



Credit: Kampus Production, pexels

Age-friendly Gananoque Action Plan | 2022 - 2031

December 2021





urbanMetrics inc. was retained by the Town of Gananoque in the spring of 2021 to prepare an Age-friendly Action Plan.

The consultant wishes to thank members of the Gananoque Age-friendly Steering Committee for their contribution and insights in the preparation of this document.

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Preparing for an Ageing Population

- The number of Older Adults & Seniors in Canada (i.e., persons aged 55+) now exceeds the number of youth and young adults (persons aged 0-24).
- Older Adults & Seniors ('OA&S', '55+') represent the fastest growing segment of the population.
- Over the next decade, the Leeds & Grenville area will be home to approximately 6,000 more residents over the age of 55. The Town of Gananoque, which a gateway to the Thousand Islands and an important community hub for residents in Leeds & Grenville, will see a commensurate increase.
- By 2031, forecasts suggest there will be approximately 400 more OA&S in living in Town of Gananoque ('Gananoque') that there is today. While this may seem like a manageable number, many residents aged 55+ today are genuinely concerned by a lack of local services available to support their day-to-day needs and expectations. The addition of *more* residents competing for the same basket of services over the next decade is considered untenable and requires leadership, coordination and new partnerships.
- The Town of Gananoque has assembled a small group of community stakeholders to support the development of an action plan to ensure the needs of a growing OA&S community in the Town are appropriately supported by policies, programs and facilities. The Gananoque Age-friendly Steering Committee has been established to canvass the insights of local area residents - people aged 55+ - to ensure they have the supports they need to thrive and stay connected with friends, family and neighbours.
- Municipal governments, regardless of size, play a critical role in the health and well-being of their residents. Residents depend on their local governments to provide vital programs, services and spaces that are accessible, inclusive, safe and adaptive to the needs of all residents.
- More than ever, local governments must be proactive if they wish to address the challenges that an ageing population will have on the delivery of services that fulfill the promise of *complete communities*, a concept which is broadly adopted by the Ontario Ministry of Municipal Affairs & Housing.
- **This Action Plan is intended to formalize the commitments the Town of Gananoque will make over the next decade to build a truly supportive, and inclusive Age-friendly Community.**



What is an Age-friendly Community?

- Age-friendly communities deliver **POLICIES, PROGRAMS, SERVICES** and **SPACES** that help residents maintain their independence as they age.
- When communities provide the appropriate policies, programs and services for Older Adults and Seniors – there are cascading benefits for residents of **all ages**.
- Age-friendly communities provide Older Adults and Seniors with the tools they need to **live safely, enjoy good health**, and **stay actively involved** in their community.



Credit: Andrea Piacquadio, pexels

Age-friendly communities focus their efforts on building and refining policies and programs that support EIGHT (8) Community Dimensions

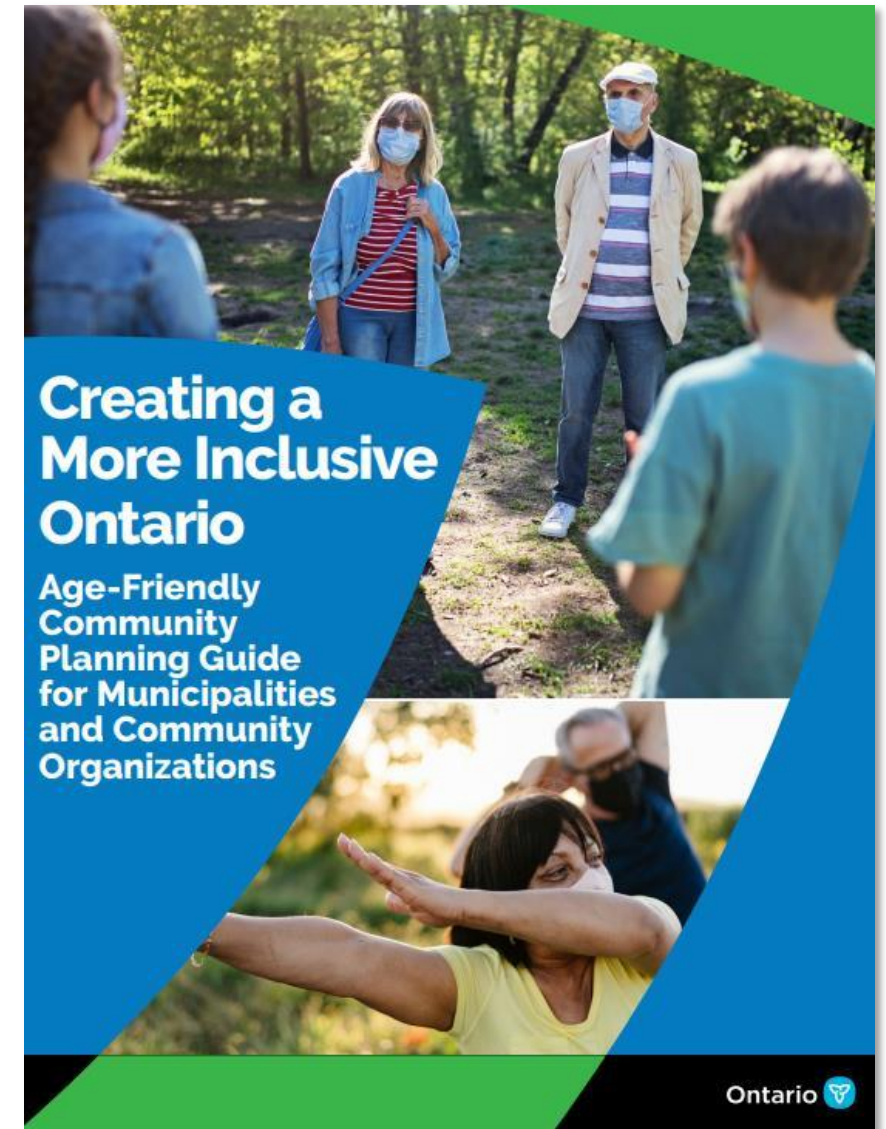


Age-friendly planning is the foundation for *Complete Communities*

The **Age-friendly Community Planning Guide (2021)** provides a framework for Ontario municipalities to develop complete communities. The Gananoque Age-friendly Action has followed the roadmap prepared by the Province in advancement and fulfillment of complete, inclusive communities.

- Define local principles to build Age-friendly communities
- Assess needs of Older Adults & Seniors
- Develop Age-friendly action plan
- Implement and evaluate the outcome

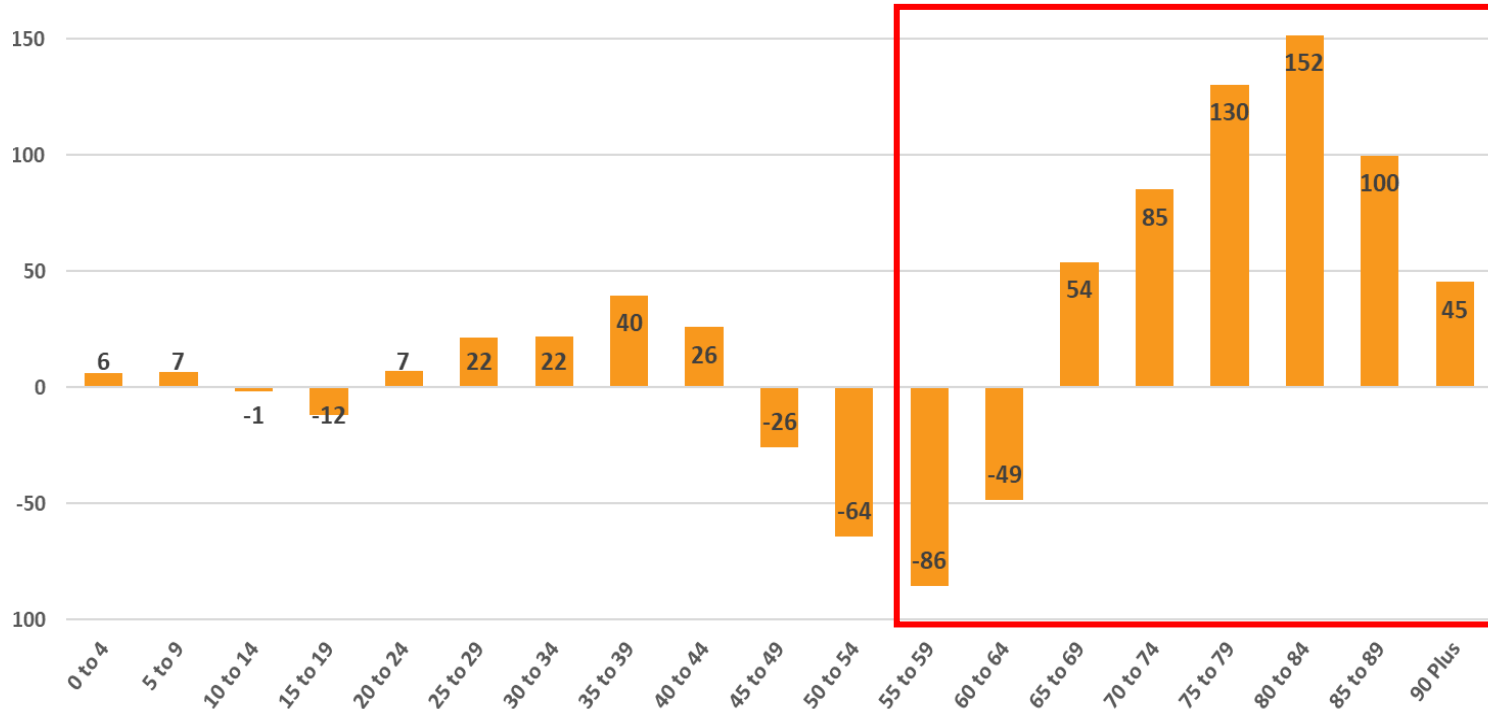
Age-friendly communities (AFCs) leverage the strengths of older adults and seniors by creating physical and social environments in which they are active, valued, and supported members of society. By increasing opportunities for OA&S to experience competence, autonomy and connectedness, AFCs enhance their quality of life. Some of the reported benefits for older adults include: reduced isolation and improved participation, increased voluntarism, improved mental health and feelings of self-worth, increased physical activity and reduced risk of injury (falls), improved accessibility and awareness of community and health services.



Gananoque is Acting Now

Between 2021 and 2031, persons aged 55+ will represent one of the fastest growing segments of the population. This plan is intended to ensure that the Town of Gananoque and its community partners are fully prepared to meet the needs of an ageing population base.

Town of Gananoque Population Change by Age (2021-2031)



Source: urbanMetrics inc. based on Ministry of Finance Population Projection (2020-2031).

**Over 400
more Older
Adults &
Seniors in
Gananoque
over the
next decade**



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We heard from Residents, Caregivers and Community Service Providers

- The Gananoque **Age-friendly Steering Committee** has provided oversight and direction to ensure that this Action Plan fully reflects the needs of Gananoque residents.
- The Gananoque Age-friendly Action Plan is built directly on the insights of residents aged 55+ and local community leaders who provide vital services to ageing residents.
- In preparing this plan, we collected the insights from over 160 residents aged 55+ living and working in Gananoque. This plan, and the actions contained within it are based on the needs and expectations residents have for a more responsive and more connected community that enables residents to thrive as they age.
- **Residents were asked questions related to each of the eight community dimensions. Their insights are summarized in the following slides. Detailed responses are available in Appendix 1.**



Housing



Mobility



Communication



Participation



Community
Engagement



Respect &
Inclusion



Safety &
Accessibility



Community Support
& Health Services



Credit: Anna Schvets, pexels



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HOUSING

How long have you lived in your current home?

30% Have lived in their home for 20+ years

Within the next 3-5 years

30% anticipate moving to an alternative home better suited to their needs as an older adult or senior

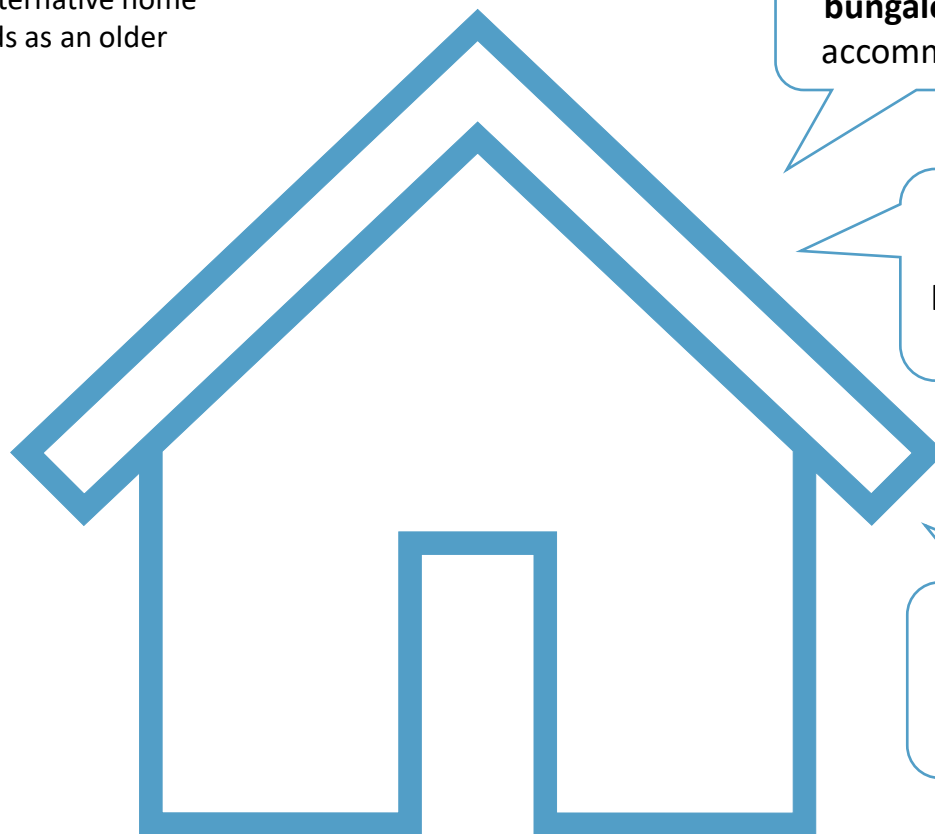
24% want to downsizing to a smaller home

Moving

66% anticipate their next home may not be in Gananoque because of cost or availability

Isolated & Alone

2% feel isolated or alone in their current home



...more **affordable housing** options for seniors and people on fixed income

... more one-level **bungalow-type** accommodation

...single-level homes would make life easier. (we want to) still maintain an **affordable independent lifestyle** as our situation changes.

...more housing like **Stocking Hill** would help.

...Pensions and other fixed incomes can no longer be stretched to afford rental prices

...more **subsidized Seniors' housing**.

...**Lower rents**. Most seniors are on a fixed income and can't afford the rents here.

... more **single-storey** affordable housing



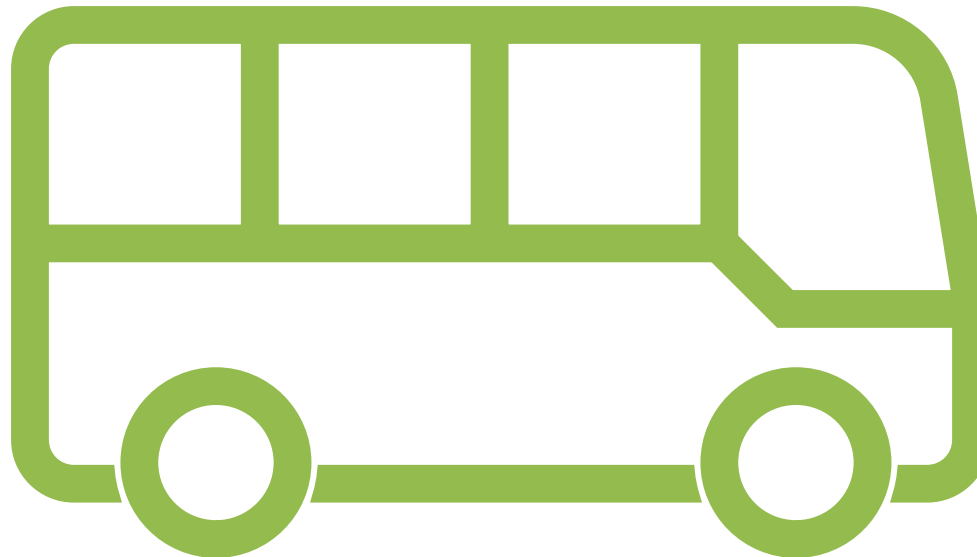
MOBILITY

Mode of Transportation

66% drive as their primary mode of transportation within Gananoque

Frequency of Travel

67% leave their home **at least once a day** to travel somewhere else (errands, appointments, socialize)



....**free shuttles** doing a loop in the summer months would benefit local seniors as well as tourists.

....as a disabled person, I find that at least 80% of the **sidewalk curbs** are not accessible.

...**bus service** for those who no longer drive or have limited mobility.

....the Town is too dark at night. We need more **streetlights**, especially on the side streets and on King Street.

...many of the downtown merchants have steps into their stores... not easy for many older adults.

....improve snow removal at edge of roads/sidewalks.

...**shuttle bus** to special events, grocery stores, etc.

....a shuttle to and from Kingston would be a huge help.



COMMUNICATION

Communication & Information about programs & events

64% believe that Town communication is not reaching all residents

OA&S-targeted communication

46% believe that special efforts are required to communicate specifically with seniors

Most Preferred way of getting information

32% email/inbox-type communication (top choice)



PARTICIPATION

Feeling Good

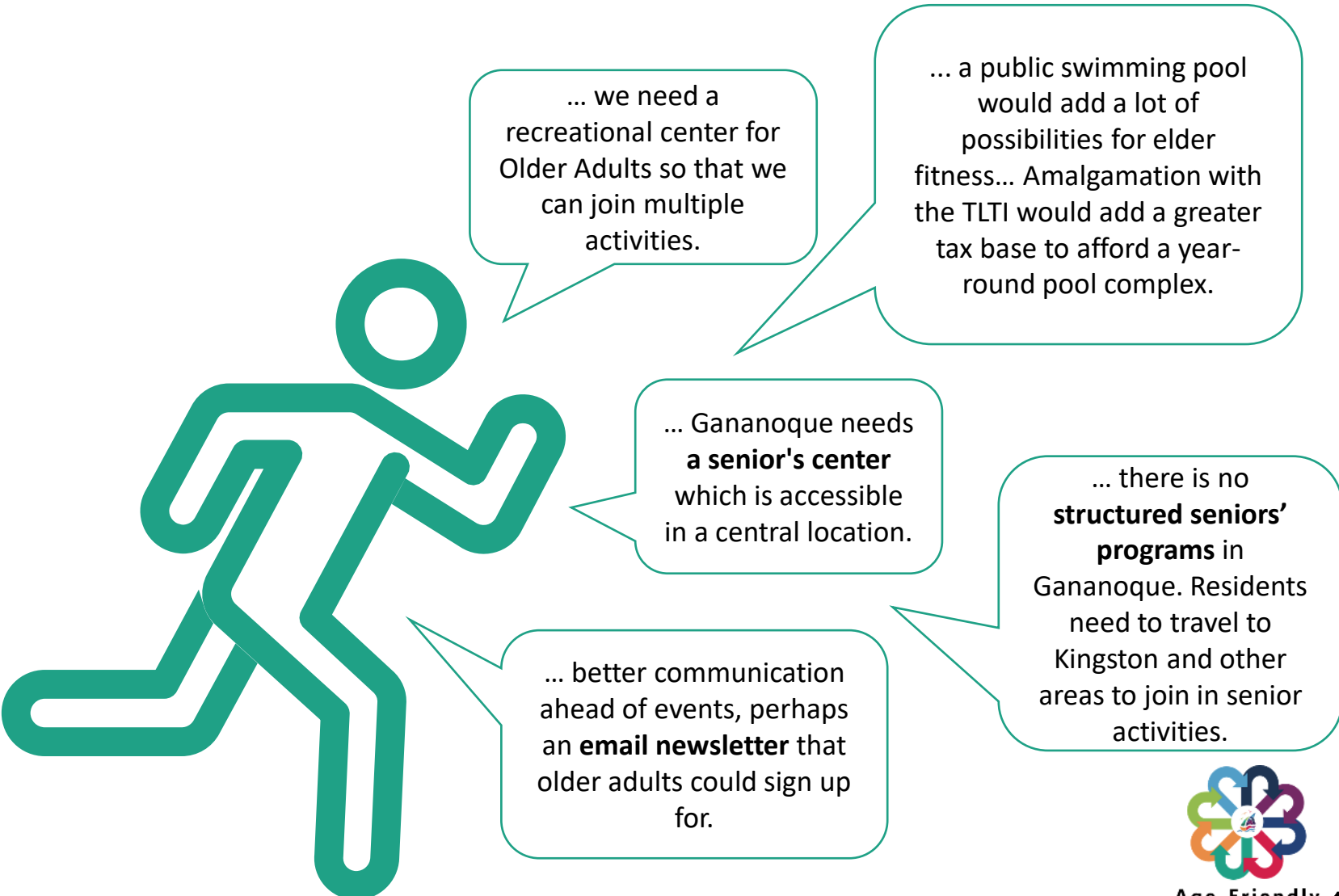
68% they feel “younger” than their actual age

Getting Active

31% Plan to spend more time pursuing recreation and leisure over the next 3-5 years

Reasons for not participating

50% said that programs and events currently offered in Gananoque do not appeal to their interest or capacities



COMMUNITY ENGAGEMENT

Where Seniors mostly volunteer

32% volunteer their time in local organizations as charities, faith communities, service clubs, local advisory committees and community events

Volunteer Hours

48% of volunteers said they spend more than more than 3 hours per week doing community-based work

Lack of awareness & training about opportunities

43% think that older adults are NOT ware of local volunteer opportunities and organizations in need of assistance



....start a new committee – called Seniors Golden Years Support Line...this will connect seniors with volunteer and will help them to stay in their home longer.

....more information is needed on how to contribute and volunteer in Gananoque.

....volunteers from OAS community would help to make suitable programs, presentations and activities for the community..



RESPECT & INCLUSION

Are Seniors included?

46%

believe that older adults and seniors in Gananoque are not invited to provide input to important public issues

Do your opinions matter?

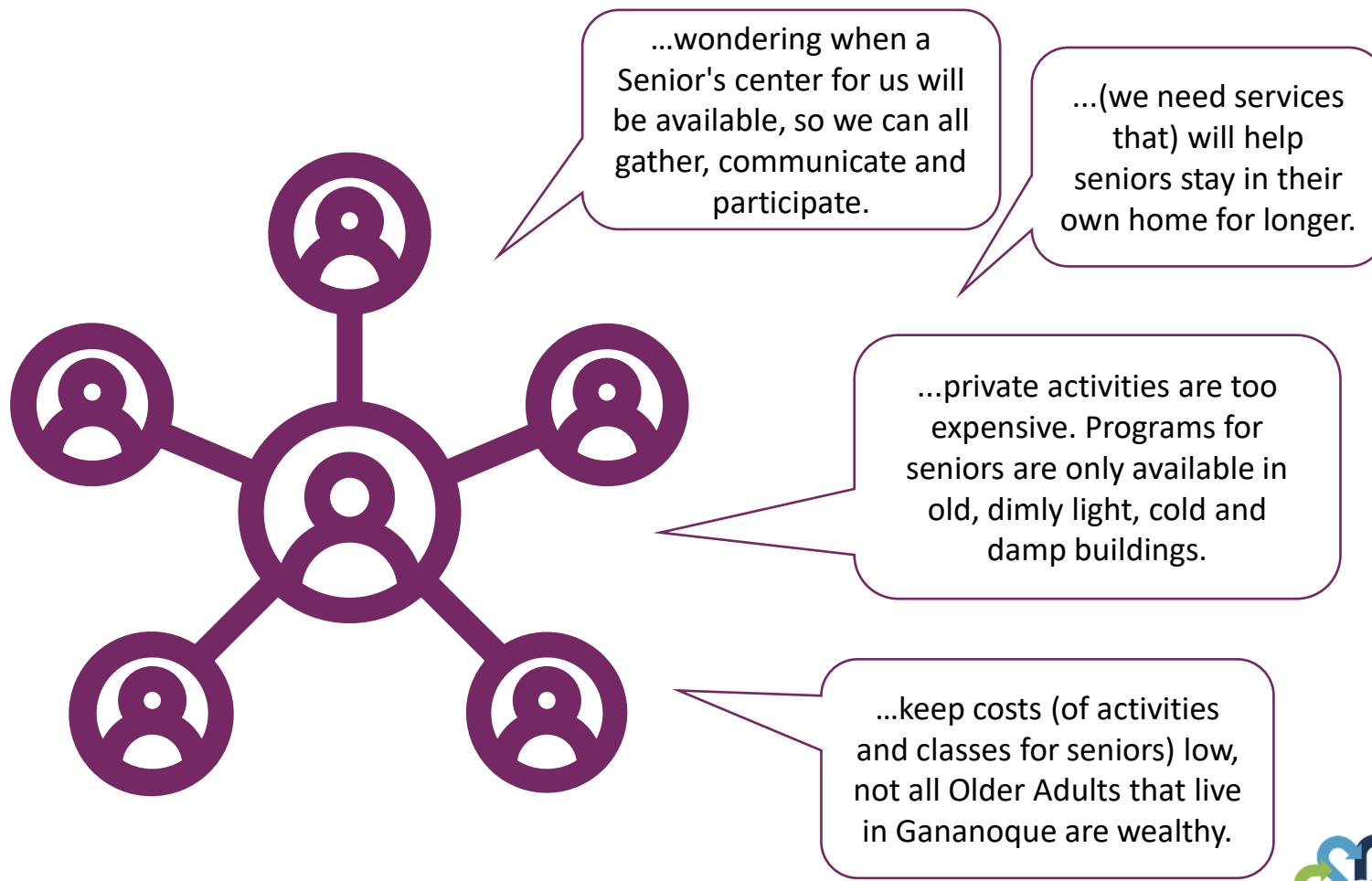
57%

feel like their opinions are not valued by staff and elected officials

Are Seniors recognized?

74%

believe that the contributions of OA&S in the community are not adequately recognized by staff and elected officials



SAFETY & ACCESSIBILITY

Arriving Safety

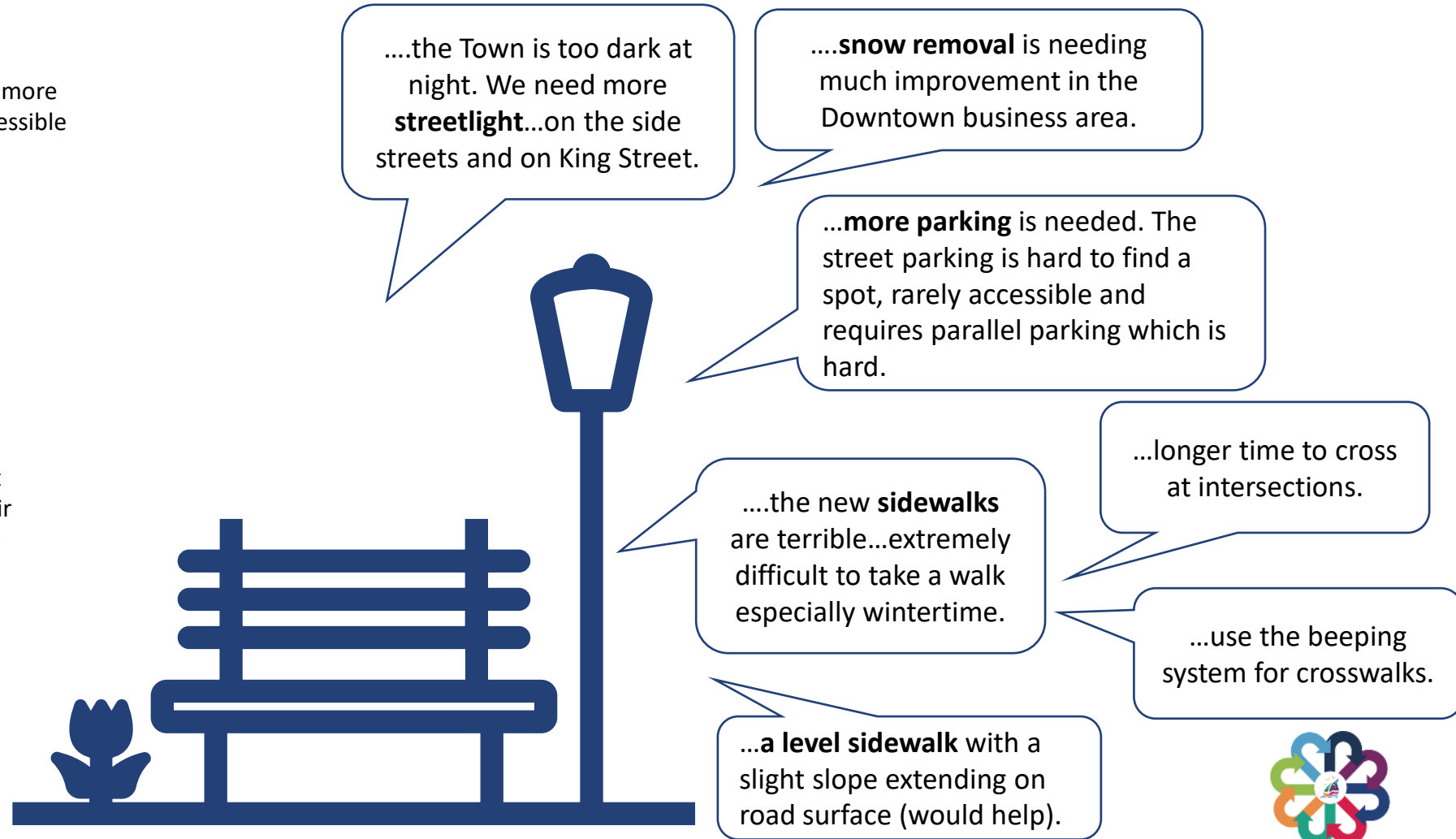
30%

of respondents stated that more parking, and especially accessible parking is needed.

Pedestrian Safety

30%

of respondents stated that local sidewalks need repair and improvement to make them more OAS-friendly, especially during wintertime



COMMUNITY SUPPORT & HEALTH SERVICES

Is the Town of Gananoque serving the needs of Seniors?

46%

of respondents stated that community support and health service are NOT easily found in Town of Gananoque.

Health Services that are tailored to Seniors needs

70%

of respondents stated that existing community support and health services do not address their need.



....older adult programs are often far from where I live. It is hard to get to programs sometime.

....we need much better facilities for adult fitness programs

....our health conditions keep changing and the Town needs to help seniors stay ahead and prepare for future situations.



Goals

What is the Town of Gananoque trying to achieve with this Plan?

Goals for the Action Plan

What is the Town of Gananoque trying to achieve?

1

To **remove barriers** that limit participation among persons aged 55+

2

To **improve and update programs** that address the changing needs of Gananoque residents

3

To **enable Healthy Ageing** for all residents

4

To **strengthen partnerships** between the Town and local service providers and agencies that support the needs of residents

5

To **allocate the necessary resources** to support an ageing demographic



Vision

How will Older Adult & Senior feel about their community when the plan gets implemented?



Credit: Andrea Piacquadio, pexels



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Vision

Gananoque provides older adults and seniors with affordable and accessible lifestyle options.

Residents of all ages, including the most vulnerable, are connected to programs and services that are supported by local leaders, businesses, health and education providers, community-support agencies and volunteer groups.



Credit: Kampus Production, pexels



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Values

What values will lead us
toward to our vision?



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GANNON

Values

The Town of Gananoque will be guided by values that prioritize the health and well-being of residents throughout the Town.

As an Age-friendly community, Gananoque will develop policies and programs built upon:

Collaboration

Respect

Inclusion

Equity

Empathy

Accountability



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Priorities

What do Older Adults & Seniors
in Gananoque need most?

AFG PRIORITIES

The Town of Gananoque will:



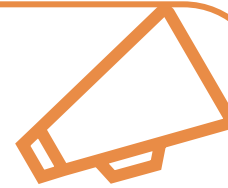
A.

Advance policies and programs that **expedite a full range of affordable housing options** suitable to the needs of Older Adults across Gananoque.



B.

Create a new transit service in Gananoque to provide **daily connections** to Kingston. This service will be supported by **creation of safe network of roads, sidewalks & paths.**



C.

Maintain a **clear channel of communication** dedicated to the needs of OA&S. This will enable OA&S to **stay active and connected** with their community.



D.

Provide a **dedicated safe space for social, recreation, cultural and educational programs** that support the interests and well-being of OA&S.



AFG PRIORITIES

The Town of Gananoque will:



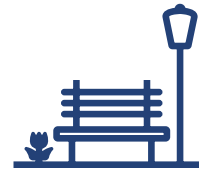
E.

Foster and promote a spirit of **volunteerism** that will empower local community organizations and individuals to grow and flourish in Gananoque.



F.

Ensure that residents are **respected and included** in the decision-making process, and that their insights are **valued**.



G.

Remove barriers and impediments that limit the use of **public parks and buildings for residents with mobility challenges or safety concerns**.



H.

Support and promote the **expansion of Community Support and Health Services** that deliver critical programs to Older Adults and Seniors, as well as their caregivers.



Action Plan

What actions will the Town of Gananoque pursue to address the AFG Priorities?



HOUSING

The Town of Gananoque will:

advance policies and programs that **expedite a full range of affordable housing options** suitable to the needs of Older Adults across Gananoque.

1. Utilize the results of the 2021 Age-friendly Gananoque Survey in discussions with public and private housing stakeholders to address and underscore the critical need for more affordable and accessible housing options, including those suitable to the needs of OA&S.
2. Develop a fast-track development approval process enabling qualified commercial and institutional property owners to reposition their property for mixed-use residential development, focusing on the provision of more affordable and accessible housing options geared specifically to the needs of OA&S, and other vulnerable populations.
3. Develop collateral materials and events which clearly articulate the need for new seniors-friendly housing. These efforts will specifically target the Kingston Home Builders Association (KBHA), seniors' housing operators, faith communities, and local and regional community support agencies.
4. Carry out a feasibility study that addresses the opportunity to increase the number of new housing units in public ownership by 50 over the next decade (2021-2030).



MOBILITY

The Town of Gananoque will:

create a new transit service in Gananoque to provide **daily connections** to Kingston. This service will be supported a **safe network of local roads, sidewalks & trails**.

1. Engage with provincial and federal governments to support local and regional transit connections focused on daily service to Kingston.
2. Execute a formal operating partnership with an existing or fledgling service provider to deliver daily, scheduled service between Gananoque and Kingston.
3. Develop a community safety liaison team to address mobility issues related to snow clearance, vegetation overgrowth and other visibility barriers, road and sidewalk degradation and street lighting.
4. Engage with commercial property owners to increase the number of dedicated parking spots that prioritize the needs of individuals with mobility impairments.
5. Develop a volunteer team of snow shovelers to remove snow and ice from the homes of OA&S that require assistance. This “snow angel” program could be developed in conjunction with local schools and/or youth clubs.





COMMUNICATION

The Town of Gananoque will:

maintain a **clear channel of communication** dedicated to the needs of OA&S. This will enable OA&S to **stay active and connected** with their community.

1. Build a dedicated webpage targeting the needs and interests of OA&S (i.e., www.gananoque.ca/Age-friendly).
2. Maintain a web-based community calendar that includes “Age-friendly” defined events and programs.
3. Publish a monthly community calendar in a PDF-format that outlines daily and ongoing events and programs that resonate with Older Adults and Seniors.
4. Hire a new staff coordinator to act as a communication and program liaison to support the needs of Older Adults and Seniors.
5. Promote the role and function of key information assets that support the needs of Older Adults and Seniors, particularly: 211Ontario.ca and Senior Support Services-CPHC.
6. Ensure that information about key programs and services relevant to OA&S are supported by email, social media, radio and print (newspaper) notification.
7. Develop and promote a robust, opt-in email communication tool that delivers daily, weekly or monthly e-notifications which are aligned directly to people’s stated interests.
8. Consider the installation of a new digital information pillar that provides concise, timely and relevant community messages and public service announcements that support residents.



PARTICIPATION

The Town of Gananoque will:

provide a dedicated safe space for social, recreation, cultural and educational programs that support the interests and well-being of OA&S.

1. Leverage existing Town-owned assets for the purposes of a new recreation facility supporting the needs and well-being of OA&S.
2. Undertake a community consultation process to determine the optimal facility to host a new seniors' centre. The process should consider the former Kinsmen Hall, the 2nd floor of the library, the 2nd floor of the Rec Centre, the Curling Club, and other accessible spaces which can be leased or secured by the Town on behalf of a community-based operator.
3. Design, implement and support a governance structure for the day-to-day operation and programming direction for a city-owned facility.
4. Ensure that programming includes diverse interests, including active and passive pursuits.
5. Ensure that space is available and adaptable for the use of all residents, including youth groups and other organizations that require activity or meeting space.
6. Activate parks, gazebos and other city-owned properties and facilities for the purposes of developing Age-friendly programs suitable for OA&S.
7. Engage with County partners to develop an indoor aquatics facility in the Town of Gananoque or a neighbouring community.



COMMUNITY ENGAGEMENT

The Town of Gananoque will:

foster and promote a spirit of **volunteerism** that will empower local community organizations and individuals to grow and flourish in Gananoque.

1. Promote diverse, multi-generational representation on all community-based boards, committees, task forces and citizen advisory groups.
2. Promote the importance of volunteerism and community service to all residents, especially youth and older adults. (NB: National Volunteer Week takes place annually in April)
3. Collaborate with local employment and skills training agencies to build programs that connect older employers with older adults and seniors looking to stay active in the job market.
4. Canvass local agencies and businesses to nominate exceptional individuals that advance health and well-being through volunteer or community outreach activities.
5. Host an annual one-day seniors' expo/event that showcases the efforts of local agencies, businesses and health providers that deliver services to older adults (NB: National Seniors Day is October 1st).



RESPECT & INCLUSION

The Town of Gananoque will:

ensure that residents are **respected and included** in the decision-making process, and that their insights are **valued**.

1. Create a spotlight series on an Older Adult or Senior resident in Gananoque that is making a direct impact on the community or has achieved unique accolades or quiet recognition within their profession such as a teacher, mentor, angel investor or community advocate. Profiles will be developed by staff and showcased on the Town's website.
2. Develop an annual recognition (awards) program for exemplary community involvement. The town could develop a range of categories that acknowledge individual and group contributions made by Older Adults and Seniors in Gananoque. Recognition programs should be developed in conjunction with National Seniors Day (October) and/or National Volunteer Week (April).
3. Ensure that every interaction between the public and front-line Town of Gananoque staff and elected officials is carried out with respect, empathy and courtesy.
4. Develop a formal process for documenting and investigating complaints from the public related to inappropriate, neglectful, or disrespectful interactions involving Town of Gananoque staff, elected officials, administrators and third-party contractors providing front-line service to residents. The results of this process should be reported and made public as part of an annual review process.





SAFETY & ACCESSIBILITY

The Town of Gananoque will:

remove barriers and impediments that limit the use of public parks and buildings for residents with mobility challenges or safety concerns.

1. Ensure that events and meetings supported by the Town of Gananoque are barrier-free and open to all members of the public.
2. Ensure that all public safety and accessibility complaints are addressed promptly by appropriate Town staff resources or quickly escalated to police, emergency response or public utility providers as appropriate.
3. Work with local citizen groups to identify and prioritize parts of the community, including parks, trails and other publicly accessible locations which compromise the safety and comfort of residents.
4. Work with the local business community to promote Age-friendly improvements to facilities accessible by the public, including washrooms, parking, walkways and entrances.
5. Develop and implement a snow, ice and leaf removal program for all eligible/qualified homeowners with compromised health or mobility. Ideally the program would connect Gananoque seniors with volunteers from schools and youth-oriented organizations.



COMMUNITY SUPPORT & HEALTH SERVICES

The Town of Gananoque will:

Support and promote the **expansion of local Community Support and Health Services** that deliver critical programs to Older Adults and Seniors, as well as their caregivers.

1. Actively promote and amplify the exceptional work of key community support providers in Gananoque and neighbouring communities.
2. Build and strengthen collaborative partnerships with key community support and health service providers to ensure that program modifications, service gaps and information updates are proactively addressed.
3. Consult and engage directly with community support and health services to develop a robust transportation program that supports the well-being of patients, clients, caregivers, and staff working in the healthcare sector.
4. Support and foster community outreach programs that improve the health, safety and well-being of OA&S, including work related to fall prevention, smoke detectors, in-home safety audits, library outreach service and digital literacy and in-home technical support and training.



NEXT STEPS

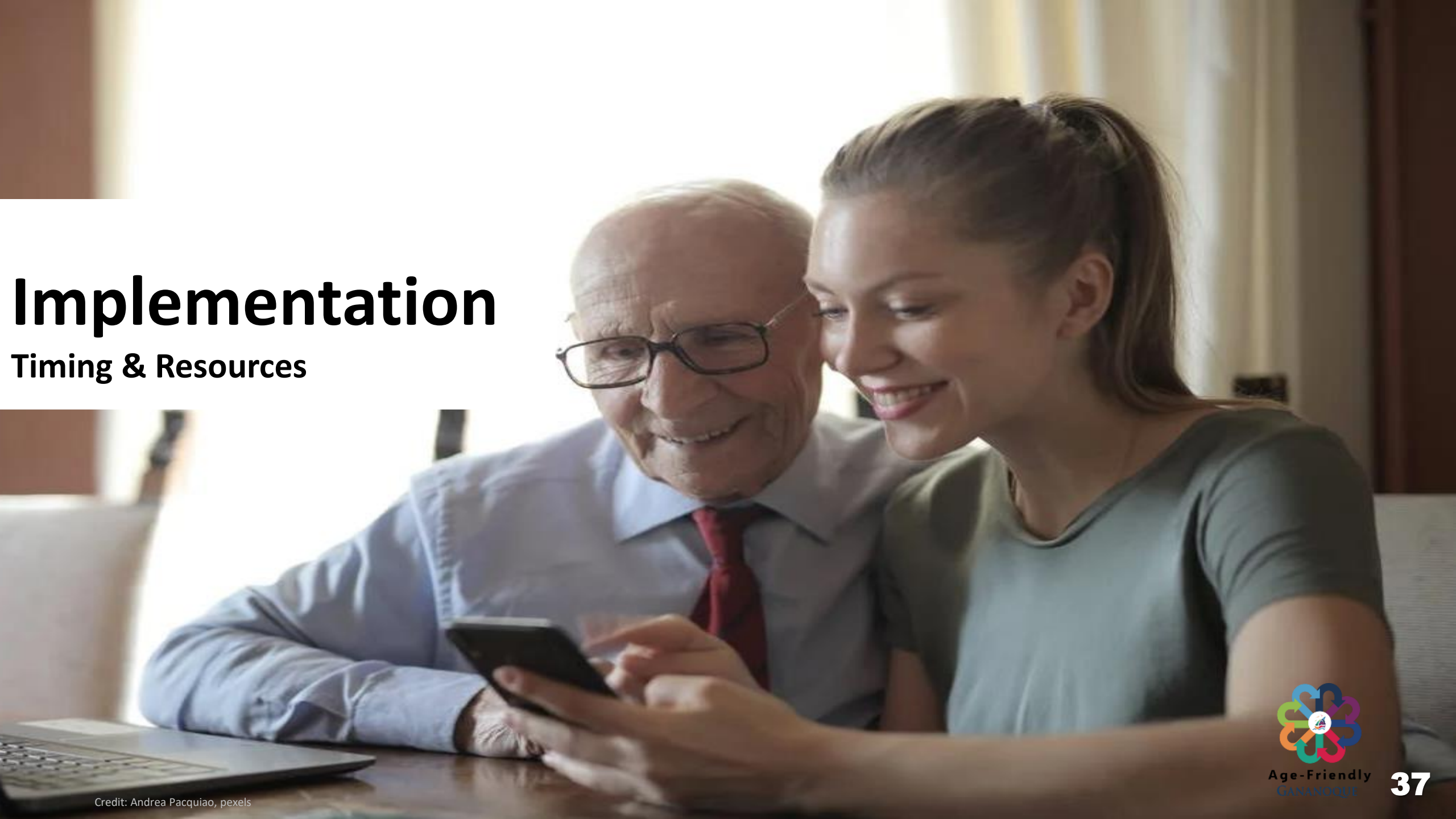
Building an Age-friendly community is a commitment that involves each and everyone of us.

Through this Action Plan, the Town of Gananoque will provide leadership, communication, accessible spaces, and policy solutions that strengthen the bonds between residents, community support services and the built and natural environment. The Town of Gananoque will act as a collaborative partner and resource for residents, businesses, healthcare providers and community-based organizations that are committed to the well-being of all citizens.



Implementation

Timing & Resources



Credit: Andrea Pacquiao, pexels

Implementation Plan

The transition to an Age-friendly community will require leadership, financial support, on-going communications and partnerships with groups and individuals already providing important services to our people.

The **42 Actions** contained within this Plan are intended to be implemented, measured and evaluated on a regular (annual basis).

The Town of Gananoque will be responsible for leading the adoption of Age-friendly policies and programs, ensuring that residents have the resources the need to stay active, health and connected to their community.



Credit: Anna Shvets, pexels



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A. HOUSING

Advance policies and programs that **expedite a full range of affordable housing options** suitable to the needs of Older Adults across Gananoque.

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Age-friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (Annual Target)
A.1) Utilize the results of the 2021 Age-friendly Gananoque Survey in discussions with public and private housing stakeholders to address and underscore the critical need for more affordable and accessible housing options, including those suitable to the needs of OA&S.	Immediate	Gan Website Gan Press Releases	COM -GMC -EDO -CAO -PLA -FIN -AFSC	<ul style="list-style-type: none"> • EOWC • CPHC • KBHA • KAREA • CMHC 	\$	
A.2) Develop a fast-track development approval process enabling qualified commercial and institutional property owners to reposition their property for mixed-use residential development, focusing on the provision of more affordable and accessible housing options geared specifically to the needs of OA&S, and other vulnerable populations.	Short	Official Plan Community Improvement Plan	PLA -GMC	<ul style="list-style-type: none"> • OMAH, OMSA • OPPI • TICC 	\$	<ul style="list-style-type: none"> • No. of units fast-tracked by Town (15 units per year)
A.3) Develop collateral materials and events which clearly articulate the need for new seniors-friendly housing. These efforts will specifically target the Kingston Home Builders Association (KBHA), seniors' housing operators, faith communities, and local and regional community support agencies.	Short	Gan Website Gan Press Releases Gan Procurement	COM -GMC -EDO -CAO -PLA -FIN -AFSC	<ul style="list-style-type: none"> • KBHA • KAREA • CPHC • LFC 	\$	
A.4) Carry out a feasibility study that addresses the opportunity to increase the number of new housing units in Gananoque under public ownership by 50 over the next decade (2022-2032).	Short	Gan Procurement	FIN -GMC -PLA -AFSC	<ul style="list-style-type: none"> • EOWC • CMHC • OMSA 	\$\$	<ul style="list-style-type: none"> • No. of units in public ownership (5 units per year)

Leads

Gananoque Mayor & Council (**GMC**) | Chief Administrative Office (**CAO**) | Clerk's Office (**CO**) | Corporate Communications (**COM**) | Economic Development Office (**EDO**) | Finance (**FIN**) | Fire Department (**FD**)
Gananoque Public Library (**GPL**) | Human Resources (**HR**) | Parks & Recreation (**P&R**) | Planning & Development (**PLA**) | Police Department (**POL**) | Public Works & Utilities (**PWU**) | Age-friendly Gananoque Steering Committee (**AFSC**)

External Partners

Eastern Ontario Wardens Caucus (**EOWC**) | Seniors Support Services (**CPHC**) | Kingston Home Builders Association (**KBHA**) | Kingston & Area Real Estate Association (**KAREA**) | Canada Mortgage & Housing Corporation (**CMHC**) | Ontario Ministry of Municipal Affairs & Housing (**OMAH**) | Ontario Ministry of Seniors & Accessibility (**OMSA**) | Ontario Professional Planning Institute (**OPPI**) | Thousand Islands Chamber of Commerce (**TICC**) | Local Faith Community (**LFC**)



B. MOBILITY

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Create a new transit service in Gananoque to provide **daily connections** to Kingston.
This service will be supported by a safe **network of local roads, sidewalks & trails**.

Age-friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (Annual Target)
B.1) Engage with provincial and federal governments to support local and regional transit connections focused on daily service to Kingston.	Ongoing	2020 Gan Transit Feasibility Study (Queens)	GMC -CAO -FIN -PLA	<ul style="list-style-type: none">• OMT, OMSA• AMO• FCM• IC	NA	No. of Council Items on Public Transit Service (10 items per year)
B.2) Execute a formal operating partnership with an existing or fledgling service provider to deliver daily, scheduled service between Gananoque and Kingston. (ALIGNED TO H.3)	Immediate	Gan Procurement	GMC -CAO -FIN -PLA	<ul style="list-style-type: none">• City of Kingston• Shoreline Casino• CPHC/Wheels of Care• TICC	\$\$\$	Five+ year service agreement in place by 2024
B.3) Develop a community safety liaison team to address mobility issues related to snow clearance, vegetation overgrowth and other visibility barriers, road and sidewalk degradation and street lighting.	Immediate	Gan Website Gan Trees & Trials Cttee	PWU -GMC -POL -PLA -AFSC	<ul style="list-style-type: none">• Hydro One• CRCA• BIA	NA	No. of meetings per year (2 meetings per year)
B.4) Engage with commercial and institutional property owners to increase the number of dedicated parking spots that prioritize the needs of individuals with mobility impairments.	Medium	Traffic & Parking Bylaw Gan Website Gan Press Release	PLA -GMC -COM	<ul style="list-style-type: none">• TICC• BIA• LFC	\$	No. of parking spaces converted to “accessible” (10 net new spaces per year)
B.5) Develop a volunteer team of snow shovelers to remove snow and ice from the homes of OA&S that require assistance. This “snow angel” program could be developed in conjunction with local schools and/or youth clubs.	Short	Local Volunteer Network Gan Website Gan Press Release	GMC	<ul style="list-style-type: none">• GSS• CHPC• Snow Angels Canada	NA	No. of Youth Volunteer engaged in neighbourhood snow removal (30 volunteers per year)

Leads

Gananoque Mayor & Council (**GMC**) | Chief Administrative Office (**CAO**) | Clerk's Office (**CO**) | Corporate Communications (**COM**) | Economic Development Office (**EDO**) | Finance (**FIN**) | Fire Department (**FD**)
Gananoque Public Library (**GPL**) | Human Resources (**HR**) | Parks & Recreation (**P&R**) | Planning & Development (**PLA**) | Police Department (**POL**) | Public Works & Utilities (**PWU**) | Age-friendly Gananoque Steering Committee (**AFSC**)

External Partners

Ontario Ministry of Transportation (**OMT**) | Ontario Ministry of Seniors & Accessibility (**OMSA**) | Federation of Canadian Municipalities (**FCM**) | Association of Municipalities of Ontario (**AMO**) | Infrastructure Canada (**IC**) | Seniors Support Services (**CPHC**) | Thousand Islands Chamber of Commerce (**TICC**) | Cataraqui Regional Conservation Authority (**CRCA**) | Downtown Gananoque Business Improvement Area (**BIA**) | Local Faith Community (**LFC**) | Gananoque Secondary School (**GSS**)



C. COMMUNICATION

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Maintain a **clear channel of communication** dedicated to the needs of OA&S. This will enable OA&S to **stay active and connected** with their community.

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (Annual Target)
C.1) Build a dedicated webpage targeting the needs and interests of OA&S (i.e., www.gananoque.ca/Age-friendly).	Immediate	2021 Age Friendly Survey 2021 Age Friendly Action Plan	COM	<ul style="list-style-type: none"> • 211 Ontario • CPHC • Southeasthealthline.ca 	NA	No. of Page Hits (year over year growth)
C.2) Maintain a web-based community calendar that includes “Age-friendly” defined events and programs.	Short	Gan Website	COM	<ul style="list-style-type: none"> • LSC • LFC • LEO 	NA	
C.3) Publish a monthly community calendar in a PDF-format that outlines daily and ongoing events and programs that resonate with Older Adults and Seniors.	Short	Gan Website (enhanced)	COM	<ul style="list-style-type: none"> • LSC • LFC • LEO 	\$	Subscription requests (300 registered subscribers)
C.4) Hire a new staff coordinator to act as a communication and program liaison to support the needs of Older Adults and Seniors.	Short	Gan Website Gan Social Media	HR -COM -P&R		\$/\$\$	
C.5) Promote the role and function of key information assets that support the needs of Older Adults and Seniors, particularly: 211Ontario.ca and Senior Support Services-CPHC.	Immediate	Gan Website Gan Social Media	COM -AFSC	<ul style="list-style-type: none"> • 211 Ontario • CPHC • Southeasthealthline.ca 	NA	
C.6) Ensure that information about key programs and services relevant to OA&S are supported by email, social media, radio and print (newspaper) notification	Ongoing	Gan Website Gan Social Media	COM	<ul style="list-style-type: none"> • LSC • LFC • LEO 	NA	
C.7) Develop and promote a robust, opt-in email communication tool that delivers daily, weekly or monthly e-notifications which are aligned directly to people’s stated interests.	Short	Gan Website (enhanced)	COM -GMC	<ul style="list-style-type: none"> • LSC • LFC • LEO 	\$	Subscription requests (300 registered subscribers)
C.8) Consider the installation of a new digital information pillar that provides concise, timely and relevant community messages and public service announcements that support residents.	Medium	Gan Procurement Town-owned Real Estate	CAO -GMC -COM -FIN -GPL	<ul style="list-style-type: none"> • LSC • LEO • Community Groups 	\$\$	No. of Unique Messages Posts (annual posting requests y-o-y)

Leads

Gananoque Mayor & Council (GMC) | Chief Administrative Office (CAO) | Clerk’s Office (CO) | Corporate Communications (COM) | Economic Development Office (EDO) | Finance (FIN) | Fire Department (FD)
Gananoque Public Library (GPL) | Human Resources (HR) | Parks & Recreation (P&R) | Planning & Development (PLA) | Police Department (POL) | Public Works & Utilities (PWU) | Age-friendly Gananoque Steering Committee (AFSC)

External
Partners

Seniors Support Services (CPHC) | Local Service Clubs (LSC) | Local Faith Community (LFC) | Local Event Organizers (LEO)



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D.PARTICIPATION

Provide a **dedicated safe space** for social, recreation, cultural and educational programs that support the interests and well-being of OA&S.

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (annual target)
D.1) Leverage existing Town-owned assets for the purposes of a new recreation facility supporting the needs and well-being of OA&S.	Immediate	Town-owned Real Estate	GMC -P&R -GPL -FIN -AFSC	• LSC • IC • OMSA	\$\$\$	No. of Council Items related to new Rec. Facility (10 items per year)
D.2) Undertake a consultation process to determine the optimal facility to host a new seniors' centre. Process should consider the former Kinsmen Hall, the 2 nd floor of the library, the 2 nd floor of the Rec Centre, the Curling Club, and other accessible spaces which can be leased or secured by the Town on behalf of a community-based operator.	Immediate	Town-owned Real Estate Joint Recreation Master Plan Gan Procurement Gan Assessment Data	GMC -P&R -GPL -FIN -AFSC	• Commercial Broker • Vacant bldg. owners • LCS • GCC • BIA	\$	
D.3) Design, implement and support a governance structure for the day-to-day operation and programming direction for a city-owned facility.	Immediate		GMC -P&R -AFSC -FIN	• KSC • LSC	NA	
D.4) Ensure that programming includes diverse interests, including active and passive pursuits.	Short		P&R -AFSC -GPL	• KSC • LSC	NA	
D.5) Ensure that space is available and adaptable for the use of all residents, including youth groups and other organizations that require activity or meeting space.	Short		P&R -AFSC -GPL	• KSS • LSC	NA	
D.6) Activate parks, gazebos and other city-owned properties and facilities for the purposes of developing Age-friendly programs suitable for OA&S.	On-going	Town-owned Real Estate Gan Permits & Forms Gan Community Grants	CO -P&R -AFSC	• LSC • LEO • OMTC	NA	No. of booked permitted events (10 more bookings y-o-y)
D.7) Engage with County partners to develop an indoor aquatics facility in the Town of Gananoque or a neighbouring community.	Medium		GMC	• EOWC • UCLG JSC • OMSA	NA	

Leads

Gananoque Mayor & Council (**GMC**) | Chief Administrative Office (**CAO**) | Clerk's Office (**CO**) | Corporate Communications (**COM**) | Economic Development Office (**EDO**) | Finance (**FIN**) | Fire Department (**FD**)
Gananoque Public Library (**GPL**) | Human Resources (**HR**) | Parks & Recreation (**P&R**) | Planning & Development (**PLA**) | Police Department (**POL**) | Public Works & Utilities (**PWU**) | Age-friendly Gananoque Steering Committee (**AFSC**)

External Partners

Local Service Clubs (**LSC**) | Infrastructure Canada (**IC**) | Downtown Gananoque Business Improvement Area (BIA) | Kinston Seniors Centre (**CPHC**) | Local Service Clubs (**LSC**) | Local Event Organizers (**LEO**) | Ontario Ministry of Tourism & Culture (**OMTC**) | Eastern Ontario Warrens Caucus (**EOWC**) | United Counties of Leeds & Grenville Joint Services Committee (**UCLG JSC**) | Ontario Ministry of Seniors & Accessibility (**OMSA**) | Gananoque Curling Club (**GCC**)



Age-Friendly
GANANOQUE



E. COMMUNITY ENGAGEMENT

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Foster and promote a spirit of **volunteerism** that will empower local community organizations and individuals to grow and flourish in Gananoque.

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (annual target)
E.1) Promote diverse, multi-generational representation on all community-based boards, committees, task forces and citizen advisory groups.	Immediate	Gan Diversity, Equity & Inclusion Policy Gan Website & Social Media Gan Press Releases	CAO -COM -AFSC	• LSC	NA	No. of committee volunteers (annual growth y-o-y)
E.2) Promote the importance of volunteerism and community service to all residents, especially youth and older adults. (NB: National Volunteer Week takes place annually in April)	Immediate	Gan Website & Social Media Gan Press Releases	GMC -COM	• CHCP • LCS • GSS • LFC • VCSL-R	\$	
E.3) Collaborate with local employment and skills training agencies to build programs that connect older employers with older adults and seniors looking to stay active in the job market.	Ongoing		EDO	• KEYS • SCC	NA	
E.4) Canvass local agencies and businesses to nominate exceptional individuals that advance health and well-being through volunteer or community outreach activities.	Immediate	Gan Website & Social Media Gan Press Releases Mayor's Letterhead	GMC -COM	• CHCP • TICC • LSC	NA	No. of Nominations received (annual growth y-o-y)
E.5) Host an annual one-day seniors' expo/event that showcases the efforts of local agencies, businesses and health providers that deliver services to older adults (NB: National Seniors Day is October 1 st).	Short	Town-owned facility (venue) Gan Community Grants	AFSC -P&R -POL -GMC -FD -COM	• LSC • TICC • BIA • CHCP • MPP • MP	\$	No. of Attendees and Exhibitors (annual growth y-o-y)

Leads

Gananoque Mayor & Council (GMC) | Chief Administrative Office (CAO) | Clerk's Office (CO) | Corporate Communications (COM) | Economic Development Office (EDO) | Finance (FIN) | Fire Department (FD)
Gananoque Public Library (GPL) | Human Resources (HR) | Parks & Recreation (P&R) | Planning & Development (PLA) | Police Department (POL) | Public Works & Utilities (PWU) | Age-friendly Gananoque Steering Committee (AFSC)

External Partners

Local Service Clubs (LSC) | Seniors Support Services (CPHC) | Gananoque Secondary School (GSS) | Local Faith Community (LFC) | Volunteer Centre of St. Lawrence-Rideau (VSSL-R) | KEYS Job Centre Gananoque (KEYS) | Service Centre Canada (Gananoque) (SCC) | Thousand Islands Chamber of Commerce (TICC) | Local Service Clubs (LSC) | Downtown Gananoque Business Improvement Area (BIA) | Member of Provincial Parliament (MPP) | Member of Parliament (MP)



F. RESPECT & INCLUSION

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Ensure that residents are **respected and included** in the decision-making process, and that their insights are **valued**.

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (annual target)
F.1) Create a spotlight series on an Older Adult or Senior resident in Gananoque that is making a direct impact on the community or has achieved unique accolades or quiet recognition within their profession such as a teacher, mentor, angel investor or community advocate. Profiles will be developed by staff and showcased on the Town's website.	Immediate	Gan Website & Social Gan Press Release	AFSC -GMC -COM	<ul style="list-style-type: none">• CHCP• LCS• LFC• GSS	NA	Profiles created annually (4 profiles created each year)
F.2) Develop an annual recognition (awards) program for exemplary community involvement. The town could develop a range of categories that acknowledge individual and group contributions made by Older Adults and Seniors in Gananoque. Recognition programs should be developed in conjunction with National Seniors Day (October) and/or National Volunteer Week (April).	Short	Gan Website & Social Media Gan Press Release Mayor's letterhead	GMC -AFSC	<ul style="list-style-type: none">• MPP• MP	\$	No. of Nominations received (annual growth y-o-y)
F.3) Ensure that every interaction between the public and front-line Town of Gananoque staff and elected officials is carried out with respect, empathy and courtesy.	Ongoing	Gan Staff Training Program	HR -CAO		NA	
F.4) Develop a formal process for documenting and investigating complaints from the public related to inappropriate, neglectful, or disrespectful interactions involving Town of Gananoque staff, elected officials, administrators and third-party contractors providing front-line service to residents. The results of this process should be reported and made public as part of an annual review process.	Immediate	Gan Website Gan Annual Report Gan Strategic Plan	HR -CAO		NA	No. of Complaints received (0 complaints per year)

Leads

Gananoque Mayor & Council (GMC) | Chief Administrative Office (CAO) | Clerk's Office (CO) | Corporate Communications (COM) | Economic Development Office (EDO) | Finance (FIN) | Fire Department (FD)
Gananoque Public Library (GPL) | Human Resources (HR) | Parks & Recreation (P&R) | Planning & Development (PLA) | Police Department (POL) | Public Works & Utilities (PWU) | Age-friendly Gananoque Steering Committee (AFSC)

External Partners

Seniors Support Services (CPHC) | Local Service Clubs (LSC) | Local Faith Community (LFC) | Gananoque Secondary School (GSS) | Member of Provincial Parliament (MPP) | Member of Parliament (MP)



G. SAFETY & ACCESSIBILITY

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Remove barriers and impediments that limit the use of **public parks and buildings** for **residents with mobility challenges or safety concerns**.

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (annual target)
G.1) Ensure that events and meetings supported by the Town of Gananoque are barrier-free and open to all members of the public.	On-going	Gananoque Website & Social Media	CAO -AFSC		NA	
G.2) Ensure that all public safety and accessibility complaints are addressed promptly by appropriate Town Staff resources or quickly escalated to police, emergency response or public utility providers as appropriate.	On-going	Gananoque Website & Social Media	PWU -POL -FD	<ul style="list-style-type: none"> Hydro One 	NA	
G.3) Work with local citizen groups to identify and prioritize parts of the community, including parks, trails and other publicly accessible locations which compromise the safety and comfort of residents.	Short	Gan Website & Social Media Can Planning Advisory Cttee	POL -PLA -AFSC	<ul style="list-style-type: none"> LSC 	NA	One annual workshop per year) (10 participants)
G.4) Work with the local business community to promote Age-friendly improvements to facilities accessible by the public, including washrooms, parking, walkways and entrances.	Short	Gan Planning Advisory Cttee	PLA -GMC	<ul style="list-style-type: none"> TICC BIA 	NA	
G.5) Develop and implement a snow, ice and leaf removal program for all eligible/qualified homeowners with compromised health or mobility. Ideally the program would connect Gananoque seniors with volunteers from schools and youth-oriented organizations. (ALIGNED TO B.5)	Short	Local Volunteer Network Gan Website Gan Press Release	GMC	<ul style="list-style-type: none"> GSS CHCP Snow Angels Canada 	NA	No. of Youth Volunteer engaged in neighbourhood snow and leaf removal (30 volunteers per year)

Leads

Gananoque Mayor & Council (**GMC**) | Chief Administrative Office (**CAO**) | Clerk's Office (**CO**) | Corporate Communications (**COM**) | Economic Development Office (**EDO**) | Finance (**FIN**) | Fire Department (**FD**)
Gananoque Public Library (**GPL**) | Human Resources (**HR**) | Parks & Recreation (**P&R**) | Planning & Development (**PLA**) | Police Department (**POL**) | Public Works & Utilities (**PWU**) | Age-friendly Gananoque Steering Committee (**AFSC**)

External Partners

Local Service Clubs (**LSC**) | Thousand Islands Chamber of Commerce (TICC) | Downtown Gananoque Chamber of Commerce (**BIA**) | Gananoque Secondary School (**GSS**) | Seniors Support Services (**CHCP**)



H. COMMUNITY SUPPORT & HEALTH SERVICES

Timing		Costs (Est.)
Ongoing:	Already Underway	\$: Low Cost (up to \$30,000)
Immediate:	2022	\$\$: Medium Cost (\$30,000 - \$100,000)
Short:	2023 – 2024	\$\$\$: High Cost (+\$100,000)
Medium:	2025 – 2026	
Long:	2027 - 2031	NA : covered by existing budgets

Support and promote the **expansion of local Community Support and Health Services** that deliver critical programs to Older Adults and Seniors, as well as their caregivers.

Age Friendly Actions	Timing	Tools & Assets	Lead(s)	External Partners	Costs	KPI (annual target)
H.1) Actively promote and amplify the exceptional work of key community support providers in Gananoque and neighbouring communities.	On-going	Gan Website & Social Media Gan Volunteer Service Awards (New)	COMS -GMC	<ul style="list-style-type: none"> CHPC LGLHU 	NA	
H.2) Build and strengthen collaborative partnerships with key community support and health service providers to ensure that program modifications, service gaps and information updates are proactively addressed.	On-going		GMC -COM -CAO -GPL -AFSC	<ul style="list-style-type: none"> CHPC LGLHU Ontario 211 Southeasthealthline.ca LSC EOWC OMSA 	NA	
H.3) Consult and engage directly with community support and health services to develop a robust transportation program that supports the well-being of patients, clients, caregivers, and staff working in the healthcare sector.(ALIGNED TO B.1, B.2)	Immediate	2020 Gan Transit Feasibility Study (Queens)	GMC -CAO -FIN -AFSC	<ul style="list-style-type: none"> CHPC Wheels of Care OMT OMSA 	\$\$\$	Five+ year service agreement in place by 2024
H.4) Support and foster community outreach programs that improve the safety and well-being of OA&S, including special efforts related to fall prevention, smoke detectors, in-home safety audits, library outreach service and digital literacy and in-home technical support and training. (ALIGNED TO E.5)	Immediate	Gan Website & Social Media Town-owned Real Estate (Venue)	COM -GMC -CO -POL -FD -GPL	<ul style="list-style-type: none"> CHPC LGLHU Southeasthealthline.ca GSS LSC 	\$	No. formal of Council declarations acknowledging special efforts of groups, events and organizations committed to the safety and well-being of OA&S (6 per year)

Leads

Gananoque Mayor & Council (**GMC**) | Chief Administrative Office (**CAO**) | Clerk's Office (**CO**) | Corporate Communications (**COM**) | Economic Development Office (**EDO**) | Finance (**FIN**) | Fire Department (**FD**)
Gananoque Public Library (**GPL**) | Human Resources (**HR**) | Parks & Recreation (**P&R**) | Planning & Development (**PLA**) | Police Department (**POL**) | Public Works & Utilities (**PWU**) | Age-friendly Gananoque Steering Committee (**AFSC**)

External Partners

Seniors Support Services (**CPHC**) | Leeds, Grenville & Lanark Health Unit (**LGLHU**) | Local Service Clubs (LSC) | Eastern Ontario Wardens Caucus (**EOWC**) | Ontario Ministry of Transportation (**OMT**) | Ontario Ministry of Seniors & Accessibility (**OMSA**) | Gananoque Secondary School (**GSS**)



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