETS BY ITEM***

	<b>ACTUAL 2015 EXPENDITURES</b>	<b>ACTUAL 2016 EXPENDITURES</b>	<b>ORIGINAL 2017 BUDGET</b>	<b>ORIGINAL 2018 BUDGET</b>
WAGES/SALARIES	28,891,150	30,544,130	29,935,900	30,314,400
EMPLOYER CONTRIBUTIONS	8,539,600	9,439,130	8,225,000	8,633,400
<b>TOTAL PAY</b>	<b>37,430,750</b>	<b>39,983,260</b>	<b>38,160,900</b>	<b>38,947,800</b>
TRANSPORTATION & COMMUNICATIONS	806,630	762,740	636,300	608,400
PROFESSIONAL TECHNICAL AND OTHER SERVICES	13,048,290	7,553,880	6,363,100	6,852,900
RENTAL, MAINTENANCE AND REPAIR	8,836,300	8,756,050	6,275,700	5,541,400
NON-DURABLE GOODS	7,154,430	7,467,670	5,918,800	5,973,900
DURABLE GOODS	551,390	322,160	170,900	212,900
CONTRIBUTIONS AND CO-PAYMENTS TO ORGANIZATIONS	4,214,490	4,230,920	4,047,500	4,162,500
INTER-UNIT CHARGES	1,885,800	1,955,400	1,845,500	1,934,900
OTHER EXPENDITURES	16,680	91,920	665,900	435,600
<b>TOTAL (OTHER FAMILIES)</b>	<b>36,514,000</b>	<b>31,140,740</b>	<b>25,923,700</b>	<b>25,722,500</b>
<b>TOTAL</b>	<b>\$73,944,750</b>	<b>\$71,124,000</b>	<b>\$64,084,600</b>	<b>\$64,670,300</b>

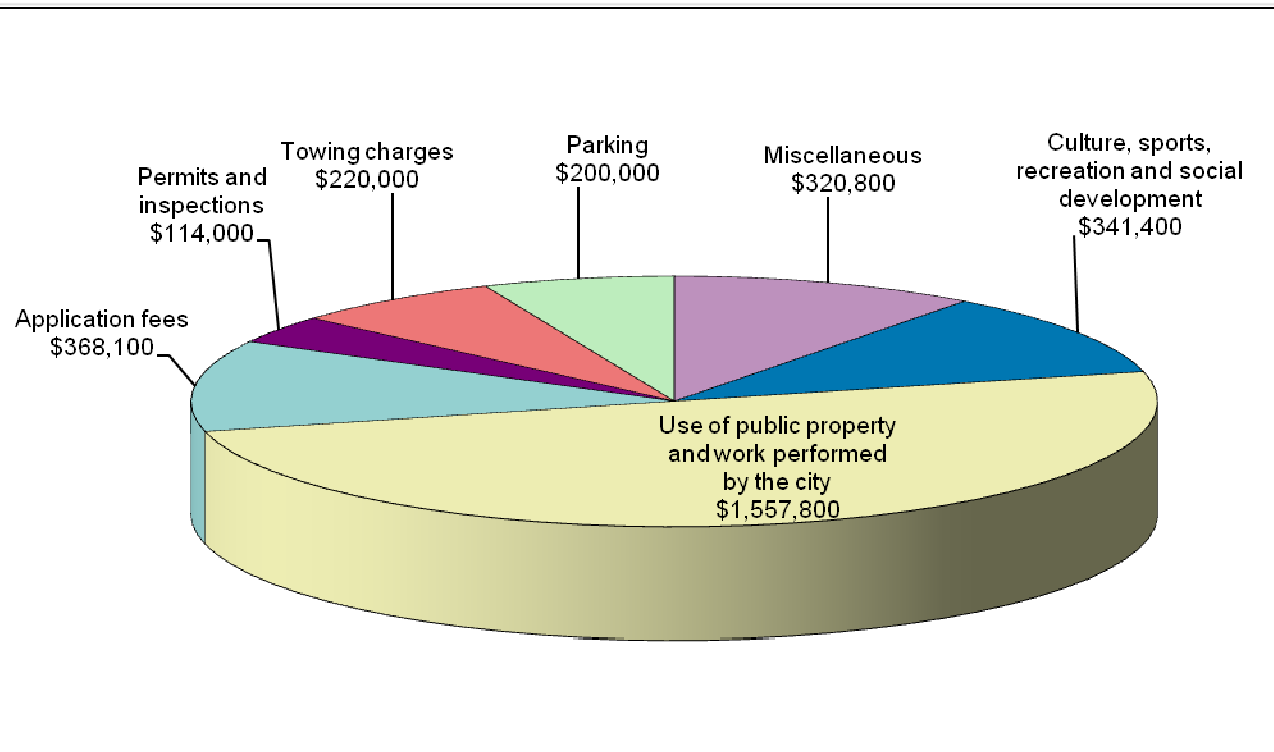
## ***2015-2018 COMPARISON OF REVENUE BUDGET BY PROGRAM***

<b>PROGRAM</b>	<b>2015 ACTUAL</b>	<b>2016 ACTUAL</b>	<b>2017 ORIGINAL BUDGET</b>	<b>2018 ORIGINAL BUDGET</b>
RECREATIONAL FACILITY RENTAL	378,800	306,000	267,000	283,500
PARKING	335,900	338,500	150 000	200 000
USE OF PUBLIC PROPERTY	1,851,300	1,213,100	1,322,700	1,207,200
TECHNICAL SERVICES AND MISCELLANEOUS WORK	533,100	701,500	340,800	350,600
APPLICATION FEES	221,200*	293,300*	218,000	368,100
LEGAL SERVICES	34,200	32,300	30,000	30,000
LICENCES AND PERMITS	136,200	226,400	179,000	114,000
TOWING CHARGES	298,600	239,400	150,000	220,000
LIBRARY FINES	52,800	66,700	51,000	57,900
MISCELLANEOUS	1,028,200	1,074,100	219,100	290,800
<b>TOTAL</b>	<b>4,649,100</b>	<b>4,198,000</b>	<b>2,927,600</b>	<b>3,122,100</b>

\*Revenue received in the financial statements

# ***REVENUE BUDGET BY CATEGORY***

## **2018 REVENUES \$3,122,100**



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# **THREE-YEAR CAPITAL PROGRAM**

***2018–2019–2020***

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# ***INVESTMENT BUDGET (3YCP)***

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<b>2018</b>	<b>\$6,830,000</b>
<b>2019</b>	<b>\$6,830,000</b>
<b>2020</b>	<b>\$6,830,000</b>
<b>TOTAL:</b>	<b>\$20,490,000</b>





# THREE-YEAR CAPITAL PLAN (3YCP)

- ❑ CAPITAL INVESTMENTS\*
- ❑ ASSET QUALITY MAINTENANCE
- ❑ DEVELOPMENT IN KEY SECTORS
- ❑ CAPITALIZABLE EXPENDITURES
- ❑ EXPENDITURES FUNDED BY A LOAN BY-LAW

## Examples:

- ❑ CONVERSION OF WADING POOLS TO WATER PL
- ❑ PLAYGROUND REDEVELOPMENT
- ❑ LOCAL STREET REPAIR

\* Minimum of 75% to maintenance/maximum of 25% to development



# ***THREE-YEAR CAPITAL PROGRAM (3YCP) 2018–2019–2020***

<b><u>BUILDINGS</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
MANOIR NDG AND COMMUNITY CENTRE	\$1,000,000	\$1,500,000	\$1,500,000
COMMUNITY CENTRE AT 6767 CÔTE-DES-NEIGES –RENOVATION OF FAÇADES	\$400,000		
CÔTE-DES-NEIGES LIBRARY–RENOVATION OF FAÇADES		\$500,000	
LIBRARIES AND CULTURAL CENTRES	\$50,000	\$100,000	
MANOIR NDG–RENOVATION OF FAÇADES–OFFICE RETROFIT	\$100,000		
CÔTE-DES-NEIGES SPORTS CENTRE–ENTRANCE AND UNIVERSAL ACCESS	\$400,000		
TRENHOLME SPORTS CENTRE			\$1,200,000
DOUG-HARVEY ARENA	\$250,000		
<b>Sub-Total:</b>	<b>\$2,200,000</b>	<b>\$2,100,000</b>	<b>\$2,700,000</b>

# **THREE-YEAR CAPITAL PROGRAM (3YCP) 2018–2019–2020**

<b><u>PARKS AND GREEN SPACES</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
DE LA SAVANE PARK–REDEVELOPMENT	\$500,000		
NDG PARK–WATER PLAY PARK UPGRADE		\$355,000	
PARK CHALET ROOF REPAIRS	\$50,000	\$50,000	\$50,000
PARK CHALET*	\$700,000	\$500,000	\$1,000,000
PLAYING FIELDS:			
SOMERLED PARK–TENNIS COURTS		\$400,000	
DOG PARK REDEVELOPMENT	\$230,000\$		
		\$100,000	
<b>Subtotal:</b>	<b>\$1,480,000</b>	<b>\$1,405,000</b>	<b>\$1,050,000</b>

\*William-Bowie and Coffee Park chalets

# ***THREE-YEAR CAPITAL PROGRAM (3YCP) 2018–2019–2020***

	<u><b>2018</b></u>	<u><b>2019</b></u>	<u><b>2020</b></u>
<b><u>Roads</u></b>			
ROAD REPAIR PROGRAM	\$1,975,000	\$2,280,000	\$2,230,000
IMPROVEMENT OF LOCAL CYCLING NETWORK	\$75,000	\$50,000	\$50,000
MINOR SIDEWALK REPAIR PROGRAM	\$400,000	\$200,000	\$200,000
TRAFFIC CALMING MEASURES	\$500,000	\$500,000	\$500,000
STREET SEWER REPAIR	\$100,000	\$195,000	
<b>Subtotal:</b>	<u><b>\$3,050,000</b></u>	<u><b>\$3,225,000</b></u>	<u><b>\$2,980,000</b></u>
<b><u>STREET FURNITURE</u></b>			
PARK & STREET FURNITURE	\$100,000	\$100,000	\$100,000
<b>Subtotal:</b>	<u><b>\$100,000</b></u>	<u><b>\$100,000</b></u>	<u><b>\$100,000</b></u>
<b>TOTAL 2018-2020 3YCP</b>	<b>\$6,830,000</b>	<b>\$6,830,000</b>	<b>\$6,830,000</b>

# CENTRAL CITY INVESTMENT

## □ CENTRAL CITY INVESTMENT ON TOP OF BOROUGH INVESTMENT FOR 2018

- 2018 LOCAL ROAD REPAIR PROGRAM (PRR) \$11.0 M
- SUPPLEMENTARY LEVELLING PROGRAM–PLANNED RESURFACING (PCPR & PRCPR) \*\$6.0 M
- ROAD REPAIR PROGRAM (PMIR) \$3.5 M
- WATER & SEWAGE \$13.0 M
- LE TRIANGLE (\$64.0 M PROJECT):
  - De la SAVANE PROJECT: \*\*\$17.1 M
  - RUE VICTORIA: \$5.7 M

\*10.3 km of roads

\*\* Includes De la Savane park, the linear park and buried infrastructure (\$3M)

