

Mayor's report on the 2010 financial situation

Tabled in August 2011

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



- › WE HAVE CHOSEN TO INVEST IN DEVELOPMENT PROJECTS
- › ALL TOLD, MORE THAN \$21,400,000 WAS INVESTED THROUGHOUT THE BOROUGH
- › LE TRIANGLE IS INSPIRED BY AVANT-GARDE MODELS OF URBAN DEVELOPMENT

Message from the borough mayor

and Chair of the Ville de Montréal Executive Committee

My fellow citizens,

The annual report on the financial situation of the Côte-des-Neiges–Notre-Dame-de-Grâce borough provides us with a welcome opportunity to draw a portrait of the year that has just come to a close and put into perspective the challenges that lie ahead.

In many ways, 2010 was a remarkable year for our borough, which posted a surplus of \$11,179,300. This surplus consisted, to a large extent, of one-off income related mainly to the activities of our hospital centres as well as the development of the new Le Triangle neighbourhood.

Key to our vision:

quality of life and sustainable development

Whether dealing with day-to-day management or major projects, our administration favours concrete measures that help improve our living environment while meeting the most stringent requirements in the area of sustainable development.

In keeping with this approach, we finalized the construction of the Notre-Dame-de-Grâce Sports Centre, a project that is not only distinguished by its environmental performance but by the fact that it was carried out within the established timeframe and budget. Opened in January 2011, the Centre has already welcomed more than 80,000 visitors who have enjoyed the pool, gymnasium, or group activities offered on site.

With this same objective of enhancing the quality of life and services offered to residents of our borough, we also adopted a Plan directeur culture, sports et loisirs (master plan). A collaborative effort involving our administration, citizens, institutions and various partners, this plan resulted in 200 recommendations, which will guide our decisions over the coming years.

In fact, the project for the construction of a new library in the Benny area is a concrete illustration of how we move from talk to action. The winner of our architectural competition, the consortium consisting of the firms Atelier Big City, Fichten, Soiferman & Ass., L'ŒUF, Pageau-Morel & Ass., Vinci Consultants and Groupe EGP, is busy completing the plans and specifications by the end of 2011, with work slated to start in 2012.

This review of our activities would not be complete without touching on the host of improvements made to public areas such as parks, children's playgrounds, sports facilities, lighting and urban furnishings or traffic calming measures. All told, more than \$21,400,000 was invested throughout the borough in compliance with our policies and the Green Plan adopted in 2008.

Key to our growth:

economic vitality and well-pondered real estate development

Already known as the most heavily populated in Montréal, our borough is also one of the most economically dynamic.

We also benefit from the multiple activities of hospital centres on our territory, further to the start of construction on the McGill University Health Centre at the Glen Campus as well as Pavilion K, which will accommodate the Montreal Jewish Hospital's new emergency department. These major investments have significant spinoffs, creating jobs and business opportunities for our companies.

Concurrently, our borough remains a major residential pole of attraction and continues to experience ongoing population growth. Given our stated intent to put forth a coherent urban planning vision and meet the needs of our citizens both now and over the coming decades, we are consulting our residents and community organizations on a regular basis.

Le Triangle, a new neighbourhood in the Namur Jean-Talon West sector, is developing in keeping with this spirit. In fact, it is literally rising from the ground, inspired by avant-garde models of urban development, with many pedestrian walkways, bicycle paths, green spaces and islands of freshness, as well as a rainwater management system. Once again, our directives such as the Green Plan, have enabled us to maximize the potential of every project.



› CONCRETE MEASURES THAT HELP IMPROVE OUR LIVING ENVIRONMENT WHILE MEETING THE MOST STRINGENT REQUIREMENTS IN THE AREA OF SUSTAINABLE DEVELOPMENT

Key to our administration:

Sound management and a long-term vision

While we can delight at the budget surplus recorded in 2010, it is important to note that these monies have been generated by non-recurring income such as construction permits. Indeed, institutional construction projects and real estate development generated more than \$7 million in extraordinary income, which was added to savings in the order of \$2,800,000 resulting

First, I would like to note the involvement of all our elected officials who collaborate on our borough's democratic life and the administration of each of its districts. These men and women have shown remarkable dedication and a passion essential to making our projects a reality and ensuring the good operation of our institutions.

I would also like to acknowledge the contribution of the borough's employees who demonstrate, every day, the relevance of a more humane administration that is more present than ever in the field.



Michael Applebaum, Borough Mayor and Chair of the Ville de Montréal Executive Committee, with the borough councillors. Back row, left to right: **Peter McQueen**, Councillor for the District of Notre-Dame-de-Grâce, **Marvin Rotrand**, Majority Leader and Councillor for the District of Snowdon, **Lionel Perez**, Councillor for the District of Darlington. Front row: **Susan Clarke**, Councillor for the District of Loyola, and **Helen Fotopulos**, Member of the Ville de Montréal Executive Committee and Councillor for the District of Côte-des-Neiges.

from strict management of expenditures and a rather mild 2009-2010 winter season.

It's no secret that the City of Montréal is facing major challenges and will have to invest large sums in its infrastructures over the coming years. The boroughs will be called to contribute and we know that difficult decisions will have to be taken.

Under the circumstances, and despite the fact that the Côte-des-Neiges-Notre-Dame-de-Grâce borough has established itself as a leader in terms of the economy and quality of life, we cannot rest on our laurels. Consequently, we have chosen to invest in development projects while controlling our operating expenses and setting aside funds to deal with contingencies, such as allocating \$1 million of the 2010 surplus to the snow clearing reserve fund.

Key to our achievements:

A committed team and citizens

While this annual report deals with a lot of figures, it is important to remember that, behind a borough's projects, investments and management are committed men and women who fight to move things forward on a daily basis.

Finally, this portrait would not be complete without mentioning the input of our citizens who share with us their points of view and motivate us to continually strive for excellence. Individually or as part of neighbourhood organizations, their suggestions, comments and active participation help us come up with innovative solutions and improve projects for the benefit of our community as a whole.

During the course of the year, we have had many opportunities to exchange on the challenges facing our borough, either at official meetings or rallying activities such as the Outstanding Citizen Awards evening. I invite all of you to participate in the life of your municipality and to continue sharing your ideas with us, as I sincerely believe that, together, we can continue to make the Côte-des-Neiges-Notre-Dame-de-Grâce borough a community of which we can all be proud.

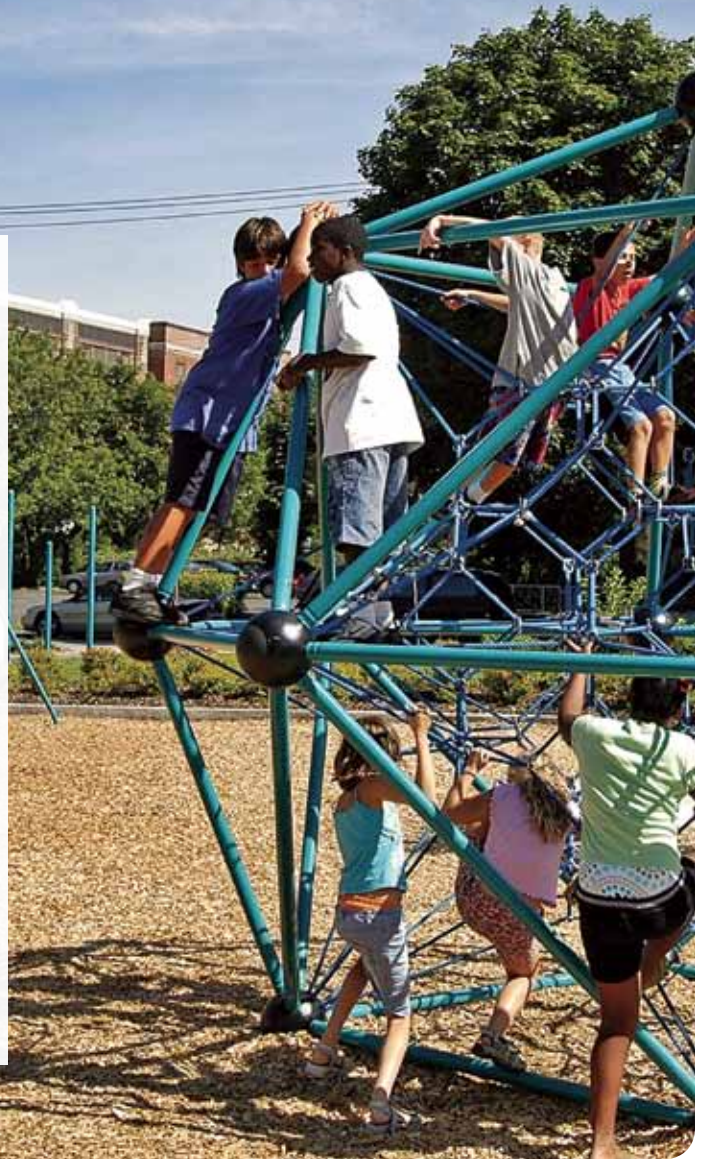
Michael Applebaum

Borough Mayor
Chair of the Ville de Montréal Executive Committee

Main 2010 achievements a dynamic borough!

Our commitment to redeveloping **OUR PARKS**

- Redevelopment of play areas and replacement of playground modules for children 2 to 5 years of age in the Van Horne, Darlington, De La Savane, and Georges-Saint-Pierre parks.
- Redevelopment of play areas and replacement of playground modules for children 6 to 12 years of age in the Van Horne and De La Savane parks.
- Installation of lighting fixtures at Darlington Park.
- Repairs to the baseball field at Loyola Park.
- Repairs and drainage of the soccer field and development of two mini soccer fields on the existing facilities at Gilbert-Layton Park.
- Construction of a petanque court at Kent Park.
- Removal of the fence and stands, conversion of a baseball field into a multipurpose field at Jean-Brillant Park.
- Replacement of urban furnishings at Notre-Dame-de-Grâce Park.
- Installation of urban furnishings (benches, tables, trash receptacles) in the borough's various parks.

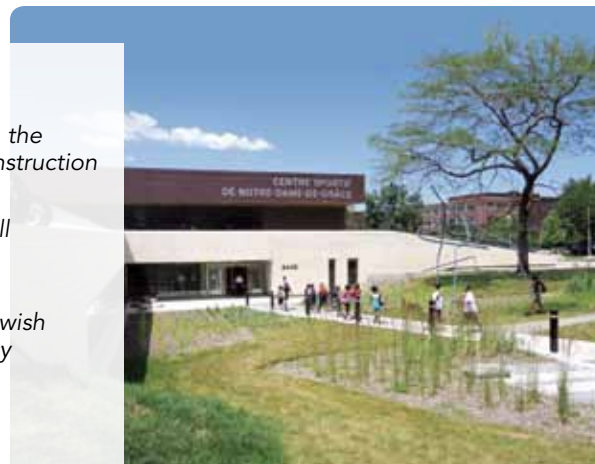


Our commitment to ensuring **THE SAFETY OF CITIZENS**

- In a test project, a new type of salt (blue) was spread on sidewalks and roadways to increase the safety of pedestrians and motorists in winter.
- Reduced snow clearing delays resulting from revised clearing routes and the use of abrasives on sidewalks.
- Introduction of new traffic calming measures, including the installation of new traffic control bollards, permanent extended speed bumps, temporary speed bumps and speed markers.
- Implementation of traffic calming measures on Mountain Sights and Louis-Colin.

Our commitment to maintaining **OUR FACILITIES**

- End of work of the new Notre-Dame-de-Grâce Sports Centre in Benny Park.
- Repairs to the Notre-Dame-de-Grâce Community Centre's masonry pediment.
- Upgrading the Côte-des-Neiges Sports Centre filtration system.
- Work on universal access to the main entrance of the Côte-des-Neiges Library and the offices of Accès Montréal.
- Involvement in, and support to the major health establishment construction sites in the borough, such as:
 - » the construction of the McGill University Health Centre – Glen Campus
 - » the Pavilion K site, for the Jewish General Hospital's Emergency Department.



5

Our commitment to preserving **THE ENVIRONMENT**

- Development and finalization of an urban forestry plan.
- Installation of solar-powered trash receptacles at Jean-Brillant Park and on Côte-des-Neiges Road. Thanks to their solar-powered trash compression technology, these receptacles can hold approximately five times as much waste as a conventional trash receptacle.
- Particular attention paid to the prevention of graffiti and sanctions imposed on several illegal graffiti "artists". These measures fostered the beautification of the borough while serving to enhance citizens' feeling of safety.
- Distribution of 8,000 recycling bins.
- Planting of an additional 475 trees to counter the problem of urban heat islands.
- Additional tree pruning and grubbing contracts issued, to maintain trees in our parks. A total of 3,500 trees were pruned.
- Distribution of 86,000 annual plants and 1,000 perennials to citizens, to further beautify the territory.



Our commitment to promoting **CULTURE**

- Unveiling of the four finalists in the architectural competition for the Notre-Dame-de-Grâce Cultural Centre and public presentation of their projects.
- Nomination of the winning team in the architectural competition for the Notre-Dame-de-Grâce Cultural Centre: Atelier Big City, Fichten Soiferman & Associates, and l'Œuf.
- Implementation of cultural mediation projects in the cultural centres and outside the libraries (extra-mural projects).
- Welcoming Danièle Simpson as our libraries' writer-in-residence. The Writer-in-Residence Program was made possible thanks to financial support from the Conseil des Arts de Montréal, the Union des écrivaines et des écrivains québécois and the CDN—NDG Borough.
- 195 performances and 31 exhibitions presented in the borough's two cultural centres.

Our commitment to maintaining **OUR CITIZENS' QUALITY OF LIFE**

- Adoption of the Plan directeur culture, sports et loisirs (master plan) developed in collaboration with citizens, institutions, partners and the borough's different departments, and consisting of more than 200 recommendations for enhancing the quality of life of the current population as a whole as well as that of future generations.
- Adoption of part one of the Policy to Adopt a Healthy Lifestyle promoting healthy nutrition and an active lifestyle to the borough's citizens, institutions, organizations and businesses.
- Start of several residential construction projects, which will result in close to 600 of the projected 4,200 new housing units in the Le Triangle sector (Namur-Jean-Talon).



LATEST FINANCIAL RESULTS 2010

› EXPENDITURES
BUDGET
\$68,991,000

› LOCAL INCOME
BUDGET
\$2,419,500

› NET MANAGEMENT
SURPLUS
\$11,179,300

This significant operating budget surplus is due primarily to an income surplus of \$8,691,600, including \$7,267,700 in construction permits for the McGill University Health Centre. As well, the borough took in \$1,423,900 more than the budgeted amount in various other income. In addition, the borough saved \$2,805,000 on operating expenses. Of this amount, \$1,326,197 was saved on snow clearing operations alone, thanks to the mild winter of 2009-2010, while \$317,300 in adjustments were brought by the Finance Department to cover other complementary expenses.

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

Operating activities *(in thousands of dollars)*

	2010		2009
	Total		Total
	Budget	Achievements	Achievements
Income			
Taxes			
Payments in lieu of taxes			46
Transfers			
Services rendered	1 384	1 888	1 518
Fee assessments	970	9 054	1 507
Fines and penalties	66	90	109
Interest			
Other income		1 980	42
Budget allocation	66 571	67 735	65 561
	68 991	80 747	68 783
Operating expenses			
General administration	10 247	8 367	8 388
Public security	1 266	1 422	1 276
Transportation	21 326	20 552	21 912
Public hygiene	13 065	12 769	12 025
Health and wellbeing	929	952	889
Urban planning and development	2 893	2 953	2 934
Recreation and culture	19 265	21 426	20 764
Financing costs			
	68 991	68 441	68 188
Surplus (deficit) for the fiscal year		12 306	595
Financing			
Reimbursement of the long-term debt	-	-	-
Reserve			
Fixed asset activities		(169)	(512)
Non-allocated surplus			
Allocated surplus		1 254	1 768
Financial reserve and reserve fund		(1 894)	(22)
Amount to be paid in the future			
		(809)	1 234
Management surplus based on modified budget		11 497	1 829
Corrections - Corporate		(318)	1 509
Management surplus		11 179	3 338

LAST THREE-YEAR CAPITAL EXPENDITURES PLAN (PTI)

› THE LAST CAPITAL
EXPENDITURES
PLAN CALLED FOR
THE FOLLOWING
INVESTMENTS:

› 2010 \$6,209,000
2011 \$6,209,000
2012 \$6,209,000

7

The borough's capital expenditures for the year 2010 totalled \$12.9 million, i.e. \$7.7 million, which will be financed by a loan and another \$5.2 million from the operating budget or a grant.

Projects carried out in 2010

- Construction work on the Notre-Dame-de-Grâce Sports Centre
- Supply and installation of playground modules for children 18 months to 5 years of age and redevelopment of the playground at Georges-Saint-Pierre Park
- Supply and installation of playground modules for children 18 months to 5 years of age and 6 to 12 years of age at Van Horne Park
- Supply and installation of playground modules for children 18 months to 5 years of age at Darlington Park
- Landscaping of play areas for children 18 months to 5 years of age and 6 to 12 years of age at De La Savane Park
- Repairs to the Trenholme Centre's facade
- Upgrading of the wading pool and chalet at Kent Park and installation of water games and a picnic area
- Improvements to the water treatment and filtration system at the CDN Sports Centre
- Start of purchases for the new Benny Library's initial collection
- Replacement of 18 vehicles within the framework of the automotive fleet's renewal
- Repairs to the roadway and sidewalks on 14 street sections in our local network, within the framework of our road rehabilitation program

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

Fixed asset activities for tax purposes (in thousands of dollars)

	2010		2009
	Budget	Achievements	Achievements
Income			
Transfers		4 283	433
Other income			
Developers' contributions		154	
Others			
	0	4 437	433
Allocations			
Operating activities		169	512
Surplus from affected operating activities and reserve fund		636	2 061
	0	805	2 573
Loan financing	6 209	7 679	5 485
Total	6 209	12 921	8 491
Acquisition of capital assets			
General administration			
Public security			
Transportation	2 279	2 244	3 287
Public hygiene			
Health and wellbeing			
Urban planning and development			
Recreation and culture	3 930	10 677	5 204
Total	6 209	12 921	8 491

In 2011, the key challenges facing the borough's management were the following:

- The tabling and adoption of a traffic plan for the entire borough.
- The design and development of plans and specifications for the new Notre-Dame-de-Grâce Cultural Centre.
- The neighbourhood's revitalization and residential development within the framework of the competition for the urban design of the Le Triangle district.
- Continuing work within the framework of the Programme d'amélioration des aménagements dans les parcs (PAAP – program for the improvement of park facilities).
- Installation of water games at Nelson-Mandela and De La Savane parks.
- Development of green spaces (urban rest stops).
- Continuing work on the Côte-des-Neiges Sports Centre and Notre-Dame-de-Grâce Community Centre.
- The tabling and adoption of the urban forestry plan.
- Tracking construction work on major institutional projects (McGill University Health Centre – Glen Campus, Jewish General Hospital, CHU Sainte-Justine, St. Mary's Hospital Centre).

Preliminary indications of financial performance (2011)

The budget for expenditures is estimated at \$70,946,800 and local income at \$2,550,400.

Projections do not call for 2011 to be as economically profitable as the previous year. In fact, snowfalls at the start of the year were above average, requiring the borough to exceed its budget in this area. However, every effort will be made to ensure that the borough's overall budget is respected without negatively impacting services to citizens.

List of contracts of \$25,000 and over

The list of contracts, including contracts for more than \$2,000 concluded with a single contractor and totalling \$25,000 or more during the period from June 1st, 2010 to May 31st, 2011, was officially tabled and can be viewed on the City of Montréal's website at ville.montreal.qc.ca/cdn-ndg.

General 2012 budget orientations and the next three-year capital expenditures plan

General orientations for 2012 call for a budget of expenditures and income to be determined by the City of Montréal while the 2012-2012 capital expenditures plan (PTI) calls for a total investment of \$18,627,000 spread over three years as follows:

2012	\$6,209,000	2013	\$6,209,000	2014	\$6,209,000
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