	ACTION PLAN	**Department:** Recreation & Wellness
	3-Year Age-Friendly Action Plan	
Effective Date:	**Last Reviewed Date:**	

1. PURPOSE STATEMENT

The purpose of the Town of Salisbury's 3-Year Age-Friendly Action Plan is to ensure that residents of all ages, especially older adults, can live healthy, connected, and independent lives within a supportive, accessible, and inclusive community. This plan provides a coordinated framework to guide services, infrastructure, and community initiatives that enable people to age safely and comfortably in the place they call home.

This action plan will identify practical strategies to improve transportation, housing, public spaces, communication, health supports, civic participation, and social engagement, while fostering collaboration among town departments, community organizations, businesses, volunteers, and residents. By proactively addressing the needs and strengths of older adults, Salisbury commits to building a community that values aging as an asset and benefits residents of every generation.

2. DEFINITIONS

- **"Town"** means the Town of Salisbury;
- **"Council"** means the municipal council for the Town of Salisbury;
- **"Community Enhancement Committee (CEC)"** is a committee comprised of Town staff, members of Council, Salisbury residents, and students from Salisbury Regional School, with the aim of enhancing the quality of life for the residents of Salisbury.

3. OVERVIEW

The Town of Salisbury, in partnership with the Community Enhancement Committee (CEC), is committed to fostering a community where residents of all ages, particularly older adults, can live healthy, connected, and independent lives.

In 2022, Council approved the Town of Salisbury 2023–2026 Strategic Plan. A key recommendation of the Plan was to enhance quality of life and support community development by exploring the pursuit of an Age-Friendly designation.

On April 30, 2025, Council formally directed Town staff to advance the Age-Friendly initiative.

Since that time, Town staff have undertaken comprehensive community engagement activities, including an online Age-Friendly survey, an in-person survey, and a facilitated group session at Salisbury's Villa Seniors Home. Through these efforts, feedback was gathered from more than 120 residents regarding the supports, services, and conditions needed to enable individuals to age safely, comfortably, and independently within their homes and community.

This action plan provides the framework to guide municipal actions and decision-making in support of creating and sustaining an age-friendly community where residents of all ages, and especially older adults, can thrive.

4. GUIDING PRINCIPLES

4.1. **Collaboration:** By working with regional partners, community organizations, health providers, businesses, and residents themselves, we can share knowledge and leverage resources to create coordinated solutions that support healthy, connected, and independent living. Collaboration ensures that services, infrastructure, and community initiatives are designed with a comprehensive understanding of how people experience their community at every stage of life, particularly older adults who may face barriers related to mobility, access, and social connection. Through shared planning and ongoing partnership, we aim to help residents age safely, comfortably, and with dignity.

4.2. **Integrity:** Building trust and accountability is needed to turn intentions into meaningful outcomes for residents of all ages. When integrity guides decisions, policies, and actions, the community can be confident that services are designed and delivered with honesty, transparency, and genuine respect for people's needs and lived experiences. This means listening to residents, following through on commitments, and ensuring that resources are used responsibly and equitably.

4.3. **Forward-thinking:** Planning ahead allows communities to anticipate changes in mobility, health, housing, transportation, technology, and social connection, ensuring that systems and environments are in place before challenges arise. By considering how today's decisions will affect residents tomorrow, forward thinking supports the creation of accessible infrastructure, inclusive services, and adaptable programs that promote independence and dignity for older adults while benefiting people of all ages and abilities. This proactive approach helps build a resilient, supportive community where everyone can remain healthy, connected, and engaged in civic life, regardless of age or circumstance.

4.4. **Inclusion:** By fostering an environment that values diverse needs, abilities, and perspectives, inclusion ensures that everyone has equal access to

opportunities, services, and social connections. It helps break down physical, social, and cultural barriers so that older adults can maintain their independence, participate fully in community life, and feel a sense of belonging. An inclusive approach not only promotes health and well-being but also strengthens community resilience, creating a supportive and accessible environment where people of all ages can live safely, engage meaningfully, and remain connected to the world around them.

5. IMPLEMENTATION

5.1. Outdoor Spaces & Buildings:

Action Items		Lead(s)	Resource(s)	Timeline
5.1.1.	Expand sidewalks on Main Street and Fredericton Road.	Department of Infrastructure and Public Works	Engineer and Capital Funding	2026-2029
5.1.2.	Add well-marked crosswalks, clear signage, and longer pedestrian signal times near key locations.	Department of Infrastructure and Public Works	Engineer and Capital Funding	2026-2029
5.1.3.	Increase connectivity and accessibility to the trail system from public roads.	Department of Infrastructure and Public Works	Engineer and Capital Funding	2026-2029
5.1.4.	Increase the number of benches, shaded rest areas, and waste receptacles along walking routes, parks, and trails.	Department of Infrastructure and Public Works	Engineer and Capital Funding	2026-2029
5.1.5.	Invest in the overall accessibility of municipal buildings (automatic doors, handrails, lighting).	Department of Infrastructure and Public Works	Accessibility Consultant and Capital Funding	2026-2029
5.1.6.	Incentivize local businesses to improve their storefront to allow for improved accessibility.	Department of Recreation and Wellness and the CEC	Operating Funds and Local Businesses	2026-2029
5.1.7.	Integrate accessible grades (=/<5%) for trails that are groomed year-round.	Department of Infrastructure and Public Works	Engineer and Capital Funding	2026-2029

5.2. Transportation:

Action Items		Lead(s)	Resource(s)	Timeline
5.2.1.	Improve transportation and access to community events (e.g. purchasing golf carts to transport local seniors to events through the Town's trail system).	Department of Recreation and Wellness and the CEC	Community Partners, Capital Funding, and Operating Funds	2026-2028
5.2.2.	Improve overall access to transportation for groceries and medical appointments. Utilize local and regional organizations such as Rural Rides.	Department of Recreation and Wellness and the CEC	Community Partners (e.g. Rural Rides)	2028

5.3. Social Participation:

Action Items		Lead(s)	Resource(s)	Timeline
5.3.1.	Expand low-cost or free recreational, cultural, and educational programs targeted to older adults (e.g. guide to 211, technology classes, cooking classes, Pickleball, etc.)	Department of Recreation and Wellness and the CEC	Community Partners (e.g. Salisbury Baptist Church and Salisbury Regional School)	2026-2029

			and Operating Funds	
5.3.2.	Expand the Town's Financial Assistance for Recreation (FAR) grant to residents aged 65 and above to decrease the financial barrier associated with participating in recreation.	Department of Recreation and Wellness	Community Partners and Sponsors	2028

5.4. Respect and Inclusion:

Action Items		Lead(s)	Resource(s)	Timeline
5.4.1.	Deliver ageism-awareness and customer service training for municipal staff and volunteers.	Town of Salisbury CAO	Training Material	2027
5.4.2.	Promote intergenerational programs connecting seniors with youth.	Department of Recreation and Wellness and the CEC	Community Partners, Operating Funds	2026-2028
5.4.3.	Recognize seniors' contributions through a senior-specific volunteer award at the annual award banquet.	CEC	N/A	Annually

5.5. Communication and Access to Information:

Action Items		Lead(s)	Resource(s)	Timeline
5.5.1.	Improve clarity and accessibility of municipal communications using plain language, larger fonts, and multiple formats.	Administration	Communication Channels (e.g. Mailouts, Facebook, and Newspapers)	2026
5.5.2.	Develop a centralized Age-Friendly information page on the Town website.	Administration	N/A	2026
5.5.3.	Create an annual printed guide for seniors.	Administration	N/A	Annually
5.5.4.	Maintain non-digital communication options (e.g. Town-wide mailout twice per year and bulletin boards).	Administration	Communication Channels (e.g. Mailouts, Bulletin Boards, and Newspapers)	Ongoing
5.5.5.	Offer training on digital skills, online literacy, and support online engagement.	Department of Recreation and Wellness and the CEC	Training Material and Salisbury's Public Library	2028
5.5.6.	Ensure that all Canada Post mailboxes are located in areas with adequate street lighting, and where necessary, install or upgrade nearby lighting infrastructure to enhance visibility and public safety.	Department of Recreation and Wellness and Department of Infrastructure and Public Works	NB Power	2026-2029

5.6. Community Support and Housing:

Action Items		Lead(s)	Resource(s)	Timeline
5.6.1.	Support initiatives that reduce social isolation, such as a friendly visiting program.	Department of Recreation and Wellness and the CEC	Volunteers and Community Partners	2028
5.6.2.	Promote senior affordable housing by working with Lions Villa for new	CAO	Housing Hub of New Brunswick,	2026-2028

	development on Sunrise Avenue and Twilight Avenue.		Lions Villa, and RDC Funding	
5.6.3.	Introduce text amendment for accessory dwelling units (ADUs) or Garden Suites to aid with senior affordable housing.	CAO and Plan360	Zoning By-Law	2026-2027

5.7. Health Services:

Action Items		Lead(s)	Resource(s)	Timeline
5.7.1.	Strengthen partnerships with health, wellness, and home support providers to improve service awareness.	Department of Recreation and Wellness and the CEC	Regional Partners (e.g. Horizon Health and Nursing Homes Without Walls) and Communication Channels	2026-2028
5.7.2.	Host an annual Wellness Expo with information sessions on healthy aging, fall prevention, and caregiving.	Department of Recreation and Wellness and the CEC	Regional and Community Partners	Annually
5.7.3.	Expand low-cost or free fitness classes targeted to older adults that will promote healthy active living.	Department of Recreation and Wellness and the CEC	Community Partners and Operating Funds	2026
5.7.4.	Promote and distribute Government of New Brunswick (GNB) senior benefit forms.	Administration	N/A	Annually
5.7.5.	Introduce a Vulnerable Resident Registry.	Coordinator of Protective Services	Registry and Webpage	2026
5.7.6.	Advocate for a Family Physician in Salisbury.	CAO	Horizon Health	2026-2027
5.7.7.	Reestablish a Made-in-Salisbury Fresh for Less initiative to provide eligible seniors with the opportunity to purchase one bag of fresh produce per month at a minimal, subsidized cost, thereby improving access to nutritious, locally sourced food options.	Department of Recreation and Wellness and the CEC	Volunteers and Community Partners	2028

6. MEASURING SUCCESS

6.1. Success Measured:

6.1.1. Resident satisfaction and perceived quality of life (Qualitative): Survey conducted after 3 years to ask older adults if they feel safe, independent, and included in community activities.

6.1.2. Participation rates in age-friendly programs (Quantitative): Track numbers of older adults attending community programs, social cafés, classes, and wellness events.

6.2. Implementation Metrics by Focus Area:

6.2.1. Outdoor Spaces & Buildings

- Number of sidewalks and crosswalks upgraded with curb cuts.
- Ensure that the municipal building at 62 Douglas is accessible (automatic doors, handrails, and ramps).
- Number of local businesses that adopt accessibility improvements.
- Resident-reported ease of moving around town safely.

6.2.2. Transportation
- Availability and usage of transportation options for grocery, medical, and library trips.
- Number of residents utilizing the golf cart shuttle to events.
- Satisfaction with transportation information and accessibility (survey results).

6.2.3. Social Participation
- Number of programs offered annually and attendance by older adults.
- Growth in regular participation over time.
- Diversity of program types (fitness, cultural, educational, intergenerational).
- Feedback on whether programs meet social needs and reduce isolation.

6.2.4. Respect and Inclusion
- Number of staff/volunteers completing ageism or customer service training.
- Number of intergenerational programs implemented and participants engaged.
- Number of seniors recognized annually and participant feedback on recognition.
- Improvement in perceived respect and inclusion (survey questions).

6.2.5. Communication and Access Information
- Accessibility improvements implemented (larger fonts, plain language, multiple formats).
- Number of residents accessing the centralized Age-Friendly webpage.
- Participation in digital skills or online literacy programs.
- Ongoing non-digital communication effectiveness (newsletter distribution, bulletin board usage).

6.2.6. Community Support and Health Services
- Number of partnerships established with health, wellness, and support services.
- Attendance at wellness expos.
- Participation rates in fitness and wellness programs.
- Resident-reported improvements in health, social connection, or reduced isolation.

Success is measured by a combination of **quantitative metrics** (participation numbers, accessibility improvements completed, programs delivered) and **qualitative metrics** (resident satisfaction, perceived inclusion, reduced isolation). Tracking this over time ensures Salisbury can see whether older adults are thriving in a supportive, accessible, and age-friendly community.