

Town of Kirkland

SUSTAINABLE
DEVELOPMENT
PLAN





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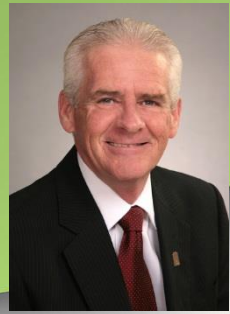




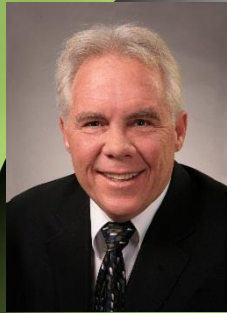
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A MESSAGE FROM THE KIRKLAND TOWN COUNCIL



It is with pride and enthusiasm that we present you with Kirkland's very own Sustainable Development Plan **Horizon 2020**.

Horizon 2020 was designed to address the objectives and commitments essential for sustainability to be part of Kirklanders' everyday way of life. We are confident that you will embrace it as it echoes your thoughts and concerns.

Horizon 2020 is the product of much hard work from our devoted volunteers on the Environment Committee, as well as from Council and several city staff members who contributed significantly to this great project.

We are thankful for everyone's efforts and hard work and know it will greatly benefit Kirklanders for many generations to come.



KIRKLAND'S ENVIRONMENT ADVISORY COMMITTEE



In March 2016, the Kirkland Town Council proudly adopted Kirkland's Sustainable Development Plan **Horizon 2020**, a living document specifically designed by and for Kirkland citizens and community leaders, which provides the framework for environmental and social initiatives to address concerns in the community.

This made-in-Kirkland plan involves a variety of initiatives to be implemented over the next 5 years, directly by municipal staff or in partnership with community groups and citizens.

The development of **Horizon 2020** was in large part derived from residents' responses to a survey conducted in the spring-summer of 2015. Thanks to the involvement of many Kirkland community members who participated in the survey, the SDP is today complete and robust in its objectives and goals.

The Kirkland Environment Advisory Committee and elected officials were instrumental in bringing **Horizon 2020** to life. Their dedication and support combined with months of hard work and voluntary hours spent gathering comments, encouraging community members to participate in the survey and vetting all the community information, were critical to the successful development of this document.

The Kirkland Environment Advisory Committee is a vital component that addresses environmental initiatives and concerns in the municipality and provides recommendations to the Kirkland Town Council on environmental issues. It consists of 11 dedicated individuals: 2 councillors (*Brian Swinburne and Luciano Piciacchia*), 7 citizens (*Kathleen Grenier, Ann Carroll, Marilyn Goulet-Miller, Paul Senez, Charles Taylor, Daniel Trottier and Rohan Crichton*) and 2 Kirkland staff members.

Horizon 2020 could not have come to life without the support of the Mayor and Town Council. Many thanks are also extended to Mrs. Olga Tabernero, Division Head – Environment and Purchasing and to Mr. Alexandre Gervais, Section Head – Environment, for their support and many hours of work on the project.

PROFILE

Kirkland is a young and dynamic city located in the heart of the West-Island of Montreal. Its territory is naturally divided into four distinct sectors by the intersection of Highway 40 and Saint-Charles Boulevard.



Strategically located between Highway 20 and Highway 40, Kirkland provides quick access to Montreal's Pierre-Elliott Trudeau International Airport, to the largest container port in Canada as well as to one of the most active railway corridors in the country, not to mention its proximity to all essential services.

Kirkland's population is largely made up of young families and includes many seniors.

- Population in 2014: 21,154 inhabitants
- Length: 6.44 km
- Width: 1.61 km
- Land area: 9.64 km²
- Kilometers of roads: 120 km

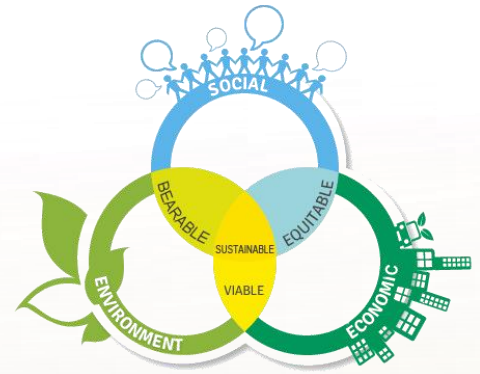
Close to 400 industrial, commercial and institutional establishments have also chosen to call Kirkland home. Because it has reached the saturation point in terms of available space for new construction, Kirkland has now gone into maintenance and redevelopment mode of its spaces and buildings.

In terms of land occupancy, Kirkland is composed of approximately 70% residential, 12.5% commercial/institutional, 12.5% industrial and 5% parks and green spaces.



CONTEXT

Today's municipalities are constantly faced with strategic development and investment choices. In this context, the adoption of the **Horizon 2020** Plan comes as a welcome and needed addition to ensure that the town's decision-making process takes sustainable development into account at all times.



In 1987, following the World Commission on Environment and Development, the Brundtland Report defined sustainable development as “*development that meets the needs of the present without compromising the ability of future generations to meet their needs.*”

The Town of Kirkland wholeheartedly endorses this definition. With an objective to “*ensure that Kirkland's future economic development is efficient, socially equitable and ecologically sustainable*”, we believe that **Horizon 2020** is an ideal tool for conveying the message.

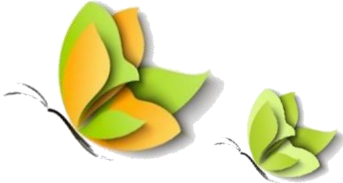
Horizon 2020 was developed following the 16 principles of Bill 118, the provincial Sustainable Development Act (Gouvernement du Québec, 2015):

- Health and quality of life
- Social equity and solidarity
- Environmental protection
- Economic efficiency
- Participation and commitment
- Access to knowledge
- Subsidiarity
- Intergovernmental partnership and cooperation
- Prevention
 - Precaution
 - Protection of cultural heritage
 - Biodiversity preservation
 - Respect for ecosystem support capacity
 - Responsible production and consumption
 - Polluter pays
 - Internalization of costs

Furthermore, **Horizon 2020** incorporates elements of the Montreal Agglomeration Sustainable Master Plan adopted in 2010.

Focusing on sustainable development, **Horizon 2020** places an emphasis on local actions and initiatives so that Kirkland citizens may see the direct benefits first-hand. Citizen participation is key to the successful achievement of this plan. Kirklanders of all ages are therefore encouraged to actively support the projects put forth in **Horizon 2020** and help their city reach its objectives.

CONTRIBUTORS



CITIZENS

During the months of May and June 2015, more than 400 citizens offered their opinion on various sustainable development topics by answering a survey either online or in print format. All suggestions and comments were thoroughly considered and several proposals submitted by citizens were incorporated in the final product. Survey results were disseminated on the town’s website in the fall of 2015.

Public consultation is crucial in developing a sustainable development plan, to ensure it accurately reflects the needs of the population. That is why several measures of citizen consultation and involvement have been introduced over the past year.



ENVIRONMENT ADVISORY COMMITTEE

Committee members were involved throughout the process, meeting once a month to share their views and ideas for projects that would best serve the population.



TOWN COUNCIL

Members of the Town Council were consulted on several occasions and provided the Committee with several project proposals for inclusion in the plan.



MUNICIPAL STAFF

Municipal staff including directors and members of the management team also actively participated in the process, proposing projects in line with the town’s environmental and sustainable vision. Consulting with all municipal departments is also crucial for optimal acceptance and achievement of the local actions proposed.





SWOT analysis



In conjunction with members of the Town Council and administration, the Environment Committee conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to aid in developing **Horizon 2020** and determine future sustainable development initiatives and actions.

The following are highlights from the study's findings.





Strengths

Administration

- Dedicated environment committee
- Staff in place to manage environment projects
- Support from municipal council
- Residents are kept informed of town projects
- Potential «champions» for Sustainable Development Plan (SDP) among councillors, administration, politicians, citizens, community leaders
- Well-managed town; efficient employee team
- Solid financial position
- The town takes advantage of grants available to communities
- Committed to principles of openness, accountability and transparency
- Responsive to citizens' requests
- Great environmental programs: water consumption, waste collections, tree planting, GHG reduction, etc.

Demographics

- Aging at a slower pace than the agglomeration
- Average age of 42.8
- Family oriented
- Population of manageable size
- Bilingual (French/English) multicultural population

Strategic location

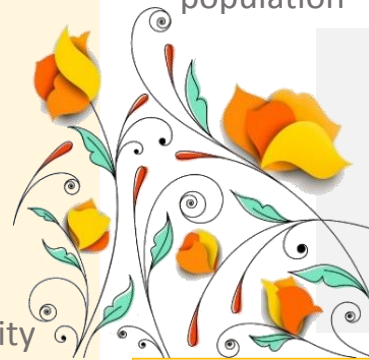
Proximity to major highways (A-20 and A-40) and to downtown Montreal

Diverse community

- Numerous businesses (350), industries (90) and community groups, as well as 4 schools (2 public; 2 private)
- Commercial/industrial facility owners and professionals live in the community

High quality of life and sense of belonging

- Kirklanders receive high quality services from their town
- Town has a strong reputation and citizens are proud to live in Kirkland (sense of belonging)
- Elected officials are accessible to their constituents
- High quality standards for residential buildings, green spaces and landscape arrangements
- Proper maintenance of streets and buildings
- Great variety of programs and activities for children and adults alike
- Kirkland offers many activities and cultural events that continue to thrive and attract significant numbers from all age groups





Weaknesses

Housing

- Limited opportunity for young families to buy houses (high cost property)
- Limited capacity to build homes (availability of land)

Citizen engagement

- While citizens are proud residents, volunteering is declining
- Apathy regarding involvement in the municipality
- Mindset of citizens: unaware of scarcity of resources; limited incentives for citizens to engage
- Lack of citizen and ICI engagement strategies

Transportation

- Car-oriented town (plenty of parking on main streets for shoppers, limited bicycle paths, streets are not oriented towards pedestrians and cyclists)
- Public transportation is an agglomeration responsibility (no direct control)
- Urban split between north and south divides the community (highway 40)
- Traffic issues are a concern: urgent need for the 440 north/south urban boulevard to be built
- Poor public transportation (buses/train)

Environment structure

No high value parcels of land and limited natural/wooded sites

Administration

Tight budget restrictions

Services

Limited programs and services for the 65+ segment of the population

Urban planning

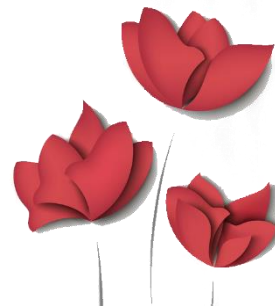
- Lack of «downtown» or «city center» public space for gathering of citizens
- Shopping centres are dispersed
- Zoning and construction standards are not aligned with new sustainable norms
- No focus on Leadership in Energy and Environmental Design (LEED) requirements

Infrastructures

Municipal buildings such as the Sports Complex are dated and require upgrades

Industrial/Commercial/Institutional (ICI)

Limited environmental programs for ICIs





Opportunities

Administration

Council and town employees are environmentally responsible, hence good timing for implementing major projects, such as a Sustainable Development Plan

Demographics

- Promote the city as a welcoming place for immigrants with a diverse ethnic population and abundance of opportunities for successful cultural activities
- Make the most of young family and senior resources to organize environment-oriented activities
- Capitalize on bilingual status to attract people

Diverse community

- Establish partnerships with Kirkland-based schools and community organizations to promote the environment
- Envision Kirkland's environmental engagement as a great way to involve businesses and industries in sustainable projects
- Provide coaching on environment topics to children and teens (day camps, etc.)
- Take advantage of the presence of schools, colleges, community groups, as sources for volunteers
- Creation of citizen/business sustainability awareness and education programs



Great environmental programs in place

- Consolidate current and add new projects, not only for residential but for ICIs as well
- Use the image of a green city to attract people and ICIs
- Develop a city branding to differentiate Kirkland from other West Island cities
- Sensitize population to think green
- Implement transportation programs (carpooling, park n ride, public transportation)



Strategic location

- Promote the town's strategic location close to two major highways (A-20 and A-40)
- Promote the town's ease of access to local ICIs
- Promote the town's close proximity to downtown Montreal (no bridges)

Construction and space availability

- Potential for future housing that can attract young families while maintaining the senior population
- Develop the Hydro servitude as an attractive element for families
- Potential development of the Merck campus and of the land on the north-west side of St-Charles

High quality of life and sense of belonging

- Promote the high quality of life and sense of belonging to encourage people to move to Kirkland
- Promote the town's services and green vision



Threats

Housing

- Fewer number of young families over the next few years because of the high cost of properties
- Possibility of ICIs relocating
- The new highway 30 may entice some ICIs to locate their facilities in Vaudreuil-Dorion (lower taxes, easy access)
- Minimal investment in new ICI and residential projects because the town is almost built to full capacity
- While having the potential of increasing the population, building housing projects in industrial zones will require capital investments in infrastructure

Budget constraints



Environment structure

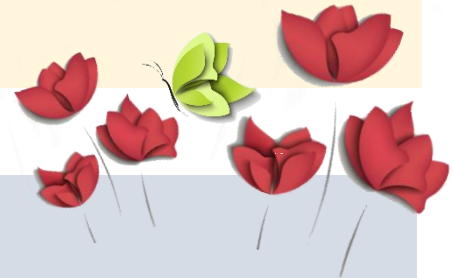
People who love nature may choose another nearby city with more green spaces, water fronts and forested areas (such as Beaconsfield or Sainte-Anne-de-Bellevue)

Administration

Multiple levels of governance might restrict some of the town's actions (agglomeration, provincial and federal governments)

Population engagement

- Dwindling resident involvement and commitment may impact current projects and events
- If ICIs fail to buy into Kirkland's SDP, becoming a fully sustainable city will prove difficult
- Several ICIs do not own the building/land where they are located (owners for investment purposes only often live outside Quebec/Canada and can be hard to reach)



Transportation

- Car-oriented town : liable to discourage people who like to use cycling and walking as a transportation option
- Saint-Charles Boulevard and Highway 40 dissecting the town may create a division within the population
- People who dislike road traffic may be discouraged by the large number of cars in the area and lack of public transportation (train, metro, bus)
- Traffic issues may become problematic unless addressed properly

Services

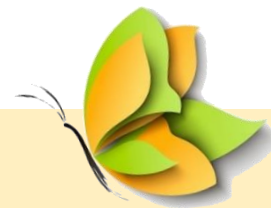
Our services may need to be reviewed in line with changing needs



Results

Results of the SWOT analysis, citizen comments and input from the town Council, the Kirkland Environment Advisory Committee and municipal employees, have all served to define the following vision for the future.

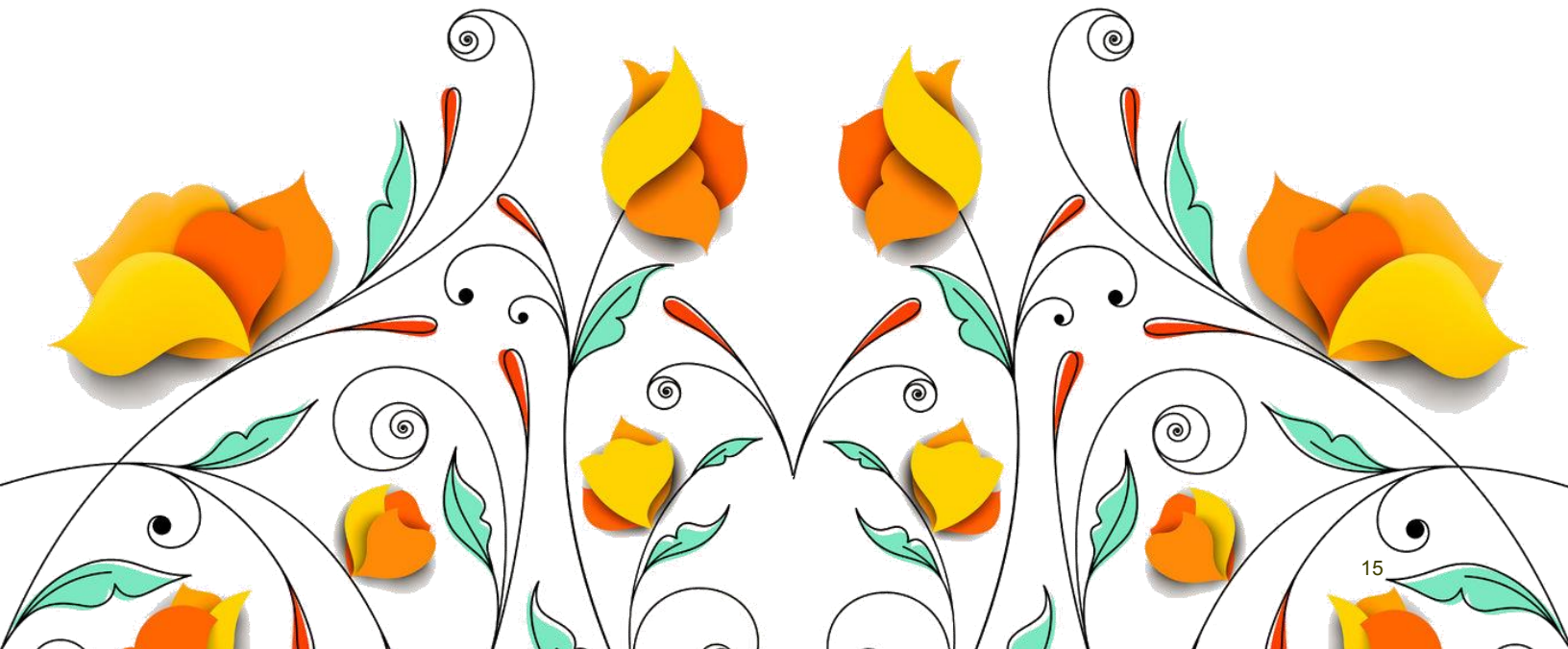
It is something all Kirklanders can strive for...



VISION

In 2020, the Town of Kirkland will be...

A dynamic multicultural and family-oriented town offering services and activities catering to all Kirkland citizens, while fostering sustainable development to ensure the viability of resources





STRATEGY

The **Horizon 2020** Sustainable Development Plan (SDP) builds on the six strategies contained in the Montreal Agglomeration Sustainable Master Plan.

These strategies target specific actions and initiatives developed by the town.

STRATEGY 1

IMPROVE AIR QUALITY AND REDUCE GREENHOUSE GAS EMISSIONS

STRATEGY 2

ENSURE THE QUALITY OF RESIDENTIAL LIVING ENVIRONMENTS

STRATEGY 3

MANAGE RESOURCES RESPONSIBLY

STRATEGY 4

ADOPTION OF SUSTAINABLE DEVELOPMENT PRACTICES IN ICI (INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL) ESTABLISHMENTS

STRATEGY 5

IMPROVE THE PROTECTION OF BIODIVERSITY, NATURAL ENVIRONMENTS AND GREEN SPACES

STRATEGY 6

PROMOTE SOCIAL AND CULTURAL DEVELOPMENT

The Town of Kirkland supports the ongoing objectives of the 2010-2015 Montreal Agglomeration Sustainable Master Plan.

The Town of Kirkland is also committed to ensuring that all Kirklanders assist in achieving the targeted goals and objectives of the forthcoming 2016-2020 Sustainable Master Plan of the Montreal Agglomeration.



STRATEGY 1



Initiative 1.1

Raise citizens' awareness of various environmental certifications and implement the Leadership in Energy and Environmental Design (LEED) standard when building or renovating municipal infrastructure

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Publicize advantages of LEED and other environmental certifications in our municipal publications at least once a year	Number of publications	New	By 2016	Environment Communications
2. Create a new section on the Town's website promoting LEED and other environmental certifications	Addition of new section on the website	New	By 2016	Environment Communications
3. Adopt a five-year plan to implement and promote the best possible ways to reduce energy consumption in municipal buildings	Adoption of the plan	New	By 2016	Public Works Environment Engineering
4. Adopt a municipal policy compelling the city to follow specific LEED criteria and/or other environmental certifications when renovating buildings	Adoption of policy	New	By 2018	Environment Engineering



STRATEGY 1

Improve air quality and reduce greenhouse gas emissions



Initiative 1.2

Continue to pressure the Montreal Agglomeration and the Quebec Government for improvements to the public transportation system

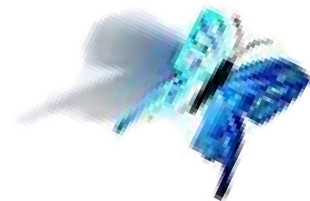


Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Attend Agglomeration meetings on public transportation to ensure the decision-making process includes Kirkland's input	Number of meetings attended	In progress	2016 to 2020	Environment Engineering
2. Set up an annual meeting with Agglomeration and government representatives to voice Kirkland's needs and concerns	Number of meetings and number of participants	New	By 2016	Environment Engineering

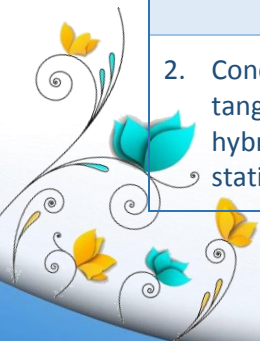


Initiative 1.3

Favour hybrid/electric cars when replacing town vehicles and promote transportation electrification



Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Adopt a vehicle replacement policy plan with monitoring measures specific to city-owned vehicles	Adoption of the policy and implementation of monitoring measures	In progress	By 2016	Public Works Environment
2. Conduct a study to determine the tangible benefits of acquiring hybrid/electric cars and charging stations for our municipal fleet	Creation of the study	New	By 2016	Environment



STRATEGY 1



Initiative 1.4

Increase communications on the harmful impacts of greenhouse gas (GHG) emissions

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Publish an article with web links to scientific articles in Info-Kirkland and other town publications at least once a year	Publication of the article	New	By 2016	Environment Communications
2. Add GHG reduction awareness to the Green Line/Patrol tasks list	Addition to tasks list	New	By 2016	Environment
3. Create a new section related to GHG emissions on the town's website	Addition of new section	New	By 2017	Environment Communications



STRATEGY 1

Improve air quality and
reduce greenhouse
gas emissions

Initiative 1.5



Promote active modes of transportation
such as walking and cycling

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Add and maintain bicycle stands at all municipal facilities	Number of bike stands installed	In progress	2016 to 2020	Public Works
2. Maintain the municipal bike patrol service on the servitude during the summer months	Continuation of the project	In progress	2016 to 2020	Public Works
3. Add promotion of means of active transportation to the Green Line and Green Patrol's tasks lists	Addition to tasks list	New	By 2016	Environment
4. Provide bicycles for use by the Green Patrol and Green Line students during summer	Purchase and use of bicycles	New	By 2017	Environment
5. Join the Regional Action Plan program (<i>Montréal physiquement actif</i>)	Membership in the program	New	By 2017	Environment
6. Establish and promote five self-guided walking and cycling tours showcasing Kirkland landmarks and services	Creation and promotion of tours	New	By 2017	Environment Communications Recreation
7. Create a new section on the town's website outlining the benefits of walking and cycling	Addition of new section	New	By 2017	Environment Communications
8. Explore the viability of joining a self-service bike program (e.g. Montreal's Bixi)	Completion of the study	New	By 2020	Environment
9. Add 500 m of bike path	Number of meters added	New	By 2020	Public Works Engineering
10. Add 500 m of sidewalk	Number of meters added	New	By 2020	Public Works Engineering



STRATEGY 1

Improve air quality and
reduce greenhouse
gas emissions



Initiative 1.6

Promote and enforce Kirkland’s municipal by-law on idling

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Publish an article relating to the idling by-law, once a year in Info-Kirkland and other town publications	Publication of the article	New	By 2016	Public Works Communications
2. Set up an annual meeting with the municipal patrol to validate expectations	Number of meetings held	New	By 2016	Public Works Environment
3. Create special “thank you” tickets for distribution to Kirkland motorists who turn off their engine while waiting in the car	Number of tickets distributed	New	By 2017	Public Works Environment
4. Provide training on eco-driving for municipal employees	Number of employees trained	New	By 2018	Environment
5. Design a leaflet outlining by-law restrictions on idling and distribute such leaflets	Creation of leaflet and number distributed	New	By 2020	Public Works Environment Communications



STRATEGY 2



Initiative 2.1

Raise awareness about the importance of keeping dogs on a leash at all times

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Post and maintain signs at all park entrances	Number of signs displayed	In progress	2016 to 2020	Public Works
2. Raise awareness using all available communication tools	Number of publications issued	In progress	2016 to 2020	Public Works Communications
3. Establish annual meetings with the municipal patrol to assess the results of the communication campaign and set expectations	Decline in reported off-leash incidents	New	By 2016	Public Works
4. Produce "good citizenship thank you tickets" for distribution to those who do keep their dogs on a leash	Number of notices given	New	By 2017	Public Works
5. Design a leaflet outlining by-law restrictions and distribute such leaflets	Creation of leaflet and number distributed	New	By 2017	Public Works Communications
6. Build new dog parks in Kirkland	Construction of the dog parks	New	By 2020	Public Works Engineering



STRATEGY 2



Initiative 2.2

Develop new recreational pathways connecting to neighbouring towns

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Establish annual meetings with representatives from neighbouring towns to discuss intermunicipal recreational pathway connections	Number of meetings held	New	By 2017	Environment Engineering Public Works Recreation
2. Develop a comprehensive pathway master plan identifying the most viable pathway connections and costs	Publication of the plan	New	By 2017	Environment Engineering Public Works Recreation
3. Survey Kirkland residents on potential connecting pathways	Publication of survey results	New	By 2017	Environment Engineering Public Works Recreation



STRATEGY 2



Initiative 2.3

Continue to beautify the town in general

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Complete the upgrade of the town's 90 green islands and promote such completion in municipal publications	Number of green islands upgraded and times published	In progress	2016 to 2020	Public Works
2. Complete the landscaping redesign of the six town entrances	Number of landscaping completed	In progress	2016 to 2018	Public Works
3. Reinstate the "Maisons Fleuries" contest for residential and commercial sectors	Reinstatement of the contest	New	By 2016	Public Works Environment
4. Survey Kirkland residents for suggestions on how to further beautify the town	Publication and results of the survey	New	By 2017	Public Works
5. Create a community garden	Creation of the community garden	New	By 2020	Environment



STRATEGY 2



Initiative 2.4

Offer financial incentives to citizens toward ecological renovations

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Offer a reduction in the cost of the construction permit for ecological renovations	Adoption of the incentive	New	By 2018	Environment Engineering
2. Offer a free rain barrel and household composter for completed ecological renovations	Adoption of the incentive	New	By 2018	Environment



Initiative 2.5

Embellish public utility boxes

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Decorate all public utility boxes installed in parks and green spaces	Number of utility boxes upgraded	New	By 2017	Public Works Communications



STRATEGY 3

Manage resources responsibly



Initiative 3.1

Prioritize eco-friendly practices

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Remain up to date about available government grant and subsidy opportunities	Monthly monitoring	In progress	2016 to 2020	Environment
2. Set an objective for every department head to adopt eco-friendly practices and pursue training in knowledge and abilities on sustainable development	Yearly achievement	New	By 2016	Public Works Environment Engineering Recreation Communications Legal Affairs
3. Integrate ecofriendly practices and related criteria into the town's purchasing policy	Changes to policy	New	By 2016	Environment
4. Use 100% recycled paper in municipal printers	When conversion is done	New	By 2016	Environment
5. Use 100% recycled paper in 50% of our municipal publications	Ratio of publications	New	By 2016	Environment Communications
6. Require the use of ecofriendly cleaning products for the maintenance of municipal buildings	When conversion is done	New	By 2017	Environment
7. Favour the use of rechargeable battery-operated power tools for municipal purposes (ex. weed eaters, lawn mowers, pruning shears, etc.)	Number of items purchased	New	By 2020	Public Works
8. Collect rainwater from municipal buildings	Number of rainwater collection systems installed	New	By 2020	Public Works Environment Engineering



STRATEGY 3

Manage resources responsibly



Initiative 3.1

Prioritize eco-friendly practices (Cont'd)

Actions	Tracking indicator	Status	Projected Timeline	Led by
9. Install solar panels on municipal buildings	Number of solar panels installed	New	By 2020	Public Works Environment Engineering
10. Continue the search for means to reduce the amount of de-icing salt used on our streets and try new alternatives to salt on an annual basis	Summary of the research and results of the test	In progress	2016 to 2020	Public Works Environment
11. Continue the street light conversion to LED program and attain a 50% conversion ratio	Number of lights changed	In progress	2016 to 2020	Public Works Engineering
12. Continue the conversion to LED lighting program in municipal buildings and attain a 50% conversion ratio	Number of lights changed	In progress	2016 to 2020	Public Works Engineering

Initiative 3.2 Promote the recycling of construction, renovation and demolition materials (CRD)

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Raise awareness about the benefits of recycling CRD using all available communication tools	Number of publications	In progress	2016 to 2020	Environment Communications
2. Add a provision in the permit request form requiring that CRD materials be recycled	Modification to the permit request form	New	By 2016	Engineering
3. Conduct a municipal study to identify possible improvements to the bulk item and CRD collection	Completion of the study and results	New	By 2017	Environment Public Works
4. Include construction materials in the monthly bulk garbage collection	Modification of the process	New	By 2018	Environment



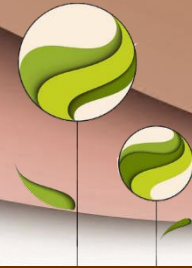
STRATEGY 3

Manage resources responsibly

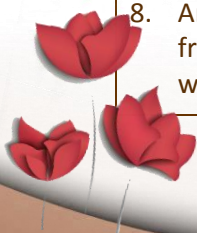


Initiative 3.3

Ban organic waste from the regular trash and promote the town's organic collection



Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Publicize the ban of green waste from household garbage collection and continue to raise awareness using all available communication tools, including information sessions	Number of publications and special activities	In progress	2016 to 2020	Environment Communications
2. Undertake a needs assessment and if needed, adjust the number of paper bags allowed per household for fall leaf collection	Needs assessment and changes as needed	In progress	2016 to 2020	Environment
3. Extend the distribution program of paper bags for green waste collection to the spring	Implementation of new program and number of bags distributed	New	By 2016	Environment
4. Promote information on easy alternatives to discarding green waste in the regular trash	Creation of leaflet and other promotional materials	New	By 2016	Environment Communications
5. Develop a policy to ensure landscaping contractors comply with the ban of green waste from the regular trash	Adoption of the policy	New	By 2016	Environment Engineering Legal Affairs
6. Discontinue the practice of picking up garbage bags containing green waste in the Friday regular garbage collection	Implementation of the strategy	New	By 2016	Environment
7. Issue warning tickets to offenders who put green waste in the regular trash	Implementation of the strategy and number of fines issued	New	By 2018	Public Works
8. Amend relevant bylaws banning food waste from the regular trash, in compliance with the 2020 government deadline	Adoption of the bylaw amendment	New	By 2019	Environment Legal Affairs



STRATEGY 3

Manage resources responsibly

Initiative 3.4

Further promote environmental programs and increase their visibility

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Continue to promote the progress of our waste management programs and related savings once a year via Info-Kirkland and other town publications	Publication of articles	In progress	2016 to 2020	Environment Communications
2. Continue the implementation and upkeep of recycling and organic collections in municipal buildings	Completion and maintenance of the process	In progress	By 2016	Environment
3. Obtain the "ICI ON RECYCLE!" level 3 certificate in official recognition of outstanding results for all municipal buildings	Obtain the level 3 performance certificate	New	By 2016	Environment
4. Update and republish Kirkland's Info-Enviro guide	Publication of the Info-Enviro and number of copies distributed	New	By 2017	Environment Communications
5. Double the number of Household Hazardous Waste (HHW) collection events	Number of days added	New	By 2018	Environment



STRATEGY 3

Manage resources responsibly

Initiative 3.5



Implement green initiatives at public events

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Further develop the program for the use of blue and brown bins at public events	Addition of blue and brown bins at public events	In progress	2016 to 2020	Environment Recreation
2. Design a sign promoting proper waste management for display at the various points of entry at public events	Production and display of the sign	New	By 2016	Environment Recreation
3. Dispatch the Green Patrol at public events to assist participants with the discarding of on-site waste in the proper bins	Involvement of the Green Patrol	New	By 2016	Environment
4. Ban the use of styrofoam and of non-refillable/recyclable/compostable dishes at municipal public events	Adoption of the ban	New	By 2017	Environment Recreation
5. Create and promote a document/checklist for implementing green initiatives at public events	Creation of the document	New	By 2017	Environment
6. Make green initiatives mandatory at private gatherings via the permit request	Addition of requirement on the permit request form	New	By 2018	Environment Engineering



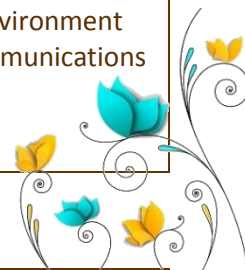
STRATEGY 3

Manage resources responsibly

Initiative 3.6

Promote water reduction programs

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Continue to offer the shower kit subsidy until the government grant program expires	Continuation of the subsidy program	In progress	2016 to 2020	Environment
2. Continue to promote water use best practices via town publications	Number of publications	In progress	2016 to 2020	Environment Communications
3. Continue the subsidized rain barrel program	Continuation of the program	In progress	2016 to 2020	Environment
4. Promote the benefits of disconnecting gutters from the foundation drain and redirecting the water flow towards the lawn and landscaping, via municipal publications, the Green Line and the Green Patrol	Number of publications	New	By 2016	Environment Communications



Initiative 3.7 Extend the organic waste service

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Extend municipal organic waste collection service to all schools and daycares	Number of participating schools and daycares	In progress	By 2018	Environment
2. Create a pilot project for implementation at one of the town's residential buildings containing 9 or more units	Implementation of the pilot project	New	By 2017	Environment
3. Work with condo associations to explore incentives for their residents to participate in the existing curb-side program	Number of meetings and Inclusion	New	By 2018	Environment



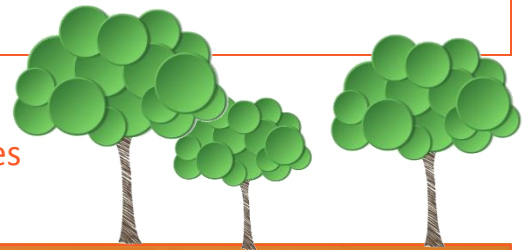
STRATEGY 4



Initiative 4.1

Develop a communication network with ICIs

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Prepare and distribute an information package to Kirkland ICIs explaining the town's SDP initiative and expectations	Letter to ICIs and number of meetings	New	By 2016	Environment Communications
2. Create a municipal mailing list for Kirkland ICIs	Creation of the communication strategy and mailing list	New	By 2017	Environment Communications
3. Organize meetings for all ICI owners to express their views and concerns, and propose projects and possible partnerships	Holding of the meetings	New	By 2017	Environment
4. Raise awareness and educate ICIs via new communication tools, to stimulate their commitment to green initiatives	Distribution of the communication tools	New	By 2017	Environment Communications



Initiative 4.2

Encourage ICI partners to plant a minimum number of trees proportional to the size of their land

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Amend the zoning bylaw to specify the minimum ratio of trees required for construction and renovation projects	Amendment to the zoning bylaw and number of trees planted on ICI property	New	By 2016	Engineering Public Works

STRATEGY 4



Initiative 4.3

Implement waste reduction programs in ICIs

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Offer the blue box recycling service to all ICI establishments	Number of ICIs serviced and number of bins distributed	New	By 2016	Environment
2. Offer the organic waste collection service to all ICIs	Launch of the program and number of bins distributed	New	By 2020	Environment
3. Develop a strategy to recognize ICI's participatory efforts	Implementation of the strategy	New	By 2020	Environment

Initiative 4.4

Implement municipal projects to plant trees and flowers on ICI private land

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Conduct an urban forestry study to explore the possibility of planting trees in the municipal right-of-way on ICI's property	Completion of the study	New	By 2017	Public Works Environment
2. Create a turnkey tree-planting project with care program for ICIs and their partners	Creation of the program	New	By 2017	Public Works Environment
3. Implement a program offering ICIs discounts or subsidies on a variety of low maintenance trees	Implementation of the program and number of trees planted	New	By 2018	Environment

STRATEGY 4



Initiative 4.5

Educate ICIs on ecofriendly initiatives

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Distribute a leaflet explaining the “ <i>Bureau de normalisation du Québec</i> ” standard 3019-190 on ecological parking lots with every construction permit issued to ICIs	Number of leaflets distributed	New	By 2016	Environment Engineering
2. Adopt a municipal policy to encourage ICIs to install bike stands	Adoption of the policy and number of bike stands installed	New	By 2017	Environment Engineering Legal Affairs
3. Add information to permits issued for ICI projects outlining the benefits of bicycle stands	Modification of the permit	New	By 2017	Environment Engineering



STRATEGY 5



Initiative 5.1

Plant a greater diversity of trees and flowers on municipal land

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Plant natural flower beds (pré-fleuris) on municipal properties	Number of flower beds planted	In progress	2016 to 2020	Public Works
2. Apply the ratio of perennials/annuals set out in Kirkland's Climate Change Adaptation Plan	Attainment of the ratio	In progress	2016 to 2020	Public Works Environment
3. Attain a 25% canopy ratio in neighborhood parks and municipal properties	Increase in the canopy ratio	In progress	2016 to 2020	Public Works
4. Develop a strategic planting plan for municipal parks and properties	Completion of the plan	New	By 2016	Public Works
5. Create a small arboretum containing various tree species in a municipal park for education and study purposes	Completion of design and planting	New	By 2018	Public Works Environment
6. Create a trail of fruit trees and edible plants on municipal land	Completion of the trail	New	By 2018	Public Works Environment



STRATEGY 5



Initiative 5.2

Implement Kirkland’s strategy regarding ash trees (EAB: Emerald Ash Borer)

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Identify and evaluate best practices in Emerald Ash Borer management and revise Kirkland’s plan as needed	Implementation of best practices	In progress	2016 to 2020	Public Works
2. Implement objectives set out in Kirkland’s Emerald Ash Borer (EAB) Management Plan	Action plan milestones	In progress	2016 to 2020	Public Works



Initiative 5.3

Adopt a comprehensive tree policy and tree cutting bylaw to protect the town's arboreal heritage

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Assess, review and update existing tree cutting bylaw	Bylaw amendment	In progress	By 2017	Public Works Legal Affairs Environment Engineering
2. Adopt a tree policy	Adoption of the policy	New	By 2017	Public Works Environment
3. Promote the internal municipal policy aimed at systematically replacing felled trees on public property or in the street right-of-way on private property	Number of publications	In progress	2016 to 2020	Public Works



STRATEGY 5

Improve the protection of biodiversity, natural environments and green spaces

Initiative 5.4

Offer subsidies and programs related to trees



Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Continue the subsidized tree purchase program «A tree for 20\$»	Continuance of the subsidy	In progress	2016 to 2020	Environment
2. Continue the subsidized program «One birth, One tree»	Continuance of the subsidy	In progress	2016 to 2020	Environment



STRATEGY 6



Initiative 6.1

Adjust recreational and cultural services in line with the town's changing demographics

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Provide free zumba/dance activities in municipal parks	Number of activities	New	By 2017	Recreation
2. Conduct a demographic study to better understand the population makeup and their needs	Completion of the study	New	By 2018	Recreation
3. Review the current recreational and cultural programs and establish the viability / participation rate for each individual program	Review of the programming offer	New	By 2018	Recreation
4. Hold citizen consultation activities (focus groups, meetings, etc.) in municipal parks	Number of activities	New	By 2018	Recreation
5. Survey residents on recreational and cultural services	Conduct of the survey	New	By 2018	Recreation
6. Develop and implement a recreation policy	Conception and implementation of the policy	New	By 2018	Recreation



STRATEGY 6

Initiative 6.2



Install outdoor fitness equipment in strategic locations to provide the adult population with more opportunities to exercise

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Develop an action plan establishing the best location for the equipment and timeline for its installation	Completion of the action plan	New	By 2016	Recreation
2. Promote new facilities in all available publications and hold an official launch event	Number of publications and holding of event	New	By 2017	Recreation Communications
3. Use different strategies to promote the new stations (physical demonstrations, walk-o-thons, etc.) and involve social groups such as <i>Cardio plein air</i>	Implementation of the activities	New	By 2020	Recreation Communications



STRATEGY 6

Initiative 6.3



Develop strategies to increase the town's bank of volunteers

Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Create a new section devoted to volunteering opportunities on the town's website	Creation of the section	New	By 2016	Communications
2. Promote the benefits of volunteering both for the town and the volunteers in all available publications	Number of articles published	New	By 2016	Recreation Communications
3. Extend volunteering program to schools	Number of programs created	New	By 2016	Recreation Communications
4. Create a poster for display in municipal buildings promoting available volunteering opportunities	Number of posters displayed	New	By 2016	Recreation Communications
5. Develop a volunteer resource management guide	Adoption of the guide	New	By 2017	Recreation Communications
6. Run a volunteer enrolment campaign with citizens and municipal employees	Start of the enrolment campaign and number of new volunteers recruited	New	By 2017	Recreation Communications
7. Hold a yearly volunteer appreciation event	Holding of event	New	By 2017	Recreation Communications
8. Assess the municipal / community need for volunteers and develop a recruitment campaign	Needs assessment and recruitment campaign developed	New	By 2017	Recreation Communication



STRATEGY 6



Initiative 6.4

Encourage and support neighbourhood social gatherings and events

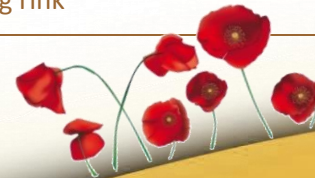
Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Show town support for social gatherings and block parties by promoting their benefits and offering free publicity in municipal publications	Number of events held each year	New	By 2017	Recreation Communications

Initiative 6.5

Revamp the Hydro-Québec servitude to make it more practical and appealing for users and extend its use to four seasons



Actions	Tracking indicator	Status	Projected Timeline	Led by
1. Conduct a needs assessment study for revamping the servitude	Completion of the study	In progress	By 2016	Recreation Environment
2. Paint kilometer markers on the surface of the recreational pathway	Painting of the pathway surface	New	By 2017	Recreation Public Works
3. Install interpretation panels at points of access to the recreational pathway	Number of panels installed	New	By 2017	Recreation Public Works
4. Create a naturally frozen skating rink in the servitude with benches for skaters	Creation of the skating rink	New	By 2020	Recreation Public Works Engineering



CONCLUSION AND FOLLOW-UP

Horizon 2020 is a reflection of Kirklanders' expectations in terms of sustainable development projects as well as a valuable working tool to ensure their implementation and successful completion.

Citizen participation is key to the successful achievement of this plan. Kirklanders of all ages are therefore encouraged to actively support the projects put forth in **Horizon 2020** and help their municipality reach its objectives.

Over the next five years, the plan will be updated as needed to include new measures that citizens feel are important. To ensure transparency, an internal multidisciplinary committee will be monitoring achievements on a quarterly basis and the outcomes achieved will be disclosed annually.

Over time, the Town of Kirkland wishes to involve non-profit organizations, associations, government agencies and other partners to help achieve the various actions identified in the plan.



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GLOSSARY

AGGLOMERATION OF MONTREAL

ADMINISTRATIVE STRUCTURE ENCOMPASSING ALL MUNICIPAL ENTITIES ON THE ISLAND OF MONTREAL, INCLUDING THE CITY OF MONTREAL, ALL OF ITS BOROUGHS, AND ALL DEMERGED CITIES

CRD

CONSTRUCTION, RENOVATION AND DEMOLITION MATERIALS

EAB

EMERALD ASH BORER

HHW

HOUSEHOLD HAZARDOUS WASTE

LEED

LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN

GHG

GREENHOUSE GAS

SWOT

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

