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Se prendre en main...
Aujourd'hui pour demain

SUSTAINABLE DEVELOPMENT PLAN

2021/2026

This is an English translation of the original French text.

In case of discrepancy between the French and the English version, the French version shall prevail.



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A WORD FROM THE MUNICIPAL COUNCIL

Given the current global situation, the climate crisis and the pandemic we are facing, it is essential that we act quickly to ensure the well-being of both present and future generations. These actions must begin with each of us at a local level.

As such, the elected officials are proud to present the Town of Saint-Lazare's commitment to the principles of sustainable development, aimed at ensuring the sustainability and long-term vision of our beautiful community.

This sustainable development plan is necessary to

better guide our management, development and planning efforts. Indeed, each of our actions must be anchored in sustainable orientations while also being respectful of our environment.

By continuing to adopt better environmental, economic, social and cultural practices, and by keeping in mind that we are always striving to improve our living environment, together we will make our community stronger and provide a healthy environment for all.

As a result of a participatory and comprehensive approach, the plan provides us with a clear vision of the Saint-Lazare of tomorrow. This plan is ours — collectively. Its success will be ours as a community. We would like to thank the steering committee and the citizens who have contributed in one way or another to carrying out this plan. Your participation is an invaluable contribution.

Let's begin working towards our goals, in which we all play a key role.



Robert Grimaudo,
Mayor



Geneviève Lachance,
Councilor, district 1



Pierre Casavant,
Councilor, district 2



Michel Poitras,
Councilor, district 4



Richard Chartrand,
Councilor, district 5



Brian Trainor,
Councilor, district 6



INTRODUCTION

Located in the Montérégie area, the Town of Saint-Lazare is part of the regional county municipality (RCM) of Vaudreuil-Soulanges. Historically sought after for its rural character, the Town has experienced a major demographic boom over the past two decades, bringing its population to 21,250 inhabitants in 2020 (MAMH, 2020).

The territory is home to two major communities—francophone and anglophone. Saint-Lazare boasts a wealth of major forests and wetlands, representing natural environments of great ecological value. However, urban development is leading to the fragmentation of the forest habitat and is contributing to a loss of the town's historically rural identity, as well as posing a threat to biodiversity. The pressure brought about by real estate development is one of the reasons the Town wishes to adopt a sustainable vision and planning when it comes to its development.

As is the case in most municipalities, the Town of Saint-Lazare faces numerous challenges. In particular, it must take into account those related to the sound management and protection of water, the protection of natural environments on both private and public land, and the optimization of waste management.

Other challenges to consider include retaining local businesses, consolidating existing jobs within the territory and finding new sources of labour, reconciling real estate development with the required densification and the desire to preserve the Town's rural quality, reconciling the needs and interests of the French-speaking and English-speaking communities, and revitalizing the community's different sectors.

Resolutely focused on the future, it is within this context that the Town of Saint-Lazare wishes to create an efficient and persuasive planning tool for the coming years, which will allow it to plan its development while taking into account economic, environmental and socio-cultural issues. The Town has therefore decided to develop a Sustainable Development Plan (SDP) in collaboration with Nature-Action Québec (NAQ). This SDP will provide a strategic vision for the territory's development and will contribute to the Town's future plans, by-laws and policies.



WHY DEVELOP AN SDP?

Saint-Lazare has chosen to adopt an outlook focused on sustainable development in order to both define its future and “meet the current needs of its community without compromising the ability of future generations to meet their own.”

The definition of the concept of sustainable development, which invites us to take into account the economic, environmental and social impacts of our actions, was first introduced in the Brundtland report, published by the United Nations in 1987. The report was later adopted as a guide used during world summits on the environment, starting with the Rio summit in 1992.

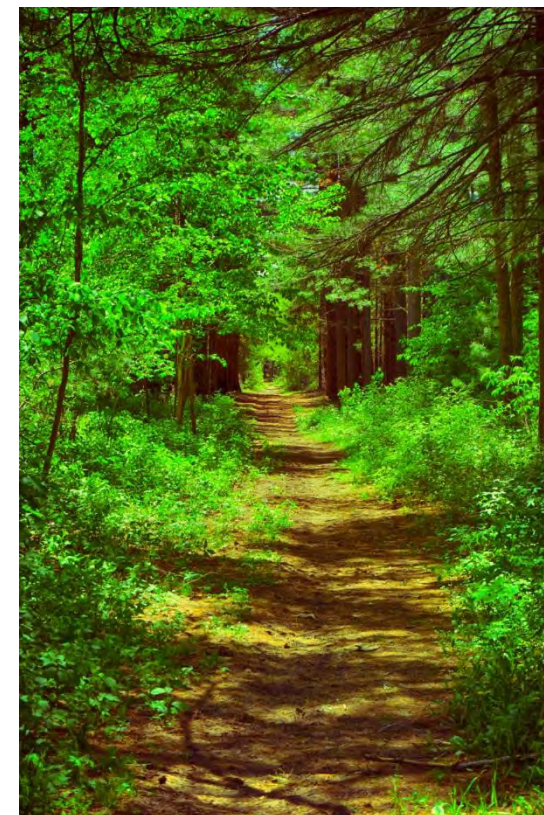
The Quebec Government adopted sustainable development as a principle for action in the Sustainable Development Act of 2005. Since then, the government has established a framework through which government departments and agencies as well as municipalities can prepare and implement their own Strategic Sustainable Development Plans.

The Town of Saint-Lazare closely adhered to this definition of sustainable development and to the different components of sustainable development when creating its own SDP.

In concrete terms, this planning tool represents the Town’s commitment to manage its resources and territory in a sustainable manner while also defining the means to be used to achieve this.

Among other things, Saint-Lazare’s SDP will serve as a guide for:

- Planning exercises and the practices of different municipal departments;
- Developing the Town with respect for its numerous natural areas;
- Activities offered within the territory and developing a sense of belonging;
- Practices in different sectors of activity such as local businesses and the equestrian sector.





METHODOLOGY AND COMPONENTS

STEERING COMMITTEE AND INITIAL ASSESSMENT

The Sustainable Development Plan sets long-term goals and orientations based on a vision that respects the principles outlined in the previous section. To ensure that the document reflects the expectations and ambitions of Saint-Lazare's population, a steering committee was created to monitor the various steps involved in developing the SDP. The committee is composed of:

- Robert Grimaudo (Mayor);
- Pierre Casavant (Municipal Councillor);
- Geneviève Lachance (Municipal Councillor);
- Nathaly Rayneault (Director of the Town Clerk's Office and Legal Department, Interim General Director)
- Alexandra Lemieux (Assistant Director of the Urban Planning and Environment Department);
- Lyne Mousseau (Project Manager with the Environment Department);
- Geneviève Hamel (Director of the Communications Department);
- Patrick Descheneaux (Director of the Infrastructure Department);

- Marc Tremblay (Director of the Leisure Department);
- Lorraine Caron (Citizen, Representative for the Environmental component);
- Chantal Darcy (Citizen and Entrepreneur, Representative for the Economic component);
- Marie-Ève Longtin (Citizen and Artist, Representative for the Sociocultural component);
- Aurélie Genries (Project Manager, Nature-Action Québec);
- Francis Desaulniers (Project Manager, Nature-Action Québec).

Frequent meetings helped create a synergy among members of the committee and made it possible for them to use each other's experiences and opinions as a way of enriching the SDP's content.

Before working on developing the SDP, the first step of the project involved assessing the Town of Saint-Lazare with regard to sustainable development. This particular stage of the process focused on understanding the Town's current sustainable development situation and identifying its strengths and weaknesses as well as its development opportunities.

This assessment was carried out using information from a variety of sources:

- A literature review of the documentation produced by the Town and its partners as well as a search across the sites of several federal and provincial institutions in order to understand the Town's current status and identify the challenges that lie ahead;
- A citizen consultation workshop carried out with members of certain Town advisory committees in an effort to better understand the dynamics of the territory;
- Telephone interviews with six administrative representatives, namely: Robert Grimaudo (Mayor), Francine Parent (Director of the Urban Planning and Environment Department), Stéphanie Martin (Director of the Finance and Treasury Department), Nathaly Rayneault (Director of the Town Clerk's Office and Legal Department), Patrick Descheneaux (Director of the Infrastructure Department) and Marc Tremblay (Director of the Leisure Department). These interviews provided a more detailed vision of the Town's situation.

METHODOLOGY AND COMPONENTS

CITIZEN PARTICIPATION AND ACCOUNTABILITY

With the goal of creating a “culture of citizen participation” and transparency, the Town of Saint-Lazare wished to involve the entire population in the process in order to adequately address the issues and concerns shared by the majority of Saint-Lazare’s community, including both public and private players.

As such, in addition to the assessment process described earlier, a survey was carried out among the Town’s population in the spring of 2020. Citizens individually got the opportunity to share their opinion regarding the challenges in three areas of sustainable development—the environment, the economy and the sociocultural realm. A total of 733 respondents participated in the survey, which provided the information required to adapt the remaining components of the SDP.

Citizens were given the opportunity to share their opinion regarding the challenges in three areas of sustainable development – namely the environment, the economy and the sociocultural realm.

Saint-Lazare then held an in-person public consultation in September 2020. Because the present document is intended to be a tool that benefits the entire community, the consultation gave citizens the opportunity to be involved in determining the actions to be taken. In the unique context of the COVID pandemic, 16 citizens took part in the public consultation meeting, during which they discussed the best methods to meet the established objectives. Following this, a survey was published online and ultimately completed by 450 citizens. Through this important step in the consultation process, numerous actions were suggested, many of which are included as part of the present plan.



METHODOLOGY AND COMPONENTS

SUSTAINABLE DEVELOPMENT VISION AND FRAMEWORK

The Saint-Lazare SDP consists of several elements, the first of which is a vision of sustainable development. Following the sustainable development assessment, carried out with the help of a steering committee, a 20-year vision was established:

In 2040, Saint-Lazare will be a green town, recognized for providing access to a living environment that is healthy, dynamic and inclusive, and which counts on its community involvement and unique heritage to ensure collective fulfilment.

A total of 5 orientations, 29 objectives and 70 actions resulted from this process. Together, these constitute the structure of the SDP. They are presented in the tables provided in the two following sections.

All five orientations of the Saint-Lazare SDP have a 10-year scope. Objectives and actions that fall under the same sphere of sustainable development can be grouped together using these specific orientations. The specific orientations that were chosen are in line with those at the provincial level, as presented by the Quebec government in its 2015–2020 Sustainable Development Strategy.

For each of the orientations, the steering committee has set objectives to be met within the next five years (2021 to 2026). By meeting these objectives, Saint-Lazare will be able to ensure that the SDP has a positive impact. Consequently, indicators have been identified to monitor the achievement of the objectives over time. These indicators are themselves composed of a reference value, established using the data available at time zero (2020 and 2021) as well as a target to be met between now and 2026. It should be noted that certain reference values have not yet been defined since they require additional data that still needs to be obtained from external

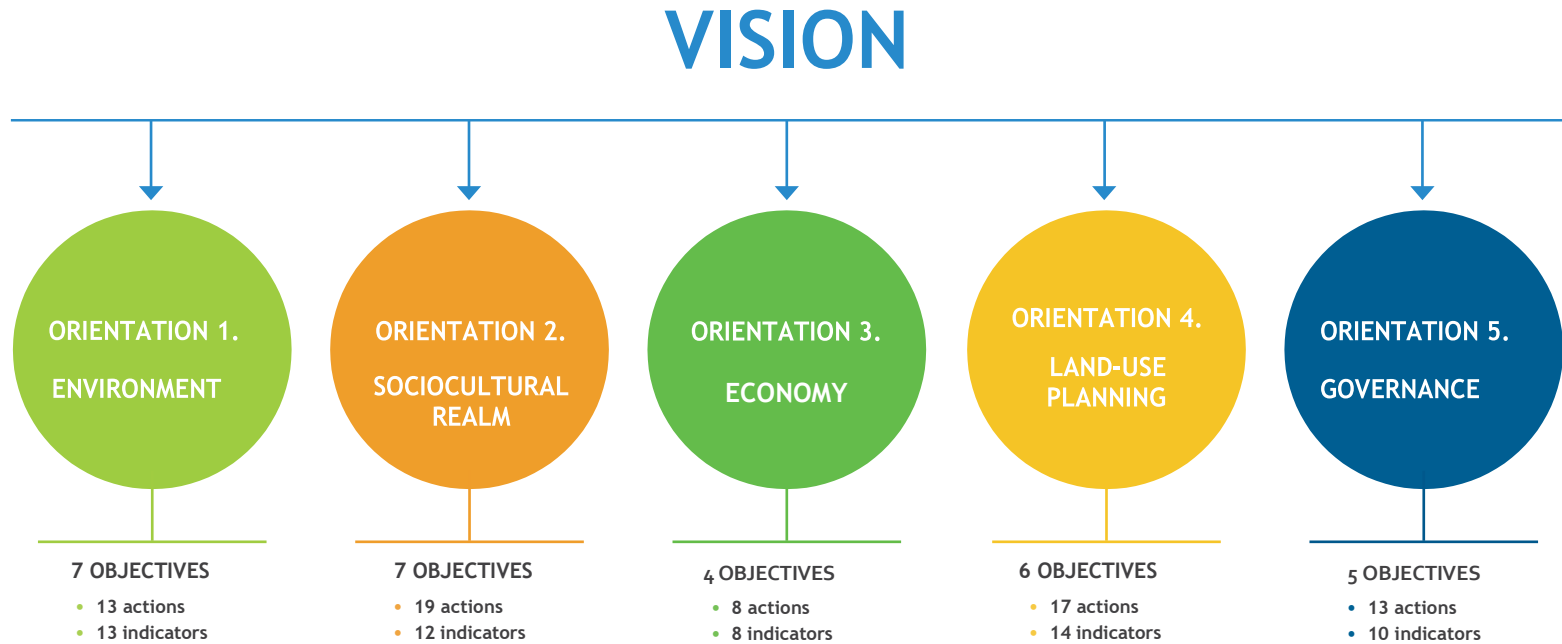
partners or through mandates to be entrusted to specialized consultants. As a document that is constantly evolving, the SDP will continue to be enhanced as new information becomes available.

Lastly, at the heart of the SDP are the actions—the means that the Town will use to meet its objectives. From the suggestions gathered during the public consultation in September 2020, the steering committee selected the actions it felt were most likely to be carried out in the next five years based on their importance to citizens, their distinctiveness, their relevance and their feasibility. Certain actions were also reformulated or simply added by the steering committee. A timetable was also established for implementing each of these actions. All of the suggested actions will be carried out by the Town's different departments. The latter are therefore responsible for ensuring that these actions are implemented, with the help of partners when needed.

METHODOLOGY AND COMPONENTS

SUSTAINABLE DEVELOPMENT VISION AND FRAMEWORK

The following diagram summarizes the elements that make up the SDP and the relationship between them:





ENVIRONMENT

1. ENVIRONMENT

Orientation: an environment whose unique natural areas are further developed and enhanced thanks to a culture of eco-responsibility that is deeply rooted in the community.

Objectives

1.1 INCREASE TO 17% THE PROPORTION OF NATURAL AREAS WITHIN THE TERRITORY THAT ARE TARGETED BY PROTECTION AND ENHANCEMENT MEASURES

The Town of Saint-Lazare is distinguished in particular by the large area of forest cover within its territory. These natural areas of great ecological value are the pride and joy of Saint-Lazare residents. They boast a wide ecological diversity and provide habitats favourable to the growth of various species of flora and fauna (Town of Saint-Lazare, 2014). However, human disturbances, including real-estate development, threaten the sustainability of this natural heritage. Protecting and enhancing these areas of interest is essential, and Saint-Lazare has made this a priority.

ACTION		PROGRESS		
1.1.1 ESTABLISH A FIVE-YEAR PLAN BASED ON BEST PRACTICES AND AVAILABLE FINANCIAL SUPPORT				
INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF MUNICIPAL TERRITORY THAT IS PROTECTED (NATURAL AREAS)	379 ha or 5.6% of the territory			10% in 5 years

1.2 INCREASE PLANT COVER AND BIODIVERSITY IN URBAN AREAS

In urban areas, the presence of green spaces and a rich biodiversity helps keep living environments healthy and beautiful. The use of plants and vegetation in the Town has numerous ecological benefits. They are a natural source of cooling during periods of intense heat and improve the quality of water, air and soil. In addition to being places where the community can gather and explore, green spaces also serve as a refuge for many animal species within the territory. The Town of Saint-Lazare wishes to take full advantage of these benefits by adding more plants and vegetation to its urban areas.

ACTIONS	PROGRESS
1.2.1 DEVELOP A VEGETATION PROGRAM FOR MINERALIZED AREAS THAT PROMOTES THE PRESENCE OF NATIVE AND HARDY SPECIES	
1.2.2 IMPLEMENT A PROGRAM TO ENCOURAGE THE PRESENCE OF AVIAN FAUNA AND BATS (CONSTRUCTION OF BIRD HOUSES OR BAT HOUSES BY EXISTING ORGANIZATIONS)	
1.2.3 IMPLEMENT A TREE-PLANTING PROGRAM THAT PROMOTES THE PRESENCE OF NATIVE AND HARDY SPECIES IN ORDER TO COMPENSATE FOR TREE-CUTTING	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
ANNUAL FOREST CANOPY COVER – URBAN AREA	64.3 % in 2019 Source: Montreal Metropolitan Community, 2020			66% in 2021
SIZE OF HEAT ISLANDS – BY YEAR AND CUMULATIVE	To be determined			To be determined (reduction anticipated)
SURFACE AREA OF NATURAL HABITATS OVER 0.5 HA	Approximately 367 hectares of natural area in the urban perimeter (UP) + the Tourbière-du-Bordelais and the adjacent forest (+ 18 ha)			Maintain the number of hectares of natural area in the UP

1.3 ENSURE THE PROTECTION OF GROUNDWATER

Groundwater is an essential resource for the residents of Saint-Lazare. The Town's water table meets its daily drinking water needs. To ensure the production of healthy drinking water and reduce public health risks, the Town of Saint-Lazare applies the best strategies for protecting its groundwater.

ACTIONS	PROGRESS
1.3.1 ENSURE THAT THE RECOMMENDATIONS ISSUED IN THE VULNERABILITY ANALYSIS REPORT (MARCH 2021) ARE IMPLEMENTED	
1.3.2 FOLLOW THE RECOMMENDATIONS PROVIDED IN THE ANNUAL GROUNDWATER MONITORING REPORT	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF MITIGATION MEASURES IMPLEMENTED TO PROTECT GROUNDWATER (QUALITATIVE AND QUANTITATIVE)	Quantity of regulatory provisions: 21 articles Quantity of drainage plans analyzed: 28 in 2019 and 41 in 2020			35 analyses of drainage plans in 2021 Maintain or increase the number of mitigation measures
CONSUMPTION OF DRINKING WATER IN LITRES, PER RESIDENT, PER DAY (L/RES/DAY)	260 L/res/day (data from the 2019 status update)			184 L/res/day (target from the 2019 status update)
QUANTITY OF WATER LOST THROUGH PIPE LEAKS	Infrastructure leakage index:1.5 (data from the 2019 status update)			2.1 (objective from the 2019 status update)

1.4 IMPROVE PUBLIC AND PRIVATE WASTEWATER MANAGEMENT

The Town of Saint-Lazare wishes to improve the capacity of its sewer system. With a view to protecting public health, preserving waterways and ensuring a healthy environment for future generations of Saint-Lazare residents, it is essential to ensure proper wastewater management.

ACTION		PROGRESS		
1.4.1 PROVIDE AN OVERVIEW OF THE QUALITY OF SEPTIC INSTALLATIONS WITHIN THE TERRITORY				
INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF HOUSING UNITS CONNECTED TO THE SANITARY SEWER	28.4%			Maintain or increase



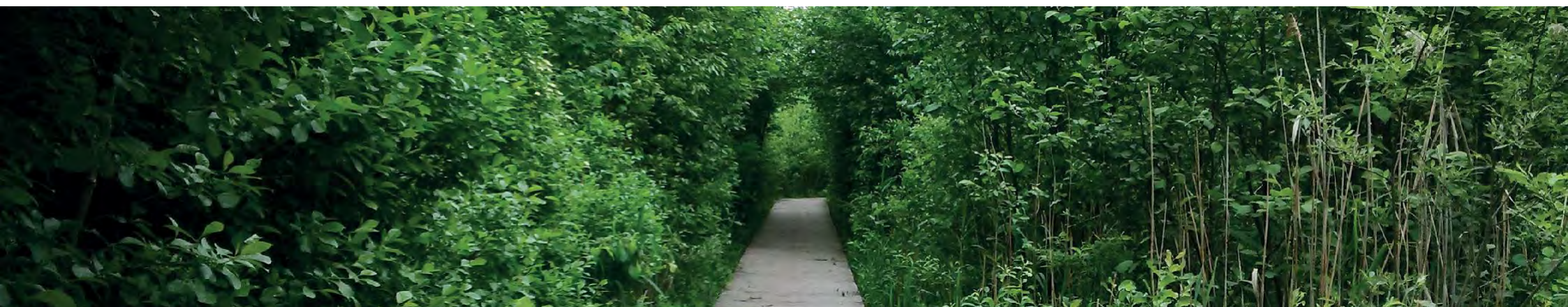
1.5 REDUCING THE QUANTITY OF WASTE GENERATED

When it comes to waste management, source reduction, re-using, recycling, other forms of material recovery, energy recovery and disposal must be given priority, in this specific order (Government of Quebec, 2011-1). The Town of Saint-Lazare adheres to the 4R-D principle and wishes to further increase its citizens and organizations' awareness of the importance of following this principle in order to minimize environmental impact.

ACTION		PROGRESS		
1.5.1 HOLD WORKSHOPS ON WASTE MANAGEMENT (COMPOST, RECYCLING, FINAL WASTE, 4R-D, ECOCENTRES, ETC.)				
1.5.2 CREATE A GREEN WASTE DEPOSIT LOCATION (BRANCHES, LEAVES, WEEDS, ETC.)				

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
QUANTITY OF WASTE SENT TO LANDFILL EVERY YEAR IN KG/RES	2019: final waste: 257.02 kg/res/yr Total waste produced: 511 kg/person			Reduce to 235 kg/res/yr

MR : Matières résiduelles



1.6 IMPROVE THE MANAGEMENT OF STORMWATER

The increasing urbanization of the territory, both in Saint-Lazare and elsewhere, generally leads to a high level of soil sealing, notably due to concrete and asphalt coverings. Because precipitation can no longer infiltrate the soil, water runs off the surface in excessive quantities. This phenomenon, quite common in cities and towns, overloads sewer systems and can carry pollutants from the street to waterways. The municipality is responsible for integrating solutions for the sustainable development of stormwater in order to reduce the negative effects of water runoff.

ACTIONS	PROGRESS
1.6.1 INTEGRATE DEFINED BUFFER ZONES INTO WETLAND BY-LAWS	
1.6.2 ESTABLISH INCENTIVES FOR THE SUSTAINABLE MANAGEMENT OF STORMWATER	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF ANNUAL GRANTS GIVEN FOR RAIN BARRELS	13 grants in 2019 17 grants in 2020			25 grants per year for 5 years
NUMBER OF NEW DRAINAGE PLANS	28 analyses in 2019 41 analyses in 2020			35 in 2021
TYPES OF MITIGATION MEASURES FOR SUSTAINABLE MANAGEMENT OF STORMWATER	N/A			N/A

N/A: Not applicable

1.7 REDUCE THE COMMUNITY'S ECOLOGICAL FOOTPRINT

Taking action with regard to waste management reduces pressure on natural resources and the risk of contaminating our environment while also contributing to the fight against climate change, considering the greenhouse gas emissions that are generated by processing and eliminating waste. Reducing the quantity of materials at the source is an effective way of reducing the effect that consumption has on one's ecological footprint.

ACTIONS	PROGRESS
1.7.1 INITIATE A DISCUSSION WITH THE RCM TO EXPLORE THE POSSIBILITY OF BANNING THE USE OF SINGLE-USE MATERIALS (PLASTIC BAGS, PACKAGING, STRAWS, ETC.)	
1.7.2 IMPLEMENT THE CONSUMPTION REDUCTION INITIATIVES OF THE DRINKING WATER MANAGEMENT STRATEGY	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
QUANTITY OF DRINKING WATER DISTRIBUTED FOR THE ENTIRE COMMUNITY (PER YEAR)	2 353 255 m ³ or 332 L/res/day (2018 status update)			Maintain or reduce
DIRECT GHG EMISSIONS PRODUCED BY THE COMMUNITY (SECOND INVENTORY TO BE COMPLETED BEFORE 2025) (RCM DATA, 2018)	101 816 tCO ₂ eq			Reduce by 13% in 2025 (reduction target taken from the RCM's GHG emission reduction plan)

SOCIOCULTURAL REALM



2. SOCIOCULTURAL REALM

Orientation: a vibrant, active and cohesive realm that gives the community a chance to flourish through its creativity and the quality of its services and infrastructures.

Objectives

2.1 ENSURE THAT INDIVIDUALS WITHIN THE TERRITORY ALL HAVE ACCESS TO ESSENTIAL SERVICES

The municipality’s mission is to ensure that all of its citizens can easily and equitably meet their basic needs. It is essential to provide comprehensive living environments where citizens have access to food, education and entertainment close to home. To achieve this, we need to pay special attention to the needs of vulnerable communities and adjust our interventions accordingly (Vaudreuil-Soulanges RCM, 2019).

ACTIONS	PROGRESS
2.1.1 PROMOTE ACCESS TO TRANSLATION OF DOCUMENTATION, IN ACCORDANCE WITH THE LAW	
2.1.2 ORGANIZE AN ANNUAL EVENT TO WELCOME NEW RESIDENTS	
2.1.3 PROVIDE AN OVERVIEW OF THE CURRENT SITUATION AND SHARE THE RESULTS (WITH THE HELP OF CIUSSSs, FOR EXAMPLE)	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF CITIZENS WHO CLAIM THEY LIVE FAR OR VERY FAR AWAY FROM ESSENTIAL SERVICES	Survey to be conducted at an appropriate time			To be determined
PERCENTAGE OF HOUSING UNITS WITH 1 OR MORE ESSENTIAL SERVICES LOCATED LESS THAN 3 KM AWAY *	Geomatics analysis to be carried out based on survey responses to define what is considered an “essential service”			To be determined

* Grocery stores, pharmacies, schools, daycares, CLSCs, Internet access, public transportation, convenience stores, neighbourhood parks.

2.2 PROMOTING VOLUNTEERISM IN OUR COMMUNITY

Volunteers play a key role in achieving sustainable development objectives. Through their various actions, they help reduce poverty, protect the environment and enrich the lives of others while creating communities that are prosperous and resilient. Saint-Lazare recognizes the essential work that volunteers do for the community and wishes to support its organizations.

ACTION		PROGRESS		
2.2.1 USE THE <i>JEBÉNÉVOLE.CA</i> PLATFORM, WHICH ADVERTIZES NEEDS AND VOLUNTEER OPPORTUNITIES, IN PARTNERSHIP WITH EXISTING ORGANIZATIONS				
INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF RECOGNITION INITIATIVES, INCLUDING ANNUAL EVENTS, TO ACKNOWLEDGE VOLUNTEERISM	Quantity of events and quantity of plaques or prizes awarded 2020: <ul style="list-style-type: none"> • 1 activity: sending of personalized thank-you letters • 30 gift baskets sent to 30 presidents of different organizations • \$5,000 budget 			Maintain or increase
NUMBER OF HOURS DEDICATED TO VOLUNTEERING IN DIFFERENT ORGANIZATIONS AND INSTITUTIONS	To be determined			To be determined

2.3 HIGHLIGHTING THE COHABITATION OF DIFFERENT CULTURES

Having a diverse community, where everyone's cultural background is valued, paves the way for the development and well-being of the population. The Town of Saint-Lazare is aware of the richness of its blended community and wishes to make the inclusion of individuals of various ethnicities, cultures, languages, needs and beliefs a priority.

ACTIONS	PROGRESS
2.3.1 ADVERTISE THE OPTION OF BOOK SUGGESTIONS AMONG CITIZENS VIA THE LIBRARY	
2.3.2 CONSULT THE POPULATION THROUGH SURVEYS TO ENSURE THAT WHAT THE TOWN IS OFFERING IS OF INTEREST TO THEM	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF THE POPULATION THAT CLAIMS THEY ARE SATISFIED OR VERY SATISFIED WITH THE COHABITATION OF DIFFERENT CULTURES (LINGUISTIC AND CULTURAL ASPECT TO BE HIGHLIGHTED IN THE SURVEY)	Survey to be carried out at an appropriate time			70%



2.4 SUPPORT AND ENHANCE COMMUNITY-INITIATED SOCIOCULTURAL PROJECTS

The creation and continuation of community projects enhances the community’s ability to influence its quality of life and stimulate its culture. By supporting and promoting initiatives such as charitable organizations and the promotion of local artists and artisans, the Town of Saint-Lazare demonstrates its willingness to revitalize its community sector.

ACTIONS	PROGRESS
2.4.1 REVISE THE POLICY REGARDING SUPPORT FOR COMMUNITY PROJECTS (POLICY 28)	
2.4.2 LOCALLY PROMOTE THE <i>CONSEIL DES ARTS ET DE LA CULTURE DE VAUDREUIL-SOULANGES</i> (CACVS)—A GROUPING OF LOCAL ARTISTS AND ARTISANS THAT SERVES AS A SHOWCASE FOR ART AND CULTURE	
2.4.3 CREATE A NEW SPACE FOR ART EXHIBITIONS	
2.4.4 ESTABLISH A SELECTION PROCESS AND CALL FOR PROJECTS FROM ARTISTS	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
ANNUAL VALUE OF FINANCIAL ASSISTANCE PROVIDED DIRECTLY TO ORGANIZATIONS AS PART OF THE MUNICIPAL SUPPORT POLICY (POLICY 28)	2019 total Financial assistance in accordance with the policy: \$11,617 <ul style="list-style-type: none"> • Creation of an organization: \$0 • Partner of a municipal event: \$2,800 • Transportation assistance, ages 50+: \$3,047 • Academic progress: \$2,000 • Equipment acquisition: \$3,770 			Maintain or increase financial assistance granted in accordance with Policy 28
NUMBER OF PROJECTS SUPPORTED BY THE TOWN, BY SECTOR, AND INITIATED BY THE COMMUNITY (SCHOOLS, NPOs AND RCM) ON AN ANNUAL BASIS	Total 2019: 64 supported requests/77 requests Local organizations: 26/29 requests RCM organizations: 14/21requests LBPSB schools: 15/16 requests CSTL schools: 9/11 requests			Targets are established through Policy 28

LBPSB: Lester B. Pearson School Board
 CSTL: Commission scolaire des Trois-Lacs

2.5 INCREASE THE DEVELOPMENT OF WELCOMING PUBLIC SPACES

Public spaces such as parks not only have a positive impact on the environment, they are above all meeting places that promote social diversity. The spaces offered must be designed to benefit the entire population. Creating more attractive and inclusive public spaces helps foster a sense of belonging to the City.

ACTIONS	PROGRESS
2.5.1 ESTABLISH A LIST OF DIFFERENT AREAS THAT COULD BENEFIT FROM RENOVATIONS	
2.5.2 COMPLETE AT LEAST TWO PUBLIC SPACE DEVELOPMENT PROJECTS	
2.5.3 HOLD A CONTEST FOR THE BEST PROJECT IDEAS – DESIGN YOUR TOWN OR DESIGN YOUR PARK – OPEN TO RESIDENTS (MAINLY YOUNG RESIDENTS) FOR THE CREATION OF A NEW SPACE	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF THE POPULATION THAT CLAIMS IT IS SATISFIED WITH THE NUMBER OF WELCOMING PUBLIC SPACES AVAILABLE	Survey to be carried out at an appropriate time			70%
NUMBER OF WELCOMING PUBLIC SPACES DEVELOPED OR ADDED ANNUALLY	Number of projects carried out: 14 parks with sports fields and/or playground equipment for children, 47 landscaped areas (town entrances, residential project entrances, municipal buildings, ponds), 3 public landscaped areas created with edible plants and over 200 crescents and places landscaped with natural vegetation			Maintain or increase the total number of projects
SURFACE AREA OF MUNICIPAL LOTS TO MOW	Approximately 910,000 square metres			Maintain or reduce in order to promote biodiversity in landscaped areas

2.6 EQUIP THE MUNICIPALITY WITH INNOVATIVE CULTURAL, SPORTING AND RECREATIONAL INFRASTRUCTURES

Investing in sports, cultural and recreational infrastructures strengthens and revitalizes communities. Based on the needs expressed by citizens, the Town wishes to improve the infrastructures available within its territory so that everyone can find something to enjoy and take full advantage of sports, artistic, intellectual and cultural activities.

ACTIONS	PROGRESS
2.6.1 CREATE A DOG PARK	
2.6.2 PLAN THE MAINTENANCE, LIGHTING AND RENOVATIONS IN PARKS FOLLOWING THE ASSET MANAGEMENT PLAN	
2.6.3 CONSULT THE POPULATION (BY AGE GROUP) BY PRESENTING THEM WITH THE INDIVIDUAL COSTS AND IMPACTS OF DIFFERENT PROJECTS (I.E. : MUNICIPAL POOL, LIBRARY, SKATING RINK, ETC.)	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF PROJECTS AND TOTAL FINANCIAL INVESTMENT IN INNOVATIVE CULTURAL, SPORTING AND RECREATIONAL INFRASTRUCTURES (REPAIR/RENOVATION OR CONSTRUCTION)	Definition: Innovative: something that creates change, something new 2020: <ul style="list-style-type: none"> 1 project: creation of a sensory stimulation room at PNF 			Complete one project/year Maintain or increase the amounts invested in cultural, sporting and recreational infrastructures

PNF: Parc nature les Forestiers-de-Saint-Lazare

2.7 ENSURE THAT THE POPULATION, IN ALL ITS DIVERSITY, FEELS THAT THE SERVICES OFFERED REFLECT THEIR NEEDS

Developing its citizens’ sense of belonging is of great importance to Saint-Lazare. The Town is multiplying its efforts in order to encourage the involvement of all, notably by reducing barriers that prevent groups or individuals with limited capacity (Vaudreuil-Soulanges RCM, 2019) and using effective communication strategies.

ACTIONS		PROGRESS		
2.7.1 LOCALLY PROMOTE THE RCM’S SUSTAINABLE SOCIAL DEVELOPMENT POLICY				
2.7.2 CONSULT THE PUBLIC THROUGH A SURVEY TO ENSURE THAT THE SERVICES OFFERED BY THE TOWN REFLECT THEIR NEEDS				
2.7.3 USE EXISTING COMMUNICATIONS NETWORKS TO COMMUNICATE GENERAL MESSAGES ABOUT THE SERVICES OFFERED BY THE TOWN				

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF THE POPULATION THAT CLAIMS THE SERVICES OFFERED BY THE TOWN REFLECTS ITS NEEDS	Survey to be carried out at an appropriate time			70%



ECONOMY

3. ECONOMY

Orientation: a local economy that is diverse, attractive and innovative, thanks to initiatives that are stimulated and supported by the community.

Objectives

3.1 DEVELOPING THE ATTRACTIVENESS OF THE TOWN CENTRE AREA

Breathing new life into the heart of town helps stimulate the territory's occupation and vitality. Saint-Lazare's citizens have expressed the need for more businesses and commercial services in the centre of town. The Town of Saint-Lazare wishes to respond to this need through a specific urban development plan (Plan particulier d'urbanisme - PPU), a planning tool through which needs and actions to be taken can be accurately assessed for sectors that require special attention.

ACTIONS		PROGRESS		
3.1.1 DRAW UP A SPECIFIC URBAN DEVELOPMENT PLAN (PPU)				
3.1.2 IMPLEMENT ACTION STEMMING FROM THE PPU				
INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF THE POPULATION THAT CLAIMS THE TOWN CENTRE IS ATTRACTIVE OR VERY ATTRACTIVE	Survey to be carried out at an appropriate time			To be determined

3.2 MOTIVATE THE POPULATION TO SHOP AND WORK LOCALLY

For the various businesses in Saint-Lazare, the fact that people shop and work locally demonstrates their strong attachment to the area. When businesses in town can count on a loyal local clientele and workforce, it is a win-win situation, since it promotes their involvement in the community.

ACTIONS	PROGRESS
3.2.1 PURSUE THE IDEA OF A LOCAL AGRICULTURAL MARKET WITH ELECTED OFFICIALS	
3.2.2 ORGANIZE A SUMMER MARKET	
3.2.3 CONTINUE EFFORTS AIMED AT SPOTLIGHTING SERVICES AND THE IMPACT OF DEV VAUDREUIL-SOULANGES	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF AWARENESS ACTIVITIES HELD EVERY YEAR FOR THIS PURPOSE	1 buy-local campaign (by DEV Vaudreuil-Soulanges)			Once a year
PERCENTAGE OF THE TOWN'S INDIVIDUALS WITHIN THE LABOUR FORCE WHO WORK IN SAINT-LAZARE	Survey to be carried out using up-to-date post-pandemic data			To be determined
PERCENTAGE OF THE POPULATION THAT CLAIMS IT SHOPS IN THE TOWN'S BUSINESSES AT LEAST ONCE A WEEK	Survey to be carried out at an appropriate time			To be determined



3.3 SUPPORT LOCAL ENTREPRENEURSHIP AND THE DIVERSITY OF INITIATIVES

Local entrepreneurs empower the economic fabric of their community. They create jobs, stimulate innovation and improve both individual and collective prosperity. “At a social level, entrepreneurship has an impact on (...) a better quality of life for communities and a better occupation of the territory, but also on sustainable development, equality, inclusion and openness, not to mention the academic perseverance of young people.”

(Government of Quebec, 2011–2).

ACTION		PROGRESS		
3.3.1 MANDATE THE TOWN'S ECONOMIC DEVELOPMENT ADVISORY COMMITTEE WITH SUGGESTING ACTIONS				
3.3.2 CONTINUE EFFORTS AIMED AT SPOTLIGHTING SERVICES AND THE IMPACT OF DEV VAUDREUIL-SOULANGES				

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER AND TYPE OF LOCAL BUSINESSES (INCLUDING THOSE THAT DO NOT HAVE A PHYSICAL STOREFRONT)	Number of certificates of occupation: 2020: 11 (on October 29) 2019: 25 Types 2020: 3 beauty service providers, 1 travel agency, 1 pet grooming service provider, 1 office, 1 convenience store, 1 caterer, 1 physiotherapist, 1 auto parts shop, 1 daycare; Types 2019: 2 osteopaths, 2 daycares, 1 restaurant, 2 massage therapists, 5 beauty service providers, 5 retail stores, 1 metal shop, 2 offices, 1 game rental store, 1 pet grooming service provider, 1 photography service provider, 1 car repair service provider, 1 textile shop (Source: PG Solutions software)			Maintain the 5-year cumulative average at a minimum of 15 certificates of occupation
PROPORTION OF VACANT COMMERCIAL SPACES	November 2020: 5.94 % vacancy rate (DEV survey)			≤10% (According to DEV Vaudreuil-Soulanges)
AMOUNTS INVESTED OR INCENTIVES TO SUPPORT LOCAL ENTREPRENEURSHIP ON A YEARLY BASIS	Quota amounts for DEV Vaudreuil-Soulanges: \$178,000 in 2020 \$187,318 suggested in 2021			Maintain quota amounts

3.4 STRENGTHEN THE COMPLEMENTARITY OF ECONOMIC CLUSTERS

By focusing on the synergy of different economic sectors, the Town of Saint-Lazare promotes the emergence of a strong and resilient economy through its diversified local economic structure.

ACTION		PROGRESS		
3.4.1 REVIEW REGULATIONS TO ENSURE THE COMPLEMENTARITY OF BUSINESSES ACCORDING TO THE VOCATION OF DIFFERENT ECONOMIC CLUSTERS				
INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
DIVERSITY OF COMPANIES WITHIN AND BETWEEN CLUSTERS	3 clusters: <ol style="list-style-type: none"> 1. Town centre: <ul style="list-style-type: none"> • 21% daycares • 12% commercial buildings • 5% accounting 2. Cité-des-Jeunes: <ul style="list-style-type: none"> • 15% commercial buildings • 7% metal shops • 7% car repair shops • 7% car body shops • 7% specialized entrepreneurs 3. Saint-Charles/Aut. 40: <ul style="list-style-type: none"> • 50% commercial buildings • 25% gas stations • 25% restaurants 			Maintain the diversity and complementarity of these three clusters

LAND-USE PLANNING



4. LAND-USE PLANNING

Orientation: an eco-responsible development of the territory that is in harmony with its heritage and dedicated to collective well-being.

Objectives

4.1 ENSURE THAT HERITAGE IS RESPECTED AND SHOWCASED IN LAND-USE AND DEVELOPMENT PROJECTS

Saint-Lazare's built heritage bears witness to its history, reinforces its identity and contributes to the aesthetics of the landscape. The municipality feels it is important to preserve its heritage by protecting it and promoting its assets to the Saint-Lazare community and its visitors.

ACTIONS	PROGRESS
4.1.1 CONTINUE EFFORTS IMPLEMENTED THROUGH PROGRAMS INTENDED FOR AGRICULTURAL BUSINESSES	
4.1.2 CREATE A LIST OF RESOURCES AND SERVICES AVAILABLE TO SUPPORT AGRICULTURE	
4.1.3 DEVELOP A PARTNERSHIP WITH CLUB ÉQUESTRE LES FORESTIERS INC. (CEF) IN ORDER TO IMPLEMENT AN ADVERTISING PROGRAM TARGETING EQUESTRIAN ACTIVITIES WITHIN THE TERRITORY	
4.1.4 EVALUATE THE POSSIBILITY OF IMPLEMENTING FINANCIAL ASSISTANCE FOR PRESERVING THE TOWN'S BUILT HERITAGE, IN COLLABORATION WITH EXISTING RESOURCES	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
SUPPORT GRANTED IN THE FORM OF FINANCIAL EQUIVALENT PROVIDED BY THE TOWN FOR RENOVATION/CONSTRUCTION OF HERITAGE BUILDINGS	\$0			To be determined

4.2 PROMOTE THE USE OF SAFE INTRA AND INTER-MUNICIPAL PUBLIC AND ACTIVE TRANSPORTATION

Promoting sustainable and active mobility through accessible and safe infrastructures and services means giving the community the tools it needs to reduce its ecological footprint while encouraging healthy lifestyle habits. Among its commitments, Saint-Lazare wants to offer a friendly and safe environment to get around on foot and by bike. Other alternatives to car use will also be explored, such as the implementation of a taxi-bus service, in order to relieve traffic on the roads and dependence on individual car use.

ACTIONS	PROGRESS
4.2.1 CONDUCT A POST-STUDY ASSESSMENT OF THE REDEVELOPMENT OF CHEMIN SAINTE-ANGÉLIQUE	
4.2.2 EVALUATE THE FEASIBILITY OF IMPLEMENTING A TAXI-BUS SERVICE	
4.2.3 CONTINUE TO PUT PRESSURE ON THE PROVINCIAL GOVERNMENT (MTQ, MSSS) TO ENSURE TRAFFIC FLUIDITY AND A CONNECTION BETWEEN SAINT-LAZARE AND THE HOSPITAL ON CITÉ-DES-JEUNES FOR ACTIVE TRANSPORTATION	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF THE POPULATION THAT USES PUBLIC AND/OR ACTIVE TRANSPORTATION FOR UTILITARIAN PURPOSES	Survey to be carried out at an appropriate time			50%
NUMBER OF STUDENTS WHO USE ACTIVE TRANSPORTATION TO GET TO ELEMENTARY SCHOOLS (PER YEAR)	Survey to be carried out at an appropriate time			To be determined
LENGTH OF INTRA-MUNICIPAL BIKE PATH/LANE ADDED OR REDEVELOPED (METRES, FOUR-YEAR CUMULATIVE)	Additional length: 1,348 metres between 2017 and 2020 (4-year cumulative)			Between 2021 and 2024: Redevelopment of Chemin Sainte-Angélique (Option A – from Rue Charles-Goulet to Chemin Chevrier: 1,485 metres or Option B – from Avenue Bédard to Chemin Chevrier: 1,255 metres) and development of a multi-use path on Rue Quatre-Saisons and Rue Jolicœur towards Birchwood Elementary (299 metres)
NUMBER OF PERSONS AND TYPE OF POPULATION THAT USES THE ROUTE 51 BUSES (SURVEY BETWEEN NOW AND 2025)	To be determined based on new post-pandemic data			Maintain or increase

MTQ: Ministère des transports du Québec

MSSS: Ministère de la santé et des services sociaux

4.3 DIVERSIFY HOUSING SUPPLY

Housing needs are varied and are expected to increase in the next few years in Saint-Lazare. To adequately meet demand, the Town should ensure the availability of diversified, affordable and densified housing. Having real-estate options that are adapted to the needs of its population promotes community attachment and social diversity.

ACTIONS	PROGRESS
4.3.1 AUTHORIZE THE USE OF MULTI-FAMILY HOUSING UNITS IN STRATEGIC SECTORS	
4.3.2 SET CRITERIA THAT PROMOTES DIVERSIFICATION IN TYPES OF HOUSING	
4.3.3 PURSUE THE DEVELOPMENT OF AFFORDABLE HOUSING FOR SENIORS AND LOW-INCOME CITIZENS	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF RENTAL HOUSING UNITS (OR RENTERS)	510 renter households, 7.6% (vs. 6,240 homeowner households, total of 6,750 households, Source: 2016 Census, Statistics Canada)			Increase in number of rental housing units
PERCENTAGE OF AFFORDABLE SUBSIDIZED HOUSING	2016, 2017, 2018: 14 Rent Supplement Program and AccèsLogis apartments (Source: SHQ, ISQ compilation), no percentage can be determined since there is no reference			Increase in number of affordable, subsidized rental housing units
PERCENTAGE OF RENTAL UNITS FOR SENIORS IN PROPORTION TO THE PERCENTAGE OF THE POPULATION 60 YEARS OF AGE OR OLDER	According to the Office régional de l’habitation, at least 20 apartments (managed by Saint-Lazare’s COOP of retirees), no percentage can be determined since there is no reference			Increase in number of rental housing units for seniors

4.4 CONCENTRATE DEVELOPMENT WITHIN THE URBAN PERIMETER

Adopting measures that promote infrastructure density within the urban perimeter is a strategy that generates positive social, environmental and economic benefits within a territory. Denser living environments promote a more dynamic neighbourhood. Having nearby services facilitate local shopping and keeps travel shorter. It is also a way to reduce urban sprawl and the associated overconsumption of energy and resources (Écohabitation, 2014).

ACTION	PROGRESS
4.4.1 REVIEW REGULATIONS IN ORDER TO REINFORCE METHODS AIMED AT PROVIDING GUIDELINES FOR NEW CONSTRUCTION WITHIN THE URBAN PERIMETER	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF NEW APARTMENTS LOCATED OUTSIDE THE URBAN PERIMETER COMPARED TO OVERALL HOUSING UNITS BUILT PER YEAR (PER YEAR AND CUMULATIVE)	2019: 2 new housing units located outside the urban perimeter out of 265 new housing units in total, hence 0.75 (Source: Logiciel PG Solutions, residential construction permits issued in 2019)			Maintain or reduce the quantity of new housing units located outside the urban perimeter



4.5 ENCOURAGE THE COMMUNITY TO MOVE TOWARDS BUILDINGS AND FACILITIES THAT HAVE A LOW ECOLOGICAL IMPACT

Housing construction generally has a heavy environmental impact. Whether it's the construction materials used, the maintenance and heating of the building or the management of residual materials, there is great potential for improvement. The Town of Saint-Lazare would like to encourage its citizens to demand and use the best possible ecological practices.

ACTIONS	PROGRESS
4.5.1 PROMOTE RECOGNIZED INCENTIVES THAT ENCOURAGE ECOLOGICAL CONSTRUCTION	
4.5.2 INFORM THE POPULATION ABOUT ACTIONS THAT PROMOTE ADAPTATION TO CLIMATE CHANGE THROUGH THE DEVELOPMENT OF A GUIDE ON BEST PRACTICES	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF REGULATION ARTICLES IMPLEMENTED THAT OBLIGATE NEW BUILDINGS AND FACILITIES TO REDUCE THEIR ENVIRONMENTAL IMPACT	119 articles (urban planning by-laws)			Maintain or increase
NUMBER OF CRITERIA ADDED TO REGULATIONS TO OBLIGATE NEW BUILDINGS AND FACILITIES TO REDUCE THEIR ENVIRONMENTAL IMPACT	84 criteria (AIIIP and ODP)			Maintain or increase

AIIIP: Architectural integration and implementation plan
 ODP: Overall development plan

4.6 ADAPT LAND-USE DEVELOPMENT AND PLANNING TO CLIMATE CHANGE

Current and future climate changes have a significant impact on towns and cities. On the one hand, the Town of Saint-Lazare must reduce its greenhouse gas (GHG) emissions to mitigate the long-term impact of climate change. On the other hand, the Town must also inevitably adapt to future issues. Development solutions will be explored to reduce the effects of urban heat islands and to ensure proper management of rainwater, phenomena that are both bound to intensify over the years (Ouranos, 2021).

ACTIONS	PROGRESS
4.6.1 CONTINUE EFFORTS TO REVISE REGULATIONS IN ACCORDANCE WITH THE OBJECTIVES OF THE CONSERVATION PLAN	
4.6.2 CREATE ECO-RESPONSIBLE DEVELOPMENTS TO SPECIFICALLY COUNTERACT HEAT ISLANDS AND REDUCE GRASSY AREAS	
4.6.3 IMPLEMENT THE MEASURES OF THE RCM'S REGIONAL ACTION PLAN IN ORDER TO REDUCE GHG EMISSIONS	
4.6.4 CONDUCT A STUDY ON THE COSTS OF CLIMATE CHANGE IN SAINT-LAZARE AND PUBLICIZE THESE RESULTS	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF NEW ADAPTATION MEASURES IMPLEMENTED TO ADDRESS CLIMATE CHANGE	At least 5 measures already implemented: purchase of electric vehicles, reduction in GHG emissions by mowing less often, mass planting of vegetation that is better adapted to soils and climate conditions, energy-efficient municipal buildings, reduction of grassy areas, stormwater management			Maintain or increase number of total new measures
SURFACE AREA OF HEAT ISLANDS (PER YEAR AND CUMULATIVE)	To be determined			To be determined (anticipated reduction)
NUMBER OF STREET AND RESIDENCE FLOODING EPISODES ATTRIBUTABLE TO HEAVY RAIN (PER YEAR AND CUMULATIVE)	Number of annual interventions by PW: data not available			Recorded starting in 2021

PW: Public Works

GOVERNANCE



5. GOVERNANCE

Orientation: participatory, proactive and exemplary governance that focuses on collaboration and efficient, transparent communication.

Objectives

5.1 REGULARLY INVOLVE CITIZENS IN PLANNING ACTIVITIES, NOTABLY PERTAINING TO URBAN DEVELOPMENT, BUDGET AND ECONOMIC REVITALIZATION

A sustainable and resilient town must be able to count on the involvement of its residents. By giving citizens the opportunity to influence decisions that contribute to the improvement of their living environment, the Town of Saint-Lazare ensures that the interests of the various stakeholders within its territory are taken into account.

ACTIONS	PROGRESS
5.1.1 ANTICIPATE CITIZEN PARTICIPATION MEASURES ADAPTED TO DIFFERENT DEVELOPMENT PROJECTS AND ENSURE THAT THESE ARE CARRIED OUT EARLY ENOUGH TO ENSURE THEY CONTRIBUTE TO PLANNING	
5.1.2 IMPLEMENT AN ANNUAL THEME-BASED PROJECT FOR PARTICIPATORY BUDGETING, WHICH DIRECTLY INVOLVES THE POPULATION IN THE BUDGETING PROCESS	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER OF PLANNING ACTIVITIES THAT CITIZENS ARE INVITED TO PARTICIPATE IN	Number of consultation activities, whether or not provided for in the Act respecting land-use planning and development, CQLR c. A-19.1.			Planning activities to be defined, maintained or increased
NUMBER OF CITIZENS THAT TAKE PART IN MUNICIPAL PLANNING ACTIVITIES ON A YEARLY BASIS	Public consultation meetings and council meetings in 2019: 385 citizens			To be determined
NUMBER AND TYPES OF PUBLIC CONSULTATIONS RELATED TO THE MUNICIPAL BUDGET (PER YEAR)	Currently no specific consultation, but citizen consultation during council meetings			A specific approach/annual budget (consult with elected officials to determine specifically what this should be)

5.2 DEVELOP A CULTURE OF COLLABORATION BETWEEN ELECTED OFFICIALS AND MUNICIPAL EMPLOYEES

Good teamwork and excellent communication among municipal stakeholders are key to the successful completion of any project. Indeed, better cohesion makes it possible to take advantage of the many skills of the municipal team.

ACTIONS	PROGRESS
5.2.1 PROPOSE A VARIETY OF COURSES OFFERED TO ELECTED OFFICIALS ON THE TOPIC OF MUNICIPAL OPERATIONS (SEE UMQ AND FQM)	
5.2.2 ORGANIZE MEETINGS ATTENDED BY ELECTED OFFICIALS AND THE DIRECTORS OF EACH DEPARTMENT AS AN OPPORTUNITY TO PRESENT POLICIES, CURRENT PROJECTS, MONITORING TOOLS AND RELEVANT REGULATIONS THAT PROVIDE A FRAMEWORK FOR THEIR INDIVIDUAL DEPARTMENTS	
5.2.3 PLAN FOR ELECTED OFFICIALS TO VISIT DIFFERENT DEPARTMENTS SO THEY CAN GET TO KNOW EMPLOYEES AND LEARN ABOUT THEIR ROLES	
5.2.4 HOLD AN ANNUAL MEETING ATTENDED BY ELECTED OFFICIALS AND DIRECTORS IN ORDER TO FOLLOW UP ON THE SDP AND ENSURE THAT ITS VISION IS RESPECTED	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
NUMBER AND TYPES OF COLLABORATION ACTIVITIES (TEAM BUILDING) BETWEEN ELECTED OFFICIALS AND DEPARTMENT DIRECTORS	48 meetings/year (actual number for several years already)			48 meetings/year
NUMBER AND TYPES OF COLLABORATION ACTIVITIES (TEAM BUILDING) BETWEEN ELECTED OFFICIALS AND MUNICIPAL EMPLOYEES	1 meeting/year			Increase

UMQ: Union des municipalités du Québec

FQM : Fédération québécoise des municipalités

5.3 INCREASE TRANSPARENCY REGARDING THE IMPLEMENTATION OF POLICIES, STRATEGIES AND ACTION PLANS

With a view to providing its citizens with better access to information, the Town of Saint-Lazare feels it is important to put as many municipal documents and tools at their disposal. This allows citizens to keep up on how things are progressing and the impacts of policies, strategies and action plans.

ACTIONS		PROGRESS		
5.3.1 PUBLISH FOLLOW-UP REPORTS ON THE TOWN'S ACTIONS PLANS ON THE TOWN'S WEB SITE AND THROUGH OTHER EXISTING MEANS OF COMMUNICATION				
5.3.2 PUBLISH ALL OF THE TOWN'S POLICIES AND MASTER PLANS ON ITS WEB SITE				

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
PERCENTAGE OF PUBLIC MUNICIPAL PLANNING DOCUMENTS REQUIRING A RENDERING OF ACCOUNTS	100%: if they are not already available on public platforms, several documents can be obtained through a request			Maintain
NUMBER OF STRATEGIES AND ACTION PLANS MADE PUBLIC ON THE TOWN'S WEB SITE	By-laws, minutes, reports, policies, plans, etc. are already on the Web site			Maintain

5.4 SERVE AS AN EXAMPLE FOR MANAGEMENT PRACTICES

In order to pursue its commitment in terms of sustainable development and serve as an example to the population, the Saint-Lazare administration is also committed to reducing the environmental impact of its internal operations, notably through local and eco-responsible purchasing and the efficient management of residual materials.

ACTIONS	PROGRESS
5.4.1 CREATE A GUIDELINE FOR RESPONSIBLE PURCHASING (LOCAL AND ECO-RESPONSIBLE) AND PROMOTE SAID GUIDELINE	
5.4.2 PROMOTE OPTIMAL WASTE MANAGEMENT MEASURES IMPLEMENTED DURING MUNICIPAL EVENTS AND AT THE DAY CAMP	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
CUMULATIVE NUMBER OF GOOD PRACTICES IMPLEMENTED IN MUNICIPAL BUILDINGS AND GREEN SPACES (RECOVERY OF ORGANIC MATERIALS AT TOWN HALL, QUANTITY OF RAIN WATER COLLECTED TO WATER THE TOWN'S VEGETATION, ETC.)	<p>At least 8 practices already implemented:</p> <ul style="list-style-type: none"> • Rain water collection at municipal garage; • 3 energy-saving buildings; • Landscaping using more resilient vegetation; • Watering using non-drinking water; • Re-using mulch and compost produced by the town; • Recovery of organic matter in municipal buildings; • Calibration of de-icing salt; • Mowing that is more spaced out – every 2 weeks. 			2 new practices including rain water collection

5.5 FACILITATE THE MUNICIPAL PROCESS FOR DEVELOPING BUSINESSES AND STORES

Aware that entrepreneurship is highly beneficial to the vitality of the local economy, the Town of Saint-Lazare is committed to reducing barriers to creating small businesses. To this end, the Town wishes to improve the processes involved and the quality of information required for the development of entrepreneurial projects.

ACTIONS	PROGRESS
5.5.1 INCLUDE A SECTION ON THE WEB SITE THAT GROUPS ALL OF THE INFORMATION RELATED TO BUSINESS DEVELOPMENT (TERRITORY HIGHLIGHTS, STATISTICS, SUPPORT FOR BUSINESSES)	
5.5.2 PLAN AN EVENT WITH THE URBAN PLANNING DEPARTMENT WHERE DEV VAUDREUIL-SOULANGES AND OTHER SERVICES ARE PROMOTED	
5.5.3 PRODUCE A SUMMARY DOCUMENT ON PROCESSES REQUIRED FOR SETTING UP A BUSINESS IN SAINT-LAZARE	

INDICATORS	REFERENCE VALUE	UPDATED VALUE	UPDATED ON/IN	TARGET
ANNUAL NUMBER OF NEW BUSINESSES SET UP IN SAINT-LAZARE	Number of certificates of occupation 2020: 11 (on October 29) 2019: 25			Maintain the 5-year cumulative average with a minimum of 15 certificates of occupation
ENTREPRENEURS, SELF-EMPLOYED INDIVIDUALS AND BUSINESSES' LEVEL OF SATISFACTION WITH THE MUNICIPAL SERVICES OFFERED	Survey to be carried out at an appropriate time			70%



CONCLUSION

The process undertaken by Saint-Lazare has not only allowed us to take stock of the Town's current situation and involve its citizens, it has also allowed the Town to be resolutely focused on sustainable development in the future. The challenges Saint-Lazare faces in achieving its goals are indeed significant, but they are also very much within its capabilities. By taking this step, the Town is demonstrating its desire to remain in control of its future. It is also a way of showing that it has all the necessary tools to ensure adequate and innovative management of its territory

The Town will conduct an annual public review to report on the implementation of its actions and the achievement of its goals. Stay tuned, and follow up on the progress we will be making over the next few years.

**SAINT-LAZARE WILL
SURPRISE YOU!**



**Le développement durable :
Se prendre en main...
Aujourd'hui pour demain**

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NATURE
ACTION
QUÉBEC