

# **Report on Saint-Laurent's Financial Situation for 2011**

**Translation of the report submitted to the Council of  
Saint-Laurent by the Mayor, Alan DeSousa, FCA,  
on Tuesday, September 4, 2012**

**Context**

The Charter of Ville de Montréal 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.

## **Introduction**

In accordance with the law, I am hereby tabling the Report on Saint-Laurent's Financial Situation for 2011. I will also take a few minutes to provide you with an overview of our Administration's achievements, a summary of projects currently underway, and our outlook for 2013.

As you will see, 2011 was a year of advancement in several major projects including the introduction of innovative and profitable initiatives for Saint-Laurent residents and all stakeholders in Saint-Laurent.

## Achievements of the Saint-Laurent Administration in 2011

### **Municipal affairs and administration**

Our first section pertains to Municipal affairs and administration with several projects aimed at enhancing our heritage. We organized a number of activities as part of the **Quartiers disparus** project. These included the exhibition entitled *Discovering past to present: At the heart of Vieux-Saint-Laurent* guided tours, and the memory clinic. The exhibition entitled **Digging up a piece of history**, about our first aqueduct, was also held.

The **Maison Robert-Bélanger** restoration project was given the green light. An initial archeological inventory was taken in order to properly structure the restoration of this historical gem to benefit our collective heritage.

Our efforts with regard to **universal accessibility** continued with additional work on our buildings including the installation of a sound and strobe light system in the Council Room. Furthermore, Saint-Laurent was the first borough to adhere to the new Politique municipale d'accessibilité universelle of Montréal.

We made sure to include residents in the democratic process by inviting them to attend **four public information sessions**. These sessions focused on compost collection, roadwork on Boulevard Sainte-Croix, the development of Parc Robert-Mitchell and the construction of a new transport centre.

Our **Citizens' Office** effectively rose to the challenge of managing the 10,000 additional calls generated by the abolition of the 311 service. In addition to having processed 60,000 requests in 2011, it participated on several central customer service committees. Also, as part of our quest to improve our service supply, our **Website** was completely overhauled to make browsing easier.

Backed by our expertise in **IT management tool development**, our applications with outreach potential were presented to other boroughs. An initial agreement was signed with the Borough of Ahuntsic-Cartierville with respect to the use of our bin management system.

Saint-Laurent also had the pleasure of receiving two distinctions. The first was the **Award of Excellence** presented by **ESRI Canada** for the GeoUSOL base, a graphic geopositioning system, and the second, the **Canadian Association of Municipal Administrators (CAMA) award** for our overhaul of the bylaw on the development of parking spaces based on sustainable development.

To continue to serve as a role model in **personnel management**, we signed a agreement on the implementation of conditions aimed at encouraging the success of employees-students under the terms of the Equi T-É program.

Our **Equal Opportunity Employment Program** generated excellent results regarding the equal representation of the four groups identified among our personnel, namely women, visible minorities, ethnic minorities and Aboriginals. Saint-Laurent achieved all of its objectives with the exception of hiring women for blue-collar positions. Our efforts nonetheless resulted in a 5% improvement in this variance. It is also important to underscore the fact that the representative rates for these groups in Saint-Laurent are all higher than those for Ville de Montréal as a whole, with 6.8% more employees representing visible minorities.

I would like to close with a note about the involvement of our personnel. A total of 228 donors, including 82 municipal employees, gave to the **blood drive** hosted by our Public works, and more than \$16,000 was collected for Centraide and the Red Cross during the **annual Saint-Laurent employee fundraising campaign**.

### **Culture, sports and recreation**

In culture, sports and recreation, our main achievement involved the ground-breaking for the **Bibliothèque du Boisé** in the summer. It is already possible to picture its design, which promises to be ultra-modern. With respect to our **Sports complex**, we signed an agreement with the Commission scolaire Marguerite-Bourgeoys for the acquisition of the land, and announced the winner of the architecture competition.

The **Bibliothèque du Vieux-Saint-Laurent** remained very popular with 314,159 visitors and 526,560 loans. Its animation activities attracted 9982 participants and its summer reading club attracted 6133 readers. Among the other highlights, we note the Coup-de-poing project with the teachers from the Commission scolaire Marguerite-Bourgeoys and the *Bibliothèque dans les parcs* program.

It is also important to mention the highly-anticipated opening of the **Salle Émile-Legault** in September. Despite the relocation of some shows during the work, the artistic and cultural activities featured in our **Cultural Season** attracted 22,124 participants.

One of the focal points in our service supply is the **Centre des loisirs**, which received close to 162,000 visitors, including 7205 for the CSSS flu vaccination

campaign and approximately 500 children per week for our summer and winter camps.

A significant increase was noted in our **recreation activities**, namely 14,570 compared with 12,286 in 2010. It is also important to mention the first edition of the **Rendez-vous de la jeunesse** with more than 150 stakeholders from community milieus, and the **Living together** project, which was a resounding success and reverberated far and wide. Produced in collaboration with several partners, including the Montreal Consortium for Human Rights Advocacy Training, it aimed to create intercultural solidarity between the Arab and Jewish communities.

Our partner committees also stood out with a **major increase in the number of registrations** for several activities including football, hockey and figure skating, as well as the participation of their athletes in **a number of major sports events**. The club Saint-Laurent Sélect also soared to new heights with a record number of 1665 participants in the Course Saint-Laurent.

This rise in the number of registrations coincides with the introduction of the new **Loisirs en ligne** simplified registration service. Accordingly, in December, 85% of the registrations for cultural and aquatic activities for the winter 2012 session were processed via the website. Also, investments in our parks totalled \$4.2 million. This enabled us to renovate the L'Archevêque, Alexis Nihon, Goulet and Gold parks, in addition to developing the brand new Parc Philippe-Laheurte as well as two green squares in the Bois-Franc sector.

### **Community development**

To begin the Community development section, we would first like to congratulate our **Ordre des Grands Laurentiens** winners. These awards acknowledge the exceptional contributions made by citizens, organizations and employees to the betterment of the community.

- **Municipal employee category:**  
Public works blood drive committee
- **Family award category:**  
Hodge-Place Benoit neighbourhood citizens' committee
- **Community organization category:**  
Ressources Jeunesse de Saint-Laurent
- **Citizens category:**  
Thérèse Deschâtelets

Cognizant of the importance of their mission, Saint-Laurent provided financial support of **\$730,600** to community, sports and cultural organizations based in Saint-Laurent in addition to providing additional encouragement for select

athletes. This included an amount of \$25,000 distributed among five projects proposed by the milieu as part of the Family and/or intercultural subsidies program. Moreover, the **Contrat de Ville** section on the fight against poverty and social marginalization backed by the Ville de Montréal and the Ministère de l'Emploi et de la Solidarité sociale supported 13 local projects by generating subsidies totalling \$261,778, compared with \$198,000 in 2010.

Our team with the Direction de la culture, des sports, des loisirs et du développement social provided support for 227 individuals living with difficulties compared with 149 in 2010. Furthermore, the second edition of the **Grand Bazar d'hiver** made it possible for one hundred families to receive warm clothing. During the year, the **Magasin-Partage de la rentrée** was held as a result of which 220 children received school supplies; the **Magasin-Partage de Noël** provided food for 328 families; and seasonal markets were organized in Parc Poirier, attracting 850 residents.

Approximately 700 students from the Enfant-Soleil and Henri-Beaulieu schools participated in the **Samedis ensoleillés** to learn how to socialize in a Francophone setting. With respect to services for individuals with motor or intellectual disabilities, 12 children took part in **Samedis accompagnés**, and 52 children participated in the summer camp integration program.

In terms of our priority intervention areas, we proposed an integrated urban revitalization project for the **Chameran belt**. This district has served as the venue for popular activities such as the **Lumières sur Chameran** walk, organized for Universal Children's Day. The expansion of the Parc Painter chalet made it possible to hold the Rythme à Chameran inclusion project and to set up a service point at the Youth Centre. A **Facebook page** was created for the centre and has already attracted more than 500 members.

We backed the integrated urban revitalization project for the **Hodge-Place Benoit** area with a \$65,000 investment to which Ville de Montréal added \$134,100.

Another highlight was the symbolic ground-breaking for the **Maison de l'enfance** in November. In addition to its mission to serve families, the structure is aiming for LEED certification and it plans to become an urban farming model.

Saint-Laurent participated in several thematic weeks including those spotlighting volunteer action and racism. During the latter, the **Intercultural Harmony Award** was presented to Mrs. Louise Chénard.

### **Economic development**

With respect to **economic development**, companies demonstrated tenacity and perseverance in response to the upheaval on world markets. The **total number of businesses in Saint-Laurent**, including retail outlets, increased by 76, climbing from 4817 in 2010 to 4893 in 2011. At the same time, the **number of**

**jobs** was 105,949 last year compared with 111,229 in 2010. This represents a decrease of 5280, which corresponds to an average between a decrease in the service and manufacturing industries and an increase in distribution and wholesale sectors. Nonetheless, wholesalers and manufacturers reacted wisely, wagering on investments in buildings and machinery in order to stimulate productivity, which is a generator of growth. Service companies expressed their willingness to forge ahead by increasing their investments in training by 30%.

It is important to keep these numbers relative with regard to the current decreasing trend in manufacturing in Québec, which has shrunk by 10% since 2002. Saint-Laurent is one of the last places in the province where manufacturing investments have been maintained in spite of the competition emanating from China and other emerging countries. Accordingly, companies in the manufacturing, wholesale-distribution and tertiary services industries invested **\$678 million** in 2011. This reflects a slight decrease of 1.5% over the past year caused by the unstable economic environment.

Optimism is mounting, with 2011 being productive in terms of **real estate transactions**. This demonstrates the trust entrepreneurs have in the Saint-Laurent business community. Among these, we mention the new buildings erected for EXFO, Air inuit, the STM Transport Centre and the Saint-Laurent Corporate Centre, the first industrial park in Canada to be composed of buildings striving for LEED certification. We also welcomed Bell at Hypertech and attended the official opening of the Montréal Eye Institute. This effervescence is expected to continue, since the value of building permits in the industrial sector increased from \$35.2 million in 2010 to \$60.8 million in 2011, which represents a 72% increase.

Last year, 527 companies benefitted from the initiatives of **Développement économique Saint-Laurent**, which helped to generate proceeds of **\$147 million** in addition to fostering the creation of 1214 jobs and allowing another 1730 to be maintained. The division's **Centre de gestion des déplacements**, whose mission is to promote the use of sustainable transportation among workers, served 35 clients, which is 8 more than in 2010.

The **PR@M-Industrie** program managed by the organization posted a sound performance. With the aim of accelerating real estate investments on the territory, it handed out subsidies totalling \$1.5 million, which should generate financial proceeds of \$30 million. Moreover, the merchants on Boulevard Décarie and Rue Poirier submitted 18 applications under the terms of the **PR@M-Commerce** program.

Finally, the **Centre local de développement** financed 15 businesses for a total of \$353,500 in direct investments, which generated \$2.9 million in spinoffs on the territory, for a total of 50 jobs created and another 21 jobs maintained.

## **Environment and sustainable development**

Numerous achievements are worthy of mention in the areas of environment and sustainable development. In December, we adopted our **2011-2015 Local Sustainable Development Plan**, which contains a new cultural component. Saint-Laurent was the first borough to introduce this initiative. Our activities also attracted the attention to Borough Hall, which earned Level 3 Certification in the **ICI ON RECYCLE!** program. We were the first establishment in the municipality of Montréal to receive this highest distinction.

In keeping with our **Urban Forestry Plan**, we proceeded with the first public tree planting event at Bassin de la Brunante to commemorate the arrival of new children in Saint-Laurent as part of the One child, one tree program. Furthermore, our Direction des travaux publics planted 341 trees, including 100 evergreens and flowering trees with a view to improving biodiversity on the territory. It also performed a sweeping screening operation to detect the **ash borer insect**, a threat we are handling with exceptional vigilance.

The enhancement of the **Parc Marcel-Laurin woodland** continued with the reconfiguration of 700 metres of trails and the planting of 941 trees and 589 shrubs representing a variety of species. Furthermore, 53,960 Nerprun plants, which constitute an invasive species, were removed.

Ten elementary schools participated in the eighth edition of the **Mon école écolo** program. This event enabled 1070 students to participate in 49 workshops including the planting of trees provided by GUEPE and a drawing contest combined with the third edition of our **Get your green on** campaign. Aimed at fighting heat islands, this campaign unfolded in the business community. Residents also participated in the beautification process with 873 of them registering for the **Maisons fleuries** contest which rewards the most attractive landscaping designs. To this we add the 327 shrubs and 50 tons of compost that were distributed to them in May.

The 2011 assessment of our **Residual Waste Management Plan** demonstrated that the public maintained its positive habits. In 2011, a 4% drop was noted in waste, and a 9% increase was noted in recyclable materials. Furthermore, the tonnage of **waste** dropped from 26,813 in 2010 to 25,771 in 2011, thereby corresponding to a 17% decrease compared to the 2004 reference year. The quantity of **recycled materials** increased from 6074 tons in 2010 to 6614 tons in 2011. Compared to 2004, this represents a 154% increase.

In the **compost** category, 1739 tons was collected in 2011. We note a drop of 8.3%, resulting from a lower volume of dead leaves with 987 tons collected compared with 1349 tons in 2010. As for **reusable large trash items** and **hazardous household waste**, both increased, the first by 10.4% with 1327 tons, and the second by 6.9% with 23 tons.

Among other achievements, 110 properties benefitted from our **Graffiti Removal Program**, 330 individuals were approached by the **Patrouille bleue**, which oversees water management, and the **Patrouille verte** approached 2182 individuals. The **Éco-quartier**, our partner in sustainable development, distributed 200 rainwater recovery barrels at its site, and 1065 recycling bags during door-to-door blitzes held at buildings containing 9 or more housing units.

### **Housing**

With respect to **housing**, residential development maintained its momentum as is demonstrated by the steady increase in the value of **construction permits** issued by Saint-Laurent over the years. 2011 was punctuated by a \$49.1 million increase over 2010, representing a 26.8% boost. The total value of permits issued in 2011 was \$232.6 million, including \$98.5 million on the residential front, \$60.8 for industries, and \$33.6 million for commercial entities.

This trend is continuing, because in 2011, our **Urban Planning Advisory Committee** approved the construction of 1162 housing units compared with 932 the previous year. Among the Committee highlights, we note the approval of four major expansion projects including IKEA, the impending LEED construction of a new daycare centre, and the extension of the École Montessori. We also note the addition of 50,000 m<sup>2</sup> of surface area in the industrial district, with the establishment of EXFO in the Technoparc.

With regard to **planning our territory**, we have taken great strides, including in the Thimens and Lucien-Thimens, Marcel-Laurin and Henri-Bourassa sectors, as well as on the Éco-Campus Hubert-Reeves, an innovative project that will generate tremendous benefits for our economy. For the latter, we participated in the analysis of the development concept, in the definition of standards, and in the attainment of non-contravention certification from the Ministère du Développement durable, de l'Environnement et des Parcs.

Our administration **also** adopted two major bylaws aimed at upholding the quality of the environment. The first targeted the erratic installation of **satellite dishes**. In 2011, 1021 of these antennae were monitored. The second bylaw aimed to add structure to the development of **basement apartments** in duplex and multiplex residential buildings.

We worked closely on writing the bylaw on the **protection of buildings against sewer back-ups and flooding**, which was adopted by Montréal in July, and pursued our action plan in this matter.

To conclude this section, we remember that the property located at 930, rue Gohier garnered an award during 2011 **Architectural Heritage Operation**. Congratulations to Mr. Ron Hébert.

## **Public security**

In terms of public security, our biggest accomplishment was the adoption of our **Emergency Plan**. The outcome of 14 months of effort by stakeholders, it meticulously outlines the responsibilities of each individual who is involved in the event of a disaster. We had the opportunity to put it into play during a **heatwave** in July, throughout which the hours of operation of four outdoor swimming pools and all of the water play areas were extended, and ten cooling stations were set up on the territory.

Two other projects attracted attention. The first, a **road safety campaign** around borough schools was carried out in collaboration with several partners. Then, we joined the **Jessica campaign** by introducing the installation of lateral protection devices on our heavy vehicles to increase pedestrian safety. We hope to encourage other municipalities and transport companies to follow suit.

Our **Urban Security Patrol** was particularly outstanding with the overhaul of several of its operating procedures and initiatives relating to patrol schedules, surveillance operations, and communication between patrols and municipal services. This translated into 7215 different interventions, including close to 1000 expulsions from the parks outside their operating hours, 300 surveillance interventions during the occupation of public places, and 170 verifications of potential hazards on the public roadway.

## **Transportation and public works**

As for transportation and public works, the implementation of the **Local Transportation Plan** continued with the extension of Boulevard Cavendish as well as a number of realizations including:

- The addition of 7.2 km in new bicycle paths, bringing our circuit to 22.2 km;
- Markings on the local road system including 250 pedestrian crossings and 1400 stop lines;
- Construction of a 280 metre sidewalk along Douglas-B. Floreani, offering workers improved access to public transit;
- The addition of curb extensions at nine school intersections;
- The reconfiguration of the Dutrisac/du Ruisseau intersection to make it safer.

With regard to traffic and parking, our teams processed 680 requests submitted by citizens, and began planning a **truck route plan** to ensure that roads are shared more equitably. In terms of **snow removal**, several new more ecological abrasives and melting agents were tested, and the use of recyclable Lexan panels was introduced for snow removal operation signage purposes.

In order to pursue the upgrade of our **municipal fleet**, our administration invested \$1.6 million in the purchase of 17 vehicles, most of which are hybrid, electric, or otherwise energy saving.

Also important to mention is the installation of a bulk urea distribution station serving 17 trucks equipped with diesel motors in accordance with the new EPA 2010 environmental standards. Having been selected by the auditor general for an analysis of our **rolling stock management practices**, we developed a number of tools and procedures in this respect. This included, among other things, the development of performance indicators and the installation of a software application that monitors the fleet's age.

Last year, Saint-Laurent invested **\$8.5 million** in its infrastructures. By adding together the contributions from Ville de Montréal and private developers, investments totalled **\$22.6 million**. Of this total, **\$2.7 million** was allocated for the maintenance of public buildings and **\$4.2 million** was invested in our parks and green spaces. Our roads system benefited from investments of **\$15.6 million**, including **\$10.3 million** by Saint-Laurent. Accordingly, our teams used 2915 metric tons of asphalt for its maintenance.

In addition to Boulevard Cavendish, the **major work projects** in 2011 included the continued repaving of the Décarie interchange and the replacement of the waterworks and sewer conduit on Avenue Sainte-Croix as well as on Cardinal, Barré and de la Sorbonne streets. Work was also carried out on major sections of Toupin and Henri-Bourassa boulevards. With regard to our **lead conduit replacement** project which was carried out with a number of partners, our team completed 30 replacements during its fourth year.

#### List of contracts valued at more than \$25,000

This completes the section about our achievements. Before moving on to the financial statements from last year, I would first like to run down the list of all contracts that were awarded valued at more than \$25,000. The reference period for these contracts ran from August 1, 2011 to July 31, 2012.

#### 2011 financial data

I would now like to present the main financial data for 2011. Once again, we were able to post a **management surplus** for the fiscal year ending December 31, 2011.

The budget allocation for 2011 was \$5,917,200 for revenues and \$69,152,000 for expenses, which totals a **net budget allocation of \$63,234,800**. \$529,500 of the available borough surplus was used to balance the 2011 budget.

A \$3,147,200 surplus over and above our revenue objective made it possible to absorb our operating deficit and claim a management surplus of **\$4,471,700** after adjustments. The latter includes, among other things, an amount of \$2,409,200 that was made available following the settlement of the Foster Wheeler case, a \$239,600 subsidy for the library, and a number of salary adjustments totalling \$223,000.

The following table outlines, for each activity, the differences between the original amended budget and the actual results for fiscal 2011:

**Statement of financial activities**

Fiscal year ended December 31, 2011

	(\$000)		
	2011	2011	2011
<b>Revenues and budget allocation</b>	<b>Original</b>	<b>Modified</b>	<b>Real</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Budget allocation	\$63,234.8	\$61,823.7	\$61,823.7
Revenues from local sources	\$5,387.7	\$7,519.6	\$8,534.9
Surplus allocation	\$529.5	\$529.5	\$529.5
Park fund allocation		\$146.9	\$146.9
<b>Total revenues</b>	<b>\$69,152.0</b>	<b>\$70,019.7</b>	<b>\$71,035.0</b>
<b>Expenses</b>			
General administration	\$10,470.3	\$9,709.9	\$9,338.5
Public security	\$1,184.8	\$1,203.7	\$1,163.0
Transport - municipal roads	\$8,799.4	\$8,773.6	\$8,485.5
Transport - snow removal	\$8,331.5	\$9,686.9	\$9,852.8
Transport - street lighting, parking and traffic	\$3,507.7	\$3,523.3	\$3,556.3
Local cleanliness	\$9,544.8	\$9,510.1	\$9,577.3
Health and well-being	\$1,106.5	\$2,199.1	\$2,091.6
Management, urban planning and development	\$3,888.5	\$3,933.2	\$3,836.1
Recreation and culture	\$22,320.5	\$21,479.9	\$21,467.1
<b>Total expenses</b>	<b>\$69,152.0</b>	<b>\$70,019.7</b>	<b>\$69,368.2</b>
<b>Surplus revenues over expenses</b>			<b>\$1,666.8</b>
<b>Surplus adjustments</b>			
Sale of assets			\$1.3
Library subsidy			\$239.6
Borough allocation for union leave			(\$68.2)
Salary adjustments			\$223.0
Foster Wheeler settlement			<u>\$2,409.2</u>
<b>2011 management surplus</b>			<u><b>\$4,471.7</b></u>

### **2011, 2012 and 2013 Three-Year Capital Asset Program**

Under the terms of the Three Year Capital Asset Program, in 2011 we made investments totalling \$14.2 million. Here are a few examples:

- \$3.3 million for the new library construction project
- \$1.2 million the sports complex construction project
- \$0.5 million for the continuation of work to upgrade the chalets in Painter, Noël-Nord and Chamberland parks
- \$1.3 million for the renovation of parks, including Alexis-Nihon and Gold
- \$1.2 million for the ongoing development work in Parc Philippe-Laheurte
- \$2.1 million for repairs to paving, sidewalks, and collector lanes
- \$2.1 million for vehicle replacement program

<h2>Overview of 2012</h2>
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### **Preliminary indications for the 2012 financial statements**

The Borough intends to be able to comply with the expense budget of \$72,440,800 following various adjustments and constraints, as well as with the revenue objective from local sources, totalling \$6,635,700.

### **Projects in progress**

If we take a look at 2012, Saint-Laurent is pursuing the realization of its major orientations:

- Construction of the Bibliothèque du Boisé and the Sports complex
- Restoration of Maison Robert-Bélanger
- Introduction of an environmental management system
- Addition of 10 kilometres to the bicycle path circuit
- Introduction of a truck route
- Implementation of two “green neighbourhoods”
- Pursuit of development projects related to the detailed planning sectors
- Pursuit of the implementation of the Éco-campus Hubert-Reeves
- Continued maintenance and development of our road infrastructures with investments of \$25.2 million in 2012

- Continued maintenance of our parks and green spaces with investments of \$9.3 million in 2012

**2012, 2013 and 2014 Three-Year Capital Asset Program**

The Three-Year Capital Asset Program for 2012, 2013 and 2014 represents a \$24.1 million loan that will be covered by taxpayer contributions.

For fiscal 2012, a total of \$30.5 million is expected to be invested in the Borough, which includes an original budget of \$12.1 million, and unspent balance that was committed in 2011 totalling \$18.4 million, and corporate budgetary transfers totalling \$6.5 million.

The following are the major projects included in the Three-Year Capital Asset Program in 2012:

<b>Three-Year Capital Asset Program 2012</b>	<b>Budget</b>
Repairs to commercial arteries, sidewalks, roadways as well as measures arising from the Transportation Plan	\$3.9 million
Vehicle replacement program	\$1 million
Energy savings program at Arena Raymond-Bourque	\$1.7 million
Development of Parc Philippe-Laheurte	\$1.3 million
Renovation of the Beudet, Gariépy and Poirier parks	\$2.3 million
Development of Lac E in the Bois-Franc District	\$3.2 million
Development of parks in the Challenger Ouest sector	\$1.3 million
Development of a green strip along Boulevard Thimens	\$0.2 million
Continuation of the new library construction project	\$9.3 million
Continuation of the sports complex construction project	\$6.2 million

**Outlook for 2013**

**General budget orientation**

In anticipation of 2013, our administration is working to prepare a budget that will enable us to pursue the rollout of our major projects, to stimulate the Saint-Laurent economy, to continue to provide high quality services for residents and to effectively support our teams in order for the excellent working relationships we maintain with them to prevail.

For the latter objective, we are focusing among other things, on health and safety as well as on training. This is a very wise investment since it is our employees who, because of their dedication, are responsible for the quality of life we offer our population.

### **2013, 2014 and 2015 Three-Year Capital Asset Program**

The 2013, 2014 and 2015 Three-Year Capital Asset Program represents a loan that will be covered by taxpayer contributions totalling \$21.6 million, representing gross investments of \$71 million over 3 years.

Among other things, it will include \$4.6 million to complete the construction of the new library, \$43.2 million for the sports complex and \$5.8 million for the development of new parks in the Bois-Franc and Nouveau Saint-Laurent districts.

<h3>Conclusion</h3>
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This completes our overview of 2011. The achievements of our administration and our sound financial management once again attest to our dedication to offering Saint-Laurent residents an excellent service supply and to preserving the quality of our environment.

For this to happen, we will work on all fronts in keeping with the four spheres of sustainable development, namely environment, economy, social and culture, without failing to actively support initiatives from the socio-cultural milieu and the business community.

Furthermore, we will maintain our close collaboration with Ville de Montréal through our participation in major orientations, and well as in the review of the financing process for all boroughs – an exercise that is already in progress and whose objective is to liberate enough fiscal clearance to be able to complete all of our projects.

*Thank you for your attention, and please do not hesitate to contact us for more information about any of the topics covered in this document.*