



engaging

2022 FINANCIAL STATEMENT HIGHLIGHTS

TABLED AT THE BOROUGH COUNCIL MEETING ON JUNE 5, 2023

Mayor's Message

Dear fellow residents,

I am pleased to present the highlights of our borough's 2022 financial statements and the many projects we have carried out to meet your needs. Our administration is working hard and making every effort to offer residents quality services, to make CDN-NDG a greener, more resilient and more inclusive borough. In 2022, in addition to completing major projects, we finished the year with a surplus of \$5.6 million. The 2023-2030 Strategic Plan drawn up during the year laid the foundations on which we will build to improve residents' quality of life.

With the pandemic finally behind us, we have been able to resume our normal activities. Parklets and pop-up public spaces have been created on our commercial streets, and enthusiastically welcomed by their users. Our sports programming has been expanded, along with *Off the Wall* cultural programming, to reach clientele who do not normally participate as often in the borough's cultural activities.

We are now in the active phase of developing the Namur-Hippodrome district. Our teams have continued planning development in the district, and our partners have pursued their temporary urban agriculture activities on the former Hippodrome site. Since cycling is such an important part of development in CDN-NDG, we renewed our support for "Vélorution" to keep promoting a culture of active transportation, and took steps to improve the safety of existing cycling infrastructure. Work under the Local Transportation Plan is also going well, and public consultations on the Plan attracted close to 1,200 participants. It will be adopted in early 2024.

We also installed sidewalk extensions and other measures to increase safety at intersections around several schools and institutions frequented by young people and more vulnerable pedestrians. Hundreds of trees were planted and others trimmed, to ensure proper maintenance and expand our valuable green canopy.

The coming year looks to be just as busy. Many projects are already in the works for 2023, including the borough's first participatory budget, the "You do the math!" interactive budget simulation, and the creation of safer bike paths. Preparations for work on the new skatepark in Benny park are going well, and the Van Horne park chalet will get a facelift in the next few months. More public parklets will be created, to revitalize the commercial streets in our borough and offer places for people to meet up over the summer.

Read on and enjoy!



A handwritten signature in black ink, reading "Gracia Kasoki Katahwa". The signature is stylized and fluid.

Gracia Kasoki Katahwa
Borough Mayor

2022 FINANCIAL RESULTS

OPERATING ACTIVITIES AND HIGHLIGHTS

As normal post-pandemic activities resumed, the borough ended the 2022 fiscal year with a management surplus of \$5,652,400.

This surplus was mainly the result of revenue from construction, alteration, and occupancy of public property permits (\$2.4 M). In addition, despite a remuneration deficit (-\$1.2 M), the borough reported savings in a number of areas, in particular in professional and technical services, as well as in the purchase of aggregate and construction materials (\$3.2 M). Lastly, the borough's efforts in occupational health and safety bore fruit, with a return of \$1.1 M.

BUDGETED EXPENDITURE \	\$72,432,100
BUDGETED LOCAL REVENUE \	\$3,511,400
NET MANAGEMENT SURPLUS \	\$5,652,400

(in thousands of dollars)	Actual			Original budget 2022	Variance 2022	Amended Budget 2022
	2020	2021	2022			
REVENUE			10,065.6			
Taxes	9,390.9	9,736.4		9,977.6	88.0	9,977.6
Central transfers	52,184.5	56,028.7		57,034.7	846.9	57,867.0
Services rendered and other revenue	3,335.3	4,480.7		3,437.0	751.5	3,623.8
Transfers	77.1	38.1		-	131.6	-
TOTAL \ REVENUE	64,987.8	70,283.9	72,267.3	70,449.3	1,818.0	71,468.4
OPERATING EXPENDITURE			7,723.6			
General administration	8,083.0	6,996.5		8,706.8	983.2	7,643.9
Public security	319.6	612.3		673.4	(40.2)	718.8
Transportation	12,583.8	11,790.4		14,989.6	1,189.8	15,636.3
Environmental hygiene	9,874.5	9,530.2		10,262.0	(482.7)	10,368.3
Health and well-being	1,653.1	1,638.1		1,189.2	(614.8)	1,819.5
Land use, urban planning and development	4,602.9	5,513.6		5,542.7	(275.1)	6,219.5
Recreation and culture	27,918.6	29,469.6		31,068.4	(1,775.4)	32,548.6
TOTAL \ OPERATING EXPENDITURE	65,035.5	65,550.7		73,447.3	72,432.1	(1,015.2)
Financing			3,471.8			
Allocations	3,036.6	2,668.4		1,982.8	1,489.0	3,486.4
Management surplus (deficit) based on original budget	2,988.9	7,401.6		-	2,291.8	(0.1)
Adjustments	4,514.0	2,414.6		3,360.6		
Management surplus (deficit)	7,502.9	9,816.2		5,652.4	5,652.4	(0.1)

HIGHLIGHTS



REVENUE

The highlights of the borough's 2022 revenue results are as follows:

Central transfers

- Net contribution of **\$0.8 M**, including **\$0.5 M** for the Blue Collar Minimum Employment Program, **\$0.2 M** for financial contributions relating to the Policy on Children and **\$0.1 M** for information, awareness and educational activities for organic waste collection in buildings with 9 or more dwelling units.

Services rendered and other revenue

- Additional revenue of **\$0.6 M** attributable to the larger number of permits for the temporary occupancy of public property.
- Additional revenue of **\$0.1 M** related to the increase in residents-only on-street parking (SRRR).

Adjustments

- Total adjustments of **\$3.4 M** to the borough's financial statements, attributable to the pooling of revenue from construction and alteration permits and a favourable adjustment relating to occupational health and safety.



EXPENDITURE

At the end of 2022, characterized by the adoption of the borough's 2023-2030 Strategic Plan, the borough financed several initiatives in order to boost economic activity and improve residents' quality of life. For example:

- Revitalizing commercial streets, including the installation of parklets and pop-up public spaces
- Establishing a project to assist and welcome refugee claimants
- Launching a project to improve cyclist safety and add bike paths
- Initiating a major update of the urban planning regulations in order to better respond to conditions in the borough and the new types of sustainable development sought
- Increasing cultural activities to the clientele farther away from the usual municipal offer, particularly by enhancing "Outside the Walls" activities
- Adding to sports programs

The borough continued its efforts in different areas, many of them in line with the 2030 Montréal Strategic Plan and the CDN-NDG 2023-2030 Strategic Plan. For instance:

- Continuation of the Namur-Hippodrome Écoquartier planning and temporary urban agriculture activities on the former Hippodrome site
- Support for the "Vélorution" project, offering several activities to promote the practice of cycling
- Continuation of the five-year tree-trimming plan to ensure the maintenance of the borough's trees
- Support for various organizations to fight against food insecurity
- Expansion of organic waste collection in municipal buildings

RESERVE FUNDS

DEFERRED REVENUE – PARKS AND PLAYGROUNDS

2022 was a successful year in terms of compensatory revenue for parks, allowing the borough to modernize or upgrade parks and green spaces. Indeed, there were 10 deferred revenue contributions, which brought in \$2.1 M. The borough now has a total of \$9.0 M to invest in projects in 2023.

PARKING FUND

The borough still has \$0.1 M in its parking fund. There was only one contribution in 2022.

CAPITAL WORKS ACTIVITIES FOR TAX PURPOSES

The borough’s 2022-2031 ten-year capital works program called for a total budget of **\$68,300,000**, representing \$6,830,000 per year. The amounts allocated for 2022, 2023 and 2024 are:

2022 \	\$6,830,000
2023 \	\$6,830,000
2024 \	\$6,830,000

IN 2022, THE CÔTE-DES-NEIGES–NOTRE-DAME-DE-GRÂCE BOROUGH INVESTED \$5.9 M FROM ITS CAPITAL WORKS BUDGET AND ALSO USED ITS SURPLUSES AND RESERVE FUNDS TO CARRY OUT VARIOUS PROJECTS IN ITS PARKS AND INFRASTRUCTURE. THE BOROUGH PLANS TO CARRY OUT CERTAIN PROJECTS FOR WHICH FUNDING HAS BEEN GRANTED IN 2022. HOWEVER, THESE PROJECTS WILL ONLY BE CARRIED OUT OVER THE NEXT FEW YEARS.

DEVELOPMENT OF PARKS

Local investment in parks amounted to \$0.4 M. With the contribution of different financial support programs, more than \$3.2 M was invested in borough parks, enabling the realization of several projects, in particular:

Development of the new
ELIE WIESEL PARK

Repair of the roofs of the chalets in
WILLIAM BOWIE and
NOTRE-DAME-DE-GRÂCE PARKS

Addition of a basketball court in
GILBERT LAYTON PARK

Improved lighting for
the soccer field in
MARTIN LUTHER KING PARK
and the athletics track of
CONFEDERATION PARK

HIGHLIGHTS

INFRASTRUCTURE REHABILITATION

In 2022, the borough invested **\$4.4 M** in its road infrastructure. With the Corporate Services contributions, total investment amounted to **\$6.5 M**.

All in all, these investments allowed the borough to increase safety at 9 intersections near schools and institutions, and created more than 35 new single sidewalk extensions. In addition, 1.2 km of sidewalks were rebuilt. The borough also built and enlarged 27 tree wells. A major cleaning campaign for aqueduct infrastructures was carried out, in particular involving the cleaning of 499 valve boxes and 2,417 sumps .

Finally, the borough planted 821 new trees and 150 trees in planters. On the other hand, it had to cut down 159 ash trees as part of the 2014–2024 metropolitan strategy to combat emerald ash borer infestations, as well as 488 dying or dangerous trees. With all these interventions, the borough has an increase of 324 trees. The borough also pruned about 1,200 trees in 2022, more than double the previous year.

OUTLOOK FOR 2023

OPERATING BUDGET

The borough's 2023 budget is \$76,273,400, up by 5.3% in comparison with 2022. Budgeted revenue is \$3,511,400, up by 7.7%, an increase due to the greater revenue from permits for the occupancy of public property and residents-only parking spaces.

In 2023, the borough will continue to implement its strategic plan through concrete actions, aimed in particular at an increased citizen participation. As such, new projects such as the participatory budget and the interactive budget simulation, were launched in the spring.

TEN-YEAR CAPITAL WORKS PROGRAM (2023–2032 TYCWP)

In 2023, the Côte-des-Neiges–Notre-Dame-de-Grâce borough has a budget of \$6.83 M.

The Centre City and government subsidies contribute to increase this budgetary envelope by \$23.8 M with funding through various programs, including: \$6.0 M under the outdoor sports facilities program (PISE); \$7.0 M under the program for upgrading aquatic facilities (PAM); \$6.3 M under the recreational and sports infrastructure financial assistance program (PAFIRS); \$1.5 M under the self-service library system program (RAC); \$0.7 M under the supra-local sports facilities program; and \$0.1 M from the Bureau de la transition écologique et de la résilience. In addition, \$0.5 M is expected as part of the participatory budget "Water in Your Bottle" item.

These financial contributions, added to local budgets, will allow the borough to plan investments in our facilities of more than \$44.3 M over the next three years, and to carry out or launch a series of projects, including:

2023 Budget

\$76,273,400

**5.3 %
increase
compared
to 2022**

HIGHLIGHTS

PARKS

- ✚ Building a new skatepark in Benny park
- ✚ Adding new children's play modules in Benny, William Hurst and Gilbert Layton parks
- ✚ Resurfacing the tennis courts in Warren Allmand park
- ✚ Adding planters, a fence and a water entry in the Notre-Dame-de-Grâce community gardens, including the property acquired from the YMCA

ROAD INFRASTRUCTURE

- ✚ Continuation of the road repair program
- ✚ Addition of traffic calming measures
- ✚ Continuation of minor repair work on sidewalks and street catch basins

IMMOVABLES

- ✚ Upgrading the indoor swimming pool in the Notre-Dame-de-Grâce community centre
- ✚ Upgrading the Trenholme centre
- ✚ Renovating the changerooms, bleachers and rooms at the Le Manoir community centre
- ✚ Rearranging the ground floor and upgrading the electrical system at the Intercultural Library
- ✚ Renovating the Côte-des-Neiges and Notre-Dame-de-Grâce libraries and Maisons de la culture
- ✚ Repairing the Martin Luther King park pavilion
- ✚ Repairing the roof of the Côte-des-Neiges sports centre
- ✚ Repairing the entrance of the Côte-des-Neiges community centre

MANAGEMENT SURPLUSES

The management surpluses generated will go in part toward maintaining quality services for residents, preserving a balanced budget in 2024 and developing new projects.

Since the borough is concerned with residents' safety, it plans to use these surpluses to establish traffic-calming measures and will also be investing in projects to make urban spaces safer.

"The city's Auditor General and the external auditor have concluded that the city's consolidated financial statements, which include the boroughs' results, accurately reflect its financial position as at December 31, 2022, in accordance with Canadian accounting standards for the public sector."

The surpluses also allow the borough to repeat the local participatory budget exercise in 2024, when residents will be able to submit new ideas to improve their neighbourhood life. Some amounts are earmarked to continue trimming and maintaining our trees, as unfortunately many were seriously damaged by the ice storm in spring 2023.

Our sports and recreation infrastructure will be upgraded, in particular with new pickleball and bocce courts. Lastly, amounts will be set aside for an eventual project on the Empress site.

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