

REPORT ON SAINT-LAURENT'S FINANCIAL SITUATION FOR 2008



Presented to
Saint-Laurent Council
by Mayor
Alan DeSousa, FCA,
on September 1, 2009

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 2008. 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 2010.

This is an exercise we have always approached with due diligence. It certainly explains why the Ville de Montréal General Auditor once again cited our report as an example for all Montréal Boroughs to follow.

An important year between our strategic planning exercise and the development of our reference framework for sustainable development, 2008 was particularly rich in all types of projects. This effervescence is also reflected in the growth of our population, which was spotlighted in the Gazette officielle du Québec in January. The Saint-Laurent community now boasts 86,681 residents.

There is no doubt that this report about Saint-Laurent's financial situation will prove to both long-standing and new residents that my colleagues on Council and I are always intent on preserving their well-being and responding to their concerns!

Achievements by the administration of Saint-Laurent in 2008

MUNICIPAL AFFAIRS AND ADMINISTRATION

In July we launched our **Cyberbulletin**. This enables subscribers to receive information every month about the events and projects that are under way in Saint-Laurent. In one year, slightly more than 1,000 residents have subscribed.

The universal accessibility initiative organized as part of the 2008-2010 action plan under the Ville de Montréal **Programme d'accès à l'égalité en emploi** (Employment Equity Program) continued. In June, we inaugurated the new facilities at Borough Hall during Québec Week for Persons with Disabilities. The Hall now boasts an access ramp, an adapted service window at the Citizens' Office, and an elevator leading to the Council Room.

Similar to in other boroughs, the **Citizens' Office** joined the Accès Montréal network. Residents now have access to municipal services at all times with the 311 telephone service. The team at the Citizens' Office also committed to the process for improving and standardizing the customer approach with its Issue Table with other divisions.

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 \$21,000 for five charitable works. Finally, the **Christmas basket drive**, conducted in collaboration with some 60 local partners, allowed us to distribute 350 baskets to Saint-Laurent families.

As planned, the Borough continued to implement its **geomatics system**, which ensures the more effective management of municipal assets. In 2008, among other things, it was used to improve the system we use to issue permits.

In April, we adopted the **Système intégré de gestion de Montréal**, nicknamed **SIMON**. A committee headed by our Direction des services administratifs previously conducted an extensive review of our administrative practices in order to prepare us to use this tool properly. The latter offers faster access to management information at the corporate level.

Also in April, Saint-Laurent received an honorary mention in the **Excellence Mieux consommer**

d'Hydro-Québec contest. This distinction was awarded for our traffic light optimization program involving the installation of lights that use light-emitting diodes.

In closing, another noteworthy development is our **new visual signage**. It is centred on the "At the heart of your needs" (Au cœur de vos besoins) message, and now features a more modern and urban design and colours to reflect the new Saint-Laurent reality.

CULTURE, SPORTS AND RECREATION

The outstanding event in 2008 for our Culture, sports et loisirs division was most certainly the announcement of **the construction of a new Saint-Laurent library** covering a surface area of more than 4,200 square metres. This building will include an exhibition centre and will be erected on boulevard Thimens. The Borough intends for it to be a role model in terms of "green construction", and with it, will strive to achieve LEED Gold certification.

Accordingly, last June, we announced jointly with the Minister of Culture, Communications and the Status of Women, Christine St-Pierre, and Mayor, Gérald Tremblay, \$24 million in investments in this project. Then, in November, Council awarded a contract valued at \$135,000 for the preparation of the Functional and Technical Program.

With respect to the **existing library**, in 2008 it registered 533,709 loans –2,500 more than in 2007 – during 296,273 library visits. Among other interesting data, it was noted that in addition to this, its computer fleet was used more than 39,000 times, and its activities were attended by more than 7,400 participants.

In the fall, we continued to make **major investments in our parks** as part of the master plan for parks and in compliance with the objectives of our Family Policy. The latter were in line with the projects included under the Three-year capital investment Program 2008-2010, and consisted of investments that clearly respond to the needs of the population, because we estimated that our parks were visited more than **1.2 million times** last year.

To conclude this section with other telling statistics, we mention that the **Centre des loisirs** was

visited 145,634 times, which is 36,000 more than in 2007, and in 2008 there were 15,990 **carte-loisirs** in circulation, including 9,168 "resident" cards. This represents a 40% increase in one year.

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 are:

- **Municipal Employee category:**
The team with the Mon école écolo program
- **Family Award:**
Saint-Laurent YMCA Joujouthèque and family resource centre
- **Community Organization category:**
Carrefour des aînés
- **Citizen category:**
Mrs. Kathleen Coleman and Mrs. Guylaine Dault

Of course, the Borough continued to provide **financial support** for initiatives that strive to improve the quality of citizens' lives by awarding more than \$588,000 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.

Of this amount, \$23,855 was awarded to 16 groups and associations under the **Programme de subventions aux groupes et associations de l'âge d'or** (program to provide subsidies to Golden Age groups and associations) and six projects received a total of \$25,000 under the **Programme de subventions pour les initiatives familiales et/ou interculturelles** (subsidies for family and/or intercultural initiatives program).

Five local organizations also shared \$181,000 for projects that strive to improve the quality of life for underprivileged citizen's groups during the 5th year of 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).

Also noteworthy, a \$5,000 subsidy was awarded to **Moisson Montréal** in December to support the renovation of its building on chemin de la Côte-de-Liesse.

The **Integrated Urban Revitalisation of Place Benoit** project progressed nicely in 2008. We need only think of the seasonal market that was held in parc Poirier in September; the twinning of 24 fruit trees, and the creation of a children's reading group.

We hosted approximately 300 guests at our **annual volunteer evening** in October. To underscore its 50th Anniversary, an exhibition of photos attesting to the support of volunteers committed to Saint-Laurent's community development was presented at the Centre des loisirs.

Finally, 35 of the 105 actions listed in the 2008-2010 action plan for our **Family Policy** were carried out in 2008. The improvement of the Ado de St-Lo coaching program and the opening of a room for family use at the Centre des loisirs are excellent examples. We also commend the health trend adopted at **aréna Raymond-Bourque** in September with a new menu offering healthier food choices.

ECONOMIC DEVELOPMENT

With respect to economic development, we note that Saint-Laurent has maintained its growth, despite the instability of financial markets and the international economic slow-down observed during the last quarter. It is believed that more than 2,000 of the **90,513 jobs** reported in last year's census were maintained thanks to the actions of Développement économique Saint-Laurent.

Its dedicated team was behind **4,875 interventions** with companies, including **534 personal visits**. It also invested in 110 local development projects relating to major issues such as sustainable development, entrepreneurship, human resource management, and foreign market development.

In 2008, **5,260 places of business were listed in Saint-Laurent**. The number of companies in the manufacturing, wholesale-distributor, and tertiary-motor industries on the territory increased by 5.7% and the number of jobs related to these industries increased by 3.9%.

The 2,628 companies in the industrial sector injected **\$782 million into the regional economy**, representing a 3.2% increase over 2007. **Manufacturing companies alone invested \$384 million**. This annual increase of 2% is remarkable since throughout Quebec, the manufacturing sector is on the decline.

Real estate investments, which led industrial investments last year, totalled \$49 million. This represents a 3.4% drop, which was compensated for by investments in the residential sector.

The **Centre de gestion des déplacements**, whose mission is to recommend alternative solutions to motorists who drive solo, carried out 2,253 interventions with 115 companies, representing an increase of 85% over 2007. It is

estimated that its different programs now reach more than 50,000 workers, including those working for municipal administration, through the Allégo Committee.

The CLD Centre-Ouest, which is the responsibility of Développement économique Saint-Laurent, continued to make headway. It awarded subsidies totalling \$69,000 through the Jeunes promoteurs Program and \$350,000 in unsecured loans for companies. It also generated economic spin-offs of \$1.2 million, and contributed to the creation of 35 new jobs.

We mention in closing that Saint-Laurent continued with its renovation of **boulevard Décarie** by awarding a contract to Apur Urbanisme conseil last November. Its mission will be to help improve the image of the boulevard with respect to posting, displays, and terrace development work.

THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

Our administration has been particularly active for several years with respect to the environment and sustainable development. In September 2008, we received the second prize for **Leader en transport durable**, at the "Hommage aux entreprises qui marchent" breakfast offered by the Agence métropolitaine de transport in collaboration with the Centres de gestion des déplacements. Presented as part of the En ville sans ma voiture initiative, this prize underscores the efforts made since 2004 by the Allégo Committee, which is formed of Saint-Laurent employees who, on a volunteer basis, strive to encourage their colleagues to use transportation methods that create less pollution.

We proceeded with the development of different complementary action plans as we have described in the Projects Underway section. For the time being, the following is an overview of the achievements that attracted our attention.

In April, along with the Conseil régional de l'environnement de Montréal, we launched an extensive **tree-planting campaign** on private property in the industrial and commercial districts in order to counteract heat islands, which have been a problem specifically in our community. Approximately 3,800 companies have been solicited under this campaign. Within the context of our regular **tree planting** activities, we set an example by planting 660 trees in 2008 compared with 211 in 2007. Furthermore, if we add to this number the 187 trees included in the park reorganization projects as well as the 315 trees planted in the parc Marcel-Laurin forest, the total stands at 1,062 trees.

Moreover, in August, we continued with our renovation efforts to install a **white roof** on Borough Hall. By reflecting the heat, this type of roof helps to decrease energy consumption while also helping to counter the phenomenon of heat islands.

Also at Borough Hall, in the fall we installed a second **Communauto** service point. This shared vehicle service already boasts approximately one hundred members in Saint-Laurent.

The first ever **green waste collection**, which was held in the fall, drew many participants. It lasted 5 weeks, and helped to reduce the quantity of waste sent to landfill sites by collecting 62 tonnes of green waste. With the collection of dead leaves, Christmas trees, and the pruning of trees on the territory, 1,657 tonnes of vegetable waste were collected last year.

In the same category, we mention that our two **hazardous household waste collections** attracted some 700 participants and enabled us to collect 13 tonnes of materials. We must commend our teams, which never cease to seek new materials to add to the collection. For instance, after tires and clothing, in 2008 we included renovation materials as well as computer and electronics equipment.

Furthermore, the results of the 2008 component of our **Plan de gestion des matières résiduelles** are eloquent. The trend has continued in Saint-Laurent despite the current crisis in the recycling industry since the **tonnage of recyclable materials** collected has continued to increase to total 5,610 in 2008 compared with 5,218 in 2007. The total percentage of recycled materials collected on the territory increased to 37% last year. This steady growth is partly due to the implementation of a recycling service in buildings with 9 or more units, as well as in the category comprising institutions, businesses, and industries.

The **tonnage of waste** continued to decline, despite the significant demographic increase in Montréal since the last census. It decreased from 29,444 tonnes in 2007 to 29,177 tonnes in 2008. This number corresponds to the tonnage registered in 2000, namely 29,109.

Our **cleanliness brigade**, which provides its support for the smooth rollout of the different collections, followed up on 3,430 requests with interventions with citizens for clarifications concerning the use, storage, choice of volume, and repair of bins, as well as the evaluation of the quantity of waste generated.

We pursued our awareness efforts concerning environmental issues by inviting all residents and the business community to participate in the **Earth Hour international event** that took place on March 29. This event entailed shutting off the lights between 8 and 9 p.m. We shut off the lights of our municipal buildings where this was possible.

We should also note that 17 schools took part in the fifth edition of the **Mon école écolo program**. The parameters of this program were changed, and since last year have encouraged the organization of an educational activity centred on recycling and composting. Participating schools appeared to like the new formula. The Maisons fleuries contest, for its part, which rewards the

most beautiful landscaping projects in the Borough, received 1079 applications.

Our administration has always sought to enhance the parc **Marcel-Laurin woodland** in order for it to be an oasis of greenery for residents. Accordingly, they were invited, along with our partners, to participate in a cleaning blitz that took place on September 19.

In summer 2008, our Section éclairage et électricité, which is always seeking to implement state-of-the-art solutions, launched an energy savings pilot project pertaining to street lighting at the intersection of rue Poirier and boulevard Cavendish. This led, in May 2009, to the installation along 500 metres of **boulevard Alexis-Nihon**, of a first light-emitting diode lighting network that consumes 40% less energy.

Of course, we cannot overlook the public's outstanding participation in the **Hydro-Québec Energy Wise residential diagnostic program**. Launched in October, this campaign involved urging residents to complete a questionnaire enabling them to receive a report containing personalized recommendations on how to save energy. In exchange, Hydro-Québec offered the Borough financial support for the execution of its joint project, specifically the creation of an Internet café at the Centre des loisirs. A total of 2,236 questionnaires were completed. On May 5, Hydro-Québec presented Saint-Laurent with a cheque for \$74,265.

HOUSING

With respect to the Housing division, residential development continued with the addition of **837 new housing units**, compared with 398 the previous year, and investments of \$2.9 million for the creation of new traffic lanes. Among these was **rue Kalhil-Gibran**, which was opened last September. Located to the south of boulevard de la Côte-Vertu and to the west of boulevard Lebeau, this new street will boast new townhouses and high quality buildings. By giving it this name, Council wanted to pay tribute to the Lebanese community and underscore its contribution to the vitality of Saint-Laurent.

The year 2008 was also marked with the construction of 20 new major projects in the **industrial sector**, totalling more than one million square feet of floor space. We note that several of these projects qualify for the LEED Silver certification project due to the fact that it contains "green building" elements.

Among the projects that drew attention, we remember that in April, we had the pleasure of inaugurating Phase III of **Demeures Sainte-Croix**, which offers 155 community housing units to elderly individuals with limited autonomy.

Another example of the vitality of Saint-Laurent, in 2008 we issued **750 construction permits for a total value of \$189.4 million**. Although there were 18 permits fewer than the number issued in 2007, the total value increased by \$25 million.

And to conclude this section, I would like to extend my congratulations to Mrs. Renée Achim and Mr. Pierre Caron. Their property, located at 1566 rue Decelles, was designated the winner in the 2008 edition of the Ville de Montréal **Architectural Heritage Campaign** in the residential category.

PUBLIC SECURITY

Let's move on to public security. In June, the **Urban Security Committee**, headed by the Division du service à la clientèle et sécurité urbaine of Saint-Laurent, tabled its 2008-2009 Action Plan. Focusing on prevention and the participation of its local partners, this plan's actions are centred on five areas of intervention.

More present now than ever, our **Urban Security Patrol** carried out more than 15,000 different interventions in 2008. Backed with the objective of offering an environment that is consistently more secure, Saint-Laurent increased its coverage early in the year. Accordingly, the patrol is active 78 to 84 more hours per week depending on the season. Its mandate has also widened, for instance with respect to response to traffic accidents, and its collaboration with other municipal services.

In November, our agreement with the Canadian Red Cross Society to the provision of humanitarian assistance services for our citizens who are disaster victims was particularly helpful when the **underground parking garage collapsed** beneath a building located on boulevard Deguire. This enabled us to assist the building's tenants while they waited for permission to re-enter the premises.

In March, the **first responder firefighters** began working at community stations 71, 72 and 73 in Saint-Laurent. Launched in spring 2007, the first responder firefighters were implemented in 3 phases during the year, for a total of 9 phases by the end of 2009. The Saint-Laurent team was part of the 4th phase.

TRANSPORTATION AND PUBLIC WORKS

With respect to public transit and public works, we will begin with a pilot project that could be as linked to security and sustainable development, specifically the **replacement of lead conduit**. Operating thanks to a partnership between Ville de Montréal, the NSERC Industrial Chair in drinking water of École Polytechnique, and the Centre des technologies de l'eau de cégep de Saint-Laurent, this two-faceted innovative project started in June. The first involved identifying lead pipes and analyzing the water they contained. The second phase involved replacing the lead pipes in homes where no replacement project for secondary pipes is scheduled over the next 20 years in order to respect the commitment of Ville de Montréal to completely eliminate lead entries.

Snow removal is another important topic. While this year we experienced a record snowfall, in November, we adopted a new **snow clearing and**

snow removal bylaw. It makes it possible, under certain conditions, to dump the snow on public property for homes where there isn't enough space for the snow. We also implemented other improvements to our snow removal process in terms of human resources and our work methods. One excellent example is the snow removal project in effect on certain narrow roads in the Bois-Franc sector.

Also, as scheduled, Saint-Laurent continued the development of its **local transportation plan** that was adopted in June 2009. In this respect, last year, we developed a diagnosis of the territory as well as intervention strategies and an action plan.

On April 2, Saint-Laurent, coupled with the Borough of Ahuntsic-Cartierville, held an information session at the Centre des loisirs about the extension project for **boulevard Cavendish**. The purpose of the information session was to present the project details and also the planned measures to reduce the impact on local traffic.

Our collaboration with Ville de Montréal for the development of our network of **bicycle paths and lanes** was productive. Last year, a bicycle route was created on avenue O'Brien between boulevard Henri-Bourassa and rue Rochon, as well as an off-road track on boulevard Thimens, from boulevard Cavendish to the Raymond-Bourque arena.

And, like our population, our territory never ceases to grow, specifically increasing from 329 km of roads in 2002, to 350 km in 2009. It is estimated that in 2015, this number will reach 368 km. This growth requires the extensive maintenance of our road system and our other infrastructures. As such, in 2008 we benefited from investments of \$17.2 million in Ville de Montréal's **Programme de réfection artérielle**. Several major arteries have been renovated, including segments of boulevard de la Côte-Vertu and boulevard Thimens, avenue O'Brien, and numerous intersections, including Marcel-Laurin and Saint-Louis.

Repairs to various local streets and sidewalks were also made, for a total value of \$1.5 million. To these we also add rue Ward, rue Gold, and rue Millar, which benefited from investments totalling \$3.2 million. And in closing, it is important to remember that \$1.2 million was invested in repairs to waterworks on select local streets.

Contracts valued at more than \$25,000

Before moving on to the financial balance sheet for 2008, 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 1, 2008 to July 31, 2009.

Financial data for 2008

Now, let's take a look at the financial data for 2008. I would like to begin by underscoring that despite the heavy snowfall in early 2008, we succeeded, thanks to sound management, in putting in place a budget overhaul plan enabling us to generate a **management surplus totalling \$1,019,000** for the fiscal year ended December 31, 2008. This surplus mainly

comprises the adjustment in our budget for increased contract costs for snow removal, and operating deficits at snow dumps.

Accordingly, the allocated budget for fiscal 2008 was \$3,234,600 for revenues and \$66,524,400 for expenses, for a **net budget allocation of \$63,289,800**.

The table below presents the variations between the amended budget and the actual results for fiscal 2008.

Statement of financial activities Fiscal year ended December 31, 2008

	ORIGINAL BUDGET	MODIFIED BUDGET	ACTUAL BUDGET
Budget revenue and appropriation			
Budget allocation	\$63,289,800	\$63,468,600	\$63,479,100
Revenues from local sources	\$3,234,600	\$4,234,600	\$4,985,900
Surplus allocation	\$970,000	\$2,475,400	\$2,492,400
Park fund allocation		\$329,300	\$329,300
Total revenues	\$67,494,400	\$70,508,000	\$71,286,800
Expenses			
General administration	\$10,140,600	\$12,615,000	\$11,563,400
Public security	\$615,600	\$42,300	\$42,400
Transportation – municipal roads	\$7,956,900	\$8,275,000	\$8,135,800
Transportation – snow removal	\$6,988,500	\$9,394,100	\$12,869,500
Transportation – street lighting, parking, and traffic	\$3,746,200	\$3,216,100	\$3,108,400
Hygiene	\$10,121,600	\$9,856,100	\$9,097,000
Health and well-being	\$1,261,500	\$1,216,700	\$1,266,000
Landscaping, urban planning and development	\$6,808,700	\$6,239,300	\$5,784,500
Recreation and culture	\$19,854,800	\$19,728,000	\$18,549,500
Transfer to investment activities		\$2,900	\$738,100
Total expenses	\$67,494,400	\$70,585,500	\$71,154,600
Surplus on revenues and expenses			\$132,200
Adjustments to the surplus			\$886,900
2008 management surplus			\$1,019,100

We exceeded our revenue objective by a little more than \$750,000. Consequently, the allocation of the surplus and a revitalization plan carried out during the year enabled us to cover a deficit of close to \$6 million posted by the snow removal budget.

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

In 2008, under our Three-Year Capital Investment Program, we invested \$10.4 million in various projects. Here are a few examples:

- \$2.9 million for the construction of water play equipment and repairs to swimming pools in 11 Borough parks
- \$2.8 million for landscaping work in Gohier, Philippe-Laheurte, Saint-Laurent and Tassé parks
- \$659,000 for the start of work to upgrade the chalets in Painter, Noël-Nord, and Chamberland parks
- \$402,000 for the creation of square Vivaldi in the Bois-Franc District
- \$319,000 for the completion of the revitalization project along boulevard Décarie
- \$304,000 for repairs to the Borough Hall roof
- \$1.5 million in paving and sidewalk repairs
- \$1 million in the Vehicle Replacement Program



Cleaning blitz in the Marcel-Laurin woodland



Inauguration of rue Kalhil-Gibran



Seasonal market in parc Poirier



Snow removal in the Bois-Franc District

Overview of 2009

Preliminary indications for the 2009 financial statements

In 2009, Ville de Montréal acquired an overhaul plan to counteract the effects of the economic crisis that is being felt worldwide. The \$1,948,900 allocated to the Borough was collected as was our 2009 budget allocation.

Despite an anticipated \$837,700 increase in snow removal activities, we plan to respect the budget envelope of \$68,753,600 in expenses following an adjustment, and a local source revenue objective of \$4,369,600.

Projects underway

With respect to an overview of 2009, Saint-Laurent administration will continue its efforts with the completion of numerous projects that are in line with its action plans:

- The implementation of the reference framework for sustainable development adopted in July.
- The continuation of a construction project for a new library in 2012 with the launch of an architectural contest, and the steps necessary to integrate a museum reserve.

- Rollout of an éco-centre construction project in 2010.
- Execution of landscaping work in several parks.
- Adoption in September of the Urban Forestry Plan.
- Implementation of a green waste collection in September and October for the second consecutive year.
- Return of the seasonal market to parc Poirier in September.
- Continued development of our network of bicycle paths and routes among other things, between rue Decelles, rue Bertrand, rue Jean-Gascon, and rue de l'Église.
- Continuation of work to renovate boulevard Décarie and boulevard Poirier.
- Review of our street parking policy in agreement with our sustainable development objectives.
- Installation of a wind turbine in parc Philippe-Laheurte.

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

The Three-Year Capital Investment Program for 2009, 2010 and 2011 represents a loan from taxpayers' accounts of \$28.94 million. The sum of \$9.88 million, drawn from monies that went unspent in 2008, should be invested this year.

The following table lists the main projects underway for 2009.

Three-Year Capital Investment Program – 2009	Budget
Roadway and sidewalk repairs, and measures originating on the transportation plan	\$2.45 million
Vehicle replacement program	\$750,000
Repairs to swimming pools and equipment in Painter, Noël-Nord, and Chamberland parks	\$1.4 million
Development of districts 1 and 2 in parc Philippe-Laheurte and of a bicycle path along rue Jean-Gascon	\$1 million
Development of Gohier, Houde, Beaulac, Noël-Sud, Noël-Nord, Painter, Chamberland and Harris parks	\$3.1 million
Lighting and landscaping in Bois-Franc	\$400,000
Expansion and upgrade of the chalets in Chamberland, Noël-Nord, and Painter parks	\$2.3 million
Replacement of computer equipment	\$130,000
Completion of the studies necessary for the construction of the new library, and architectural contest	\$687,000

Outlook for 2010

General budget orientation

Our administration is presently preparing a budget for 2010 that will enable us, from a continuity perspective, to offer the same quality of services to the population and satisfy our objectives in spite of the prevailing economic issues.

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

The Three-Year Capital Investment Program for 2010, 2011 and 2012 is currently being reviewed, and will be tabled at the same time as the Borough's operating budget. Like our budget, the latter will be focused on services for citizens and the completion of our different action plans, including those that are in line with the family policy, the Local Transportation Plan, the reference framework for sustainable development, and the Urban Forestry Plan.

CONCLUSION

All of these projects and achievements attest, without a doubt, to the dynamism of the teams in Saint-Laurent and the sound financial management of our administration, which have enabled us to remain solid and make advancements in spite of the economic crisis. We have even more evidence of this with respect to building permits. With a **30% increase** in the value of permits issued during the first half of 2009, Saint-Laurent was one of the only boroughs to report growth in this area.

Now that several sources have announced to us that the economic revival appears to have taken hold across the country, Saint-Laurent has all of the assets it needs to catch the wave accompanying this period. Our priorities have been well defined by means of various major projects in which the public has participated, and we are now focused on the culmination of a series of projects that will enable us to keep Saint-Laurent in the lead when it comes to quality of life and sustainable development!

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.