

20 26

POLICY AND ACTION PLAN for Youth, Families, Seniors and Persons with Disabilities



20 30



Municipalité
amie des aînés

En partenariat avec :

Québec



KIRKLAND



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MESSAGE FROM THE MAYOR



Michel Gibson
Mayor



Mike Brown
Councillor
District 1 Timberlea



Mike Gaudin
Councillor
District 6 Canvin



Karen Cliffe
Councillor
District 8 Summerhill

AND THE ELECTED OFFICIALS RESPONSIBLE FOR FAMILY AND SENIORS' ISSUES

It is with great pride that we present our integrated Age-Friendly Municipality Policy (AFM), Municipal Family Policy (MFP), Youth Policy, and Policy on the Inclusion of Persons with Disabilities. This unifying approach reflects the very essence of our community: a city where every individual, regardless of their age, abilities, background, or family situation, plays a vital role in community life.

Our city has always been driven by a deep commitment to creating an environment where every individual can live, grow, age, and thrive. This integrated policy is a reflection of our dedication to pursuing this approach with rigour and sensitivity. It is founded on a simple but fundamental conviction: that an inclusive community is a stronger, more resilient, more united community.

To develop this policy, we adopted a participatory approach. Citizens shared their lived experiences as residents of the territory, the challenges they face, their hopes for the future and their ideas. Families told us about the importance of providing safe and stimulating environments; seniors reminded us that maintaining their independence, social connections, and civic engagement is an essential pillar of their over-all well-being; young people expressed their desire to actively contribute to the development of their city; and citizens living with a disability reconfirmed our belief that universal accessibility is not a privilege, but a fundamental right.

We heard and listened to these voices. They have shaped every guideline of this policy and will continue to guide our decisions, investments, projects and actions over the years to come.

Our objective is clear: to make our city a place where participation, dignity, safety, and inclusion are not optional, but at the heart of every collective decision. This commitment is reflected in accessible and welcoming public spaces, services that are tailored to the real needs of citizens, diverse cultural and community activities, and continuous support for families and for the organizations that enrich our social fabric.

We would like to extend our warmest thanks to everyone who contributed to this initiative: the citizens, our community partners, organizations, municipal employees, and members of the various advisory committees. Thanks to your engagement, today we are laying the foundations for an even more human, united and future-ready city.

Together, let us continue building a community where every individual can find their place, feel valued, and actively participate in municipal life.



INTRODUCTION

The Town of Kirkland recognizes the importance of supporting senior citizens, families, young people, and people with disabilities, or in a disabling situation, so that everyone can maintain their independence, their quality of life, and actively participate in the community. The Town is therefore reaffirming its commitment to creating an inclusive, safe, and supportive living environment where every individual can thrive.

This integrated policy aims to structure and formalize the mechanisms for assessing and monitoring residents across the territory. It establishes the guiding principles, clarifies the roles of stakeholders, and defines the procedures required to ensure a coherent, respectful, and efficient approach.

Within this framework, the systematic assessment of the autonomy of senior citizens is an essential tool for tailoring municipal services, optimizing the use of resources, and responding in a targeted manner to the needs of this segment of the population. Integrating the Age-Friendly Municipality (AFM) approach into our municipal operations allows us to gain a better understanding of community realities, while promoting social inclusion, safety, and the well-being of our citizens.

The Town also recognizes that the well-being of its citizens has to be considered within the context of an intergenerational ecosystem, where young people, seniors, and families can all play a vital role in ensuring the community's vitality. By promoting accessible, adapted services, this policy aims not only to support the independence of citizens, but also to strengthen family and community ties.

Families, as natural support partners, will benefit from better guidance and clear resources to support their loved ones. Furthermore, by raising awareness among youth about the importance of autonomy, dignity and respect, the Town is helping to reinforce the values of solidarity, empathy and intergenerational respect that are essential for social cohesion and the development of an inclusive community.

INTEGRATING THE AGE-FRIENDLY MUNICIPALITY (AFM) APPROACH INTO OUR MUNICIPAL OPERATIONS ALLOWS US TO GAIN A BETTER UNDERSTANDING OF COMMUNITY REALITIES, WHILE PROMOTING SOCIAL INCLUSION, SAFETY, AND THE WELL-BEING OF OUR CITIZENS.

EMPATHY AND RESPECT





PROCEDURE

After completing the review of the 2018-2020 action plan of the Age-Friendly Municipality Policy, along with a statistical profile of the community and an inventory of services offered to seniors, youth, people with disabilities, and families, the Town of Kirkland commissioned Espace MUNI to conduct a qualitative study, including focus groups and surveys. This initiative aimed to provide the Town with an effective tool to better ascertain the needs of the population and formulate recommendations around the following 10 themes:



EXTERIOR SPACES AND BUILDINGS

HOUSING AND LIVING ENVIRONMENT

TRANSPORTATION AND MOBILITY

SOCIAL PARTICIPATION

RECREATION

RESPECT AND SOCIAL INCLUSION

COMMUNICATION AND INFORMATION

HEALTH AND SOCIAL SERVICES

SAFETY

EDUCATIONAL SUCCESS AND ACADEMIC PERSEVERANCE (NOT INCLUDED IN AFM).

METHODOLOGY

Information was gathered through surveys and focus groups as follows:

61 A short survey for seniors, distributed on January 31, 2025, which received 61 responses

67 A long-form survey for seniors, distributed between May 7 and 25, 2025, which received 67 responses

192 A long-form survey for families, distributed between May 7 and 25, 2025, which received 192 responses

9 A focus group of 9 senior citizens, held on December 17, 2024

18 A focus group of 18 young people, held on June 1, 2025

INVOLVED

STEERING COMMITTEE

The Steering Committee is comprised of local and community partners, senior citizen residents of the Town of Kirkland, the city councillors responsible for family and seniors' issues, as well as representatives from several municipal departments.

- **Mr. Christopher Paynter**, Resident and representative of seniors
 - **Ms. Karine Saba**, Resident and representative of seniors
 - **Ms. Margaret Morgan**, Resident and representative of seniors
 - **Ms. Sandra Watson**, West Island Community Resource Centre
 - **Mr. Denis LeSieur**, CLSC Lac-Saint-Louis
 - **Mr. Marc-André Brûlé**, Répit-Ressource
 - **Ms. Nathalie Latour**, École primaire Émile Nelligan, representative of families
-
- **Ms. Karen Cliffe**, Municipal Councillor, Responsible for Senior Citizens' issues and the Action Plan for the Integration of Persons with Disabilities
 - **Mr. Mike Gaudin**, Municipal Councillor, Responsible for Senior Citizens' issues
 - **Mr. Mike Brown**, Municipal Councillor, Responsible for Family issues
-
- **Ms. Nicole Alves**, Section Head – Social, Cultural and Senior Development
 - **Ms. Chantal Bourdon**, Section Head – Communications
 - **Mr. Luther Gutierrez**, Section Head – Urban Planning
 - **Ms. Sabrina Doucet**, Forewoman – Horticulture and Winter Operations
 - **Ms. Annabelle Marin**, Section Head – Youth, Programming and Technical Services



COMMITMENT





POPULATION PROFILE

— **19 689**

Founded in 1961, the Town of Kirkland has now reached a near-saturation point in its land development and is characterized by an aging population. In 2025, the population was recorded at 19,689 residents.

According to Statistics Canada's 2021 census, nearly one in five people (19.9%) is 65 years of age or older, and the median age is 46.4 years.

— **9.64 KM²**

Located on the West Island of Montreal, the Town of Kirkland covers an area of 9.64 km².

— **73.1 %**

The population is predominantly English-speaking, with 73.1% of residents being bilingual.

— **22.1 %**

A total of 22.1% of the population is unilingual English-speaking.

— **2.6 %**

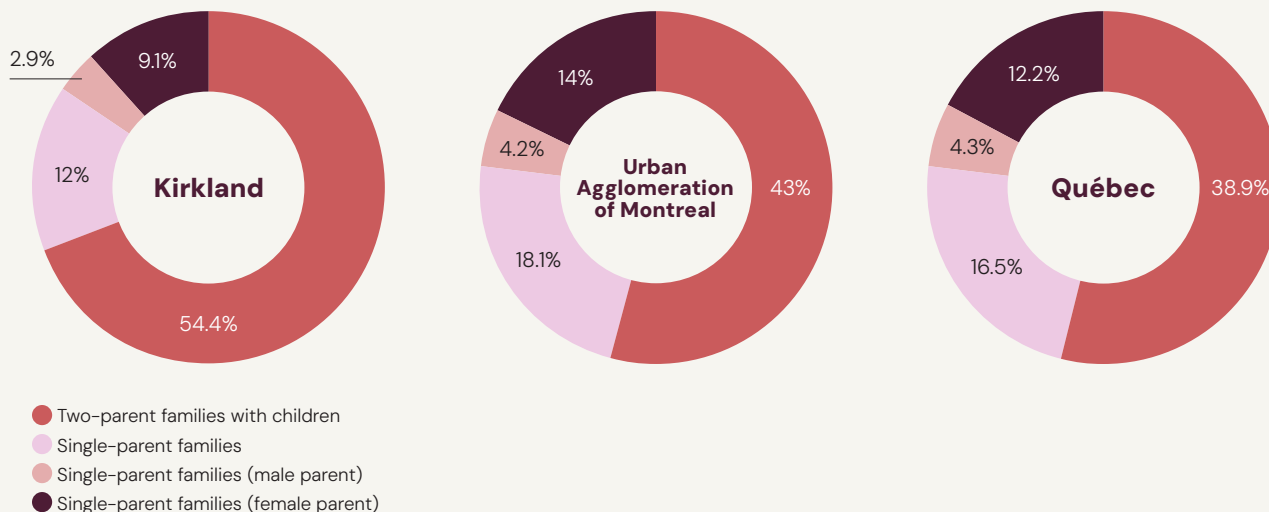
Unilingual French-speaking residents account for 2.6% of the population.



POPULATION DISTRIBUTION BY AGE GROUP

| Age Group | Number of People | Percentage |
|--------------------|------------------|------------|
| 9 years and under | 1780 | 9.2% |
| 10-24 years | 4010 | 20.6% |
| 25-39 years | 2330 | 12.0% |
| 40-64 years | 7440 | 38.3% |
| 65 years and older | 3860 | 19.9% |

FAMILIES WITH CHILDREN ACCORDING TO FAMILY STRUCTURE (2021)



HOUSING

Housing tenure for households (out of a total of 6,665)

7% RENTERS
93% OWNERS

Households that spent 30% or more of their income on housing costs in 2021: 14.4%

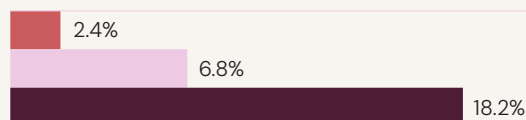


EDUCATION (2021)

Education according to the highest level of education of the population aged 15 and over

- Kirkland
- Urban Agglomeration of Montreal
- Québec

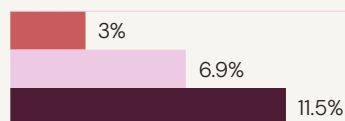
No certificate, diploma or degree



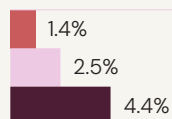
High school diploma or certificate of equivalency



Certificate or diploma from a vocational school other than an apprenticeship certificate



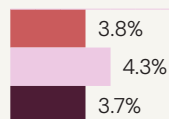
Apprenticeship certificate in a trade



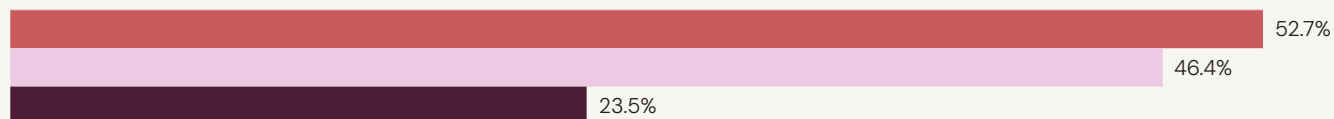
Certificate or diploma from a college, CEGEP, or other non-university institution



Certificate or university diploma below the bachelor's level



Bachelor's degree or higher degree





FOUNDATIONS OF THE POLICY

DEFINITIONS

The Town of Kirkland is more specifically committed to taking into account the living conditions, needs, and interests of persons with disabilities or in a disabling situation, seniors, youth, and families residing in Kirkland. These groups of people are defined as follows within the framework of this Policy and its action plan:



YOUTH

Young people aged 12 to 17 years.



FAMILY

A family is a group of at least two individuals united by various bonds and values and who have a shared life plan. In today's society, family relationships are shaped by a variety of models, including the parents-child(ren) family model, single-parent families, and blended families, which may include grandparents.



SENIOR

For practical purposes, the Town of Kirkland uses the most widely accepted definition within social institutions: persons aged 65 and over. The Town recognises the fundamental role that seniors play within their families and the community.



PERSON WITH DISABILITIES OR A IN A DISABLING SITUATION

A person is considered to be in a disabling situation when they experience a "reduced accomplishment of life habits, resulting from the interaction between personal factors (impairments, disabilities and other personal characteristics) and environmental factors (facilitators and obstacles)"¹.



VALUES

VALUES

This Policy is founded upon the following values. Please note that the first three of these values are evaluated based on a gradation scale.

RESPECT

Respect is the fundamental value. It means recognizing that every person is entitled to dignity, regardless of their origins, beliefs, identity, or circumstances. Respect fosters social cohesion and solidarity between the different generations.

INCLUSION

Inclusion goes further than respect, as it entails actively integrating all people into the social, cultural, economic, and political life of the municipality, while taking into account each individual's specific needs. Inclusion means valuing diversity by ensuring everyone can fully participate in community life, without exclusion or discrimination.

BELONGING

A sense of belonging is the feeling that emerges when the conditions of respect and inclusion are fulfilled. It's the feeling of being accepted and integrated within the community. When citizens have a sense of belonging, this strengthens social bonds and mutual support and reinforces collective commitment.

INNOVATION

Innovation refers to the willingness to be future-oriented and to rethink the ways of doing things in order to better meet the emerging needs of the community by developing creative and inclusive solutions.

CONTINUAL IMPROVEMENT

Continual improvement is the desire and willingness to exceed individual and collective expectations in order to improve everyone's quality of life and actively contribute to the well-being of the entire community.

INCLUSION MEANS VALUING DIVERSITY BY ENSURING EVERYONE CAN FULLY PARTICIPATE IN COMMUNITY LIFE, WITHOUT EXCLUSION OR DISCRIMINATION.





PRINCIPLES OF ACTIVE AGING

Through this Policy, the Town of Kirkland is committed to providing accessible and adapted social and physical environments that promote active aging for youth, families, seniors and persons in a disabling situation across its territory.

The concept of active aging is founded on promoting **safety**, maintaining optimal **health**, and ensuring the full and equal **participation** of individuals in community, social, cultural, environmental, economic, and political life. It aims to value their autonomy and their contributions to society.

SAFETY HEALTH PARTICIPATION

6 AREAS OF INTERVENTION

AREAS OF INTERVENTION

In light of the current challenges and in order to address the needs expressed by the consulted citizens, six (6) areas of intervention have been prioritized for the coming years. These areas of intervention are as follows:

INCLUSIVE COMMUNICATION AND CITIZEN ENGAGEMENT

PUBLIC SPACES, HOUSING, AND LIVING ENVIRONMENTS

RECREATION, CULTURE, AND COMMUNITY LIFE

MOBILITY AND TRANSPORTATION SAFETY

HEALTH AND WELL-BEING

SAFETY AND COMMUNITY RESILIENCE



ACTION PLAN

AGE-FRIENDLY
MUNICIPALITY
2026-2030



INCLUSIVE COMMUNICATION AND CITIZEN ENGAGEMENT

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

IMPROVE ACCESS TO INFORMATION AND ENCOURAGE CITIZEN PARTICIPATION

01

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|--|--|----------|------|------|------|------|---------------------------------------|--|--------------------------------|--|---|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 1: Tailor communications to ensure municipal information and procedures are accessible and made known | 1.1 Develop targeted tools for seniors | ✳ | ✳ | ✳ | ✳ | ✳ | Comms Recreation | AlterGo | Included in the working budget | At least 1 tool developed | Easier access to information |
| | 1.2 Create a one-stop municipal service centre | | ✳ | | | | Recreation | - | Included in the working budget | One-stop service centre created | Centralized point of contact with residents |
| | 1.3 Regularly disseminate information regarding major projects and relevant regional services | ✳ | ✳ | ✳ | ✳ | ✳ | Comms Recreation | - | Included in the working budget | Info disseminated at least 2 times a year | Easier access to information |
| | 1.4 Improve the accessibility of the municipal website (AODA/WCAG audit, address existing deficiencies, accessible navigation) | | | ✳ | | | IT Recreation | Viglob | \$ | Accessible municipal website | Simplified navigation for seniors |
| | 1.5 Produce and publish accessible summary sheets on services offered (home adaptation programs, financial assistance, transportation, inclusive recreational activities) in adapted formats (accessible PDFs, plain text, audio, paper) | ✳ | ✳ | | | | Comms Recreation | AlterGo | Included in the working budget | 4 summary sheets produced and distributed | Centralization of information for seniors |
| | 1.6 Continue and promote the appointment-based service for assistance in completing forms | ✳ | ✳ | ✳ | ✳ | ✳ | Comms Recreation Urban Planning | - | Included in the working budget | Service advertised 2 times a year | Services adapted to the needs of seniors |
| Objective 2: Raise awareness among all municipal staff and elected officials regarding the reception and inclusion of people with disabilities | 2.1 Implement a mandatory basic training program (reception, adapted communications, physical accommodations, inclusion) for all staff and the municipal council | ✳ | | | | | HR Recreation | AlterGo | Included in the working budget | Training program implemented Employees and elected officials trained | Standardization of services offered to seniors |
| Objective 3: Encourage citizen engagement | 3.1 Hold themed citizen coffee meetups | ✳ | ✳ | ✳ | ✳ | ✳ | Recreation Urban Planning | - | Included in the working budget | At least 1 themed coffee meetup held per year | Increased involvement of senior citizens |
| | 3.2 Centralize volunteer opportunities on a municipal information platform | | | ✳ | | | Comms Recreation | Schools Organizations Senior's clubs | Included in the working budget | Webpage dedicated to volunteer opportunities made available on the municipal website | Increased community involvement of senior citizens |
| | 3.3 Conduct an awareness campaign on inclusive volunteering and the adaptation of tasks (according to the abilities of seniors) | | | ✳ | | | Recreation Comms | Schools Organizations Senior's clubs | Included in the working budget | Awareness campaign carried out | Support for seniors with varying abilities to get involved in the community |
| Objective 4: Encourage the employment of people with disabilities and retired people who would like to return to work | 4.1 Launch an awareness campaign on the contribution of seniors (experienced workers) to the labour market | | | ✳ | | | HR Recreation | Répit-Ressource Organizations Senior's clubs | Included in the working budget | Awareness campaign launched | Reduction of ageism |

²Legend:
\$: Less than \$15,000
\$\$: \$15,000 to \$50,000
\$\$\$: \$50,000 and over



PUBLIC SPACES, HOUSING AND LIVING ENVIRONMENTS

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

CREATE AN ACCESSIBLE, ATTRACTIVE AND ADAPTED LIVING ENVIRONMENT

05

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|---|--|----------|------|------|------|------|--------------------------|--------------------------|--|---|---|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 5: Make public spaces and municipal buildings more inclusive | 5.1 Conduct a universal accessibility audit of public spaces and municipal buildings, including priority mapping (e.g., risk-prone areas in winter, access to the Town Hall, etc.) | * | | | | | Recreation | AlterGo | Included in the working budget | Audit conducted | Development of a universally accessible territory |
| | 5.2 Improve universal accessibility of sidewalks, parks, and municipal buildings | * | * | * | * | * | Public Works Engineering | - | Canada's Enabling Accessibility Fund | 1 new accessible fit-up per year | Development of a universally accessible territory |
| | 5.3 Prioritize the maintenance and renovation of certain sports facilities | | * | * | | | Recreation Engineering | - | Included in the working budget Canada's Enabling Accessibility Fund | At least 1 facility renovated per year | Offering a range of safe, inclusive and appealing sports facilities for seniors |
| | 5.4 Create more rest areas (fountains, shelters, benches) | * | * | * | * | * | Public Works Engineering | - | Included in the working budget | At least 1 rest area created per year | Provision of a welcoming, inclusive and safe urban environment that promotes active mobility |
| | 5.5 Install automatic doors and ramps in targeted municipal buildings | * | * | * | * | * | Public Works Engineering | - | Included in the working budget Canada's Enabling Accessibility Fund | At least 1 new accessible fit-up per year | The possibility for seniors to move around freely, safely and independently |
| | 5.6 Plan the development of an intergenerational recreational space as part of the redesign of the Sports Complex | | | | | * | Recreation Engineering | Youth advisory committee | \$\$\$ | New recreational facility | Creation of an intergenerational, safe, inclusive and stimulating recreational space that promotes the practice of unstructured physical activities |

²Legend:
 \$: Less than \$15,000
 \$\$: \$15,000 to \$50,000
 \$\$\$: \$50,000 and over



PUBLIC SPACES, HOUSING AND LIVING ENVIRONMENTS (CONTINUED)

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

CREATE AN ACCESSIBLE, ATTRACTIVE AND ADAPTED LIVING ENVIRONMENT

06

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|---|---|----------|------|------|------|------|------------------------------|--|--------------------------------|--|---|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 6: Adapt living environments to the needs of seniors | 6.1 Support and promote the development of diverse types of housing projects | ✱ | ✱ | ✱ | ✱ | ✱ | Urban Planning | Urban Planning Advisory Committee | Included in the working budget | 1 promotional campaign per year | Improved response to housing needs in accordance with the demographic diversity and financial means of seniors |
| | 6.2 Create a municipal housing office | | | | | ✱ | Urban Planning Recreation | - | Included in the working budget | Housing office created | Information on available financial assistance, support for completing housing adaptation requests (RAAP), etc. |
| | 6.3 Make an inventory of accessible housing | ✱ | | | | | Recreation | SPVM SIM | Included in the working budget | Accessible housing inventoried | Reliable and up-to-date info on inventory of accessible housing within the municipal territory to facilitate access to adapted housing for seniors |
| | 6.4 Encourage the adaptation of housing through provincial incentives | | ✱ | | | | Urban Planning Recreation | Société d'habitation du Québec (SHQ) Residential Adaptation Assistance Program (RAAP) | Included in the working budget | Information sharing completed | Increased number of adapted and safe housing units within the municipality's territory in order to meet the needs of people with reduced mobility and seniors while promoting aging in place, autonomy and the quality of life of residents |
| Objective 7: Promoting "aging in place" (at home and in the community) | 7.1 Promote accessible home support services and resources | ✱ | ✱ | ✱ | ✱ | ✱ | Comms Recreation | Répit-Ressource | Included in the working budget | Information sharing carried out at least 1 time a year | Easier access to home support services |
| | 7.2 Contribute to the establishment of a local assistance program for exterior maintenance and minor repairs / odd jobs | | ✱ | | | | Recreation | Répit-Ressource | \$ | Local assistance program established | Easier access to exterior maintenance services and minor repair / odd jobs services |

07

Legend:
 \$: Less than \$15,000
 \$\$: \$15,000 to \$50,000
 \$\$\$: \$50,000 and over



RECREATION, CULTURE, AND COMMUNITY LIFE

OFFER INCLUSIVE, AFFORDABLE AND INTERGENERATIONAL RECREATIONAL ACTIVITIES

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|--|--|----------|------|------|------|------|--|---------------------|--------------------------------|--|--|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 8: Diversify and adapt the offering of recreational activities | 8.1 Extend hours of operation / add more time slots for certain recreational activities and sports facilities (for free-access activities) | | | | | * | Recreation | - | Included in the working budget | Hours extended / More time slots added | Increased access to and availability of recreational and sports facilities for seniors in order to promote regular physical activity, social participation, intergenerational interaction and general well-being |
| | 8.2 Simplify and facilitate registration for municipal activities | | | * | * | | Recreation | Seniors' Clubs | Included in the working budget | Improved registration process | Easier for seniors to register for municipal activities |
| | 8.3 Modulate pricing for municipal recreational activities | * | | * | | * | Recreation | - | Included in the working budget | Municipal pricing modulated according to clientele every 2 years | Better access to recreational activities |
| Objective 9: Promote conviviality and social cohesion | 9.1 Establish and disseminate a protocol for the use of outdoor sports facilities | * | | | | | Recreation Comms | Sports Associations | Included in the working budget | Protocol established and posters produced for each outdoor sports facility | Standardized use of sports facilities by residents |
| | 9.2 Organize festive events, in both summer and winter, in municipal parks | | * | * | * | * | Recreation | - | Included in the working budget | At least 2 festive events organized per year | Strengthened social ties, community cohesion and citizen participation (Rib Fest, Poutine Fest, etc.) |
| | 9.3 Create welcoming ephemeral spaces | | * | * | * | * | Recreation Public Works Urban Planning | - | Included in the working budget | At least 1 space created per year | Increased amount of gathering spaces for seniors |
| | 9.4 Increase the number of intergenerational activities offered | | * | * | * | * | Recreation | - | Included in the working budget | At least 2 intergenerational activities scheduled per year | Increased sense of belonging within the community |
| | 9.5 Offer transportation services for the Town's major events (Kirkland Day, Winter Carnival, etc.) | | * | * | * | * | Recreation Urban Planning Engineering | - | Included in the working budget | Shuttle service implemented for special events | Increased accessibility to events |
| | 9.6 Continue to support and promote the initiatives of the Voisins Solidaires program | * | * | * | * | * | Recreation | Espace MUNI | Included in the working budget | Initiatives of the Voisins Solidaires program disseminated 2 times a year | Strengthened social ties, community cohesion and citizen participation |

²Legend:
 \$: Less than \$15,000
 \$\$: \$15,000 to \$50,000
 \$\$\$: \$50,000 and over



MOBILITY AND TRANSPORTATION SAFETY

PROVIDE A SAFE AND SUSTAINABLE MOBILITY ENVIRONMENT

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|--|--|----------|------|------|------|------|---|---------------|--------------------------------|---|--|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| 10 Objective 10: Ensure the safety of active transportation | 10.1 Expand and maintain the network of municipal pedestrian and cycling paths | * | * | * | * | * | Engineering Urban Planning | - | Included in the working budget | At least 1 section of the pedestrian and cycling network maintained or added per year | Support of healthy lifestyles, reduced car dependency, and the creation of more user-friendly, intergenerational, and inclusive public spaces |
| | 10.2 Improve signage and lighting at high-risk intersections | * | * | * | | | Engineering Public Works | - | Included in the working budget | At least one high-risk intersection improved per year | Improved safety of active transportation by ensuring clear, visible and understandable signage as well as adequate lighting |
| | 10.3 Continue implementing traffic calming measures | * | * | | | | Engineering | - | Included in the working budget | At least 1 measure implemented per year | Reduction in the risk of accidents, improved active mobility and quality of life in residential areas and community hubs |
| | 10.4 Provide (interior and exterior) recharge areas for motorized mobility aids | | | | * | * | Urban Planning Engineering | - | \$\$\$ | At least 1 charging station added per sector of Town | Supported autonomy, social participation and sustainable mobility for people with reduced mobility, seniors and users of assistive devices |
| 11 Objective 11: Develop local alternatives to single-occupancy vehicle use | 11.1 Conduct an audit of the usability of transportation services (availability, schedules, costs, accessibility of stops, alignment with local needs, etc.) | | * | | | | Recreation Engineering | STM REM | \$ | Audit conducted and improvements proposed as needed | Identification of existing deficiencies, prioritization of improvements, and proposal of concrete measures for efficient, safe, and inclusive mobility |
| | 11.2 Assess the feasibility of developing a local shuttle service | * | * | | | | Recreation | Organizations | \$ | Feasibility study conducted | Planning for a supplementary transportation service |
| | 11.3 Reinforce local volunteer Accompanied Transport Services | * | * | * | * | * | Recreation Director General's Office | ABOVAS | Included in the working budget | At least 1 information booth held per year | Reduced social isolation, reinforced autonomy and promotion of active and inclusive mobility within the community |
| | 11.4 Install more bike racks | | * | * | | | Recreation Public Works | - | Included in the working budget | At least 1 bike rack installed in each municipal park and at each municipal building | Improvement of active and sustainable mobility by facilitating secure bicycle parking |
| | 11.5 Conduct an information dissemination campaign on adapted transportation services | | | * | | | Comms Recreation | STM | Included in the working budget | Information dissemination campaign conducted | Better knowledge of services aimed at facilitating the travel of people with reduced mobility |
| | 11.6 Continue making representations to the Société de Transport de Montréal (STM) (bus shelters, schedules, etc.) | * | * | * | * | * | Engineering Recreation | STM | Included in the working budget | At least one representation activity carried out per year | Improved user experience, reinforced social inclusion and improved daily mobility for seniors |

²Legend:
 \$: Less than \$15,000
 \$\$: \$15,000 to \$50,000
 \$\$\$: \$50,000 and over



HEALTH AND WELL-BEING

FACILITATE ACCESS TO HEALTH AND SUPPORT SERVICES FOR INFORMAL CAREGIVERS

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|--|--|----------|------|------|------|------|---------------------|--------------------|--------------------------------|---|--|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 12: Improve local access to health and social services | 12.1 Promote the holding of temporary outreach clinics (for vaccinations, screening, etc.) | * | * | * | * | * | Recreation | CIUSSS Héma-Québec | Included in the working budget | At least 2 outreach clinics held per year | Increased access to local health services |
| | 12.2 Better inform seniors about the various existing regional resources | * | * | * | * | * | Comms Recreation | Organizations | Included in the working budget | At least 1 information dissemination campaign per year | Easier access to clear and transparent information |
| Objective 13: Reinforce home care and respite services offered to informal caregivers | 13.1 Implement, monitor, and evaluate the partnership agreement developed with Répit-Ressource | * | * | * | * | * | Recreation | Répit-Ressource | Included in the working budget | Agreement implemented and evaluation of the agreement conducted | Easier access to home care services for seniors |

²Legend:

\$: Less than \$15,000

\$\$: \$15,000 to \$50,000

\$\$\$: \$50,000 and over



SAFETY AND COMMUNITY RESILIENCE

REINFORCE RISK PREVENTION AND PREPAREDNESS

AGE-FRIENDLY MUNICIPALITY (AFM) ACTION PLAN 2026-2030

| OBJECTIVES | ACTIONS | TIMELINE | | | | | LEADERS | PARTNERS | RESOURCES ² | EXPECTED RESULTS | DESIRED IMPACTS |
|---|---|----------|------|------|------|------|--------------------|---------------|--------------------------------|--|---|
| | | 2026 | 2027 | 2028 | 2029 | 2030 | | | | | |
| Objective 14: Prevent abuse and reinforce the sense of safety | 14.1 Launch prevention and awareness campaigns against fraud, intimidation and abuse | * | * | * | * | * | Recreation Library | SPVM | Included in the working budget | At least 1 awareness campaign launched per year | Seniors' awareness and vigilance increased regarding situations of fraud, intimidation, or abuse in order to reduce risks and protect vulnerable people |
| | 14.2 Train municipal staff (particularly library staff, recreation department staff, and patrollers) to identify and report situations at risk of abuse | * | * | | | | Recreation HR | - | \$ | Training implemented Staff trained | A safe and inclusive environment for all seniors, improved protection of vulnerable populations, and enhanced responsiveness and coordination with specialized services |
| | 14.3 Further promote existing programs (SécuriCAB, ITMAV, etc.) | * | * | * | * | * | Comms Recreation | Organizations | Included in the working budget | Information published at least 1 time a year | Increased awareness of services available to vulnerable people |
| Objective 15: Increase preparedness for emergency situations | 15.1 Fully integrate vulnerable people and persons in a disabling situation into the Emergency Response Plan (ERP) | | * | | | | CMU Recreation | SIM SPVM | Included in the working budget | ERP updated to include people who are more vulnerable and persons in a disabling situation | Improved anticipation of and planning for emergency situations |
| | 15.2 Promote the Service de Sécurité Incendie de Montréal (SIM) plan for people with reduced mobility | * | * | * | * | * | Comms Recreation | SIM SPVM | Included in the working budget | Evacuation plan publicized at least 2 times a year | Improved anticipation of and planning for emergency situations |

²Legend:
 \$: Less than \$15,000
 \$\$: \$15,000 to \$50,000
 \$\$\$: \$50,000 and over



IMPLEMENTATION AND MONITORING OF THE ACTION PLAN

[...] A LIVING, EVOLVING TOOL ROOTED IN THE REALITY OF CITIZENS, WHILE STRENGTHENING TIES BETWEEN THE MUNICIPAL ADMINISTRATION AND THE NETWORK OF COMMUNITY PARTNERS.

The implementation of this policy and its action plan will be managed by an internal coordination committee composed of representatives from the various municipal departments involved. This committee, under the supervision of Nicole Alves, Section Head – Social, Cultural and Senior Development, will ensure the consistency of actions, the monitoring of commitments, and the integration of the policy's objectives into the Town's day-to-day practices.

In parallel, a monitoring committee, comprised of citizens and local and community partners, will be maintained to ensure ongoing collaboration between the Town and community stakeholders. This committee will meet at least once a year throughout the duration of the policy to assess the progress made, share on-the-ground findings, and propose adjustments based on the evolving needs of the population.

This shared governance will ensure that the policy remains a living, evolving tool rooted in the reality of citizens, while strengthening ties between the municipal administration and the network of community partners.





CONCLUSION AND ACKNOWLEDGEMENTS

The Town of Kirkland would first like to thank the *Secrétariat aux Aînés* and the *Ministère de la Famille* for their financial support, which made the development of this policy and action plan possible.

This policy marks a decisive step in the Town's commitment to ensuring collective well-being, community vitality, and the opportunity for all generations to thrive. Through its integrated and collaborative approach, it demonstrates the municipality's determination to support the autonomy, dignity, and active participation of seniors, families, youth, and persons with disabilities, while fostering intergenerational solidarity between citizens. The policy aims to create an inclusive environment where every individual can contribute to the quality of life and social cohesion of the community.

Beyond supporting residents, this policy recognizes the importance of providing comprehensive support to the families who care for them every day. By offering them tailored resources, services, and tools, the Town aims to ease the burden on informal caregivers, encourage intergenerational cooperation, and empower everyone to play an active role in building a caring society. Young people are encouraged, in turn, to become agents of change and to embrace and uphold the values of mutual support and respect, thereby helping to contribute to a culture of inclusion and solidarity that will benefit the entire population.

The Town would also like to sincerely thank all the institutional, community, and citizen partners who contributed to the development and implementation of this policy. Their collaboration, expertise and commitment are central to the success of this collective endeavor. Special thanks are extended to the Town's seniors, families and youth, whose active participation and awareness of social issues are helping to enrich the Town's actions and strengthen the community's social fabric.

Finally, the Town wishes to express its deep gratitude to the municipal employees, volunteers, and representatives of community organizations for their daily dedication. Together, they are helping to bring this policy to life through concrete actions that will improve the quality of life for citizens and make Kirkland an inclusive, united and forward-looking community.

In pursuing this collective approach, the Town is reaffirming that the well-being of its residents is inseparable from a sustainable and human vision for the municipality, where each generation finds its place, its role, and recognition.

THIS POLICY MARKS A DECISIVE STEP IN THE TOWN'S COMMITMENT TO ENSURING COLLECTIVE WELL-BEING, COMMUNITY VITALITY, AND THE OPPORTUNITY FOR ALL GENERATIONS TO THRIVE.



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