

Report on Saint-Laurent's Financial Situation for 2014



Achievements of Saint-Laurent's Administration in 2014

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 2014. I will also provide an overview of our administration's achievements, a summary of projects currently under way, and our outlook for 2016.

For our administration, 2014 was a year marked by the convergence of our major orientations aiming to stimulate our economic development and support our demographic growth.

Translation of report submitted to Saint-Laurent Council by the Mayor, Alan DeSousa, FCPA, FCA, on September 1, 2015.

Municipal affairs and administration

Let's begin with the Municipal Affairs and Administration section by recalling that in 2014, Saint-Laurent achieved the symbolic milestone of 100,000 residents, celebrated with the **We have grown together** campaign.

100 000



Also, in March, Saint-Laurent's administration adopted its **2014-2017 Priority Plan**. The result of an intense thought process by our teams, it features stimulating and innovative projects that are adapted to our reality with respect to sustainable development, smart communities, and land planning. Several internal projects also aim to improve the performance of municipal operations by taking population growth into account.

From this perspective, in March, Council approved an **Integrated Documents Management (IDM)** project under which all of the Borough's documents can be efficiently, beneficially, and securely managed. In April, Council approved an Architectural Implementation and Integration Plan for the construction of a new **elementary school** in the Nouveau Saint-Laurent sector. Located on Rue Claude-Henri-Grignon, this institution will accommodate 700 students in addition to striving for LEED certification.

A testament to our focus on efficiency, the team at the **Citizens' Office** processed a total of 67,265 requests in 2014. These included **345 permits for cats, and 1627 for dogs**. Also with respect to animal management, a second **microchipping** clinic was held, equipping 50 dogs and 17 cats.

Last year, Saint-Laurent received several awards, including four for the **Bibliothèque du Boisé**. For this establishment, we garnered the 2014 Canadian Green Building Award presented by SAB Magazine and the Canada Green Building Council, the Grand Prix du design from Agence PID, as well as two international distinctions including the PMI Award for Project Excellence from the Project Management Institute and an ArchiZinc Trophy from VMZINC. We also received an honourable mention from the Canadian Federation of Municipalities for our **light-emitting diode street-light** project on Alexis-Nihon and Toupin boulevards under the Green Communities Awards.

Our second **Saint-Laurent in Motion** tourist season was a resounding success. It culminated with the September launch of a video screening on the façade of the Bibliothèque du Boisé. Moreover, our efforts



to preserve our heritage led to the production of a construction, renovation and landscaping guide for the **Norvick sector**, which is in fact the subject of a statement of heritage interest.

Our **Equal Access Employment Program** achieved its objectives for ensuring the fair representation of specific groups among its personnel. Compared with the Montréal average, women represented 43% of new hires versus 38%, visible minorities represented 21% versus 11%, and ethnic minorities represented 11% versus 5%. In terms of occupational health and safety, the Borough recorded a 34% plunge in workplace accidents. This was largely due to the prevention efforts of employees and management.

The involvement of municipal employees resulted in 195 donors attending the **blood drive hosted by Public Works**. In addition, employees also raised a total of \$16,248.80 during the **in-house fundraising campaign** held to benefit charities. Among other things, the funds raised included weekly payroll contributions totalling \$2132 for the Red Cross and \$6747 for Centraide. In September, employees raised more than \$700 for the ALS Society. Also noteworthy, employee participation in **Car-Free Day** resulted in the Borough being included among the winners for the second year in a row.

In 2014, the team working with the **Auditor General** for Montréal conducted a number of audits under the terms of which the boroughs were required to provide information. These data mainly pertained to the security of IT systems and financial contributions to agencies. Saint-Laurent was also selected for other two audits. The first related to executive agreements negotiated by the Direction de l'approvisionnement de Montréal, which foster economies of scale by pooling the needs of the boroughs and central services. The recommendations made to our administration during this exercise included ensuring the effective circulation and optimal implementation of these agreements. The second audit related to inventory management, and focused mainly on building mechanics, street lighting, parks and green spaces, and roads. Although the Borough is already functioning with the administrative guidelines introduced by the Service des finances de Montréal, it is committed to optimizing its control measures and inventory monitoring efforts.

With respect to major issues, our administration voiced its opinion on the **Land Use Planning and Development Plan for the Agglomeration of Montréal**, including the **western aerospace hub** development project and the creation of an east-west rail link. In August, Council adopted a resolution asking the Régie du bâtiment du Québec to accelerate the development of its guide on the **inclusion of green roofs** in the design of select buildings so that the Borough can achieve its objectives for urban vegetation.

Residents were invited to participate in the **democratic process** by sharing their views on a number of topics including the drive-through service in April, organic waste collection in May, social development and smart cities at two citizen forums in September, and the green corridor eco-territory at Ruisseau Bertrand in November.

Culture, sports and recreation

With respect to culture, sports and recreation, construction of the **sports complex** continued throughout 2014 with project completion reaching the halfway point.



Our two libraries continued to shine, maintaining the momentum of the tremendous 33% leap in the number of loans in 2013. Last year, the libraries hosted 603,943 visitors and issued **1,028,546 loans** to members from Saint-Laurent and the entire Montréal library network. Interesting to note, in June, the **Bibliothèque du Boisé** held a book launch for **La bibliothèque magique**, a story conjured up by a class at École Jean-Grou. In July, the establishment celebrated its first anniversary in style.

Our **cultural program** sustained momentum with 25,275 spectators for the year versus 23,664 in 2013. Moreover, five cultural mediation projects produced with the school milieu drew 1046 participants.

Our **recreation and sports activities** remained popular with 14,702 registrations versus 14,607 in 2013. Among these were 2085 registrations for the preschool, youth and adult workshops, and 3783 day camp registrations. More than 2330 runners participated in the **Course Saint-Laurent**, and three new records were set. The corporate and school challenges respectively attracted 230 and 550 participants.

Saint-Laurent's youth clearly benefited from the activities organized for them. The **Ados de St-Lo** program registered 2297 members and the Centre des ados, 260. Also, the fifth edition of **DéfilArt**, which melds fashion with urban arts, spotlighted 68 teens to a crowd of 200 spectators.

A few innovations were noteworthy, for instance the **Passeport de la semaine de relâche**, with 1818 participants; the very first **Arts Career Fair**; and the **Féerie d'hiver**, which now spans three days.

Among the other highlights, we recall that the **Centre des loisirs** celebrated its 20th Anniversary in September with a variety of activities. In October, the **artificial soccer and football field** was inaugurated at Collège Vanier, and the **mural** depicting the theme of harmony and peace in front of Parc Beaudet was unveiled.

Park renovations continued at a total cost of \$3.9 million. Alexis-Nihon, Gohier, Hartenstein, Marlborough, Painter, Philippe-Laheurte and Saint-Laurent parks all benefitted. Furthermore, a new park, namely Parc Henri-Thomas-Scott, was officially inaugurated in October.

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.

- **Municipal employee category:**
Mrs. France Goyette
- **Family award category:**
The urban sugar shack
- **Community organization category:**
The Centre communautaire Bon Courage
- **Citizens category**
Mr. Michel Cohen

Saint-Laurent set aside a budget of **\$767,800** to support community, sports, and cultural organizations, as well as athletes residing in the borough. This included the sum of \$19,713 divided among four local undertakings through the **Family and/or intercultural initiatives program**. Under the administrative agreement between the City of Montréal and Québec's ministry of employment and social solidarity pertaining to the **fight against poverty and social exclusion**, a total of \$242,374 in subsidies was granted to 13 local projects. To this, we add administrative and logistical support for agencies, as well as the loan of facilities, with an estimated value of several hundreds of thousands of dollars. In addition, our Direction de la culture, des sports et du développement social provided support for 129 persons in difficulty.



The **Magasin-partage de la rentrée** provided school supplies for 263 children. The **Épicerie de Noël** provided assistance for 420 families, thanks, among other things, to \$8000 in Borough support and the contributions of municipal employees.

The **Samedis ensoleillés** socialization program in a French-language environment reached out to 3439 young participants. With respect to services for persons with reduced motor skills or intellectual disabilities, 11 children took part in the **Samedis accompagnés program** and 62 participated in the **summer camp integration program**. In May, the **Preschool Centre** unveiled its new program. After increasing its offering from 15 to 25 workshops, it attracted 417 children and 146 parents.

The integrated urban revitalization initiative in the Chameran-Lebeau sector continued. A great turnout of residents participated in the many organized activities, including the **Fête de Chameran** in August and the **Lumières sur Chameran** walk in November. A pilot project was rolled out with Altergo to create the first ever universally accessible event. Along the same lines, an **area for children aged 5 and under** was indefinitely incorporated into public events held by the Borough. Also noteworthy is the fact that Saint-Laurent renewed its **Child-Friendly Municipality** certification.

In May, the **Bilan de situation en développement social de Saint-Laurent**, or overview of the Borough's situation in terms of social development, was unveiled. In relation to this initiative, Saint-Laurent's administration is working with several partners to develop an action plan that strives to consistently improve the milieu as well as the quality of life enjoyed both individually and collectively.

Several contracts were awarded under the **Senior Friendly Municipality** initiative, including one aimed at improving the visibility of the street signs on Marcel-Laurin and de la Côte-Vertu boulevards.

And, as always, Saint-Laurent participated in several theme weeks that had a rallying effect on the community, including **Action Week against Racism**. The **Prix de l'harmonie interculturelle** was awarded to Carole Choronzey for her work with new immigrants.

Economic development

In terms of economic development, in 2014, the **number of businesses** shrank by slightly more than 2%, for a total of 4474 versus 4578 in 2013. The number of jobs also fell by 3.4%, dropping from 108,678 to 105,025.

As for **foreign subsidiaries**, the number of jobs these represented plunged by more than 11%, sliding from 18,946 to 16,923. This situation impacted development with investments falling by 37%, specifically from \$186 million in 2013 to \$116 million in 2014.

These results were fortunately tempered with the good news of the arrival of new Michaels and Walmart locations, and of companies including Lanctôt, Saputo Dairy Products Canada, and Lufthansa Technik. Groupe Aldo announced a major investment of \$363 million to create 400 jobs over five years. Additionally, the year 2015 got off to a tremendous start with the arrivals of **Inocor Technologies Inc.** and **Green Cross Biotherapeutics**. And we must not forget the ground-breaking for the new **Ericsson** research and development centre, which will accommodate 1700 employees in 2016.

Last year, **Développement économique Saint-Laurent** visited 712 businesses. Its efforts led to the creation of 990 jobs and the preservation of another 4767, in addition to generating more than **\$361 million** in investments. It should be noted

that investments across the territory totalled **\$636 million**. Further to Groupe Aldo, the biggest projects in 2014 were rolled out by Saputo Dairy Products Canada and Grass Valley.

The **Centre de gestion des déplacements**, whose mission is to promote sustainable transport among commuters, approached a new clientele, namely real-estate managers. The Centre educated more than **144,000 employees about sustainable transport** by means of booths, visits, and other activities. In 2014, the participation of businesses in its programs represented **9.1 million kilometres** not otherwise covered.

In 2014, the **Centre local de développement Centre-Ouest** processed 122 contractor files. Of these, 15 projects were approved, representing a total of \$610,000 in loans and subsidies, and generating investments of more than \$2.6 million.

Driven by the success of the first digital economy centre in Saint-Laurent, **Technohub** opened a new location at 1500, rue du Collège.



In July, Council authorized the issue of a public call for tenders for the completion of road infrastructures of Boulevard Alfred-Nobel in the **Éco-campus Hubert-Reeves** development. Back in the spring, the project was visited by an **important Chinese delegation** specializing in clean technologies.

Environment and sustainable development

With regard to the environment and sustainable development, in June, Saint-Laurent renewed its **ISO 14001** certification and in October its **Ici on recycle** certification for Borough Hall from Recyc-Québec.

Under the terms of our **Urban Forestry Plan**, the One Child, One Tree program resulted in 30 trees being planted in Parc Marcel-Laurin. Furthermore, in order to preserve biodiversity, our Public Works department planted 528 trees comprising 32 different species in addition to carrying out 14,574 maintenance operations.

Saint-Laurent's administration continued its efforts to fight against the **emerald ash borer** by treating 1228 trees on public land and handling 1797 requests to collect branches. An information booth was set up at the Centre des loisirs in April. Our pruners identified 417 ash trees on private property and 167 in the industrial district. Their owners were advised to treat their trees by contacting a reputable firm selected following a public call for tenders.

Among our awareness initiatives, several activities were held in May during our second **Biodiversity Week**. For example, a full day on the theme was organized at the Bibliothèque du Boisé.

The **Mon école écolo** school environmental awareness program reached out to 1800 students by introducing them to a LEED-certified building. Furthermore, 595 residents registered for the **Maisons fleuries** contest held to reward the best landscaping arrangements. The **annual compost**

distribution in May attracted 365 residents, and 300 shrubs were handed out. Approximately 70 volunteers participated in the **Marcel-Laurin woodland spring cleaning blitz**, gathering 1620 litres of trash and 900 litres of recyclables. The same venue hosted the fifth edition of **The Monarch Odyssey activity** presented by the Montréal Insectarium.

In June, the **Fête AlterAuto** was held, and for the very first time, private sector employees were invited to join their Borough counterparts. Approximately 300 participants gathered in Parc Marcel-Laurin to celebrate sustainable transport. The second edition of the **Park(ing) Day** awareness activity on the use of parking lots was held in the fall with the Éco-quartier, Développement économique Saint-Laurent and the Bibliothèque du Vieux-Saint-Laurent.

The scorecard for our **Residual Waste Management Plan** indicates that Saint-Laurent residents sustained healthy participation. Accordingly, a 1.8% drop was reported in the volume of **trash** collected, which was trimmed from 26,230 tons in 2013 to 25,753 tons in 2014. **Green waste** collection increased by 0.5%, and was reported at 2210 tons over 2198 the previous year. **Hazardous household waste** collection soared by 171% with 40.1 tons collected versus 14.8 tons the previous year. Nonetheless, with 6365 tons collected compared to 6637, **recyclable materials** collected fell by 4.2%. Similarly, the collection of **recoverable large trash items** dropped by 2.1%, reported at 1338 tons versus 1367 tons the previous year.

Important to note, **31,110 paper bags** were handed out for the green waste and dead leaf collections, and our Environment department processed 14,051 requests. Furthermore, 186 properties benefited from the **Graffiti Removal Program**, down from 207 in 2013. The **Blue Patrol**, responsible for water management, worked with 264 residents, while the **Green patrol** worked with 650. Our teams also carried out 156 interventions under the **Bylaw on the needless idling of engines**. The **Éco-quartier**, our partner in sustainable development, held 70 interactive activities that were met by a turnout of 2368 participants.



In April, Saint-Laurent installed **electric charging stations** in two of its municipal parking lots, making it the first Montréal borough to move forward with such an initiative. In the fall, we also opened the first **green parking facility** in Montréal, specifically the Ouimet Sud parking lot.

In June, the City awarded a contract for the construction of its eighth **écocentre**, which will be located in Saint-Laurent. Work on this building, which is striving for Gold LEED certification, is under way.

To conclude, in 2014, Saint-Laurent began major renovations to its urban lighting system by introducing **light-emitting diodes**. Carried out in collaboration with Hydro-Québec, this innovative project will involve 1400 streetlights, and its specific aim is to save energy.

Housing

With respect to housing, last year, the total value of construction permits was \$166.1 million compared with \$170.2 million in 2013. Nonetheless, housing starts were strong, with projects totalling \$80.6 million versus \$34.7 million in 2013. At this stage, we can already confirm that the 2014 slowdown is behind us because as at July 31, 2015, the total for the year to date, valued at \$167.2 million, already exceeded the overall total for 2014.

In 2014, the **Advisory Committee on Planning** recommended the construction of 375 housing units, including 274 condominiums. It also held a special meeting on the first projects under Phase 4 in Bois-Franc, which will comprise 2800 housing units together with the TOD sector, in addition to being included in the future terminal sector. Among other highlights, we note that the Committee handled the construction project for the new **Hospira head office**, which is also striving for LEED certification.

In order to preserve the **quality of the environment**, the Direction de l'aménagement urbain et des services aux entreprises proceeded with several amendments to the Zoning Bylaw. These amendments focused on, among other things, standards for donation boxes, warehouse sales, billboards, and auto services. Furthermore, as part of its **revision process**, it began to restructure its teams. For example, interim positions were created to shorten delays in inspections and select permit issues.

Along the same lines, in 2014, the Borough forged a partnership with the City's Direction de l'habitation in the matter of the **Norgate-Renaissance complex** and the associated security and cleanliness concerns. Several steps have been completed and the work is ongoing in collaboration with other municipal departments and public organizations.



I also have the pleasure of mentioning that the property at 876, place Decelles stood out during the 2014 **Architectural Heritage Campaign**. Congratulations to Mr. Peter John Legendyk.

Public security

In terms of public security, concrete actions on the territory by the **Urban Security Patrol** resulted in a 19% drop in incidents requiring intervention. Of a total of 4205 interventions, 673 were on public streets, 345 involved animals, 246 involved public buildings, and 236 related to trash.

Further to supervising approximately thirty special events and collaborating on the security aspects of revitalization initiatives in the Chameran and Hodge/Place-Benoit sectors, the Patrol also once again participated in the **Changement d'heure, changement de pile** campaign. Along with the patrol, the team from the SIM inspected 416 smoke detectors. We note also that the patrol vehicles are now equipped with automated external defibrillators.

To segue into our next section, Saint-Laurent pursued its involvement in the **Campagne Jessica** by equipping eight new vehicles with lateral bars to protect cyclists and pedestrians. Moreover, 27 vehicles were equipped with back-up cameras. Our initiative inspired the Ville de Montréal, which invested \$2.5 million to secure its fleet in 2014.

Transport and public works



With regard to transport and public works, Saint-Laurent completed several actions outlined in its **Local Transportation Plan** and in its **Plan de déplacement scolaire** tabled by Vélo Québec in 2013:

- Development of 8 km of new bicycle paths.
- Installation of 100 speed bumps for the summer.
- Installation of 100 bollards along the bicycle paths.
- Installation of 75 street markers to facilitate traffic flow.
- Awarding of a contract for the installation of flashing school crossing signals on Marcel-Laurin and Henri-Bourassa boulevards.
- Reconfiguration of three school loading zones.

Saint-Laurent has continued its efforts to make its **snow removal operations** more environmentally friendly and efficient. Accordingly, its teams began testing equipment designed to adjust the quantities of melting agents used according to weather conditions.

Last year, investments in **local repairs to roadways, sidewalks, and curbs** totalled \$1.3 million for the Borough, and \$2.4 million for the Ville de Montréal. The Borough and the City injected a total of \$11.8 million into repair projects also comprising the restoration or reconstruction of water and sewer conduits. The main sites were located on de la Sorbonne, Barré, Crevier, Rochon and Saint-Germain streets.

The City also reached 40% completion of the Rue Percival-Reid extension. This represented a \$1.7 million investment out of the \$3.9 million budget allocated for the two-year project.

Developers invested \$3.3 million in the **development of streets in new sectors** including Bois-Franc, Challenger Ouest and domaine Leduc.

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

This concludes the section about our achievements. Before moving on to the financial statements from last year, I would first like to present a list of all contracts that were awarded and valued at more than \$25,000. The reference period for these contracts ran from August 1, 2014 to July 31, 2015.

Financial data for 2014

Let's now look at last year's main financial data. The **budgetary allocation** for fiscal 2014 stood at \$7,913,700 for income and \$78,416,200 for expenses. This corresponds to a budgetary envelope of \$60,303,900 allocated by the City, to which were added tax room and local tax totalling \$10,198,600.

Thanks to tight management practices, savings were generated in several budget positions, allowing us to generate an operating surplus of \$2.9 M, in spite of a \$2.1 M income deficit before surplus adjustments.

For each activity, the following table highlights the differences between the original amended budget and the actual results for fiscal 2014.

Statement of financial activities

Fiscal year ended December 31, 2014

	Original budget	Amended budget	Real
REVENUES AND BUDGET ALLOCATION			
Ville de Montréal budgetary envelope	\$60,303,900	\$59,112,600	\$59,112,600
Tax room and local tax	\$10,198,600	\$10,198,600	\$10,198,600
Revenues from local sources	\$7,913,700	\$8,628,400	\$6,524,000
Allocation of surplus and park fund		\$1,068,500	\$1,068,500
Total from fees and local revenue	\$78,416,200	\$79,008,100	\$76,903,700
EXPENSES			
General administration	\$10,832,300	\$10,639,400	\$9,538,500
Public security	\$1,325,600	\$1,389,300	\$1,379,500
Transport – municipal roads	\$9,297,700	\$9,337,900	\$9,288,400
Transport – snow removal	\$8,547,200	\$8,498,500	\$7,546,400
Transport – street lighting, parking, and traffic	\$3,807,800	\$3,990,300	\$3,987,400
Environmental health	\$9,583,000	\$9,535,500	\$9,358,700
Health and wellbeing	\$1,163,100	\$1,175,900	\$1,179,500
Management, urban planning, and development	\$4,814,700	\$5,482,800	\$4,761,000
Recreation and culture	\$29,044,800	\$28,958,500	\$27,021,000
Total expenses	\$78,416,200	\$79,008,100	\$74,060,400
EXCESS OF EXPENSES OVER INCOME			\$2,843,300
Surplus adjustments			
Subsidy – Library and adjustment			\$316,600
Various salary adjustments			-\$364,300
Various adjustments – other expense categories			\$150,700
2014 management surplus			\$2,946,300

Three-year capital investment program for 2014, 2015 and 2016

Under the terms of the three-year capital investment program for 2014, 2015 and 2016, we made gross investments in 2014 totalling \$35.8 million. Here are a few examples:

Three-year capital investment program 2014	Budget
Infrastructure work in the new residential sectors	\$3.6 million
Sports complex construction project	\$21.2 million
Renovations at various parks, including the resurfacing of the tennis and basketball courts	\$1.4 million
Development of green spaces in the Bois-Franc and Nouveau Saint-Laurent sectors	\$0.8 million
Development of Parc Philippe-Laheurte	\$0.5 million
Repairs to roadways, sidewalks, and feeder roads	\$4 million
Vehicle replacement program	\$1.4 million
Extension of Rue Percival-Reid	\$1.5 million

Outlook for 2015

Preliminary indications regarding the financial statements for 2015

With respect to preliminary indications regarding the financial statements for 2015, the current situation is favourable. Results, however, will depend in large part on the amount of precipitation that falls in the autumn, the last three years having had their share of surprises in this regard.

Projects currently under way

In terms of projects for 2015, other than those described in its three-year capital investment program, the Saint-Laurent's administration is moving forward with the following:

- Construction and start-up of the sports complex.
- Development of the Éco-campus Hubert-Reeves.
- Development of the western aerospace hub.
- Addition of 6 km of bicycle paths.
- Continued actions against the emerald ash borer.
- Update of the Local Transportation Plan.
- Preparation for 375th Anniversary celebrations.
- Launch of the organic waste collection.

Three-year capital investment program for 2015, 2016 and 2017

The three-year capital-investment program for 2015, 2016 and 2017 represents a taxpayer funded loan of \$29.2 million.

For the current year, a total of \$40.2 million will need to be invested. This amount covers an original budget of \$9.9 million, an unspent balance from 2014 of \$30.1 million, including \$14.2 million from the Ville de Montréal*.

The key projects for 2015 three-year capital investment program:

	Budget
Repairs to sidewalks and roadways, and measures flowing from the Local Transportation Plan	\$3.9 million
Vehicle replacement program	\$1.9 million
Replacement of roofs, air-conditioning/heating and other systems in various buildings	\$1.6 million
Renovations to Parc Philippe-Laheurte	\$0.9 million
Development of parks, chalets, and swimming pools	\$4.2 million
Development of parks and green spaces in the Bois-Franc and Nouveau Saint-Laurent sectors	\$3.5 million
Continuation of construction on the sports complex	\$9.3 million
Extension of Rue Percival-Reid*	\$3.1 million
Development of Ruisseau Bertrand and the Éco-campus Hubert-Reeves*	\$10.9 million
Upgrading of lighting fixtures	\$0.6 million

Outlook for 2016

General orientation of the budget

Saint-Laurent is preparing a balanced budget for 2016 that will have to take several constraints into account. The budget will have to follow new parameters for Borough refinancing with the repatriation of Borough authorities to benefit the City, notably with respect to snow removal, and to the requirements of the Five-Year Workforce Plan.

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

The three-year capital investment program for 2016, 2017 and 2018 will represent a taxpayer funded loan of \$28.9 million over three years.

Conclusion

This concludes our overview of 2014. As is true for any fiscal year following municipal elections, the year had its share of twists and turns, but also brought forth a new vision that will help us improve our methods.

Saint-Laurent's administration seized the opportunity to participate in the consultations and decision-making processes by exposing the key issues relating to its economic development and demographic growth.

Accordingly, all of our major urban projects and orientations strive to restore the economy to its wonted state so as to develop employment hubs and provide quality services for our residents and for new families that choose to settle in Saint-Laurent.

We are also continuing to include the principles of sustainable development in all of our decisions, whether relating to residual waste management, new real estate project developments, the revitalization of underprivileged sectors, and access to public transit.

With the adoption of our 2014-2017 priorities, my colleagues on Council and I have affirmed our intent to make Saint-Laurent a community that is active, attractive, responsible, and innovative in such a way that benefits each and every resident.

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

