

# Report on Saint-Laurent's Financial Situation for 2016



## Achievements of Saint-Laurent's Administration in 2016

### Context

The Ville de Montréal Charter stipulates that the Borough Mayor must report on the Borough's financial position at least four weeks before the Borough's new budget is submitted to the Executive Committee.



*In accordance with the law, I am hereby tabling the Report on Saint-Laurent's Financial Situation for 2016. I will also provide an overview of our administration's achievements, a summary of projects currently under way, and our outlook for 2018.*

*For our administration, 2016 was a year marked by its preparation of major projects such as the opening of the Sports Complex and the Saint-Laurent component of Montréal's 375<sup>th</sup> Anniversary Celebrations.*

Translation of report submitted to Saint-Laurent Council by the Mayor, Alan DeSousa, FCPA, FCA, on September 5, 2017.

### Municipal affairs and administration

Let's begin the Municipal affairs and administration section by underscoring the fact that Saint-Laurent garnered several distinctions in 2016. The Canada Green Building Council – Québec also presented it with an award for its engagement efforts in the Municipality category at the **Gala d'excellence Durabilys**.



The administration's bylaw on transit management produced in collaboration with MOBA was rewarded with the Capsana organization's Wellness Challenge award for Municipalities and Families in the Environmental Design category, and the Grand prix d'excellence en transport from the Association québécoise des transports in the Sustainable Mobility category.

The other prizes underscored the quality of its communication strategies. The **Association des communicateurs municipaux du Québec** awarded the administration the Plume d'argent award in the Publications category for 100,000 or more citizens, for the Passeport de la relâche, which attracted 4617 participants last year. The **Société québécoise des relations publiques** selected two Saint-Laurent projects for its 2016 awards of excellence. The first, in the tactical component, Communication Tools category, for the series of four animated clips called "Saint-Laurent, toujours plus vert". The second, in the strategic component, External Public Relations category, for the communication campaign surrounding organic waste collection.

Our **Bibliothèque du Boisé** added some new distinctions to its list of achievements, including two awards under the American Architecture Prize 2016. First, the Platinum prize in the Institutional Architecture category, and the Bronze prize in the Cultural Architecture category. Rewarding the greenest public buildings in Canada, the *Corporate Knights Magazine* awarded it the Silver prize. Last but not least, the library received an honourable mention from the *Asia Pacific Interior Design Awards for Elite* and a Sustainable Development

mention from the Association des firmes de génie-conseil Québec.

To better serve the population, Saint-Laurent updated its mobile application, and posted a FAQ database called Info-zonage. Moreover, the Citizens' Office is now open until 7 p.m. on Wednesday nights. In 2016, its team handled a total of **72,028 requests and information queries** from residents, compared with **69,487 in 2015**.

Our **Equal Access Employment Program** achieved its objectives for equitable representation of targeted personnel groups. In 2016, women represented 40% of new hires and other specific groups, namely persons with disabilities, indigenous peoples, and members of visible or ethnic minorities, 32%.



The involvement of municipal employees translated into 204 donors at the **blood donor clinic** organized at the Centre des loisirs in May. These workers also gave \$12,476 during the **in-house fundraising campaign** for charities. These donations included weekly payroll contributions totalling \$6349 for Centraide.

In 2016, the team with the **Auditor General for Montréal** conducted a number of audits for which the boroughs were required to provide information. Saint-Laurent was selected for one of these, which focused on sustainable water management. The Auditor General recommended that the 19 boroughs put in place appropriate mechanisms to save drinking water, in accordance with the bylaw provisions adopted by the Agglomeration of Montréal. Driven by the objective of establishing an action plan that ensures compliance with the bylaws in effect, Saint-Laurent committed to putting a task force in place comprising the Service de l'eau, the Direction des travaux publics, and the Direction de l'aménagement urbain et des services aux entreprises.

With respect to major issues, our administration continued its efforts to position Saint-Laurent at the heart of the **Réseau électrique métropolitain** announced in April. Comprising six stations in Saint-Laurent, it will offer quicker access to various key sectors. Always intent on improving transit options, Council took steps to roll out its **Véloroute project**, a 10-km bicycle path

running along the Deux-Montagnes rail line. Also noteworthy was the May launch of **Netlift**, an inter-modal carpooling application. The product of a joint effort with the two colleges in Saint-Laurent, the project aims to improve transit for some 2000 employees.

Residents were invited to participate in the democratic process during the **Demain à Saint-Laurent** consultation initiative in the second half of 2016. The aim of this initiative led to the simultaneous adoption, last month, of five sectorial plans, which will guide our administration in the coming years. An idea wagon was also organized with a view to creating the Cavendish-Laurin-Liesse corridor to support Saint-Laurent's wildlife and plant life, while providing the public with a recreational path promoting active and public transit. Also, a survey revealed that 90% of Bulletin de Saint-Laurent readers are satisfied.

Finally, with respect to **Montréal's 375<sup>th</sup> Anniversary**, in June we released the design selected for the recently inaugurated Place Rodolphe-Rousseau.

### Culture, sports and recreation

In culture, sports, and recreation, Saint-Laurent once again participated in March in the Municipality component of the **5/30 Wellness Challenge** by offering themed activities and a contest for residents.

The Saint-Laurent population, which is highly active, participated in high numbers in the **sports activities** that were offered. The 3356 participants in swimming lessons and aquatic training, the 5211 tennis court reservations, and the 5155 participants in free hockey and skating at Aréna Raymond-Bourque all attest to this. Our support for 19 sports clubs made it possible for them to offer 22,000 hours of activities to their 5935 members at our facilities.

We continued to improve our facilities in compliance with the principles of **universal accessibility** by completing work valued at \$955,000 at Aréna Raymond-Bourque.

The self-serve facilities were also greatly appreciated, with 24,089 visits to our outdoor skating rinks, 131,877 to our swimming pools, and 1,175,087 to our parks. **Park renovations** continued with investments totalling **\$2.8 million**. The Raymond-Lagacé and Philippe-Laheurte parks benefited from this.

Other sports highlights include the creation of a new water-polo club and the hosting of two new tournaments, one at the regional level, by the Club de judo Budokan, and the other at the provincial level by Club de soccer, which brought together 78 teams in Parc Marcel-Laurin. A total of 2735 runners participated in the Course Saint-Laurent.

Our **cultural program** attracted 25,068 spectators in 2016. The five exhibitions held at the Centre d'exposition Lethbridge drew 4995 visitors.



The cultural workshops offered at the Centre des loisirs attracted 2173 participants, including 808 in the Youth category. Increasingly popular, the **Preschool Centre** logged 541 registrations.

Our **summer camp** program was attended by 3481 participants, including 84 children with functional disabilities. This was made possible by the recreational accompaniment program. A new "zero waste" camp was also successfully tested over the summer. With respect to youth programming, Centre des ados logged 295 registrations, Ados de St-Lo logged 2864, and the playground program attracted 6277.

Our two libraries attracted 6297 new members and 608,160 visitors, in addition to processing more than 791,000 loans and renewals. Offering numerous activities, the facilities hosted, for example, 6476 toddlers for Storytime, and 996 participants in digital training activities.

The **Bibliothèque du Boisé** introduced a musical instrument lending service and the **Bibliothèque du Vieux-Saint-Laurent** participated in the Park(ing) day event by converting parking spaces into reading and gaming lounges.

## Community development

In keeping with tradition, we begin the Community development section with the recipients of the **Ordre des Grands Laurentiens**, a form of recognition that rewards the outstanding contributions made by citizens, organizations and employees to the betterment of the community. Here are the 2016 winners:

- **Citizens category:** Mr. Michel Desbiens
- **Community organization category:** The Carrefour jeunesse emploi Saint-Laurent
- **Municipal employee category:** Group responding to a work incident
- **Youth category:** Mrs. Julie Gagné



Under the terms of its new *Politique de soutien et de reconnaissance des organismes de Saint-Laurent*, 19 community agencies were recognized, sharing support totalling \$613,000 for 2017-2019.

Once again, ten local projects shared subsidies totalling \$242,374 granted under the administrative agreement between Montréal and Québec's ministry of employment and social solidarity pertaining to the fight against poverty and social exclusion. With respect to senior citizens, twelve recreational agencies received a total of \$13,280 in subsidies to benefit their 2335 members. Furthermore, our Direction de la culture, des sports, des loisirs et du développement social provided assistance for 99 persons in difficulty.

Other initiatives were carried out in line with our Urban Integrated Revitalization of the **Chameran-Lebeau and Hodge-Place Benoit sectors**. We first note the launch of the RELAIS laurentien mobile market, and the publication of two issues of the *Chameranais* newsletter. Saint-Laurent also renewed its \$25,000 in support for the *Rue action prévention jeunesse* for its involvement in the sector. With respect to the second, the City and the Borough invested a combined total of \$204,818. Programs continued in the areas of academic success, housing cleanliness, food safety, and other topics.

In 2016, the **Magasin-partage de la rentrée** gave out school supplies to 295 children. The **Épicerie de Noël** reached out to 395 families, thanks, among other things, to \$8000 in support from the Borough, and the collaboration of municipal employees. Furthermore, the **Samedis ensoleillés** socialization program in a Francophone setting attracted 2708 young participants.

And, as always, Saint-Laurent commemorated several mobilizing themes, for instance Action Week Against Racism. During the week, the **Prix de l'harmonie interculturelle** was presented to Mrs. Katherine Rochon, an art workshop designer and facilitator at the Centre des femmes de Saint-Laurent.

## Economic development

With respect to economic development, the vitality and dynamism observed in 2015 were stepped up in 2016. Last year, Saint-Laurent was home to 4680 businesses. Representing an increase of approximately 1% over 2015, the number of jobs reached 107,567. Furthermore, 133 businesses settled on the territory, setting a record for recent years.

In 2016, the industrial and tertiary-motor sectors comprised 2652 value-added businesses, representing 57% of Saint-Laurent's businesses. Generating 74% of jobs, these invested a total of \$845 million. This staggering 22% increase can be explained by the stabilization of the manufacturing base. Parallel to this, the tertiary-motor sector, mainly in IT and communications, continued to thrive, including the manufacturing sector, which benefited from the opportunity to continue its trend towards Industry 4.0.

Saint-Laurent is recognized for the strong presence of manufacturers, and its 623 companies injected \$405 million, namely 48% of the total investments last year. The construction of several manufacturing buildings and major equipment acquisitions made 2016 a remarkable year.

In terms of foreign entities, the number of jobs climbed from 18,027 to 21,110, for a 17% increase.



Totalling \$380 million, investment leaped by 67%, growth primarily attributable to ABB and Ericsson.

To better support companies, **Développement économique Saint-Laurent** adopted a 2016-2018 strategic plan, which relies on innovative manufacturing. Furthermore, the organization put task forces in place comprising numerous key partners. We note that it also carried out initiatives among 505 companies. This made it possible to support approximately \$239 million in investments and to contribute to the creation of 3101 jobs. In addition to ABB and Ericsson, the major investors in 2016 were Green Cross Biotherapeutics and Vidéotron.

MOBA, the transit management centre, continued to promote corporate sustainable development. In 2016, it held consultations among contractors, merchants, and employees in the industrial sector for the revision of the Borough's Local Transportation Plan. To summarize, corporate participation in the programs under MOBA made it possible to remove 1553 cars from traffic every day. This corresponds to 12 million kilometres not travelled.

The Export Montréal Ouest division accompanied 91 business versus 59 in 2015, in addition to running 26 diagnostics and 32 structuring projects. Its 15 training export seminars reached 267 participants.

Finally, the **Technohub** digital economy centre increased its intercompany networking, specifically with L'Oréal and Québecor Numérique.

## Environment and sustainable development

In terms of the environment and sustainable development, Saint-Laurent underscored the ten years of conservation in the Parc Marcel-Laurin woodlands by announcing the creation of 10 biodiversity oases. This coincided with the annual woodlands cleaning blitz. In 2016, 38 volunteers collected 360 litres of trash, 400 litres of recyclable materials, and 60 litres of organic waste.

The **ISO 14001** certification for the Environmental Management System was maintained in 2016-2017 at the three buildings that were already certified. Moreover, the certification was awarded to our two libraries.

In 2016, the Borough took corporate and community inventory of its greenhouse gas emissions, which resulted in the development of the **2016-2020 Local Greenhouse Gas Emissions Reduction Plan**.

The introduction of organic waste collection took another step forward with the distribution of brown bins at buildings with five to eight housing units. A total of 19,268 housing units now have access to this collection, representing a 6.6% increase.

It should be noted that it was also implemented at most municipal buildings last year. At Borough Hall alone, the quantity of waste collected dropped from 160 tons in 2015 to 25 tons in 2016. As proof of the success of these measures, the volume of organic waste collected in the territory climbed by 2766 tons in 2015 to 4421 in 2016. This represents an increase of 86%. Furthermore, 84 tons of compost made from these materials was distributed to 670 residents on two distribution days.



Consequently, the amount of **trash** collected dropped by 15%, tumbling from 24,749 to 20,998 tons, while **recyclable materials** slightly increased with 6473 tons versus 6325 last year. Similarly, **large trash items** reached new peaks with 1841 tons collected compared to 1630 in 2015. On the two **hazardous household waste** collection days, 1471 tons were collected. With the June opening of the **écocentre Saint-Laurent**, the downward trend in trash collection is expected to continue in the coming year.

The Éco-quartier de Saint-Laurent hosted 2532 visitors. Over the summer, its blue and green patrols approached a total of 3853 residents about a variety of environmental topics. The organic waste patrol organized booths and workshops and conducted door-to-door tours, reaching 4511 residents. Furthermore, a **subsidy program** was introduced for **washable diapers**.

Under the **Urban Forestry Plan**, the One child, one tree program led to the planting of 28 trees in Parc Bourbonnière. With a view to preserving biodiversity, our Direction des travaux publics planted 657 trees and 53 different species, which is 20 more species than in 2015. Saint-Laurent's administration continued its battle against the emerald ash borer by treating 1026 ash trees on public property and responding to 1231 requests to collect branches. A new call for tenders was issued in the spring to designate a reliable supplier to treat ash trees on private property, and an information session was held at the Bibliothèque du Boisé in June.

With respect to existing programs, 62 private properties participated in the **graffiti removal initiative**, and eight schools participated in **Mon école écolo**. Our landscaping contest, **Maisons fleuries**, had 611 participants, and a Biodiversity Award was created to commemorate its 35<sup>th</sup> Anniversary.

Saint-Laurent continued to promote biodiversity with its educational activities such as the Monarch Odyssey and Biodiversity Day, for which there was a large public turnout.

## Housing

With respect to housing, the **value of building permits** reached \$166.3 million in 2016. The residential sector experienced a nice lift, reporting \$79.4 million compared with \$57.8 million in 2015. The commercial and industrial sectors dipped, with \$7 million and \$38.7 million respectively versus \$9 million and \$144.6 million in 2015. This outstanding year was in effect marked by the announcement of several new major construction projects carried out in 2016.

For the same period, the Advisory Committee on Planning processed 195 requests. More specifically, it approved the construction of 152 new condo units that will be included in three major multi-family housing projects that are aiming for Silver LEED certification. A total of 70 single-family or interconnected housing units mainly in the Bois-Franc and Nouveau Saint-Laurent sectors were also added. With respect to the Committee's objectives, the need has emerged to enhance the green canopy and promote biodiversity and vegetation. Accordingly, École Laurentide added greenery to its yard by planting 33 trees. Other Committee highlights include the approval of the industrial projects presented by Sun Life Canada and Subaru, and one by the Du Collège metro station to improve universal accessibility.

The enhancement project striving to improve **the institutional artery along Avenue Sainte-Croix** continued in collaboration with several partners. A heritage statement was also developed for the sector. The Urban Planning team also made headway in identified planning areas. The Bois-Franc and Nouveau Saint-Laurent developments continued at a good pace, with a total of 210 housing units being built.



Finally, Square Thérèse-Cadorette was inaugurated. In Saint-Laurent, this was the first venue to be named based on Toponym'elles, a bank of female names created by Ville de Montréal.

## Public security

In terms of public security, The **Urban Security Patrol** increased its interventions from 5580 in 2015 to 11,067 last year. This marked difference is the result of the implementation of a new patrol monitoring software, which now enables us to compile the number of after-hours park expulsions.

The patrol continued to supervise special events and maintained its involvement in the security component of the revitalization efforts in the Chameran-Lebeau and Hodge-Place Benoit sectors. Moreover, it collaborated with the Service de sécurité incendie during two **Change the time, change the batteries** operations.



During this blitz, 67 batteries and 102 new smoke alarms were distributed.

The Urban Security Patrol also renewed its image and restored its vehicle fleet, thereby improving its visibility on the territory.

## Transport and public works

With respect to transport and public works, investments in **local roadway, sidewalk, and curb repairs** in 2016 totalled \$1.7 million for the Borough, and \$5.9 million for Ville de Montréal. With respect to repair projects also involving the renovation or reconstruction of waterworks and sewer conduit, the Borough and Ville de Montréal injected a total of \$11.5 million. The primary construction sites were on Ouimet, Saint-Germain and Gohier streets, as well as on Edouard-Laurin et Marcel-Laurin boulevards.



Other major works in the City included **\$11 million** in investments in Ruisseau Bertrand and in the Éco-campus Hubert-Reeves

Developers completed an estimated **\$2 million** in work to build streets in the new sectors, including Bois-Franc, Challenger Ouest and domaine Leduc.

In closing, Saint-Laurent launched several actions under its **Local Transportation Plan**, including the development of 2.2 km of bicycle routes. The City also created a bicycle path along the CN railway tracks between Boulevard Toupin and the Bois-Franc Station.

Several initiatives for calming and securing traffic were implemented on the territory, as was a revision of the signage around six schools. In closing, we note the creation, in April, of two **street parking zones reserved for residents** were created in light of studies conducted in 2016.

## List of contracts valued at over \$25,000

This completes the section on our achievements. Before moving on to the financial report for 2016, I would like to table the list of all contracts valued at over \$25,000 that were awarded. The reference period for these was from August 1, 2016 to July 31, 2017.

## 2016 financial data

Now, let's take a look at the key financial data from last year. The **budgetary allocation** for 2016 was \$4,308,700 in revenues, and \$76,608,300 for expenses.

This corresponds to a budgetary envelope issued by the City of \$59,985,700 to which tax room and local taxes totalling \$11,463,800 and a surplus of \$850,100 were added.

Thanks to conscientious management, savings on several budget positions made it possible to generate an operating surplus of \$3.9 million, despite the unexpected spending incurred as a result of a fire at the Municipal Workshops prior to central adjustments.

The following table indicates the variations between the original amended budget and the actual results for 2016.

### Statement of financial activities

Fiscal year ended December 31, 2016

	Original budget	Amended budget	Real
<b>REVENUES AND BUDGET ALLOCATION</b>			
Ville de Montréal Budgetary Envelope	\$59,985,700	\$57,575,100	\$57,575,100
Tax room and local tax	\$11,463,800	\$11,463,800	\$11,463,800
Revenues from local sources	\$4,308,700	\$4,458,100	\$3,629,100
Allocation of surplus and park funds	\$850,100	\$1,426,700	\$1,426,700
<b>Total from fees and local revenues</b>	<b>\$76,608,300</b>	<b>\$74,923,700</b>	<b>\$74,094,700</b>
<b>EXPENSES</b>			
General administration	\$12,499,300	\$12,322,700	\$11,160,100
Public security	\$1,837,300	\$1,827,200	\$1,736,400
Transport	\$21,480,800	\$20,264,700	\$18,442,700
Environmental health	\$6,212,900	\$6,341,700	\$6,083,600
Health and well-being	\$1,288,700	\$1,506,900	\$1,323,900
Management, urban planning, and development	\$4,859,600	\$4,832,400	\$4,619,200
Recreation and culture	\$28,429,700	\$27,828,100	\$26,812,000
Technical and material support	\$0	\$0	\$-28,900
<b>Total expenses</b>	<b>\$76,608,300</b>	<b>\$74,923,700</b>	<b>\$70,148,900</b>
<b>EXCESS OF EXPENSES OVER INCOME</b>			<b>\$3,945,800</b>
Adjustments by the City			
Subsidy – Library and adjustment			\$318,400
Various salary adjustments			\$156,900
Various adjustments – Other expense categories			\$26,800
Various adjustments – Revenues			\$43,800
<b>2016 Management surplus</b>			<b>\$4,491,700</b>

### Three-year capital investment program for 2016, 2017, and 2018

Under the terms of the Three-year capital investment program for 2016, 2017, and 2018, in 2016 we made gross investments totalling \$16.7 million. Here are a few examples:

Three-year capital investment program 2016	Budget
Sports complex construction project	\$3.8 million
Parc Philippe-Laheurte – Landscaping, hill, paths and pond	\$1.3 million
Landscaping of the Ruisseau Bertrand pond	\$4 million
Landscaping of the Éco-campus Hubert-Reeves	\$1.7 million
Development of new parks in developing neighbourhoods	\$1.2 million
Restoration of various borough parks including baseball diamonds, spectator stands, and fences	\$1 million
Building restoration: replacement of the floor at the Centre des loisirs and the furnace at the Aréna Raymond-Bourque	\$0.4 million
Repairs to sidewalks, roadways, and collector lanes	\$1.4 million
Vehicle replacement program	\$1 million
Extension of Rue Percival-Reid	\$0.4 million

## Outlook for 2017

### Preliminary indications regarding the financial statements for 2017

According to our preliminary indications for the financial statements for 2017, the situation is currently favourable. Results will however depend, once again, in large part on the amount of precipitation in the fall.

### Projects under way

With respect to our outlook for 2017, in addition to the projects listed under its Three-year capital investment program, Saint-Laurent's administration is moving forward with the following:

- Implementation of five sectorial plans adopted in August.
- Development of the Éco-campus Hubert-Reeves.
- Development of the Pôle de l'ouest aéronautique.
- Revitalization of the Hodge-Place Benoit sector.
- Planning the restoration of the A-40 station in line with the future Réseau électrique métropolitain.
- Continue the Ruisseau Bertrand development project.
- Enhancement of the key Borough gateway.
- Addition of 6.3 kilometres to the cycle network.
- Development of new community gardens.
- Preparations of celebrations for Saint-Laurent's 125<sup>th</sup> Anniversary.

### Three-year capital investment program for 2017, 2018, and 2019

The three-year capital investment program for 2017, 2018 and 2019 represents a taxpayer-funded loan of \$28.9 million.

For the current year, a total of \$45.7 million must be invested. This amount covers an original budget of \$9.6 million, cash financing of \$7.9 million. To this we add an additional \$2.3 million transferred by central services and an unspent \$25.9 million balance for a total of \$12.4 million from Ville de Montréal.

#### The key projects for 2017 three-year capital investment program:

	Budget
Repairs to sidewalks and roadways, and measures flowing from the Local Transportation Plan	\$4.3 million
Completion of construction of the new Sports Complex	\$5.3 million
Landscaping of Place Rodolphe-Rousseau as part of Montréal's 375 <sup>th</sup> Anniversary	\$0.7 million
Repairs to the Ben-Leduc track in Parc Marcel-Laurin	\$1.8 million
Repair and renovation of parks and playing fields	\$4.7 million
Upgrades to the chalet and swimming pool in Parc Decelles	\$2.8 million
Development of parks and green spaces in the Bois-Franc and Nouveau Saint-Laurent sectors	\$3.6 million
Complete restoration of the roof on the Centre des loisirs, major renovations to Aréna Raymond-Bourque, and other work on various buildings	\$3.1 million
Landscaping of Ruisseau Bertrand and the Éco-campus Hubert-Reeves	\$11.8 million
Integrated revitalization (RUI) – Chameran-Lebeau neighbourhood	\$4.4 million
Upgrading of lighting fixtures	\$1 million



## Outlook for 2018

### General orientation of the budget

Saint-Laurent is preparing a balanced budget for 2018 that will have to take several constraints into account. Other than the indexation of transfer payments by only 1%, and a reduction that is equivalent to a 2.5% decrease in payroll, the Borough will have to contend once again with the updated parameters for Borough refinancing. And this, without forgetting the requirements of the Five-Year Workforce Plan.

### Three-year capital investment program 2018, 2019, and 2020

The Three-year capital investment program for 2018, 2019, and 2020 is under review and will be tabled at the same time as Saint-Laurent's operating budget.

## Conclusion

This concludes our overview of 2016. Over the period, Saint-Laurent intensified its efforts to deliver significant achievements in 2017 such as the new Sports Complex. We are now setting our sights on the major projects outlined in our **2018-2021 Priority Plan** and the orientations defined in the five sectorial plans we recently adopted.

With Saint-Laurent's remarkable demographic growth over more than a decade, our community is in the midst of a wonderful era when creativity and daring are permitted in order to devise modern solutions to modern problems. How can we manage transit and waste for a growing population? How to encourage social blending? How to encourage the participation of residents and key stakeholders in democratic life? How to support economic dynamism in Saint-Laurent and consolidate its strategic position at the centre of the metropolitan region? These are just a few of the questions that drive us every day.

To rise to the expectations of our residents, we are bringing some major initiatives to the forefront that will make perfect sense with the arrival of the Réseau électrique métropolitain. Its six Saint-Laurent stations will connect hubs on our territory such as the Technoparc's Campus Saint-Laurent, and the future A-40 Station. This train will also enable our residents and workers to reach in a few minutes downtown Montréal or any another part of the island.

It's specifically with respect to this project – which focuses on the economic vitality of the entire region – that our teams have been working for several years to develop what we refer to as detailed planning sectors. With the same objective, we convinced the City to support the creation of a western aerospace hub representing 340,000 jobs. With equal fervour, we are working to finalize a project that is as ambitious as it is exemplary, namely the Éco-campus Hubert-Reeves, a state-of-the-art high-tech park, unique in Canada, intended for green and clean energies.

With Saint-Laurent's 125<sup>th</sup> Anniversary celebrations coming in 2018 – another engagement that is energizing us – we can all congratulate ourselves for our accomplishments! Saint-Laurent never ceases to transform and improve! It is therefore with pride that we are looking back, and with enthusiasm that we are embracing the future!

*I thank you for your attention, and I welcome you to contact us for more information about any of the topics in this document.*

