



Dear citizens,

I am proud to present the annual report on the financial situation of the borough of Côte-des-Neiges-Notre-Dame-de-Grâce. In accordance with section 144.7 of the Charter of the Ville de Montréal, this report presents a portrait of the achievements recorded in 2013 and those that are expected in 2014.

Through our investment decisions, our administration has taken concrete steps to meet the objectives deemed a priority for Côte-des-Neiges-Notre-Dame-de-Grâce. Sustaining our quality of life, easing traffic flow and reinvesting in our infrastructures will require prudence and sound financial management, and these values serve to guide us on a daily basis.

You will also notice that the borough's finances are subject to constraints and contingencies imposed by the Ville de Montréal's finance department. Indeed, in order to maintain quality services, we must constantly innovate in an effort to get the most from the resources at our disposal.

The borough's budget is twofold: The operating budget, for example, 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 three years and financed through borrowings – earmarked (for example) for road and building repairs, purchasing machinery and furniture, and parks development.

In closing, may I reiterate that we are administering the public purse with the greatest possible prudence in order to avoid any future deficits.

**BOROUGH MAYOR**



# MAYOR'S REPORT

ON THE FINANCIAL  
SITUATION FOR **2013**

TABLED IN AUGUST 2014

## PRINCIPAL ACHIEVEMENTS FOR 2013

### PARKS DEVELOPMENT AND REAL ESTATE ASSETS

#### Nelson-Mandela Park

- Landscaping around the water play modules.
- Expansion of the park chalet.

#### Maurice-Cullen Park

- Reconstruction of the park chalet.

#### MacDonald Park

- Interior of the park chalet repaired.

#### Confederation Park

- Landscaping around the Bleu Blanc Bouge rink.
- Track & field track repaired.

#### Coffee Park

- Children's play modules repaired, landscaping.

#### Marie-Guérin-Lajoie Park

- Development of footpaths.

#### Jean-Brillant Park

- Installation of four (4) outdoor workout stations.

#### Loyola Park

- Installation of two (2) outdoor workout stations.

#### Trenholme Park

- Development of a new natural-grass soccer field.

#### Doug Harvey Arena

- Refrigeration system brought up to standard.

#### Maison de la culture NDG

- Three (3) air conditioning units replaced.

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

- Start of the construction of the NDG Cultural Centre.

## SPORTS, RECREATION, CULTURE AND SOCIAL DEVELOPMENT

- Collaboration with Sainte-Justine Hospital aimed at lending documents to sick children and their parents.
- First winter use of the Bleu Blanc Bouge rink.
- Adoption and promotion of the Déclaration de CDN-NDG pour un arrondissement en santé.
- Implementation of healthy food vending machines in several municipal facilities.

## URBAN DEVELOPMENT AND BUSINESS SERVICES

- Launch of the first sanitation operations in the borough.
- Approval given to two social housing developments totalling 120 dwelling units.
- Announcement of public meetings held by the Urban Planning Advisory Committee.
- Support for construction work carried out at the Jewish General Hospital, CHU Sainte-Justine and the McGill University Health Centre.

## PUBLIC WORKS

- Establishment of new measures to ease traffic flow.
- Sidewalk repairs carried out by Ville de Montréal crews.

## PRELIMINARY INFORMATION ON FINANCIAL RESULTS (2014)

THE 2014 EXPENDITURE BUDGET WAS SET AT \$73,577,800; THE LOCAL REVENUE BUDGET AT \$4,010,500

Snow removal operations for 2014 are expected to present some difficulty once again, as the borough already received 133.2 centimetres of snow in the first part of the year. Three snow removal operations and 12 operations to apply abrasives were required. However, the borough's anticipated revenues are favourable, which will help to maintain a balanced budget in 2014.

### General budget guidelines for 2015 and Three-Year Capital Works Program (TCWP) for 2015-2016-2017

The general guidelines for 2015 call for an expenditure budget and a revenue budget that will be determined by the Ville de Montréal. The TCWP (2015-2017) provides for a total investment of \$21,111,000 spread out over the three years:

2015	\$7,451,000
2016	\$6,830,000
2017	\$6,830,000

### List of contracts totalling \$25,000 or more

The list of contracts – including contracts for more than \$2,000 concluded with the same contractor and totalling \$25,000 or more during the period from June 1, 2013 to May 31, 2014 – was officially tabled and may be consulted on the Ville de Montréal website at [ville.montreal.qc.ca/cdn-ndg](http://ville.montreal.qc.ca/cdn-ndg)

## CURRENT THREE-YEAR CAPITAL WORKS PROGRAM (TCWP)

THE CURRENT THREE-YEAR CAPITAL WORKS PROGRAM PROVIDES FOR THE FOLLOWING INVESTMENTS:

2013	\$6,209,000
2014	\$6,209,000
2015	\$6,209,000

The Borough initiated real estate expenditures in the order of \$6.4 million for the year 2013: the sum of \$2.9 million was financed through borrowing, and the sum of \$3.5 million came from the borough's operating budget surplus, the parks fund, or grants.

## OPERATING ACTIVITIES

(in thousands of dollars)

	2013 Total		2012 Total
	Budget	Achievements	Achievements
<b>REVENUES</b>			
Taxes		88	
Payments in lieu of taxes			
Transfers		11	24
Services rendered	1,662	4,394	3,454
Imposition of duties	1,307	2,693	6,743
Fines and penalties	197	341	239
Interest			
Other revenues		106	180
Budgetary appropriation	70,285	70,767	68,465
	73,451	78,400	79,105

### OPERATING EXPENDITURES

General administration	9,530	7,569	7,446
Public security	1,240	1,434	1,427
Transportation	22,981	26,805	23,972
Environmental hygiene	13,275	14,591	14,276
Health and well-being	942	932	968
Management, urban planning and development	3,065	3,392	3,274
Recreation and culture	22,418	22,517	22,782
Finance charges			
	73,451	77,240	74,145
Surplus (deficit) for the financial year		1,160	4,960

### FINANCING

Reimbursement of the long-term debt			
-------------------------------------	--	--	--

### RESERVE

Capital asset activities	(544)	(69)
Unrestricted surplus		
Restricted surplus	1,880	1,109
Financial reserves and funds earmarked	(42)	
Provision for future amounts	94	
	1,388	1,040

### MANAGEMENT SURPLUS BASED ON AMENDED BUDGET

Corrections – General administration	142	306
<b>MANAGEMENT SURPLUS</b>	2,690	6,306

## FINANCIAL PERFORMANCE (2013)

Expenditure budget	\$73,450,900
Local revenue budget	\$3,165,300
Net management surplus	\$2,690,048

The borough's operating expenditures led to a deficit of \$578,400 caused mainly by snow removal operations after the borough received a total of 275 centimetres of snow. The surplus recorded stems mainly from construction permit revenues (including an extraordinary amount for the construction of the Shriners Hospital for Children), modification permits, as well as the occupation of the public domain and the maintenance and repair work carried out by the Ville de Montréal.

## CAPITAL ASSET ACTIVITIES FOR TAX PURPOSES

(in thousands of dollars)

	2013 Total		2012 Total
	Budget	Achievements	Achievements
<b>REVENUES</b>			
Transfers		118	0
<b>Other revenues</b>			
Contributions from developers			
Other		2	
	0	120	0
<b>RESERVE</b>			
Operating activities		544	69
Surplus from restricted operating activities and funds earmarked	856	2,834	2,896
	856	3,378	2,965
<b>FINANCING BY BORROWING/ TO FINANCE</b>			
	6,209	2,910	2,915
<b>Total</b>	<b>7,065</b>	<b>6,408</b>	<b>5,880</b>

### ACQUISITION OF CAPITAL ASSETS

General administration	0		
Public security		119	
Transportation	3,709	1,878	2,219
Environmental hygiene			169
Health and well-being	50	111	
Management, urban planning and development	0	428	1,476
Recreation and culture	3,306	3,872	2,016
	7,065	6,408	5,880