



# **2017 Budget Presentation**

**Public Council Meeting**

**December 12, 2016**

# Summary of Presentation

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- Budget Process and Guiding Principles
- 2017 Budget Overview
- First year of a three year evaluation roll 2017-2019
- Operating Budget
  - Local and Agglomeration Services
  - Revenues
  - Expenditures
- Municipal Property and Water Reserve Tax Rates
- Three-Year Capital Expenditure Program
- Question Period

# Budget Process

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- Determine budget guiding principles and priorities
- Project salaries and employer contributions
- Project expenditures by category/program
- Project expenditures by line item
- Project Agglomeration “quote part”
- Project tax and other revenues
- Meeting with Councillor(s) responsible for portfolio(s) to review departmental budget
- Meeting with Council and the audit committee to review global budget
- Adoption of operating and capital expenditure budgets

# Guiding Principles

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- Ensure there is an equitable balance between revenues and expenditures
- Ensure that property tax increases stay within the range of inflation as per the Conference Board of Canada
- Ensure the long-term financial viability of the City
- Maintain and/or lower the cost of debt service over the long term while ensuring that the debt service ratio is in the range deemed acceptable by council
- To meet the growing needs of residents, the budget plan must ensure the tight management of municipal spending. The budget monitoring process must ensure a City-wide commitment for controlling costs while maintaining efficiency
- Maximization of grants available from the federal and provincial governments for use to upgrade infrastructure

# Operating Budget

## Local vs. Agglomeration Services

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### Local Services City of Côte Saint-Luc

- Administration
- Public works
- Road and water infrastructure maintenance
- Waste management – collection and transport (Recycling, organic and refuse)
- Public safety and security and EMS
- Recreation
- Library
- Aquatic and Community Center (ACC)
- Debt service/CMM

### Agglomeration Services City of Montreal

- Police
- Fire
- Municipal court
- Municipal Evaluation
- Public transportation
- Water treatment and distribution
- Emergency 911 centre
- Social housing



# 2017 Budget – Overview

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# Overview

# 2017 Budget – Overview

- ❑ New 3 year tax roll: 2017-2018-2019
  - Overall Evaluation Increase: 1.9%
  - Average increase in Residential 1.3% and Average Increase Non-residential 6.8%
- ❑ Total increase in Budget expenses including Agglo and Local is 1.94%
- ❑ Average increase in taxes for a single family home is 1.9% which is in line with what the Conference Board of Canada has forecast the 2017 inflation rate to be for greater Montreal
- ❑ Compared to last year, the residential and non-residential tax rates were adjusted to take into account the increase in evaluation and the water tax was increased to take into account the greater costs of water charged by the City of Montreal
- ❑ Total increase in revenues from taxation is about 3 % due to the advent of the new role and subsequent increases in the evaluations
- ❑ Increase in departmental budgets are due to salary increases resulting from collective agreements and implementation of government mandated pay equity
- ❑ 2017 fiscal year Capital Expenditures focus on:
  - Sleeving of water pipes & improvement to the sewer systems
  - Professional fees for the building of a new auditorium (if grants are available), improvements to the arena, parks & playgrounds & the city hall building envelope
  - city hall parking lot
  - Upgrades & repairs to the Cavendish underpass
  - Replenishment of Public Works aging vehicle fleet
  - Renovation of the municipal outdoor swimming pool

# New Evaluation Roll 2017-2019

Ville de Côte-Saint-Luc

## Statistiques

Variation des valeurs par catégories d'immeubles									
	Unifamiliales	Condominium	De 2 à 5 logements	6 logements ou plus	Bureaux	Centres commerciaux	Commercial diversifié	Institutionnel	Industries
Nombre	3 504	4 967	514	86	3	5	12	29	5
Valeur totale	2 048,4 M\$	1 218,0 M\$	306,5 M\$	811,3 M\$	19,4 M\$	98,6 M\$	12,2 M\$	323,2 M\$	0,6 M\$
Variation	1,4%	-4,1%	2,0%	9,8%	14,4%	5,0%	8,8%	6,9%	0,0%

Variation totale		
	Variation	Valeur
Résidentiel	1,3%	4 384 240 604 \$
Non résidentiel	6,8%	453 935 300 \$
Terrains	7,0%	172 384 435 \$
<b>Total</b>	<b>1,9%</b>	<b>5 010 560 339 \$</b>
Nombre d'unités d'évaluation		9 605

Valeur moyenne des résidences unifamiliales et des appartements - condo	
	Valeur moyenne
Unifamiliales	584 600 \$
Appartements - condo	337 200 \$



# Property/Water Tax Increase/(Decrease)

Example Average Residential Property (Single family, condominium, Duplex)

Example of a tax bill for an average single family home with a value of \$584,600

	2017		2016		2015	
	<b>\$584,600</b>		<b>\$572,300</b>		<b>\$538,800</b>	
	%	\$	%	\$	%	\$
Property evaluation for taxation purposes first year of the roll -2017						
Tax rates per \$100 of property evaluation:						
General tax rate	<b>1.0444</b>	<b>\$6,106</b>	<b>1.0476</b>	<b>\$5,995</b>	<b>1.0880</b>	<b>\$5,862</b>
Special Tax - Water Reserve	<b>0.0500</b>	<b>\$292</b>	<b>0.0491</b>	<b>\$281</b>	<b>0.0505</b>	<b>\$272</b>
	<b>1.0944</b>	<b>\$6,398</b>	<b>1.0967</b>	<b>\$6,276</b>	<b>1.1385</b>	<b>\$6,134</b>
Total taxes						
Increase/(decrease) in taxes		<b>\$121</b>		<b>\$142</b>		
Percentage taxes increase/(decrease)	<b>1.9%</b>		<b>2.3%</b>			



# Operating Budget

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# Revenues

# Summary of Revenues

		<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Revenues from taxes	<b>Note 1</b>	<b>59,880,374</b>	58,126,644	56,769,467
Revenues from local improvement taxes		<b>83,048</b>	103,790	103,305
Compensation "In-lieu of taxes"	<b>Note 2</b>	<b>1,313,760</b>	1,282,534	1,279,438
Other revenues		<b>7,051,768</b>	7,523,076	8,517,120
Total Revenues		<b><u>\$68,328,950</u></b>	<b><u>\$67,036,044</u></b>	<b><u>\$66,669,330</u></b>
Increase over prior year		<b>1.94%</b>	0.55%	

**Note 1:** Local and Agglomeration

**Note 2:** Provincial government buildings - schools and hospitals

# Estimated Revenues from Taxes

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Residential properties	<b>37,682,617</b>	37,737,390	36,778,416
Apartments 6+ units	<b>9,733,206</b>	8,849,263	8,675,583
Vacant land	<b>569,336</b>	601,070	666,321
Non-residential properties	<b>8,307,638</b>	7,560,967	7,536,093
Water reserve	<b>3,637,577</b>	3,409,954	3,338,054
Municipal tax provision <b>Note 1</b>	<b>-50,000</b>	-32,000	-225,000
	<hr/>	<hr/>	<hr/>
Total	<b><u>\$59,880,374</u></b>	<b><u>\$58,126,644</u></b>	<b><u>\$56,769,467</u></b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Increase over prior year	<b>3.02%</b>	2.39%	

**Note 1:** It was determined in 2017, the first year of the tax role, that it was prudent to increase the original reserve for taxpayers that are contesting their property tax evaluations

# Other Revenues - Details

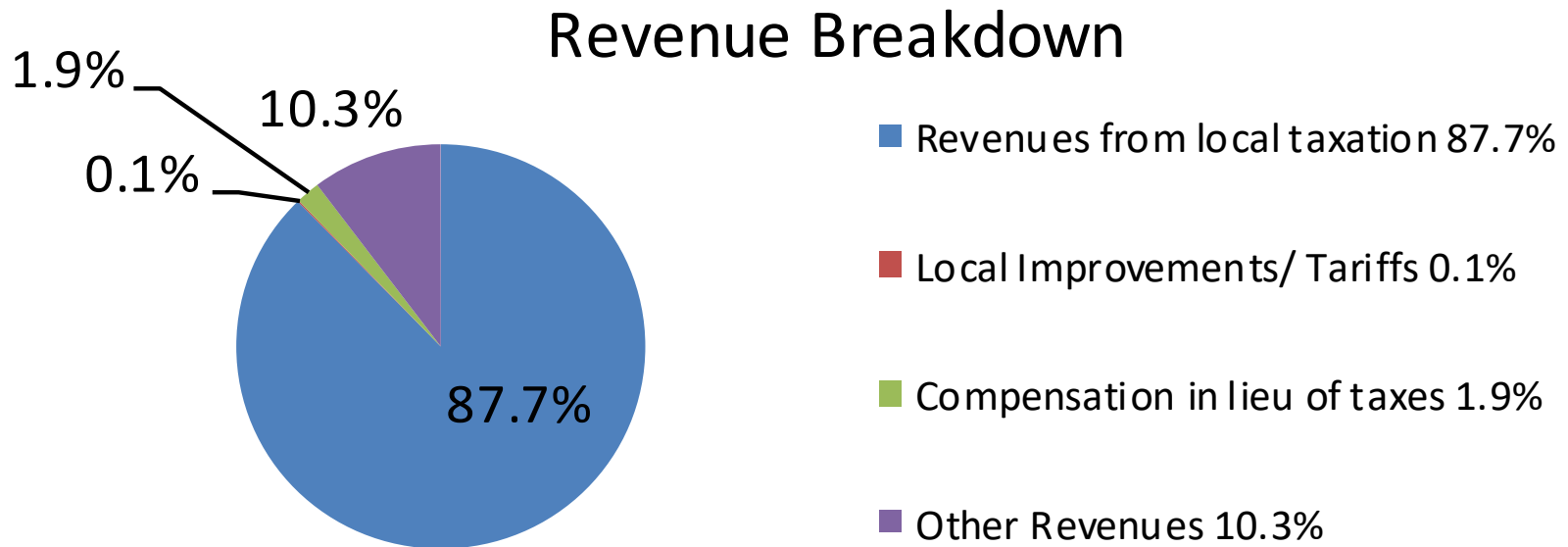
	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Interest revenues	627,500	635,500	665,500
Recreational and cultural activities	1,472,565	1,469,650	1,433,000
Transfer duties	2,130,000	2,050,000	2,010,000
Fines and costs	455,000	450,000	450,000
Services rendered by Public Works	115,500	129,000	78,640
Services rendered by EMS/PS	68,000	68,000	67,200
Water rechargeable connections	14,000	14,000	14,000
Proceeds from disposal of land/lanes	10,000	10,000	1,146,820
Aquatic and Community Centre	869,180	847,000	752,000
Government grants & misc.revenues <b>Note 1</b>	1,290,023	1,849,926	1,899,960
<b>Total</b>	<b><u>\$7,051,768</u></b>	<b><u>\$7,523,076</u></b>	<b><u>\$8,517,120</u></b>
Decrease over prior year	-6.26%		

**Note 1:** Final Government grants not yet determined awaiting approval of the TECQ program by the MAMOT

For the 2016 budget, grants were budgeted on a cash basis as in accordance with provincial accounting policy as a December 2015.

During 2016, the CICA ruled that according to GAAP, grant revenue would be recorded on an accrual basis thereby requiring a reduction budgeted amounts .

# Revenue Breakdown





# Operating Budget

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# Expenditures

# Summary of Local Expenditures

	<u>Budget 2017</u>		<u>Budget 2016</u>		<u>Budget 2015</u>
General Administration	<b>10,728,675</b>		10,370,765		10,004,012
Public Safety (Public Security/EMS/vCOP)	<b>1,538,299</b>		1,453,313		1,434,680
Public Works	<b>8,648,943</b>		8,268,982		8,918,160
Environmental Services	<b>3,854,934</b>		3,875,449		3,894,370
Recreation and Culture	<b>3,723,344</b>		2,683,956		3,570,363
Library	<b>2,730,709</b>		2,568,624		2,106,833
Aquatic and Community Centre	<b>2,693,917</b>		2,376,627		2,341,276
Sub-Total	<b>\$33,918,821</b>	7.35%	\$31,597,716		\$33,877,056
CMM, Debt Service, Financing Costs	<b>5,566,332</b>	-14.21%	6,488,694		5,408,088
Total Local Expenditures	<b><u>\$39,485,153</u></b>	3.67%	<b><u>\$38,086,410</u></b>		<b><u>\$39,285,144</u></b>
Increase over prior year	<b>3.67%</b>		-3.05%		



# Summary of Agglomeration Apportionment

General		<b>25,152,754</b>		24,938,234		25,073,019
Water services	<b>Note 1</b>	<b>1,488,345</b>	-26.57%	2,026,903	-1.20%	2,051,535
Water meters	<b>Note 2</b>	<b>68,227</b>		0		0
Arterial Roads - 2006-2008 debt		<b>45,194</b>		47,082		48,969
Contribution to Centre Ville	<b>Note 3</b>	<b>553,850</b>		0		0
Capital Investment Projects - TECQ/FCCQ		<b>201,915</b>		266,831		210,663
Total Fixed Apportionment		<b>\$27,510,285</b>	0.85%	\$27,279,050	-0.38%	\$27,384,186
Cost of water		<b>1,333,512</b>		835,292		803,681
Total Variable Apportionment	<b>Note 1</b>	<b>1,333,512</b>	59.65%	835,292	3.93%	803,681
Total Apportionment		<b>\$28,843,797</b>		\$28,114,342		\$28,187,867
Increase over prior year		<b>2.59%</b>		-0.26%		

As of March 2016 there was an agreement signed regarding the distribution of costs for water for the demerged cities

**Note 1:** Drinking water is now based on consumption rather than taxation potential. The cost of water has increased from 12.63 cents per per cubic meter to 19.65 cents per cubic meter of water

Water services are still based on the taxation potential of the City among the demerged cities

**Note 2:** Charge on water meters is new for 2017 as the City installs water meters in certain establishments

**Note 3:** As of November 8, 2016, there was a new agreement with Montreal going forward that each demerged city will pay its prorated share which is set in 2017 at \$8m

# Local Expenditures

## General Administration

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
City Council	<b>348,142</b>	339,321	342,758
Finance	<b>820,030</b>	780,978	770,440
General Counsel, Purchasing, City Clerk	<b>748,867</b>	670,739	737,780
City Manager	<b>319,249</b>	292,800	385,250
Information Systems	<b>828,330</b>	703,977	675,560
Communications	<b>343,920</b>	326,560	434,280
Human Resources	<b>509,045</b>	460,795	450,930
Undistributed Administration	<b>972,829</b>	977,150	1,000,054
Employer Contributions	<b>5,101,910</b>	5,109,090	4,537,750
Building Maintenance - City Hall	<b>299,132</b>	287,519	288,790
City Planning & City Inspection	<b>437,221</b>	421,837	380,420
Total Expenditures	<b><u>\$10,728,675</u></b>	<b><u>\$10,370,765</u></b>	<b><u>\$10,004,012</u></b>
Increase over prior year	<b>3.45%</b>	3.67%	

# Local Expenditures

## Public Safety (Public Security, EMS, vCOP)

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Emergency Medical Services / Public Security and vCOP	<b>1,499,474</b>	1,419,500	1,402,590
Building Maintenance	<u>38,825</u>	<u>33,813</u>	<u>32,090</u>
Total Expenditures	<u><b>\$1,538,299</b></u>	<u>\$1,453,313</u>	<u>\$1,434,680</u>
Increase over prior year	<b>5.85%</b>	1.30%	

# Local Expenditures

## Public Works

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Administration	1,012,230	1,001,266	1,123,470
Urban Development	449,259	413,336	444,570
Building Maintenance	960,674	880,399	903,300
Road Services	992,900	765,125	862,500
Vehicle Maintenance	1,245,265	1,203,189	1,198,850
Snow Removal	2,282,655	2,330,955	2,176,540
Street & Traffic Lights	309,350	307,304	303,360
Parks & Green Areas	<u>1,396,610</u>	<u>1,372,408</u>	<u>1,905,570</u>
Total Expenditures	<u><u>\$8,648,943</u></u>	<u><u>\$8,273,982</u></u>	<u><u>\$8,918,160</u></u>
Increase over prior year	4.53%	-7.22%	

**Note 1:** Increase is due mainly to increases in salaries due to settlement of union agreements  
i.e blue collars - four year contract

# Local Expenditures

## Environmental Services

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Debt Repayment	<b>636,000</b>	636,000	628,700
Water Infrastructure (service, maintenance & repairs)	<b>2,125,694</b>	2,142,641	2,174,610
Garbage Removal/Recycling	<b>1,093,240</b>	1,096,808	1,091,060
Total Expenditures	<b><u>3,854,934</u></b>	<u>3,875,449</u>	<u>3,894,370</u>
Increase over prior year	<b>-0.53%</b>		
Water Purchase - Agglomeration Apportionment <b>N1</b>	<b><u>1,333,512</u></b>	<u>835,292</u>	<u>803,681</u>

**Note 1:** Agglomeration agreement cost distribution for the water; based on consumption instead of tax potential & increased costs for drinking water. It is included in the Quote -part charge to the City

# Local Expenditures

## Recreation and Culture

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Administration	<b>916,027</b>	906,272	926,275
Aquatic and Community Centre	<b>2,693,917</b>	2,376,627	2,341,276
Building Maintenance - Recreation/Gym	<b>144,640</b>	129,136	157,720
Gym Expenses	<b>50,290</b>	51,500	48,640
Arena Operations	<b>865,729</b>	826,700	796,020
Skating Rink Activities	<b>25,410</b>	24,000	32,712
Parkhaven Pool Activities	<b>298,114</b>	244,016	269,125
Tennis Club	<b>121,480</b>	107,000	119,100
Parks/Playgrounds Activities	<b>604,572</b>	579,000	571,630
Building Maintenance - Park Chalets	<b>77,170</b>	73,170	89,330
P.E. Trudeau/Kirwan Parks Maintenance	<b>178,123</b>	149,454	144,050
Senior Services	<b>22,100</b>	23,000	23,000
Special Events	<b>122,000</b>	107,000	80,261
Social Cultural Activities	<b>297,689</b>	304,000	312,500
Total Expenditures	<b><u>\$6,417,261</u></b>	<b><u>\$5,900,875</u></b>	<b><u>\$5,911,639</u></b>
Increase over prior year	<b>8.75%</b>	-0.18%	

**Note:** Increase in salaries due to settlement of union contracts and new consultants at the ACC pool for water polo

# Local Expenditures

## Eleanor London Côte Saint-Luc Public Library

	<u>Budget 2017</u>	<u>Budget 2016</u>	<u>Budget 2015</u>
Library Services <b>Note 1</b>	<b>\$2,492,385</b>	\$2,330,300	\$2,611,224
Library ACC Express	<b>0</b>	0	50,560
Building Maintenance	<u><b>238,324</b></u>	<u>238,324</u>	<u>248,730</u>
Total Expenditures	<u><u><b>2,730,709</b></u></u>	<u><u>2,568,624</u></u>	<u><u>2,910,514</u></u>
Increase over prior year	<b>6.31%</b>	-11.75%	

**Note :** Increase in remuneration due to salary equity exercise & settlement of union agreements

# Local Expenditures

## CMM, Debt Service and Financing Costs

	Budget 2017	Budget 2016	Budget 2015
Contribution- Community Metropolitan Montreal	<b>\$508,732</b>	\$502,268	\$477,389
Interest/Financing Payments	<b>1,134,600</b>	1,732,025	1,680,000
Capital Repayments <b>Note 1</b>	<b>3,702,600</b>	4,203,500	3,805,000
Appropriation to/from Capital Fund <b>Note 2</b>	<b>400,000</b>	230,000	0
Appropriation-Water Financial Reserve	<b>-143,000</b>	-200,000	-259,591
Appropriation- Operating Surplus	<b>0</b>	-129,000	-294,710
Provision for future amounts & other	<b>-36,600</b>	149,900	0
<b>Total Expenditures</b>	<b><u>\$5,566,332</u></b>	<b><u>\$6,488,693</u></b>	<b><u>\$5,408,088</u></b>

increase over prior year

**-14.21%**

19.98%

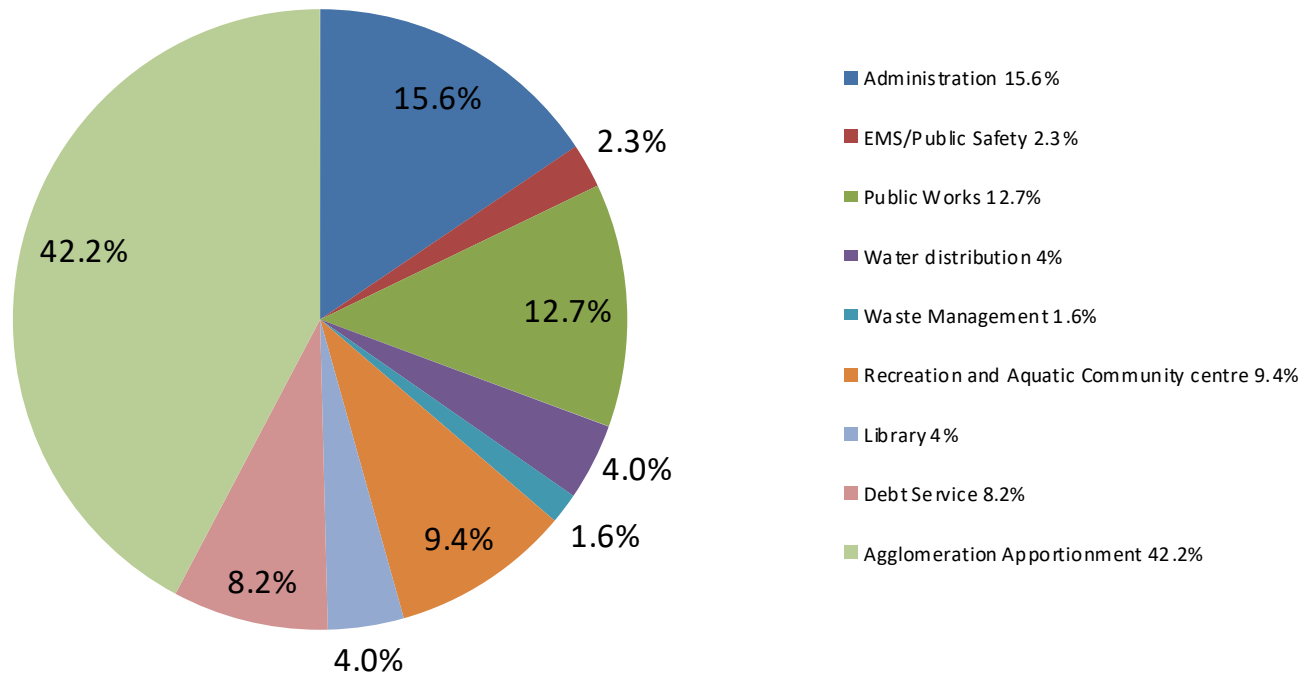
**Note1:** There has been a significant decrease in interest & capital repayments due to the refinancing of the City's long term debt in 2016 repayments of capital were not budgeted due to a difference in accounting treatment for grants(see slide 13)

**Note2:** The City has been making more use of the working fund so that the required repayments are higher



# Expenditures Breakdown

**Expenditure breakdown**



# Operating Budget Summary

	<u>Budget 2017</u>		<u>Budget 2016</u>		<u>Budget 2015</u>
Total Revenues	<b>\$68,328,950</b>	1.94%	\$67,036,043	0.55%	\$66,669,330
Total Local Expenditures and Appropriations	<b>39,485,153</b>	1.45%	38,921,701	1.14%	38,481,463
Agglomeration Apportionment - Water	1,333,512	59.65%	835,292	3.93%	803,681
Agglomeration Apportionment - Other	27,510,285	0.85%	27,279,050	-0.38%	27,384,186
Total Agglomeration Apportionment	<b>28,843,797</b>	2.59%	28,114,342		28,187,867
Total Local Expenditures and Total Agglomeration Apportionment	<b>68,328,950</b>	1.94%	67,036,043	0.55%	66,669,330
Surplus/(Deficit)	<u><u>-</u></u>		<u><u>-</u></u>		<u><u>-</u></u>

**Note :** The local expenditures have increased below the rate of inflation projected by the Conference board of Canada



# Operating Budget

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# Municipal Property and Water Reserve Tax Rates

# Côte Saint-Luc

## Property Evaluation

- On September 14, 2016 the 2017-2019 evaluation roll was deposited by the City of Montreal
- Reflects market values as of July 1, 2015

Roll	Average valuation increase	
	2017-2019	2014-2016
<b>Côte Saint-Luc</b>	<b>1,9%</b>	<b>19,8%</b>
Residential	1,3%	20,1%
Non-Residential	6,8%	17.10%
<b>City of Montréal and agglomeration</b>	<b>6,20%</b>	<b>19,7%</b>
Residential	6.20%	21,2%
Non-Residential	5,7%	13,7%

# Côte Saint-Luc

## Property Evaluation

The various average value increases for residential properties are:

	<u>2017-2019</u>	<u>2014-2016</u>
■ Single family homes	+ 1,4 %	+ 20,6 %
■ Condominiums	- 4,1 %	+ 17,4 %
■ Duplexes	+ 2,0 %	+ 22.3 %
■ Apartments (6+)	+ 9,8 %	+ 21,9%

➤ Distributed over **1 year** **3 years**

■ Most residential properties were within a range of increase of 0-5%, therefore the role was not spread over three years. Less than 5% of all homes had an increase greater than 10%



# Côte Saint-Luc

## Municipal Property Tax Rates

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Residential properties	<b>1.0444</b>	1.0476	1.0880
Special Tax - Water/Roads Reserve	<u><b>0.0500</b></u>	<u>0.0491</u>	<u>0.0505</u>
	<u><b>1.0944</b></u>	<u>1.0967</u>	<u>1.1385</u>
Apartments 6+ units properties	<b>1.2533</b>	1.2571	1.3056
Special Tax - Water/Roads Reserve	<u><b>0.0500</b></u>	<u>0.0491</u>	<u>0.0505</u>
	<u><b>1.3033</b></u>	<u>1.3062</u>	<u>1.3561</u>
Vacant land	<u><b>2.0889</b></u>	<u>2.0951</u>	<u>2.1761</u>
Non-residential /Industrial properties	<b>3.9479</b>	3.9597	4.1128
Special Tax - Water/Roads Reserve	<u><b>0.6875</b></u>	<u>0.6784</u>	<u>0.7070</u>
	<u><b>4.6354</b></u>	<u>4.6381</u>	<u>4.8198</u>

# Property/Water Tax Increase/(Decrease)

Example Average Residential Property (Single family, condominium, Duplex)

Example of a tax bill for an average single family home with a value of \$584,600

	2017		2016		2015	
	<b>\$584,600</b>		<b>\$572,300</b>		<b>\$538,800</b>	
Property evaluation for taxation purposes first year of the roll -2017	%	\$	%	\$	%	\$
Tax rates per \$100 of property evaluation:						
General tax rate	<b>1.0444</b>	<b>\$6,106</b>	<b>1.0476</b>	<b>\$5,995</b>	<b>1.0880</b>	<b>\$5,862</b>
Special Tax - Water Reserve	<b>0.0500</b>	<b>\$292</b>	<b>0.0491</b>	<b>\$281</b>	<b>0.0505</b>	<b>\$272</b>
	<b>1.0944</b>	<b>\$6,398</b>	<b>1.0967</b>	<b>\$6,276</b>	<b>1.1385</b>	<b>\$6,134</b>
Total taxes						
Increase/(decrease) in taxes		<b>\$121</b>		<b>\$142</b>		
Percentage taxes increase/(decrease)	<b>1.9%</b>		<b>2.3%</b>			





# Capital Expenditure Budget

# Three-Year Plan

# Capital Expenditure Budget

- Investment priorities for 2017
  - Sleeving of water pipes & improvements to the sewer systems (grantable)
  - Professional services for construction of a new auditorium (if grants are available), improvements to the arena, parks & playgrounds & the city hall building envelope
  - City hall parking lot (grantable)
  - Upgrades & repairs to the Cavendish underpass
  - Replenishment of Public Works aging vehicle fleet
  - Renovation of the municipal outdoor swimming pool

# Three-Year Plan

## Gross Expenditures

Title	Description	2017	2018	2019
Roads and Traffic	Repairs and resurfacing of sections of roads and sidewalks, city hall parking lot, traffic lights	\$2,060,000	\$1,800,000	\$2,100,000
Water and Sewer Infrastructure	Repairs, replacement and rehabilitation of water and sewer mains; water meters	2,750,000	3,000,000	
Buildings and Civil Properties	Repairs and betterments to City Hall	150,000	1,900,000	700,000
Underpass repairs/upgrades	Upgrades & repairs to the Cavendish & Cote Saint Luc underpasses	2,200,000		1,000,000
Auditorium	professional fees & construction of new auditorium	2,000,000	9,000,000	
Professional services & other	capital project professional services, HVAC system & others	1,298,000	200,000	
Recreation & Culture	renovation of outdoor pool & conversion of arena	1,785,000	5,500,000	1,100,000
Information Technologies & Public Safety	computer hardware, software upgrades, building access controls	460,000	250,000	175,000
Vehicles and Equipment	Vehicle and equipment replacements	990,000	1,115,000	320,000
<b>Capital expenditures</b>		<b>\$13,693,000</b>	<b>\$22,765,000</b>	<b>\$5,395,000</b>

Some of the capital expenditures can be offset by grants in 2017,18

# Three-Year Plan

## Net Expenditures

Title	Description	2017	2018	2019
<b>Capital expenditures</b>	projects	<b>\$13,693,000</b>	<b>\$22,765,000</b>	<b>\$5,395,000</b>
Non refundable QST		\$682,938	\$1,135,404	\$269,076
<b>Capital projects (net taxes)</b>		<b>\$14,375,938</b>	<b>\$23,900,404</b>	<b>\$5,664,076</b>
<b>Less : Various Grants(pending approval)</b>				
Federal/Provincial Government grants		-6,200,000	-11,800,000	
Other Sources of Funding	Various	-1,818,000	-350,000	-175,000
Sub total		-8,018,000	-12,150,000	-175,000
<b>Capital expenditures to be financed</b>		<b>\$6,357,938</b>	<b>\$11,750,404</b>	<b>\$5,489,076</b>



# 2017 Budget

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# Question Period