

Report on Saint-Laurent's financial situation for 2007



Presented to Saint-Laurent Council by Mayor Alan DeSousa, FCA, on September 2, 2008

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

In accordance with the law, I am hereby tabling the Report on Saint-Laurent's Financial Situation for 2007. I would also like to take this opportunity to present an overview of our administration's achievements, a summary of projects currently underway as well as our outlook for 2009.

*As you certainly know, over the last few years our administration has undertaken several major, far-reaching projects aimed at helping us better define our major orientations while at the same time offering our residents the best services at the best cost. You will notice that through these projects—among them our **strategic planning** initiative, whose purpose was to identify issues, priorities and major orientations for our administration in the years ahead—we have truly put the family at the centre of our concerns. Indeed, last year we consulted with citizens and community organizations in order to update our **family policy** action plan. Owing to our borough's significant population growth—over the last few years, we registered the highest rate of growth in Montréal, according to **Statistics Canada** in 2007—it is essential that our administration do everything possible to ensure that every member of the family can find everything he or she needs to thrive right here in Saint-Laurent. Of course, we've developed these orientations with a constant eye to our **environmental initiative** and our commitment to ensure that all Saint-Laurent residents have a **safe and secure community** in which to live.*

Achievements by the administration of Saint-Laurent in 2007

Municipal affairs and administration

In this first section, on municipal affairs and administration, we should first note that, in 2007, we created a new Division du service à la clientèle et sécurité urbaine (department of customer service and urban security). This department oversees the **Citizens' Office** and the **Urban Security Patrol**.

In order to improve security across the territory, Saint-Laurent Council authorized the **patrol service** to operate on a year-round basis as of April 2007. The **Citizens' Office**, for its part, saw a major jump in the number of requests for its services, recording 77 640 requests for information and other services, compared with 61 242 requests in 2006. This represents an increase of almost 27%.

On the human resources side, we tabled an action plan for 2008-2010 in December pursuant to the Ville de Montréal's **Programme d'accès à l'égalité en emploi** (Employment Equity Program). Since then, we've implemented a number of initiatives aimed at encouraging the hiring of persons from certain groups that are under-represented in our organization. For example, we've particularly targeted women in our hiring campaigns for "blue-collar" jobs and, in the fall, we undertook work to improve universal access at Borough Hall for persons with limited mobility. Our Human Resources team also participated in various job fairs aimed at targeted groups.

Our municipal employees were once again involved in the community in various ways. The **Public Works blood drive** drew 275 donors and the **Saint-Laurent employees' fundraising drive** collected \$18,665 for four charitable works. Finally, the **Christmas basket drive**, conducted in collaboration with some 60 local partners, allowed us to distribute 395 baskets to Saint-Laurent families.

Furthermore, following a recommendation from the **auditor general**, and in a context of sound financial management and optimal use of our informational resources, we reduced our IT server park by one server by integrating a service already being offered by the Ville de Montréal's information systems department. We also implemented the GDC-GDT system, which allows for the integrated management of requests from citizens in a network covering other boroughs and the central.

We should also note that Saint-Laurent joined with the **Île sans fil** organization to offer free, high-speed wireless Internet access at Borough Hall, aréna Raymond-Bourque and Marcel-Laurin and Gohier parks.

In October, furthermore, our material and informational resources team was honoured with an Award of Excellence from ESRI Canada in its role as a **GOcité project** partner.

Finally, we significantly redesigned our website to make it more user-friendly. We also took the opportunity to add a **Lost pets** section to the site, in collaboration with the Montréal SPCA. This is an innovative and unique partnership in the city.

Culture, sports and recreation

Of the services offered by Saint-Laurent, those touching on culture, sports and recreation are certainly among the most popular. In 2007, we recorded:

- 4769 new carte-loisirs users;
- 62 121 participants during free swim times;
- 1078 room reservations at the Centre des loisirs;
- 109 401 visits to the Centre des loisirs;
- 4498 registrations for day camp;
- and 61 834 users of our outdoor skating rinks, a 70% increase over the previous year—proof that there were a few advantages to last year's challenging winter!

As for the **library**, our 13 618 members made 531 220 loans during the course of 306 512 visits. Among the various organized activities at the library, it's worth noting that the young participants in the summer book club put in a total of 5347 hours' worth of reading.

We continued with the upgrade to our **outdoor facilities** by, among other things, rebuilding the tennis courts in parc Gohier, installing two soccer fields in parc Philippe-Laheurte, and opening water facilities in Decelles and Gohier parks under the **Programme de réfection des pataugeoires et jeux d'eau** (wading pool and water-play area repair program).

We should also mention that, in 2007, Saint-Laurent drafted an action plan aimed at providing citizens with **optimal-quality pool water** in facilities throughout the borough. As was the case in years past, the measures contained in the action plan satisfied—and in certain cases even exceeded—the requirements of the Regulation Respecting Water Quality in **Swimming Pools and Other Artificial Pools**, adopted by the Government of Quebec in January 2007.

Community development

Let's move on to community development. In May, Saint-Laurent Council was pleased to participate in the annual awarding of insignias for the **Ordre des Grands Laurentiens**, a recognition program that was launched in 1993 in order to commemorate Saint-Laurent's centennial. Recipients of the 2007 insignias are:

- **Citizen category:** Léo Maheux
- **Community Organization category:** Les Demeures Sainte-Croix
- **Municipal Employee category:** Comité allégo
- **Family Award:** The Crivello Family

We were also proud that two of these recipients, including the recipient in the Municipal Employee Category, each subsequently received a **Municipal Merit award**. The awards were presented in the National Assembly on June 8 by the minister of municipal affairs and regions, Nathalie Normandeau. The recipients were **Les Demeures Sainte-Croix** and **Comité allégo**. It should be noted that the Comité allégo has been working hard since 2004 to offer Saint-Laurent employees alternatives to single-occupant-vehicle travel.

Of course, the Borough continued to provide **financial support** for initiatives that strive to improve the quality of citizens' lives by awarding more than \$428,000 in subsidies, donations, and grants to various community, sports, and cultural organizations, in addition to supporting several local athletes involved in various levels of competition.

We should also mention that, in the aim of encouraging seniors to get involved in community life, \$21,500 was distributed to 15 beneficiaries under the **Programme de subventions aux groupes et associations de l'âge d'or** (program to provide subsidies to Golden Age groups and associations).

Seven local organizations also shared a total of \$192,000 to help them undertake projects aimed at improving the quality of life of disadvantaged citizens. This initiative was pursuant to the fourth year of the Ville de Montréal's **Contrat de Ville, volet lutte à la pauvreté et à l'exclusion sociale** (city contract, fight against poverty and social exclusion component). Not to mention that four projects were funded under the **Programme de subventions pour les initiatives familiales et/ou interculturelles** (subsidies for family and/or intercultural initiatives program), which has a budget envelope of \$25,000.

Furthermore, as mentioned in the introduction, we endowed the Borough with a 2008-2010 action plan aligned with our **family policy**. The plan was officially launched last November following various consultation activities. As a first concrete step, we passed a resolution at the Borough Council meeting that same month enjoining the STM to introduce a family rate structure.

Lastly, the **Integrated Urban Revitalization of Place Benoit** project entered the implementation phase this summer and will continue for the next eight years. A variety of projects have been set up since the action plan was launched in June, including a self-serve bicycle program and the opening of a Citizens' Space, where a community worker supports residents in their efforts to take charge of their own living environment.

Economic development

As for economic development, major work to **revitalize boulevard Décarie** started as planned in May, and was followed in the fall by landscaping and paving work.



Boulevard Décarie

On the business side, Saint-Laurent held on to its position as the second-largest industrial hub in Quebec by performing well in 2007. Businesses in the industrial sector were responsible, among other things, for **investments worth more than \$770 million**, a 6% increase over 2006. Money allocated to research and development, which represent future investments, totalled \$246 million. To this were added \$277 million in real-estate investments.

Our business people continued to count on support provided by the team at **Développement économique Saint-Laurent** to achieve their projects. This service handled close to 3000 requests involving 410 companies, and responded to 180 requests for office space, land, and industrial buildings.

Several of Développement économique Saint-Laurent's various activities are worth noting, including its support for **three companies** that set up shop in the borough, generating, as a result, investments worth \$16 million and the creation of 167 jobs. These companies are Aliments Expresco, Imprimerie IPP and UPS Store. The Développement économique Saint-Laurent team, in partnership with Montréal International, organized a **trade mission to France** that fostered ties between Saint-Laurent and French companies in the aeronautics sector. The organization's **Table des professionnels en ressources humaines** (human-resources professionals round

table) was also very active. The Table organized four meetings that achieved a 93% participation rate and launched an electronic forum unique in Quebec.

The organization's **Centre de gestion des déplacements** (commuter management centre), for its part, practically doubled its number of activities last year, thanks in part to the arrival of six new major clients. As such, the Centre undertook 1300 activities in 219 companies. The Centre's mission is to encourage the retention of some 110 000 workers in Saint-Laurent while helping to improve the environment by finding alternatives to single-vehicle-occupancy travel. Still in 2007, the Association des professionnels en développement économique du Québec (association of economic development professionals of Quebec) gave the Centre its **Précurseur en développement économique** (economic development forerunner) award for its work. And it was in partnership with the Centre that our Comité allégo won the Municipal Merit Award, as noted earlier.

Lastly, the **CLD Centre-Ouest**, overseen by Développement économique Saint-Laurent, once again demonstrated that it is a major asset for the local business community given that 215 promoters contacted the organization for advice or funding. Furthermore, nine inspiring projects received financial assistance in the form of loans or subsidies, which contributed to investments worth \$863,000 and the creation of 36 jobs.

Environment and sustainable development

In the matter of the environment and sustainable development, Saint-Laurent of course continued along the path it had embarked on. As such, between 2004 and 2007, we doubled the amount of recyclable materials collected in our territory—and this in spite of our significant population increase. Among the achievements from the past year, the following stand out:

- Completion of the roll-out of selective collection and robotized waste collection in more than 1500 industries, businesses and institutions that currently have waste collection service;
- Visits to 10 825 dwellings in buildings of nine or more units, in partnership with the Éco-quartier, to follow up on the introduction of recycling;
- Distribution of 1875 blue bins in the aim of increasing recycling in buildings of eight dwellings or fewer;
- Follow up of 8300 calls placed to the Info-Collectes phone line, of which 5419 involved activities by the cleanliness brigade to provide information to residents about the different types of collection services;
- Addition of recycling stations in municipal buildings, aimed at employees and visitors, to cover new categories of waste materials;
- Introduction of recycling stations on the pedestrian walkway along boulevard Décarie, along with a 40% increase in vegetation cover in the same area so as to minimize the effects of heat islands.



Mon école écolo program

We should also note that 21 schools took part in the fourth edition of the **Mon école écolo** program. Until last year, this program enabled schools to obtain support from Saint-Laurent to embellish the outdoor areas of their facilities once these areas had been cleaned up by

staff and students. In October, the program underwent a makeover and is now geared towards getting participating schools to organize an educational activity focused on recycling and composting.

The **Maisons fleuries** contest, for its part, which rewards the most beautiful landscaping projects in the borough, received 989 applications.

In order to mark **Earth Day** on April 22, the Borough offered trees to large companies and educational institutions, in partnership with Pépinière de Montréal. These trees are additional to the **600 new trees** that we planted in 2007 and the 100 000 annuals that embellish our community during the summer months.

The initiative to enhance the **parc Marcel-Laurin woodland** continued. A cleaning blitz was held on September 14 in partnership with Éco-quartier de Saint-Laurent, Opération Montréal.Net and Comité Écologique du Grand Montréal. This activity was organized as part of the international **Clean Up the World** campaign.

As for our municipal facilities, major work was undertaken at the **aréna Raymond-Bourque** in order to make the arena safer for residents and employees while also generating significant energy savings through the installation of a new refrigeration system.

In closing, I would like to add that we intend to pursue our initiatives to make optimal use of waste materials in Saint-Laurent. That's why, in June 2007, we invited residents living in buildings of eight dwellings or fewer to a **public information meeting on recycling** to assess whether they should be provided with enhanced containers that would help increase the amount of recycling being collected.

Housing

In the matter of housing, we should note that, in 2007, 46.6% of Saint-Laurent taxpayers were to see lower taxes given that **property values** tied to the new assessment roll did not increase as much in the borough as they did in other areas of the city.

On another topic, one of the most reliable indicators of a community's vitality is residential development. Development in our borough continued at a good pace last year, given that we issued **772 construction permits** for projects worth a total of \$165.3 million.

Of the **1000 additional housing units** approved by the Urban Planning Advisory Committee, 415 new units were built in the Nouveau-Saint-Laurent sector—making this sector the most active in this regard. For the Bois-Franc sector, 2007 was a turning point as it marked the start of Phase 3, with 188 units submitted to the committee for study. The third major development hub in Saint-Laurent is the sector around rue Khalil-Gibran, where 169 units are slated to be built.

In closing, two additional Saint-Laurent residences were recognized under Montréal's

Architectural Heritage Campaign. Houses located at 680-682, rue Filiatrault, were recognized in the residential category, and the building at 1395, rue de l'Église, was recognized in the business category.



680-682, rue Filiatrault

Financial data for 2007

Now let's take a look at the main financial data for 2007. I would first like to underline that, despite last winter's unfavourable weather conditions, we succeeded—thanks to sound financial management, the rigorous application of our contract-tendering policy and to close supervision of work undertaken—to meet our budgetary allocation while emerging with a **management budget surplus of \$759,400** for the fiscal year ended December 31, 2007. As we'll see further on, this surplus was allocated to Saint-Laurent's operating budget in order to cover snow-removal expenses.

Accordingly, the budget allotment for fiscal 2007 totalled **\$3,171,200** for revenues and \$65,037,145 for expenses, for a net budget allotment of **\$61,865,945**.

The table below presents the variations between the amended budget and the actual results for fiscal 2007:

Financial Statement

Fiscal year ended December 31, 2007

	Amended budget	Actual budget
Revenues and budgetary allotment		
Budgetary allotment from Ville de Montréal	\$61,865,945	\$61,033,600
Revenues from local sources	\$3,171,200	\$4,628,400
Total revenues	\$65,037,145	\$65,662,000
Expenses		
General administration	\$9,214,000	\$9,947,500
Public safety	\$510,000	\$329,600
Transportation	\$18,246,345	\$19,932,500
Community hygiene	\$9,592,200	\$8,696,200
Health and well-being	\$1,164,500	\$934,000
Layout, urban planning and development	\$7,147,000	\$6,745,400
Recreation and culture	\$19,163,100	\$17,604,700
Material and technical support	\$0	\$169,000
Financing costs	\$0	\$1,300
Transfer to investment activities	\$0	\$542,400
Total expenses	\$65,037,145	\$64,902,600
Surplus		\$759,400

The increase in revenues is attributable to the following, among others:

Sales of bins	\$19,200
Sales at auction	\$75,000
Program to replace traffic lights with LED lights (50% of the cost covered by Hydro-Québec)	\$75,600
Cost-recovery tied to invoicing for cutting permits on the public road network	\$175,000
Sale of access rights to snow-dumping sites	\$78,200
Rental of various facilities	\$336,800
Studies of plans by the Direction de l'aménagement urbain et des services aux entreprises	\$243,200
Park funds and related interest	\$821,900
Sale of call for tender documents and other documents	\$25,600

Public security

As for public security, the **Urban Security Patrol**, as noted in the introduction, became a year-round service last year. Patrolers undertook more than 4000 interventions between April 1 and December 31. These interventions primarily involved assistance to citizens, garbage, respecting the curfew in parks, supervision of swimming pools, and animals.

In the summer of 2007, the **Urban Security Committee** began laying the groundwork for its 2008-2010 action plan, which was tabled in June 2008. Apart from the SPVM and

Montréal's fire prevention service, the Committee includes representatives from various Saint-Laurent administrative units as well as associations and organizations in Saint-Laurent that meet several times a year. The Committee also has several sub-committees dedicated to specific issues. One of these sub-committees, in fact, submitted an action plan to deal with extreme heat conditions which makes the most of our municipal facilities and services.



Urban Security Patrol

Transportation and public works

As regards the final category in this report, transportation and public works, it should be noted that the Borough faced an **exceptionally harsh winter** this year. We received 371 cm of precipitation, compared with an annual average over the last 10 years of 180 cm. The various teams assigned to snow-removal duties undertook nine clean-up operations, while they normally undertake only about five such operations a year.

As we have announced several times, Saint-Laurent intends to adopt a **local transportation plan**. To ensure that the plan reflects the vision, concerns and ideas of residents, we invited residents to two public consultation meetings during the fall of 2007.

Work to repair our road network, for its part, continued. Several investments, worth a total of \$3.8 million, were made under the **Ville de Montréal's Programme de réfection artérielle** (road repair program). The repair work focused on several major arteries, among them various sections of Côte-Vertu and Henri-Bourassa boulevards.

Work to repair **pavements and sidewalks on local streets** was also undertaken, at a cost of \$3.4 million. Work worth \$3 million was also done on rue de Londres. In closing, it should be noted that the sum of \$1.2 million was allocated to repair the **aqueduct system**.

Contracts valued at more than \$25,000

Before moving on to the financial balance sheet for 2007, I would like to present a list of contracts that were awarded having a value of more than \$25,000. These contracts cover the period from August 4, 2007 to July 31, 2008.

Three-Year Capital Investment Program: 2007, 2008, and 2009

In 2007, under our Three-Year Capital Investment Program, we invested \$13.9 million in various projects. Following are the principal projects, among others. Please note that several of these projects were covered in the first part of this report:

- \$2.6 million for the project to revitalize boulevard Décarie;
- \$3 million to protect public buildings, including \$993,000 for work to provide universal access to Borough Hall, \$1.5 million for the refrigeration system at the aréna Raymond-Bourque, and \$474,000 for roof-repair work at the Municipal Workshops;
- \$3.4 million to repair pavements and sidewalks;
- \$200,000 to repair the tennis courts in parc Gohier;
- \$262,000 to build Vivaldi square in the Bois-Franc sector;
- \$595,000 to start construction work on the wading pools and water-play areas in Chamberland and Harris parks;
- \$120,000 for work in parc Grou;
- \$2.6 million to build Site 3 and part of Site 1 in parc Philippe-Laheurte;
- \$889,000 for the Vehicle Replacement Program;
- \$237,000 for the Streetlight Replacement Program.

Overview of 2008

Preliminary indications for the 2008 financial statements

As for our 2008 budget, we anticipate expenditures of \$72.3 million, compared with an initial budget of \$67.5 million, and revenues from local sources of \$3.2 million.

As we announced in June, we also expect to incur a **deficit for the fiscal year**, owing mainly to snow-removal costs for winter 2007-2008 as well as the increase cost of gasoline. Indeed, given that we received more than twice the expected annual amount of precipitation, winter 2007-2008 proved to be particularly costly for Saint-Laurent's administration. Even though we managed to wipe out the \$2.5 million deficit incurred during the first four months of the year by drawing on various **accumulated management surpluses** from previous years, we expect to close 2008 with a \$2 million deficit in our snow-removal budget envelope, among others, if, during the last three months of the year, we receive an average amount of precipitation for that time of year.

Our administration must now meet the budgetary challenge posed by last winter's record-breaking season. We have to be especially vigilant in the way we manage our budget between now and the end of the year in order to gain the budget flexibility we need to take on the upcoming winter.

Projects underway

Numerous projects are underway in 2008, several of which flow from the strategic planning exercise we launched in 2007. Following are some of these projects:

- Undertake studies preliminary to the construction of the new library for Saint-Laurent, ahead of the architectural competition slated for 2009;
- Expand and bring up to standard the chalets in Painter, Noël-Nord and Chamberland parks;
- Tabling this fall of a local transportation plan, urban forestry master plan and tree plan;
- Undertake various plantings in industrial sectors in the aim of minimizing the effects of heat islands;
- Improve recycling in buildings of eight or fewer units;
- Launch the first collection of green waste in September and October;
- Install a bike lane on avenue O'Brien, between boulevard Henri-Bourassa and rue Rochon;
- Undertake Phase II of the project to protect, preserve and enhance the parc Marcel-Laurin woodland, which involves consolidating the footpath network and building two bridges;
- Convert part of our rolling stock to biodiesel;
- Undertake a pilot project aimed at eliminating lead pipes in targeted residential dwellings;
- Launch the Cyberbulletin online newsletter, for which all residents are invited to sign up;

- Holding of a public market in parc Poirier in September, tied in with the integrated urban revitalization project in Place Benoit.

We should also note that, at the beginning of the year, Council awarded a three-year contract to the **Urban Security Patrol**. In addition, we increased the Patrol's staff and increased its on-duty hours, from 78 to 84 hours a week, depending on the season. This represents a total of 18 524 hours of coverage for all of 2008.

We also began to implement a **geomatics system** that will allow us, for example, to modernize the tool used to manage bylaws and zoning and to put into service a new system of permits and inspections that allows for the integrated management of corporate information.

Following a recommendation by the **auditor general**, we will also introduce a GPS tracking system for certain categories of vehicles in order to enhance the efficiency of routes travelled by these vehicles.

Finally, in line with the announcement of the launch of Bombardier's CSeries family of aircraft, Développement économique Saint-Laurent is working actively on an **aeronautics project** aimed at fostering synergy among the 50 or so companies involved in this industry in our territory. This project will generate a variety of initiatives, including a reference document for the industry and solutions adapted to companies' needs.

Three-Year Capital Investment Program: 2008, 2009, and 2010

The Three-Year Capital Investment Program for 2008, 2009, and 2010 represents a loan from taxpayers' accounts of \$27.09 million. The sum of \$11.16 million, drawn from monies that went unspent in 2007, should be invested this year.

The following table lists the main projects planned for 2008.

Three-Year Capital Investment Program – 2008	Budget
Sidewalk and roadway repairs	\$2.9 million
Vehicle Replacement Program	\$1.7 million
Wading pools and water-play areas in Painter, Bourbonnière and Noël-Nord parks	\$2.7 million
Redevelopment of parc Philippe-Laheurte, sites 1 & 2	\$1.4 million
Redevelopment of Gohier, Petit, Bélanger, Noël-Sud, Tassé and Saint-Laurent parks	\$2.45 million
Lighting and landscaping in the Bois-Franc sector	\$530,700
Expansion and bringing up to standard of the chalets in Chamberland, Noël-Nord and Painter parks	\$3 million
Finishing work on the project to revitalize boulevard Décarie	\$360,400
Roof repairs at Borough Hall, with installation of a white roof	\$304,000
Undertaking of studies required for the construction of the new library	\$300,000

Outlook for 2009

General budget orientation

For 2009, our objective is to draft a budget that will allow us to offer residents the same quality of services by drawing on a similar allocation of funds as in the previous fiscal year. We should achieve this goal despite the expected budget deficit occasioned by snow-removal operations and the significant increase in our service costs, which have ballooned primarily as a result of rising gasoline prices and factors pertaining to the application of collective agreements. It should also be noted that Saint-Laurent has recorded the highest population growth in Montréal and has been required to maintain 12 km of new roads since 2004.

The allocation for 2009 has consequently been calculated on the basis of the 2008 budget, to which have been added a development fund, in the amount of \$1,888,900, the transfer of \$183,000 for the upgrading of snow-dumping sites, and the sum of \$276,400 in harmonization cost adjustments pertaining to the collective agreement with blue-collar workers.

For 2009, a budget envelope of \$68,872,700 will be transferred to Saint-Laurent.

2009 budget (voted)	\$66,524,400
Adjustments	
Development fund	\$1,888,900
Upgrade funds (snow-removal)	\$183,000
Blue-collar harmonization	\$276,400
Total adjustments	\$2,348,300
Budget envelope	\$66,524,400
Adjustment	\$2,348,300
Budget envelope transferred	\$68,872,700

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

The Three-Year Capital Investment Program for 2009, 2010, and 2011 is currently being reviewed, and will be tabled at the same time as the Borough's operating budget. I am currently in the position to inform you that protecting and improving our infrastructure will once again motivate our decisions as well the consolidation and achievement of our various **action plans**. We'll also be in year two of the achievement of projects tied to our **strategic planning exercise** and, more specifically, we'll work toward the completion of the project to build a **new library** better adapted to the reality of Saint-Laurent, a project in which we will make a major financial investment over the next three years.

Conclusion

In conclusion, we can state that our administration is currently engaged in a process aimed at improving services and benefits in all areas, a process that will focus, as always, on our citizens. As I explained earlier, we will also have to face the challenge posed by last winter's conditions, as well as other factors, while presenting a balanced budget for 2009 that takes account of all these issues.

My colleagues on Council and I also plan to put in place the necessary measures to continue encouraging our significant

demographic growth and effectively support our economic development, which received a tremendous boost with the announcement concerning the launch of Bombardier's CSeries.

We will continue, therefore, to be proactive, which means we won't shy away from getting involved in various projects all happening at the same time. While these projects may, at first glance, appear to touch on different areas of interest, they will ultimately allow us to reap the synergistic benefits they create. It will be more and more

crucial that all Saint-Laurent residents take part in our various consultation processes in order to ensure that our actions align with the issues that matter most to them.

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.