



Mrs. Paola Hawa Mayor

# Message from the mayor and elected representative responsible for seniors' issues

The City of Sainte-Anne-de-Bellevue is very pleased to have completed its first Age-Friendly Municipality (AFM) initiative, which aims to ensure the active aging of its senior citizens. The action plan of this policy includes several actions related to this objective.

In Sainte-Anne-de-Bellevue, seniors occupy a special place in the concerns of the municipal council's elected officials. We recognize the contributions of these residents to our community and are sensitive to their well-being. In this sense, the AFM program is added to the efforts already put in place by the City to ensure the quality of life of all its citizens. On Boulevard des Anciens-Combattants, our seniors will soon be able to enjoy a new eco-responsible village, a neighbourhood dedicated to their fulfillment that combines compactness, diversity and sustainability through the prism of innovation.

The comments and suggestions made by our seniors during our consultations with them are the foundation of all 62 actions defined in the action plan developed by the steering committee responsible for this inspiring approach. I wish to thank all citizens for their participation.

As the elected official responsible for seniors' issues, I would also like to thank the members of the committee profusely for contributing their expertise and knowledge.

On a three-year timeline (2023-2025), this policy and its action plan will guide the City in all actions concerning its senior citizens. The monitoring committee, set up to ensure the implementation of the plan's actions, will be consulted on all issues related to seniors.

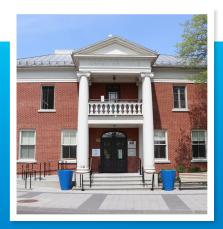
Sainte-Anne-de-Bellevue's Seniors Policy and Action Plan will also be valuable tools for all citizens of our city. Indeed, the well-being of seniors is a collective responsibility with many positive benefits, particularly in terms of intergenerational relations.

## Summary of Historical and Topographical Aspects

- City located on a passageway used by the First Nations before the arrival of Europeans on the territory
  - It then bears the names of Tiotenactokte
     (in Algonquin: Here are the last encumbrances)
     and Skanawetsy (in Iroquois: White Water)
- Samuel de Champlain is the first known European to visit and map the region while going up the Ottawa River in 1613
- Indigenous heritage recognized by the City at Kelso Park, where a white pine was planted as part of a cultural exchange program between Kahnawà:ke and the City
- In 2017, the City unveiled a commemorative plaque in honour of the Mohawk Nation at the same location
- ► The beginnings (1663-1712)
  - In the seventeenth and eighteenth centuries, the area remains an important transit point for people travelling to the Great Lakes
- Urban development (1750-1872)
  - In the early 1830s, the area acquired an industrial vocation
  - Opened in 1843, the canal and its lock are the gateway to the Ottawa River and play a very important role in Canadian maritime trade



- ► The City (1878 present)
  - Municipality of the Village of Sainte-Anne-de-Bellevue founded on April 18, 1878
  - Village incorporated as a city on January 12, 1895
- Late 19th century: the shores of Sainte-Anne are sought after mainly by the English-speaking Montreal bourgeoisie, who make it a resort destination
- Early 20th Century: The campuses of MacDonald College and John Abbott College change the village's social and urban dynamics
- ▶ 1917: The federal government has a hospital built to provide care to the veterans of World War I
- The municipality is integrated into the City of Montreal in 2002
- ► Five years later, the City was reconstituted as an autonomous municipality



With a rich built heritage and an area of 11.20 km², the City of Sainte-Anne-de-Bellevue is part of the administrative region of Montreal, of the electoral district of Jacques-Cartier at the provincial level and of the Lac-Saint-Louis electoral district at the federal level.

## **AFM Committee**

Set up by the City to carry out the Age-Friendly Municipality (AFM) initiative, the steering committee spared no effort. The different skills and expertise of its members were put to good use.

#### **Members of the Steering Committee**

- ▶ Paola Hawa, Mayor, Elected Representative Responsible for Seniors' Issues
- ► Gabriel Vézina, Recreation Coordinator, administrative manager of the AFM approach
- Pierre Tapp, Registrar
- Maureen Baron, citizen and seniors' representative
- ▶ Thérèse Fournier, citizen and seniors' representative
- Sandra Watson, Program Coordinator, West Island Community Resource Centre (CRC), Seniors Representative

Several representatives of the Montreal West Island Integrated University Health and Social Services Centre (CIUSSS) contributed their expertise to the steering committee:

- Christine Farmer, Community Organiser
- François Jodoin, Community Organizer
- Sonia Amedome, Community Organizer

Marie-Josée Dubé (Dubé Barsalou communications), project manager, supported the committee's work.





## **Process Steps**

#### **Committee Meetings**

The committee held thirteen meetings between December 2021 and December 2022.

#### Key steps of the process

- 1. A portrait of the community and of its seniors was established.
- 2. Services and programs already available to City seniors were identified.
- 3. An online and print survey, available in English and French, was conducted among citizens aged 55 and over.
- 4. Telephone and online consultations were also held.
- 5. Several municipal services were consulted.
- 6. Community organizations working with seniors were also consulted.
- 7. The committee drafted a policy and action plan.
- 8. Citizens were informed of the process and its main steps, including at the beginning of the process.

  Highlights of the survey were also shared with them. All communications took place in French and English.

## Number and percentage of citizens who participated in consultations

The total number of people who completed the survey and participated in the consultations by videoconference and telephone is 262. Aged 55 and over, these people represent 13.6% of this age group in Sainte-Anne-de-Bellevue, or 1,920 people according to the 2021 Census.

Among those aged 55 to 64, the 140 people consulted represent 17.4% of the age group, or 805 people according to the same census.<sup>1</sup>

Among the 122 citizens aged 65 and over who were consulted, the age groups were established as indicated below, by population in each age group and corresponding percentages, again according to the 2021 census:

Age groups	Number of people	Population age groups	Percentage of age group
65 - 74 years	81	515	15.7%
75 - 84 years	36	285	12.6%
85 years and older	2	315	0.6%
Age unknow	3	_	_
65 years and older TOTAL	122	1,115	10.9%

Of these 122 individuals, women accounted for 54.9% (67) and men 44.3% (54) of respondents. One person (0.8%) did not wish to indicate a gender. According to the last census, those aged 65 and over (1,115) represent 22.2% of the City's total population (5,027), compared to 19% according to the 2016 Census, following the upward trend of this age group.<sup>2</sup>



<sup>1&</sup>quot; To ensure confidentiality, the values, including totals, are randomly rounded either up or down to a multiple of '5' or '10'. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/about-apropos/about-apropos.cfm?Lang=E 2 "The 7 million people aged 65 and older in 2021 represent nearly 1 in 5 Canadians (19.0%), up from 16.9% in 2016 ": https://www150.statcan.gc.ca/n1/daily-quotidien/220427/dq220427a-eng.htm

## **Definition of a Senior**

Citizens were asked to give their own interpretation of what constitutes a senior.

In your opinion, when do you become a senior?

The responses of 255 people consulted were as follows:

- ▶ 172 citizens reported an average age of 64.3 years.
- 27 made a comment related to age.
- ▶ 16 made a comment related to physical and/or psychological health.
- ▶ 10 made a comment on retirement.
- 30 other comments were of a various nature.

Comments on physical and/or psychological health were about decreased mobility, significant decline in physical and intellectual strength, loss of enjoyment, presence of pain, feeling old, and not being able to function as before.

#### **Definition proposed by the Steering Committee**

The steering committee also reflected on the definition of a senior, with the aim of establishing paths for reflection on the subject. In addition, although the age of 65 was retained, that fact is not intended to be limiting.

#### **Definition of a senior**

An equal citizen, the senior is a landmark, a reference, a very important person in society. Through their experience, they perpetuate history by contributing to the collective memory.

They possess creativity to be stimulated and potential to be relied on, for example through projects or activities that promote social inclusion and highlight their skills and experience for the benefit of society.

A senior's needs vary according to their age and specific characteristics.

In order to ensure the well-being of seniors and promote the benefits of active aging, maintaining and establishing meaningful relationships with all seniors are valuable for both the City and its partners.

The age of 65 is used for the purposes of this Seniors Policy. However, as this approach is intended to be inclusive, it is essential to be flexible in its deployment.



#### Values Promoted

The committee identified the values to be promoted and put forward as part of the City of Sainte-Anne-de-Bellevue's AFM approach. These values will guide the City in implementing the action plan of this policy.

#### Respect

In line with the City's values, respect for seniors is a fundamental concept that translates into:

- The way we address seniors
- Showing kindness to them
- ▶ The will to promote their dignity and importance in society

#### Conviviality

Conviviality, or the holding of positive exchanges of all kinds, for example at the intergenerational level, is an important target that greatly promotes the social participation of seniors.

#### **Empowerment**

Respect and dignity for seniors is also about supporting them in their efforts to develop, at their own pace, the tools and resources they need, so that they can consolidate their potential, be fulfilled, and improve their quality of life.

#### Creativity

Creativity includes the imaginative and artistic domains, and takes seniors out of their usual setting, hence the importance of creating opportunities for them to express themselves. Creativity is very fulfilling and allows interactions with other people who may be drawn to a new form of self-expression.

#### Listening

Without true listening, there is no exchange. If there is listening, there is reception of what is expressed, which is an essential condition for the needs of seniors to be properly understood. In this sense, this value is closely linked to respect.



## A Portrait of Senior Citizens

Here are some highlights of the portrait of the community and seniors in the City of Sainte-Anne-de-Bellevue that the committee responsible for the AFM process has established.

#### **POPULATION CHANGE - 2016 TO 2021**

Territory	Population 2021	Change 2016 - 2021
Sainte-Anne-de-Bellevue	5,027	1.4%
Montreal <sup>3</sup>	2,004,265	3.2%
Quebec	8,501,833	4.1%

Source: Statistics Canada, 2021 Census of Population

According to the 2021 census, the population of Sainte-Anne-de-Bellevue is 5,027 people, an increase of 1.4% compared to the 2016 census. Over the same period, Quebec's population grew by 4.1%.

#### POPULATION AGED 65 AND OVER - 2016 AND 2021

Territory	2016	2021
Sainte-Anne-de-Bellevue	940 (19%)	1,115 (22.2%)
Montreal	323,660 (16.7%)	351,325 (17.5%)
Quebec	1,495,195 (18.3%)	1,753,530 (20.6%)

Source: Statistics Canada, 2016 Census and 2021 Census

In both 2016 and 2021, the percentage of the population of the City of Sainte-Anne-de-Bellevue aged 65 and over was higher than that of Montreal and Quebec. In 2021, this percentage increased in all these territories, following a widespread phenomenon.

#### **AVERAGE / MEDIAN AGE - 2021**

Territory	Average age	Median age
Sainte-Anne-de-Bellevue	45.3 years	46 years
Montreal	41 years	39.6 years
Quebec	42.8 years	43.2 years

Source: Statistics Canada, 2021 Census of Population

Both the average age and median age of citizens are higher in Sainte-Anne-de-Bellevue than in Montreal and Quebec according to the 2021 census.

## AVERAGE AND MEDIAN AGE OF 65 YEARS AND OLDER - SAINTE-ANNE-DE-BELLEVUE - 2021

	Total	Men	Women
65 years and older	1,115	540	575
Average age	78.1	77.6	78.6
Median age	76.0	75.0	76.5

Source: Statistics Canada, 2021 Census of Population



<sup>3.</sup> Montreal, Territory equivalent (TE) Quebec [Census Division], Statistics Canada, Census of Population 2021 (see the map of the territory which corresponds to the island of Montreal).

## A Portrait of Senior Citizens

#### NUMBER AND PROPORTION OF PERSONS LIVING ALONE IN PRIVATE HOUSEHOLDS - 2016

Territory	15 years or older	65 years or older
Sainte-Anne-de-Bellevue	17.6% (685)	31.7% (190)
Montreal	21.5% (342,510)	36.1% (104,335)
Quebec	17.7% (1,175,230)	30.1% (402,260)

Source: Statistics Canada, 2016 Census of Population

According to the 2016 census, the percentage of people aged 65 and older living alone in Sainte-Annede-Bellevue was slightly higher than that of Quebec, but lower than that of Montreal.<sup>4</sup>



#### INCIDENCE OF LOW INCOME, BASED ON THE AFTER-TAX LOW-INCOME MEASURE - 2020

Territory	All ages	0 to 17 years	18 to 64 years	65 years and older
Sainte-Anne-de-Bellevue	555 (12.0%)	60 (8.4%)	410 (12.8%)	90 (12.2%)
Montreal	321,885 (16.4%)	54,265 (14.9%)	197,020 (15.4%)	70,600 (22.2%)
Quebec	992,235 (11.9%)	159,530 (9.7%)	515,470 (10.2%)	317,235 (19.8%)

Source: Statistics Canada, 2021 Census of Population

According to the 2021 census, the incidence of low income based on the after-tax low-income measure for the year 2020 was much lower for citizens aged 65 and over in Sainte-Anne-de-Bellevue compared to Montreal and Quebec for the same age group.

## NUMBER AND PROPORTION OF PERSONS IN AGE GROUPS 55 AND OVER IN PRIVATE HOUSEHOLDS WITH NO DIPLOMA, CERTIFICATE OR DEGREE - 2016

Territory	Population aged 55 to 64 in private households	Population aged 65 and over in private households
Sainte-Anne-de-Bellevue	20 of 615 (3.3%)	115 of 605 (19%)
Montreal	38,040 of 233,280 (16.3%)	93,515 of 288,910 (32.4%)
Quebec	218,500 of 1,186,075 (18.4%)	436,540 of 1,338,325 (32.6%)

Source: Statistics Canada, 2016 Census of Population

The 2016 census indicated that the proportion of people aged 55 to 64 and 65 and over in the City of Sainte-Anne-de-Bellevue who had no diploma, certificate or degree was much lower to that of Montreal and Quebec.

<sup>4:</sup> Dictionary, Census of Population, 2021: "Private household applies to a person or group of persons who occupy the same dwelling and have no usual place of residence elsewhere in Canada or abroad. Households are divided into two sub-universes according to whether they occupy a collective dwelleling (collective) and household) or a private dwelling (private household)." https://www12-stateange.cca/census-recensement/2021/ref/dict/az/Definition-eng.cfm?ID—households-menage014



## Acknowledgements

The City of Sainte-Anne-de-Bellevue would like to thank all the people and associations who participated in the development of its AFM initiative, which led to the adoption of the Seniors Policy and Action Plan.

To ensure the monitoring of the action plan, the City has set up a monitoring committee. As outlined in the action plan, the meetings of this committee will be held at regular intervals and the committee will be consulted on seniors' issues.

#### **Grant from the Government of Quebec**

The City of Sainte-Anne-de-Bellevue received a grant from the Government of Quebec under the Age-Friendly Municipality (AFM) program and thanks the Ministère de la Santé et des Services sociaux.



## Findings and Action Plan

For each of the nine orientations, the main findings, stemming mainly from citizens' comments and suggestions, are set out, which makes it easy to understand the context in which their corresponding objectives and actions were proposed by the Committee.

For each of the actions, the responsibilities, partners, resources required, timeline and expected results are indicated. In tabular form, the objectives and actions can be found on pages 14 to 31 below.

**ORIENTATION 1:** Respect and social inclusion

**ORIENTATION 2:** Leisure

**ORIENTATION 3:** Social participation

**ORIENTATION 4:** Habitat - living environment

**ORIENTATION 5:** Outdoor spaces and public buildings

**ORIENTATION 6:** Security

**ORIENTATION 7:** Transport – mobility

**ORIENTATION 8:** Information and communication

**ORIENTATION 9:** Health and social services

## ABBREVIATIONS USED

West Island CAB	Volunteer West Island (CAB)
Golden Age Club	Club de l'âge d'or de Sainte-Anne-de-Bellevue
CRC	West Island Community Resource Centre
STM	Société de transport de Montréal
CIUSSS	West Island Integrated University Health and Social Services Centre
CVML	Centre du Vieux-Moulin de LaSalle
SDC	Business Development Corporation Sainte-Anne Street
SPVM	Service de police de la Ville de Montréal
SAAQ	Société de l'assurance-automobile du Québec
ABOVAS	West Island Volunteer Accompaniment Service

## **01** Respect and social inclusion

A majority of citizens who responded to the survey agreed that seniors are being treated with respect, courtesy, and kindness in Sainte-Anne-de-Bellevue.

Activities and events that meet the needs and preferences A significant number of citizens either disagreed or responded that they did not know, when asked whether the activities and events offered by Sainte-Anne-de-Bellevue met the needs and preferences of seniors, with a higher percentage of people in agreement being people 65 years and older.

**Equipment rental, complimentary services, or reduced rates** Nearly 60% of citizens did not know whether seniors had access to equipment rental, complimentary services, or reduced rates to enjoy activities and purchases at advantageous prices, and a majority wished that there were activities that allowed younger and older generations to connect and exchange.

#### **OBJECTIVE: Foster intergenerational relations**

Actions	Managers and partners	Ressources	Schedule	Expected results
Organize intergenerational activities     (e.g., mentoring and IT classes)	Responsible  Recreation Department  Partner  Volunteer West Island (CAB)	Integrated into the department's activities	2023 to 2025	<ul> <li>Activities organized</li> <li>Number and frequency of activities</li> <li>Increased participation rate</li> </ul>
2. Raise awareness of intergenerational activities	Responsible  Communications and Marketing  Partner  West Island (CAB)	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

#### **OBJECTIVE: Promote the International Day of Older Persons (October 1)**

Actions	Managers and partners	Ressources	Schedule	Expected results
3. Publish information about the day	Responsible ► Communications and Marketing	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
4. Hold an annual event and invite seniors	Responsible  Recreation Department  Partner  West Island (CAB)	Integrated into the department's activities	2023 to 2025	<ul> <li>Annual holding of the event</li> <li>Increased participation rate</li> </ul>

Participation in activities and fees: see objective Encourage the participation of seniors in physical, cultural, and community activities, under section 2 - Recreation.

## **02** Recreation

A majority of citizens who responded to the survey indicated that they had opportunities to participate in artistic activities, although more than a quarter indicated that they did not know. One third of citizens agreed that the seniors-friendly recreational sports activities offer is diverse and numerous, one third disagreed, and another third didn't know. These results indicate a lack of knowledge when it comes to the general and recreational activities available to seniors, while taking into account that the context of the pandemic has, in several cases, led to several activities being cancelled or suspended.

Activities for seniors to be developed as a priority by the City Invited to identify the two activities to be developed for senior citizens as a priority by the City, citizens made a large number of suggestions, grouped as follows (in descending order):

1. Exercise and physical activities

4. Courses, trainings, conferences, and workshops

2. Social activities (meetings, groups, club, board games, etc.)

5. Cultural activities

3. Walking

6. Yoga

Being physically active and socializing In addition to being physically active, the need to socialize is clearly expressed in the citizens' suggestions. In addition, among the suggestions for improvement identified as a way to meet the needs of seniors, and among all topics covered by the survey, several citizens insisted on the importance of organizing social gatherings among seniors (and occasionally, of an intergenerational nature). One citizen, who participated in the consultation by videoconference, suggested providing places, both in the south and north sectors, where seniors could meet to socialize and discuss politics, culture, music, etc., and to play shuffleboard, cards, or chess. Similarly, a senior citizen consulted by telephone would like the City to set up a seniors' group to participate in cultural, sporting, and social activities.

#### OBJECTIVE: Promote seniors' participation in physical, cultural, and community activities

Actions	Managers and partners	Ressources	Schedule	Expected results
5. List the City's senior-specific activities, as well as those from all other sources	Responsible  Recreation Department  Partners  West Island (CAB), and West Island Community Resource Centre (CRC)	Integrated into the department's activities	2023 to 2025	<ul> <li>Directory developed</li> <li>Annual update</li> </ul>
6. Review the offer of activities according to those who were identified by seniors to be developed as a priority, to be held preferably in the morning or afternoon	Responsible  Recreation Department  Partners  West Island (CAB), and CRC	Integrated into the department's activities	2023	<ul> <li>Revision completed</li> <li>New activity offer developed</li> </ul>

## Recreation (continued)

Actions	Managers and partners	Ressources	Schedule	Expected results
7. Promote the new offer of activities for seniors	Responsible • Communications and Marketing	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
8. Print the offer of activities on documents that will be accessible to seniors in public places (e.g., library and Harpell Centre)	Responsible  • Communications and Marketing	Integrated into the department's activities	2023	<ul> <li>Documents available in public places, detailing the activities</li> <li>Number of public places</li> </ul>
9. Promote the offer of activities to organizations and associations that brings together and/or provide services to seniors (e.g., Club de l'âge d'or de Sainte-Anne-de-Bellevue (Golden Age Club), West Island (CAB))	Responsible • Communications and Marketing	Integrated into the department's activities	2023	<ul> <li>Promote the offer</li> <li>Number of organizations and associations that receive activities</li> </ul>
10. List discounts available to seniors (e.g., swimming pool, library, arboretum, John Abbott College Sports Centre, and Ecomuseum)	Responsible  Recreation Department  Partners  Organizations offering discounts	Integrated into the department's activities	2023	➤ Directory developed
11. Advertise discounts for seniors for activities	Responsible  Recreation Department, and Communications and Marketing  Partners  Organizations that offer activities	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

## **02** Recreation (continued)

Actions	Managers and partners	Ressources	Schedule	Expected results
12. Implement a transportation service (e.g., shuttle) for City activities for seniors, to encourage participation and facilitate access to municipal installations	Responsible  Recreation Department, and Communications and Marketing (including the library service)  Partner  STM	Integrated into the department's activities	2023 to 2025	<ul> <li>Implementation of the service</li> <li>Frequency (number of activities offering a transportation service)</li> <li>Number of seniors who used the service</li> </ul>
13. Organize social activities (e.g., meetings, clubs, board games) that will be accessible in person and online, especially in winter	Responsible • Recreation Department	Integrated into the department's activities	2023 to 2025	Number and frequency of organized social events that are accessible in person and online

#### **OBJECTIVE: Make training and conferences for seniors accessible**

Actions	Managers and partners	Ressources	Schedule	Expected results
14. Promote awareness of educational institutions and organizations that have training offerings for seniors	Responsible  ► Recreation Department, and Communications and Marketing (including the library service)	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads         (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
15. Organize conferences and training related to topics identified by senior citizens (e.g., computer courses, arts conferences, travel (Les Grands Explorateurs, and others))	Responsible  ➤ Recreation Department, and Communications and Marketing (including the library service)	Integrated into the department's activities	2023 to 2025	<ul> <li>Number and frequency of conferences and training (e.g., once a month)</li> <li>Increased participation rate</li> </ul>
16. Promote conferences and/or training for seniors	Responsible  ➤ Recreation Department, and Communications and Marketing (including the library service)	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

## 03 Social participation

**Social involvement** A majority of citizens who responded to the survey agreed that there are opportunities for seniors to get involved socially, although one third did not know (nearly 40% of those aged 65 and over). Again, there is a lack of awareness of these opportunities, such as opportunities to volunteer.

Work Among retired persons, the interest in going back to compensated work decreases by 20% among those aged 65 and over, compared to all other age groups.

#### **OBJECTIVE:** Reach seniors who wish to volunteer

Actions	Managers and partners	Ressources	Schedule	Expected results
17. Inform seniors about organizations looking for volunteers, including by informing them of the existence of the jebénévole.ca website	Responsible  Communications and Marketing Partners  West Island (CAB), and CRC	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

#### **OBJECTIVE: Promote the participation of seniors in the implementation of the MADA action plan**

Actions	Managers and partners	Ressources	Schedule	Expected results
18. Distribute the Seniors Policy and Action Plan	Responsible ► Communications and Marketing	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
19. Distribute the Seniors Policy and Action Plan to the Media	Responsible  Communications and Marketing	Integrated into the department's activities	2023	Media distribution     If applicable, articles published by the media
20. Hold an information session specifically for seniors, on the Policy and its Action plan	Responsible  Recreation Department and Communications and Marketing  Partners  West Island CAB, and CRC	Integrated into the department's activities	2023	<ul> <li>Holding of the information session</li> <li>Attendance rate</li> </ul>

## **03** Social participation (continued)

Actions	Managers and partners	Ressources	Schedule	Expected results
21. Hold regular meetings of the MADA Action Plan Implementation Monitoring Committee	Responsible  • Elected official responsible for the monitoring committee and the Recreation Department  Partners  • Members of the Monitoring Committee	Integrated into the department's activities	2023 to 2025	<ul> <li>Holding and frequency of meetings         (e.g., once or twice a year)</li> <li>Follow-up on the action plan</li> <li>Rate of implementation of the plan's actions</li> </ul>
22. Consult the MADA Action Plan Implementation Monitoring Committee when it comes to questions related to seniors	Responsible  • Elected lead of the Monitoring Committee and Recreation Department  Partners  • Members of the Monitoring Committee	Integrated into the department's activities	2023 to 2025	Number and frequency of consultations with the Committee Impact of Committee comments and suggestions on decisions affecting seniors

## **04** Housing and living environment

**Affordable housing, seniors' residences, and financial assistance programs** Only a few citizens who responded to the survey agreed:

- That there is enough housing that is affordable and adapted to the needs of seniors nearly 40% of seniors did not know
- That they have easy access to information on seniors' residences nearly 40% of them did not know
- That they have easy access to information on financial assistance programs to adapt seniors' dwellings and homes nearly 50% of seniors did not know

According to the 2016 Census, the proportion of renter households in Sainte-Anne-de-Bellevue, where the main income earner was aged 65 and over, was 33.3%. Among the suggestions for improvement identified as a way to meet the needs of seniors and among all topics covered by the survey, many comments focused on the need for affordable housing for seniors. These responses are in line with the housing crisis happening all over the province of Quebec. The interest to obtain information about the project near the hospital was also mentioned.

**Property taxes** A reduction in property taxes for seniors was also suggested. On this last issue, a senior citizen who was consulted via videoconference suggested publicizing the seniors' grant related to a municipal tax increase.

Access to services and shops A majority of citizens agreed that they had access to the services and shops they need close to home. The review of services and programs indicates that many services are indeed available on the city's territory. However, many noted their absence from the northern sector of the city and the need to use their car to go shopping. Some suggested a bus service for this area.

## 04 Housing and living environment (continued)

#### OBJECTIVE: To raise awareness of the various housing offers for seniors on the territory of the city

Actions	Managers and partners	Ressources	Schedule	Expected results
23. Compile a list of the city's senior- focused establishments	Responsible  • Recreation Department  Partner  • Montreal West Island Integrated University  Health and Social Services (CIUSSS)	Integrated into the department's activities	2024	- List compiled
24. Showcase these establishments and their services	Responsible  • Communications and Marketing	Integrated into the department's activities	2024	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
<ul> <li>25. Promote the Special Planning Program (SPP) on Boulevard des Anciens-Combattants dedicated to the wellbeing of senior citizens (evolving village for those 55 years and over) including:</li> <li>PSR Certification Levels</li> <li>Target clientele (autonomous and semi-autonomous)</li> <li>10% of the residential offer will be affordable housing</li> </ul>	Responsible • Elected representative responsible for the seniors' file, Communications and marketing, and Urban Planning Advisory Committee	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

## **04** Housing and living environment (continued)

## OBJECTIVE: To promote measures and programs that encourage seniors to remain at home or to maintain and/or adapt their dwellings

Actions	Managers and partners	Ressources	Schedule	Expected results
26. Promote the domestic assistance programs and services (e.g., financial exemption program for domestic assistance services and home support services including the SAPA program (support program for the autonomy of seniors))	Responsible  Communications and Marketing Partners  CIUSSS, West Island CAB and CRC	Integrated into the department's activities	2024	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
27. Raise awareness of housing programs and services (e.g., Seniors' grants for municipal tax increase, Home Adaptation Program, Low-Income Housing Program and Shelter Allowance Program)	Responsible  Communications and Marketing  Partners  CIUSSS, West Island CAB and CRC	Integrated into the department's activities	2024	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

#### **OBJECTIVE:** Facilitate access for seniors to businesses that offer them services

Actions	Managers and partners	Ressources	Schedule	Expected results
28. Examine the possibility of developing a directory of businesses that offer services to seniors (e.g., renovations, cleaning services and maintenance, lawn mowing, and snow removal)	Responsible  Communications and Marketing  Partners  Surrounding towns, Centre du Vieux Moulin de LaSalle (CVML), Services West-Nette, West Island CAB, and CRC	Integrated into the department's activities	2024	<ul> <li>Review conducted</li> <li>When time comes, develop the directory</li> </ul>
29. Promote the directory if developed	Responsible  • Communications and Marketing	Integrated into the department's activities	2024	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
30. Explore the possibility of city businesses offering discounts to seniors (e.g., free deliveries once a month, breakfast specials, restaurant discounts one day a week)	Responsible  • Elected representative responsible for the Seniors' file and Recreation Department  Partner  • Business Development Corporation Sainte-Anne Street (SDC)	Integrated into the department's activities	2023	Study completed in collaboration with the SDC     When time comes, implementation of a discount program for seniors

## 05 Outdoor spaces and public buildings

The majority of citizens who completed the survey indicated that the outdoor spaces and public buildings identified are accessible. The highest percentages on non-accessibility are for indoor gyms and gyms as well as parks and hiking trails, but a majority indicated that they were accessible.

#### OBJECTIVE: Improve certain municipal infrastructures for safer and more enjoyable travels

Actions	Managers and partners	Ressources	Schedule	Expected results
31. Explore the possibility of improving lighting as needed, based on feedback from seniors (e.g., in streets, parks, pedestrian crossings, and boardwalks)	Responsible • Public Works and Sustainable Development	Integrated into the department's activities (study)	2023	Study completed     If applicable, improve lighting at the locations identified by the study
32. Continue efforts to maintain and install sidewalks and crosswalks, based on feedback from senior citizens (e.g., snow and ice removal, and increased number of sidewalks)	Responsible Public Works and Sustainable Development Partner Piétons Québec	Integrated into the department's activities	2023 to 2025	<ul> <li>Maintenance and linstallation of sidewalks and pedestrian crossings as per comments and suggestions received</li> <li>Collect feedback of senior citizens on actions taken</li> <li>Application of the procedure with respect to the various procedures at the City during certain works or operations (snow blowing and snow removal from sidewalks, flushing waterworks, etc.)</li> </ul>
33. Explore the possibility of installing a drop-off area downtown, for example for seniors getting off buses	Responsible • Public Works and Sustainable Development	Integrated into the department's activities (study)	2024	► Study completed

## **06** Security

**Strong sense of security** The citizens consulted expressed a very strong sense of security with regard to their sector or neighbourhood. A significant majority agreed that emergency services are meeting their needs well.

**Situations of abuse or mistreatment** Less than 30% of citizens surveyed agreed that they would know where to go to report a situation of elder abuse or mistreatment and nearly 40% of seniors indicated that they did not know.

**Priorities to better ensure the safety of seniors** Invited to identify the two priorities to better ensure the safety of senior citizens in the city, those who completed the survey made a large number of suggestions, categorized as follows (in descending order):

- 1. Police officers, surveillance, security services
- 2. Pedestrians and sidewalks
- 3. Information and communications
- 4. Help, visits, neighbourhood, calls

#### Some of the main suggestions from citizens

- 1. Increased police or public safety presence, including increased patrols.
- 2. In addition to better maintenance related to snow and ice, a higher number of sidewalks were mentioned.
- 3. In terms of information and communications, have a call line specifically for the use of senior citizens.

- 5. Lighting concerns
- 6. Roads (mainly speeding concerns)
- 7. Medical and emergency service
- 4. The issue of access to information in English (or bilingual) was also raised.
- 5. The above-mentioned category *Help, visits, neighbourhood, calls*, touches on aspects related to domestic support and the safety of senior citizens, including those living alone.
- 6. A few locations were identified as needing improvement in terms of lighting.

Safe travels Sidewalks, pedestrian safety, and road safety, mainly speed control, are among the main priorities identified by citizens as a way to better ensure the safe travels of senior citizens on the city's territory (the question of transport and mobility is examined in point 7- below). These questions were also included in the suggestions for improvement as a way to meet the needs of seniors among all topics covered by the survey.

## 06 Security (continued)

#### **OBJECTIVE: Promote police presence and public safety**

Actions	Managers and partners	Ressources	Schedule	Expected results
34. Promote the police service (SPVM) and the City's municipal patrol service	Responsible  Communications and marketing, municipal patrol, and traffic and public safety committee  Partner  SPVM	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
35. Integrate the SPVM and the City's municipal patrol service into activities for seniors	Responsible  Recreation and Municipal Patrol Department Partner  SPVM	Integrated into the department's activities	2024 and 2025	<ul> <li>Integration of the SPVM and patrol service in seniors' activities</li> <li>Number of activities</li> </ul>

#### **OBJECTIVE:** To promote programs for the prevention of elder abuse or mistreatment

Actions	Managers and partners	Ressources	Schedule	Expected results
36. Promote abuse prevention services and programs or elder abuse (e.g., Senior Abuse Help Line)	Responsible  • Communications, marketing and Municipal Patrol Partners  • SPVM, CIUSSS, and CRC	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads         <ul> <li>(e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul> </li> </ul>

#### **OBJECTIVE: Prevent elder abuse**

Actions	Managers and partners	Ressources	Schedule	Expected results
37. Conduct training for City employees on identifying situations of elder abuse	Responsible  Recreation Department  Partners  CIUSSS and Environnement numérique d'apprentissage (ENA) of continuing and shared education	Integrated into the department's activities	2023 to 2025	<ul> <li>Holding and frequency of training</li> <li>Employee participation rate</li> </ul>
38. Promote World Day Against Elder Abuse (June 15)	Responsible  Communications, marketing and Municipal Patrol Partners  SPVM, CIUSSS and CRC	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

## 06 Security (continued)

#### **OBJECTIVE: Educate motorists about speed limits and pedestrian crossings**

Actions	Managers and partners	Ressources	Schedule	Expected results
39. Conduct an awareness campaign on speed limits and crosswalk compliance	Responsible  Communications and marketing, municipal patrol, and Traffic and Public Safety Committee  Partners  SPVM and SAAQ	Integrated into the department's activities	2024 and 2025	• Campaign carried out
40. Implement new speed reduction measures following an appropriate study, in light of comments from seniors (e.g., speed reduction, installation of speed bumps, particularly in the northern sector and less leniency towards motorists who drive too fast)	Responsible Public Works and Sustainable Development, municipal patrol, and Traffic and Public Safety Committee Partners SPVM and SAAQ	Between \$10,000 and \$20,000 per year	2024 and 2025	Study completed     Implementation of new measures

#### **OBJECTIVE: Promote automated calling systems for seniors**

Actions	Managers and partners	Ressources	Schedule	Expected results
41. Promote automated calling systems for seniors (e.g., Pair program)	Responsible  • Communications and Marketing  Partners  • West Island CAB, Little Brothers, CIUSSS, and CRC	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
42. Increase the number of seniors who subscribe to automated calling systems	Responsible  Communications and Marketing  Partners  West Island CAB, CIUSSS, and CRC	Integrated into the department's activities	2023 to 2025	Increase in the number of seniors enrolled in the Pair service as a result of efforts to promote the service

Sidewalks and lighting: see objective *Improving certain municipal infrastructures for safer and more pleasant travels*, under Section 5- Outdoor spaces and buildings. Seniors' Hotline: see *Facilitating access to information for seniors* in Section 8 - Information and Communication.

## **07** Transport and mobility

**Public transit** The percentage of respondents who do not use public transit is high and the percentage of people aged 65 and over who are satisfied with the bus and train services is higher.

Personal car More than 85% of respondents, including those aged 65 and over, use their personal car very or somewhat often.

Walking 66.3% of citizens who responded to the survey indicated that they walk to get to appointments, businesses, or activities (among those aged 65 and over, this percentage rises to 73.7%). The main reasons for not walking were distance, lack of services or services being too far away, including 26 people who reported living in the north end of the city.

**Priorities to better ensure the travel of seniors in the territory** When asked to identify the two priorities to better ensure the travel of seniors on the territory, citizens made a large number of suggestions, categorized as follows (in descending order):

1. Public transit (bus, train, REM and shuttle)

2. Sidewalks and pedestrian safety (quantity, maintenance, speed) 6. Volunteer support service

3. Bicycle paths 7. Rest areas and benches

4. Road safety (mainly speed concerns) 8. Taxi

5. Parking 9. Snow

These questions were also touched on by the suggestions for improvement to meet the needs of seniors, across all survey topics. In terms of public transit, in addition to the bus (including frequency), train, REM, and the presence of shuttles, the need for the northern sector to be better served was expressed a few times.

#### **OBJECTIVE: Promote the public transit service offer**

Actions	Managers and partners	Ressources	Schedule	Expected results
43. Promote the public transit offer	Responsible  Communications and Marketing  Partner  STM	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
44. Study feedback and suggestions from seniors (e.g., frequency of buses, presence of shuttles for the northern sector for instance, transportation to access the REM)	Responsible  • Executive Director Partner  • STM	Integrated into the department's activities	2025	► Completion of study

## **07** Transport and mobility (continued)

#### **OBJECTIVE: Improve the public transit service offer**

Actions	Managers and partners	Ressources	Schedule	Expected results
45. Make representations to improve the transit offer following the study of seniors' feedback and suggestions	Responsible • Executive Director • STM	Integrated into the department's activities	2024 and 2025	<ul> <li>Number and frequency of representations to improve the transit offer</li> <li>Where appropriate, offer improved</li> </ul>

#### **OBJECTIVE: Promote and improve the shared taxi service**

Actions	Managers and partners	Ressources	Schedule	Expected results
46. Promote the shared taxi service	Responsible  Communications and Marketing  Partner  STM	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
47. Make representations to improve the shared taxi service (e.g., in the northern sector of the city)	Responsible  • Executive Director  Partner  • STM	Integrated into the department's activities	2023	<ul> <li>Number and frequency of representations to improve the shared taxi service offer</li> <li>Where appropriate, offer improved</li> </ul>

#### **OBJECTIVE: To promote medical and social support services**

Actions	Managers and partners	Ressources	Schedule	Expected results
48. Promote medical and social support services (e.g., West Island Volunteer Accompaniment Service (Abovas))	Responsible  • Communications and Marketing  Partners  • Abovas, West Island CAB, CIUSSS, and CRC	Integrated into the department's activities	2023	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

Sidewalks: see objective *Improving certain municipal infrastructures for safer and more pleasant travels* in Section 5- Outdoor spaces and buildings Road Safety (Speed): See *Educating Motorists about Speed Limits and Pedestrian Crossings* in Section 6 - Safety.

Volunteer support service: see objective *Promote medical and social support services* under Section 9 - Health and social services.

## **08** Information and communication

**Information about a municipal service** Three-quarters of citizens who responded to the survey agreed that it is easy for them to obtain information on municipal services. Participants in the other consultation activities commented positively on the City's website and newsletter, as well as the Voilà service.

Information on public and community services However, less than 40% of citizens agreed that it is easy for them to obtain information on public and community services for seniors. In addition, over 30% of citizens did not know. A senior citizen who participated in the consultation via videoconference expressed the wish for an easier access to certain social services, such as nurses and a telephone service to access services and information.

**Information on activities and events** Less than 30% of citizens agreed that they were adequately informed about activities and events organized for seniors.

Pandemic information 69.9% of citizens agreed that they are adequately informed about the pandemic, a percentage rising to almost 75% among those aged 65 and over.

Means used to find information 91.9% of survey respondents use the Internet as a means to find information, and the percentage is of 88.3% among those aged 65 and over. According to a 2021 survey, 85% of Quebec seniors aged 65 and over are connected to the Internet at home<sup>5</sup>.

The subject of information and communication was also included in the suggestions for improvement to meet the needs of seniors across all topics. In fact, this subject contains the largest number of suggestions. Several suggestions focus on the fact that seniors should be receiving more information about services, for example through a dedicated newsletter or pamphlet. Several people who completed the survey in English expressed the wish that the City's information and services be accessible in English.



## **08** Information and communication (continued)

#### **OBJECTIVE:** To facilitate access to information for seniors

Actions	Managers and partners	Ressources	Schedule	Expected results
49. Develop a section dedicated to seniors on the City's website about services, programs, and activities for seniors	Responsible  Recreation Department and Communications and Marketing	Integrated into the department's activities	2023	Section developed and accessible to seniors
50. Make seniors aware of the section dedicated to them on the City's website	Responsible  • Communications and Marketing	Integrated into the department's activities	2023	<ul> <li>Integration of the information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>
51. Increase font size in communication tools (e.g., newsletter)	Responsible  Communications and Marketing	Integrated into the department's activities	2023	▶ Font size increased
52. Increase the number of seniors subscribing to the City's e-newsletter	Responsible  Communications and Marketing	Integrated into the department's activities	2023 to 2025	➤ Increase in the number of senior subscribers
53. Send information to seniors online (e.g., newsletter) and/or by mail (e.g., pamphlet)	Responsible  Communications and Marketing	Integrated into the department's activities	2023 to 2025	Number and frequency of online and/or mail transmissions
54. Explore the possibility of establishing a dedicated seniors' hotline	Responsible  Recreation Department and Communications and Marketing  Partners  Surrounding cities	Integrated into the department's activities	2024	<ul> <li>Completion of study</li> <li>Where appropriate, establishment of the hotline</li> </ul>

## 09 Health and social services

Access to health professionals Less than 40% of citizens who responded to the survey agreed that they have easy access to health professionals, although this percentage is higher among those aged 65 and over at 45.7%.

Access to home support services Nearly 75% of citizens, including those aged 65 and over, did not know whether seniors have timely access to home support services they need.

Healthy lifestyle Over 50% of citizens did not know if activities to encourage healthy lifestyles were being offered, a percentage rising to 60% among those aged 65 and over.

**Pandemic-related services** Over 50% of citizens agreed that different pandemic-related services are available, a percentage rising to over 60% among those aged 65 and over.

The question of health was also included in the suggestions for improvement to meet the needs of seniors among all topics covered by the survey. Most health suggestions focused on better access to medical services, including to a doctor.

#### OBJECTIVE: Improve accessibility to health professionals, primarily to a family doctor

Actions	Managers and partners	Ressources	Schedule	Expected results
55. Make representations to improve accessibility to health professionals, primarily to a family doctor (in connection with the opening of the new medical clinic)	Responsible  • Elected representative responsible for the Seniors' file  Partners  • CIUSSS, West Island CAB, and CRC	Integrated into the department's activities	2023	<ul> <li>Number and frequency of representations</li> <li>Where applicable, accessibility improvements</li> </ul>

#### **OBJECTIVE: Promote public and community services**

Actions	Managers and partners	Ressources	Schedule	Expected results
56. Promote public and community services (e.g., Info-santé and 211 directory)	Responsible Communications and Marketing Partners CIUSSS, West Island CAB, CRC, and Information and Reference Centre of Greater Montreal	Integrated into the department's activities	2023 to 2025	<ul> <li>Integration of information in the seniors' section of the City's website</li> <li>Number and frequency of ads (e.g., on Facebook and in the newsletter)</li> <li>Number and frequency of mail-outs (e.g., pamphlet)</li> </ul>

## 09 Health and social services (continued)

#### **OBJECTIVE: Promote healthy lifestyles among seniors**

Actions	Managers and partners	Ressources	Schedule	Expected results
57. Set up small tables near benches to play board games	Responsible - Recreation Department	Up to \$5,000 per year	2023 to 2025	• Tables installed
58. Examine the possibility of providing facilities for seniors in Robillard Park (e.g., for people with reduced mobility, exercisers, pergola, benches to discuss)	Responsible  • Recreation Department  Partner  • CIUSSS	Up to \$2,500 per year	2023 to 2025	<ul> <li>Study completed</li> <li>If applicable, facilities installed</li> </ul>
59. Post signs on street furniture to inform seniors that they can use it (e.g., in municipal parks)	Responsible  Recreation Department  Partner  CIUSSS	\$10,000	2024	• Posters installed
<ul> <li>60. Explore the possibility of a local partnership</li> <li>Giving seniors access to discounts on fruit and vegetable baskets</li> <li>Pair students and seniors to engage in cultural and gardening activities</li> </ul>	Responsible  Public Works, Sustainable Development. and Recreation Service	Integrated into the department's activities	2023	Study completed     If applicable, partnership for one or all components (discounted access and pairing)
61. Make healthy food available at eco- friendly municipal events (compostable glasses and utensils, with as little plastic as possible)	Responsible  Recreation Department  Partner  Sainte Anne Market	Integrated into the department's activities	2023 to 2025	► Healthy food available at events
62. Set up a summer shuttle to the weekly market in Sainte-Anne (every Saturday)	Responsible  Recreation Department  Partner  Sainte Anne Market	Between \$1,000 and \$3,000 per summer	2023 to 2025	Shuttle set-up     Accessibility for citizens of the northern sector



En partenariat avec :



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