

2024 Operating Budget and 2024-2028 Capital Investment Budget Five-Year Plan

**Special Council Meeting
December 18, 2023**

Agenda

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Budget Process and Guiding Principles

2024 Budget Overview

2024 Operating Budget Details

- Local vs Quote-part Services (Agglomeration of Montreal and CMM)
- Revenues
- Expenses

Municipal Property, Water and Roads Reserve Tax Rates

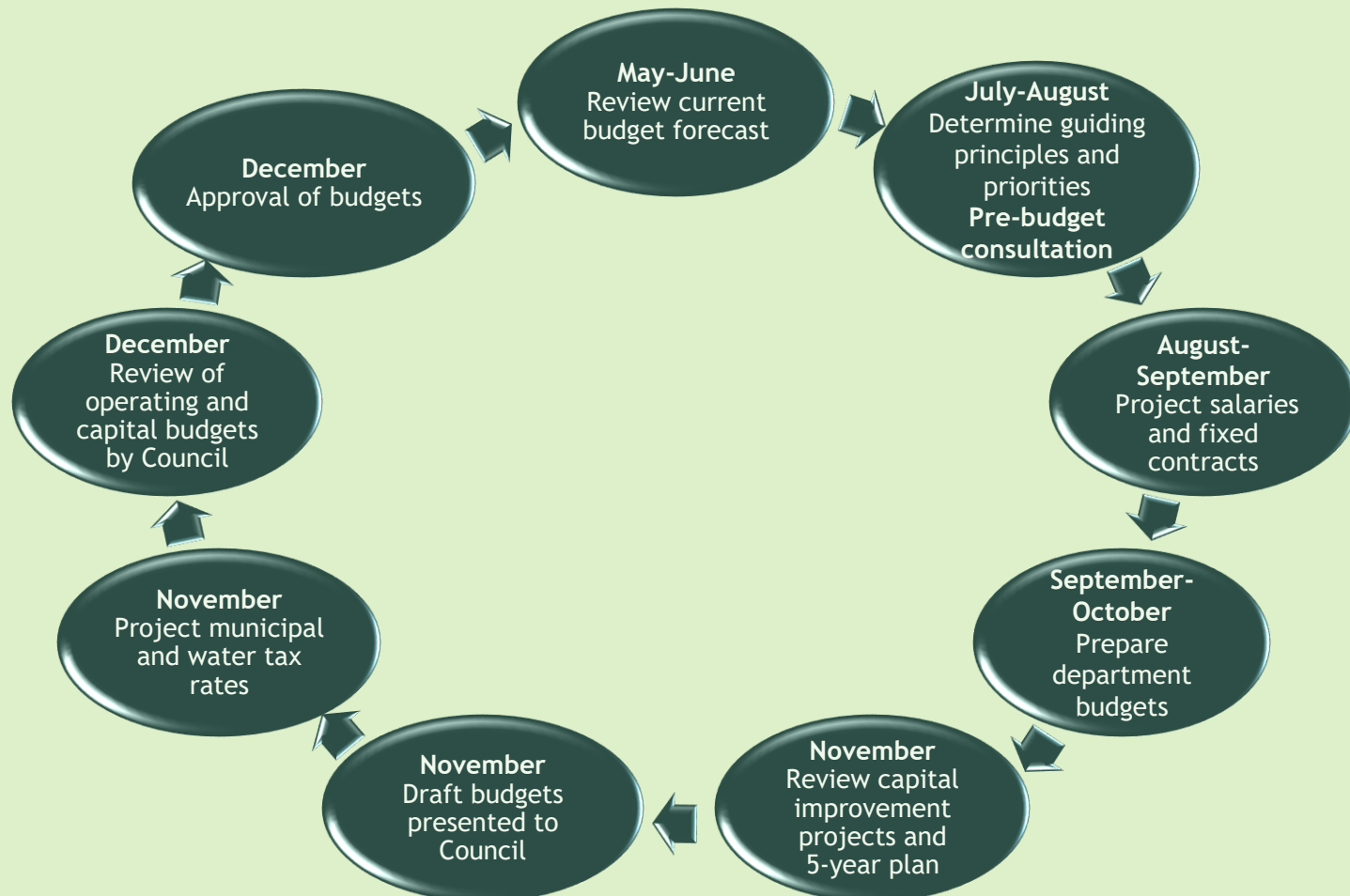
Capital Investment Five-Year Plan 2024-2028

Capital Investment Priorities for 2024

Question Period

Budget Building Process

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Guiding Principles



The 2024 budget building process guiding principles are to ensure the following:

- balance between revenues and expenditures;
- property tax revenues cover increases in net operating expenses while minimizing the additional burden on taxpayers;
- financial viability of the City and sustainability of services and programs;
- optimize external funding opportunities, in addition to federal and provincial grants, to support infrastructure improvements;
- the City leverage internal funding sources for capital investment projects in order to reduce the cost of debt service;
- funds are made available to sustain on-going operating costs following new construction or upgrades to City facilities;
- new services and associated costs are added to the budget, the services must be for the greater good of the community;
- efficiency and transparency;
- the budget monitoring process must ensure a City-wide commitment for controlling costs in all departments.

Local vs Quote-part 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 (interests and capital repayments)

Quote-part Services

Agglomeration of Montreal and CMM

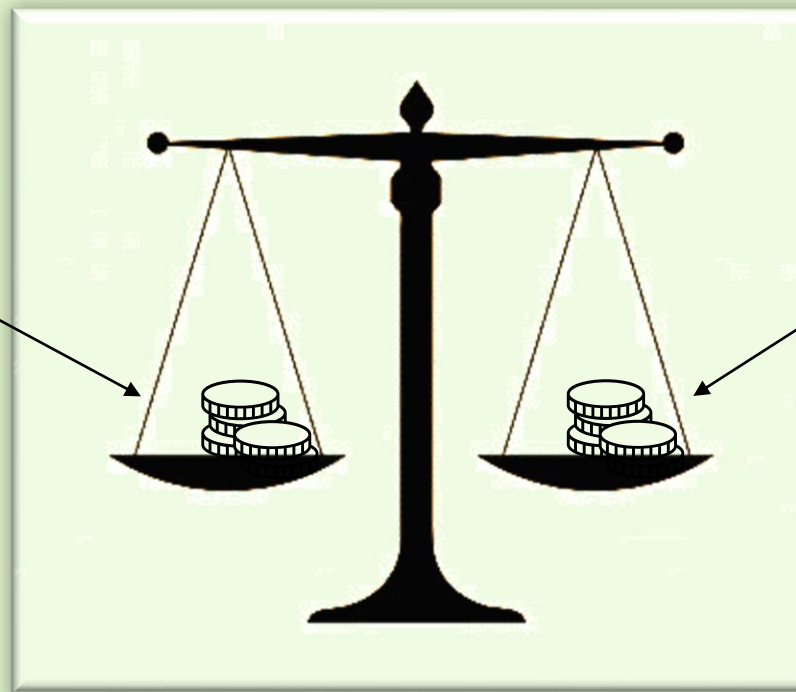
- Police
- Fire
- Municipal court
- Municipal Evaluation
- Public transportation
- Water treatment and distribution
- Emergency 911 centre
- Social housing
- CMM Services (Layout, Culture and heritage, Economic development, Environment, Housing, Transport and mobility, Metropolitan facilities and services)

Operating Budget

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Overview

Money
coming in



Money
going out

2024 Budget Overview



- Increase in municipal taxes for an average residential home house/condo/townhouse whose property increased by 38.9% with the deposit of the valuation roll: **5.95%**
- Increase in net taxation revenues: \$3,953,500 (5.47%)
- Decrease in Transfer Duties : \$1,425,000
- Increase in total revenues: \$4,767,100 (5.66%)
- Increase in local expenses: \$1,013,900 (2.03%)
- Increase for 2024 General & Downtown quote-part and other: \$1,817,700 (5.51%)
- Increases in total expenses, capital repayment and appropriations, local and Agglomeration: \$4,767,100 (5.66%)
- Increase in expenses linked to inflation, ie snow : \$407,500 (14.51%), Interest Payments : \$304,900 (24%), Water Distribution : \$93,200 (3.84%)

2024 Budget

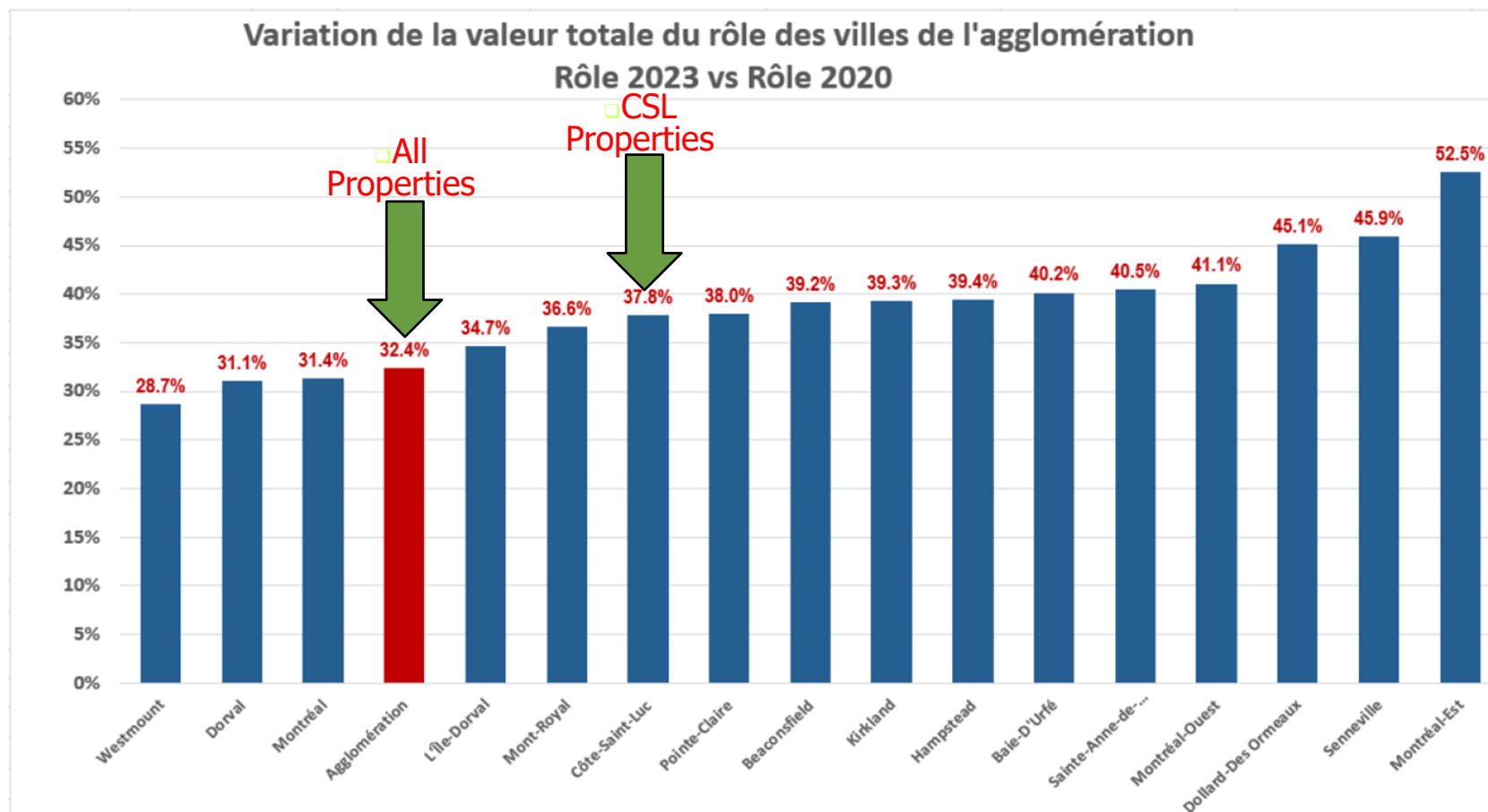
Second year of the Valuation Roll

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- A new three-year valuation roll was deposited by the Montreal Evaluation Service on September 14, 2022 that came into effect on January 1, 2023
- These valuations were the basis for the property tax for 2023, 2024 and 2025
- **2024 is the second year** of the three-year roll
- The valuation roll values are spread over three years
- The average increase for Côte Saint-Luc property values was 37.8%, which was higher than the average increase for all properties on the Montreal Island 32.4%
- The higher property values increased the Agglomeration apportionment for 2023, 2024 and 2025 fiscal years by approx. \$2 million for the City of Côte Saint-Luc.

2024 Budget New Valuation Roll

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2024 Budget Impact of the New Valuation Roll

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- **Second year of the 3-year valuation roll: 2023-2024-2025**
- The value of residential homes house/condo/townhouse in Côte Saint-Luc rose by 38.9%.
- There were differences in the average increase based on the type of property
 - Single family house ▲ 41.7 %
 - Condominiums/Townhouses ▲ 35.8 %
 - Duplexes ▲ 33.4 %
 - Apartments 6+ ▲ 38.0 %
- The value of **non-residential properties** in Côte Saint-Luc rose by 30.0%
- The variation between the 2020-2022 and 2023-2025 roll was spread over three 3 years

Property/Special Taxes Increase

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The 2023-2025 property evaluation roll was spread over three (3) years

On January 1, 2023;

- the average residential home evaluation in Côte Saint-Luc increased by 38.9%
- the average value of a single family house (excluding condo/townhouse) is \$ 985,100
- the average value of a single family condo/townhouse is \$ 526,900
- **the average family home (house/condo/townhouse) is \$ 757,000**

Example of three-year spreading for municipal taxation purposes:

Property evaluation on January 1, 2022	\$545 000	
Property evaluation 2023-2025	\$757 000	(38,9% increase)
Property evaluation increase	\$212 000	/ 3 years
Three-year spreading	Annual Increase	Taxable Evaluation
Year 1 - 2023	\$70 667	\$615 667
Year 2 - 2024	\$70 667	\$686 334
Year 3 - 2025	\$70 667	\$757 000

Property/Special Taxes Increase

Example 1 - Average Residential Home
 house, condominium, townhouse

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Example of a tax invoice for an average residential home with a value of \$757,000
 valuation increase of 38.9%

Property Evaluation for taxation purposes

Tax rate per \$100 of property evaluation

Municipal taxes

Special Tax - Water Reserve

Special Tax - Roads Reserve

Total Taxes

Excludes tariffs ex. swimming pools

Increase/decrease in Taxes - \$

Increase/decrease in Taxes - %

2024		2023	
\$686,334		\$615,667	
Tax Rate	\$	Tax Rate	\$
0.8653	\$5,939	0.9101	\$5,603
0.0436	\$299	0.0459	\$283
0.0041	\$28	0.0045	\$28
0.9130	\$6,266	0.9605	\$5,914
\$352		\$332	
5.95%		5.95%	

Property/Special Taxes Increase

Example 2 - Average House

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Example of a tax invoice for a residential house with a value of \$985,100
(valuation increase of 42.29%)

Property Evaluation for taxation purposes

Tax rate per \$100 of property evaluation

Municipal taxes

Special Tax - Water Reserve

Special Tax - Roads Reserve

Total Taxes

Excludes tariffs ex. swimming pools

Increase/decrease in Taxes - \$

Increase/decrease in Taxes - %

2024		2023	
\$887,500		\$789,900	
Tax Rate	\$	Tax Rate	\$
0.8653	\$7,680	0.9101	\$7,189
0.0436	\$387	0.0459	\$363
0.0041	\$36	0.0045	\$36
0.9130	\$8,103	0.9605	\$7,588
\$515		\$498	
6.79%		7.02%	

2024 Operating Budget

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Revenues

Revenues

\$88,975,250

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		Budget 2024	Budget 2023
Revenues from taxes	Note 1	76,008,500	72,060,900
Revenues from local improvement taxes		104,560	102,000
Revenues from tariff (swimming pools)	Note 2	50,000	48,700
Compensation for City Services	Note 3	18,370	16,300
Compensation "In-lieu of taxes"	Note 4	1,610,000	1,685,000
Other revenues		11,183,820	10,295,250
Total Revenues		<u>\$88,975,250</u>	<u>\$84,208,150</u>
Increase over prior year		5.66%	

Note 1: Local and Agglomeration

Note 2: As per section 244.1 of the Act Respecting Municipal Taxation, a tariff for swimming pools is imposed

Note 3: Compensation for exempted immovables

Note 4: Federal and Provincial government buildings - post office, schools and hospitals

Estimated Revenues from Taxes

\$76,008,500

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		Budget 2024	Budget 2023
Residential properties	Note 1	45,564,800	42,952,200
Apartments 6+ units		14,514,300	13,846,600
Vacant land		145,100	138,400
Non-residential properties		11,441,100	10,812,600
Water reserve		4,076,000	4,046,900
Roads reserve		317,200	314,200
Municipal tax provision	Note 2	-50,000	-50,000
Total		<u>\$76,008,500</u>	<u>\$72,060,900</u>
Increase over prior year		5.48%	

Note 1: Based on a 5.95% property tax increase for an average residential home

Note 2: Reserve for contestation of municipal taxes

Estimated Revenues from Local Improvement Taxes and Tariffs

\$172,930

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	Budget 2024	Budget 2023
Local Improvement Taxes	104 560	102 000
Swimming Pools - Tariff	50 000	48 700
Compensation for City Services	18 370	16 300
Total	\$172 930	\$167 000
Increase over prior year	3.55%	

Note 1: Compensation for exempted immovables

Other Revenues - Details

\$11,183,820

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		Budget 2024	Budget 2023
Aquatic and Community Center		863 750	818 400
Recreation / Library and cultural activities	Note 1	1 688 360	1 436 950
Permits and Licences		457 150	460 450
Property Transfer duties	Note 2	2 575 000	4 000 000
Fines and costs		865 000	600 000
Interest revenues		1 376 000	976 000
Proceeds from sale of land/lanes		50 000	50 000
Services rendered by Public Works/Engineering		150 400	136 000
Services rendered to the Fire Department		60 000	60 000
Services rendered by Emergency Medical Services		31 600	23 600
Government Grants & Conditional Transfers	Page 19	2 928 360	1 593 150
Miscellaneous Revenues		138 200	140 700
Total		<u>\$11 183 820</u>	<u>\$10 295 250</u>
Increase over prior year		8.63%	

Note 1: Increase in Recreation revenues due to new tariffs

Note 2: Decrease in Transfer duties revenue due to real estate market

Government Grants & Transfers

\$2,928,360

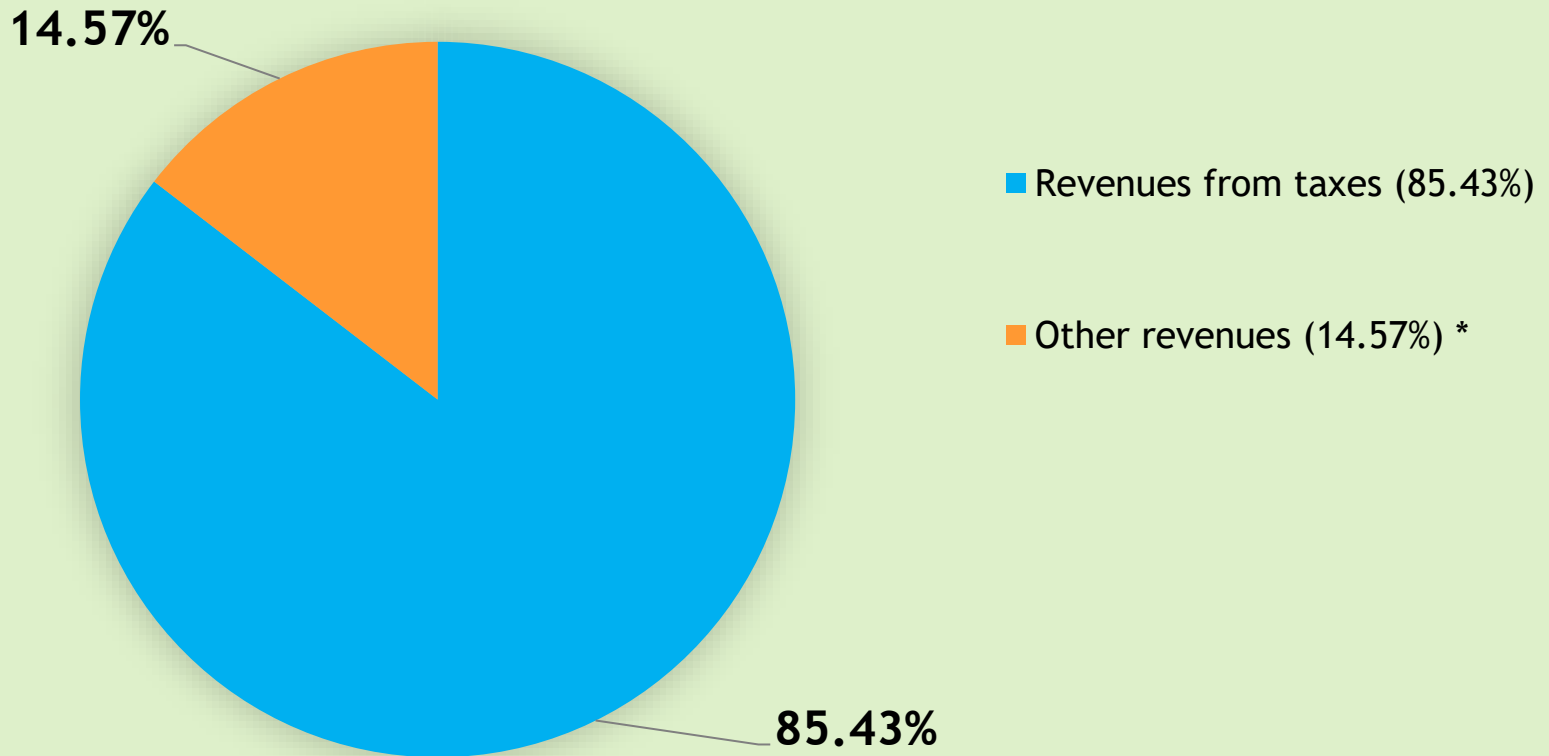
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	<u>2024</u>	<u>2023</u>
<u>Provincial Grants</u>		
• MDDELCC Redevance - waste diverted from landfills	\$450,000	\$425,000
• Recyc-Quebec - Recycling materials	\$275,000	\$240,000
• Library - materials	\$200,000	\$150,000
• SHQ - PAD program - materials	\$2,500	\$5,000
• Min. of Finance - Interest on long-term debt	\$157,700	\$153,030
• MAMH - pacte-fiscal agreement	\$1,810,160	\$546,970
• Redevance deferred revenue - black bins	\$0	\$32,400
• Redevance deferred revenue - Other programs	\$15,000	\$15,750
	-----	-----
Total Provincial Grants	\$2,910,360	\$1,568,150
<u>Federal Grant</u>		
• Summer student program	\$12,000	\$20,000
<u>City of Montreal</u>		
• Cost sharing - Pump station and fire station	\$6,000	\$5,000
	-----	-----
Total Government Grants & Transfers	\$2,928,360	\$1,593,150
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Note 1: Increase in provincial Government pacte fiscal amount

Revenue Breakdown

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* Tarrifs, programs, fines...

2024 Operating Budget

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Expenses

Operating Budget

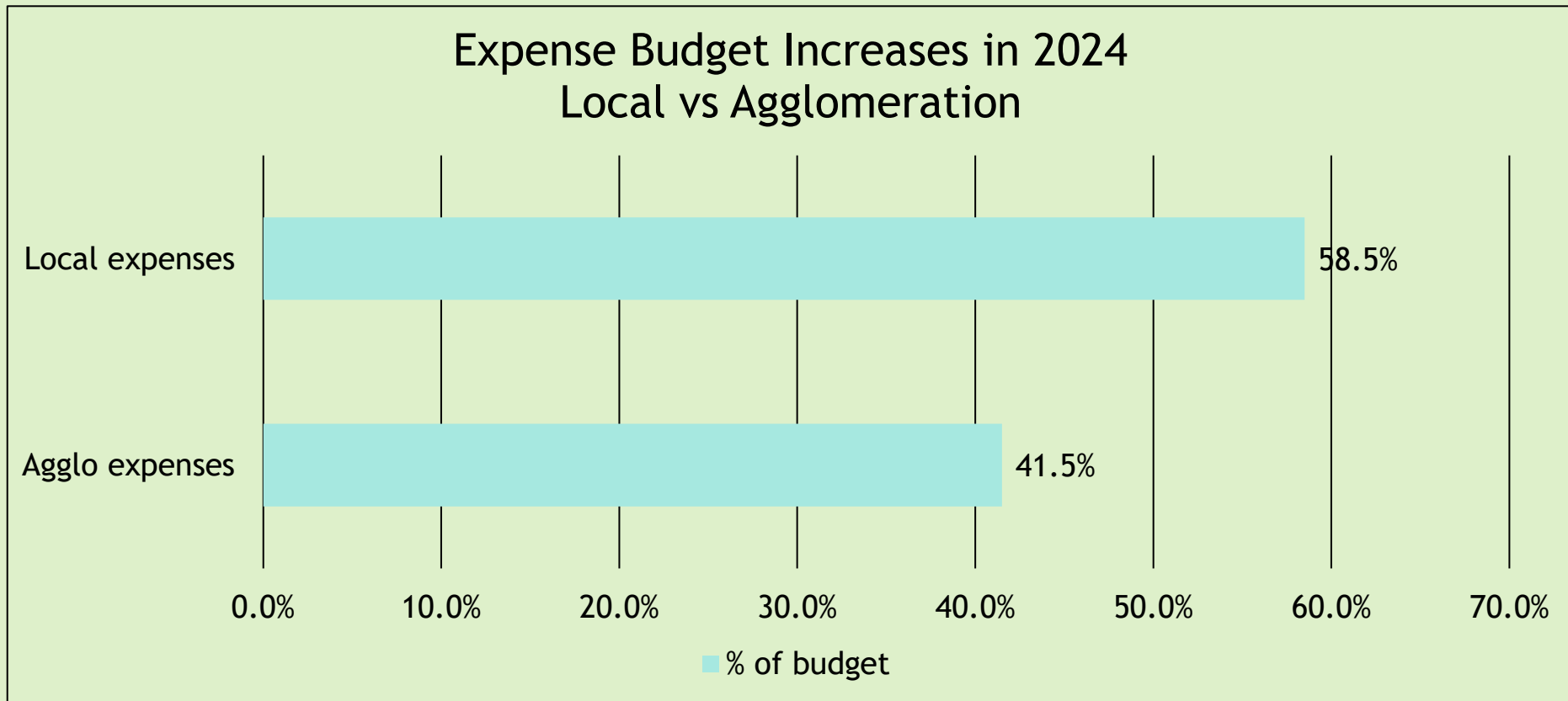
External factors and risks

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- Agglomeration apportionment is unpredictable - \$36.9 million in 2024 vs \$35.6 million in 2023 - representing a 3.50% increase (page 33)
- Climate change - winter and summer conditions affect the budget
- Public tender competition - rising costs for capital projects
- Water infrastructure - watermain breaks
- High inflation rate - rising costs and supply chain issues
- High interest rates - rising costs on long-term debt
- Real estate market conditions - property assessments and sales
- Demographics and lifestyle changes - programs and services
- Technological trends

Operating Budget

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Summary of Local Expenses

\$52,084,950

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	Budget 2024		Budget 2023
General Administration	14 728 280		14 339 550
Public Safety (Public Security/EMS/vCOP)	2 075 780		2 010 950
Public Works	11 783 610		11 187 450
Environmental Services	4 613 520		4 545 060
Recreation and Culture	4 096 430		4 484 280
Library	3 143 340		3 244 730
Aquatic and Community Centre	2 931 170		2 910 290
Sub-Total	\$43 372 130	1.52%	\$42 722 310
CMM, Debt Service, Financing Costs	8 712 820	9.68%	7 943 740
Total Local Expenses	\$52 084 950		\$50 666 050
Increase over prior year	2.80%		

Local Expenses

General Administration

\$14,728,280

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	Budget 2024	Budget 2023
City Council	443,090	460,760
Finance	877,540	911,820
General Council / Purchasing	409,340	407,460
City Manager	650,650	633,690
Information Systems	904,480	917,770
Public Relations and Communication	474,990	488,680
Legal Services / City Clerk	507,290	469,790
Human Resources	809,150	804,240
Undistributed Administration expenses	1,374,480	1,156,040
Employee's Contributions - Fringe Benefits	6,575,640	6,221,100
Building Maintenance - City Hall	423,700	400,260
Engineering	654,270	654,720
City Planning & City Inspection	623,660	813,220
Total Expenses	\$14,728,280	\$14,339,550
Increase over prior year	2.71%	

Local Expenses

Public Safety (Public Security, EMS, vCOP)
 \$2,075,780

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	Budget 2024	Budget 2023
Emergency Medical Services / Public Security / vCOP	2,009,410	1,936,450
Building Maintenance	66,370	74,500
Total Expenses	\$2,075,780	\$2,010,950
Increase over prior year	3.22%	

Local Expenses

Public Works

\$11,783,610

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	Budget 2024	Budget 2023
Administration	1,288,330	1,543,780
Building Maintenance	1,135,900	1,052,880
Road Services	2,116,720	1,853,830
Vehicle Maintenance	1,905,440	1,643,380
Snow Removal	3,216,130	2,808,650
Street & Traffic Lights	281,400	245,600
Parks & Green Areas	1,839,690	2,039,330
Total Expenses	\$11,783,610	\$11,187,450
Increase over prior year	5.33%	

Local Expenses

Environmental Services

\$4,613,520

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	Budget 2024	Budget 2023
Water Distribution - Debt Service	586,630	583,060
Water Distribution - General	2,503,150	2,361,460
Water Distribution - Lead	15,000	63,500
Garbage Removal/Disposal	1,508,740	1,537,040
Total Expenses	4,613,520	4,545,060
Decrease over prior year	1.51%	
Water Purchase - Agglomeration Apportionment	1,697,900	1,604,700
Increase over prior year	5.81%	

Note 1: A provision has been established to test drinking water and create an action plan in 2023

Local Expenses

Recreation, Culture and ACC

\$7,027,600

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	Budget 2024	Budget 2023
Administration	1,129,180	1,237,570
Aquatic and Community Centre	2,931,170	2,910,290
Building Maintenance - Recreation/Gym/Pool	161,780	167,050
Gym Expenses	126,810	79,120
Arena Operations	899,610	911,910
Skating Rink Activities/Grants to Associations	30,000	95,550
Parkhaven Pool Activities	284,670	301,050
Tennis Club	133,530	137,490
Parks/Playgrounds Activities	778,240	847,510
Building Maintenance - Park Chalets	104,030	123,590
P.E. Trudeau/Kirwan Parks Maintenance	153,480	150,750
Senior Services	-	1,250
Special Events	115,750	176,250
Social Cultural Activities	179,350	255,190
Total Expenses	\$7,027,600	\$7,394,570
Decrease over prior year	-4.96%	

Local Expenses

Eleanor London Côte Saint-Luc Public Library
\$3,143,340

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	Budget 2024	Budget 2023
Library Services	\$2,851,960	2,968,600
Building Maintenance	\$291,380	276,130
Total Expenses	\$3,143,340	\$3,244,730
Decrease over prior year	-3.12%	

Local Expenses

Debt Service, Financing Costs & CMM
\$8,056,370

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	Budget 2024	Budget 2023
Interest/Financing Payments	1,576,570	1,271,650
Capital Repayments	5,755,800	5,524,200
Provincial Share of Capital Repayments	-29,700	-27,900
Contribution-Community Metropolitan Montreal	\$603,700	558,500
Provision/System Reserve Note 1	150,000	50,000
Total Expenses and Capital Repayments	\$8,056,370	\$7,376,450
Increase over prior year	9.22%	

Note 1: The system reserve has been increased to \$150,000.

Local Expenses

Various Appropriations

\$656,450

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	Budget 2024	Budget 2023
Appropriation to/-from the Working Fund	429 460	420 000
Appropriation to/-from Cumulative Surplus	0	(2 100 000)
Appropriation to/-from the Water Financial Reserve	0	(71 000)
Appropriation to/-from the Roads Financial Reserve	318 160	310 320
Appropriation needed in future - Pension/Other	(91 170)	(92 030)
Total Appropriations	\$ 656 450.00	\$ (1 532 710.00)
Decrease over prior year	-142.83%	

Note 1: We are not appropriating amounts from the surplus in 2024.

Summary of Agglomeration Apportionment

\$36,890,300

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		Budget 2024		Budget 2023
General Quote-part		31 226 300		29 657 800
Water services	Note 1	2 351 900		2 194 300
Water meters		1 200		1 200
Arterial Roads - 2006-2008 debt		4 200		4 300
Contribution to Centre Ville		622 300		611 700
Capital Investment Projects - TECQ/FCCQ		596 500		515 400
Agglomeration deficit		390 000		1 052 700
Total Fixed Apportionment		\$35 192 400 	3.39%	\$34 037 400
Cost of water	Note 2	1 697 900		1 604 700
Total Variable Apportionment		1 697 900 	5.81%	1 604 700
Total Apportionment		\$36 890 300 	3.50%	\$35 642 100
Appropriation from Cumulative Surplus	Note 3	0		(2 100 000)
Net Agglomeration Apportionment		\$36 890 300		\$33 542 100

Note 1: Water services are still based on the taxation potential of the City among the demerged cities.

Note 2: Drinking water is based on consumption rather than taxation potential.

Note 3: We are not appropriating amounts from the surplus in 2024.

Total Expenses - Summary

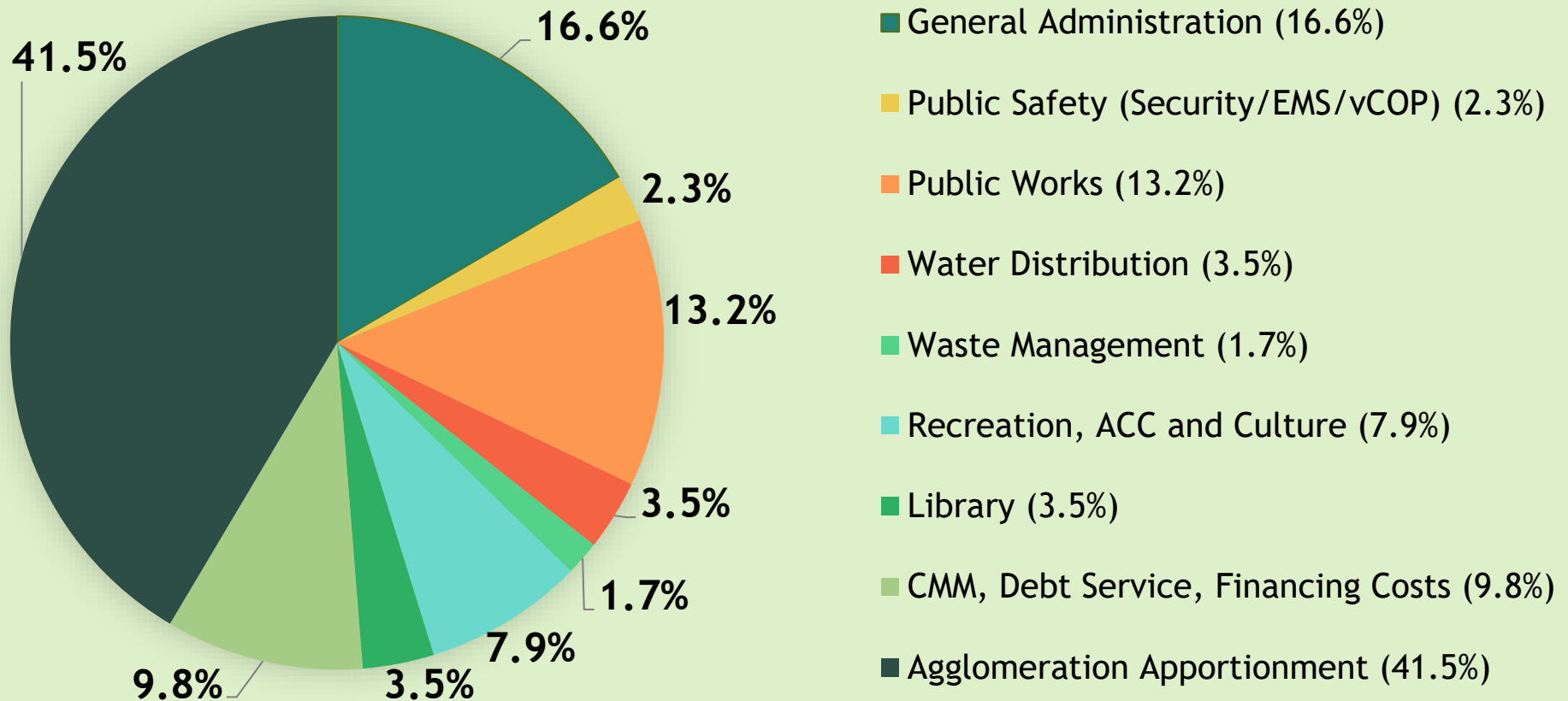
\$88,975,250

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	Budget 2024	%
General Administration	14 728 280	16.6%
Public Safety (Public Security/EMS/vCOP)	2 075 780	2.3%
Public Works	11 783 610	13.2%
Water Distribution	3 104 780	3.5%
Waste Management	1 508 740	1.7%
Recreation, ACC and Culture	7 027 600	7.9%
Library	3 143 340	3.5%
CMM, Debt Service, Financing Costs	8 712 820	9.8%
Agglomeration	36 890 300	41.5%
Total Expenses	\$88 975 250	100.00%

Expenses Breakdown

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2024 Operating Budget Summary

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	Budget 2024		Budget 2023
Total Revenues	\$88 975 250	5.66%	\$84 208 150
Total Local Expenses and Appropriations	52 084 950	2.80%	50 666 050
Agglomeration Apportionment - General & Other	35 192 400	3.39%	34 037 400
Agglomeration Apportionment - Water Purchase	1 697 900	5.81%	1 604 700
Appropriation from Cumulative Surplus	0		(2 100 000)
Net Local Expenses and Agglomeration	\$88 975 250	5.66%	\$84 208 150
Surplus/(Deficit)	0		0

2024 Operating Budget

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Municipal Property and Water and Roads Reserves Tax Rates

Côte Saint-Luc Municipal Property Tax Rates

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Residential Properties

	<u>2024</u>	<u>2023</u>
Residential properties	0.8653	0.9101
Special Tax - Water Reserve	0.0436	0.0459
Special Tax - Roads Reserve	0.0041	0.0045
	<u>0.9130</u>	<u>0.9605</u>
Apartment 6+ units properties	1.0297	1.0830
Special Tax - Water Reserve	0.0436	0.0459
Special Tax - Roads Reserve	0.0041	0.0045
	<u>1.0774</u>	<u>1.1334</u>
Vacant land	1.7306	1.8202
Special Tax - Roads Reserve	0.0041	0.0045
	<u>1.7347</u>	<u>1.8247</u>

Côte Saint-Luc Municipal Property Tax Rates

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Non-Residential Properties

	<u>2024</u>	<u>2023</u>
Non-residential - Reference Sub-category	3.4612	3.6404
Non-residential - Shopping Mall Sub-category	4.2919	4.2411
Non-residential - Office Tower Sub-category	4.1881	4.2593
Non-residential - Railway Sub-category	4.6138	4.8527
Non-Residential - Special Tax - Water Reserve	0.4440	0.5300
Non-Residential - Special Tax - Roads Reserve	0.0164	0.0180

Note: As per section 244.64.1 of the Act Respecting Municipal Taxation, sub-categories were created for non-residential properties for the 2020-2022 valuation roll and maintained for the 2023-2024-2025 valuation roll

Capital Investment Budget

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Capital Investment Five-Year Plan 2024-2028 and Priorities for 2024

Capital Investment Five-Year Plan

2024-2025-2026-2027-2028

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Projects	2024	2025	2026	2027	2028	Total
Infrastructure	3 954 200	7 333 500	8 179 500	7 453 800	7 108 300	34 029 300
Buildings & Local Improvements	1 426 200	5 907 300	1 755 000	380 000	250 000	9 718 500
Vehicles/Machineries and Heavy Equipment	979 000	875 000	920 000	286 000	678 000	3 738 000
Office IT Equipment/Furniture	342 100	159 100	306 400	74 200	126 000	1 007 800
Other	0	86 200	88 400	215 600	92 900	483 100
Non-Refundable QST	334 000	716 000	561 000	419 000	412 000	2 442 000
Total Capital Projects	7 035 500	15 077 100	11 810 300	8 828 600	8 667 200	51 418 700
Financing	2024	2025	2026	2027	2028	Total
Federal/Provincial Grants	147 000	2 406 000	0	0	0	2 553 000
Other Sources of Funding	888 500	1 282 200	579 500	1 129 400	595 200	4 474 800
Loan By-Laws	6 000 000	11 388 900	11 230 800	7 699 200	8 072 000	44 390 900
Total Financing	7 035 500	15 077 100	11 810 300	8 828 600	8 667 200	51 418 700

Capital Investment Priorities for 2024

\$6.7 Million total investment

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Major projects

- Road Resurfacing TECQ and Sidewalk Repair Projects
- Parks and Public Spaces
- ACC - Roof Reconstruction and Building Envelope
- Replenishment of Aging Vehicle Fleet for Public Works and other Services

Water Infrastructure

\$60,000

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- Professional Service for Elaboration of TECQ Programming TECQ 2024-2028
- The 2024-2028 program is currently being elaborated by the Ministry.

Road/Sidewalk Infrastructure

\$3,579,000

- **Road Resurfacing - Planned streets ***

- Smart between Arcadian and the CP Rails
- Arcadian
- Westluxe between Wavell and Guelph
- Wentworth between Kildare and Mackle

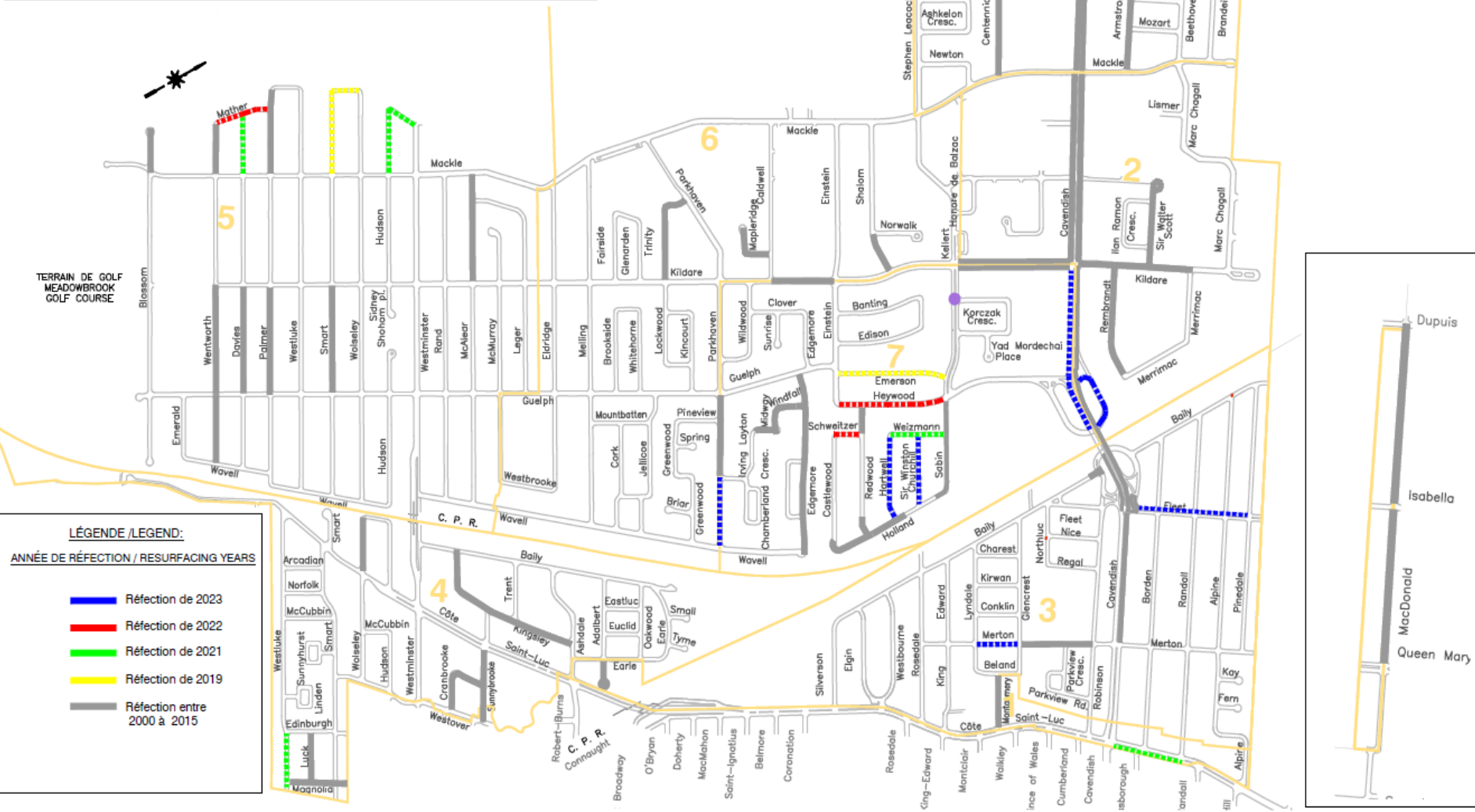
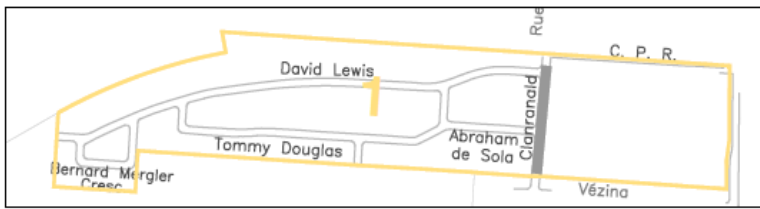
* We plan to replace approximately 70 lead service lines for copper in 2024

- **Sidewalk Repairs - Various locations**

- We plan to reconstruct approximately 2,000 m² of sidewalk in 2024
- Approximately 6,300 m² of sidewalk replaced in past 5 years (2019-2023)

- **CSL underpass repairs cost shared with VDM**

- **Professional Service for CRAC study of the city streets TECQ 2024-2028**



LÉGENDE / LEGEND:
ANNÉE DE RÉFECTION / RESURFACING YEARS

- 2023 Réfection de 2023
- 2022 Réfection de 2022
- 2021 Réfection de 2021
- 2019 Réfection de 2019
- 2000 à 2015 Réfection entre 2000 à 2015

NO.	DATE	RÉVISION/REVISION

Ville de

Côte Saint-Luc

City of

Côte Saint-Luc

Développement Urbain/ Urban Development
 Division Ingénierie / Engineering Division

5801 boul. Cavendish Blvd., Côte Saint-Luc, Qc H4W 3C3
 Tel: (514) 485-6800 / Fax: (514) 485-6963

LOCALISATION DES RESURFAÇAGES DE RUES

ROAD RESURFACING PLAN

2000-2023

ÉCHELLE/SCALE: N.À. É / N.T.S.	DATE: 2023-12-13
PRÉPARE/DISEIGNED BY: Voltaire Thomas	DESSINÉ/DRAWN BY: Voltaire Thomas
APPROUVÉ/APPROVE BY: Mohammed Ali	DESSIN NO/DWG. NO: Projet Ressurfaçage 2020 à 2023

Parks and Public Spaces

\$315,200

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- **Small Projects in Parks - Upgrades & Playground Equipment ***
 - Beland Park - New Drinking fountain
 - McDowell Park - Play equipment repair/upgrade
 - Donald Fletcher Park - Bathroom facility installation incl. sewer infrastructure
 - Mitchell Brownstein Park - Borders for sand playground and new play equipment
 - Various parks - Benches, tables and bases

* Financed by the cumulative surplus

Vehicles, Machineries and Equipment

\$979,000

- **Vehicles:**
 - Six-wheeler dump truck (replacing 2011 vehicle)
 - Ten-wheeler with dumper (replacing 2004 vehicle)
 - Loader with snow-blower (replacing 2005 vehicle)
 - Public security vehicles (replacing 2015 vehicles)

Building and Local Improvements

\$1,426,200

□46

- **Buildings:**

- ACC - Indoor Pool Air Exchange*
- ACC - Roof Reconstruction and Building Envelope
- Outdoor Pool - Recycled plastic benches*
- City Hall - Library Retaining Walls and Driveway*
- Replacement of the existing electric panel at PW's garage*
- Replacement of T3 backstop - PET park

* These projects are financed by the Working Fund

Equipment, Furniture & Other

\$342,100

□47

- **Office Equipment:**

- Security cameras system
- Staff computers and equipment
- Modernization of Data Centre Server Room

- **Furniture:**

- Small Group Study Spaces
- Furniture and Equipment for HR and IT Staff

- **Other:**

- ACC Pool Pump replacement
- ACC winter carpet replacement
- Tennis Court - Roller machine
- Triple Bin - Compost Garbage Recycling system

Note: These projects are financed by the Working Fund, except for the Small Group Study Spaces financed by donations

Thank you

Question period

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