

Age-Friendly
KENORA



KENORA AGE-FRIENDLY COMMITTEE

TERMS OF REFERENCE

Revised February 2026

1.0 INTRODUCTION

These Terms of Reference establish the mandate, composition, and operating procedures for the Kenora Age-Friendly Committee (the "Committee"). The Committee serves as the primary coordinating body for implementing and advancing age-friendly initiatives within the City of Kenora, in alignment with the World Health Organization's Age-Friendly Cities and Communities framework and Ontario's Age-Friendly Community Planning Guide.

The Committee's work is guided by the principles of inclusion, respect for older adults, meaningful engagement, and collaborative action to create an age-friendly community that enables people of all ages to actively participate in community life and age with security, dignity, and continued opportunity for growth.

2.0 BACKGROUND

The Kenora Age-Friendly Committee was established in January 2015 in response to the Province of Ontario's Age-Friendly Community Planning initiatives and funding programs. The City of Kenora, as the applicant municipality, supported the formation of this multi-stakeholder committee to address the needs and opportunities of an aging population.

The Committee's foundational work was guided by the World Health Organization's Global Age-Friendly Cities Guide, [Ontario's Age-Friendly Community Planning](#) resources, provincial priorities for aging populations, the North West LHIN's "Bringing Care Home" strategy, and extensive local consultation including "Seniors Speak Out" and organizational assessments.

In 2016, the Committee completed the Kenora Age-Friendly Plan, organized around the [World Health Organization's eight domains of age-friendly communities](#):

- Outdoor Spaces and Buildings
- Transportation
- Housing

- Social Participation
- Respect and Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community Support and Health Services

The Committee continues to evolve its work to respond to emerging needs, changing demographics, and new opportunities to enhance quality of life for older adults in the community.

3.0 MANDATE AND ROLE

3.1 Primary Mandate

The Committee serves as the coordinating body responsible for overseeing implementation of the Kenora Age-Friendly Plan and advancing age-friendly initiatives that improve the quality of life for older adults in the community.

3.2 Core Responsibilities

The Committee shall:

- Monitor and coordinate implementation of action items identified in the Kenora Age-Friendly Plan
- Foster collaboration among community-based organizations, service providers, government agencies, and other stakeholders serving older adults
- Identify service gaps, emerging needs, and opportunities for innovation in age-friendly programming
- Facilitate information sharing and coordinated planning among service providers
- Engage older adults meaningfully in committee activities, decision-making, and community planning processes
- Monitor trends, best practices, and funding opportunities related to age-friendly community development
- Provide advice and recommendations to City Council, community organizations, and other decision-makers on age-friendly policies, programs, and initiatives
- Raise awareness about age-friendly principles and the importance of creating inclusive communities for all ages
- Undertake periodic reviews and updates of the Kenora Age-Friendly Plan to ensure continued relevance and responsiveness to community needs
- Report regularly on progress, achievements, and challenges to stakeholders and the broader community

4.0 COMMITTEE MEMBERSHIP

4.1 Composition

The Committee shall consist of a minimum of seven (7) and a maximum of thirteen (13) members, comprised of community members, older adults (aged 55+), and representatives from organizations that serve, support, or advocate for older adults in the Kenora area.

4.2 Membership Categories

Membership shall include representation from:

- Older adults from the community (at-large members)
- Community members at large
- Healthcare and community support service providers
- Housing and accommodation providers
- Social, recreational, and cultural organizations
- Transportation providers
- Municipal government (ex-officio or designated representative)
- Educational institutions
- Other relevant community stakeholders

4.3 Appointment and Terms

Members serve at their own pleasure with no fixed term limits. Members are expected to:

- Attend meetings regularly and participate actively in committee work
- Represent the interests of older adults and the broader community rather than narrow organizational interests
- Contribute skills, knowledge, and networks to advance the committee's mandate
- Provide reasonable notice of resignation or extended absence

The Committee welcomes new members throughout the year. Interested individuals or organizations may express interest to the Chair(s) or any current committee member.

4.4 Roles and Responsibilities of Members

Committee members are expected to:

- Act in good faith and in the best interests of older adults and the community
- Respect diverse perspectives and engage constructively in discussions
- Maintain confidentiality where appropriate
- Share information and learnings with their respective organizations and networks
- Support implementation of committee decisions and action items

5.0 LEADERSHIP AND GOVERNANCE

5.1 Chair or Co-Chairs

The Committee shall elect a Chair or Co-Chairs (or Tri-Chairs if needed) at the first meeting of each calendar year. The Chair(s) may serve consecutive terms if re-elected by the committee.

Responsibilities of the Chair(s) include:

- Setting meeting agendas in consultation with committee members
- Presiding over meetings and ensuring productive discussion
- Serving as primary contact person and spokesperson for the committee
- Liaising with City Council, community partners, and other stakeholders as needed
- Ensuring the committee fulfills its mandate and operates effectively
- Delegating responsibilities and supporting sub-committee work

In the absence of the Chair, a designated Vice-Chair or another committee member may assume these responsibilities.

5.2 Decision-Making

The Committee operates on a consensus-based decision-making model, seeking agreement among members present. For matters requiring broader consultation or formal approval, the Chair(s) may seek input from absent members through electronic communication.

There is no formal quorum requirement. However, significant decisions affecting the committee's mandate, structure, or public positions should involve consultation with a representative cross-section of membership.

6.0 MEETINGS AND ADMINISTRATION

6.1 Meeting Frequency and Schedule

The Committee shall meet regularly, with frequency and timing determined by the committee at the beginning of each year based on workload and member availability. Typical meeting schedules range from monthly to quarterly.

Special meetings may be called by the Chair(s) or upon request of committee members as needed to address urgent matters or advance specific initiatives.

6.2 Meeting Location and Format

Meetings shall be held at accessible locations within the community. The Committee may utilize hybrid or virtual meeting formats to enhance accessibility and accommodate members' schedules and mobility considerations.

6.3 Agenda and Minutes

Meeting agendas shall be distributed in advance to allow members adequate time to prepare. Meeting minutes or summary notes shall be maintained to document decisions, action items, and key discussions. The Committee may use an AI Notetaker to support documentation of discussion and decisions. Minutes shall be distributed to members following each meeting.

6.4 Conduct of Meetings

The Committee shall conduct meetings in a professional, respectful, and inclusive manner. All members shall have opportunity to contribute to discussions and share perspectives. The Committee welcomes input from guests, community members, and subject matter experts as appropriate.

7.0 SUB-COMMITTEES AND WORKING GROUPS

To facilitate implementation of the Age-Friendly Plan and advance specific initiatives, the Committee may establish sub-committees or working groups focused on particular domains (e.g., transportation, housing, social participation) or projects and events.

Sub-committees may include committee members and other community volunteers with relevant expertise or interest. Sub-committees shall report regularly to the full Committee on their activities and progress.

8.0 COMMUNICATIONS AND REPORTING

8.1 Communications Authority

The Chair(s) serve as the primary spokesperson for the Committee in communications with media, City Council, community organizations, and the public. Committee members may represent the Committee with prior consultation with the Chair(s).

8.2 Annual Reporting

The Committee shall provide an annual report and/or deputation to City Council and the community summarizing activities, progress on Age-Friendly Plan implementation, achievements, challenges, and priorities for the coming year.

The Committee shall, prior to the stated deadline, complete the Ontario Annual Survey of Age-Friendly Community Initiatives as requested by the Ontario Age-Friendly Communities Outreach Program at Queen's University.

8.3 Community Engagement

The Committee shall maintain transparency and engage the broader community through appropriate channels, which may include public meetings, newsletters, social media, website updates, and participation in community events.

9.0 RESOURCES AND SUPPORT

The Committee shall seek and leverage resources from multiple sources to support its work, including:

- In-kind support from member organizations (meeting space, administrative support, communications)
- Municipal support and partnership
- Provincial and federal funding programs for age-friendly initiatives
- Grants and donations from foundations and community partners
- Volunteer contributions and community support

9.1 Funding Management

The Committee may pursue and receive funding from government programs, foundations, community organizations, and other sources to support age-friendly initiatives. All funding received shall be managed in accordance with the following principles:

- Funding applications require approval by Committee consensus before submission

- The City of Kenora or a designated member organization may serve as the official funding recipient and flow-through entity where required by funding bodies
- All grant funds shall be administered in compliance with funder requirements, applicable legislation, and municipal financial policies
- The Committee shall maintain transparency regarding funding sources, amounts, and use of funds
- Regular financial updates shall be provided to the Committee regarding active grants and expenditures
- The Committee Chair(s) and designated treasurer or financial liaison shall ensure timely submission of required financial reports to funders
- Upon conclusion of funded projects, the Committee shall evaluate outcomes and share learnings with stakeholders

10.0 AMENDMENTS TO TERMS OF REFERENCE

These Terms of Reference may be amended at any time by consensus of the Committee membership. Proposed amendments should be circulated in advance to allow members adequate time for review and consideration.

The Committee shall review these Terms of Reference periodically (at minimum every three years) to ensure they remain current and support effective committee functioning.

11.0 APPROVAL AND ADOPTION

These Terms of Reference were reviewed and adopted by the Kenora Age-Friendly Committee on [DATE] and supersede all previous versions.

Chair, Mary Bawden
