



engaging

# 2021 FINANCIAL STATEMENT HIGHLIGHTS

✓ SUBMITTED TO THE BOROUGH COUNCIL ON JUNE 7, 2022

# Message from the Mayor

Dear fellow citizens,

In accordance with section 105.2.2 of the *Cities and Towns Act* and section 144.7 of the *Charter of Ville de Montréal*, I am hereby submitting the highlights of the financial results of the borough of Côte-des-Neiges—Notre-Dame-de-Grâce. This document reports the financial results for 2021 and the financial outlook for the current year.

The year 2021 was, once again, a trying year, marked by COVID-19 and its many effects, both on our health and on our economic situation. Despite the adversities, we were able to offer residents quality services, deliver many projects and even generate a budget surplus of \$9.8 million. I want to thank all of the borough's employees for this impressive feat. These achievements are a testament not only to their meticulous management, but also to their great resilience and adaptability.

The pandemic has also made us aware more than ever of the importance of our green spaces. Among the elements to highlight in 2021, there were several investments made in our parks, including the complete redevelopment of Parc de la Savane and a new basketball court in Parc Coffee, in addition to the enhancement of children's playgrounds and the creation of new dog parks.

I am very optimistic for 2022. We have already set in motion several important projects, including a Local Transportation Plan, the borough's first strategic plan, an in-depth overhaul of our urban planning by-laws. These projects, which will be carried out in keeping with the results of public consultations, will provide us with a vision and clear objectives to better plan and coordinate our activities. In the end, residents will benefit from an improved, more effective service offering.

Together, let's make Côte-des-Neiges—Notre-Dame-de-Grâce a dynamic, inclusive, green borough where it is great to live!



A handwritten signature in black ink, which appears to read 'Gracia Kasoki Katahwa'. The signature is fluid and cursive.

**Gracia Kasoki Katahwa**  
Borough Mayor

## 2021 LATEST FINANCIAL RESULTS

### OPERATIONS AND HIGHLIGHTS

For the 2021 fiscal year, a year marked once again by the COVID-19 pandemic, the borough ended with a management surplus of \$9,816,200.

This surplus is essentially related to permits revenue generated by construction, modification and public domain occupancy (\$3.1 million). In addition, the slowdown in activities freed up a significant amount in payroll expenses. Lastly, in terms of other categories of expenses, savings in maintenance costs, energy costs and the purchase of materials were achieved.

<b>EXPENDITURE BUDGET \</b>	<b>\$70 371 500</b>
<b>LOCAL REVENUE BUDGET \</b>	<b>\$3 305 300</b>
<b>NET MANAGEMENT SURPLUS \</b>	<b>\$9 816 200</b>

(in thousands of dollars)	Actual			Original budget 2021	Variance 2021	Amended Budget 2021
	2019	2020	2021			
REVENUE						
Taxes	9 175,9	9 390,9	9 736,4	9 579,1	157,3	9 579,1
Central transfers	54 074,3	52 345,7	56 189,8	56 059,7	130,1	56 407,4
Services delivered and other income	5 895,6	3 335,3	4 480,7	3 232,7	1 248,0	3 256,8
Transfers	111,9	77,1	38,1	-	38,1	-
TOTAL \ REVENUE	69 257,7	65 149,0	70 445,0	68 871,5	1 573,5	69 243,3
OPERATING EXPENSES						
General administration	7 974,5	8 083,0	6 996,5	8 379,4	1 382,9	7343,7
Public security	671,4	319,6	612,3	659,3	47,0	669,9
Transportation	13 331,0	12 583,8	11 790,4	14 615,6	2 825,2	14 567,1
Environmental health	10 640,9	9 939,9	9 595,6	10 225,7	630,1	10 387,7
Health and well-being	1 727,1	1 653,1	1 638,1	1 145,6	(492,5)	1 706,0
Urban planning and development	5 191,5	4 602,9	5 513,6	5 056,3	(457,3)	5 860,4
Leisure and culture	29 336,4	28 014,4	29 565,4	30 289,6	724,2	31 159,4
TOTAL \ OPERATING EXPENSES	68 872,8	65 196,7	65 711,9	70 371,5	4 659,6	71 694,2
Reserve	2 650,5	3 036,6	2 668,4	1 500,0	1 168,4	2450,8
Management surplus (deficit) according to the original budget	3 035,4	2 988,9	7 401,5	-	7 401,5	(0,1)
Adjustments	4 072,2	4 514,0	2 414,7		2 414,7	
Management surplus (deficit)	7 107,6	7 502,9	9 816,2	-	9 816,2	(0,1)

# HIGHLIGHTS



## INCOME

In terms of revenue, the following are the key elements in the borough's 2021 financial statement:

### Central transfers

- Net contribution of **\$0.4 million**, which enabled the payment of financial contributions as part of the children's policy (**\$0.2 million**), the revitalization of commercial arteries (**\$0.1 million**) and the implementation of information, awareness and education activities related to the collection of organic waste in buildings with 9 or more units (**\$0.1 million**).

### Services delivered and other income

- \$0.5 million** in additional revenue attributable to the increase in the number of permits for temporary occupation of the public domain
- \$0.2 million** in additional revenue related to the increase in parking spots reserved for residents (SRRR)
- \$0.2 million** in additional revenue from permit application fees

### Adjustments

- A total of **\$2.4 million** in year-end adjustments made to the borough's financial statements, including, in particular, the pooled revenue from construction and modification permits.



## EXPENSES

Despite a slowdown in normal activities caused by the second year of the pandemic, the borough has supported several initiatives to assist all community partners and residents during this time. The borough also redesigned its service offer in certain operational sectors to maintain a good range of services for the population. Here are some examples of the achievements in 2021:

- Setting up a vaccination clinic at the Bill Durnan Arena
- Implementing a new online registration system for sports activities (skating and tennis)
- Abolishing late fees in libraries
- New outdoor aquatic programming including the addition of lane swimming and aquatic fitness classes
- Hosting a large number of artists in residence and relaunching indoor shows
- Creating free parking spots for restaurants offering take-out

In addition, the borough continued its effort to carry out various projects, many of which are in line with the Montréal 2030 strategic plan. For example:

- The five-year pruning plan for the maintenance of trees
- The "Vélorution" project offering several activities to promote cycling
- Beautification work on children's play areas in about ten parks
- Modernization of signage in parks
- The start of planning for public facilities in the Namur-Hippodrome neighbourhood
- The holding of a referendum vote concerning the demolition of the Saint-Colomban church and a public consultation with a view to the development of a skatepark
- The development of new green spaces on the YMCA land acquired by the borough
- Maintaining the temporary layout of the Jean-Brillant pedestrianized street

## EARMARKED FUNDS

### DEFERRED REVENUE – PARKS AND PLAYGROUNDS

2021 was a fruitful year in terms of offsetting revenue for parks, helping to modernize or improve the borough's parks and green spaces. In fact, nine deferred revenue contributions were received and, in the end, the transactions brought in a total of **\$1.1 million**. The borough therefore has a total amount of **\$6.5 million** to invest in its projects in 2022.

### PARKING FUNDS

The borough has a remainder of **\$0.1 million** in the parking fund and no change was recorded in 2021.

## CAPITAL ACTIVITIES FOR TAX PURPOSES

The borough's 2021-2030 ten-year capital plan provides for a total budget of **\$68,300,000**, which represents \$6,830,000 per year. The amounts planned for 2021, 2022, 2023 are as follows:

2021 \	<b>\$68,300,000</b>
2022 \	<b>\$68,300,000</b>
2023 \	<b>\$68,300,000</b>

IN 2021, THE BOROUGH OF CÔTE-DES-NEIGES-NOTRE-DAME-DE-GRÂCE MADE \$6.4 MILLION IN INVESTMENTS FROM ITS FIXED ASSETS BUDGET AND ALSO DREW ON ITS SURPLUSES AND RESERVED FUNDS TO COMPLETE VARIOUS PARKS AND INFRASTRUCTURE PROJECTS.

### AMENITIES IN PARKS

Local investments in parks amounted to \$1.5 million. With the contributions of various financial support programs, more than \$2 million was invested in the borough's parks.

#### LE TRIANGLE NEIGHBOURHOOD

Redevelopment of Parc de la Savane, including the addition of a basketball court, an outdoor exercise area, a dog park and ping-pong tables

#### PARC LOYOLA

Creation of a dog park

#### PARC GEORGES-SAINT-PIERRE

Addition of a pedestrian path and a dog park

#### PARC MARTIN-LUTHER-KING

Replacement of lighting equipment for tennis, basketball and baseball courts

#### PARC COFFEE

Addition of a basketball court

# HIGHLIGHTS

## INFRASTRUCTURE

In 2021, the borough spent \$3.9 million on its road infrastructure. With the contribution of corporate services, the investment amounts to \$13.3 million.

These investments made it possible to pave more than 4 km of streets. Traffic calming measures were put in place, including 109 speed bumps and 14 curb extensions, and 9.1 km of sidewalks were rebuilt. The borough also built or expanded 54 tree pits. In terms of underground infrastructure, 679 lead water service lines were replaced, in addition to other improvements to the system. Moreover, a new sewer line 38 meters long was installed along a section of Isabella Avenue, between Macdonald and Clanranald Avenues.

The borough planted 827 new trees within its boundaries. It had to cut down 181 ash trees as part of the 2014-2024 metropolitan emerald ash borer strategy, as well as 428 dying or dangerous trees. The end result is that the borough saw an increase of 218 trees. The borough also pruned more than 592 trees under the Hydro-Québec distribution network.

## MAJOR PROJECTS

### Le Triangle district

In addition to local investments, the borough finalized the development of the Le Triangle area, with the contribution of corporate financing.

### Implementation of food waste collection in buildings with 9 dwellings or more and in institutions, businesses and industries

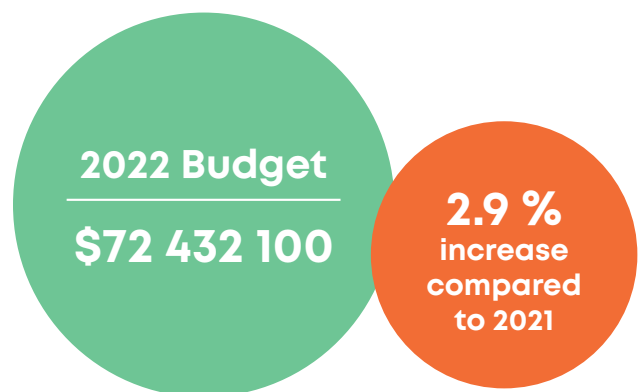
In 2021, the borough rolled out the food waste collection service for all addresses in the Loyola

district. The 10,936 apartments in buildings with 9 or more dwellings, the 18 schools and the 326 institutions, businesses and industries can now participate in the collection of food waste. Roll-out will continue to other districts over the next three years.

## OUTLOOK FOR 2022

### OPERATING BUDGET

The borough's 2022 budget is \$72,432,100, an increase of 2.9% compared to 2021. The revenue budget amounts to \$3,511,400, an increase of 6.2%, brought about by the additional reserved street parking spots for residents (SRRR).



## HIGHLIGHTS

### TEN-YEAR FIXED CAPITAL PROGRAM (PDI 2022 – 2031)

In 2022, the borough of Côte-des-Neiges–Notre-Dame-de-Grâce has a budget of \$6.83 million.

The central city and the provincial government will contribute to increasing this budget by \$18.4 million through funding under several programs: \$4.0 million from the local park repair and greening program (PRVPL); \$5.1 million in connection with the outdoor sports facilities program (PISE); \$7.0 million from the Montréal aquatic program (PAM); \$1.0 million from the program to implement self-service in libraries (RFID);

\$0.6 million from the protection of buildings under local jurisdiction program and \$0.7 million from the supralocal sports equipment program.

This funding, added to local budgets, provides a three-year plan for more than \$38.9 million in investments in our facilities, allowing us to carry out or begin a series of projects, including:

#### PARKS

- ✓ The restoration of several park chalets, in particular those in Mackenzie-King, Coffee, Van Horne, Warren-Allmand and Loyola parks
- ✓ The construction of a synthetic multi-sport field and the renovation of the chalet in Parc Mackenzie-King
- ✓ The addition of splash pads in various parks in the borough, particularly Parc Coffee
- ✓ Resurfacing work on the tennis courts in Parc Warren-Allmand
- ✓ Construction of a basketball court in Parc Gilbert-Layton

#### ROAD INFRASTRUCTURE

- ✓ Continuation of the road repair program
- ✓ Addition of traffic calming measures
- ✓ Continuation of the minor sidewalk and catch basin repair program

#### BUILDINGS

- ✓ Upgrading and expanding the indoor pool at the Notre-Dame-de-Grâce community centre
- ✓ Expanding and upgrading the Trenholme sports centre
- ✓ Renovating the locker rooms, stands and amenities of the Le Manoir community centre
- ✓ Remodelling the ground floor and upgrading the electrical system of the Intercultural Library
- ✓ Renovating the Côte-des-Neiges and Notre-Dame-de-Grâce libraries and cultural centres
- ✓ Renovating the Martin Luther King pavilion
- ✓ Repairing the roof of the Côte-des-Neiges sports centre
- ✓ Repairing the entrance to the Notre-Dame-des-Neiges sports centre

## MANAGEMENT SURPLUS

The borough plans to use its management surpluses to carry out various projects and to ensure that the borough's budget is balanced for 2023, thus helping to maintain the quality of its service to residents.

In the context of the climate emergency, amounts are reserved for the hiring of a new resource specializing in ecological transition as well as more investments in the greening of public spaces. To encourage the use of active transportation, investments are also planned for making bike routes safer.

In order to continue and improve initiatives promoting public participation and inclusion, sums will also be allocated to the implementation of a local participatory budget and inclusion and accessibility measures for borough council meetings.

Lastly, several projects to improve sports and community facilities, including the development of a new skatepark, the finalization of the cricket field, the refurbishment of the chalet in Parc Mackenzie-King and the renovation of the swimming pool at the Côte-des-Neiges sports centre will benefit from these management surpluses.

"The Auditor General of the Ville de Montréal and the external auditor have concluded that the consolidated financial statements of the Ville de Montréal, which include the results of the boroughs, give a true and fair view of the financial situation as at December 31, 2021, in accordance with the Canadian Public Sector Accounting Standards."



**2021 FINANCIAL STATEMENT HIGHLIGHTS**  
Submitted in June 2022

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