



PRESENTATION OF THE 2023 OPERATING BUDGET AND 2023-2032 TEN-YEAR CAPITAL WORKS PROGRAM

BOROUGH COUNCIL MEETING ON OCTOBER 6, 2022

- \\ Overview of the borough - Territory and population
- \\ Overview of the borough - Services for our residents
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- \\ 2023 priority actions
- \\ 2023 operating budget
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- \\ 2023-2032 ten-year capital works program (TYCWP)
 - TYCWP highlights
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 - The borough's debt balance
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- \\ Lexicon



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Territory and population



| | |
|--------------------------|--|
| AREA | 21.4 km ² |
| STREETS | 257 km |
| SIDEWALKS | 410 km |
| BIKE PATHS AND LANES | 36 km |
| POPULATION | 170,545 residents (most populous borough) |
| LANGUAGES SPOKEN | 135 |
| MEDIAN AGE | 39 years old |
| AVERAGE TOTAL NET INCOME | \$48,920 per year ¹ |



¹Area residents aged 15 and over, Montréal en statistiques, 2020
Sources: Population Decree 2022, Ministère des Affaires municipales et de l'Habitation and Montréal en statistiques, 2016

Services for our citizens

Accès Montréal Office (as of August 31)

17,384
citizen requests processed on-site

24,703
311 phone calls answered

Permits and inspections (as of August 31)

1277
permits issued

2573
inspections performed

Loaded **606,944** cubic meters of snow during the 2021-2022 winter season, the equivalent of **240** Olympic-sized swimming pools

Culture

- 4** libraries
- 2** cultural centres
- 3** cultural venues

Parks and recreation

- 42** parks
- 9** soccer and baseball fields
- 5** swimming pools (2 outdoor and 3 indoor)
- 14** splash pads
- 4** wading pools
- 8** community centres
- 2** arenas
- 5** community gardens



The budget establishes the borough's financial forecast for a fiscal year. In Quebec, municipalities' fiscal year begins on January 1 and ends on December 31.



All municipalities must produce a balanced operating budget, meaning that expenditures must equal all anticipated revenues.

Each year, boroughs submit their annual financial framework for the operating budget, as well as investment planning for the next ten years.



Strong foundations

Production of the borough's first Strategic Plan

© Mathieu Labrecque



Launch of work to adopt a Local Transportation Plan and conduct two public consultations



PRESENTATION OF THE 2023 OPERATING BUDGET
AND 2023-2032 TEN-YEAR CAPITAL WORKS PROGRAM

Launch of work to update the urban planning by-laws



Better services for residents

Centralization of the 311 telephone service to reduce wait times for the public

Deployment of a summer pilot project with the hiring of park wardens to improve parks' cleanliness and safety



Creation of a directory of sports and leisure services

Increase in the number of permanent blue collar employees to better serve the population



Implementation of food waste collection for buildings of 9 dwellings or more, as well as for industries, businesses and institutions in the Notre-Dame-de-Grâce district



Getting around safely

Creation of a new bus lane on Chemin Queen-Mary and transformation of the bus lane on Rue Sherbrooke into a bus-bike lane



Construction of 107 speed bumps and 17 new curb extensions, including safety improvements at 4 schools and a complete redesign near Iona School



Installation of more than 200 bollards to make bike lanes safer

Planned addition of one-way bike lanes in the vicinity of the De la Savane metro station

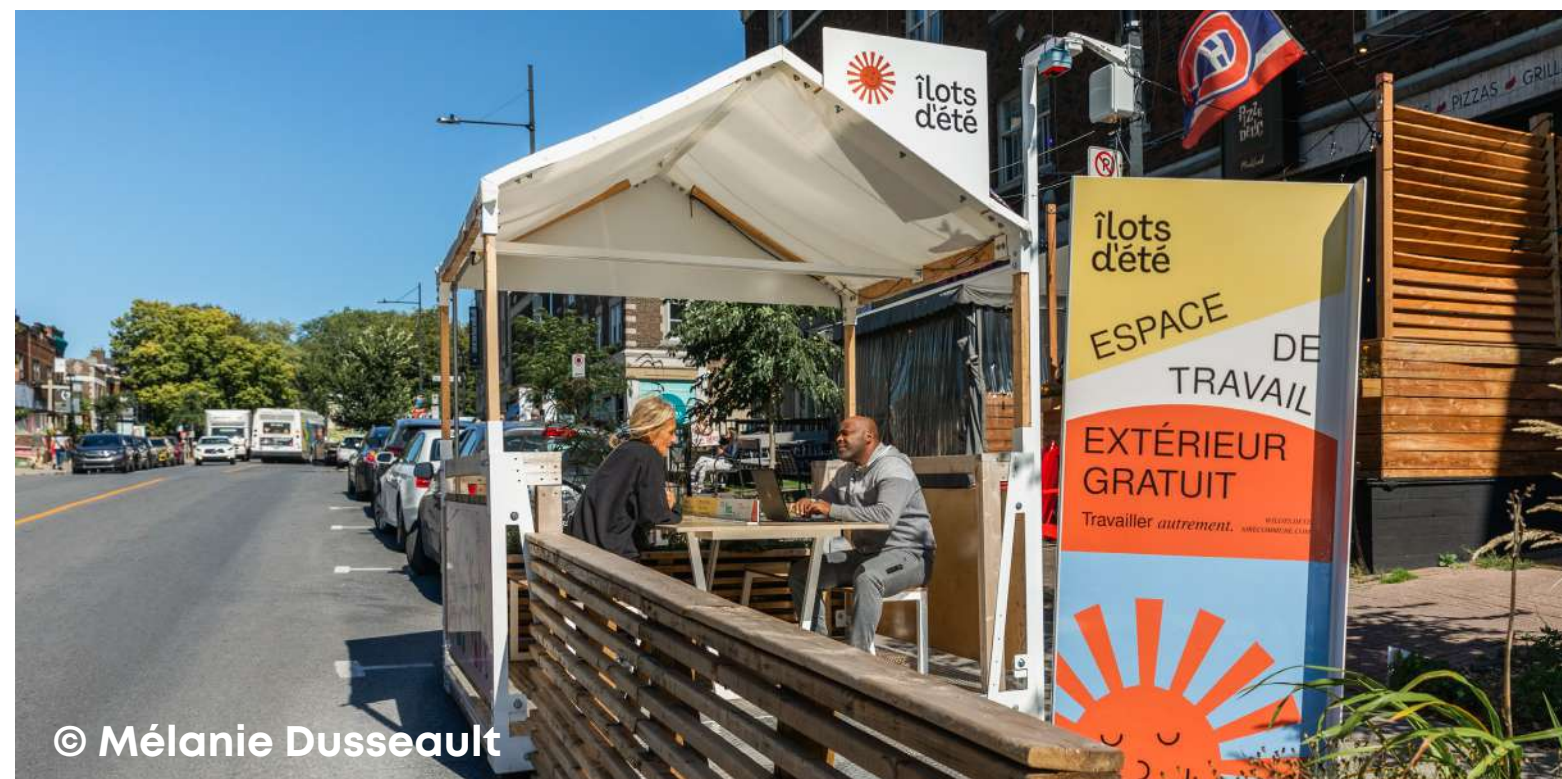


Beautiful and green

Creation of **5 new murals**



Installation of **3 teleworking stations** and **4 public parklets**



Planned installation of new lighting in 4 parks and winter illumination on commercial arteries

Support for several SDC Côte-des-Neiges projects, such as the pedestrianization of Rue Lacombe, the addition of hanging planters and a photo exhibition



Launch of an entrepreneurial contest to vitalize our commercial arteries

Goal of planting 683 trees of various species in 2022



More inclusive neighbourhoods

Investment of \$596,000 to increase and diversify the offer of urban safety and social cohesion activities, almost double the amount of the previous year

Organization of multiple cultural, sports and recreational activities in parks and arenas



Support to more than **250 public events carried out by over 80 recognized community organizations**



Distribution of 2,000 healthy snacks per week to children in the borough's day camps

Creation of seed libraries in 3 libraries to share vegetable seeds



New facilities for getting active

Inauguration and official opening of Parc Saidye-Bronfman and its pavilion



Construction of a temporary soccer field and a multi-use green space on the site of the future school in the Le Triangle neighbourhood



Installation of new basketball hoops at Parc Gilbert-Layton



More participation and democracy!



Conducted a record number of public consultations and implemented new approaches to engage citizens



Survey of merchants on 4 commercial arteries to guide our next actions





More equitable and inclusive neighbourhoods



\\ Completion of several works to improve the service offer to residents, including:

- Improvement of Parc Jean-Brillant
- New skatepark in Parc Benny
- Renovation of the Parc Coffee chalet
- Completion of the Parc Van Horne cricket field
- Installation of the first pickleball courts in the borough
- Replacement of sports equipment, resurfacing of the soccer field and renovation of the chalet in Parc Martin-Luther-King

\\ Increase in financial contributions to community organizations

\\ Identification of development opportunities for affordable and social housing

\\ Planning with the communities of the new districts, including the Namur-Hippodrome district

\\ Planning a project that includes affordable housing in the Empress

\\ Diversified programming and activities aimed at safety and social cohesion

\\ Adoption of amendments to urban planning by-laws to protect the quality of the living environment

\\ Enhancement of the winter activities offer

Healthy and sustainable neighbourhoods

Improving the cycling network and making it safer

More traffic calming strategies

Introduction of a fleet of electric bikes for employees to reduce the borough's carbon footprint

Adoption of the Local Transportation Plan

Hired additional staff to plant and maintain vegetation

and increased budget for greening of asphalt surfaces that cause a heat island effect

Planning work for the development of access to the escarpment from Rue Saint-Jacques

The Monkland building and the Maison de la culture CDN **obtained Scène écoresponsable accreditation**





Public participation

Launch of the **first \$500,000 local participatory budget**

Setting up a **pre-budget consultation process**

Deployment of **new accessibility and inclusion measures** for Borough Council meetings

Economic vitality

More strategies for the revitalization and animation of commercial arteries

Granting of scholarships and personalized support to facilitate the installation of new merchants on Rue Sherbrooke and Chemin Queen-Mary, in collaboration with PME-MTL

Addition of temporary public spaces and furniture on commercial arteries





Contain the cost of spending
below the rate of inflation

**Restrict the annual increase in local
service fees to 3%**

2% indexation of central transfers

Significant inflationary context
reflected in contract amounts

Financial impacts following
the signing of the **new white collar
collective agreement**

BUDGET CHANGE BETWEEN 2022 AND 2023 - 2023 OPERATING BUDGET

| | 2023 | 2022 | DIFFERENCE |
|--|--------------|--------------|-------------|
| EXPENSES | | | |
| Wages | \$49,704,600 | \$46,123,800 | \$3,580,800 |
| Goods and services | \$26,568,800 | \$26,308,300 | \$260,500 |
| Total expenses | \$76,273,400 | \$72,432,100 | \$3,841,300 |
| FUNDING SOURCES | | | |
| Central transfers | \$58,379,500 | \$56,434,700 | \$1,944,800 |
| Anticipated construction and modification permit revenue | \$1,400,000 | \$600,000 | \$800,000 |
| Total central transfers | \$59,779,500 | \$57,034,700 | \$2,744,800 |
| Local tax | \$11,080,200 | \$9,903,200 | \$1,177,000 |
| Own-source revenues | \$3,783,500 | \$3,511,400 | \$272,100 |
| Allocation of surplus - overall budget balance | \$700,000 | \$1,500,000 | (\$800,000) |
| Allocation of surplus - specific projects (see note) | \$930,200 | \$482,800 | \$447,400 |
| Total income | \$76,273,400 | \$72,432,100 | \$3,841,300 |

Note: in 2023, 9 positions are funded by surpluses specifically earmarked for green transition, by-law updates, safe bike lanes, major urban planning development projects and COVID-19 recovery.



The borough has a **balanced budget of \$76,273,400**, an increase of 5.3% (\$3,841,300)

Increased efforts to promote the ecological transition, economic vitality, public participation and the quality of the living environment

Maintaining the local tax rate at \$0.0413/\$100

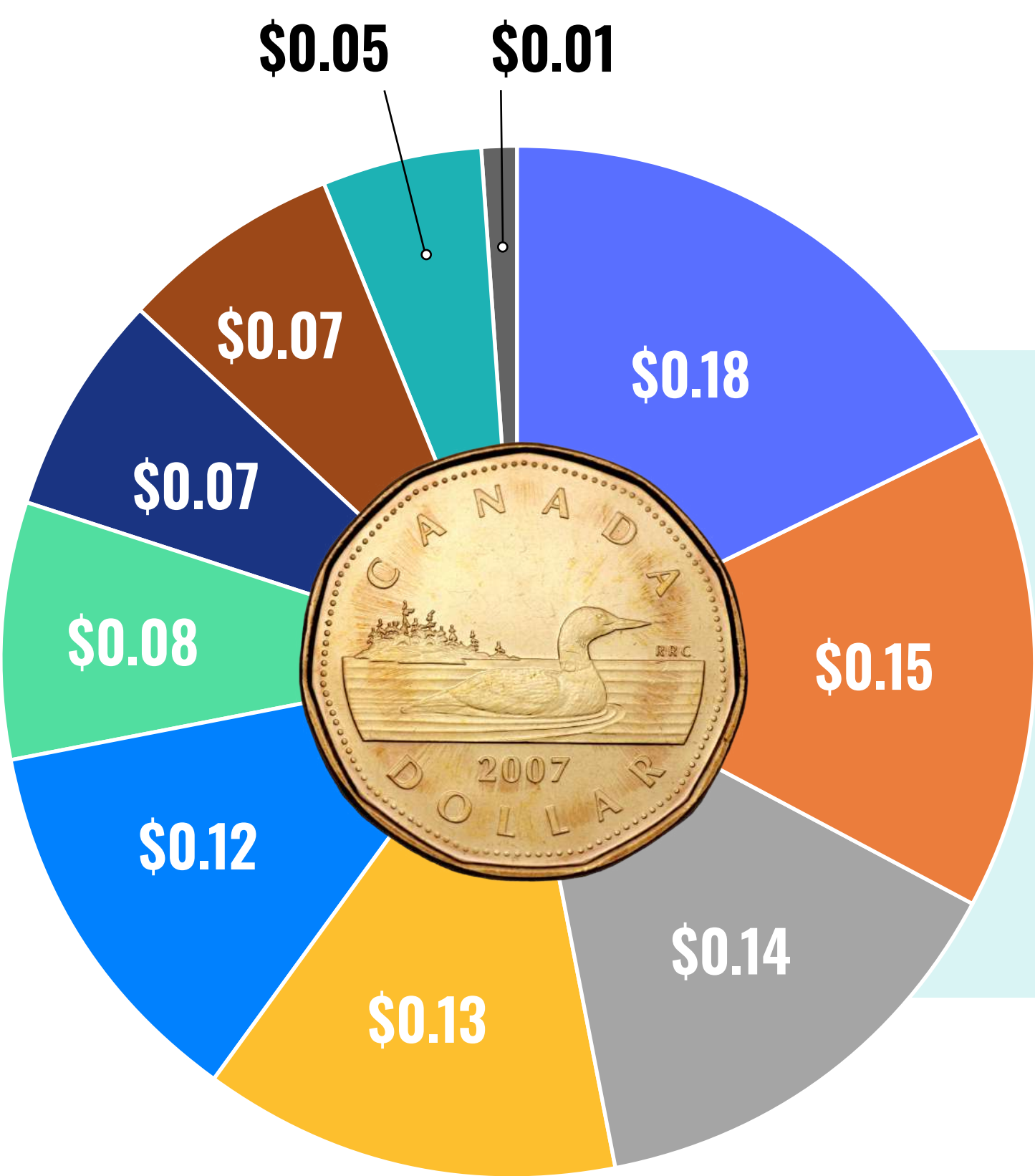
Tenure of 53 blue collar employees to stabilize the workforce and ensure the quality of direct services to residents

Raised target for revenue from local sources, including public property occupancy permits

EXPENSES BY ACTIVITY - DISTRIBUTION OF EXPENSES

| EXPENSE ALLOCATION | 2023 | 2022 | DIFFERENCE |
|---|--------------|--------------|-------------|
| Sports, recreation and social development | \$13,986,900 | \$13,046,800 | \$940,100 |
| Roads, street marking and lighting | \$11,322,600 | \$10,795,500 | \$527,100 |
| Culture and libraries | \$10,214,700 | \$9,621,500 | \$593,200 |
| Parks | \$10,433,600 | \$9,589,300 | \$844,300 |
| General administration | \$8,828,100 | \$8,706,800 | \$121,300 |
| Planning, urbanism and development | \$5,991,200 | \$5,542,700 | \$448,500 |
| Waterworks and sewer system | \$5,188,700 | \$5,095,600 | \$93,100 |
| Waste and recyclable materials | \$5,344,800 | \$5,166,400 | \$178,400 |
| Snow removal | \$4,244,900 | \$4,194,100 | \$50,800 |
| Neighbourhood patrol and animal control | \$717,900 | \$673,400 | \$44,500 |
| Total | \$76,273,400 | \$72,432,100 | \$3,841,300 |

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- Sports, recreation and social development
- Roads, street markings and lighting
- Parks
- Culture and libraries
- General administration
- Planning, urbanism and development
- Waterworks and sewer system
- Waste and recyclable materials
- Snow removal
- Neighbourhood patrol and animal control

LOCAL REVENUES - DISTRIBUTION OF INCOME BY PURPOSE

| | 2023 | 2022 | 2022-2023 CHANGE |
|--|--------------------|--------------------|-------------------|
| CULTURE, SPORTS, RECREATION AND SOCIAL DEVELOPMENT | \$403,200 | \$446,900 | (\$43,700) |
| Registrations and rental revenues | \$278,000 | \$323,800 | (\$45,800) |
| Community centres, libraries and arenas | \$125,200 | \$123,100 | \$2,100 |
| LAND DEVELOPMENT | \$3,187,000 | \$2,911,600 | \$275,400 |
| Public property occupancy permits | \$1,524,700 | \$1,400,100 | \$124,600 |
| Parking stickers | \$487,000 | \$439,800 | \$47,200 |
| Review of permit applications | \$407,500 | \$395,600 | \$11,900 |
| Creation and alteration of pavement depressions for vehicles | \$191,000 | \$182,800 | \$8,200 |
| Advertising signs and assessment fees | \$126,700 | \$127,400 | (\$700) |
| Fines and inspections | \$128,900 | \$125,700 | \$3,200 |
| Permits: Signs, animal control, snow dumping, tree cutting | \$178,600 | \$185,200 | (\$6,600) |
| Installation of water and sewer services | \$66,400 | \$55,000 | \$11,400 |
| Employment subsidy | \$76,200 | - \$ | \$76,200 |
| OTHER - MISCELLANEOUS REVENUES | \$193,300 | \$152,900 | \$40,400 |
| Total income from local sources | \$3,783,500 | \$3,511,400 | \$272,100 |

Surpluses and financial reserves are essential to ensure full funding of many priority projects and to deal with contingencies.

| IN THOUSANDS OF DOLLARS | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Unrestricted surplus (available)² | 4,530.0 | 3,158.1 | 567.9 | 2,429.3 | 1,994.3 | 1,942.2 |
| Surpluses allocated to various projects or programs | 14,956.3 | 11,089.2 | 14,769.0 | 15,438.2 | 19,511.8 | 25,236.8 |
| Climate reserve | - | - | 500.0 | 500.0 | 500.0 | 500.0 |
| Snow reserve | 2,058.9 | 2,058.9 | 1,258.9 | 1,258.9 | 1,258.9 | 1,000.0 |
| Occupational health and safety reserve | 909.8 | 909.8 | 1,109.8 | 1,508.0 | 1,508.0 | 1,508.0 |
| Contingency reserve | 2,149.4 | 2,149.4 | 2,149.4 | 1,870.9 | 1,870.9 | 2,149.4 |
| Park fund | 2,342.3 | 2,919.6 | 4,181.7 | 5,351.5 | 6,737.0 | 8,635.4 |
| Parking fund | 219.8 | 107.3 | 179.8 | 86.4 | 86.4 | 86.8 |
| Total | 27,166.5 | 22,392.3 | 24,716.5 | 28,443.2 | 33,467.3 | 41,058.6 |

²As of September 7, 2022



In 2023-2032, \$68.3 million of our TYCWP will be allocated as follows:

- \\ **\$29.0 million** for road rehabilitation on local streets
- \\ **\$24.4 million** for building protection
- \\ **\$14.9 million** for park redevelopment

To ensure the completion of priority projects under borough jurisdiction, other investments and funding sources will be added:

Additional borough funding:

- \\ **More than \$15 million** from the surpluses allocated to several priority capital projects
- \\ **\$8.6 million** from the borough's parks fund
- \\ **\$0.1 million** from the borough's parking fund

Additional funding from the Central City:

- \\ **\$7.0 million** from the Montréal Aquatic Program
- \\ **\$6.0 million** from the Ville de Montréal's outdoor sports facility program
- \\ **\$1.5 million** from the library renovation, expansion and construction program
- \\ **\$1.4 million** from the Maison de la culture upgrade program
- \\ **\$0.7 million** from the supralocals program
- \\ **\$0.4 million** from the "De l'eau dans ma gourde" corporate participatory budget

Additional funding from provincial and federal governments:

- \\ **\$6.3 million** from the recreational and sports infrastructure financial assistance program



| PROGRAMS | 2023 | 2024 | 2025 | 2026-2032 | TOTAL | % OF TYCWP |
|--------------------------------------|-------------|-------------|-------------|--------------|--------------|------------|
| Road rehabilitation and improvements | \$2,900,000 | \$2,900,000 | \$2,900,000 | \$20,300,000 | \$29,000,000 | 42% |
| Building protection | \$2,298,000 | \$2,430,000 | \$2,330,000 | \$17,319,000 | \$24,377,000 | 36% |
| Park redevelopment | \$1,632,000 | \$1,500,000 | \$1,600,000 | \$10,191,000 | \$14,923,000 | 22% |
| Total | \$6,830,000 | \$6,830,000 | \$6,830,000 | \$47,810,000 | \$68,300,000 | 100% |

Rounded to the nearest thousand

| LOCATION | DESCRIPTION OF THE WORK | ESTIMATED VALUE OF THE PROJECT | TYPE OF PLANNED FUNDING | TIMEFRAME |
|---|--|--------------------------------|---------------------------------------|-----------|
| BUILDINGS PROGRAM | | | | |
| Côte-des-Neiges Sports Centre | Concrete repair and door replacement at the entrance | \$0.5M | Surplus and TYCWP | 2022-2023 |
| Côte-des-Neiges Recreation Centre | Annual refurbishment - replacement of the marquee | \$0.2M | TYCWP | 2022-2023 |
| Le Manoir NDG | Redesign of the centre and dojo | \$4.5M | TYCWP and central city grant | 2022-2024 |
| NDG Community Centre | Upgrading and improving the indoor pool | \$9.0M | Surplus, TYCWP and central city grant | 2022-2025 |
| Madison Building and Yard | Concrete repair | \$0.5M | Surplus | 2022-2023 |
| | Renovation of the cafeteria | \$0.1M | Central city grant | 2022-2023 |
| | Repairs to slabs adjacent to the salt shed | \$2.0M | TYCWP | 2026-2028 |
| Darlington Building and Yard | Re-roofing of the garage and warehouse | \$1.3M | TYCWP | 2022-2023 |
| | Repair of slabs | \$2.0M | TYCWP | 2027-2030 |
| Trenholme Centre | Expansion of the building | \$9.3M | Surplus, TYCWP and central city grant | 2022-2025 |
| 6767 Intercultural Library and Community Centre | Reorganization of the first floor and implementation of RFID ³ technology | \$3.1M | TYCWP and central city grant | 2022-2023 |
| | Upgrading of the electrical network | \$2.0M | TYCWP | 2024-2026 |

³RFID technology can identify an object, collect and modify information about it and integrate this information into a database, all without human intervention.

Rounded to the nearest thousand

| LOCATION | DESCRIPTION OF THE WORK | ESTIMATED VALUE OF THE PROJECT | TYPE OF PLANNED FUNDING | TIMEFRAME |
|-------------------------------------|--|--------------------------------|------------------------------|-----------|
| BUILDINGS PROGRAM | | | | |
| CDN Library and CDN Cultural Centre | Repair of ventilation units, first floor slabs and modernization of elevators | \$2.0M | TYCWP and central city grant | 2023-2024 |
| | Upgrading of the cultural centre | \$0.4M | TYCWP and central city grant | 2029-2031 |
| Doug-Harvey Arena | Various works, including replacement of the heating system in the garage and of puck boards, rehabilitation of the brine collector, addition of a meeting room and reorganization of rooms | \$2.5M | TYCWP | 2024-2028 |
| NDG Library and NDG Cultural Centre | Upgrades to the cultural centre | \$1.6M | TYCWP and central city grant | 2026-2029 |
| | Various repairs, including repairs to the staircase and exterior access ramp, as well as the building's entrance door | \$0.5M | TYCWP | 2023-2024 |
| CDN Sports Centre | Upgrading of the pool filtration system | \$2.0M | Surplus and TYCWP | 2024-2025 |
| | Repair of the roof | \$1.5M | Surplus and TYCWP | 2023-2024 |

Rounded to the nearest thousand

| LOCATION | DESCRIPTION OF THE WORK | ESTIMATED VALUE OF THE PROJECT | TYPE OF PLANNED FUNDING | TIMEFRAME |
|---|---|--------------------------------|----------------------------------|-----------|
| PARKS PROGRAM | | | | |
| Parc Coffee | New splash pads | \$0.6M | TYCWP | 2022-2023 |
| | Renovation of the chalet | \$1.0M | TYCWP and park fund | 2022-2023 |
| Parc Van Horne | Rearrangement and renovation of the chalet | \$1.2M | TYCWP and park fund | 2022-2023 |
| | Finalization of the cricket field | \$0.1M | Surplus | 2023 |
| Parc Jean-Brillant | Renovation of chalet, wading pool, playground, petanque, arboretum | \$3.6M | Park fund | 2022-2023 |
| Benny, William-Hurst and Gilbert-Layton parks | New playground equipment | \$0.6M | TYCWP and central city grant | 2022-2023 |
| NDG Community Garden | Refurbishment | \$0.1M | Central city grant | 2022-2023 |
| Parc Mackenzie-King | Renovation of the chalet | \$1.6M | Surplus | 2022-2023 |
| | Synthetic multisport field | \$5.0M | Central city grant and park fund | 2023-2025 |
| Parc William Bowie | Renovation of the chalet | \$0.6M | TYCWP and park fund | 2023-2025 |
| Parc Martin-Luther-King | Replacement of sports equipment and resurfacing of the soccer field | \$2.0M | TYCWP and central city grant | 2022-2025 |
| | Repair of the building | \$2.0M | TYCWP and park fund | 2023-2025 |
| Parc Loyola | Renovation of the chalet | \$2.5M | TYCWP and park fund | 2024-2025 |

Rounded to the nearest thousand

| LOCATION | DESCRIPTION OF THE WORK | ESTIMATED VALUE OF THE PROJECT | TYPE OF PLANNED FUNDING | TIMEFRAME |
|---|---|--------------------------------|------------------------------|------------|
| PARKS PROGRAM | | | | |
| Parc Benny | New skatepark | \$3.0M | Surplus, TYCWP and park fund | 2023-2024 |
| | Upgrading of the baseball field | \$0.4M | TYCWP | 2023-2024 |
| Parc Warren-Allmand (formerly Somerled) | Renovation of the chalet | \$1.2M | TYCWP | 2022-2023 |
| | Resurfacing of the tennis courts | \$0.6M | TYCWP and central city grant | 2023 |
| Parc de la Confédération | Lighting of the soccer field and pool | \$1.0M | Park fund | 2024-2025 |
| Parc Trenholme | Lighting of the soccer field | \$0.7M | TYCWP | 2024-2025 |
| Various locations | Bixi - Electrical connections for bicycle stations | \$0.4M | Central city grant | 2022-2023 |
| Various locations | Installation of water fountains | \$0.5M | Central city grant | 2022-2023 |
| Various locations | Street furniture replacement program | \$0.1M per year | TYCWP | Every year |
| Various locations | Purchase of new children's playground equipment | \$0.1M per year | TYCWP | Every year |
| ROAD INFRASTRUCTURE PROGRAM | | | | |
| Various locations | Road, sidewalk and catch basin rehabilitation program | \$2.6M per year | Surplus and TYCWP | Every year |
| Various locations | Additional traffic calming measures | \$0.3M per year | Surplus and TYCWP | Every year |

Financed by the borough investment tax

Represents the balance of net capital expenditures to be repaid for all borrowing by-laws adopted by the Borough Council

The debt is repaid based on the duration of each of the projects carried out, in particular

| | AMOUNT (IN THOUSANDS OF DOLLARS) |
|---|-------------------------------------|
| Debt balance as at December 31, 2021 (see note) | 46,542.0 |
| Principal repayment 2022 | 5,215.5 |
| Interest repayment 2022 | 1,389.0 |
| Tax 2022 related to these loans | 6,604.5 |
| Note: Maximum amount of borrowing the borough can enact in 2022 | 83,187.5 |



October 6, 2022

Adoption of the 2023 operating budget and the 2023-2032 TYCWP by the Borough Council

November 7, 2022

Adoption of 2022 local tax by-law

November 29, 2022

City budget submitted to Executive Committee for adoption

November 29, 2022

City budget tabled for adoption by City Council

December 5, 2022

Adoption of 2023 local rates by-laws



Operating budget

The operating budget ensures the management of the borough's day-to-day business: it covers the costs related to the provision of services and residents' quality of life, such as recreation, community services and waste collection and transportation.

Ten-year capital works program (TYCWP)

It groups together the investment projects that the borough plans to carry out on its territory over the next ten years to maintain its local streets, buildings, parks and community and sports facilities. Various sources of funding are required for these investments, including long-term loans.

Borough revenue

Income from the various paid services offered by the borough, as provided for in the bylaws, such as the issuance of permits, the rental of rooms and the occupation of public property.

Central transfers

A budget transfer determined by the Ville de Montréal. This transfer envelope represents a significant source of operating budget funding for the boroughs. In 2023, central transfers represent 77% of the borough's overall operating budget funding.

Local service tax

Amount administered by the borough and collected through the property tax account. The service tax is one of the sources of funding for the borough's operating budget.

Local investment tax

Amount managed by the borough from the property tax account. This tax is the main source of funding for the borough's capital projects.



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