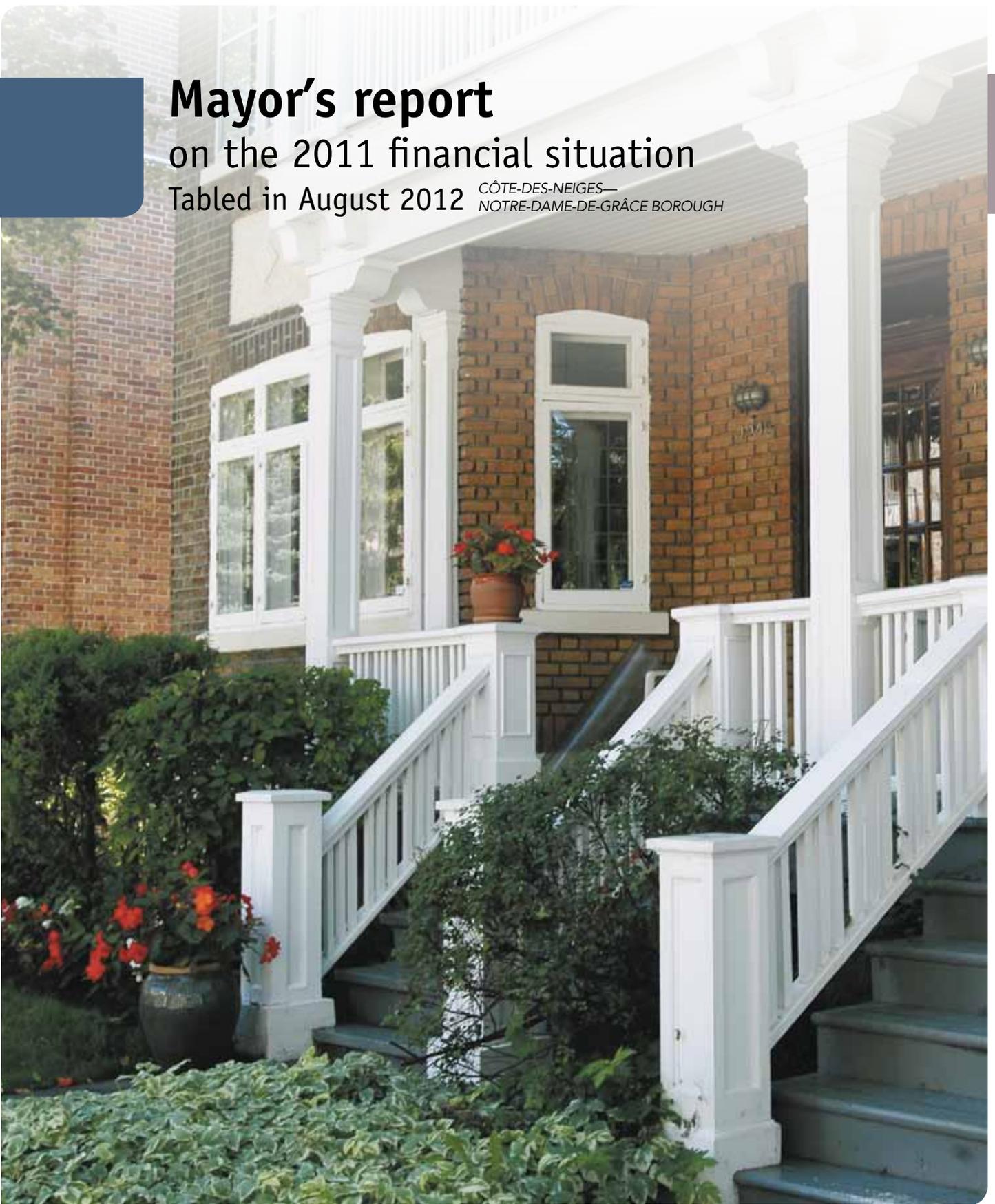


Mayor's report

on the 2011 financial situation

Tabled in August 2012

CÔTE-DES-NEIGES—
NOTRE-DAME-DE-GRÂCE BOROUGH





MAYOR'S MESSAGE – 2011 Highlights

My fellow citizens,

The annual report on our borough's financial situation is an essential exercise, which helps us determine how far we've come. Therefore, it was in a spirit of transparency that our entire team approached the analysis of our situation, which it now shares with you.

After an outstanding 2010, the year 2011 introduced a period of stabilization. Access to close to \$2.5 M of last year's surplus allowed us to implement several projects, while applying strict management measures to our daily operations.

Guided, in all of our decisions, by a desire to improve the quality of life in our borough, we consistently sought out relevant investments with an eye to sustainable development.

Neighbourhood parks, a favourite destination of our families and youngsters, were a priority, accounting for \$2.5 M in expenditures. This amount was allocated to the restoration of paths, the enhancement of recreational facilities, the development of new sports fields and the modernization of our urban furnishings. The construction of a cultural and recreational venue at parc Jean-Brillant, at a cost of \$600,000, which started in 2011, is about to be completed. In this same line of thought, many "invisible" though essential works are also being carried out thanks to investments in the order of \$3.2 M. This money will serve to correct the ventilation and filtration systems at the Côte-des-Neiges pool, plan repairs to the roof and pediment of the Notre-Dame-de-Grâce Community Centre and ensure that persons with reduced mobility enjoy universal access to the Côte-des-Neiges library and Bureau Accès Montréal.

In recent years, the borough has looked at ways of fostering the wellbeing of its residents. This reflective process led to the development of several policies and action plans recognized both locally and internationally, such as the Policy on Healthy Lifestyles, which now guide our administration's investments in our facilities.



On a daily basis, the borough's responsibilities are more often pragmatic and practical. For instance, pedestrians and motorists alike were able to appreciate the rehabilitation of streets and sidewalks carried out here and there throughout the borough. In fact, in 2011, \$2.2 M was invested in repairs to roads and sidewalks. We are also pleased to announce that, in 2012, an additional \$4.2 M will be allocated to the Programme de réparation routière (Road Repair Program)

by the Ville de Montréal.

As you know, the Côte-des-Neiges—Notre-Dame-de-Grâce borough is not only Montréal's most densely populated, it is also one of those that draws the largest number of new residents every year. Consequently, to ensure development consistent with a coherent urban vision, the borough holds regular consultations with its residents, institutions and community organizations. In this area, the planned development of the hippodrome site and the growth of Le Triangle sector confirm our cutting-edge approach with the design of pedestrian lanes, bicycle paths, green spaces and cool islands.

But beyond these figures, the borough's achievements result from extraordinary collaboration among elected officials, employees, organizations and citizens. Thanks to ongoing exchanges and constructive debates, we are developing a vision of the future, which determines our priorities and translates into concrete actions in the field. To all of you who participate actively in our democratic life and the implementation of all our projects: Thank you.

A handwritten signature in black ink, appearing to read "M. Applebaum". The signature is fluid and cursive.

Michael Applebaum
Mayor of the Borough of
Côte-des-Neiges—Notre-Dame-de-Grâce
Chairman, Executive Committee of the City of Montréal



Key achievements of 2011

The Borough's ongoing improvement!

Improvement **PLAYGROUNDS**

Under the Programme d'amélioration des aménagements dans les parcs (Park Improvement and Development Program), \$1.8 M was spent mainly on the following projects:

- **\$400,000** for the development of new water games at parc Nelson-Mandela.
- **\$540,000** for the restoration of the soccer field at parc Gilbert-Layton, and the soccer field and chalet at parc MacDonald.
- **\$170,000** for repairs to parc Kent trails and pavilion de Kent.

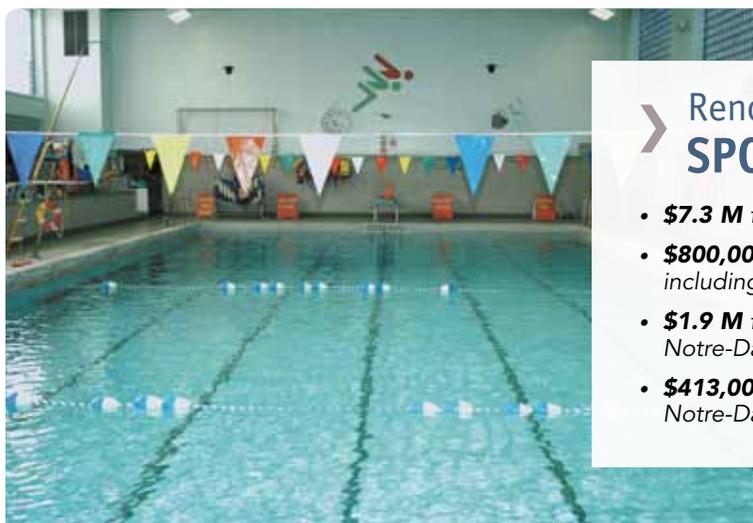
- **\$350,000** for improvements to play areas at parc Loyola.
- **\$89,000** for the construction of a basketball court at parc Georges-Saint-Pierre.
- **\$50,000** for the modernization of urban furnishings at parc Paul-Doyon.

Two additional investments were carried out by tapping into the borough's surplus:

- **\$740,000** at parc Benny and **\$200,000** at parc de la Savane for converting the wading pool into water games.

➤ Maintenance of INFRASTRUCTURES

- **\$2.8 M** for roadworks, road and manhole repairs as well as the implementation of traffic calming measures.
- **\$2.2 M**, of which **\$436,000** comes from the borough's surplus, for the paving and reconstruction of fifteen sections of streets and sidewalks within the framework of the Programme de réparation routière (Road Repair Program).
- **\$1 M** for replacing part of the borough's fleet of vehicles.
- **\$75,000** to provide persons with reduced mobility with easy access to the Côte-des-Neiges library and Bureau Accès Montréal.



➤ Renovation of SPORTS AND CULTURAL facilities

- **\$7.3 M** for upgrading the Doug-Harvey Arena.
- **\$800,000** for repairs and renovations to some sports facilities, including the Côte-des-Neiges pool and the Trenholme Centre.
- **\$1.9 M** for repairs to the roof and pediment of the Notre-Dame-de-Grâce Community Centre.
- **\$413,000** for repairs to the mechanical room at the Notre-Dame-de-Grâce Community Centre.



➤ Development of the CULTURAL offering

- **\$21 M** for the construction of the Notre-Dame-de-Grâce Cultural Centre including a new library.
- **\$600,000** for the addition of a venue at parc Jean-Brillant.

➤ ENVIRONMENTAL Protection

- Distribution of 7,000 recycling bins to residents.
- Implementation of the mini-park project with the inauguration of the urban rest area on Coolbrook Street.
- Addition of a community composter.
- Adoption of an Urban Forestry Plan.
- Addition of 10 new BIXI stations in the borough, in support of active transportation.



LATEST FINANCIAL RESULTS 2011

› EXPENDITURES BUDGET
\$70,946,800

› LOCAL INCOME BUDGET
\$2,550,400

› NET MANAGEMENT SURPLUS
\$2,463,600

The borough ended 2011 with a surplus of close to \$2.5 M resulting primarily from higher income generated by construction permits and public property occupation permits.

This positive difference attests to the economic vitality of our territory.

Côte-des-Neiges—Notre-Dame-de-Grâce Borough
Year ended December 31, 2010

Operating Activities (in thousands of dollars)

	2011		2010
	Budget	Achievements	Achievements
Income			
Payments in lieu of taxes			
Transfers			
Services rendered	1,371	3,315	1,888
Imposition of duties	983	2,647	9,054
Fines and penalties	197	239	90
Interest			
Other income		268	1,980
Budgetary allocation	68,396	68,857	67,735
	<u>70,947</u>	<u>75,326</u>	<u>80,747</u>
Operating expenses			
General administration	9,649	7,497	8,367
Public security	1,203	1,420	1,422
Transportation	22,103	24,697	20,552
Environmental health	12,401	13,827	12,769
Health and wellbeing	926	924	952
Urban planning and development	2,932	3,164	2,953
Recreation and culture	21,733	22,792	21,426
Financing charges			
	<u>70,947</u>	<u>74,321</u>	<u>68,441</u>
Surplus (deficit) for the year		<u>1,005</u>	<u>12,306</u>
Financing			
Reimbursement of the long-term debt	-	-	-
Allocations			
Capital asset activities		(72)	(169)
Non-allocated surplus			
Allocated surplus		2,121	1,254
Financial reserves and reserved funds		(25)	(1,894)
Amount to be reserved in the future			
		<u>2,024</u>	<u>(809)</u>
Management surplus according to modified budget		<u>3,029</u>	<u>11,497</u>
Corrections – Corporate		(565)	(318)
Management surplus		<u>2,464</u>	<u>11,179</u>

THE THREE-YEAR CAPITAL WORKS PROGRAM

› THE THREE-YEAR
CAPITAL WORKS
PROGRAM CALLED
FOR THE FOLLOWING
INVESTMENTS

› 2011 \$6,209,000
2012 \$6,209,000
2013 \$6,209,000

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Côte-des-Neiges—Notre-Dame-de-Grâce Borough
Year ended December 31, 2011

Capital Asset Activities for Tax Purposes (in thousands of dollars)

	2011		2010
	Budget	Achievements	Achievements
Income			
Transfers		266	4,283
Other income			
Developers' contributions			154
Others			
	<u>0</u>	<u>266</u>	<u>4,437</u>
Allocations			
Operating activities		72	169
Allocated surplus from operating activities and reserved funds		3,320	636
	<u>0</u>	<u>3,392</u>	<u>805</u>
Financing by loans	<u>6,209</u>	<u>3,452</u>	<u>7,679</u>
Total	<u><u>6,209</u></u>	<u><u>7,110</u></u>	<u><u>12,921</u></u>
Capital acquisitions			
General administration			
Public safety			
Transportation	2,090	3,076	2,244
Environmental health		98	
Health and wellbeing			
Urban planning and development			
Recreation and culture	4,119	3,936	10,677
Total	<u><u>6,209</u></u>	<u><u>7,110</u></u>	<u><u>12,921</u></u>

The borough carried out capital expenditures in the order of \$7.1 M in 2011, that is an amount of \$3.4 M to be financed by a loan and \$3.7 M from the operating budget, borough surpluses, park fund or grants.

Projects carried out in 2011

- Upgrading of the air and drainage system as well as other work on the pool at the Côte-des-Neiges Sports Centre.
- Supply and installation of play modules for children 18 months to 5 years of age at parc Darlington, Van Horne and Loyola.
- Supply and installation of play modules for children 6 to 12 years of age at parc Loyola.
- Conversion of the wading pool into water games at de la Savane and parc Benny for children 18 months to 5 years and 6 to 12 years of age.
- Restoration of the soccer field at parc Gilbert-Layton.
- Restoration of the trails and pavilion as well as the construction of a new petanque court at parc de Kent.
- Construction of a basketball court at parc Georges-Saint-Pierre.
- Installation of lampposts at parc Dunkerque.
- Renovations to the chalet and restoration of the soccer field at parc MacDonald.
- Restoration of the Trenholme Centre façade.
- Continued purchase of the Première collection for the new Benny library.
- Replacement of 10 vehicles as part of the automotive fleet's renewal.
- Restoration of road surfaces and sidewalks on sections of 15 local streets, within the framework of the Programme de réfection routière (Road Restoration Program).

In 2012, the borough management's key projects will be:

- The establishment of the Notre-Dame-de-Grâce Cultural Centre. This project is coming along nicely, with the architectural competition already completed and plans and specifications about to be tabled. The acquisition of the first collection of documents is also underway. Work is slated to start in 2012.
- The upgrading of the Doug-Harvey Arena. This multi-million dollar project reflects our intent to have clean, efficient, lasting facilities.
- The implementation of the project for the development of the hippodrome site. This project will take up much of our time in 2012 and will require serious work on the part of the borough, relying on its unique urban planning vision and development expertise.

Preliminary indications of financial results (2012)

The 2012 expenditures budget has been set at \$71,003,300 while the local income budget is set at \$3,045,400.

Given that snowfalls early in the year were consistent with projections and income for construction and renovation permits is positive, we can expect favourable results barring an unforeseen event.

General orientations of the 2013 budget and the next Three-Year Capital Works Program

The general orientations for 2013 call for an expenditures budget and an income budget to be determined by the Ville de Montréal, within the framework of a new approach seeking to reform the financing of boroughs. The 2012-2015 TCWP calls for a total investment of \$18,627,000 broken down over three years as follows:

2013	\$6,209,000	2014	\$6,209,000	2015	\$6,209,000
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List of contracts of \$25,000 and over

The list of contracts, including contracts of more than \$2,000 concluded with a single supplier and totalling \$25,000 or more during the period from June 1st, 2011 to May 31st, 2012, was officially tabled and has been posted on the Ville de Montréal website at ville.montreal.qc.ca/cdn-ndg.