



	Budget 2019	Budget 2020	Écart en \$ 2020 VS 2019	Écart en % 2020 VS 2019	
	\$	\$			
Revenus					Revenues
Taxes	78 097 670	78 796 078	698 408	0.89%	Taxes
Tarification d'eau	2 500 000	2 460 000	(40 000)	-1.60%	Water consumption fees
Paiements tenant lieu de taxes	495 230	525 072	29 842	6.03%	Compensation in lieu of taxes
Services aux organismes municipaux	36 900	34 800	(2 100)	-5.69%	Services to municipal organizations
Autres revenus de sources locales	12 633 900	15 141 200	2 507 300	19.85%	Other revenues from local sources
Transferts du gouvernement	573 500	773 800	200 300	34.93%	Transfers from the Government
SOUS-TOTAL des revenus avant contribution des promoteurs	94 337 200	97 730 950	3 393 750	3.60%	SUB-TOTAL Income before Developers' contribution
Autres revenus contribution des promoteurs	2 050 000	800 000	(1 250 000)	-60.98%	Other revenues Developers' contribution
TOTAL DES REVENUS	96 387 200	98 530 950	2 143 750	2.22%	TOTAL
Dépenses de fonctionnement					Operating expenditures
Administration générale	8 322 600	8 676 350	353 750	4.25%	General administration
Sécurité publique	2 012 000	2 096 800	84 800	4.21%	Public safety
Transport ⁽¹⁾	8 251 440	8 991 180	739 740	8.96%	Transportation ⁽¹⁾
Hygiène du milieu ⁽¹⁾	5 373 235	5 602 570	229 335	4.27%	Environment ⁽¹⁾
Santé et bien-être	288 300	297 700	9 400	3.26%	Health and Welfare
Aménagement, urbanisme et développement industriel et commercial	1 355 800	1 434 200	78 400	5.78%	Urban planning and development
Loisirs et culture ⁽¹⁾	15 506 125	15 984 450	478 325	3.08%	Recreation and culture ⁽¹⁾
Frais de financement	1 033 300	1 267 000	233 700	22.62%	Financing costs
Remboursement en capital - Dette à long terme	3 910 700	3 672 400	(238 300)	-6.09%	Principal reimbursements - long term debt
SOUS-TOTAL dépenses locales avant dépenses recouvrées des promoteurs	46 053 500	48 022 650	1 969 150	4.28%	SUB-TOTAL local expenses before expenses recovered from Developers
Administration - Indemnités d'expropriation et frais recouvrés des promoteurs	2 050 000	800 000	(1 250 000)	-60.98%	Administration - Expropriation compensation and costs recovered from developers
SOUS-TOTAL dépenses locales	48 103 500	48 822 650	719 150	1.50%	SUB-TOTAL local expenditures
Quote-part à la Communauté métropolitaine de Montréal	754 900	785 400	30 500	4.04%	Town's share of the Communauté Métropolitaine de Montréal
Quote-part à l'Agglomération de Montréal et contribution à la Ville de Montréal	52 564 600	54 072 200	1 507 600	2.87%	Montreal Agglomeration Aliquot Share and Contribution to the city of Montréal
SOUS-TOTAL quotes-parts	53 319 500	54 857 600	1 538 100	2.88%	SUB-TOTAL quotes-parts
Total des dépenses de fonctionnement et autres activités financières	101 423 000	103 680 250	2 257 250	2.23%	Total operating expenditures and other financial activities
Surplus (déficit) des activités financières avant affectations	(5 035 800)	(5 149 300)	(113 500)	-	Financial activity surplus (deficit) before appropriations
Affectations					Appropriations
Surplus accumulé non affecté ou affecté	3 250 000	3 069 400	(180 600)	-5.56%	Non allocated surplus or allocated surplus
Réserves financières et fonds réservés	1 785 800	2 079 900	294 100	16.47%	Financial reserves and reserved funds
TOTAL	5 035 800	5 149 300	113 500	2.20%	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
2020 OPERATING BUDGET - REVENUES AND EXPENDITURES ANALYSIS

	<u>ACTUAL 2018</u>	<u>2019 BUDGET</u>	<u>2020 BUDGET</u>	<u>VARIATION IN \$</u>	<u>VARIATION IN %</u>
REVENUES					
TAXES					
PROPERTY TAXES ON RESIDENTIAL IMMOVABLES	\$ 37 387 054	\$ 37 696 412	\$ 39 005 536	\$ 1 309 124	3.5%
PROPERTY TAXES ON NON-RESIDENTIAL IMMOVABLES	\$ 36 527 835	\$ 37 299 581	\$ 36 198 680	\$ (1 100 901)	-3.0%
PROPERTY TAXES ON IMMOVABLES CONTAINING SIX (6) OR MORE DWELLING UNITS	\$ 2 340 057	\$ 2 369 689	\$ 2 417 474	\$ 47 785	2.0%
PROPERTY TAXES ON SERVICED VACANT LOTS	\$ 681 887	\$ 731 988	\$ 1 174 388	\$ 442 400	60.4%
WATER CONSUMPTION FEES	\$ 2 442 697	\$ 2 500 000	\$ 2 460 000	\$ (40 000)	-1.6%
	<u>\$ 79 379 530</u>	<u>\$ 80 597 670</u>	<u>\$ 81 256 078</u>	<u>\$ 658 408</u>	<u>0.8%</u>
PAYMENTS IN LIEU OF TAXES					
QUEBEC GOVERNMENT	\$ 479 017	\$ 495 230	\$ 525 072	\$ 29 842	6.0%
SERVICES PROVIDED TO MUNICIPAL ORGANIZATIONS					
AGGLOMÉRATION DE MONTRÉAL	\$ 29 653	\$ 36 900	\$ 34 800	\$ (2 100)	-5.7%
RECREATION AND LIBRARY					
PROGRAMS (RECREATIONAL AND CULTURAL ACTIVITIES)	\$ 874 943	\$ 903 800	\$ 817 700	\$ (86 100)	-9.5%
ARENA AND SKATING RINKS	\$ 148 064	\$ 145 200	\$ 134 400	\$ (10 800)	-7.4%
PLAYING FIELDS	\$ 743 312	\$ 783 400	\$ 761 500	\$ (21 900)	-2.8%
OUTDOOR POOL AND PIERRE LAPORTE POOL	\$ 284 174	\$ 329 800	\$ 325 700	\$ (4 100)	-1.2%
LIBRARY	\$ 36 081	\$ 35 300	\$ 19 500	\$ (15 800)	-44.8%
SPONSORSHIPS	\$ 9 100	\$ 10 100	\$ 10 000	\$ (100)	-1.0%
CURLING CLUB - RENTAL	\$ 13 850	\$ 14 100	\$ 14 400	\$ 300	2.1%
COUNTRY CLUB - RENTAL	\$ 500	\$ 400	\$ 400	\$ -	0.0%
210 DUNBAR - RENTAL	\$ 1 910	\$ 1 800	\$ 1 800	\$ -	0.0%
	<u>\$ 2 111 934</u>	<u>\$ 2 223 900</u>	<u>\$ 2 085 400</u>	<u>\$ (138 500)</u>	<u>-6.2%</u>
OTHER REVENUES FROM LOCAL SOURCES					
LICENCES AND PERMITS	\$ 1 362 802	\$ 1 150 300	\$ 4 174 100	\$ 3 023 800	262.9%
PROPERTY TRANSFER FEES	\$ 8 517 587	\$ 6 650 000	\$ 6 080 000	\$ (570 000)	-8.6%
FINES AND PENALTIES	\$ 1 100 030	\$ 1 066 000	\$ 1 042 000	\$ (24 000)	-2.3%
INTEREST ON CASH, INVESTMENTS AND GRANTS	\$ 846 030	\$ 666 000	\$ 1 045 000	\$ 379 000	56.9%
INTEREST ON TAX ARREARS	\$ 321 525	\$ 300 000	\$ 300 000	\$ -	0.0%
OTHER RECOVERABLES	\$ 81 744	\$ 213 300	\$ 143 500	\$ (69 800)	-32.7%
DEVELOPERS' CONTRIBUTION	\$ 3 864 891	\$ 2 050 000	\$ 800 000	\$ (1 250 000)	-61.0%
PROCEEDS ON SALE	\$ (1 590)	\$ -	\$ -	\$ -	-
	<u>\$ 16 093 019</u>	<u>\$ 12 095 600</u>	<u>\$ 13 584 600</u>	<u>\$ 1 489 000</u>	<u>12.3%</u>
OTHER SERVICES PROVIDED					
TOWN HALL – ROOM RENTAL	\$ 13 991	\$ 32 000	\$ 25 000	\$ (7 000)	-21.9%
GENERAL ADMINISTRATION	\$ 113 548	\$ 51 600	\$ 700	\$ (50 900)	-98.6%
PUBLIC SAFETY	\$ 95 511	\$ 103 600	\$ 85 700	\$ (17 900)	-17.3%
TRANSPORTATION	\$ 85 014	\$ 94 000	\$ 75 000	\$ (19 000)	-20.2%
ENVIRONMENT	\$ -	\$ 1 500	\$ 1 500	\$ -	0.0%
URBAN PLANNING AND DEVELOPMENT	\$ 106 512	\$ 81 700	\$ 83 300	\$ 1 600	2.0%
	<u>\$ 414 576</u>	<u>\$ 364 400</u>	<u>\$ 271 200</u>	<u>\$ (93 200)</u>	<u>-25.6%</u>
CONDITIONAL TRANSFERS					
RECYCLABLE MATERIALS COMPENSATION	\$ 268 375	\$ 260 000	\$ 265 000	\$ 5 000	1.9%
RESIDUAL MATERIALS COMPENSATION	\$ 216 535	\$ 203 200	\$ 226 100	\$ 22 900	11.3%
FISCAL PACT 2020-204 - SPECIAL OPERATING ALLOWANCE	\$ -	\$ -	\$ 176 400	\$ 176 400	-
GRANT - LIBRARY / PURCHASE OF BOOKS	\$ 48 300	\$ 56 300	\$ 52 300	\$ (4 000)	-7.1%
SHADOW PROGRAM	\$ 3 776	\$ 4 000	\$ 4 000	\$ -	0.0%
SUBSIDY PROGRAMME - MINISTRY OF CULTURE	\$ 50 000	\$ 50 000	\$ 50 000	\$ -	0.0%
	<u>\$ 586 986</u>	<u>\$ 573 500</u>	<u>\$ 773 800</u>	<u>\$ 200 300</u>	<u>34.9%</u>
APPROPRIATIONS					
PROCEEDS ON SALE	\$ -	\$ -	\$ -	\$ -	-
GAIN OR LOSS ON SALE	\$ 1 590	\$ -	\$ -	\$ -	-
CAPITAL ASSET FINANCIAL ACTIVITIES	\$ (3 900 149)	\$ -	\$ -	\$ -	-
SURPLUS	\$ 20 308	\$ -	\$ -	\$ -	-
APPROPRIATED SURPLUS	\$ 1 725 000	\$ 3 250 000	\$ 3 069 400	\$ (180 600)	-5.6%
FINANCIAL RESERVES AND RESERVES FUNDS	\$ 2 028 737	\$ 1 785 800	\$ 2 079 900	\$ 294 100	16.5%
AFCF - COST OF PROPERTIES HELD FOR RESALE	\$ 3 864 891	\$ -	\$ -	\$ -	-
	<u>\$ 3 740 377</u>	<u>\$ 5 035 800</u>	<u>\$ 5 149 300</u>	<u>\$ 113 500</u>	<u>2.3%</u>
TOTAL REVENUES AND APPROPRIATIONS	<u>\$ 102 835 092</u>	<u>\$ 101 423 000</u>	<u>\$ 103 680 250</u>	<u>\$ 2 257 250</u>	<u>2.2%</u>

TOWN OF MOUNT ROYAL
2020 OPERATING BUDGET - REVENUES AND EXPENDITURES ANALYSIS

	<u>ACTUAL 2018</u>	<u>2019 BUDGET</u>	<u>2020 BUDGET</u>	<u>VARIATION IN \$</u>	<u>VARIATION IN %</u>
EXPENDITURES					
GENERAL ADMINISTRATION					
TOWN COUNCIL	\$ 526 981	\$ 674 200	\$ 683 200	\$ 9 000	1.3%
TOWN MANAGER'S OFFICE	\$ 821 130	\$ 1 033 000	\$ 992 500	\$ (40 500)	-3.9%
TREASURER'S OFFICE AND MATERIAL RESOURCES	\$ 1 812 449	\$ 2 018 400	\$ 1 984 500	\$ (33 900)	-1.7%
INFORMATION TECHNOLOGY	\$ 874 515	\$ 1 217 300	\$ 1 327 600	\$ 110 300	9.1%
PUBLIC AFFAIRS AND CLERK'S OFFICE	\$ 1 477 069	\$ 1 836 400	\$ 2 079 850	\$ 243 450	13.3%
HUMAN RESOURCES	\$ 772 068	\$ 827 800	\$ 932 400	\$ 104 600	12.6%
MAINTENANCE – TOWN BUILDINGS	\$ 533 999	\$ 595 500	\$ 557 300	\$ (38 200)	-6.4%
OTHER – FINANCE (BAD DEBTS AND CONTINGENCIES)	\$ (151 301)	\$ 120 000	\$ 119 000	\$ (1 000)	-0.8%
OTHER - EXPROPRIATION COMPENSATION AND COSTS RECOVERED FROM DEVELOPERS	\$ 83 133	\$ 2 050 000	\$ 800 000	\$ (1 250 000)	-61.0%
	<u>\$ 6 750 043</u>	<u>\$ 10 372 600</u>	<u>\$ 9 476 350</u>	<u>\$ (896 250)</u>	<u>-8.6%</u>
PUBLIC SECURITY					
PUBLIC SECURITY	\$ 1 711 823	\$ 2 012 000	\$ 2 096 800	\$ 84 800	4.2%
	<u>\$ 1 711 823</u>	<u>\$ 2 012 000</u>	<u>\$ 2 096 800</u>	<u>\$ 84 800</u>	<u>4.2%</u>
TRANSPORTATION					
ADMINISTRATION – ENGINEERING	\$ 1 385 537	\$ 1 594 800	\$ 1 801 400	\$ 206 600	13.0%
ADMINISTRATION – PUBLIC WORKS	\$ 1 722 164	\$ 1 864 300	\$ 1 901 200	\$ 36 900	2.0%
TOWN ROADS	\$ 1 725 919	\$ 2 000 300	\$ 2 101 800	\$ 101 500	5.1%
SNOW REMOVAL	\$ 2 186 316	\$ 2 581 700	\$ 2 972 400	\$ 390 700	15.1%
STREET LIGHTING	\$ 340 341	\$ 437 000	\$ 481 900	\$ 44 900	10.3%
TRAFFIC	\$ 371 657	\$ 463 400	\$ 466 500	\$ 3 100	0.7%
BUILDING MAINTENANCE – 10/20 ROOSEVELT (61%)	\$ 91 711	\$ 95 900	\$ 99 700	\$ 3 800	4.0%
BUILDING MAINTENANCE – 40 ROOSEVELT	\$ 76 035	\$ 77 200	\$ 93 800	\$ 16 600	21.5%
MAINTENANCE – TOWN SHOPS AND GARAGE	\$ 776 359	\$ 661 800	\$ 717 200	\$ 55 400	8.4%
RECOVERABLE EXPENDITURES	\$ 12 390	\$ 123 400	\$ 123 200	\$ (200)	-0.2%
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	\$ (1 553 624)	\$ (1 648 360)	\$ (1 767 920)	\$ (119 560)	7.3%
	<u>\$ 7 134 805</u>	<u>\$ 8 251 440</u>	<u>\$ 8 991 180</u>	<u>\$ 739 740</u>	<u>9.0%</u>
ENVIRONMENT					
WATER AND SEWER SERVICES	\$ 3 123 880	\$ 3 569 200	\$ 3 679 100	\$ 109 900	3.1%
REFUSE COLLECTION AND DISPOSAL	\$ 1 020 496	\$ 1 185 900	\$ 1 260 500	\$ 74 600	6.3%
ENVIRONMENT PROTECTION	\$ 7 360	\$ -	\$ -	\$ -	-
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	\$ 582 609	\$ 618 135	\$ 662 970	\$ 44 835	7.3%
	<u>\$ 4 734 345</u>	<u>\$ 5 373 235</u>	<u>\$ 5 602 570</u>	<u>\$ 229 335</u>	<u>4.3%</u>
HEALTH AND WELFARE					
HEALTH AND WELFARE	\$ 267 187	\$ 288 300	\$ 297 700	\$ 9 400	3.3%
	<u>\$ 267 187</u>	<u>\$ 288 300</u>	<u>\$ 297 700</u>	<u>\$ 9 400</u>	<u>3.3%</u>
PLANNING AND DEVELOPMENT					
ZONING AND INSPECTION SERVICE	\$ 865 343	\$ 1 047 700	\$ 1 063 400	\$ 15 700	1.5%
PROMOTION AND ECONOMIC DEVELOPMENT	\$ 211 527	\$ 308 100	\$ 370 800	\$ 62 700	20.4%
URBAN RENOVATION	\$ 3 864 891	\$ -	\$ -	\$ -	-
	<u>\$ 4 941 761</u>	<u>\$ 1 355 800</u>	<u>\$ 1 434 200</u>	<u>\$ 78 400</u>	<u>5.8%</u>

TOWN OF MOUNT ROYAL
2020 OPERATING BUDGET - REVENUES AND EXPENDITURES ANALYSIS

EXPENDITURES	ACTUAL 2018	2019 BUDGET	2020 BUDGET	VARIATION IN \$	VARIATION IN %
RECREATION AND CULTURE					
ADMINISTRATION – RECREATION DEPARTMENT	\$ 1 527 260	\$ 1 676 600	\$ 1 716 100	\$ 39 500	2.4%
PROJECT MANAGER OFFICE - SPORTS AND COMMUNITY COMPLEX	\$ 53 882	\$ 172 000	\$ 158 300	\$ (13 700)	-8.0%
TRANSITION - SPORTS AND COMMUNITY COMPLEX	\$ -	\$ 100 000	\$ 182 000	\$ 82 000	82.0%
COMMUNITY CENTRE – ACTIVITIES	\$ 104 788	\$ 93 000	\$ 92 900	\$ (100)	-0.1%
SERVICES FOR SENIORS	\$ 133 445	\$ 185 400	\$ 172 800	\$ (12 600)	-6.8%
RECREATIONAL PROGRAMS	\$ 726 567	\$ 828 900	\$ 707 300	\$ (121 600)	-14.7%
ARENA AND OUTDOOR SKATING RINKS	\$ 1 035 687	\$ 1 124 600	\$ 1 185 600	\$ 61 000	5.4%
POOL	\$ 808 030	\$ 923 200	\$ 946 100	\$ 22 900	2.5%
PLAYING FIELDS AND PLAYGROUNDS	\$ 105 602	\$ 199 700	\$ 152 100	\$ (47 600)	-23.8%
SOCCER	\$ -	\$ 3 700	\$ 3 700	\$ -	0.0%
DAY CAMPS	\$ 635 182	\$ 751 200	\$ 750 300	\$ (900)	-0.1%
BASEBALL AND SOFTBALL	\$ 15 546	\$ 20 400	\$ 18 000	\$ (2 400)	-11.8%
TENNIS COURTS	\$ 394 335	\$ 416 300	\$ 430 500	\$ 14 200	3.4%
MAINTENANCE – MOHAWK PARK CLUBHOUSE	\$ 23 032	\$ 41 400	\$ 43 900	\$ 2 500	6.0%
PARK MAINTENANCE	\$ 1 939 480	\$ 2 140 500	\$ 2 176 300	\$ 35 800	1.7%
TREE MAINTENANCE	\$ 910 136	\$ 1 698 700	\$ 1 973 700	\$ 275 000	16.2%
LIBRARY – ADMINISTRATION	\$ 2 489 796	\$ 2 633 200	\$ 2 701 700	\$ 68 500	2.6%
MAINTENANCE – LIBRARY BUILDING	\$ 473 392	\$ 573 400	\$ 583 600	\$ 10 200	1.8%
CULTURAL PROJECTS	\$ 75 000	\$ 100 000	\$ 69 400	\$ (30 600)	-30.6%
MAINTENANCE – BUILDING AT 60 ROOSEVELT	\$ 533 648	\$ 676 200	\$ 671 300	\$ (4 900)	-0.7%
MAINTENANCE – TMR COUNTRY CLUB	\$ 56 654	\$ 117 500	\$ 143 900	\$ 26 400	22.5%
APPORTIONMENT OF ADMINISTRATIVE EXPENDITURES	\$ 971 015	\$ 1 030 225	\$ 1 104 950	\$ 74 725	7.3%
	<u>\$ 13 012 477</u>	<u>\$ 15 506 125</u>	<u>\$ 15 984 450</u>	<u>\$ 478 325</u>	<u>3.1%</u>
FINANCING AND CONTRIBUTION					
FINANCING COST	\$ 668 942	\$ 1 033 300	\$ 1 267 000	\$ 233 700	22.6%
PRINCIPAL REPAYMENT OF THE DEBT	\$ 3 829 198	\$ 3 910 700	\$ 3 672 400	\$ (238 300)	-6.1%
CONTRIBUTION TO THE COMMUNAUTÉ MÉTROPOLITAINE DE MONTRÉAL	\$ 745 021	\$ 754 900	\$ 785 400	\$ 30 500	4.0%
MONTRÉAL AGGLOMERATION ALIQUOT SHARE AND CONTRIBUTION TO THE CITY OF MONTRÉAL	\$ 49 855 976	\$ 52 564 600	\$ 54 072 200	\$ 1 507 600	2.9%
	<u>\$ 55 099 137</u>	<u>\$ 58 263 500</u>	<u>\$ 59 797 000</u>	<u>\$ 1 533 500</u>	<u>2.6%</u>
TOTAL EXPENDITURES	<u>\$ 93 651 578</u>	<u>\$ 101 423 000</u>	<u>\$ 103 680 250</u>	<u>\$ 2 257 250</u>	<u>2.2%</u>
SURPLUS (DEFICIT)	<u>\$ 9 183 514</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>



REPORT ON THE 2020 OPERATING BUDGET AND THE TRIENNIAL CAPITAL EXPENDITURES PROGRAM (TCEP) FOR 2020–2021–2022

Dear Fellow Citizens,

In accordance with section 474 of the *Cities and Towns Act* and on behalf of the Town Council, I am pleased to submit the Town of Mount Royal's report on the 2020 operating budget and the Triennial Capital Expenditures Program (TCEP) for 2020–2021–2022.

This year, the municipal administration has prepared a budget that includes a 1.85% tax increase for residential taxpayers who own an average single-family home valued at \$1,381,200 (based on the new 2020-2021-2022 property assessment roll).

The priorities of our 2020 operating budget and the Triennial Capital Expenditures Program for 2020–2021–2022 are to:

- Complete construction of the sports and community complex.
- Ensure the safety, accessibility and flow of traffic throughout the Town and around construction sites by deploying effective solutions through physical interventions, traffic signage and communications.
- Increase our focus on sustainable development.
- Bring innovative solutions to municipal climate change issues.
- Prioritize the actions that must be taken to implement environmental projects.
- Consider various options for eco-friendly transportation, including bike paths and public transit (car-sharing, bike-sharing, etc.).
- Improve the landscaping of Mohawk Park to better meet the needs of citizens.
- Continue to promote the preservation of the urban forest by accelerating replanting.
- Support the economic development of nearby businesses and services by promoting events and supporting businesses in their development.
- Continue to actively represent and defend the municipality's interests in large-scale projects involving external partners (Royalmount project, REM, Cornwall Bridge, and fiscal capacity).
- Limit the tax bill increase for Townies by taking into account the impact of the new real estate assessment roll from 2020 to 2022.
- Continue to efficiently manage public funds while accounting for the transformation of residential and business areas, due to either the repurposing or redevelopment of certain areas.

Accordingly, Mount Royal's 2020 operating budget totals \$103,680 250, up 2.23% from the 2019 budget, primarily due to the following factors:

- First, local expenses are up \$719,150 (or 1.50%), mainly due to:

- An increase in overall remuneration, payroll taxes and employment benefits.
 - An increase in the budget for snow removal operations.
 - An increase in spending on maintenance of the urban forest.
 - The allocation of a budget for a referendum on the loan by-law concerning the construction of the Sports and Community Complex.
 - An increase in the budget allocated for maintaining municipal buildings.
 - An increase in professional fees, especially for major projects.
 - An increase in the budget for transition expenditures related to the temporary relocation of the Recreation Department as part of the Sports and Community Complex construction project.
 - A decrease in the budget for achieving the objectives of the Particular Planning Program, specifically regarding the redevelopment of the industrial sector. This expenditure is funded entirely by the developer of the Royalmount project.
- Subsequently, a total increase of \$1,449,700 in the aliquot shares paid to the Urban Agglomeration of Montréal for general expenditures, water service, first responder programs, the arterial road system debt, the funding of investments eligible for grants and deficit financing.
 - After which, we see a \$57,900 increase in the contribution required by the Ville de Montréal for spending related to its downtown core.
 - Finally, a \$30,500 increase in the aliquot share Mount Royal pays to the Communauté métropolitaine de Montréal (CMM).

In terms of income, property taxes, compensation in lieu of taxes and water billing remain our main sources of revenue, totaling \$81.8 million and representing 83% of our total revenue.

Revenue from services rendered and local sources totals \$16.0 million and represents 16.2% of total revenue.

Revenue from government transfers totals \$773,800, or 0.8% of revenue.

Our focus is on providing high-quality, effective, environmentally responsible services for Townies, in addition to our desire to maintain a reasonable tax burden. The increased cost of municipal services and aliquot shares, which is beyond our control, has once again prompted us to draw on the Town's accumulated surplus to fund a portion of the operating expenses.

To offset the increase in the aliquot share to be paid to the Urban Agglomeration of Montréal and to fund local expenses, \$3,069,400 of the accumulated surplus allocated for this purpose will be used to reduce the financial impact of the increases while reducing property tax bills.

It should be noted that on September 11, 2019, the Direction de l'évaluation foncière de la Ville de Montréal released the new three-year property assessment roll, which will take effect on January 1, 2020. The valuations entered on the new roll are based on real estate market conditions as of July 1, 2018. Property values have risen in Mount Royal with an average 23.1% increase. The increase in the value of residential properties has been set at 24.4% and at 18.2% for non-residential properties.

While this increase in property values is a sign of Town of Mount Royal's healthy real estate market and collective prosperity, it also affects your tax bill. Note that this increase in property values does not necessarily translate into a similarly high increase in municipal taxes. The Town Council took this increase in property values into account and adjusted tax rates downward. However, taxpayers whose property valuation is higher than the Mount Royal average will face a larger increase.

Regarding the next Triennial Capital Expenditures Program, the amounts allocated for 2020 will be used mainly to:

- Create a public square over the railway line in the town centre, between the Cornwall and Laird bridges.
- Set up BIXI stations.
- Upgrade and renovate our municipal buildings and rechlorination stations.
- Renew our vehicle and heavy equipment fleet.
- Repair streets and sidewalks.
- Carry out maintenance work on water supply infrastructure and sewers.
- Invest in our parks.
- Convert street lights to LED technology.
- Invest in information technology infrastructure and equipment.
- Replace the evaporative condenser and main glycol feed pipes in the arena.

We have established our Triennial Capital Expenditures Program for the next three (3) years to keep the Town's infrastructure in good condition.

DEPARTMENTS	2020	2021	2022
Public Works and Public Security	\$2,460,000	\$2,714,000	\$1,608,700
Administrative Services	\$969,500	\$624,000	\$53,000
Engineering and Urban Planning	\$7,905,000	\$9,885,000	\$8,525,000
Recreation and Culture	\$320,000	\$270,000	\$820,000
TOTAL	\$11,654,500	\$13,493,000	\$11,006,700

Four (4) sources of funding are planned for completing capital expenditure projects in 2020, in the following amounts:

- Loan by-laws totalling \$9,486,500 for which the Town will receive grants of \$2,545,000.
- Working capital for a total of \$2,043,000.
- Surplus dedicated to environmental projects for \$125,000.

Challenges that were already present in 2019 will continue in 2020 for the Mount Royal community. The sports and community complex project, the implementation of the Réseau express métropolitain (REM) and the eventual construction of the Royalmount neighbourhood remain the three major topics to attract local attention. With its eyes firmly locked on the future, the municipal administration is making every effort to ensure the smooth running of these three major projects, whether it is to optimize their assets or limit their corollaries. The sports and community complex in particular, in that it not only embodies the future of TMR's civic life but would already meet very current needs, is the subject of a sustained effort to ensure that Mount Royal residents finally receive facilities that match their aspirations.

Beyond these exceptional cases, the careful and strategic management of public finances continues to guide each decision of the municipal council. In 2020, this rigorous management will once again apply, among other things, to a colossal plan to renew the urban forest, consisting of felling, grubbing and replacing trees, in order to protect as best as possible this lush greenery so distinctive to our garden city.

The Mayor,

Philippe Roy