



REPORT on Saint-Laurent's FINANCIAL SITUATION in 2009

ACHIEVEMENTS OF SAINT-LAURENT'S ADMINISTRATION IN 2009

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



Submitted to Saint-Laurent Borough Council by the Mayor, Alan DeSousa, FCA, on October 5, 2010

In accordance with the law, I am hereby tabling the Report on Saint-Laurent's Financial Situation for 2009. 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 an outlook for 2011.

As you will find, 2009 was a year of challenges, as well as one of major accomplishments. Despite the difficult economic environment, the Administration of Saint-Laurent stayed firmly in the saddle and delivered all projects that were planned, and even more, all the while respecting the directional pathways that guide its actions.

Municipal affairs and administration

Let's begin the presentation of our achievements with the section on municipal affairs and administration, where we can highlight several accomplishments of the Human Resources Department.

In its 2009 report on its **Employment Equity Program**, Human Resources revealed that the four designated groups—women, visible minorities, persons with disabilities and Aboriginal persons—are well represented within Saint-Laurent's employee body in each of the employment categories, with the exception of women in blue-collar positions. The Human Resources Department took account of this gap in many of its activities, which included an open-house day in November to which students from the Émile-Legault building were invited to the Municipal Workshops. One of the goals of this event was to raise young girls' awareness of so-called non-traditional professions.

We also had the pleasure of closing the year without having had any interventions from CSST inspectors and of seeing our 2009 Prevention Plan honoured as a finalist for a **Prix Innovation en SST**, awarded by Québec's occupational health and safety board (Commission de la santé et sécurité du travail).

For their part, our municipal employees continued with their involvement in the community. The Public Works blood drive drew **289 donors** and the **Saint-Laurent employees' annual fundraising campaign** raised a record \$21,952.53 in November, with the money donated to five charity organizations. In addition, the Magasin-partage de Noël Christmas drive, which in the fall of 2009 replaced the Christmas Basket campaign, enabled 350 families to receive a food basket for the holiday season.

Our **Citizens' Office**, where many of our front-line employees work, demonstrated once again what a precious resource it is. There's no better proof of this than the fact that its service agents handled **65,000** requests from borough citizens. The Citizens' Office team also continued to take part in the process to improve and standardize the approach to customer service with its Table

de concertation (issues table) involving other departments.

In the aim of offering continually more effective services to the people of Saint-Laurent, our Administration pursued the implementation of its **geomatics system** by putting into service several new computer tools. These include **GéoUSOL**, an urban management system, and **GoSaintLaurent**, a display system for municipal assets. In the aim of harmonizing our management practices with the other boroughs, we also implemented several corporate systems, including **SIGNALEC**, a road signage system, and **ARBRES**, which is used to monitor trees across the Borough's territory.

Culture, sports and leisure

In the area of culture, sports and leisure, our major project, the **construction of a new library**, made significant headway with the holding of an architectural competition, which produced the project chosen last February. As we await the opening of the new building in 2012, meanwhile, the existing library continues to be as popular as ever: the library recorded 540,731 loans in 2009, an increase of 7,022 over one year, and 329,694 visits, 33,421 more than in 2009.

In tandem with the new library, Saint-Laurent is also planning to build a new **multipurpose sports complex**. In September, we were pleased to announce that the governments of Canada and Quebec were contributing a total of \$23.4 million to the project. The new building will offer a more comprehensive range of fitness and leisure activities in a healthy environment.

Also worth noting is the expected announcement in September regarding **renovations to the Salle Émile-Legault**. The renovations will allow us to enhance the quality of productions presented at the facility, improve the comfort of audiences, and also improve universal access to the facility—all in the spirit of sustainable development.

As you know, over the last few years we have been **making major investments in our parks** in order to make Saint-Laurent a destination of choice for families. Work in our parks continued in 2009 with, last spring, the refurbishing of the water play areas in Parc Beaulac as well as

renovations to the Des Outardes square, in the Bois-Franc district, and another square on Rue Khalil-Gibran. In the fall, the Borough began other renovation work in Houde, Noël-Nord, Noël-Sud, Harris, Chamberland, Painter, Alexis-Nihon and Caron parks, including chalet renovations in some of these parks. These investments definitely respond to our residents' needs, given that we estimated that our parks received close to **1.2 million** visits last year.

In addition, **Le coup de départ**, a work of public art created by Claude Millette, was inaugurated in Parc Philippe-Laheurte in tribute to the athlete for which the park is named.

To conclude this section, we should mention that, in 2009, we marked the 10th anniversary of our **program aimed at integrating** children with disabilities into day camps by developing a new arts camp for participants aged 12 to 14.

Community development

We'll begin the community development section by listing the recipients of the **Ordre des Grands Laurentiens**, which recognizes the significant contribution of citizens, organizations and municipal employees to the well-being of the Saint-Laurent community.

- **Municipal Employee category:**
Claude Charette
- **Family Award:**
CSSS de Bordeaux-Cartierville–Saint-Laurent for the Sommet sur la maturité scolaire
- **Community Organization category:**
Saint-Laurent Lions Club
- **Citizen category:**
Étienne Bouillère

We should note that, in June 2009, Claude Charette also received the Mérite municipal honour, which was awarded at the National Assembly.

The Administration of Saint-Laurent provided **funding support** in the amount of **\$614,815** to various community, sports and cultural organizations, in addition to supporting several local athletes.

To this was added a financial contribution of \$197,933, divided among nine local organizations, in support of projects under the **Contrat de Ville**, an initiative of the Ville de Montréal and the Ministère de l'Emploi et de la Solidarité sociale to fight poverty and social exclusion. And let's not forget the RUI Quartier Hodge-Place Benoit initiative, to which we granted \$70,000. Various projects were launched in this district, among them the creation of eight new community garden lots and a community solidarity cooperative.

Identified as a priority intervention zone, the **Chameron urban ring** benefited from a follow-up from the Borough aimed at fostering its development. In February, our teams presented a 2009-2011 action plan to sector residents, and the plan was adopted by Council in April.

Also worth noting is the fact that, in May, the founding meeting of the **Maison de la famille** was held at the Saint-Laurent CLSC. This was the first of three components of the Maison de l'enfance, which will gather together under one roof various services targeted at families. This project originated in the desire of several partners, including the Borough, to provide Saint-Laurent families with a central access point.

Economic development

In terms of economic development, our business community continued to do well despite the world economic downturn that affected mainly the manufacturing sector.

As such, even if overall employment in the Borough fell by 3.9%, compared with 4% in the greater metropolitan area, certain sectors recorded good growth in terms of job creation. For example, there was a 6.4% increase in the number of service-sector jobs.

Saint-Laurent companies managed to stay the course by taking strategic decisions. They thus invested close to **\$684 million in the local economy** in 2009. Even though this represented at decrease of 12% over 2008, it was less of a drop than elsewhere in Canada. Of this amount, 43% went into research and development. Furthermore, there was a **46% jump in investment in training** and a **144% jump in investment in market development**. This is further proof that these companies made sure to diversify their business offerings and stay competitive.

And companies didn't hesitate to call on the services of Développement économique Saint-Laurent. In all, the organization's professionals conducted **3,955 interventions in 549 Saint-Laurent companies**. The projects they sponsored helped the companies to hold on to about 2,500 jobs and hire more than 650 new workers. We estimate that the organization's support helped to generate **\$163 million in local economic spinoffs**, a 77% increase over 2008.

Even if entrepreneurs acted cautiously in 2009, the **CLD Centre-Ouest**, which is also overseen by Développement économique Saint-Laurent,

remained very active by providing more than \$400,000 in funding to local companies during the year, an increase of 16% over 2008. However, the organization made its mark in 2009 through its many initiatives aimed at stimulating entrepreneurship. The best example of this is the **PME Académie contest**, with a grand prize of \$100,000, which the CLD Centre-Ouest launched in partnership with the Chamber of Commerce and Industry of Saint-Laurent.

Elsewhere in Saint-Laurent, several business sectors were well supported under the **Réussir@Montréal program**. First, the City announced in April that 10 applications from industrial property owners in Saint-Laurent had been accepted under the program's industrial component. This represented private-sector investments worth more than \$33 million.

In June, the **Rue Poirier** revitalization initiative moved ahead when an application under the program's business component, submitted by merchants on this commercial artery, was accepted—just as applications from Boulevard Décarie merchants had been accepted in 2008. Under the program, merchants will have access to grants to spruce up their retail businesses. It should be noted that Saint-Laurent, for its part, awarded a contract worth \$661,316.57 for work to repair sewer and drain networks on Rue Poirier while the Ville de Montréal undertook a variety of repairs.

In closing, it should be recalled that 2009 had a few surprises in store for us. For example, in February, the Government of Canada announced that it was awarding a contract worth \$329.5 million over 20 years to **CAE**. In March, the German air carrier Lufthansa signed a deal with **Bombardier** for the purchase of 30 **CSeries** aircraft, for a total value of US\$1.53 billion. During that same month, the French company **JPC Aviation** announced it was setting up shop in Saint-Laurent.

Environment and sustainable development

The section on the environment and sustainable development will once again be one of the most robust in this report, with several major achievements worth noting.

In April, we adopted a **new cleanliness bylaw**, which aims to harmonize cleanliness provisions in effect throughout the Ville de Montréal and also to clarify our expectations and those of citizens in this matter.

In June, the people of Saint-Laurent were invited to the launch of our **Reference Framework for Sustainable Development**. This framework integrates the three spheres of sustainable development: environment, economy and the social component. Its objectives place a priority on greater environmental management of the territory, more effective management of resources, sustainable transportation, greening, the community's economic health, and citizen engagement, as well as collective well-being and social solidarity.

And, in September, our commitment to greening and biodiversity was confirmed with the adoption of our **Urban Forestry Plan**, which puts trees front and centre. A budget of \$1.5 million was allocated for 2009-2011 to undertake the actions tied to the plan. We took advantage of this opportunity to strengthen our association with the Conseil régional de l'environnement de Montréal to **counter the effects of heat islands**. In direct line with this plan, our Administration planted 1298 trees in 2009 and launched a new program, **One Child, One Tree**, in 2010.

In November, the innovative nature of the Urban Forestry Plan was recognized when it received the **Prix du ministre en horticulture ornementale**, a prize awarded jointly by the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec and the Fédération interdisciplinaire de l'horticulture ornementale.

In October, we put the finishing touches on a project that, in addition to sustainable development, touches on safety and economic development. The project was our **action plan to counter sewer backups**. The plan's objective, among others, is to favour bioretention activities by installing green infrastructures in order to reduce the number of non-water-absorbing surfaces. A first solid step was the adoption, in December, of our new bylaw governing parking lots. In addition to reducing the environmental footprint of parking lots, the bylaw will potentially open up close to \$100 million worth of new areas for development.

In all, 17 schools took part in the sixth edition of the **Mon école écolo** program, which enabled them to contribute actively to collective waste-management efforts. And our **Maisons fleuries** contest, which rewards the most beautiful landscape improvements, drew 986 registrations, around 100 fewer than the previous year owing to the rainy spring of 2009.

The work to improve and beautify the **Parc Marcel-Laurin woodland** continued in 2009. A green corridor linking the woodland to the Brunante basin was installed and a clean-up blitz was held on September 18. Also, 12 interpretation panels providing information on the flora and fauna to be found in this precious natural site, as well as six signage markers, were installed.

We also had the pleasure of opening the **C@f-St-Lo** Internet café in November at the Centre des loisirs. The café was made possible thanks to the approximately \$75,000 raised through residents' participation in **Hydro Québec's ENERGY WISE Home Diagnostic campaign**. Managed by Ressources jeunesse Saint-Laurent, an organization that offers social reintegration services to young people faced with financial difficulties, under-education or isolation, the café offers a health menu that is very popular with visitors and employees alike.

The following are among the other notable actions that we took in the matter of sustainable development:

- Launch of a **"paper-free Borough Council"** in January;

- Launch of a pilot project on a section of Boulevard Alexis-Nihon involving the installation of LED streetlights, which consume 40% less energy;
- Installation of a wind turbine in Parc Philippe-Laheurte to power the lighting system;
- Installation of a green roof on the chalet in Parc Painter;
- Standardization of recycling pick-up schedules.

In March, we reported the excellent results contained in the 2009 update on our **Waste Management Plan**. Despite the crisis in the recycling industry, the volume of recyclable materials picked up in Saint-Laurent increased by 81 tonnes last year to reach a total of 5,691 tonnes, compared with 5,610 tonnes in 2008. Furthermore, this growth was matched by a proportional decrease in the volume of garbage collected in the Borough. The **volume of garbage collected** decreased from 29,177 tonnes in 2008 to 28,901 tonnes in 2009.

The update also revealed that the **green waste collection program** fulfilled its promise. The two collections, in spring and in fall, made it possible to prevent 202 tonnes of green waste being sent to landfills. To this amount was added the 1,255 tonnes of dead leaves collected last fall and the 12.4 tonnes of hazardous household waste that were collected twice during the year.

In closing this section, it should be recalled that we took part in various sustainable-development activities and invited our employees and residents to do the same. These activities included the **Défi renaissance**, **Défi climat**, the **drinking water savings program**, and **Earth Hour**. During Earth Hour, held on March 27, we turned off the lights in our public buildings wherever possible.

Housing

Owing to the economic downturn in 2009, fewer construction permits were issued during the year. A total of \$144.3 million worth of permits were issued, compared with \$189.4 million in 2008. Saint-Laurent nevertheless did well compared with other major urban areas, and there was a lot of good news in 2009.

On the **residential** side, despite a 26% drop in new constructions, we ended the year with an **increase in the total number of dwellings**. Indeed, even though there were fewer new single-family dwellings, the number of multi-family dwellings doubled in 2009 compared with 2008, with 14 buildings accounting for 657 housing units. By adding the 90 multi-family housing units in the Bois-Francis sector and the 87 single-family dwellings in Nouveau Saint-Laurent, a total of 830 new housing units were built in 2009, compared with 600 in 2008.

Among other interesting developments worth mentioning was the launch of Phoenix, the first affordable LEED condo project in Montréal, and the start of work on the Challenger golf course. Some of the facilities to be built as part of this development are aiming to obtain Novoclimat certification.

Even though the **industrial sector** also saw a slight decline, our Urban Advisory Committee assessed a variety of projects having a total combined surface area of 860,000 sq. ft. In addition, among the new buildings that have either gone up or have been approved, Centura, Conglom, Structube and Sicam are aiming for LEED certification or are incorporating green building elements.

In addition to real estate development, Saint-Laurent is also watching out for the durability of its built heritage. That's why we launched the initiative that led to the designation of the **Maison Robert-Bélanger** as a historical building. Since then, we have been in negotiations to purchase the building.

Along the same lines, I would like to congratulate the Saint-Laurent winners of the 2009 edition of Montréal's **Architectural Heritage Operation**. The winners were the building housing Fripe-Prix Renaissance, located at the corner of Boulevard Décarie and Rue de l'Église, and the residence of Maurice and Geneviève De Lindner, located at 1955, Rue de l'Église.

Public security

The outstanding public security event of 2009 was unquestionably our **risk management campaign**, which ran in February and March. Indeed, we received a Mérite award for this campaign in February from the Ministère de la Sécurité publique. The campaign was supported by two activities: the distribution of an Emergency Preparedness Guide, which remains available on the home page of the Borough's website, and the Security and Safety Show, held on Saturday, March 7 at the Centre des loisirs.

In July, the **Urban Security Committee**, overseen by our Division du service à la clientèle et de la sécurité urbaine, tabled its 2009-2010 action plan, which focused on prevention as well as the involvement of local partners.

The **Urban Security Patrol**, for its part, once again demonstrated how much of an asset it is in terms of ensuring public security, as its 2009 annual report revealed. As stated in the report, most notably, patrollers conducted 20,429 various interventions. Of this number, 1,256 interventions had to do with respecting the closing hours for parking lots, parks and chalets, and 14,058 interventions involved specific surveillance activities.

Let's conclude this section with an item that ties in with the following section. This has to do with the implementation of the **40 km/h speed limit** in residential areas. At the end of 2009, Saint-Laurent was among the first of five boroughs to successfully introduce the new speed limit.

Transportation and public works

Transportation and public works was another very busy area of activity for us last year. Let's start off by mentioning an achievement we

are particularly proud of, our **Local Transportation Plan**. Adopted in June, the plan favours a more equitable sharing of public roadways and gives preference to public transit and active modes of transportation. By July, we had already awarded three contracts in line with these objectives, for the acquisition, among other things, of school zone signs, speed indicator devices, traffic analysis tools, and visors for pedestrian traffic lights.

Another indicator of our community's vitality can be found in the **major repair work** undertaken in 2009. In terms of infrastructure alone, Saint-Laurent and the Ville de Montréal respectively invested the record sums of \$3.2 million and \$39 million in the aim of providing residents with a safe, quality living environment.

Worth mentioning, among the major projects of 2009, are the repairs to the sewer and drain network on Chemin Laval and Poirier, Saint-Cyr, Decelles and Saint-Germain streets, the extension of Rue Kieran and the repairs done to certain sections of Rue Hickmore and Marcel-Laurin, Alexis-Nihon and Toupin boulevards.

The project to extend **Boulevard Cavendish** was also launched, with site preparation work and work on underground infrastructure and pavement foundation undertaken.

And let's not forget the development of our network of **bike paths and lanes**, which continued, among other places, on the following streets:

- **Decelles**, from Sainte-Croix to Bertrand;
- **Bertrand**, from Decelles to Saint-Louis;
- **de l'Église**, from Sainte-Croix to Parc Chamberland,
- as well as on **Boulevard Thimens**, from boulevard Alexis-Nihon to Aréna Raymond-Bourque.

Another undertaking worth mentioning is our innovative project to **replace lead pipes**. In 2009, the second year of the project, our crews conducted analyses of 639 residences and replaced 58 lead pipe installations.

In closing, we should mention that the **Auditor General of the Ville de Montréal** selected Saint-Laurent, as well as Verdun, to be the subject of an audit aimed at ensuring the sound management of activities pertaining to its fleet of vehicles in 2008 and part of 2009. The audit subsequently recommended, among other things, that we prepare additional management reports and refine the vehicle-fleet master plan drafted in 2009. Our teams followed these recommendations and saw to it that the necessary corrective measures were taken.

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

This completes our round-up of achievements for the year. Before we move on to a financial overview of 2009, I would like to table a list of all contracts awarded having a value of more than \$25,000. The reporting period for these contracts runs from August 1, 2009 to July 31, 2010.

FINANCIAL DATA FOR 2009

Let's look now at the main financial data for 2009. I would first of all like to highlight the fact that we emerged with a **management surplus of \$1,320,000** for the fiscal year ended December 31, 2009.

This surplus includes the amount of \$30,000 for the sale of assets as well as a \$233,400 subsidy to the library and a downward budgetary adjustment of \$596,800. We should specify that this latter amount was transferred to the Three-Year Capital Investment Program for the management of two major Saint-Laurent projects, the library and multipurpose sports complex.

As such, the budgetary appropriation for fiscal 2009 stood at \$4,369,600 in revenues and at

\$70,033,200 in expenditures, for a total net budgetary appropriation of \$65,663,600. A budgetary allocation of \$669,300, taken from the Borough's budgetary surplus, was required to fund several strategic planning projects currently underway in Saint-Laurent; this allocation was set aside when the budget was being drafted, but only a portion of the total was used by the end of the fiscal year.

In addition, sound management practices, combined with a fairly mild winter, generated \$1,496,700 in savings on expenditures; at the same time, we surpassed our revenue objective by \$156,600, which allowed us to emerge with a non-adjusted management surplus of \$1,653,500.

The following table breaks down variances by activity between the original modified budget and the actual results for 2009.

Statement of financial activities Fiscal year ending December 31, 2009

	ORIGINAL BUDGET	MODIFIED BUDGET	ACTUAL
Revenues and budgetary allocation			
Budgetary appropriation	\$65,663,600	\$63,884,000	\$63,884,000
Revenues from local sources	\$4,369,600	\$4,369,600	\$4,526,400
Allocation of surplus	\$669,300	\$337,500	\$337,500
Allocation of parks fund		\$350,800	\$350,800
Total revenues	\$70,702,500	\$68,941,900	\$69,098,700
Expenditures			
General administration	\$10,986,900	\$9,745,600	\$9,851,600
Public security	\$815,000	\$800,200	\$685,600
Transportation – municipal roads	\$9,361,400	\$9,011,400	\$8,999,200
Transportation – snow removal	\$7,303,200	\$7,755,600	\$8,514,400
Transportation – street lighting, parking and traffic	\$3,239,000	\$3,327,800	\$3,087,600
Environmental cleanliness	\$10,854,800	\$10,518,400	\$9,564,700
Health and well-being	\$1,224,300	\$1,204,500	\$1,122,500
Facilities, urbanism and development	\$6,284,800	\$6,135,600	\$6,002,700
Recreation and culture	\$20,633,100	\$20,442,800	\$19,616,900
Total expenditures	\$70,702,500	\$68,941,900	\$67,445,200
Excess of revenue over expenditures			\$1,653,500
Surplus adjustments			
Sale of assets			\$30,000
Subsidy to library			\$233,400
Manpower for the management of two major Saint-Laurent projects			(\$596,800)
Management surplus for 2009			\$1,320,100

Three-Year Capital Investment Program for 2009, 2010 and 2011

Under our Three-Year Capital Investment Program, in 2009 we undertook investments worth \$13.4 million. Following is a list of several of these investments:

- \$719,000 to continue the building project for a new library;
- \$5.5 million to bring the chalets in Painter and Chamberland parks up to code;
- \$1.6 million for repair and refurbishing work to pools in Painter and Chamberland parks;
- \$1.6 million to continue repair work in Parc Philippe-Laheurte;
- \$3.2 million to repair pavement, sidewalks and feeder roads;
- \$527,000 for the vehicle replacement program.

“LE COUP DE DÉPART”



Preliminary indications regarding financial statements for 2010

In 2010, the Ville de Montréal adopted a plan to improve its financial position. The Borough's financial contribution to this effort amounts to \$640,100. All municipal departments have been asked to help meet this budgetary objective.

Despite this, the Borough foresees meeting its expenditure envelope of \$68,422,800 after various adjustments and constraints, as well as its revenue objective from local sources, which stands at \$4,549,900.

Projects currently underway

As for the 2010 outlook, the Administration of Saint-Laurent will continue to implement numerous projects in line with its action plans:

- Planning design and final budgets for the new library;
- Launch of an architectural competition for the construction of a new multipurpose sports complex;
- Implementation of a pilot project to recover rainwater at residential dwellings;
- Refurbishment of Salle Émile-Legault;
- Continuation of initiatives, in collaboration with the Ville de Montréal, to set up an ecocentre;
- Collaboration on project to develop the concept for an eco-campus at Technoparc Montréal;
- Continuation of refurbishing work in borough parks;

ALEXIS-NIHON STREET-LIGHTS



NOUVEAU SAINT-LAURENT



THIMENS BIKE PATH



OUTLOOK FOR 2010

- Continuation of work on the extension of Boulevard Cavendish;
- Extension of our bike path network along Dutrisac and Muir streets, among other places;
- Introduction of wheeled recycling bins in buildings of eight or fewer units, in the aim of increasing the volume of recycled materials;
- Follow-up of the pilot project to install BIXI bike stations.

Three-Year Capital Investment Program for 2010, 2011 and 2012

The Three-Year Capital Investment Program for 2010, 2011 and 2012 represents a loan from taxpayer's accounts of \$25.1 million.

For fiscal 2010, the sum of \$17.8 million should be invested in the Borough; this sum includes \$10.4 million that went unspent in 2009 and a \$3.3 million contribution to the financial situation improvement plan.

HERE ARE THE MAIN PROJECTS FOR 2010:

Three-Year Capital Investment Program for 2010

	Budget
Repairs to roads in commercial areas, sidewalk and pavement repairs flowing from the Transportation Plan	\$3.3 million
Vehicle replacement program	\$1.1 million
Repairs to swimming pools and equipment in Painter and Chamberland parks	\$1.73 million
Expansion and upgrades to chalets in Painter and Chamberland parks	\$3.64 million
Development of Parc Philippe-Laheurte and bike lane along Rue Jean-Gascon	\$2.43 million
Development of Goulet, Alexis-Nihon and l'Archevêque parks	\$288,000
Development of Parc Noël-Sud and completion of work in various parks	\$932,000
Development of the Céline-Marier piazzetta in the Nouveau Saint-Laurent sector	\$167,500
Development of the Marie-Victorin and des Équinoxes piazzettas in the Bois-Franc sector	\$800,000
Continuation of project to build a new library	\$1.93 million
Completion of studies related to the construction of a multipurpose sports complex, and architectural competition	\$404,000

OUTLOOK FOR 2011

General budget orientation

For 2011, the Borough must take account of a budgetary freeze and assume responsibility for all costs related to indexation, inflation and an increase in the Québec sales tax.

Our Administration is currently preparing a budget that will allow us, from a perspective of continuity, to offer our citizens the same quality of service and to achieve our objectives, in spite of prevailing economic conditions.

Three-Year Capital Investment Program for 2011, 2012 and 2013

At the time of the writing of this report, the Administration is still awaiting the budgetary envelope for the Three-Year Capital Investment Program. This program will focus on providing services to citizens and pursuing our broad orientations.

CONCLUSION

This concludes our report on 2009. We hope that the various achievements mentioned herein and our sound financial management have demonstrated that, above all, we are committed to always serving you better, even in a difficult context marked by an economic slowdown and budgetary constraints.

Strengthened by your support for our broad directions, we look to the future with optimism and will continue to pursue our major projects, such as the construction of a new library and a multipurpose sports complex, with renewed enthusiasm. All this despite the tragic death of our esteemed colleague, Councillor Laval Demers.

It appears that, by and large, all players in the economic sphere share this optimism, given that the Conference Board of Canada, in August, announced excellent news for the Montréal metropolitan region after finding that there was

strong growth in the region during the first six months of 2010.

Another excellent indicator of the recovery and of our economic vitality is the remarkable increase in the number of **construction permits** awarded in Saint-Laurent in 2010. After experiencing a slowdown, construction has taken off again, with a **30% increase** in activity during the first nine months of the year compared with 2009.

With the necessary tools and human resources at its disposal, the Administration of Saint-Laurent intends to do everything it can to stimulate our community's economic growth and continue to offer you an excellent living environment.

Thank you for your attention, and I invite you to contact us should you like further information about any of the topics covered in this report.

