

# 2015 REVIEW Strategic Plan for Sustainable Development

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## A WORD FROM THE MAYOR



*“The future of our Borough and of its dynamism in terms of sustainable development depends on our willpower and our perseverance in assembling and making the most of everyone’s talents.”*

Four years ago, and with the desire to serve the residents of Pierrefonds-Roxboro and future generations in a better way, we committed ourselves to a management plan for sustainable development. And with the collaboration of the entire administrative team, we have helped create a healthy and equitable future for our Borough.

The number of goals we have already achieved illustrates the leadership that we are demonstrating in regard to sustainable development, and I am reaffirming our commitment to the residents to continue along this same path.

I would like to draw attention to the excellent teamwork carried out in all departments and the hard work of their staff members in implementing the various objectives. Their professionalism has ensured that this plan, which sets out the actions for the short, medium and long term, is at the heart of all of the Borough’s projects.

I am thinking in particular about the major challenges associated with transportation, land use and especially those related to the first strategic plan that we adopted very recently.

Management in terms of the sustainable management of Pierrefonds-Roxboro: an integrated plan that’s managed strategically.

A handwritten signature in black ink, appearing to be "D. Beis".

Dimitrios (Jim) Beis, Borough Mayor





## A WORD FROM THE BOROUGH DIRECTOR

The current Strategic Plan for Sustainable Development for the Borough of Pierrefonds-Roxboro was prepared, presented to the public and adopted by the Borough Council in 2012, to run for a period of four years ending in 2015.

Since its adoption, this plan has served as a road map to improve the quality of life for the residents of our Borough, both socially and environmentally. Thus, three years after its adoption, we can see that a major change has taken place in our decision-making process and in the incorporation of sustainable development ideas, in terms of how we manage projects on a day-to-day basis.

Conscious of the scope of the numerous actions identified in this plan, all the stakeholders have put their shoulders to the wheel to implement this Strategic Plan for Sustainable Development properly, and have committed themselves to ensuring its success. Starting with the management team in charge of resources, the protection and the development of areas rich in biodiversity through to changes in operating practices, I am proud to confirm that between 2012 and 2015, the Borough of Pierrefonds-Roxboro accomplished 37 corporate actions and 68 local actions. Of course, this project has evolved over the years, and certain priorities have been amended, but the end result demonstrates the

progress made in such a short space of time. The Borough's 2015-2018 Strategic Plan indicates very precisely the importance and the scope of the challenges that sustainable development has for the Borough of Pierrefonds-Roxboro. Over the course of 2016, the borough will be positioning itself for what comes next, using the orientations identified as part of the Ville de Montréal's Strategic Plan for Sustainable Development.

I wish to thank all the employees and partners who have helped make the actions identified in the Strategic Plan for Sustainable Development happen, and I invite them to continue their commitment, so as to ensure a sustainable and long-term future for the generations to come!

A handwritten signature in black ink, appearing to read "D. Jacob".

Dominique Jacob

Borough Director





## INTRODUCTION

### VISION FOR 2030

*“Pierrefonds-Roxboro will be a Montreal borough recognized for the quality of the services it offers its population while respecting the integrity of the natural environments. Pierrefonds-Roxboro will be able to meet the needs of people from all walks of life and from all age groups. The family will be at the heart of the Borough’s concerns and will influence the choices made in the land-use planning, the facilities it provides and their distribution across the territory.*

*All Pierrefonds-Roxboro residents will have the opportunity to access Rivière des Prairies while respecting the fragility and the sensitivity of its natural environment. Neighbourhood parks and green spaces will be accessible to everyone.*

*By opting for continuity in the urban framework and by intensifying land use on its territory, the Borough is providing itself with the means to offer its population diversified, flexible services, efficient public transit services and beautiful surroundings.*

*Finally, Pierrefonds-Roxboro will be a Montreal borough in which proud, sensitive residents will participate in the protection and development of their living environment to provide future generations with a Pierrefonds-Roxboro where the urban environment and the natural areas coexist in harmony.”*

In January 2012, the Borough of Pierrefonds-Roxboro adopted its first Strategic Plan for Sustainable Development (SPSD). As this Strategic Plan extended through 2015, the present document is the last to be associated with the Montréal Community Sustainable Development Plan 2010-2015. In keeping with Montréal’s plan, the actions are structured according to five orientations.

They are as follows:

1. Improve air quality and reduce greenhouse gas emissions
2. Ensure the quality of residential living environments
3. Practice responsible resource management
4. Adopt best practices for sustainable development in industries, businesses and institutions
5. Improve protection of the biodiversity of natural environments and green spaces.

Preparing an annual review of how the Plan is progressing helps us monitor the objectives that the Borough has set for sustainable development. It is also an opportunity to learn some lessons and identify the successes achieved, and the challenges faced, by the municipal administration.





## FOLLOW-UP ON LOCAL ACTIONS IN 2015

This section presents each of the local actions in the SPSP that were to be carried out in 2015.

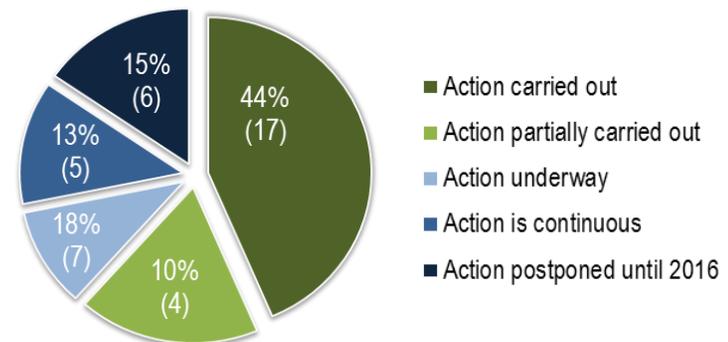
A total of 39 local actions were planned for 2015 (compared to 29 in 2014):

- **44% (17)** of the actions were **carried out** this year, and 15 of these are continuous.
- **10% (4)** of the actions were **partially carried out**, and 1 of these is continuous. The actions that were partially carried out will have to be considered when the 2016 action plan is being prepared.
- **18% (7)** of the actions are still **underway**<sup>1</sup>. The actions for the 2015 year that were not completed will have to be considered when the 2016 action plan is being prepared.
- **13% (5)** of the actions **were not carried out this year**, but are to be **continuous**.
- **15% (6)** of the actions were postponed until 2016.

<sup>1</sup> As of December 18, 2015.

The status of each of the actions is shown by the use of the following pictograms:

- ✓ Action carried out
- ± Action partially carried out
- ★ Action underway
- ∞ Action is continuous
- Action postponed until 2016





The following table reviews the 2015 local actions in the SPSP in accordance with Orientation 1. Improve Air Quality and Reduce Greenhouse Gas Emissions.



**ORIENTATION 1. IMPROVE AIR QUALITY AND REDUCE GREENHOUSE GAS EMISSIONS**

Status	Actions	Goals	Results	Recommendations
<b>Objective 1.1. Reduce GHG emissions across Montreal by 30% by 2020, compared to 1990</b>				
	3 L – Support projects in the Transportation Plan.	<p>The Borough supports the following projects in Montréal's Transportation Plan:</p> <ul style="list-style-type: none"> <li>• Implement priority measures for buses and articulated buses on the Saint-Jean / de Pierrefonds axis as far as Autoroute 20, and on Boulevard Pierrefonds between Avenue du Château-Pierrefonds and Boulevard Saint-Jean</li> <li>• Double up the railway line on the Deux-Montagnes line between stations Bois-Franc and Roxboro-Pierrefonds</li> <li>• Extend Boulevard de Pierrefonds to the west to Avenue du Château-Pierrefonds</li> <li>• Develop a boulevard in the right-of-way on Autoroute 440 between Boulevard Gouin West and Autoroute 40</li> <li>• Extend Boulevard Jacques-Bizard as far as Autoroute 40</li> </ul>	There were several achievements in transportation, such as the new lanes reserved for buses on Boulevard des Sources.	





Status	Actions	Goals	Results	Recommendations
	5 L – Prepare an inventory of multi-use trails destined for active transportation, and identify links and potential links.	<p>Inventory, park projects and action plan.</p> <p>To revitalize the marina sector and the development of a riverside park: trails, wharf, training area.</p>	The Plan d'action Vélo (Cycling Action Plan) includes 40 km of bike paths. The inventory of circuits is almost complete and demonstrates the links among parks, footpaths, neighbouring towns, etc. The documents were prepared by an outside consultant.	<p>Interesting projects for access to the banks are to be included for 2016 and following years, and resources could be planned for this:</p> <ul style="list-style-type: none"> <li>• Revitalization project for the marina sector: work should be completed by June 30, 2017</li> <li>• Parc de la Rive-Boisée, design planned for October 2015</li> </ul> <p>In connection with this action, a contract with the company Biciborne (bicycle repair station) could prove to be a pertinent goal for 2016.</p>
 	6 L – Compete and make safe the bicycle network to the commuter train stations and schools.	To incorporate this action into the Cycling Plan (the two stations and the high schools).	Same as for Action 5 L.	Same as for Action 5 L.
	7 L – Install sidewalks in new neighbourhoods to encourage active transportation.	To install sidewalks on any new local street that has received authorization for on-street parking (except projects already approved).	No new streets were opened in the Borough in 2015.	
	8 L – Amend the planning regulations to increase the number of bike racks required for new development projects.	To compare the standard number with the need.	Discussions took place over the summer. This amendment will not be made right away and will be complementary to the Cycling Plan.	An increase in this ratio is also to be planned for uses in the “Housing (h)”, “Commercial (c)” and “Industrial (i)” groups during 2015.



The following table reviews the local actions for the SPSP in 2015, in accordance with Orientation 2. Ensure the Quality of Living Environments.



**ORIENTATION 2. ENSURE THE QUALITY OF LIVING ENVIRONMENTS**

Status	Actions	Goals	Results	Recommendations
<b>Objective 2.1. Reduce the net migration from Montreal to the suburbs by 25%, focusing primarily on Montreal residents between 25 and 44 years of age who move out of the Ville every year.</b>				
 	10 L – Work with the Direction de l’habitation (housing department) to require private, public and community developers to offer affordable housing in new residential projects.	To include 30% of affordable and social housing units in the new housing offer.	The Borough is in conformity with the Strategy for Affordable Housing in new residential projects in Montreal. This strategy applies to projects with more than 200 dwelling units.	Upon reflection, it is difficult to bring this action into line with the realities of the Borough. We wonder whether the 30% objective is realistic. Perhaps we need to set a target that would be more consistent with the realities of the living environments of Pierrefonds-Roxboro.
 	13.1 L – Establish an action plan for putting traffic calming measures in place for traffic around schools and parks.	To prepare a road marking plan. To prepare a plan for on-street parking.	The road marking plan has been completed and the parking plan is being prepared.	For 2016 and following years, the necessary resources would need to be put in place for the preparation of a plan for on-street parking and the action plan (internally), and for implementing traffic calming measures.
<b>Objective 2.2. Affirm and enhance the Borough’s waterfront character.</b>				
	16 L – Update the portrait produced in 1995 of the riverbanks in the Borough by incorporating, in particular, the Roxboro sector.	To prepare a comprehensive portrait of the situation in 2015 for the Borough’s riverbanks.	The action has been postponed until 2016.	A student could be hired during the summer of 2016 to update the 1995 portrait. Include this information in the master plan for riverbank development.
2016	16.1 L – Prepare a master plan for riverbank development.	2016 Master Plan.	The planned due date for this action is in 2016.	



Status	Actions	Goals	Results	Recommendations
	17 L – Amend the Subdivision By-law to include rights-of-way along Rivière des Prairies when creating new subdivisions or on proposed subdivisions on the banks.	To adopt an amendment to the Subdivision By-law.	Discussions took place during the summer of 2015, but no results were forthcoming.	
 	29 L – Develop programming and promote participation by the population in a series of free activities for all.	Increase the number of activities: <ul style="list-style-type: none"> <li>Organize six annual activities in 2015 (compared to four activities in 2014)</li> </ul>	The following activities took place during 2015: <ol style="list-style-type: none"> <li>1) Reading activities took place free of charge in the parks during the summer of 2015.</li> <li>2) Gardening Day, May 23, 2015</li> <li>3) Montreal RibFest, August 14, 15 and 16, 2015</li> <li>4) Winter Fun, February 7, 2015 in Parc Alexander</li> <li>5) Mayor’s Walk, on May 24, 2015, 15 kilometres across the Borough from east to west</li> <li>6) Canada Day: July 1, parade, amusement park, blockbuster show, fireworks</li> <li>7) Free outdoor shows: nine shows between July 7 and August 4, 2015. New this year: four “pianos publics” shows on the outdoor patio of the Cultural Centre, Sundays in July</li> <li>8) Honouring our seniors, August 26, 2015, show and strawberry cake tasting on the outdoor patio of the Pierrefonds Cultural Centre</li> <li>9) Inter-cultural Festival on September 26: shows, stands and tastings (international cuisine)</li> </ol>	For 2016, the “Winter Fun” activity will be held on two sites on the same date to increase access for residents.  Note that some events are pilot projects and will be held again in 2016 if the budgets required are available (Mayor’s Walk, “pianos publics” shows, inter-cultural festivals).



Status	Actions	Goals	Results	Recommendations
	31 L – Encourage participation in community action by adopting a Policy for Awareness of and Support for Organizations.	Adoption by the Borough Council of a Policy for Awareness of and Support for Organizations.	The Policy for Awareness of and Support for Non-profit Organizations (NPO) was adopted by the Borough Council at its sitting on December 7, 2015.	
 	32 L – Develop an innovative cultural services offer relative to the cultural, linguistic and artistic diversity specific to the Borough of Pierrefonds-Roxboro.	To increase the cultural services offer by 25% between now and the end of 2015.	<p>The cultural services offer saw an increase of 22%. A Strategic Development Plan for Culture is currently being prepared.</p> <p>\$75,000 more was injected into the budget. Another \$26,000 in total will be injected, which represents a clear improvement over the last few years. We have in fact seen an increase in the cultural services offer: more indoor and outdoor shows, as well as the organization of the Inter-cultural Festival.</p>	
<b>Objective 2.4. Contribute to greening efforts and to the reduction of heat islands.</b>				
 	24 L – Continue participation in <i>Les Fleurons du Québec</i> .	To keep the 4 “ <i>fleurons</i> ”.	The Borough kept its 4 “ <i>Fleurons</i> ” for the 2013-2015 contest. Moreover, the Borough hosted a green workshop on March 18, 2015. This workshop offered a meeting with horticulturalists.	
 	36 L – Evaluate the possibility of installing community gardens (collectives), identify potential sites and identify means for implementation.	To install a garden in the Borough.	The collective garden was installed very close to the staff entrance to Borough Hall. The containers were constructed internally by the carpenters, allowing 16 Borough employees to garden. An information session, with a gardening consultant, was held at the beginning of May 2015.	<p>It would be desirable to repeat this collective garden experience next year. It would also be possible to enlarge the growing surfaces if the project becomes popular, because there is lots of land available around Borough Hall.</p> <p>We need to ensure collaboration with the Éco-quartier for this action; this</p>



Status	Actions	Goals	Results	Recommendations
			<p>A soaker hose system was installed to make the planters functional.</p> <p>Other collective gardens were also installed in cooperatives, schools (see Action 37 L), youth centres, etc.</p>	<p>organization is planning to test a new initiative to find other locations and the means for implementation.</p> <p>The idea of a pilot project in the parks is remote because there are no water outlets.</p>
 	<p>37 L – Promote urban agriculture in schoolyards.</p>	<p>To install 2 vegetable gardens each year.</p>	<p>A vegetable garden was installed at Beechwood School.</p> <p>There are 26 schools in Pierrefonds-Roxboro, and several have already installed vegetable gardens over the past few years. In most schools, a garden is begun each year and runs with the help of volunteers.</p>	<p>No more lots are available in the Borough, which complicates the implementation of this action.</p> <p>It would be pertinent to create a site identification board for each of the community gardens in the Borough.</p> <p>Éco-quartier wishes to contact all the schools that do not yet have a vegetable garden to provide information about the schoolyard vegetable garden program. This will require follow-up because schools sometimes find it difficult to provide the tools and materials to install these gardens.</p>



The following table reviews the local actions for the SPSD in 2015, in accordance with Orientation 3. Practice Responsible Resource Management.



**ORIENTATION 3. PRACTICE RESPONSIBLE RESOURCE MANAGEMENT**

Status	Actions	Goals	Results	Recommendations
<b>Objective 3.1. Reduce drinking water production by 15% by 2015, compared to 2000.</b>				
 	38 L – Participate in information campaigns on the use of drinking water and ensure that the By-law concerning the use of drinking water is respected.	To carry out 2 activities per year.  To increase the number of patrols.	A Blue Patrol was set up with Éco-quartier. A student was hired to monitor the new By-law concerning the use of drinking water, no. 13-023. The Patrol has been bringing this subject to the attention of residents each year during the month of May.	
<b>Objective 3.2. Improve the quality of run-off water flowing into watercourses</b>				
	41 L – Incorporate green infrastructures for capture, retention and infiltration (such as wetlands) in its own development projects, including on the street.	To integrate this analysis into the project planning process.	Two mandates were awarded externally to prepare a master plan for drainage for the western sector of Pierrefonds.  The Borough is waiting for regulations to be prepared by the Ville centre.	Identify these measures in the Special Planning Program (PPU) for the central sector (underway) and include measures for implementing the various projects, for example for the library.
 	42 L – Raise residents’ awareness of the ecological management of rainwater (e.g., use of rainwater barrels, replacing hard surfaces, rain gardens, ecological maintenance of ditches, disconnecting gutter downpipes).	To carry out 1 project per year (e.g., conference, turn-key subsidy for barrels, landscaping contest, discount on purchase of material, eco-kit for economizing on drinking water, disconnecting gutter downpipes, etc.).	Éco-quartier manages the use of rainwater and the sale of rain barrels all year long (\$75). It also held a contest to win a rain barrel.  This year, the Blue Patrol, managed by Éco-quartier, inspected gutters in the Borough and carried out awareness campaigns. The Blue Patrol brings this	Continue the collaboration with Éco-quartier for this action.



Status	Actions	Goals	Results	Recommendations
			subject to the attention of residents each year during the month of May. .	
	44 L – Correct reversed connection situations.	To rectify 100% of the connections identified.  2015 objective: Rectify between 10 and 20 reversed connections in 2015.	No results gathered in 2015.	The strategy for 2016 needs to be revised, as it is too difficult to carry out this action “in spare time”.
<b>Objective 3.3. Recover 80% of recyclable and organic materials, HHW<sup>2</sup> and CRD<sup>3</sup> materials, and bulky refuse by 2019, as stipulated in the <i>Plan directeur de gestion des matières résiduelles de l’agglomération de Montréal</i> (Montreal’s Waste Management Master Plan)</b>				
	46 L – Offer green waste collection to residents (in buildings with 8 or less dwelling units)	To target 50% in 2016.  To target the remaining 50% in 2017.	Three meetings were held internally (October 7, November 10 and December 9, 2015) and several others for the communication campaign to plan and define the main points for organizing the collection. Many operations remain to be managed, and calls for tenders for managing this collection will be sent out.  A promotion campaign is underway. Residents will have a choice of three cart sizes (80 litres/120 litres/240 litres).	This action is in the Borough’s Strategic Plan. It was decided that the operations would be carried out in half of the Borough in 2016 and in the other half in 2017.  A good awareness and information campaign is essential for the success of this action.
	47 L – Continue distributing domestic composters.	To distribute 100 or more composters per year.	120 composters were sold at a reduced price through the Borough’s composting program, and 9 others were sold by Éco-quartier.	Éco-quartier will continue to sell composters over the next few years. In addition, it will continue to promote the sale of composters in May (Ecological Gardening Day) and it will participate in the composter distribution day.

2 Household Hazardous Waste  
3 Construction, Renovation, Demolition materials



Status	Actions	Goals	Results	Recommendations
 	49 L – Continue with and increase the collection of Hazardous Household Waste (HHW).	To reach a recovery rate of 75% and to organize more awareness campaigns.	<p>50% recovery rate in 2013<sup>4</sup>, which is a 6% increase since 2008, but a 3% reduction since 2012.</p> <p>At the moment, collections are made twice a year (spring and fall). It is difficult for the Borough to increase the number of HHW collections because this is a service provided by the urban agglomeration. Collection times are already advertised and the rate of participation by residents is already high.</p>	<p>There is a willingness to add partners (Renaissance, Salvation Army, etc.) for this collection to create a mass appeal event that would allow residents to dispose of several different articles at the same time.</p> <p>A high level of collaboration with Éco-quartier is needed to make this action really successful.</p>
	49.1 L – Carry out a pilot project with a mobile eco-centre.	To carry out a pilot project.	The project was not carried out in 2015. It has been postponed until 2016.	<p>Carrying out such a project would have a positive effect on the Borough's review of waste material management.</p> <p>Instead of a mobile eco-centre mobile, Éco-quartier is offering to increase its capacity for collecting hazardous household waste (HHW) and waste from information and communications technologies (ICT) in order to be more like an eco-centre that would accept clothing as well as HHW and TIC, and would offer to shred paper.</p>
	51 L – Adopt a “Grass-cycling” action plan.	To have the Council adopt a by-law.	The action plan was not carried out in 2015. The draft action plan has been postponed until 2016.	The function of this document will need re-thinking - is an action plan a good tool? This action will be associated with the three-way collection and the opportunities arising from that.

<sup>4</sup> MONTRÉAL, SERVICE DE L'ENVIRONNEMENT. *Bilan 2013 des matières résiduelles de l'agglomération de Montréal*. (On line) [http://ville.montreal.qc.ca/pls/portal/docs/PAGE/ENVIRO\\_FR/MEDIA/DOCUMENTS/BILAN\\_GMR\\_2013.PDF](http://ville.montreal.qc.ca/pls/portal/docs/PAGE/ENVIRO_FR/MEDIA/DOCUMENTS/BILAN_GMR_2013.PDF)



Status	Actions	Goals	Results	Recommendations
 	52 L – Raise awareness among promoters holding events in public areas about responsible management of events.	To inform event promoters about, and make them aware of, the parameters for organizing eco-responsible events.	A mobile water patrol is on site for certain events to ensure proper water management. Eco-responsible strategies are used for certain special events (e.g., management of waste oil and grease at the Montreal RibFest).  Recycling bins are provided to partners who organize events in the Borough.	
	52.1 L – Modify the agreement for events in public areas to include normative clauses for eco-responsible event management.	To insert clauses regarding eco-responsible management into the agreement.	There is no agreement for events in public areas.	This action is directly related to Action 52 L. There is no agreement, but actions have been carried out. The wording or the objective of this action may need to be reviewed.
	52.2 L – Revise the schedule for green waste collection so as to optimize operations.	2014: Contract planning and modification.  2015: Implementation.	Associated with the green waste collection being planned. Discussions with Éco-quartier are taking place. Green waste collection will be included in the new collection for organic material, in effect as of spring 2016. Planning and implementation have been postponed until 2016.	



The following table reviews the local actions for the SPSP in 2015, in accordance with Orientation 4. Adopt Solid, Sustainable Development Practices in Industries, Businesses and Institutions.



**ORIENTATION 4. ADOPT SOLID, SUSTAINABLE DEVELOPMENT PRACTICES IN INDUSTRIES, BUSINESSES AND INSTITUTIONS**

Status	Actions	Goals	Results	Recommendations
<b>Objective 4.1: Turn Montreal into a North-American leader in the clean technology and environmental sectors</b>				
	30 C – Incorporate sustainable development principles into the urban planning by-laws.	To incorporate the principles of sustainable development.	Standards for sustainable development have already been incorporated (white roofs, etc.).	This action will also be pertinent in 2016 in continuing to incorporate the principles of sustainable development.
	54 L – Adapt the regulations to encourage harmonious integration into the urban environment of devices for green energy production (windmills, solar panels and others).	To adopt a by-law on site planning and architectural integration programs (SPAIP/ PIIA).	Discussions are taking place, but the action will be postponed until 2016.	Do a follow up through the Special Planning Program (PPU) for the central sector.
	55 L – Make permit applicants aware that demolition and major renovations require a plan for recovery and re-use of materials.	To require the applicant to use the container intended for this purpose.	Since the new sorting centre opened, material is being sent directly there, so it is no longer necessary to oblige the applicant to use a container to recover the materials.	As the sorting centre allows for automatic recovery, it is no longer necessary to monitor the applicant. This action is therefore considered to have been executed.
<b>Objective 4.2. Increase the number of environmental certifications or participations in voluntary environmental programs in Montreal by 30% by 2020 compared to 2010.</b>				
	56 L – Review the municipal support programs so as to promote environmental certification.	To continue to inform residents about the environmental certifications.	Continue to make residents and contractors for new construction projects aware by providing the necessary information and details when requested.	Consider the issues involved in retention ditches and make residents aware. Think about reconfiguring the ditches for residences in the Borough.



Status	Actions	Goals	Results	Recommendations
 	57 L – Promote the construction and renovation of greener buildings according to recognized standards (LEED, BOMA-BES, Novoclimat and others) in the territory.	To increase the number of certified buildings.	New structures and enlargements must meet the new requirements in the National Energy Code, which are in fact the Novoclimat standards (without the blower door test).	Change the wording of the action to “and strive towards recognized standards”.



The following table reviews the local actions for the SPSD in 2015, in accordance with Orientation 5. Improve the Protection of Biodiversity, Natural Environments and Green Spaces.



**ORIENTATION 5. IMPROVE THE PROTECTION OF BIODIVERSITY, NATURAL ENVIRONMENTS AND GREEN SPACES**

Status	Actions	Goals	Results	Recommendations
<b>Objective 5.1: Improve Montreal’s green infrastructures by increasing the canopy cover from 20% to 25% by 2025, compared to 2007.</b>				
	58 L – Prepare an action plan for the urban forest.	To draw up an action plan and have it adopted (2014-2015).	Several actions have been drawn up in line with the orientations of the Ville de Montréal. One plan was implemented in November 2015. Another plan will be carried out by an outside firm in 2016.  Some actions are underway, such as the Canopy Action Plan 2012-2021, the Emerald Ash Borer Strategy, inventories, etc.  Over 200 trees were planted in 2015.	It would be interesting to look at the possibility of establishing a five-year plan.
	59 L – Raise awareness in the population about the benefits of urban trees, and distribute indigenous tree seedlings.	To participate in awareness campaigns. To continue distributing seedlings.	“A Tree for my Neighbourhood” campaign.  Éco-quartier did a promotion of the Borough’s program that consisted of replacing the trees that had been felled.  Awareness campaign to fight the Emerald Ash Borer (free talk presented by biologist and agronomist Micheline Lévesque on September 16, 2015).	Continue activities to raise awareness in the residents.



Status	Actions	Goals	Results	Recommendations
	<p>60 L – Ensure the replacement of trees that had to be felled.</p>	<p>To make sure that at least 90% of owners with a certificate of authorization to fell trees do preserve or plant a tree in their front yard.</p>	<p>Éco-quartier participates in the program to sell trees with the SOVERDI and the Regroupement des Éco-quartiers. This year, Éco-quartier sold 200 trees to residents of Pierrefonds-Roxboro. This program will be continued in 2016.</p> <p>Initially, 59 tree files had to be verified. Of this number, 43 are now closed (planting carried out or not required), 18 are still being processed (notice left on site, deadlines given) and 4 have received a statement of offence. About 73% of the files have been closed.</p> <p>A student was hired this summer to carry out this action.</p>	
<p><b>Objective 5.2 Protect and enhance areas rich in biodiversity.</b></p>				
	<p>62 L – Continue and extend the program to clean up public riverbanks in collaboration with other organizations.</p>	<p>To clean up 4 to 5 km of public riverbanks annually.</p>	<p>The public riverbank clean-up program bore fruit over the summer season, and several kilometres of riverbank were cleaned up:</p> <ul style="list-style-type: none"> <li>• Parc des Rapides-du-Cheval-Blanc</li> <li>• Parc de l'Île Roxboro</li> <li>• Parc-nature de l'Anse-à-l'Orme</li> <li>• Parc des Arbres (clean-up of the park along the water course)</li> </ul> <p>There were several partners involved in the clean-up activities: West Island Volunteer Bureau, several schools, Scouts, Guides (Fontaine Santé</p>	<p>Continue to encourage the involvement of partners in the activities to clean up the riverbanks.</p> <p>Éco-quartier wishes to target the same stretches of riverbank again next year and add more kilometres.</p>



Status	Actions	Goals	Results	Recommendations
			provides food).  Éco-quartier organized five clean-up sessions for the riverbanks in 2015 for a total of 4.2 kilometres of riverbanks cleaned.	
	63 L – Set up a program to replant the public riverbanks in certain sectors and encourage private residents to replant their sections of riverbank.		No replanting program was prepared.	This action is directly associated with Action 62 L. This program will stem from the steps taken towards access to the banks.
	66 L – Carry out a pilot project for differentiated management of certain public spaces.	To carry out a pilot project: plant wild flowers in specific areas.	Three sites were identified for the 2015 pilot project: <ul style="list-style-type: none"> <li>• Parc Villeret</li> <li>• Parc Duval</li> <li>• Central median on Boulevard Saint-Charles</li> </ul> In the end, wild flowers were only planted in the bus turning circle in the parking lot at Borough Hall.	There is a problem with accepting wild flowers and plants. People perceive them as being weeds. An awareness campaign would be beneficial so that the public are aware of the plus value of wild plants and they begin to appreciate the species.
	66.1 L Based on the outcomes of the pilot project, establish a differentiated management plan for parks and green spaces in the Borough.	To establish a management plan.	The pilot project has been partially executed (Action 66 L), so this action is postponed until 2016.	



## 2015-2018 Strategic Plan for the Borough of Pierrefonds-Roxboro

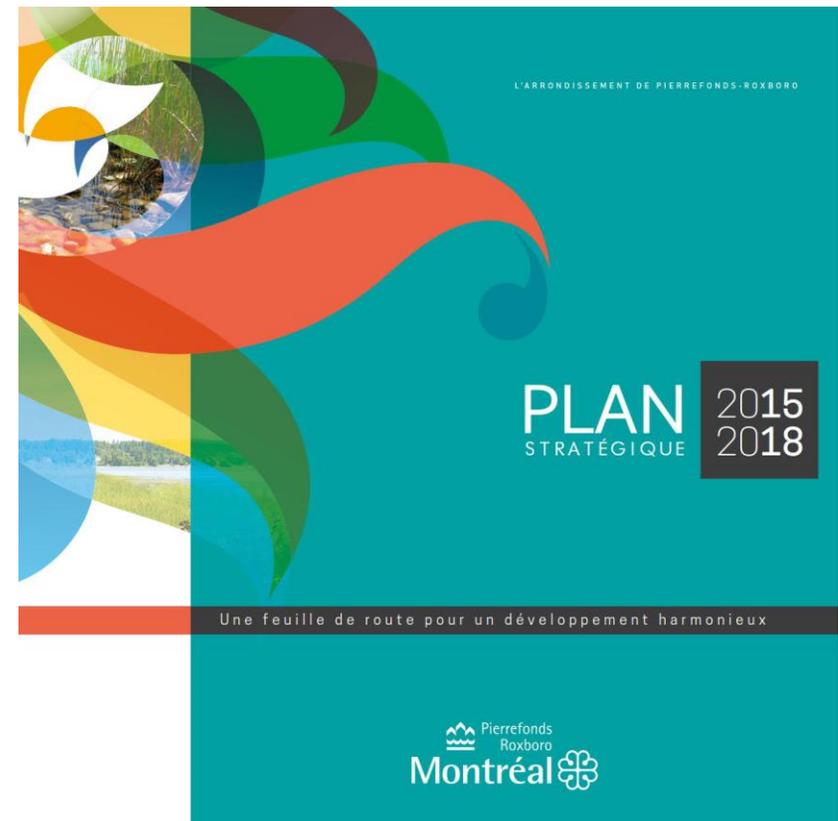
Adopted on June 29, 2015, the 2015-2018 Strategic Plan for the Borough of Pierrefonds-Roxboro has as its objective the consolidation of the Borough's major development axes by 2018. The main projects and orientations to receive priority over the next few years are presented in this document. The Borough is basing its interventions on the following values: leadership, respect, collaboration, responsible action, attention to detail and professionalism.

The Borough's Strategic Plan is built around four major issues that tie in with several actions in the Strategic Plan for Sustainable Development:

- Consolidating the feeling of belonging
- Continuing efforts aimed at improving the quality of life
- Intensifying efforts to protect the natural heritage
- Supporting commercial development

A huge collaborative exercise among elected officials, managers and their teams identified the most innovative actions and the orientations that led to the design and development of the Strategic Plan. This work was carried out with sustainable development and the best use of resources in mind, while continuing to improve services and the quality of life for residents.

Partners and residents also participated in the preparation of the Strategic Plan with their comments and their suggestions during the various consultation events, especially at the consultation meetings for the Strategic Plan for Sustainable Development, the *Demain Montréal* evening, the Master Plan for leisure installations, as well as during the question periods at Borough Council sittings and Citizens' Saturdays.





### The Borough's Collective Garden

A collective garden was installed at Borough Hall. Four planters were built by the Borough's carpenters, and 16 employees were able to plant fruits and vegetables all summer long.

In order to prepare future gardeners, an information meeting was held on May 11, 2015. At this meeting, employees interested in participating were able to obtain all the information necessary to maintain their future garden.

Destined for Borough Hall employees only, this garden was a real model for sharing and cooperation. The employees were able to harvest fresh local fruits and vegetables to take home throughout the summer season.

This is the first year that this project has been in existence, and despite some small hiccups at the beginning, we can say with ease that this garden was a true success story. This project should definitely be started up again for the 2016 summer season, when more containers could be installed.





## Ecological Gardening Day

The sixth edition of the Ecological Gardening Day took place on May 23, 2015, from 9 am until 3 pm. This event was organized in partnership with Éco-quartier Pierrefonds-Roxboro and the Société d'horticulture et d'écologie de Pierrefonds (SHEP).

Compost, wood chips, plants and paper bags for collecting green waste were given away free to residents. As in previous years, the activity proved to be extremely popular. About 1,000 people came to take part in the event, and 1,000 perennial and 1,000 annual plants were distributed, including herbs and vegetables, as well as 230 strawberry plants for children to take home.

Several other organizations were also on site for the event to provide the public with information about eco-responsible practices and the activities offered in the community. Among the organizations that participated were Éco-quartier Pierrefonds-Roxboro, Solutions alternatives environnement, Scouts Canada, the farm D-3-Pierres and Semis Urbains. Borough employees were also on hand to tell residents about the various household waste collections, and to invite them to put their names on the email list.





### Planning for green waste collection 2016-2017

Starting in spring 2016, the Borough of Pierrefonds-Roxboro, in collaboration with the Ville de Montréal, will introduce green waste collection for buildings with eight or less dwelling units. This action is directly associated with the Borough's 2015-2018 Strategic Plan, and steps were taken in 2015 to prepare the territory for this new service.

Collections will begin in 2016 and for this first year, the target is 9,500 dwelling units in the Borough. Implementation will be completed in 2017 with the distribution of 9,000 more brown bins. Bins will be delivered free of charge to residents' homes and are offered in three sizes: 80, 120 and 240 litres.

This collection will produce a substantial amount of compost while reducing the disposal cost for waste material. The participation of residents is a key element for the success of this project, which will benefit the entire population.

The main benefits will be:

- a reduction in greenhouse gases (GHG) due to less organic material going into the landfill
- less transportation and the nuisances associated with it, as the green waste will be processed close to the Borough
- the production of compost, a powerful ecological ally

*"The organic waste collection is a plus for the environment in Pierrefonds-Roxboro! Compost is a good long-acting fertilizer that improves the health of soil and gardens. This easy and natural gesture will improve the quality of our environment and be of help in terms of sustainable development. This organic waste collection, which will begin in May, will transform an environmental problem into an economic solution," declared Dimitrios (Jim) Beis, Pierrefonds-Roxboro Borough Mayor.*

Source: Announcement by the Borough of Pierrefonds-Roxboro, September 22, 2015 ([http://ville.montreal.qc.ca/portal/page?\\_pageid=8417\\_94815638&\\_dad=portal&\\_schema=PORTAL&id=12940](http://ville.montreal.qc.ca/portal/page?_pageid=8417_94815638&_dad=portal&_schema=PORTAL&id=12940))

### Permanent dry toilets

In August 2015, the Borough of Pierrefonds-Roxboro became the first borough/municipality in Québec to install permanent dry toilets in its parks. The new technology used in TSÈCHES toilets, made by the company Toilitech, means that the toilets can be left in place permanently, and require very little intervention. The cabin interior just needs to be cleaned regularly. The sanitary system does not emit any odour and requires only simple, easy cleaning, and emptying once a year. These new installations will be placed in Parc Cérés and Parc du Boisé in Roxboro for use as of spring 2016.

Using a system that requires no water, no electricity and no chemicals, the TSÈCHE functions with the power of sunlight and wind. The toilets are also accessible for people with reduced mobility. The system uses an almost continuous current of air, accelerated by the heat of the tank, which evaporates fluids and dehydrates solids. This is an original, innovative and practical solution that allows the public to benefit more from parks and outdoor activities.







## FOLLOW-UP ON CORPORATE ACTIONS FOR 2015

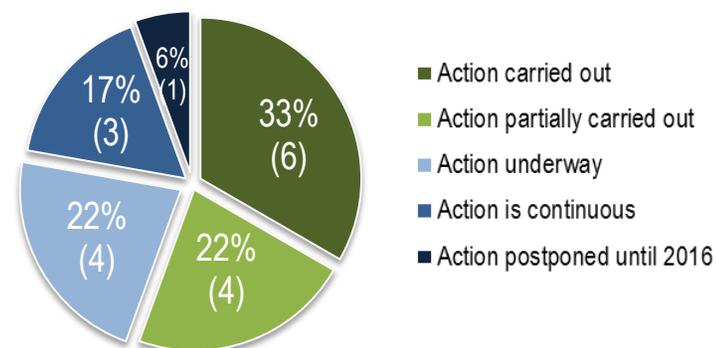
This section presents the corporate actions in the SPSD that were planned to be carried out in 2015.

A total of 19 corporate actions were planned for 2015 (compared to 12 for 2014):

- **33% (6)** of the actions were **carried out** this year, 2 of which are continuous.
- **22% (4)** of the actions were **partially carried out**, 1 of which is being continued. Partially completed actions will need to be considered in the preparation of the 2016 action plan.
- **22% (4)** of the actions are still **underway**<sup>5</sup>. Actions for 2015 that were not completed will need to be considered in the preparation of the 2016 action plan.
- **17% (3)** of the actions **were not carried out this year**, but are continuous.
- **6% (1)** of the actions were postponed until 2016.

The status of each of the actions is indicated by the following pictograms:

- ✓ Action carried out
- ± Action partially carried out
- ★ Action underway
- ∞ Action is continuous
- Action postponed 2016



<sup>5</sup> As of December 18, 2015.



Upstream of the corporate actions for the SPSPD, the following actions were to be implemented in 2015.

Status	Actions	Goals	Results	Recommendations
	3 C – Find out about and make good use of the financial aid programs available.	To become aware of the updates to recent grants available and to make sure the information is shared.	Certain financial aid programs were examined, but they were not pertinent to the Borough.	Establish communication channels between the Borough and residents for the distribution of the information gathered by the committee.
 	4 C – Continue participation in the following campaigns: - Défi-Climat - Centraide - Earth Hour - Défi Santé	To participate in these 4 campaigns.	<ul style="list-style-type: none"> <li>• Défi-Climat: Équiterre did not re-start the program</li> <li>• Centraide: carried out</li> <li>• Earth Hour: carried out in spring 2015</li> <li>• Défi Santé: the program was not re-started</li> </ul>	



The following table reviews the corporate actions in 2015 for the SPSP according to Orientation 1. Improve Air Quality and Reduce Greenhouse Gas Emissions.



### ORIENTATION 1. IMPROVE AIR QUALITY AND REDUCE GREENHOUSE GAS EMISSIONS

Status	Actions	Goals	Results	Recommendations
<b>Objective 1.1. Reduce GHG emissions across Montreal by 30% by 2020, compared to 1990.</b>				
 	5 C – Participate in the implementation of a plan to reduce corporate GHG emissions - 2013-2020.	To purchase 2 new, more energy efficient, pick-up trucks (for example, opt for 8-speed instead of 3-speed). To purchase 2 new pieces of equipment that are more energy efficient for the horticulturalists (for example, improve the motor, which is currently a 2-stroke motor).	Promote awareness for the drivers about turning their engines off and measures to encourage this action (installing small heaters in the vehicles).  400-horsepower vehicles have been replaced by 225-horsepower.	Continue to opt for more energy efficient vehicles and equipment, and include this approach when proposing ecological driving training (action 10 C).  The targets set were not achieved, however other measures were undertaken to carry out this action.
 	8 C – Implement energy saving measures from the policy on sustainable development in municipal buildings.	To apply energy efficiency measures at Borough Hall.  To design the library with the aim of LEED certification.	The opening of the library is scheduled for 2018.	
	8.1 C – Replace oil with an energy source that emits less GHG in municipal buildings.	To replace the oil-fired heating systems with an energy source that emits less GHG.  2015: To check the pumping stations and make the changes needed.	The action was not carried out in 2015.	
 	10 C – Train drivers to drive ecologically.	To train all drivers of Borough vehicles.  2015: to train about 20 drivers.	In 2015, 20 received this training, saving an average of 10% in gas for each driver trained.	Give each driver a certificate after completing the training.



Status	Actions	Goals	Results	Recommendations
2017	11 C – Optimize operations and review the contract for sub-contractors responsible for waste collection (garbage and recycling).	To review all contracts.	The deadline for this action is 2017.	
	12 C – Install charging stations for rechargeable electric or hybrid vehicles in public parking lots or on public thoroughfares.	To install 2 charging stations for visitors at Borough Hall. To install 1 charging station at the Valleycrest public pool in Parc Grier.	The bases of the previous stations were replaced with new ones in spring 2015. Just the markings need to be finalized in 2016.	
	12.1 C – Set up a self-serve bicycle system for use by Borough employees.	To put a fleet of 3 bicycles at the disposal of employees at Borough Hall and 3 more at the Public Works Dept.	The Borough received a submission for BIXI-type bikes, but this option did not meet the Borough's expectations. After consulting staff members about their needs, 2 bicycles were put at the disposal of employees (to be borrowed at Reception at Borough Hall). A shed was built to store the bicycles.  In the end, this system was less popular than expected.	A survey was taken before this service was implemented, and there seemed to be quite a lot of interest.  For 2016, the bicycles will need more promotion or made more accessible to encourage their use.



The following table reviews the local actions for the SPSP in 2015, in accordance with Orientation 3. Practice Responsible Resource Management.



### ORIENTATION 3. PRACTICE RESPONSIBLE RESOURCE MANAGEMENT

Status	Actions	Goals	Results	Recommendations
<b>Objective 3.1. Reduce drinking water production by 15% by 2015, compared to 2000.</b>				
	17 C – Install devices to save on drinking water in municipal buildings.	To aim for 15% of municipal buildings per year.	All taps in municipal buildings were changed.	Installation of these devices needs to be considered for future municipal buildings in 2016.
<b>Objective 3.2. Recover 80% of organic and recyclable waste, HHW, CRD waste and bulky refuse by 2019, in accordance with the <i>plan directeur de gestion des matières résiduelles de l'agglomération de Montréal</i> (Montreal's master plan for the management of residual materials).</b>				
	21 C – Set up an awareness campaign for Borough employees about eco-responsible practices.	To organize and hold awareness campaigns in 2014 and 2015.	The Ville centre sent emails to make employees aware that they should turn off computers and lights when leaving the office.	There were no “awareness campaigns” as such, but the action was partially carried out via internal emails.  For next year, it would be pertinent to develop eco-responsible practices, for example by developing the Borough’s collective vegetable garden or self-serve bicycles.



The following table reviews the corporate actions in 2015 for the SPSD according to Orientation 4. Adopt Solid Sustainable Development Practices In Industries, Businesses and Institutions.



**ORIENTATION 4. ADOPT SOLID, SUSTAINABLE DEVELOPMENT PRACTICES IN INDUSTRIES, BUSINESSES AND INSTITUTIONS**

Status	Actions	Goals	Results	Recommendations
<b>Objective 4.1. Enshrine sustainable development principles in municipal practices, into the project management process and into decision-making.</b>				
 	32 C – Use eco-friendly cleaning products in municipal buildings.	To aim to clean and maintain 100% of municipal buildings using eco-friendly products.	All buildings have been cleaned with eco-friendly products since November 2014.	Continue the gradual integration.  It would be pertinent to draw up a list of the ecologically friendly cleaning and maintenance products to be favoured.
	36 C – Participate in meetings of the Partners’ Network for the Montréal Community Sustainable Development Plan on the themes of certification and environmental programs. .	To participate in all the meetings.	<p>A brainstorming session with the Montréal Community took place in summer 2015.</p> <p>The future Montréal Community Sustainable Development Plan 2015-2020 will be adopted in spring 2016. The Borough of Pierrefonds-Roxboro will have to bring itself in line with this new plan for 2016.</p> <p>The Montréal agglomeration’s <i>Plan d’adaptation aux changements climatiques 2015-2020</i> (plan for adapting to climate change) was adopted in fall 2015. This plan is also a pertinent tool for the Borough, and the</p>	<p>It would be interesting to consider future participation in the <i>Gala de reconnaissance environnement et développement durable de Montréal</i>. This gala showcases innovative and inspiring projects by partners in the 2010-2015 Montréal Community Sustainable Development Plan.</p> <p>This gala is an annual event that brings together over 500 players from Montreal, from municipal, corporate, institutional and community organizations. Innovative projects in sustainable development must be identified by the monitoring committee. Once participation in this gala is</p>



Status	Actions	Goals	Results	Recommendations
			actions will have to be incorporated into the future Strategic Plan for Sustainable Development.	confirmed, a committee for this purpose could be formed.
	37 C – Plan measures to make the public aware of biodiversity to encourage people to act in order to preserve it.	To contribute to the design and implementation of a common platform for information about biodiversity.	There is no real “platform” as was to be put in place, but certain interventions can be listed under this action.	Review the new wording for the objective targeted in 2016.
<b>Objective 4.2 Continue to implement the action plan for universal access.</b>				
	33 C – Continue the interventions in the following municipal buildings: <ul style="list-style-type: none"> <li>• Chalets at the George Springate Sports Complex and in Parc Grier</li> <li>• Marcel Morin Community Centre</li> <li>• Chalets in the Brook, Alexander and de Roxboro parks</li> </ul>	Starting target: <ul style="list-style-type: none"> <li>• 100% of municipal buildings</li> <li>• 25% of sports and recreational facilities</li> </ul> For summer 2015: <ul style="list-style-type: none"> <li>• Complete the interventions in the George Springate and St-Anthony parks</li> </ul> Timetable: <ul style="list-style-type: none"> <li>• 2015 to 2018 for the municipal buildings</li> <li>• From now until 2021 for the sports and recreational facilities</li> </ul>	Starting point: Several modifications related to universal access have been made to various municipal buildings over the last few years. Despite this, no building is totally accessible according to the concept for universal access.  The chalets in Brook, Alexander and de Roxboro parks were completed in 2015.  The chalets at the George Springate Sports Complex and in Parc Grier, as well as at the Marcel Morin Community Centre are planned for 2016.	
	34 C – Offer work experience to people with functional limitations.	To continue to integrate 2-3 users each summer.  Objective for 2015: To do the maintenance work at Parc des Muguets.	The Borough usually collaborates with the Centre Bienvenue for this action. This year, approaches were made by the Borough, but this collaboration was not renewed.	As needed, we should try to find a new partner for collaboration.



Status	Actions	Goals	Results	Recommendations
<b>Objective 4.3 Progressively authorize on-street parking.</b>				
	14 C – Carry out a pilot project aimed at authorizing on-street parking in an existing sector, and monitor this to measure the effects and adapt it to the needs.	To target a sector and make a report on the pilot project.	The project on Sulky St. was carried out; the signage remains to be done before winter if possible.	<p>The on-street parking pilot project is a delicate issue. The traffic committee is proposing signage and measuring the effects on the public. The following elements need to be considered:</p> <ul style="list-style-type: none"> <li>• Make the parking spaces large enough to facilitate parking for the entire pool of customers.</li> <li>• Think about ground markings to help manage parking.</li> <li>• Think about arranging the parking spaces on the diagonal on wider streets to maximize the number of spaces available.</li> </ul> <p>The central sector in the PPU could also prove to be an interesting target.</p>
	21 L – Authorize alternative parking on local streets in all new sectors of development.	To allow on-street parking on all new local thoroughfares.	On-street parking is already authorized in some sectors.	
	22 L – Following the results of the pilot project (Action 14 C), look at the possibility of lowering the requirements for off-street parking for new sectors, and progressively across the entire borough.	<p>2013: To make the change for new projects</p> <p>2015: To target existing sectors</p>	The regulations are under review. Standards are difficult to apply for buildings with 12 dwelling units and even more so for 6 dwelling units.	Up to now, these requests have been processed as minor variances, The targets for this action need to be reviewed.

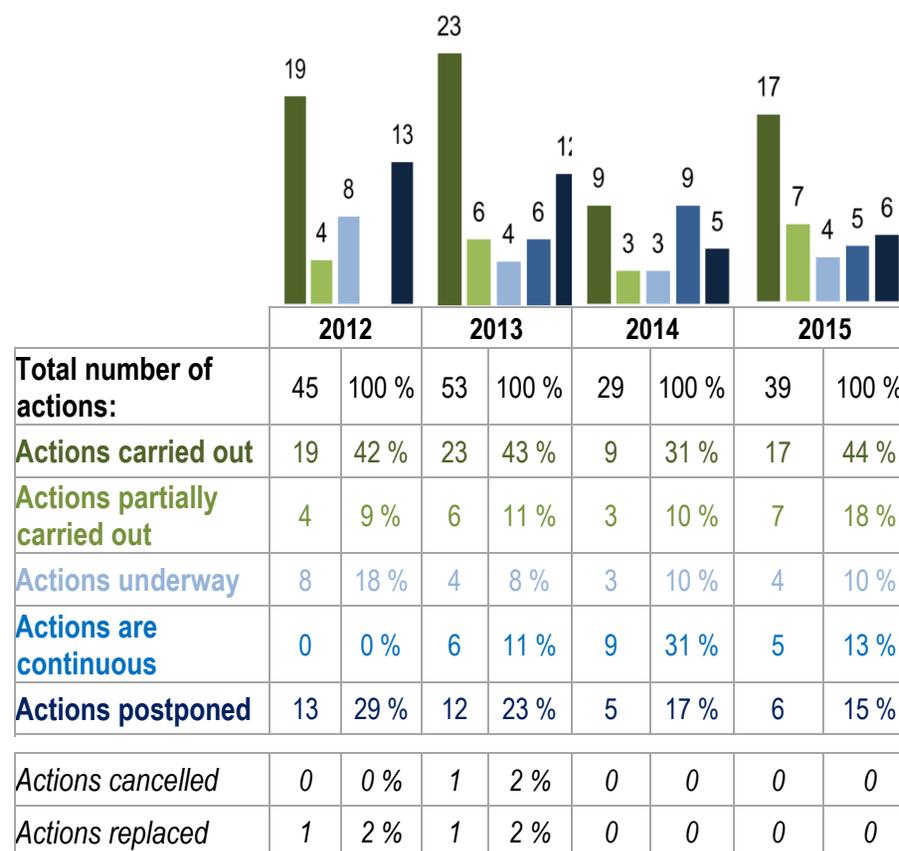


## REVIEW OF ACTIONS FOR 2012-2015

The 2010-2015 Montréal Community Sustainable Development Plan has reached its conclusion. It is now time to present a review of the actions and accomplishments of the Borough of Pierrefonds-Roxboro since the adoption of its first SPSP in 2012.

### Review of local actions between 2012 and 2015

- The 2014 review made it possible to reduce the number of actions and to refocus efforts on the more pertinent actions
- Every year, the issues were significant, but realistic because the proportion of actions carried out rose
- Averages for local actions 2012-2013-2014-2015:
  - 40% carried out (68 of 166 actions between 2012 and 2015)
  - 12% partially carried out (20 of 166 actions between 2012 and 2015)
  - 11% underway (19 of 166 actions between 2012 and 2015)
  - 12% are continuous (20 of 166 actions between 2012 and 2015)
  - 22% postponed (36 of 166 actions between 2012 and 2015)
  - 3% cancelled or replaced (3 of 166 actions between 2012 and 2015)



Review of local actions between 2012 and 2015



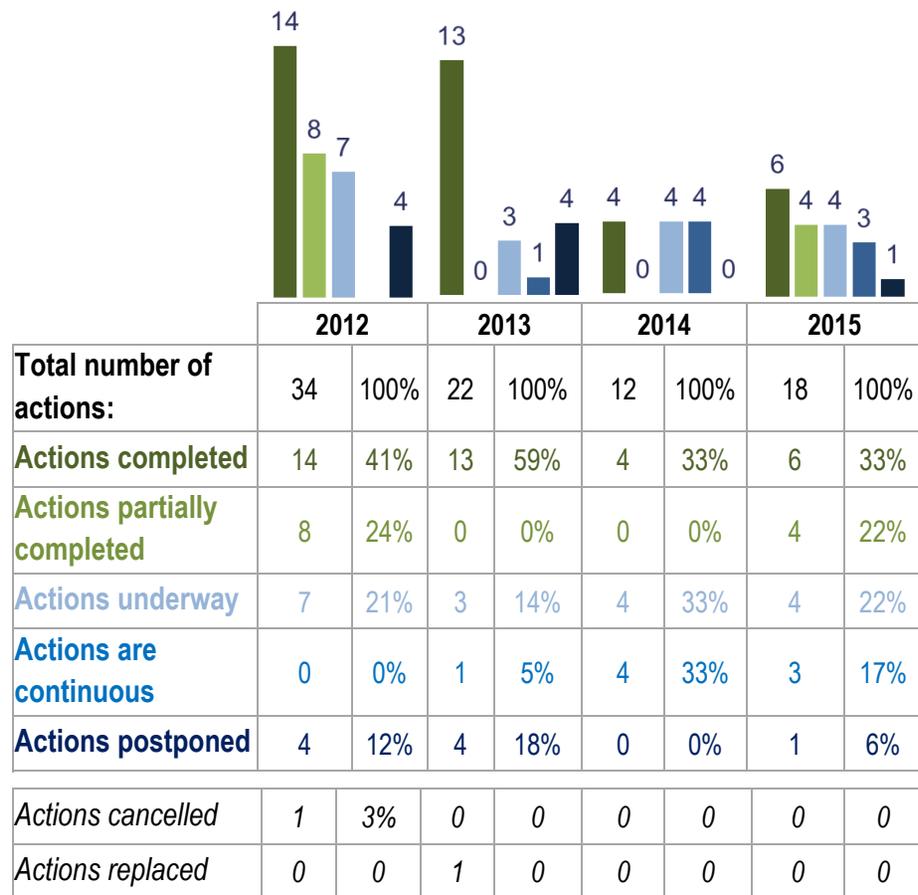
### Review of corporate actions between 2012 and 2015

- The 2014 review made it possible to reduce the number of actions significantly, and to refocus our efforts on the most pertinent actions.
- The actions carried out and underway occupy a considerable proportion of the results and several actions reappear year after year
- Averages for corporate actions 2012-2013-2014-2015:
  - 43% carried out (37 of 86 actions between 2012 and 2015)
  - 14% partially carried out (12 of 86 actions between 2012 and 2015)
  - 21% underway (18 of 86 actions between 2012 and 2015)
  - 9% are continuous (8 of 86 actions between 2012 and 2015)
  - 10% postponed (9 of 86 actions between 2012 and 2015)
  - 2% replaced or cancelled (2 of 86 actions between 2012 and 2015)

### Overall review of actions between 2012 and 2015

Since 2012, the Borough of Pierrefonds-Roxboro has maintained a healthy average for actions carried out (an average per year of 41% for all actions together). 37 corporate actions and 68 local actions were carried out between 2012 and 2015, for a total of 105 actions carried out by the Borough, with sustainable development as the objective.

The number of actions varies from year to year, which shows that the Borough is in a constant state of evolution and that the exercises in adaptation must be carried out on an annual basis. The results obtained over the years bear witness to the realities and the challenges faced by the Borough.



Review of corporate actions between 2012 and 2015



## CONCLUSION

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2015 signals an end to the exercises involved in the 2010-2015 Montréal Community Sustainable Development Plan, and thus the Borough of Pierrefonds-Roxboro's Strategic Plan for Sustainable Development, adopted in 2012.

Over these years, the Strategic Plan has been presented as a valuable tool in terms of sustainable practices for the Borough. This exercise has allowed Pierrefonds-Roxboro to be in a constant state of reflection and ready to adapt so that it can bring itself in line with the most innovative practices in sustainable development, all the while remaining conscious of the realities it faces. Thus the 2014 review of the Strategic Plan and its actions offered the opportunity to take stock and thus cancel, modify or combine certain actions deemed to be unsuitable. The review of the action plan meant that we could redefine the objectives, allowing the Borough to draw up a clear vision for the future for one and all.

In 2015, 39 actions were planned on the local level. 44% of these were carried out, 10% were partially carried out, 18% are still underway, 13% are continuous and 15% have been postponed until 2016.

On the corporate side in 2015, 18 actions were planned for 2015. 33% of these were carried out, 22% were partially carried out, 22% are still underway, 17% are continuous and 6% have been postponed until 2016.

Between 2012 and 2015, 37 corporate actions and 68 local actions were carried out, for a total of 105 actions carried out by the Borough with sustainable development as the objective.

Today, the Borough of Pierrefonds-Roxboro can be proud of what it has accomplished in such a short time and with limited resources. It is now time for the Borough to turn the page and begin a new chapter in sustainable development. The arrival of the new 2015-2020 Montréal Community Sustainable Development Plan in the spring of 2016, as well as new tools such as the *Plan d'adaptation aux changements climatiques de l'agglomération (PACCAM) de Montréal 2015-2020* ((plan for adapting to climate change), will be an opportunity to sink roots into new foundations and to take stock of the latest trends in sustainability. We will need to refer to the reviews from the last few years to diagnose the current situation and establish the new vision that the Borough desires for the long term. It is today's actions that will point the way to our future. And it is through the gradual incorporation of small deeds and good habits in sustainable development that we will ensure a better future for ourselves.



*"Be the change that you want to see in the world."*

Ghandi, political leader, Indian spiritual guide