



# REPORT ON THE 2017 FINANCIAL STATEMENTS: HIGHLIGHTS

*Tabled in June 2018*



# MESSAGE FROM THE MAYOR



Dear fellow citizens,

I am pleased to present the Côte-des-Neiges–Notre-Dame-de-Grâce borough's report featuring the highlights of the 2017 financial statements. This document is an important exercise in transparency which presents the budget data for the previous year and provides a clear picture of how public funds are managed.

You will note that in 2017 major road repairs and infrastructure maintenance were a priority for the borough. In addition, our borough has been - and continues to be - concerned about the state of our parks and public spaces. A special effort has also been made to support accessibility to culture and reading. These are achievements that we can be proud of, and which stimulate us to go even further in making the public domain safe and beautiful.

Despite these investments, a scrupulous and tight management of public finances has allowed the borough to report a surplus of \$ 3.0M, which we intend to redirect to various projects that will make CDN-NDG even greener, safer and more welcoming.

On behalf of my borough council colleagues, I would like to emphasize the rigor and professionalism of borough employees, whose work has a direct impact on residents' quality of life.

A handwritten signature in black ink that reads "Sue Montgomery".

**Sue Montgomery**

Borough mayor

## HIGHLIGHTS OF 2017

### Development of parks and real estate assets

#### Parc McDonald

- Beginning work to convert the wading pool into a splash park – Programme Aquatique de Montréal (PAM). \$0.67 M

#### Parc Notre-Dame-de-Grâce

- Beginning redevelopment and renovation work on the chalet at Parc Notre-Dame-de-Grâce. \$1.42 M

#### Parc Trenholme

- Upgrading the wading pool to filtered water – Programme Aquatique de Montréal (PAM). \$1.22 M

#### Parc Marie Gérin-Lajoie

- Rehabilitation and enhancement of the park by developing walking and cycling paths, Phase 2 – Planting work. \$0.19 M

#### Community Centre and Intercultural Library (BIC)

- Professional services leading up to the rehabilitation of vertical envelope of the building. \$0.26M

#### Parc Darlington

- Professional services to develop a new dog run. \$0.02 M

#### Doug-Harvey Arena

- Professional services to improve washroom facilities and changing rooms. \$0.03 M

#### Parc Loyola

- Beginning the playground and new synthetic soccer field redevelopment project. \$2.86 M

#### Notre-Dame-de-Grâce Community Centre

- Professional services to repair masonry. \$0.09 M

#### Montréal's 375<sup>th</sup> Anniversary

- Various activities related to the 375<sup>th</sup> anniversary celebration funded primarily by the city centre, including the creation of two public squares and the live broadcast of the Montréal Symphony Orchestra concert in Parc de Kent and Parc Notre-Dame-de-Grâce. Additionally, the "Passages" exhibition featured archival and contemporary photographs celebrating the history and rich offerings of the borough. \$1.55 M

### Housing, urban development and business services

- Ongoing revitalization project along Chemin de la Côte-des-Neiges.
- Avenue Louis-Collin development on the corner of the Corridor Darlington development.
- Creating a Vimy Ridge memorial site – Place de Vimy at Parc Notre-Dame-de-Grâce.
- Converting rue du Frère-André to a pedestrian street.
- Hiring an outreach officer to improve housing sanitation inspections.
- Roundtable on anti-poverty measures and creation of a reserve for social housing.
- Hiring an animal control officer.

### Borough management

- Organizational optimization under the five-year workforce plan; ten (10) positions eliminated in 2017.

## Culture and libraries

- Creating a second Fab Lab (factory laboratory) at the intercultural library, funded by the Policy on Children corporate program.
- Improving digital services in all borough libraries by adding publicly-accessible Internet stations and audiovisual equipment (televisions, video games, sound systems).
- Establishing a team of volunteers (20) to read to children and carry out music-related cultural activities, funded by the Policy on Children.
- Signing a 10-year agreement to lease the former Benny Library building to the Head and Hands organization, which provides programs for young parents, health and social services, a food bank, etc. to meet the needs of a specific clientele.
- 25% increase in visitors to the borough's four libraries accounting for 1,325,000 visits, which corresponds to more than 16% of all visits to the 45 libraries in the city network.

## Public works and parks

### Road Repair Program (RRP)

- 21.4 km of streets paved
- 24.4 km of sidewalks repaired

### Traffic calming measures

- 109 speed bumps installed on 47 street blocks
- 61 sidewalk extensions at 25 intersections

## Repairs to water supply infrastructure

- 1,515 full fire hydrant inspections
- 928 network valve inspections
- 653 valve boxes cleaned
- 138 water leaks repaired
- 87 lead water service connections replaced
- 245 kilometres of inspections and 6.4 kilometres of sewer lines cleaned
- 2,344 sumps cleaned and 77 replaced
- 24 network valves replaced
- 157 access boxes repaired (pneumatic excavation)
- 6 sewer manholes replaced
- 30 fire hydrants replaced
- 27 domestic drains replaced
- 13 full replacements or installations of water service connections

## Tree park

- 772 trees planted
- 368 ash trees felled under the plan to combat emerald ash borer infestations
- 829 stumps removed (ash trees and other species)
- 1,200 trees pruned, including 1,000 following the microburst on August 22, 2017
- 200 trees of various species felled following the microburst on August 22, 2017

## LATEST FINANCIAL RESULTS 2017

### Operating activities and highlights

At the end of the 2017 fiscal year, the borough produced a management surplus of \$2,037 M. With various year-end adjustments totalling \$0.981 M, the borough showed a management surplus of \$3,017 M in 2017.

<b>Budgeted expenditure</b>	<b>\$64,084,600</b>
<b>Budgeted local revenue</b>	<b>\$2,927,600</b>
<b>SNet management surplus</b>	<b>\$3,017,100</b>

More specifically, the borough posted a surplus of \$3 M consisting of:

- An operating surplus – operating budget of \$0.93 M
- Surplus revenue of \$1.11 M
- Various year-end adjustments of \$0.98 M

Revenue	2015	Actual 2016	2017	Original budget 2017	Variance 2017	Amended budget 2017
Taxes and central transfers <sup>1</sup>	58,646.5	57,887.8	60,217.2	60,156.8	60.4	60,466.5
Services rendered and other revenue	4,556.3	4,059.0	3,985.5	2,842.4	1,143.1	2,890.4
Transfers	7.0	6.1	15.1	-	15.1	-
<b>Total – Revenue</b>	<b>63,209.8</b>	<b>61,952.9</b>	<b>64,217.8</b>	<b>62,999.2</b>	<b>1,218.6</b>	<b>63,356.9</b>
<b>Operating expenditures</b>						
General administration	7,184.8	7,882.6	7,929.5	8,130.5	201.0	7,958.8
Public security	546.5	563.3	605.7	603.3	(2.4)	621.8
Transportation	12,272.6	11,028.9	13,230.1	13,555.5	325.4	13,617.6
Environmental health	10,189.3	10,317.1	9,951.0	10,080.4	129.4	10,228.2
Health and well-being	1,542.4	1,411.3	1,357.0	1,369.1	12.1	1,438.2
Land use, urban planning and development	3,653.6	3,946.9	4,172.3	4,327.7	155.4	4,690.3
Recreation and culture	23,853.9	25,026.5	27,168.2	26,018.1	(1,150.1)	26,785.9
<b>Total – Operating expenditures</b>	<b>59,243.1</b>	<b>60,116.6</b>	<b>64,413.8</b>	<b>64,084.6</b>	<b>(329.2)</b>	<b>65,340.8</b>
Allocations	1,208.3	1,145.8	2,232.6	1,085.4	1,147.2	1,983.9
<b>Management surplus (deficit) based on original budget</b>	<b>5,175.0</b>	<b>2,982.1</b>	<b>2,036.6</b>	<b>-</b>	<b>2,036.6</b>	<b>-</b>
Adjustments	2,157.0	2,102.5	980.5	-	980.5	-
<b>Management surplus (deficit)</b>	<b>7,332.0</b>	<b>5,084.6</b>	<b>3,017.1</b>	<b>-</b>	<b>3,017.1</b>	<b>-</b>

<sup>1</sup> This heading consists of central transfers and budgeted local tax revenue. The "Actual/Budget" variance in local tax revenue is included in the "adjustments" line.

# CAPITAL WORKS ACTIVITIES FOR TAX PURPOSES

## Latest Three-Year Capital Works Program (TCWP)

The latest Three-Year Capital Works Program of the borough called for the following investments:

2017	\$6,830,000
2018	\$6,830,000
2019	\$6,830,000

### Highlights of the 2017 TCWP

The main achievements of the borough's 2017 TCWP, for a total of \$12.4 M, are:

- Road repair and traffic calming program (\$6.7 M).
- Redeveloping various parks (\$2.0 M), including upgrading the Trenholme wading pool, renovating the chalet at Parc Notre-Dame-de-Grâce, and redeveloping Parc Notre-Dame-de-Grâce and Parc Marie Gérin-Lajoie.
- Finalizing upgrades to Bill-Durnan Arena (\$2.0 M).
- Vehicle purchase (\$0.9 M).
- Finalizing contingent and incidental work at the Notre-Dame-de-Grâce Cultural Centre (\$0.6 M).
- Beginning masonry repair work at the Côte-des-Neiges Community Centre (\$0.2 M).

Borough capital expenditures (in thousands of dollars)	2015	Actual 2016	2017
Côte-des-Neiges–Notre-Dame-de-Grâce	14,993.2	9,920.3	12,454.9

The borough also implemented \$26.9 M in projects funded by the city centre: \$26.9 M

- Repairs to arterial streets (\$12.4 M).
- Additional repairs to local streets (\$5.1 M).
- Ongoing Le Triangle sector development project (\$6.3 M).
- Developing multi-purpose public squares at Parc de Kent and Parc Notre-Dame-de-Grâce as part of the 375<sup>th</sup> anniversary legacy program (\$2.5 M).
- Additional roadway milling and paving work (\$0.3 M).
- Combatting emerald ash borer infestations (\$0.3 M).

### Report of the auditor general and external auditor

The city's auditor general and the external auditor have concluded without reservation that the city's consolidated financial statements, which include the boroughs' results, accurately reflect its financial position on December 31, 2017.

## MAIN VARIATIONS

### Amended budget

- \$0.9 M operating budget surplus used to implement various projects, such as developing the Côte-des-Neiges public square, revitalizing Chemin de la Côte-des-Neiges, and additional stump removal work.
- \$0.2 M transferred from the Direction de la gestion stratégique des réseaux d'eau to carry out additional work.
- \$0.1 M transferred from the city centre as part of the pedestrian and shared street program.

### Revenue

The additional revenue was collected by the borough under the following categories:

- \$0.5 M related to the use of public land and technical services, including excavation permits and temporary or permanent public property occupancy permits.
- \$0.2 M generated by various application reviews, including the retirement home construction project on Rue Jean-Talon.
- \$0.1 M from advertising and sponsorship revenue and various fees.
- \$0.2 M in traffic and parking fines and penalties related to snow removal.
- \$0.1 M related to revenue from residents-only street parking.
- \$2.0 M of surplus revenue related to building permits and modifications stemming from year-end adjustments.

### Operating expenditures

#### General administration

- Savings of \$0.3 M in technical services, \$0.1M of which was transferred in order to implement various projects, including the Place de Vimy at Parc Notre-Dame-de-Grâce and preparatory work on the borough office redevelopment project.
- Negative variance of \$0.1 M related to rental costs, maintenance and building repairs.

#### Transportation

- Savings of \$0.5 M in professional fees and technical services, \$0.3 M of which was earmarked to fund clean-up brigade labour costs.
- Negative variance of \$0.2 M in compensation related to various road maintenance activities.

#### Recreation and culture

- Deficit of \$0.6 M in compensation related to libraries.
- Unfavourable variance of \$0.3 M in compensation related to the maisons de la culture.
- Over-expenditure of \$0.1 M in financial contributions to various organizations.
- Negative variance of \$0.1 M in compensation for activities related to skating rinks.