

Report on Saint-Laurent's Financial Situation for 2015



Achievements of Saint-Laurent's Administration in 2015

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 2015. I will also provide an overview of our administration's achievements, a summary of projects currently under way, and our outlook for 2017.

For our administration, 2015 was a year marked by participation in major development projects aimed at benefiting the residents of both Saint-Laurent and the Greater Metropolitan Region.

Translation of report submitted to Saint-Laurent Council by the Mayor, Alan DeSousa, FCPA, FCA, on September 6, 2016.

Municipal affairs and administration

Let's begin the Municipal affairs and administration section by recalling that Saint-Laurent continued its impressive demographic growth in 2015. Its population is now estimated at 101,530 residents.



Another major announcement was made in March that the Bibliothèque du Boisé had earned **Platinum LEED certification**. It is namely the first library in Canada to achieve this level for green building. Its track record was further enhanced by the *Canadian Interiors Magazine's Best of Canada* award in the Institutional category, and the Grand Prix d'excellence from the Ordre des architectes du Québec.

Equally dedicated, the team at the **Citizens' Office** processed a total of **69 487 information and other requests** submitted by residents, 25,707 in person, and 39,087 by telephone. These included, among other things, 344 permits for cats, and 1669 permits for dogs.

With a view to consistently keeping our residents better updated, we have launched a new **cyberbulletin**. Now in a more dynamic format, it allows subscribers to easily share news on social media.

Our **Equal Access Employment Program** achieved its objectives for equitable representation of targeted personnel groups. Compared with the Montréal average, women represented 42% of new hires versus 38%, employees from visible minorities represented 21% versus 12%, and those from ethnic minorities represented 10% versus 6%.

The involvement of municipal employees translated into 248 donors at the **blood donor clinic** organized at the Centre des loisirs in June. These workers also gave \$15,586.40 during the **in-house fundraising campaign** for charities. These donations included weekly payroll contributions totalling \$1486 for the Red Cross, and \$7089 for Centraide. The ingenuity of our employees was also recognized by the CSST, which awarded it one of its **Grands Prix santé et sécurité** in

the Innovation category for the "patte roulante" project carried out at the Municipal Workshops. This device is used to lift the corners of tents that are erected for events. Furthermore, the participation of employees in the **Défi sans auto solo** made us winner for the third consecutive year.

In 2015, the team with the **Auditor General for Montréal** conducted a number of audits for which the boroughs were required to provide information. Saint-Laurent was selected for two of these exercises. The first pertained to authorization from the Autorité des marchés financiers. We put in place all of the required compliance monitoring and evaluation mechanisms. The second related to energy management. As recommended by the auditor, we are working to establish measurable objectives aimed at reducing greenhouse gas emissions. In his report, the latter commended the strict management of our equipment and our energy use, which is the focus of our ISO 14 001 certification. Furthermore, our team took initiative by applying recommendations in areas where it was not audited. These areas related to the allocation of financial contributions, the management of expense cards, and the construction or renovation of municipal buildings.

With respect to major issues, Saint-Laurent's administration recently worked actively to place Saint-Laurent at the heart of the **Réseau électrique métropolitain** project announced earlier this year. We also recall the June signing of unique partnership agreement with the **Convention on Biological Diversity Secretariat**. This will materialize through the exchange of know-how and the development of activities and tools. Several data sheets presenting Saint-Laurent's best practices have been produced and circulated.

Residents were invited to participate in the **democratic process** by expressing their opinions on a variety of topics. Among these, we note a public consultation that was held in September to present our bylaws that ensure compliance with the Schéma d'aménagement et de développement de l'Agglomération de Montréal. Then, in November, residents were also hosted at the site of the future public place to share their vision on the topic. This will be the focal point of our participation in **Montréal's 375th Anniversary**.

Culture, sports and recreation

In culture, sports, and recreation, the construction of the **Sports Complex** continued throughout the year, and its doors are expected to open shortly.

Our two libraries welcomed 6018 new members and 607,587 visitors, in addition to processing 931,041

loans and renewals. Last year, the **Bibliothèque du Vieux-Saint-Laurent** celebrated its 50th Anniversary, and the **Bibliothèque du Boisé** received the many awards mentioned in the introduction.

As a participant in the Municipalités et familles component, Saint-Laurent offered several free activities during the **Défi 5/30 Équilibre** in March. Then, in June, Council adopted the Ville de Montréal's **Politique du sport et de l'activité physique**.

Our **cultural program** reached new peaks in 2015, with 25,607 ticket-holders. Furthermore, the Centre d'exposition Lethbridge attracted 6889 visitors to its five impressive exhibitions last year.

Our **sports and recreational** activities remained popular, with 13,700 participants. The preschool, youth, and adult workshops registered 2036 participants, and the day camps registered 3349. To this, we add 112,423 partakers at our swimming and wading pools, and another 6568 in free hockey and skating at the Aréna Raymond-Bourque. Now that tennis court reservation is free and available online, 2489 players enjoyed the new process.



The **Course Saint-Laurent** attracted 2063 runners. Its corporate and school challenges drew in 245 and 400 participants respectively.

Saint-Laurent's youth significantly benefitted from the activities organized for them with 322 members for the **Centre des ados**, 6117 in the Programme des terrains de jeux, and 2876 in **Ados de St-Lo**. Then, the sixth edition of the DéfilArt, which melds fashion and urban arts, shone the spotlight on 40 youths in front of a crowd of 174 spectators.

Our **Passeport de la semaine de relâche** was enjoyed by 6938 students, for a 70% increase, and the second edition of the Arts and Craft Fair attracted close to 300 visitors.

Among the other highlights, we also recall that the Centre des loisirs was renovated to the tune of \$700,000 to improve **universal accessibility**. Then, in December, the Ville de Montréal authorized

spending of \$955,000 for similar work at Aréna Raymond-Bourque.

Park repairs continued with investments of \$3.9 million. The Guillaume-Bruneau, Dr-Bernard-Paquet, Bois-Franc, and Zéphir parks all benefitted.



In closing, the community was embellished with a **new mural** at 1320, rue du Collège. Entitled *Engloutie*, it is the product of a collaboration with the MU charitable organization under the vision of the Quartiers culturels and the Urban promenades. Inspired by a brainstorming exercise conducted among citizens, last year, our Division de l'urbanisme began to develop a master plan of Saint-Laurent's Urban promenades.

Community development

With respect to community development, ten local project shared subsidies totalling \$242,374 granted under the administrative agreement between Montréal and Québec's ministry of employment and social solidarity pertaining to the fight against poverty and social exclusion. Furthermore, our Direction de la culture, des sports, des loisirs et du développement social provided assistance for 108 persons in difficulty and conducted more than 600 interventions relating to the cleanliness of rental housing.

To underscore the achievements of athletes as well as community, sports, and cultural organizations, Saint-Laurent set aside a budget totalling **\$767,800**. This also included a total of \$25,000 divided among seven local projects under the **Family and/or intercultural initiative program**.



The **Magasin-partage de la rentrée** gave out school supplies to 280 children. The **Épicerie de Noël** reached out to 393 families, thanks, among other things, to \$8000 in support from the Borough, and the collaboration of municipal employees.

The **Samedis ensoleillés** socialization program in a French-language environment hosted 3054 young participants. With respect to services with individuals with physical or intellectual disabilities, 12 children took part in the **Samedis accompagnés** program and 62 participated in the **summer camp integration program**. Well received, the new program offered by the **Preschool Centre** attracted 483 participants.

The integrated urban revitalization initiative in the **Chameran-Lebeau** sector continued. A mini-library comprising 2000 books was introduced at the Parc Painter chalet in March. There was a wonderful resident turnout for a large number of

the events organized, including the Chameran en fête and Lumière sur Chameran events, and for the Sunday events in Painter. Saint-Laurent also supported the *Rue action prévention jeunesse* agency with a total of \$25,000 for its community involvement in the sector. Then, our participation in the Senior Friendly Municipality initiative materialized with the installation of approximately fifty more legible street signs.

And, as always, Saint-Laurent commemorated several mobilizing themes, for instance Action Week Against Racism. During the week, the **Prix de l'harmonie interculturelle** was presented to Mrs. Éliane Gabbay for her involvement in the founding of several agencies.

Economic development

With respect to economic development, vitality resounded. As such, 123 companies settled in Saint-Laurent, nearly double the number of newcomers in 2014. The total number of businesses climbed to 4598, and the job rate grew by 1.8%, rising from 105,025 to 106,945.

With regard to foreign subsidiaries, the number of jobs climbed from 16,923 to 17,867 for an increase of 5.6%. What's more, investments by manufacturing subsidiaries totalled \$228 million, which is a 96.6% jump compared with \$116 million in 2014.



Développement économique Saint-Laurent assisted 564 businesses during the year. Its interventions supported close to \$264 million in investments and contributed to the creation of 1033 jobs. Among the major investors, we note Groupe Aldo, Green Cross Biotherapeutics, Ericsson, the Institut NeoMed, 5N Plus, and Le Château.

A total of \$688 million was injected into the territory, which is 11% more than in 2014. This hike is even more significant than at the global level, where investments fell by 10% over the same period. For example, life sciences, IT, and aerospace invested \$318 million, for an increase of 55% over 2014.

Under its new name, MOBA, the **Centre de gestion des déplacements** operated by Développement économique Saint-Laurent, continued to promote sustainable transportation among workers. In 2015, corporate participation in its programs corresponded to the elimination of 1200 vehicles from daily traffic, or 10 million kilometres not driven.

Its branch entitled **Export Montréal Ouest** extended its service offer and forged new partnerships. Its team accompanied 59 businesses in addition to organizing 17 training activities, which attracted 270 participants.

In October, Développement économique Saint-Laurent partnered with the **PME MTL** network, an organization created to replace local development centres, among other things. Comprising six service hubs, its mission is to provide support for private and social economy entrepreneurs in Montréal.

Five new businesses settled in at the **Technohub**, Saint-Laurent's digital economy centre. The latter brings the number of SME residents at the site to ten. Furthermore, the centre opened a new space called the **TechnoLab**. The latter brings together companies that specialize in virtual and augmented reality through automation and 3D printing.

Saint-Laurent's administration continued its urban planning of the high-tech park comprising the **Éco-campus Hubert-Reeves** and the **Parc-nature des Sources**. Street infrastructure work has been completed and several structures have been erected. Our teams also worked with the Technoparc Montréal to devise a master plan for the sector's overhaul.

Environment and sustainable development

With respect to the environment and sustainable development, Saint-Laurent garnered an award at Montréal's **Gala de reconnaissance en environnement et développement durable** for its achievement as being the "First municipal organization to receive ISO 14 001 certification".

Among the major projects of 2015, we recall the launch of **organic waste collection**, the first phase of which included the distribution of bins to the 18,000 residents of buildings with four units or less. **The report from our Residual Waste Management Plan** already indicates a positive impact. Accordingly, the organic waste volume increased from 2210 tons in 2014 to 2766 in 2015, representing a 25% increase. **Trash** decreased by 4%, with the total volume dropping from 25,753 to 24,749 tons, while **recyclables** remained stable with 6325 tons versus 6365 in 2014. The results for 2016 are already promising with a waste reduction of 2207 tons for the first six months.

After introducing large trash item collection at buildings with nine or more units in April 2015, it's no surprise that this category leaped by 22%, with 1630 tons in 2015 compared with 1338 in 2014. As for **hazardous household waste**, the 390 participants in the two collections dropped off a total of 7.23 tons compared with 10.04 tons in 2014.

Also interesting to note, **30,495 paper bags** were distributed for the green waste and dead leaf collection, and our Division de l'environnement processed 29,220 requests. The **Éco-quartier** hosted 3002 visitors and participated in numerous awareness activities, including 23 information booths and 36 workshops and activities. The **Blue Patrol**, assigned to water management had interactions with 264 residents, and the **Green Patrol** interacted with 1054. Our teams also conducted 174 interventions relating to the **Needless idling of engines Bylaw**.

Under the terms of our **Urban Forestry Plan**, the One child, one tree program resulted in the planting of 63 trees in Parc Marcel-Laurin. With a view to preserving biodiversity, our Direction des travaux publics planted 762 trees from 33 different species, and carried out 11,490 maintenance operations. To embellish the community, throughout the summer, it also maintained 144 plant beds, 155 flower boxes, and 52 flower baskets. Saint-Laurent's administration continued its battle against the **ash borer** by treating 1460 public ash trees and responding to 1403 branch collection requests. A new call for tenders was launched in the spring to appoint a trusted provider to treat private ash trees.

The **Maisons fleuries** contest, which rewards the borough's finest landscaping arrangements, received 599 entries. For the first time ever, the photos of the winning properties were posted on our Facebook page.

Our awareness actions included several initiatives organized in May for the second edition of **Biodiversity Week**. A day dedicated to this theme was organized behind Bibliothèque du Boisé. That same month, we distributed 65 tons of compost, in addition to 300 shrubs, at the annual distribution event. Around 60 volunteers participated in the spring cleaning blitz in the **Parc Marcel-Laurin woodland**, where 1080 litres of trash and 720 litres of recyclables were collected. In September, the location was also the venue for the sixth edition of the **L'Odysée du monarque** event presented by the Insectarium de Montréal.



June marked the second edition of the **Fête AlterAuto**, which invites local private-sector employees to rally with Borough workers around the theme of sustainable transportation. Some 350 participants gathered in Parc Marcel-Laurin, along with various organizations including Vélo Québec.

The third edition of **Park(ing) Day** was a resounding success. Held at three different sites in September, this activity made people reflect on the use of parking facilities.

To set an example, in February, the Saint-Laurent Borough Council introduced **paperless in-house meetings**. In May, it amended the bylaw to include new clauses to **protect trees**. Then, in December, my colleagues and I adopted a **declaration of support** for the protection of the human right to a healthy environment. This decision is aligned with environmentalist, David Suzuki's **Blue Dot - The Plan** movement.

Several steps were also completed towards the future **Parc-nature des Sources**. Here, we are referring to the business model, the finalization of spaces, as well as the plans and specifications for control structure configuration in humid environments.

To segue to the next section, let's recall the fact that our bylaws were relaxed to include a series of measures allowing the use of **more ecologically friendly exterior claddings and roof materials**.

Housing

With respect to housing, the **value of construction permits** rose tremendously, increasing by 71.5%, or \$278.9 million compared to \$162.6 million in 2014. A sign of investor confidence, the value of industrial projects rose from \$45.7 million to \$144.7 million last year, representing a 217% increase.

For their part, housing starts were driven by caution, posting a \$57.8 million value versus \$80 million in 2014. The recovery is already being

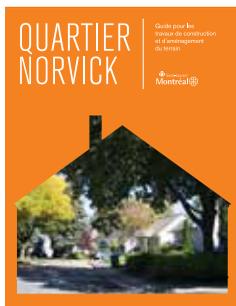
felt, because last year, the **Advisory Committee on Planning** approved 64 new single-family homes mainly in Bois-Franc and Nouveau Saint-Laurent. To these we add the 136 housing units that will be included in the three major multi-family housing projects that are striving for LEED certification. The Committee processed a total of 193 different files over the year, several of which related to industrial investments announced in the Economic development section.

The quality of our **Bois-Franc sector** was recognized once again. The Canadian Federation of Municipalities presented the Sustainable Communities Award in the Neighbourhood Development category to our *Plan axé sur le transport en commun* for Phase 4 of the project. The Division de l'urbanisme completed several steps towards the completion of the detailed planning sector project for Bois-Franc, as well as for Montpellier, Nouveau Saint-Laurent, du Collège, and Thimens.

In order to preserve the quality of the environment, the Direction de l'aménagement urbain et des services aux entreprises continued its **review process**. This enabled its team of inspectors to increase the number of interventions in the field. For example, in construction and cleanliness, the number of inspections respectively increased from 2844 and 2054 in 2014, to 2935 and 2152 last year.

Along the same lines, the Borough upheld its partnership with the Direction de l'habitation de la Ville with respect to security and cleanliness issues at **Complexe Norgate-Renaissance**. New steps were completed and the work is ongoing in collaboration with other municipal departments and public agencies.

With a view to outfitting residents who are intent on modifying their properties, Saint-Laurent created a new data bank called **Info-fiches**, which focuses on bylaws, cleanliness, and permits, among other things. Similarly, an **Info-zonage** section available on the Website presents the standards and usages permitted on the territory. Last but not least, a guide outlining construction and renovation projects was designed and distributed to every address in the **Norvick** heritage district.



In September, under the terms of Mois de la prévention des incendies et de la sécurité civile de Montréal, two prevention officers from the **Service de sécurité incendie** staffed a booth at the Citizens' Office. Furthermore, due to unseasonably high temperatures, the Borough extended the opening of its **water play** areas to allow families to cool off.

To bring us to the next section, it is important to underscore that Saint-Laurent continued its involvement in the **Campagne Jessica** by equipping two minivans with reverse cameras, and three heavy trucks with lateral protection devices. This brings the number of modified vehicles to 40.

Transport and public works

With respect to transport and public works, investments in **local roadway, sidewalk, and curb repairs** in 2015 totalled \$0.8 million for the Borough, and \$6.1 million for Ville de Montréal. With respect to repair projects also involving the renovation or reconstruction of waterworks and sewer conduit, the Borough and Ville de Montréal injected a total of \$11.5 million. The primary construction sites were on Cambridge, Stanislas, Cardinal, Fraser, Champigny, and Raimbault streets, as well as on Chemin Laval.

Developers invested \$2.3 million in the development of streets in new areas including Bois-Franc, Challenger Ouest, and Domaine Leduc. Among the major sites completed by Ville de Montréal, we note the extension of Percival-Reid and Claude-Henri-Grignon streets, with the latter reaching the new École au Trésor-du-Boisé.

The team at Saint-Laurent's Municipal Workshops also organized an **open house** day for residents during National Public Works Week in June. The 300-odd visitors were given a glimpse at the scope of the tasks carried out by this team on a daily basis.

In closing, Saint-Laurent launched several actions under its **Local Transportation Plan**, including the development of 5.1 km of bicycle routes, and the construction of sidewalk speed bumps in six locations. This is in addition to the permanent conversion of a section of **Rue Stanislas** into a pedestrian mall, which started in 2015 and was completed this past spring.

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

This completes the section on our achievements. Before moving on to the financial report for 2015, I would like to table the list of all contracts valued at over \$25,000 that were awarded. The reference period for these was from August 1, 2015 to July 31, 2016.

Financial data for 2015

Now, let's take a look at the key financial data from last year. The **budgetary allocation** for 2015 was \$4,510,100 in revenues, and \$79,301,500 for expenses. This corresponds to a budgetary envelope of \$63,406,400 to which tax room and local taxes totalling \$11,146,600 and a surplus of \$238,400 were added.

Thanks to conscientious management, savings on several budget positions made it possible to generate an operating surplus of \$3.5 million, before adjustments by the City.

The following table indicates the variations between the original amended budget and the actual results for 2015.

Statement of financial activities

Fiscal year ended December 31, 2015

	Original budget	Amended budget	Real
REVENUES AND BUDGET ALLOCATION			
Ville de Montréal Budgetary Envelope	\$63,406,400	\$58,510,200	\$58,510,200
Tax room and local tax	\$11,146,600	\$11,146,600	\$11,146,600
Revenues from local sources	\$4,510,100	\$7,576,900	\$6,778,900
Allocation of surplus and park funds	\$238,400	\$941,700	\$941,700
Total from fees and local revenue	\$79,301,500	\$78,175,400	\$77,377,400
EXPENSES			
General administration	\$12,026,500	\$11,664,100	\$9,731,300
Public security	\$1,289,600	\$1,382,000	\$1,356,000
Transport	\$21,085,600	\$20,700,900	\$20,324,000
Environmental health	\$9,580,100	\$10,678,100	\$10,203,100
Health and well-being	\$1,210,100	\$1,304,200	\$1,155,700
Management, urban planning, and development	\$4,858,800	\$4,854,000	\$4,502,900
Recreation and culture	\$29,250,800	\$27,592,100	\$26,528,500
Technical and material support			\$68,900
Total expenses	\$79,301,500	\$78,175,400	\$73,870,400
EXCESS OF EXPENSES OVER INCOME			\$3,507,000
Adjustments by the City			
Sale of assets			\$4,700
Subsidy - Library and adjustment			\$181,800
Various salary adjustments			-\$13,300
Various adjustments - Other expense categories			-\$300,500
Various adjustments - Revenues			\$171,600
2015 management surplus			\$3,551,300

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

Under the terms of the Three-year capital investment program for 2015, 2016, and 2017, in 2015 we made gross investments totalling \$27.4 million. Here are a few examples:

Three-year capital investment program 2015	Budget
Sports complex construction project	\$16.1 million
Renovations at various parks, including a dog exercise area at Parc Guillaume-Bruneau	\$1.5 million
Development of green spaces and parks in the Bois-Franc sector (Lake D and Rue de l'Équateur)	\$2.7 million
Building renovations - Ventilation and air-conditioning at the Centre des loisirs and access system at the Municipal Workshops	\$0.6 million
Repairs to sidewalks, roadways, and collector lanes	\$1.2 million
Vehicle replacement program	\$1.5 million
Extension of Rue Percival-Reid	\$2.4 million

Public security

In public security, the **Urban Security Patrol** significantly increased its interventions, from 4205 in 2014 to 5580 last year. Among these, 634 related to the public road, 395 related to animals, 342 related to occupation of the public domain, and 313 pertained to waste.

Further to supervising special events and being involved in the security aspects of the revitalization of the Chameran and Hodge/Place Benoit sectors, the Patrol collaborated on 276 interventions by emergency and municipal services. For example, the team from the Service de sécurité incendie joined the Patrol to visit around 500 housing units in March and October during **Changement d'heure, changement de pile** operations. This resulted in the distribution of 75 batteries and 118 new smoke detectors.

Outlook for 2016

Preliminary indications regarding the financial statements for 2016

According to our preliminary indications for the financial statements for 2016, the situation is currently favourable. Results will however depend in large part on the amount of precipitation in the fall, recent years having had their share of surprises in this regard.

Projects under way

With respect to our outlook for 2016, in addition to the projects listed under its Three-year capital investment program, 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 Pôle de l'ouest aéronautique
- Addition of 6.3 kilometres to the cycle network
- Completion of universal accessibility work at Aréna Raymond-Bourque
- Preparation of 375th Anniversary Celebrations
- Launch of the second implantation phase of organic waste collection
- Follow-up on the Demain à Saint-Laurent citizen consultation initiative
- Application of the new economic development strategy

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

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

For the current year, a total of \$43.7 million should be invested. This amount covers an original budget of \$9.6 million, cash financing of \$7.1 million, and an unspent balance from 2015 of \$27 million, including \$19.3 million from the Ville de Montréal.

The key projects for 2016 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 million
Development of Parc Philippe-Laheurte	\$1.6 million
Renovation of parks, chalets, and swimming pools	\$4.4 million
Renovation and development of playing fields	\$3.3 million
Development of parks and green spaces in the Bois-Franc and Nouveau Saint-Laurent sectors	\$2 million
Continued construction of the Sports Complex	\$5.7 million
Extension of Rue Percival-Reid	\$0.7 million
Development of Ruisseau Bertrand and of the Éco-campus Hubert-Reeves	\$17.5 million
Upgrading of lighting fixtures	\$0.6 million



Outlook for 2017

General orientation of the budget

Saint-Laurent is preparing a balanced budget for 2017 that will have to take several constraints into account. Other than the indexation of transfer payments by only 1%, and a reduction that is equivalent to a 2.5% decrease in payroll, the Borough will have to contend once again with the updated parameters for Borough refinancing. And this, without forgetting the requirements of the Five-Year Workforce Plan and the repatriation of Borough authorities to the City, notably with respect to vehicle fleet management, as well as to snow removal, and snow transport contracts.

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

The Three-year capital investment program for 2017, 2018, and 2019 will represent a taxpayer-funded loan of \$28.9 million over 3 years.

Conclusion

This concludes our overview of 2015, a year that saw the continuation of major projects including the construction of the Sports Complex and the Écocentre de Saint-Laurent. My colleagues on Council and I have reached new summits in the pursuit of our major orientations, and have worked to support the economic and demographic growth of Saint-Laurent. The launch of our Planification stratégique de développement économique in June, and our work to create the Éco-campus Hubert-Reeves as well as the future Pôle de l'ouest aéronautique are fitting examples.

Parallel to this, we are continuing our initiatives relating to our local plans, including the Plan fraîcheur, and our **Plan prioritaire 2014-2017**, which aims to position Saint-Laurent as a community that is active, attractive, responsible, and innovative. With respect to the latter, this year, we launched an extensive citizen consultation initiative. Aptly named *Demain à Saint-Laurent*, it will allow us to prepare three major action plans pertaining to sustainable development, cultural development, and transit. Effective immediately, Saint-Laurent residents can express their thoughts on these topics on the dedicated website or at one of two consultations scheduled in October.

With the development of our **public place**, Saint-Laurent will also be contributing to Montréal's 375th Anniversary celebrations. In fact, in the coming year, we will continue to stress the strategic importance of the Saint-Laurent community when it comes to the City's major decisions.

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

