



REPORT ON THE 2022 OPERATING BUDGET

Dear fellow residents,

In accordance with section 474 of the *Cities and Towns Act* and on behalf of Town Council, I am pleased to submit Town of Mount Royal's report on its 2022 operating budget.

This budget reflects responsible internal financial planning, as well as external influences beyond our control. This report is the result of extensive critical analysis by the Town Manager, treasurer, department directors and your newly elected representatives. I am grateful for their extraordinary collaborative efforts to create this thoughtful and balanced budget. Council was able to rely on the administration's knowledge of the files to draw a more complete picture of the situation and the needs of the various sectors of activity of the Town.

Tax Consequences

The majority of our budget is devoted to the payment of the aliquot share to the Agglomeration of Montréal, over which we have no control. In 2022, the increase in our aliquot share has been raised by a near record level of 11.76% (compared to 3.22% in 2021). This results in 70.24% of your tax dollars being transferred to the Agglomeration.

We believe that we are being treated unfairly and as a result, the 14 demerged municipalities have opposed the current 2022 budget of the Agglomeration. The average increase to all demerged municipalities is 10.9% and we have insisted on a recalculation of the aliquot share.

To reduce the financial impact on residents, the Town will allocate \$3.3M from the 2021 estimated operating surplus, plus \$4.1M from the town's accumulated surpluses.

However, even with this intervention, our 2022 Operating Budget results in:

- 4.72% tax increase for residential taxpayers (*compared to 1.16% in 2021*); and
- 11.23% increase for the non-residential sector (*compared to 4.76% in 2021*)

We realize the burden this places on TMR homeowners, and we are also acutely aware of imminent tri-annual property valuations to be assessed by the *Agglomération de Montréal* this coming September.

In light of the current environment, the 2022 budget prioritizes prudence, balance, rigor and stability in TMR finances. We are aware that Canada's headline inflation rate accelerated to 4.8% in December 2021 – the steepest rate since 1991. Prices increased across all major categories, including transportation (8.9%); gasoline (33.3%); passenger vehicles (7.2%); shelter (5.4%) home and mortgage insurance (9.3%) and groceries (5.7%). The Montreal region's inflation rate ended the year 2021 at 3,74 %.

Budget Highlights

Town of Mount Royal's 2022 Operating Budget of \$115,929,800 reflects an increase of 9.19% over the previous year.

Property taxes, compensations in lieu of taxes, and water rates generate \$92.2M, providing 86% of our total revenue.

Income from provided services and local sources contribute 13% to total revenues (\$14.1M). Government transfers of \$1,024,100 represent 1% of revenues. It should be noted that we have been cautious in forecasting revenues from construction permits, fines and interest.

External factors affecting the 2022 Operating Budget:

- Agglomeration of Montréal assessment for general expenses, water service, first responder services, arterial road debts, funding of investments eligible for grants and funding of budgetary deficits increased by \$6,583,200 (11.76%);
- *Ville de Montréal* expenditures related to downtown Montréal increased by \$37,400 (3.36%) .

Internal factors affecting the 2022 Operating Budget:

- Town operational expenses increased by \$3,138,240 (6.51%):

Increased TMR operating expenses

- Increased payroll (including integration and consolidation of the public security team);
- Increased costs for municipal waste collection contract;
- Purchase and installation of water meters in new residential units;
- Increased parks and urban forest maintenance budget;
- Increased costs for professional studies;
- Increased services for secondary material recycling contracts and dry material disposal;
- Increased purchases of software, computer equipment and information technology consulting services.

Decreased expenses

- Decreased debt service;
- Decreased external services expenses for a public security agency;
- Decreased material purchases, maintenance costs for the fleet of heavy machinery, and equipment rental costs for snow removal operations;
- Withdrawal of operating budget and transition costs associated with discontinued sports center project. Given the failed bid process and the unsustainable 2020 project budget, the Sport Center will be redesigned as part of the larger *Quartier Sportif* and included in future budgets.

The 2022 Town of Mount Royal Operating Budget reflects the following considerations –

Financial Management Priorities

- Maintain the lowest possible tax rate, despite significant increases from the Agglomeration of Montréal;
- Control overall operating expenses;
- Maintain responsible long-term debt.

Funding priorities:

- Development of the *Quartier sportif et communautaire* including a redesigned financially-viable Sport Center with indoor pool;
- Traffic solutions to facilitate the fluidity of traffic throughout the town, particularly around construction sites and school zones;

- Inhouse integration of our Public Security to ensure greater visibility, efficiency and benefit to residents;
- Sustainable development strategies;
- Citizen initiatives in support of local merchants;
- Initiatives to sustain the town's precious urban forest through maintenance, reforestation and the protection of trees, parks and green spaces;
- Dynamic arts and recreation programs and diverse cultural initiatives to animate the town center, and promote locally-based artists;
- Health and fitness programs to serve the full community, including elementary school youth, adolescents, young adults, retired and senior residents;
- Redesign of the town's website with tools to improve communication and services to residents;
- Maintain our physical infrastructure for health and safety.

Urban planning priorities:

- Strategic engagement by Town officials with CSMB and the Ministry of Education to address the lack of classroom space for students in our French elementary schools;
- Review of CCU process to ensure clarity regarding permit applications and urban planning enforcement in respect of objectives stated in the 2017 Urban Plan;
- Balance homeowners' need for home renovation with the preservation of Town of Mount Royal's Garden City heritage and patrimonial implications;
- Initiate the development process for a 20 Year Garden City Urban Plan;
- Participate in various ongoing inter-municipal project discussions to represent the interests of our municipality.

In conclusion, despite the internal and external financial challenges, your Town Council and the administration are committed to maintaining and improving the quality of life and services in our community.

Respectfully submitted,

Mayor Peter J. Malouf



	Budget 2021	Budget 2022	Écart en \$ 2022 VS 2021	Écart en % 2022 VS 2021	
	\$	\$	\$		
Revenus					Revenues
Taxes	81 257 298	89 068 206	7 810 908	9.61%	Taxes
Tarification d'eau	2 400 000	2 500 000	100 000	4.17%	Water consumption fees
Paiements tenant lieu de taxes	534 662	583 194	48 532	9.08%	Compensation in lieu of taxes
Services aux organismes municipaux	30 200	39 500	9 300	30.79%	Services to municipal organizations
Autres revenus de sources locales	10 997 300	12 505 100	1 507 800	13.71%	Other revenues from local sources
Transferts du gouvernement	725 000	1 024 100	299 100	41.26%	Transfers from the Government
SOUS-TOTAL des revenus avant contribution des promoteurs	95 944 460	105 720 100	9 775 640	10.19%	SUB-TOTAL Income before Developers' contribution
Autres revenus contribution des promoteurs	835 000	1 550 000	715 000	85.63%	Other revenues Developers' contribution
TOTAL DES REVENUS	96 779 460	107 270 100	10 490 640	10.84%	TOTAL
Dépenses de fonctionnement					Operating expenditures
Administration générale	8 801 400	9 382 700	581 300	6.60%	General administration
Sécurité publique	2 427 000	3 168 600	741 600	30.56%	Public safety
Transport ⁽¹⁾	9 189 640	9 158 320	(31 320)	-0.34%	Transportation ⁽¹⁾
Hygiène du milieu ⁽¹⁾	4 371 435	5 067 030	695 595	15.91%	Environment ⁽¹⁾
Santé et bien-être	302 600	335 000	32 400	10.71%	Health and Welfare
Aménagement, urbanisme et développement industriel et commercial	1 338 600	1 610 800	272 200	20.33%	Urban planning and development
Loisirs et culture ⁽¹⁾	16 159 085	16 761 050	601 965	3.73%	Recreation and culture ⁽¹⁾
Frais de financement	1 373 700	1 248 200	(125 500)	-9.14%	Financing costs
Remboursement en capital - Dette à long terme	3 406 000	3 061 000	(345 000)	-10.13%	Principal reimbursements - long term debt
SOUS-TOTAL dépenses locales avant dépenses recouvrées des promoteurs	47 369 460	49 792 700	2 423 240	5.12%	SUB-TOTAL local expenses before expenses recovered from Developers
Administration - Indemnités d'expropriation et frais recouverts des promoteurs	835 000	1 550 000	715 000	85.63%	Administration - Expropriation compensation and costs recovered from developers
SOUS-TOTAL dépenses locales	48 204 460	51 342 700	3 138 240	6.51%	SUB-TOTAL local expenditures
Quote-part à la Communauté métropolitaine de Montréal	879 700	877 000	(2 700)	-0.31%	Town's share of the Communauté Métropolitaine de Montréal
Quote-part à l'Agglomération de Montréal	55 975 600	62 558 800	6 583 200	11.76%	Montreal Agglomeration Aliquot Share
Contribution à la Ville de Montréal - centre-ville	1 113 900	1 151 300	37 400	3.36%	Contribution to the city of Montréal - Downtown center
SOUS-TOTAL quotes-parts	57 969 200	64 587 100	6 617 900	11.42%	SUB-TOTAL quotes-parts
Total des dépenses de fonctionnement et autres activités financières	106 173 660	115 929 800	9 756 140	9.19%	Total operating expenditures and other financial activities
Surplus (déficit) des activités financières avant affectations	(9 394 200)	(8 659 700)	734 500	-	Financial activity surplus (deficit) before appropriations
Affectations					Appropriations
Surplus accumulé non affecté ou affecté	7 587 000	7 424 700	(162 300)	-2.14%	Non allocated surplus or allocated surplus
Réserves financières et fonds réservés	1 807 200	1 235 000	(572 200)	-31.66%	Financial reserves and reserved funds
TOTAL	9 394 200	8 659 700	(734 500)	-7.82%	TOTAL
ÉQUILIBRE BUDGÉTAIRE	-	-	-		BUDGET BALANCE

(1) Les dépenses d'administration des services du génie, des travaux publics et des loisirs font l'objet d'une répartition administrative. Administrative expenses for the Engineering, Public Works and Recreation departments are submitted to administrative distribution.

**TOWN OF MOUNT ROYAL
2022 OPERATING BUDGET**

	<u>ACTUAL 2020</u>	<u>2021 BUDGET</u>	<u>2022 BUDGET</u>	<u>VARIATION IN \$</u>	<u>VARIATION IN %</u>
REVENUES					
TAXES					
PROPERTY TAXES ON RESIDENTIAL IMMOVABLES	\$ 39 645 079	\$ 39 812 974	\$ 42 212 130	\$ 2 399 156	6.03%
PROPERTY TAXES ON NON-RESIDENTIAL IMMOVABLES	\$ 37 341 403	\$ 37 820 043	\$ 43 692 149	\$ 5 872 106	15.53%
PROPERTY TAXES ON IMMOVABLES CONTAINING SIX (6) OR MORE DWELLING UNITS	\$ 2 369 128	\$ 2 439 065	\$ 2 510 985	\$ 71 920	2.95%
PROPERTY TAXES ON SERVICED VACANT LOTS	\$ 166 965	\$ 1 185 216	\$ 652 942	\$ (532 274)	-44.91%
WATER CONSUMPTION FEES	\$ 2 495 199	\$ 2 400 000	\$ 2 500 000	\$ 100 000	4.17%
	<u>\$ 82 017 774</u>	<u>\$ 83 657 298</u>	<u>\$ 91 568 206</u>	<u>\$ 7 910 908</u>	<u>9.46%</u>
PAYMENTS IN LIEU OF TAXES					
QUEBEC GOVERNMENT	\$ 656 927	\$ 534 662	\$ 583 194	\$ 48 532	9.08%
SERVICES PROVIDED TO MUNICIPAL ORGANIZATIONS					
AGGLOMÉRATION DE MONTRÉAL	\$ 41 191	\$ 30 200	\$ 39 500	\$ 9 300	30.79%
RECREATION AND LIBRARY					
PROGRAMS (RECREATIONAL AND CULTURAL ACTIVITIES)	\$ 191 732	\$ 779 100	\$ 759 700	\$ (19 400)	-2.49%
ARENA AND SKATING RINKS	\$ 93 056	\$ 134 600	\$ 139 100	\$ 4 500	3.34%
PLAYING FIELDS	\$ 369 705	\$ 788 700	\$ 900 200	\$ 111 500	14.14%
OUTDOOR POOL AND PIERRE LAPORTE POOL	\$ 63 079	\$ 325 700	\$ 324 700	\$ (1 000)	-0.31%
LIBRARY	\$ 14 165	\$ 19 500	\$ 18 000	\$ (1 500)	-7.69%
SPONSORSHIPS	\$ 1 400	\$ 10 000	\$ 7 000	\$ (3 000)	-30.00%
CURLING CLUB - RENTAL	\$ 10 128	\$ 6 300	\$ 6 300	\$ -	0.00%
COUNTRY CLUB - RENTAL	\$ -	\$ 400	\$ 400	\$ -	0.00%
210 DUNBAR - RENTAL	\$ 1 466	\$ 1 800	\$ 1 800	\$ -	0.00%
	<u>\$ 744 731</u>	<u>\$ 2 066 100</u>	<u>\$ 2 157 200</u>	<u>\$ 91 100</u>	<u>4.41%</u>
OTHER REVENUES FROM LOCAL SOURCES					
LICENCES AND PERMITS	\$ 457 977	\$ 1 043 500	\$ 1 337 700	\$ 294 200	28.19%
PROPERTY TRANSFER FEES	\$ 7 788 698	\$ 6 030 000	\$ 7 200 000	\$ 1 170 000	19.40%
FINES AND PENALTIES	\$ 418 691	\$ 435 000	\$ 440 000	\$ 5 000	1.15%
INTEREST ON CASH, INVESTMENTS AND GRANTS	\$ 641 278	\$ 721 000	\$ 455 000	\$ (266 000)	-36.89%
INTEREST ON TAX ARREARS	\$ 193 453	\$ 300 000	\$ 320 000	\$ 20 000	6.67%
OTHER RECOVERABLES	\$ 126 146	\$ 127 000	\$ 292 400	\$ 165 400	130.24%
PROCEEDS ON SALE OF PROPERTIES HELD FOR RESALE	\$ -	\$ 835 000	\$ -	\$ (835 000)	-100.00%
GAIN (LOSS) ON DISPOSAL OF CAPITAL ASSETS	\$ -	\$ -	\$ -	\$ -	-
	<u>\$ 9 626 243</u>	<u>\$ 9 491 500</u>	<u>\$ 10 045 100</u>	<u>\$ 553 600</u>	<u>5.83%</u>
OTHER SERVICES PROVIDED					
TOWN HALL – ROOM RENTAL	\$ 13 144	\$ 15 000	\$ 15 000	\$ -	0.00%
GENERAL ADMINISTRATION	\$ 15 538	\$ 50 300	\$ 1 550 700	\$ 1 500 400	2982.90%
PUBLIC SAFETY	\$ 57 410	\$ 79 600	\$ 154 500	\$ 74 900	94.10%
TRANSPORTATION	\$ 70 919	\$ 72 200	\$ 75 000	\$ 2 800	3.88%
ENVIRONMENT	\$ -	\$ -	\$ -	\$ -	-
URBAN PLANNING AND DEVELOPMENT	\$ 37 345	\$ 57 600	\$ 57 600	\$ -	0.00%
	<u>\$ 194 356</u>	<u>\$ 274 700</u>	<u>\$ 1 852 800</u>	<u>\$ 1 578 100</u>	<u>574.48%</u>
CONDITIONAL TRANSFERS					
RECYCLABLE MATERIALS COMPENSATION	\$ 233 864	\$ 242 000	\$ 242 000	\$ -	0.00%
RESIDUAL MATERIALS COMPENSATION	\$ 202 128	\$ 253 000	\$ 253 000	\$ -	0.00%
SPECIAL ALLOCATION - FISCAL PACT	\$ 176 131	\$ 173 700	\$ 277 300	\$ 103 600	59.64%
GRANT - QUEBEC GOVERNMENT ASSISTANCE - PANDEMIC COVID-19	\$ 3 568 066	\$ -	\$ -	\$ -	-
GRANT - OTHERS	\$ 50 055	\$ -	\$ -	\$ -	-
GRANT - LIBRARY / PURCHASE OF BOOKS	\$ 65 430	\$ 52 300	\$ 236 800	\$ 184 500	352.77%
SHADOW PROGRAM	\$ 11 760	\$ 4 000	\$ 15 000	\$ 11 000	275.00%
	<u>\$ 4 307 434</u>	<u>\$ 725 000</u>	<u>\$ 1 024 100</u>	<u>\$ 299 100</u>	<u>41.26%</u>
APPROPRIATIONS					
PROCEEDS ON SALE	\$ -	\$ -	\$ -	\$ -	-
GAIN OR LOSS ON SALE	\$ -	\$ -	\$ -	\$ -	-
CAPITAL ASSET FINANCIAL ACTIVITIES	\$ (35 258)	\$ -	\$ -	\$ -	-
SURPLUS	\$ 29 206	\$ -	\$ 4 324 700	\$ 4 324 700	-
APPROPRIATED SURPLUS	\$ 3 069 400	\$ 7 587 000	\$ 3 100 000	\$ (4 487 000)	-59.14%
FINANCIAL RESERVES AND RESERVES FUNDS	\$ 3 187 047	\$ 1 807 200	\$ 1 235 000	\$ (572 200)	-31.66%
	<u>\$ 6 250 395</u>	<u>\$ 9 394 200</u>	<u>\$ 8 659 700</u>	<u>\$ (734 500)</u>	<u>-7.82%</u>
TOTAL REVENUES AND APPROPRIATIONS	<u>\$ 103 839 052</u>	<u>\$ 106 173 660</u>	<u>\$ 115 929 800</u>	<u>\$ 9 756 140</u>	<u>9.19%</u>

**TOWN OF MOUNT ROYAL
2022 OPERATING BUDGET**

EXPENDITURES	ACTUAL 2020	2021 BUDGET	2022 BUDGET	VARIATION IN \$	VARIATION IN %
GENERAL ADMINISTRATION					
TOWN COUNCIL	\$ 535 374	\$ 727 000	\$ 846 400	\$ 119 400	16.42%
TOWN MANAGER'S OFFICE	\$ 745 468	\$ 856 500	\$ 883 700	\$ 27 200	3.18%
TREASURER'S OFFICE AND MATERIAL RESOURCES	\$ 1 717 347	\$ 2 120 900	\$ 2 382 800	\$ 261 900	12.35%
INFORMATION TECHNOLOGY	\$ 1 220 762	\$ 1 375 500	\$ 1 493 400	\$ 117 900	8.57%
PUBLIC AFFAIRS AND CLERK'S OFFICE	\$ 1 815 148	\$ 2 144 300	\$ 2 030 300	\$ (114 000)	-5.32%
HUMAN RESOURCES	\$ 930 240	\$ 911 200	\$ 1 175 000	\$ 263 800	28.95%
MAINTENANCE – TOWN BUILDINGS	\$ 467 278	\$ 552 700	\$ 515 600	\$ (37 100)	-6.71%
OTHER – FINANCE (BAD DEBTS AND CONTINGENCIES)	\$ (28 083)	\$ 113 300	\$ 105 500	\$ (7 800)	-6.88%
OTHER - EXPROPRIATION COMPENSATION AND COSTS RECOVERED FROM DEVELOPERS	\$ -	\$ 835 000	\$ -	\$ (835 000)	-100.00%
	<u>\$ 7 403 534</u>	<u>\$ 9 636 400</u>	<u>\$ 9 432 700</u>	<u>\$ (203 700)</u>	<u>-2.11%</u>
PUBLIC SECURITY					
PUBLIC SECURITY	\$ 1 907 380	\$ 2 427 000	\$ 3 168 600	\$ 741 600	30.56%
	<u>\$ 1 907 380</u>	<u>\$ 2 427 000</u>	<u>\$ 3 168 600</u>	<u>\$ 741 600</u>	<u>30.56%</u>
TRANSPORTATION					
ADMINISTRATION – ENGINEERING	\$ 1 732 579	\$ 1 900 900	\$ 3 770 100	\$ 1 869 200	98.33%
ADMINISTRATION – PUBLIC WORKS	\$ 1 874 063	\$ 1 887 700	\$ 1 926 500	\$ 38 800	2.06%
TOWN ROADS	\$ 1 853 634	\$ 2 286 700	\$ 2 157 700	\$ (129 000)	-5.64%
SNOW REMOVAL	\$ 2 161 181	\$ 2 851 000	\$ 2 468 700	\$ (382 300)	-13.41%
STREET LIGHTING	\$ 383 887	\$ 449 600	\$ 509 700	\$ 60 100	13.37%
TRAFFIC	\$ 363 789	\$ 502 800	\$ 543 100	\$ 40 300	8.02%
BUILDING MAINTENANCE – 10/20 ROOSEVELT (61%)	\$ 76 401	\$ 100 600	\$ 110 300	\$ 9 700	9.64%
BUILDING MAINTENANCE – 40 ROOSEVELT	\$ 70 118	\$ 130 000	\$ 102 000	\$ (28 000)	-21.54%
BUILDING MAINTENANCE – INTERIOR PARKING	\$ -	\$ -	\$ 116 400	\$ 116 400	-
MAINTENANCE – TOWN SHOPS AND GARAGE	\$ 930 488	\$ 800 300	\$ 891 600	\$ 91 300	11.41%
BUILDING MAINTENANCE - 160 BATES	\$ 10 531	\$ 2 000	\$ 2 900	\$ 900	45.00%
RECOVERABLE EXPENDITURES	\$ 52 873	\$ 113 600	\$ 94 600	\$ (19 000)	-16.73%
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	<u>\$ (1 814 852)</u>	<u>\$ (1 835 560)</u>	<u>\$ (2 035 280)</u>	<u>\$ (199 720)</u>	<u>10.88%</u>
	<u>\$ 7 694 692</u>	<u>\$ 9 189 640</u>	<u>\$ 10 658 320</u>	<u>\$ 1 468 680</u>	<u>15.98%</u>
ENVIRONMENT					
WATER AND SEWER SERVICES	\$ 3 083 624	\$ 2 358 200	\$ 2 522 900	\$ 164 700	6.98%
REFUSE COLLECTION AND DISPOSAL	\$ 1 083 059	\$ 1 324 900	\$ 1 780 900	\$ 456 000	34.42%
ENVIRONMENT PROTECTION	\$ -	\$ -	\$ -	\$ -	-
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	<u>\$ 680 569</u>	<u>\$ 688 335</u>	<u>\$ 763 230</u>	<u>\$ 74 895</u>	<u>10.88%</u>
	<u>\$ 4 847 252</u>	<u>\$ 4 371 435</u>	<u>\$ 5 067 030</u>	<u>\$ 695 595</u>	<u>15.91%</u>
HEALTH AND WELFARE					
HEALTH AND WELFARE	\$ 294 088	\$ 302 600	\$ 335 000	\$ 32 400	10.71%
	<u>\$ 294 088</u>	<u>\$ 302 600</u>	<u>\$ 335 000</u>	<u>\$ 32 400</u>	<u>10.71%</u>
PLANNING AND DEVELOPMENT					
ZONING AND INSPECTION SERVICE	\$ 910 967	\$ 1 072 200	\$ 1 377 700	\$ 305 500	28.49%
PROMOTION AND ECONOMIC DEVELOPMENT	\$ 268 943	\$ 266 400	\$ 233 100	\$ (33 300)	-12.50%
URBAN RENOVATION	\$ -	\$ -	\$ -	\$ -	-
	<u>\$ 1 179 910</u>	<u>\$ 1 338 600</u>	<u>\$ 1 610 800</u>	<u>\$ 272 200</u>	<u>20.33%</u>

**TOWN OF MOUNT ROYAL
2022 OPERATING BUDGET**

EXPENDITURES	ACTUAL 2020	2021 BUDGET	2022 BUDGET	VARIATION IN \$	VARIATION IN %
RECREATION AND CULTURE					
ADMINISTRATION – RECREATION DEPARTMENT	\$ 1 652 517	\$ 1 764 600	\$ 1 765 400	\$ 800	0.05%
PROJECT MANAGER OFFICE - SPORTS AND COMMUNITY COMPLEX	\$ 144 645	\$ 161 900	\$ -	\$ (161 900)	-100.00%
TRANSITION - SPORTS AND COMMUNITY COMPLEX	\$ 57 627	\$ 182 000	\$ -	\$ (182 000)	-100.00%
COMMUNITY CENTRE – ACTIVITIES	\$ 15 931	\$ 12 400	\$ 92 900	\$ 80 500	649.19%
SERVICES FOR SENIORS	\$ 100 982	\$ 173 500	\$ 184 500	\$ 11 000	6.34%
RECREATIONAL PROGRAMS	\$ 226 875	\$ 684 000	\$ 703 700	\$ 19 700	2.88%
ARENA AND OUTDOOR SKATING RINKS	\$ 866 668	\$ 1 403 500	\$ 1 435 000	\$ 31 500	2.24%
POOL	\$ 544 428	\$ 928 100	\$ 1 073 400	\$ 145 300	15.66%
PLAYING FIELDS AND PLAYGROUNDS	\$ 94 035	\$ 154 075	\$ 144 200	\$ (9 875)	-6.41%
SOCCER	\$ -	\$ 3 700	\$ 3 700	\$ -	0.00%
DAY CAMPS	\$ 416 636	\$ 740 425	\$ 945 400	\$ 204 975	27.68%
BASEBALL AND SOFTBALL	\$ -	\$ 29 400	\$ 32 700	\$ 3 300	11.22%
TENNIS COURTS	\$ 307 090	\$ 434 000	\$ 441 000	\$ 7 000	1.61%
MAINTENANCE – MOHAWK PARK CLUBHOUSE	\$ 24 313	\$ 44 500	\$ 37 800	\$ (6 700)	-15.06%
PARK MAINTENANCE	\$ 2 005 221	\$ 2 465 300	\$ 2 335 900	\$ (129 400)	-5.25%
TREE MAINTENANCE	\$ 1 970 473	\$ 1 535 760	\$ 1 874 900	\$ 339 140	22.08%
LIBRARY – ADMINISTRATION	\$ 2 569 532	\$ 2 895 800	\$ 3 099 600	\$ 203 800	7.04%
MAINTENANCE – LIBRARY BUILDING	\$ 481 920	\$ 585 700	\$ 629 900	\$ 44 200	7.55%
CULTURAL PROJECTS	\$ 2 273	\$ 4 000	\$ 4 000	\$ -	0.00%
MAINTENANCE – BUILDING AT 60 ROOSEVELT	\$ 462 583	\$ 688 500	\$ 565 900	\$ (122 600)	-17.81%
MAINTENANCE – TMR COUNTRY CLUB	\$ 68 647	\$ 120 700	\$ 119 100	\$ (1 600)	-1.33%
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	<u>\$ 1 134 282</u>	<u>\$ 1 147 225</u>	<u>\$ 1 272 050</u>	<u>\$ 124 825</u>	<u>10.88%</u>
	<u>\$ 13 146 678</u>	<u>\$ 16 159 085</u>	<u>\$ 16 761 050</u>	<u>\$ 601 965</u>	<u>3.73%</u>
FINANCING					
FINANCING COST	\$ 1 013 473	\$ 1 373 700	\$ 1 248 200	\$ (125 500)	-9.14%
PRINCIPAL REPAYMENT OF THE DEBT	\$ 4 589 183	\$ 3 406 000	\$ 3 061 000	\$ (345 000)	-10.13%
	<u>\$ 5 602 656</u>	<u>\$ 4 779 700</u>	<u>\$ 4 309 200</u>	<u>\$ (470 500)</u>	<u>-9.84%</u>
ALIQUOT SHARES AND CONTRIBUTION					
COMMUNAUTÉ MÉTROPOLITAINE DE MONTRÉAL ALIQUOT SHARE	\$ 857 184	\$ 879 700	\$ 877 000	\$ (2 700)	-0.31%
MONTREAL AGGLOMERATION ALIQUOT SHARE	\$ 52 980 066	\$ 55 975 600	\$ 62 558 800	\$ 6 583 200	11.76%
CONTRIBUTION TO THE CITY OF MONTRÉAL - DOWNTOWN CENTER	\$ 1 091 900	\$ 1 113 900	\$ 1 151 300	\$ 37 400	3.36%
	<u>\$ 54 929 150</u>	<u>\$ 57 969 200</u>	<u>\$ 64 587 100</u>	<u>\$ 6 617 900</u>	<u>11.42%</u>
TOTAL EXPENDITURES	<u>\$ 97 005 340</u>	<u>106 173 660</u>	<u>\$ 115 929 800</u>	<u>9 756 140</u>	<u>\$ 9.19%</u>
SURPLUS (DEFICIT)	<u>\$ 6 833 712</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>