



STAFF REPORT ACTION REQUIRED

Progress Report on the Toronto Seniors Strategy

Date:	November 10, 2015
To:	Community Development and Recreation Committee
From:	Executive Director, Social Development, Finance and Administration
Wards:	All
Reference Number:	AFS #20867

SUMMARY

Over the next 20 years, Toronto's older population is set to more than double. On May 7, 2013, Council unanimously adopted the *Toronto Seniors Strategy: Towards an Age-Friendly City* and directed staff to coordinate and monitor its implementation and to report on progress annually beginning in 2015. This report responds to that request.

The Strategy lays out a strategic plan for City Agencies, Boards, Commissions, Corporations and Divisions to support older Torontonians to remain active, healthy, engaged in civic decision-making, included in the life of their communities and living with independence and dignity.

Within the first two years of the *Strategy's* implementation, 86 of the 91 recommended actions were fully or partially implemented. The coordinated, cross-City approach to developing and implementing the *Strategy*, supported by a multi-sectoral Accountability Table, has enabled increased effectiveness in implementing City actions.

This report highlights accomplishments to date and seeks direction from Council to work with the Accountability Table to finish the implementation, integrate seniors' needs into other City strategies, and develop the next iteration of City actions for seniors, a Toronto Seniors Strategy 2.0.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration Division recommends that:

1. City Council request the Executive Director, Social Development, Finance and Administration to work with the Accountability Table to finish implementing the 2013 *Toronto Seniors Strategy* and develop the next version – Toronto Seniors Strategy 2.0.

Financial Impact

Funding for the programming and initiatives provided through the *Toronto Seniors Strategy* has been included in the 2015 Approved and previous year's Operating Budgets for all City programs and agencies that have supported the *Strategy*. There are no additional funding requests in the 2016 Budget Submission that support new *Strategy* initiatives. Any future year budget impacts will be reported through the respective budget process.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Impact

The challenges associated with aging can intersect with and amplify other vulnerabilities related to mobility, disability, cognitive impairment, mental health and addiction, poverty, or membership in equity seeking population groups such as women, LGBTQ and racialized communities. The *Toronto Seniors Strategy* seeks to improve services, social inclusion and quality of life for all older Torontonians, including those who may be subject to increased vulnerability.

Toronto is a highly diverse city whose older adult population is as varied as any other age group. The growing number of aging newcomers residing in Toronto may face barriers in accessing supports and services, compared to those who have lived in Toronto for many years.

The *Toronto Seniors Strategy* was developed to reflect these different experiences of aging and create a sustainable process for ensuring that Toronto becomes age-friendly. The Strategy articulates four (4) key principles for service planning which emerged from the consultation process: equity, respect, inclusion and quality of life. These service principles are embedded in the Strategy and serve to guide future decisions regarding funding priorities and service improvements and provide direction for the planning, management and delivery of services, initiatives, programs and investments for older Torontonians.

This approach is closely aligned with other key initiatives within the City, such as the Poverty Reduction Strategy, the Toronto Strong Neighbourhoods Strategy 2020, the

Recreation Service Plan, the Parks Plan, the Guide to Good Practice and the Toronto Newcomer Strategy.

DECISION HISTORY

On April 12, 2011, Council directed the Executive Director, Social Development, Finance and Administration to develop a comprehensive strategic plan for seniors in consultation with other levels of government, school boards, relevant community organizations and individuals, businesses and academia that is adequately funded, financially feasible and able to be implemented. City Council also requested that the strategy include helping seniors remain in their own homes longer.

(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.CD2.4>)

When City Council unanimously adopted the Toronto Seniors Strategy on May 7, 2013, it directed the Executive Director, Social Development, Finance and Administration, to coordinate and monitor the implementation of the Toronto Seniors Strategy and provide a progress report to the Community Development and Recreation Committee in 2015.

(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD20.1>)

This report responds to the request to provide a progress report on the Toronto Seniors Strategy.

ISSUE BACKGROUND

A global movement is underway to prepare for population aging by developing age-friendly environments. Like cities around the world, Toronto is also experiencing a rapid growth in the number of older adults living in the city. Over the next twenty years, Toronto's older adult population is estimated to increase by up to 60 per cent. Forecasts estimate that by 2031, over 20% of Toronto's population will be 65 years of age or older, compared to 14% in 2011.

This demographic shift is a global phenomenon as the older members of the baby boom generation have turned 65 and are expected to live longer than ever before. Not only are populations aging, but people are aging differently than in the past. These trends pose significant challenges for governments that must balance the shifting service needs of an aging population with potential changes in revenue generation. Municipal governments face specific challenges given their more limited revenue generation capabilities and their significant role in direct service provision to older residents.

In 2011, Council directed staff to work with experts and older residents to develop a strategic plan for seniors. The *Toronto Seniors Strategy: Towards An Age-Friendly City* was the result. Since then, City programs have been working to implement the 91 recommended actions.

An initial step in the creation of the *Strategy* was a review of recommendations from previous City reports on seniors' issues since Toronto's amalgamation in 1998. This

analysis, undertaken in 2012, showed that of the 246 discrete recommendations made about senior's issues between 1999 and 2010, 78% were fully or partially implemented. Two years into the implementation of the Toronto Seniors Strategy, and a higher percentage – 94% – are fully or partially implemented. Table 1 illustrates improved effectiveness in implementing these sets of actions.

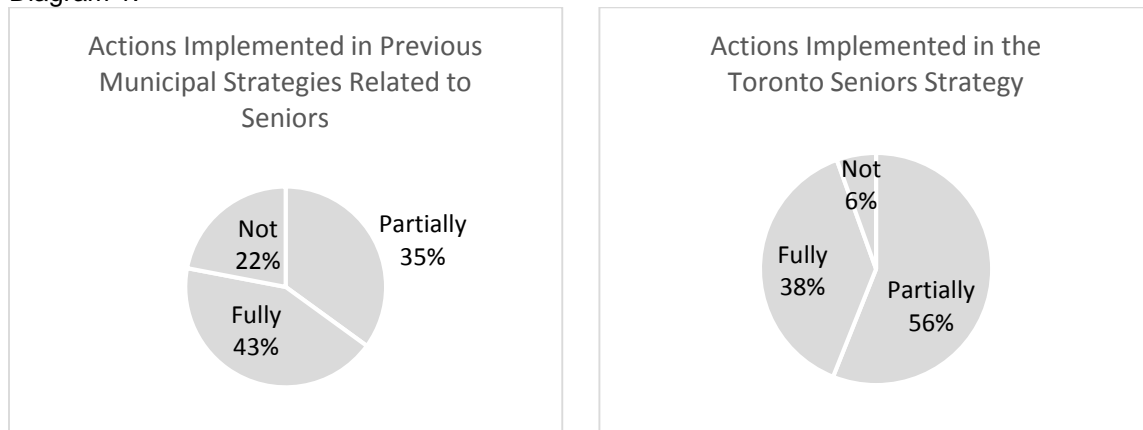
Table 1:

Completion	Actions Implemented in Previous Municipal Strategies Related to Seniors	Actions Implemented in the Toronto Seniors Strategy
Fully Implemented	43%	38%
Partially Implemented	35%	56%
Not Implemented	22%	6%

Continued focus on implementation will ensure the City meets its commitments to seniors within the timelines for the Strategy and begin shifting to deeper change needed to meet the needs of an aging population.

Diagram 1 illustrates that between 2013 and 2015, of 91 total recommended actions contained in the *Strategy*, 86 were fully or partially completed, which is a 94.5% success rate.

Diagram 1:



COMMENTS

Progress Update

The *Toronto Seniors Strategy* is organized by the World Health Organization's eight domains of community life that influence the quality of life of older persons. This is part of a broader WHO Age-Friendly Cities and Communities Initiative to promote the health and well-being of people of all ages, especially older residents. An age-friendly city or community recognizes the diversity of its residents, promotes their inclusion and contributions in all areas of community life, respects their decisions and lifestyle choices, and anticipates and responds flexibly to aging-related needs and preferences.

Appendix 1 is a full listing of the progress of each of the 91 recommended actions including a timeline, City program area responsible for implementation, status of implementation (fully, partially or not at all implemented) and a progress description provided by the Program Area. Below are some highlights of progress to date towards fulfilling the WHO Age-Friendly Framework. The numeric-alphabet refers to the specific Recommended Action in the *Strategy*.

1. Respect and Social Inclusion:

- The City has recently completed an application to the WHO to join the Age-Friendly Cities and Communities Network which includes a three-year plan (1a)
- The City is working in partnership with the University of Toronto, the National Initiative for the Care of the Elderly, the Toronto Council on Aging and community partners to support a neighbourhood-specific age-friendly project to address social isolation among Asian seniors in Kensington-Chinatown (1c)

2. Civic Engagement, Volunteering and Employment:

- The City is engaging the Toronto Senior's Forum in monitoring the Strategy by providing policy support to strengthen capacity; three members of the Seniors Forum sit on the Accountability Table (5c)
- Four City program areas (Employment and Social Services, Social Development, Finance and Administration, Economic Development and Culture and Toronto Public Library) partnered to run a first-of-its-kind employment event for older Torontonians on October 9, 2015 to acknowledge ageism in the workforce and facilitate employment opportunities for older workers during Workforce Development Month (7a)

3. Social Participation:

- Toronto Public Library developed several new intergenerational programs (4c)
- Parks, Forestry and Recreation developed new outdoor social gathering spaces in City parks (21c)

4. Community Support and Health Services:

- The City sought and received external funding through the Ministry of Health and Long-Term Care for three new Community Paramedic positions which began in 2014 on a time-limited basis (11a, 11h); these Community Paramedics provide outreach to vulnerable seniors to reduce 911 calls and Emergency Department visits and allow more seniors to remain in their homes (11g)
- Long-Term Care Homes and Services is re-developing 5 Long-Term Care Homes and co-locating with City and community services (8a)

5. Housing:

- Toronto Community Housing secured \$2.5M of TC-LHIN funding in 2014 to provide dedicated community development and individual supports on-site at high-need TCH buildings with large numbers of seniors (8c)
- The proposed redevelopment of Seaton House is proceeding in close consultation with older Torontonians and senior's advocacy organizations (5b)

- \$8.8M in ongoing federal/provincial funding from 2012-2015 to assist 896 households (seniors and persons with disabilities) to make essential health, safety & accessibility repairs and modifications to enable low-income homeowners to live independently in their homes and age in place (15a)

6. Transportation:

- Improved pedestrian facilities by increasing times to cross the street at signalized intersections; re-timed 86% of the City's 2,305 traffic signals in identified priority locations (19a)
- \$150,000 in additional City funding in 2015 to support a Seniors Community Transportation Pilot Project in Scarborough (17c)
- A review of pedestrian fatalities, of whom seniors are disproportionately represented, as part of the upcoming Road Safety Strategic Review (20a)
- Larger-print street signs are being installed with 1,450 intersections completed to date (21e)
- Roll out of new tactile walking surface indicator on city infrastructure for pedestrians who are visually-impaired (21h)

7. Outdoor Spaces:

- 500 new benches were installed by the Transportation Services Division under the City's Street Furniture Program since May 2013, mostly in and around Senior's Residences (21a)
- A new Wayfinding Strategy was implemented in 2015 (21d)
- A new Multi-use Trail Design Guideline was implemented in 2014 by Transportation Services and Parks, Forestry and Recreation (21f)

8. Communication and Information:

- A new *Services for Seniors in Toronto* Guide was released in 2013 (14c)
- New staff training on how to support vulnerable residents – A Guide to Good Practice – was implemented in 2015 (3b)
- Improved supports for vulnerable seniors during an emergency (12a)

Further Improvements and Plan for 2016

Since June 2015, the multi-sectoral Accountability Table (see Appendix 2) has been meeting regularly to review and assess the progress of the 91 actions. The creation of this valuable new City-expert partnership is itself an accomplishment of the Strategy and its continuation will be critical to the success of the City's approach to seniors' issues in the future.

While the Accountability Table has been effective in ensuring that City program staff act on the recommendations, there is still need for further improvements. Implementation of the final 5 remaining actions require new resources to increase service levels or are dependent upon the future action of other bodies, namely the Police Services Board, the Board of Health and the City-School Board Advisory Committee. Staff are continuing to facilitate the implementation of these actions as resources permit and in partnership with the Toronto Police Service, Toronto Public Health and the school boards. Opportunities for additional funding for these programs and initiatives are being explored.

Throughout the development and initial *Strategy* implementation, staff have learned that deeper change is necessary to ensure an effective, integrated a seniors lens on programming and policy development across the City. For this reason, the proposed plan for 2016 is for City staff to continue to work with the Accountability Table to finish implementing the *Toronto Seniors Strategy* and develop a process for the evolution of the Strategy, a 2.0.

The challenges of aging intersects with and amplifies actions identified in a number of systemic, place-based and population-based strategies at the City, including *TO Prosperity: Toronto Poverty Reduction Strategy*, *Toronto Strong Neighbourhoods Strategy 2020*, and the *Toronto Newcomer Strategy*. The *Seniors Strategy* will ensure that an age-friendly lens is integrated into these strategies, and that it further reinforces and supports City-wide actions.

As the Council-designated lead for the *Toronto Seniors Strategy*, the Executive Director, Social Development, Finance and Administration will report to Council annually after regular consultation with the Accountability Table.

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ATTACHMENTS

Appendix 1: Progress Update on the Implementation of the Toronto Seniors Strategy
Appendix 2: Accountability Table Terms of Reference and Membership

Appendix 1: Progress Update on the Implementation of the Toronto Seniors Strategy

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
1	Respect & Social Inclusion	Med	1 a	The City of Toronto will apply to the World Health Organization to join the international network of age-friendly cities and communities, develop a 3 year City-wide action plan based on the findings of a baseline assessment of age-friendliness, and identify indicators to monitor progress against this plan.	SDFA	Application made. Indicators identified. Baseline assessment completed.	Fully	The application to the WHO to join the global network of Age-Friendly Cities and Communities was completed in Fall 2015 and a favourable response is expected early in 2016.
2	Communications & Information	Med	1 b	The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to develop and implement expedited data-sharing agreements to support ongoing analysis of safety and quality of life of older Toronto residents.	TPS	Report on data shared.	Partially	A request for data on seniors as victims of crime is being processed by the TPS Business Intelligence Unit. Information request is difficult to extract and expect the package to be ready for the City by mid November 2015.

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3	Respect & Social Inclusion	Long	1 c	The City of Toronto will seek funding to create a public awareness campaign to fight ageism and to improve communications of services and programs for older adults.	SDFA	Report on amount of funding secured.	Partially	SDFA is supporting community partners (e.g. NICE, Toronto Council on Aging) to secure funding for projects designed to address a wide variety of seniors issues including social isolation and ageism. SDFA also took the lead to work with internal and external partners to develop a one-day workshop (October 9) during Workforce Development Month to address ageism with respect to employment opportunities.
4	Respect & Social Inclusion	Short	2 a	The Chief of Police, or designate, will encourage Community-Police Liaison Committees, the Chief's Community Advisory Council, and Community Consultative Committees across the service to address the safety issues of older adults.	TPS	Report on committee activities regarding safety issues of older adults.	Fully	The consultative committees have had input into the 2014 - 2016 TPS Business Plan. They will contribute in the next Business Plan process (2017 - 2019) as well. At the upcoming Annual Community Police Consultative Conference (Nov. 28, 2015), these consultative committee members will discuss ways to become involved in seniors issues with members of the Toronto Seniors Strategy.
5	Respect & Social Inclusion	Short	2 b	Toronto Police Service will compile internal guides to assist front-line and investigative officers to access resources related to older adults, elder abuse and fraud.	TPS	Report on guide implementation and use.	Not	There is no immediate work plan to develop an internal guide. The TPS Vulnerable Persons Coordinator provides info by internet, courses, etc.

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6	Respect & Social Inclusion	Med	2 c	Toronto Police Service will improve the physical safety of older adults and enhance programs designed to protect them from becoming victims of violence or fraud by developing a public awareness campaign to increase community awareness on the issues and risks associated with elder abuse including financial abuse.	TPS	Report on public awareness activities.	Partially	As previously reported the TPS continues to look for opportunities to raise awareness among the public about the risks to seniors of financial abuse. The TPS Vulnerable Persons Coordinator. We are exploring working with Seneca College on a public awareness campaign. Updated pamphlets on a variety of crime prevention topics have recently been developed. Two pamphlets are being made available through our divisions specifically deal with financial abuse of seniors.
7	Respect & Social Inclusion	Med	2 d	The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to provide victimization data related to older Toronto residents on an ongoing, annual basis at a neighbourhood level of geography.	TPS	Report on data shared.	Partially	The Service is aware of the request for this information at a neighbourhood level. This is difficult to extract from our databases. Efforts are ongoing to determine how this might be accomplished.
8	Respect & Social Inclusion	Long	2 e	The Toronto Police Service will establish a Chief's Seniors' Advisory Committee comprised of key internal and external stakeholders with the goal of enabling dialogue, problem	TPS	Report on establishment of committee.	Partially	The Service currently receives input on senior's issues from its 18 local consultative committees (CPLCs) and 8 city-wide culturally-based committees (CCCs). DPSU is creating a seniors advisory committee.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
				solving and innovation.				
9	Respect & Social Inclusion	Long	2 f	Toronto Police Service will develop and implement Officer training on effective recognition and reporting related to the abuse and neglect of older adults including the signs of physical, mental, emotional or sexual abuse, dementia, mental health crises, and lack of independence with respect to activities of daily living.	TPS	Training developed. Number of officers trained.	Partially	In addition to the component taught at the Crime Prevention course, a new 5-day Crimes Against Seniors Investigators course has been developed and will be rolled out in 2016.
10	Respect & Social Inclusion	Short	3 a	Shelter, Support & Housing Administration will review staff training programs and materials to ensure the needs of homeless and at risk older adults are adequately represented.	SSHA	Report on review of training programs and actions taken.	Fully	Several pieces of work have taken place to implement this action. The housing first case management handbook which will be released later in 2015 includes material discussing the needs of seniors. Also, staff are working on the development on a comprehensive eviction prevention strategy that builds on relationships with TCHC and the Office of the Commissioner of Housing Equity, with a focus on vulnerable seniors.
11	Respect & Social Inclusion	Med	3 b	Equity, Diversity & Human Rights will develop, promote, implement and evaluate an eLearning tutorial for City staff	CMO	Number of staff who have completed	Partially	Equity, Diversity & Human Rights (EDHR) changed strategy, and instead developed Guide to Good Practice in-person training materials. Supervisors and managers use

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
				on A Guide to Good Practice: Providing equitable service to individuals of all abilities. The tutorial will provide information on best practices when communicating with vulnerable adults and the establishment of joint response protocols.		tutorial.		<p>these materials to train front-line staff who do not have regular access to computers. The kit includes a Word document, PowerPoint presentation, and Facilitator's Guide.</p> <p>The training materials were originally hosted on a Manager's Portal that did not have ability to track the usage rates. In May 2015 Human Resources, EDHR, and Strategic Communications divisions collaborated to reformat and refresh the training materials. As of August 2015 the updated training materials are being hosted on the City's Learning Management System, which has tracking functionality.</p> <p>Progress Measure: Usage rates will be used as a measure of progress, and will be based on uptake by supervisors and managers to obtain the training materials.</p>
12	Respect & Social Inclusion	Short	4 a	Social Development, Finance & Administration will foster connections between the City's main advisory bodies for youth and older adults to identify opportunities for collaboration.	SDFA	Report on results of joint meetings.	Partially	The Youth Cabinet and Seniors Forum co-hosted a Mayoral debate during the last municipal election. More work is required to identify additional opportunities; SDFA is providing additional policy support to the Forum beginning in Fall 2015 to support this and other Forum priorities. Beginning in November 2015, the Forum

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								and Cabinet will share an office at City Hall, further supporting their ability to collaborate on intergenerational initiatives.
13	Respect & Social Inclusion	Short	4 b	Social Development, Finance & Administration will publicize existing and develop new intergenerational programming with school boards with a particular focus on promoting respect for older adults.	SDFA	Number of programs developed. Report on promotional efforts.	Not	The City recently established a formal Advisory Committee with the School Boards where this action can be advanced. Outside the school board context other intergenerational initiatives are underway including CyberSeniors with Toronto Public Library and increased engagement between the Toronto Youth Cabinet and Toronto Seniors Forum.
14	Respect & Social Inclusion	Short	4 c	Toronto Public Library will develop intergenerational programs that involve youth and older adults.	TPL	Number of programs developed.	Fully	TPL has developed a number of intergenerational programs including a 'Cyber Seniors' pilot in 2014 to pair youth and older adults to develop social networking confidence. Seven branches are offering the program in 2015. A training session for staff in administering this program has been created and offered twice in 2015. Forty-three Joint Internet Mentoring Programs were offered across the system. Eleven Weaving Memoirs on the Web programs were offered across the system. A Presentation to staff on best practices for intergenerational

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
								programming was offered.
15	Respect & Social Inclusion	Long	4 d	Social Development, Finance & Administration will expand funding to community groups to develop new intergenerational programming.	SDFA	Increase in funding.	Partially	Currently, there is no dedicated funding for intergenerational programming and funding has not been increased. However, some intergenerational programs have been funded through the Community Investment Funding Programs. In 2015, \$458,000 has been invested in intergenerational programs, in both annual, stable programs and new, time-limited projects. A pilot to increase applications from organizations delivering intergenerational programs was initiated in October 2015. In addition, the Community Funding Unit is undertaking a comprehensive review of its grant programs, with a goal of ensuring grants are aligned with and advances the City's strategic priorities, including the Toronto Seniors Strategy.

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16	Civic Engagement, Volunteering & Employment Recommendations	Short	5 a	Shelter, Support & Housing Administration will ensure community consultations on the consolidation of provincially-funded homelessness programs (Community Homelessness Prevention Initiative) include input and feedback on programs and services that would best meet the needs older adults who are homeless or at risk of homelessness.	SSHA	Report on consultations.	Fully	A Seniors focus group was a part of the Housing Services Consultations completed in the summer of 2013 to support the development of the 2014-2019 Housing Stability Service Planning Framework. Recommendations include key actions recognizing seniors as a specialized population and the development of an outcome-focussed needs assessment for seniors living in shelters.
17	Civic Engagement, Volunteering & Employment Recommendations	Short	5 b	Shelter, Support & Housing Administration will ensure community consultations on the proposed redevelopment of Seaton House include input on programs, services and design elements that would best meet the needs of homeless older adults.	SSHA	Report on consultations.	Fully	SSHA will ensure community consultations on the proposed redevelopment of Seaton House includes input on programs, services and design elements that would best meet the needs of homeless older adults. Through the George Street Revitalization (GSR) project, SSHA has engaged a broad spectrum of the community, including seniors and seniors' advocacy groups, specifically the following: o Seaton House residents, in particular the older men o GSR Stakeholder Advisory Group that includes seniors and seniors advocacy groups o The 519 / Senior Pride Network o Community agencies and service partners o Networks: Housing and Homelessness Services Network, Toronto Alliance to End Homelessness, South East Toronto

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
								organization, o Local community residents and community groups, including the North George Street Working Group and the Garden District Residents' Association, both of which include seniorsProgram and design components were developed via functional program work groups that includes seniors and/or seniors' advocacy groups. Recurring themes include aging in place, safety for residents and the local community, priority of services for vulnerable and homeless people, all of which have been reflected in programs and design. On November 3, 2015 Council approved the project subject to the Capital budget process. Consultations will continue among all stakeholders.
18	Civic Engagement, Volunteering & Employment Recommendations	Short	5 c	Social Development, Finance & Administration will engage the Toronto Seniors' Forum as partners in the Seniors Strategy to monitor and evaluate the progress of implementation.	SDFA	Monitoring framework developed.	Fully	Three members of the Toronto Seniors Forum sit on the Accountability Table for the Strategy and are highly active and engaged. SDFA is providing additional staff (policy) support to the Forum beginning in September 2015 to ensure the Forum work and Seniors Strategy work are linked and mutually supporting.

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19	Civic Engagement, Volunteering & Employment Recommendations	Short	5 d	The Toronto Public Library will develop ongoing consultation mechanisms, including an older adult advisory committee that engages seniors and provides input into existing Toronto Public Library services.	TPL	Ongoing consultations sessions. Older Adult Advisory group.	Fully	TPL developed a new engagement vehicle for seniors in 2015 called the Older Adults Advisory Group which meets quarterly to provide advice and input to library staff on programs and services.
20	Civic Engagement, Volunteering & Employment Recommendations	Short	6 a	Parks, Forestry & Recreation will pursue a volunteer management system to maintain information on volunteer opportunities and enhance the ability of recreation and parks staff to connect volunteers with positive opportunities.	PFR	Progress measured under Recreation Service Plan implementation.	Partially	The Community Recreation Older Adult Service Team (OAST) in co-ordination with the Volunteer Service Team is currently establishing a volunteer opportunity inventory within Community Recreation. This inventory will allow CR staff to promote the existing volunteer opportunities for Older Adults city-wide. The OAST has a representative sitting at the Volunteer Service Team table to ensure that our Older Adult volunteers are properly represented. The Volunteer Service team is currently working on a Volunteer Manual that will apply to all age groups including Older Adults.
21	Civic Engagement, Volunteering & Employment Recommendations	Long	6 b	Social Development, Finance & Administration will develop peer-leadership training programs to enable older adults to help others navigate civic services and programs.	SDFA	Number of programs developed.	Partially	SDFA is working with the 311 Office to conduct a workshop for a group of seniors, including representation from the Toronto Seniors Forum, to come to the Call Centre to observe and critique the management of calls related to issues involving seniors.

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22	Civic Engagement, Volunteering & Employment Recommendations	Short	7 a	Toronto Employment & Social Services will ensure that older workers can access City Workforce development initiatives and will explore opportunities to customize employment services to meet the unique needs of older workers.	TESS	Report on employment opportunities for older adults.	Fully	In 2015, 8,045 older workers over 50 received employment services through TESS employment centres. Over 2,000 found employment. TESS is in the process of designing older worker workshops that will be implemented in early 2016. An older worker workshop developed in conjunction with SDFA, EDC, TPL and community partners was held during Workforce Development Month (October) to inform residents of employment services available across the City. Over 120 older residents participated, and were given the opportunity to receive resume feedback from TESS staff, as well as two community agencies (AGEWORKS and ThirdQuarter). Event evaluations were overwhelmingly positive and reported that future events tailored to the needs of older Torontonians looking for work would be helpful.
23	Social Participation	Short	8 a	Long-Term Care Homes & Services will develop a Capital Renewal Strategy for its B and C homes and include community space as part of their design to support the creation of community hubs.	LTCH	Report on the status of Capital Renewal Strategy.	Partially	The Capital Renewal Plan for the Division (before Council in November 2015) is a staged approach to manage the re-development of 5 long-term care homes (1,232 beds) to include community hubs to address health, social service and community support needs within the larger community.

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24	Social Participation	Short	8 b	City Planning will undertake Community Services and Facilities Strategies/Reviews to assess and respond to changing demand for community services and facilities in areas where the population is aging and/or growing, including securing on-site community space as part of mixed use and/or significant residential development, in order for agencies to effectively run accessible services and/or programs that could benefit older adults.	CP	Additional community space secured in areas undergoing significant mixed use or residential development .	Fully	Opportunities to enhance and expand community spaces within communities are ongoing through area and site specific strategies and reviews and development applications. Over 2013 – 2014, the City secured \$4.8 million in funding for community centres and arenas, \$2.2 million for public agency/non-profit community space and \$3.1 million for public library upgrades. CSF strategies underway include TOCore and Yonge-Eglinton. These initiatives will identify needs and gaps in services and facilities and present opportunities to secure new facilities or improvements to existing facilities.

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25	Social Participation	Short	8 c	Toronto Community Housing Corporation (TCHC) will investigate co-locating City and community services for older adults in Toronto Community Housing and other City-owned facilities in order to make these services more accessible to older residents of TCHC facilities.	TCH	Report co-location options. Number of older adult programs provided at Toronto Community Housing. Number of TCHC residents participating in programs and services on-site.	Partially	TCHC continues to partner with City and community agencies to explore the potential to increase access to community services for TCHC tenants. Efforts are continuously underway to bring satellite offices and/or programs (e.g. Falls Prevention and Exercise Programs, support to seniors at 200 Sherbourne through Community Resource Connections of Toronto, support to seniors at 250 Davenport through Margaret's House, etc.). TCHC is currently seeking funding to develop 11 multi-use hubs in its buildings with significant numbers of seniors.
26	Social Participation	Med	9 a	Social Development, Finance & Administration, in partnership with the Ministry of Health and Long-Term Care and Local Health Integration Networks (LHINs), will expand financial support to Elderly Persons Centres and work with the province to increase their visibility through consistent branding.	SDFA	Increase in funding to Elderly Persons Centres. Increase in number of people using Elderly Person Centres.	Partially	Progress on this Action is on hold pending the outcome of the review of Elderly Persons Centres currently being conducted by a private consultant retained by the Ontario Seniors Secretariat.

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27	Social Participation	Short	10 a	Parks, Forestry & Recreation will develop an age-based plan for older adults, which would include strategies to ensure consistent, quality recreation programs for older adults across the city, with the flexibility to respond to local age specific needs.	PFR	Measure to be developed as part of the Recreation Service Plan implementation.	Partially	The Older Adult Service Team (OAST): (a) acts as an advocate for our Older Adults as well as a consultant regarding Older Adult issues within Community Recreation; (b) works with the other functional service teams to ensure age-appropriate programs are being offered at a variety of locations throughout the city; (c) is developing operating guidelines for existing 12 Older Adult Centres across the City; (d) acts as a link between Community Recreation and other Divisions, such as Public Health, to connect with for older adult issues and programs; (e) researches future programming trends and opportunities and training opportunities for Full Time Staff; (f) creates an annual work plan that responds to the recommendations of the Recreation Service Plan and the Seniors Strategy.
28	Social Participation	Short	10 b	Toronto Public Library will purchase large print books, audio books and electronic media that appeal to older adults.	TPL	\$500,000 estimated expenditure in new catalogue items.	Fully	In 2014, TPL spent \$270,450 on audio books and \$230,231 on large print materials. In 2015, \$306,483 is allocated to audio books and \$226,118 to large print materials.

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29	Community Support & Health Services	Short	11 a	Toronto Paramedic Services will further strengthen its Community Referrals by Emergency Medical Services Program (CREMS) by increasing the number of TPS (EMS) referrals made to primary care providers, Community Care Access Centres and community support service providers.	TPS	Increase referrals by 10% from 1,224 in 2012 to 1,350 in 2013.	Fully	CREMS (Community Referrals by EMS) empowers Paramedics to connect vulnerable older adults with CCAC non-emergency health services. With a simple click on the patient care record, a Paramedic can refer a patient in need of personal support, nursing, physical therapy or other forms of assistance in order to improve health management and quality of life, thereby potentially reducing the number of 911 calls and Emergency Room visits. Referrals have increased by over 54% over the last two years.
30	Community Support & Health Services	Short	11 b	The City of Toronto will create a Health Care Worker Influenza Immunization Group to examine all options to increase influenza immunization rates of City employees whose job involves providing health care to older adults.	TPH	Increase influenza immunization coverage rate.	Partially	A working group has been convened to examine options to increase influenza immunizations rates of City employees providing health care to older adults.
31	Community Support & Health Services	Short	11 c	Toronto Public Health will work with community partners and the private sector to make it easier for older adults to access healthy affordable and culturally diverse food through existing food retail and innovative approaches such as	TPH	Number of partners engaged.	Partially	TPH is in negotiating with TTC and other community partners to expand the reach of the Mobile Good Food Market. Buildings and communities with high numbers of seniors will be a priority.

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				the Mobile Good Food Market.				
32	Community Support & Health Services	Short	11 d	The Toronto Public Library will offer a dynamic mix of programs to address lifelong learning and skills development that support better health, financial management and sustainability.	TPL	Minimum of 90 programs in areas of health and minimum of 50 programs in areas of financial management developed.	Fully	In 2014, TPL offered 140 programs on health issues related to seniors and offered 132 in 2015 (to date). In 2014, 119 financial management programs for seniors were offered and 79 in 2015 (to date). This includes a highly attended series of programs on Retirement Planning on a Low Income which was designed to provide information to very economically vulnerable seniors.
33	Community Support & Health Services	Med	11 e	Toronto Public Health will increase access to falls prevention training to health and allied health professionals working with older adults.	TPH	Increase in the percentage of agencies serving seniors with staff trained in falls prevention.	Fully	In 2014, we trained 450 allied health and allied health professionals through 15 sessions on falls prevention from 84 agencies to build capacity in falls prevention. In Progress 2015 to date: we trained 300 allied health and allied health professionals through 10 education sessions. By December 2015, we anticipate a total of 360 health and allied health professionals trained through 12 education sessions.

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34	Community Support & Health Services	Med	11 f	Toronto Public Health will increase awareness among older adults and their caregivers of the risks for falls and strategies for preventing falls using a variety of communication strategies.	TPH	Report on results of communication strategies.	Partially	In 2014, 110 presentations delivered to older adults and their caregivers. In progress: Injury prevention website for older adults will be updated in 2015- 2016 to reflect current and ongoing health topics for older adults. In 2015, 96 presentations were delivered to older adults and their caregivers.
35	Community Support & Health Services	Med	11 g	Toronto Paramedic Services will significantly increase its Community Paramedic home visits.	TPS	Increase in number of home visits.	Partially	The demand for home visits involving complex health assessments and care needs continues to increase. The number of home visits increased in 2013 and has since remained constant. However, the quality of care has intensified and substantial progress has been made in the case management of seniors with significant medical and social requirements.
36	Community Support & Health Services	Long	11 h	Toronto Paramedic Services will expand the Community Paramedicine program to include more Community Paramedics for home visits as well as establishing potential partnerships with other stakeholders to prevent unnecessary transports to hospitals. Community Paramedics respond to non-	TPS	Increase in number of Community Paramedics.	Fully	In 2014, the Division partnered with Dr. Samir Sinha (Lead - Ontario Seniors Strategy, Toronto Community Housing, and SPRINT House Calls to apply for one-year funding from the Ministry of Health and Long-Term Care for two additional Community Paramedics (the Independence at Home Initiative). The application was successful, on a pilot basis, to test whether or not it would result in fewer unnecessary Emergency Department visits. The pilot will

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				acute medical calls where they can assess the patient's acuity, perform minor procedures and engage proper community support programs.				conclude in October 2015 and, subject to evaluation, may lay out the business case for increased Community Paramedic staffing.
37	Community Support & Health Services	Short	12 a	Shelter, Support & Housing Administration will explore partnerships to enhance the Vulnerable Populations Protocol for the delivery of Emergency Human Services (EHS) including registration and inquiry, temporary accommodation, meals, clothing, transportation and personal supports. These are intended to ensure that ensuring that older Torontonians and others who are vulnerable are identified and protocols are in place to provide them access to EHS services and the specialized response they may require during large or small scale emergencies.	SSHA	Report on the effectiveness of partnerships.	Partially	The responsibility for this action transferred to the Office of Emergency Management in 2013. Steps have been taken to improve the effectiveness of partnerships in reception centres and in the community. City staff have reached out to the Toronto Central Local Health Integration Network and the City-5 Local Health Integration Networks Leadership Table to strengthen emergency response protocols for supporting vulnerable residents, including seniors. At reception centres, the management structure is now organized to enable all response partners to identify residents who require assistance and to provide specialized services to meet personal needs. The City also signed a Memorandum of Understanding with the Canadian Red Cross in 2014. In the community, City staff have strengthened communications

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								protocols with 311 and 211 Toronto for responding to inquiries from residents who may be vulnerable. City staff are also engaging community agencies to create a broad knowledge of community services information to assist residents who are most vulnerable during emergencies. The OEM issued an updated Emergency Preparedness Guide and made it available in 10 languages in 2015.
38	Community Support & Health Services	Med	12 b	Due to the current demand, the wait time to access dental care and the expected increase in demand with the aging demographics, the City should expand access to dental care for eligible seniors.	TPH	Increase in number of eligible older adults using free basic dental services.	Not	Not possible without additional resources.

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39	Community Support & Health Services	Short	13 a	City of Toronto Agencies, Boards, Corporations and Divisions will collaborate on a suicide prevention initiative, including older adults as well as other priority populations.	TPH	Number of partnerships created. Number of innovative housing initiatives and homes created/maintained.	Partially	Recommendations from the Staff Report, 'Suicide Prevention in Toronto' (November 17, 2014) are ongoing. (1) As directed by the Board of Health, Toronto Public Health is currently working on the development of a suicide prevention public awareness campaign. (2) Working with Sunnybrook to plan a forum to promote best practices in media reporting of suicide. (3) Met with Coroner's Office to discuss expanding scope of socio-demographic data collection re suicide.
40	Housing	Short	14 a	The Affordable Housing Office will aggressively pursue a full range of partnership opportunities to create and maintain affordable housing for lower-income seniors, supporting the goals of Housing Opportunities Toronto, the City's 10-year housing action plan.	AHO	Describe actions taken and results of actions.	Fully	Since 2013, AHO has been working in partnership with the Performing Arts Lodge, a non-profit senior housing provider, to implement the Action for Seniors Charrette Report which recommends actions to increase housing and supports for lower-income seniors in downtown Toronto. In 2015, Build Toronto and AHO are developing 5 sites including one with a potential senior's component.

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41	Housing	Short	14 b	The Affordable Housing Office and Shelter, Support & Housing Administration will maximize opportunities to provide affordable housing choice and supply for lower income seniors through participation in the renewed federal-provincial Investment in Affordable Housing funding program.	AHO	Describe actions taken and results of actions.	Fully	The AHO in conjunction with SSHA, is administering funding from the federal-provincial Investment in Affordable Housing Ontario Extension Program 2014-20 which will result in home repairs and accessibility modifications to 1,105 homes primarily for seniors, as well as 637 rental units expected to house 50 senior households and housing allowances for 167 senior households. Since 2013, the AHO has led the Close the Gap Campaign in partnership with TCH to advocate for federal and provincial governments to increase investments in affordable, social and cooperative housing, including social housing repairs. These investments would benefit lower-income seniors and the growing number of those aging in place in social housing including TCH. The incoming federal government has a social housing platform which promises a 10 year investment of some \$20 Billion in social infrastructure, including significant new investment in repairing social housing, creating new affordable housing and seniors' facilities.
42	Housing	Short	14 c	Shelter, Support & Housing Administration and the Affordable Housing Office will provide senior-friendly public	SSHA	Number of copies of service directories	Fully	By March 31, 2014 35,000 service directories for seniors had been printed and distributed to 200+ agencies serving seniors. The directory is also available

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				education sessions for homeless, at risk and low-income older adults, their families and caregivers. These sessions will increase public awareness of the diverse range of housing programs and services already available in their communities regardless of service provider or service funder. These include a hard copy service directory, an online searchable directory, program brochures, other promotional material and community engagement initiatives.		distributed. Number and type of brochures distributed and accessed. Number and type of educational and community engagement initiatives implemented. Number and type of brochures distributed and accessed. Number and type of educational and community engagement initiatives implemented.		online. Online material was updated as part of the effort to create the Toronto Seniors Portal. A public education campaign in 2014 highlighted eviction prevention services and urged those at risk to seek help before the bailiff is at the door. Distribution of 1,000 Affordable Housing Office (AHO) brochures about government and non-profit funding for seniors regarding housing repairs and accessibility modifications took place in 2013-2015 in response to inquiries received. Brochures distributed through services serving seniors and available on the AHO website.

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43	Housing	Short	14 d	City Planning will undertake an Official Plan Amendment to allow for Secondary Suites in existing homes, and will update the Secondary Suites resource kit. Secondary Suite units will help both senior homeowners and renters remain in their neighbourhoods.	CP	Undertaking of an Official Plan Amendment, development of an updated secondary suites resource kit, and distribution to agencies and facilities that serve older Torontonians .	Fully	This amendment and related resource kit are expected to be complete in 2016 when the OP review related to housing policies is targeted for completion.
44	Housing	Short	14 e	Revenue Services will bring forward various options and communication strategies to enhance awareness/ knowledge, access and participation of the available senior property tax and utility relief programs.	RS	Percentage increase in program participation .	Partially	The Division has updated and simplified information including criteria on the web and in printed brochures to be clearer and more accessible. In late 2015 the new utility bill format will be launched with a much more user-friendly presentation format.

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45	Housing	Short	14 f	City Planning, in consultation with the Affordable Housing Office, will seek to increase the supply of affordable rental and ownership housing for low-income households, including older adults, through mechanisms such as Section 37 of the Planning Act to secure and access funds for affordable ownership units and condominium-registered affordable rental units.	CP	Increase in affordable rental and ownership units.	Fully	The OP policies on rental housing conservation and protection have been successful. In 2014, almost 1,750 affordable rental units were secured or replaced in 2014. Secondary Plans set out local area policy direction for securing new affordable housing (Downsview and York University). With the Affordable Housing Office work is ongoing to secure additional new affordable ownership housing.
46	Housing	Short	14 g	Shelter, Support & Housing Administration will enhance service planning for homeless and at risk older adults through improved collection of demographic information on older adults using emergency shelters, street outreach and/or other homelessness and housing support programs, as well as those on the social housing waiting list and using rent supplements or housing allowances.	SSHA	Data collected.	Partially	The 2013 Street Needs Assessment (SNA) was successfully completed. Results are available online at www.toronto.ca/housing and show that the share of seniors in the homeless population has doubled since 2009. As a result, housing allowances for seniors in shelters and living on the street are being implemented. The 2013, the SNA results were also a key input to the 2014-2019 Housing Stability Service Planning Framework as seniors are identified as a key client group. A divisional research and policy working group has been launched to review the role of data in program planning and policy development. Housing allowances for seniors in shelters and living

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
								on the street are being implemented. The update of the Toronto Shelter Standards, a strategic action of the Housing Stability Supports Services Framework, involved focus groups with homeless seniors in the single men and single women sectors to explore their experience in the shelter system. Feedback received has been incorporated into the draft document.
47	Housing	Long	14 h	Shelter, Support & Housing Administration, working with the Affordable Housing Office, will update Housing Opportunities Toronto: An Affordable Housing Action Plan (2010-2020) accounting for the evolving demographics and needs of older Torontonians, consistent with the provincial requirement for all municipalities to have a housing and homelessness plan in place.	SSHA	Action plan updated to reflect the needs of older Torontonians .	Partially	A workplan regarding the HOT Update was approved by Executive Committee in early 2015. An interdivisional steering committee has been engaged regarding the HOT Plan update. Public consultations to take place in Fall 2015 will inform the development of a report to Council in early 2016.
48	Housing	Short	15 a	The Affordable Housing Office will assist lower-income older adults and persons with disabilities to make essential repairs and modifications to their homes by delivering the new Toronto Renovates	AHO	\$6.7 M in administered funds, up to 475 homes assisted to renovate/repair (2012 to	Fully	From 2012 to the end of 2015, AHO disbursed \$8.8M in federal/provincial funds in loans and grants through Toronto Renovates to assist 896 households (seniors and persons with disabilities) to make essential health, safety and accessibility repairs and modifications to enable low-

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				Program 2012 to 2015 using federal-provincial funding.		2015).		income homeowners to live independently in their own homes and age in place.
49	Housing	Short	15 b	The Affordable Housing Office will promote its accessibility and aging in place design guidelines in affordable housing by direct engagement with the public and housing providers.	AHO	Number and type of engagement activities implemented.	Fully	Since 2013, the AHO Design Guidelines, which include sections on accessibility and aging in place, have been part of the requirements of 4 RFPs the AHO has issued or been a part of and informed the design of new developments the AHO is working on. The guidelines are available publicly on the City's AHO website.
50	Housing	Med	15 c	Long-Term Care Homes & Services will expand the Homemakers and Nurses Services program which offers assistance with housekeeping, laundry, shopping and meal preparation to frail elderly or other older adults recovering from illness or surgery.	LTCH	Number of additional clients served through program to reduce/eliminate existing wait list.	Fully	The program was expanded in 2014 with additional funding from both the City and Province. As part of the Poverty Reduction Strategy, in 2016 a request will go forward through the budget process to expand the program further to meet increasing demand for aging at home services such as light housekeeping, laundry, and meal preparation.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
51	Housing	Short	16 a	Shelter, Support & Housing Administration will encourage the Ministry of Health and Long-Term Care to recognize and support the needs of older adults using emergency shelters, street respite and street outreach programs by improving the access of this group of older adults to Long-Term Care programs and initiatives and other supports while staying in shelters/living on the street.	SSHA	Advocacy occurred. Advocacy result.	Partially	The George Street Revitalization Project includes a long-term care home, emergency shelter, assisted living program, and service hub. The TC-LHIN and TC-CCAC have participated in the GSR Stakeholder Advisory Group and in focus group sessions for the health services sector. There are ongoing discussions to determine options for partnerships in funding and servicing the new GSR model, in particular the assisted living program. Senior staff from both ministries toured Seaton House and met with senior SSHA and LTCHS staff in January 2015. The Mayor also met with senior SSHA staff at Seaton House in January 2015 and expressed his commitment to advocate for the health needs of this population at the provincial level. Responding to the complex health needs of seniors who are homeless is a key part of the George Street Revitalization initiative and SSHA's partnership with LTCHS on that project. As part of that work, a detailed health and service needs profile is being developed to inform service planning and better connect older adults experiencing homelessness with appropriate health supports.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
52	Housing	Short	16 b	Shelter, Support & Housing Administration will encourage the Ministry of Health and Long-Term Care and the Ministry of Municipal Affairs and Housing to develop and/or increase appropriate models of Long-Term Care, supportive housing, assisted living and housing supports. Such models should be designed to assist older adults that use substances, have mental health issues and/or behavioural issues.	SSHA	Advocacy occurred. Advocacy result.	Partially	The George Street Revitalization (GSR) Project includes a long-term care home, emergency shelter, assisted living program, and service hub. The TC-LHIN and TC-CCAC have participated in the GSR Stakeholder Advisory Group and in focus group sessions for the health services sector. There are ongoing discussions to determine options for partnerships in funding and servicing the new GSR model, in particular the assisted living program. Senior staff from both ministries toured Seaton House and met with senior SSHA and LTCHS staff in January 2015. The Mayor also met with senior SSHA staff at Seaton House in January 2015 and expressed a commitment to advocate for the health needs of this population at the provincial level.
53	Housing	Short	16 c	Long-Term Care Homes & Services will access the provincially-funded Behaviour Support Ontario Program to improve the quality of care in City owned long-term care homes by hiring and training new Personal Support Workers, Nurses in the specialized skills necessary to provide specialized care to residents with	LTCH	Increase in resources and services.	Partially	There has been no new provincial BSO funding but LTCHS continues to review all LHIN proposals for opportunities. The 2016-2020 LTCHS Service Plan (before Council in November 2015) will detail measures to improve and prioritize long-term services for residents with dementia, mental health conditions, etc.

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				dementia, mental health conditions, substance use disorders and other cognitive impairments.				
54	Housing	Med	16 d	Toronto Community Housing Corporation and Long-Term Care Homes & Services will work to enhance their partnership agreement to create more supportive housing in Toronto Community Housing buildings.	TCH	Report on enhancements to partnership.	Partially	TCHC is actively pursuing partnerships with LTCHS and others to advocate for funding to provide additional supports to TCHC seniors. In 2014, TCHC partnered with Toronto Paramedic Services, Mount Sinai, Toronto Police Service, SPRINT Senior Care "House Calls" Program, the Toronto Central LHIN and others to apply for a grant from the MOHLTC to fund 2 Community Paramedics to embed within the existing House Calls program to work with high usage 911 callers from 69 TCHC buildings. The purpose of the Independence at Home (IAH) project is to connect frail, elderly homebound TCHC residents to the primary and community care services and supports that can help them better address their needs to avoid unnecessary ER visits and hospitalizations.

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55	Transportation	Med	17 a	The Toronto Transit Commission will pursue discounted or free fares for older adults during non-peak hours.	TTC	Policy implemented	Partially	<p>In July 2014, City Council directed staff from various City departments to work together to prepare a transit fare equity (TFE) plan to make the TTC more affordable for low-income Torontonians. This will complement ongoing transit expansion throughout Toronto. The TFE Plan is due in late 2015, and will include eligibility criteria, costs, and options for pursuing funding partnerships. The TTC Board is awaiting results from TFE before considering further senior-specific discounts.</p> <p>Once the TTC's new automated fare collection system, PRESTO, is Fully throughout the TTC's subway system and surface vehicles starting in 2017, the TTC will have the technical capability to offer a variety of fare discounts. However, the TTC is required to achieve a balanced budget every year, so any new fare discounts will require that the resulting lost fare revenue be replaced by some form of alternative funding.</p>

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56	Transportation	Med	17 b	Toronto Public Library will work to develop partnerships with community service organizations that provide transportation services for seniors in order to facilitate increased access to library branches.	TPL	Partnerships developed and program developed by 2014.	Partially	Community agencies providing rides to seniors prioritize medical appointments, and struggle to meet demand. TPL offers home delivery to patrons with transportation issues and will continue to re-visit the issue should more capacity emerge. TPL was able to obtain grant funding from the Ontario Seniors Community Grant Fund to provide transportation assistance to library programs on retirement planning, however the demand was less than anticipated.
57	Transportation	Long	17 c	Through the Community Partnership and Investment Program (CPIP), Social Development, Finance & Administration will fund community groups to increase non-medical transportation options for older adults.	SDFA	Number of clients served by community-based non-medical transportation services.	Fully	New funding for community transportation for seniors was allocated in the 2015 budget (\$150K) and is currently being considered as part of the 2016 budget. (The Seniors Community Transportation Pilot Project.)
58	Transportation	Short	18 a	The Toronto Transit Commission will change the current "courtesy seating" system to "priority seating".	TTC	Number of seating signs converted.	Fully	All TTC priority seating areas have new decals above these areas, which clearly inform customers of the appropriate behavior when in these areas. An extensive advertising campaign was launched across the TTC in 2014, which included posters in subway stations and on-board vehicles, public address announcements across the system,

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								<p>information on the TTC website, and periodic reminders in the TTC's weekly column in the 24 Hours (previously Metro) newspaper. A number of these initiatives are still in effect. Operators were also trained on the appropriate use of the priority seating areas.</p> <p>To further emphasize the purpose of priority seating areas to everyone, the TTC began installing distinctive blue fabric seats in priority seating areas, starting in 2014, and installation is progressing well across the TTC's fleet of subway cars, streetcars, and buses. The current work plan will result in 90% of vehicles having the blue fabric seats installed by the end of December, 2015.</p>
59	Transportation	Short	18 b	The Toronto Transit Commission will introduce new accessible streetcars in 2014, which will provide ramps to allow people using wheelchairs, scooters or assistive devices easier entry.	TTC	Percentage of streetcar fleet that is accessible.	Partially	As of August 2015, 8 low-floor accessible streetcars out of the current total order of 204 were in service on routes 510 Spadina and 509 Harbourfront. Accessible streetcars were also operated on route 511 Bathurst during the Para/Pan Am Games. The current delivery schedule for the new streetcars will have all 204 vehicles here by the end of 2019, at which point accessible vehicles will operate on all streetcar routes.

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60	Transportation	Short	18 c	The Toronto Transit Commission will upgrade the public address system in TTC subway stations to improve the clarity of announcements.	TTC	Increase in number of stations and with upgraded sound systems.	Partially	In 2014, the TTC upgraded the public address system speakers at 20 subway stations. Seven more stations will be upgraded in 2015. The entire system will be upgraded by 2018.
61	Transportation	Short	18 d	The Toronto Transit Commission will publicize the TTC maintenance/repair telephone line: 416-539-LIFT (5438).	TTC	Increase in awareness of TTC maintenance /repair hotline.	Fully	The TTC has taken a number of steps to increase awareness of the maintenance/repair "Lift Line" number, and has developed and publicized alternate means to update customers when elevators are out of service for maintenance. The TTC has added the Lift Line number to the modernized TTC "Ride Guide" map in a prominent location, and to the Contact Us page on the TTC website. The TTC has also developed an elevator e-Alert system that customers can sign up for. This system sends automatic notifications by e-mail of elevator outages and elevators returned to service. These e-alerts are also included on the general Service Alerts page on the TTC website. Separately, work is underway to reduce the duration of elevator outages and provide more-timely customer notification of outages by installing a real-time monitoring system. This system is planned to be launched starting in 2016,

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								and will automatically notify the TTC's Transit Control Centre of any unplanned elevator and escalator outages, allowing maintenance teams to be dispatched immediately. This will be a significant improvement over the current practice of manual reporting by staff.

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62	Transportation	Short	18 e	The Toronto Transit Commission will post elevator/escalator outage notices at TTC station entrances.	TTC	Report on establishment and compliance with policy.	Partially	In conjunction with the real-time elevator and escalator monitoring system described in action 18.d, a longer-term strategy to provide real-time elevator and escalator status information on electronic customer information displays at subway station entrances is under development. There is no final timeline yet available for the implementation of this. In the interim, TTC will increase efforts to provide manual notification of elevator and escalator outages at station entrances through use of posters, whiteboards that can be updated by station staff, or other similar methods. This is planned to be in place by late 2015/early 2016.
63	Transportation	Short	18 f	The Toronto Transit Commission will work with Transportation Services to increase the number of accessible bus stops.	TTC	Increase in number of accessible stops.	Partially	In 2014, 273 additional bus stops were made accessible, either by extending the sidewalk space, relocating the stop, or through the TTC's new practice of marking the stop accessible as long as there is an accessible area within three metres (10 feet) either before or after the bus stop pole/marker. At the end of 2014, 7,618 of the 8,726 bus stops within the City of Toronto were accessible (87%). The TTC reviewed all of the remaining 1,108 inaccessible bus stops in 2014 to assess the existing conditions and determine the required work, and has budgeted \$2

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								million to continue to retrofit stops between 2015 and 2025 (\$200,000 per year). This work will be expedited to the extent possible, subject to resource availability.
64	Transportation	Short	19 a	Transportation Services will work to complete updates to intersection crossing times to provide longer walk times across the city.	TS	Number of intersections updated.	Partially	Re-timed 86% of the City's 2,305 traffic signals in identified priority locations.
65	Transportation	Short	19 b	Transportation Services will develop a policy and process for further extending crossing-times at intersections in areas where there is a high concentration of senior residents or senior amenities/facilities, pending the adoption of a national standard.	TS	Policy and process developed.	Partially	A policy is under development to better identify locations for signal time adjustments such as intersections by hospitals, seniors facilities, community centres and libraries. Guidelines were created to install "Leading Pedestrian Intervals" to allow pedestrians a 3-7 second lead when entering an intersection.
66	Transportation	Short	19 c	Transportation Services will monitor new types of mobility devices to ensure that City by-laws appropriately recognize personal mobility devices that are appropriate for use in pedestrian environments such as on sidewalks and multi-use pathways.	TS	Report on findings.	Partially	Report on E-scooters approved by Council February 2014.

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67	Transportation	Short	20 a	Transportation Services will conduct reviews of each pedestrian fatality to understand the collision cause and implement, where appropriate, measures that respond to the collision causes.	TS	Number of reviews conducted. Number of reviews with road safety measures implemented.	Partially	A Road Safety Strategic Plan is under development to identify key safety needs addressing engineering, enforcement, education and Toronto Paramedic Services.
68	Transportation	Short	20 b	Toronto Public Health, in collaboration with Transportation Services, will identify and implement active transportation demonstration projects, including traffic calming and 'slow zones' to enhance safety for older adults and all road users.	TPH	Number of consultation activities conducted in demonstration communities. Number of communities where demonstration projects are underway.	Partially	Four active transportation demonstration projects were completed in 2014 in Black Creek, Annex, North York and Cliffside. Consultants and City staff worked with community partners and residents to identify community needs for pedestrian and cycling infrastructure and potential barriers to their implementation. Reports on projects were considered by the Board of Health and City Council (June 2014). Recommendations for further action were directed to Transportation Services and City Planning.
69	Transportation	Short	20 c	Transportation Services will advocate that the Ministry of Transportation amend the Highway Traffic Act to strengthen the rules of the road regarding safety of pedestrians	TS	Report on result of advocacy.	Partially	Ontario Road Safety legislation and regulatory changes to the HTA include amendments to section 140 and 176 (requiring drivers to remain stopped at pedestrian crossovers and school crossings until the person and guard are off the

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				at mid-block crossings, and to create safety programs for all road users.				roadway) and 148 (requiring motor vehicles overtaking bicycles to maintain a distance of a least one metre between vehicle and bicycle).
70	Transportation	Short	20 d	Transportation Services will identify opportunities to improve safety for all road users by including safety reviews in the capital planning process for roadway projects.	TS	Number of projects that have undergone a Safety Review on an annual basis.	Partially	Conducted annual review of the Capital Works Program and planned or funded various road safety improvement projects for delivery from 2015-2019. Safety audits were performed and implemented at 10 intersections with the highest pedestrian collision rates. Undertook 9 projects to improve pedestrian safety.
71	Outdoor Spaces & Buildings	Short	21 a	Transportation Services will accelerate the installation of street benches and benches and shelters at bus stops.	TS	Increase in number of accessible benches.	Fully	The roll-out of benches was accelerated as a result of the Seniors Strategy. 500 additional benches were added to program on top of planned goals. These were mostly placed around Senior's Residences and community centres. 1,611 benches have been installed across the City to date.
72	Outdoor Spaces & Buildings	Short	21 b	Transportation Services will consult with Astral Out-of-Home and its design consultants to review possible adaptations to the existing street furniture bench design to ensure they address emerging research on older adults' accessibility needs.	TS	Report on consultation and outcome.	Fully	The review was undertaken. Changes to the two current bench designs are not recommended since it would not achieve universal design. Instead, the review suggested potential consideration of a chair-like design.

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73	Outdoor Spaces & Buildings	Short	21 c	Parks, Forestry & Recreation will increase the tree canopy over the next 40 to 50 years, which will lead to more shade protection.	PFR	Increase in tree canopy.	Partially	Urban Forestry continues to implement actions as identified in the Strategic Forest Management Plan. Specifically in 2014, Urban Forestry completed over 500,000 work orders related to tree-planting, tree care and maintenance and tree protection. This includes the planting of approximately 100,000 trees on City-owned land.
74	Outdoor Spaces & Buildings	Short	21 d	Transportation Services will implement the Toronto Wayfinding Strategy to support all Torontonians navigating the city, including age-friendly signage and mapping and integrating wayfinding systems for parks, gardens and trails.	TS	Funding secured for phase 2 implementation.	Fully	Pilot in the Financial District fully installed with 21 new pillars; 38 transit shelter posters; 9 new maps for existing pillars.
75	Outdoor Spaces & Buildings	Short	21 e	Transportation Services will work to increase the number of larger-print street name signs at all intersections with traffic lights.	TS	Increase in number of intersections with large-print street name signs.	Partially	Larger-print signs are being installed at all intersections. 1,450 intersections in 2014 and an additional 145 in 2015.
76	Outdoor Spaces & Buildings	Short	21 f	Transportation Services will work with partners to enhance multi-use trails and pathways with tactile trail surfaces, on-trail markings, markings at junctions, and cautionary	TS	Number of trail enhancement sites.	Fully	Multi-Use Trail Design Guideline is complete and adopted.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
				signage to reduce conflicts between different types of users and provide a more enjoyable experience for all trail users including older adults.				
77	Outdoor Spaces & Buildings	Short	21 g	City Planning will develop Official Plan policies as part of its 5 Year Review which include creating a comprehensive and universally accessible transportation system; developing walkable mixed-use and transit-supportive neighbourhoods, and designing public streets, open spaces and buildings that are safe, comfortable and accessible.	CP	Policies under development .	Fully	Updated Official Plan (OP) transportation policies approved by City Council in August 2014 and the Province in December 2014. OP policies focus on the integration and coordination of transportation and land use planning. This is reflected in specific policies and initiatives such as the following: (a) ensuring that streets are public streets and designed to accommodate pedestrians, cyclists, vehicle and goods movements as well as an attractive and vibrant public realm; (b) directing growth to locations at and around major transit stations and routes to provide for development in close proximity to public transit, such as through Eglinton Connects LRT; (c) implementing 'complete' streets through such major civic initiatives as the Six Points interchange which will re-develop a series of grade-separate interchanges to at-grade public streets that reconnect to surrounding neighbourhoods, provide for pedestrians and cyclists, an enhanced public realm and new public parkland.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
78	Outdoor Spaces & Buildings	Short	21 h	The City of Toronto, in consultation with key stakeholders, will develop policies and best practices for the appropriate use of tactile walking surface indicators on city infrastructure for pedestrians who are visually-impaired.	TS	Policy developed. Best practices instituted.	Fully	New specifications and standards have been developed, with TWSI's (tactile walking surface indicators) being implemented at all new or reconstructed corners at controlled pedestrian crossings. Training sessions were held in 2014 and 2015.
79	Outdoor Spaces & Buildings	Med	21 i	As part of its Parks Plan, Parks, Forestry & Recreation will continue to increase shaded seating areas in parks and explore design adaptations to further address emerging research on older adult accessibility.	PFR	Will be reported as part of the Parks Plan Implementation.	Partially	The Council approved Parks Plan recognizes and supports the Seniors Strategy, some examples include new and improved social gathering spaces in parks. These accessible destination points often include seating and encourage small groups of people to congregate and socialize informally. Examples are shade structures with seating, outdoor adult fitness stations, and seating areas with horticultural focal points. In 2014 over 50 social gathering space projects were delivered with an additional 80 planned for 2015. Parks has reviewed the design and functionality of park benches and adjusted its design standards to ensure they meet the mobility and support needs of seniors. All new benches ordered now comply with the new standard which began in late 2014. Park supervisors are now ordering and installing accessible height benches

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
								and picnic tables. The Capital projects team are working towards compliance by 2025, the slopes on paths, railings in Community Centres and in parks, exercise equipment, etc. are being developed to meet the universal accessibility standards for public spaces.
80	Outdoor Spaces & Buildings	Med	21 j	Social Development, Finance & Administration will expand snow shovelling services for older Torontonians administered under the City's Community Partnership and Investment Program (CPIP).	SDFA	Increase in funding for snow shovelling services for older Torontonians	Not	Snow shovelling services at the current commitment of \$400,845 will be maintained, and additional funds will be required to expand services to older Torontonians. Discussions are underway with two community agencies to expand services using existing resources.
81	Outdoor Spaces & Buildings	Short	22 a	Toronto Police Service will promote Crime Prevention Through Environmental Design community safety audits throughout the city.	TPS	Number of audits performed. Report on actions	Partially	Promotion of CPTED occurs via the execution of CPTED audits by 17 divisional Crime Prevention officers and trained Auxiliary officers, as well as a CPTED course taught at the Toronto Police College.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
						resulting from audits.		
82	Outdoor Spaces & Buildings	Short	22 b	The Toronto Police Service will continue to provide a visible presence in public spaces and inform and educate older Torontonians on safety issues in their community.	TPS	Report on information and education activities for older Torontonians	Fully	A visible police presence that engages seniors occurs daily throughout Toronto via divisional uniform patrol, emergency response, and community response officers. The education of seniors occurs from lectures and workshops delivered by divisional community relations officers and the TPS Vulnerable Persons Coordinator assigned to DPSU.
83	Outdoor Spaces & Buildings	Long	22 c	Toronto Community Housing Corporation will implement a safety, maintenance and liveability upgrade of all Seniors Buildings. This includes upgrades to communal and community space (e.g. lobby, common areas), security audits, upgrades to security cameras, elevator maintenance issues, and re-secured entrance and exits. Funding sources to be identified by TCHC, including new revenue sources achieved from the implementation of the Special Housing Working Group	TCH	Number of safety audits completed. Number of security upgrades completed.	Fully	As part of TCHC's annual Participatory Budgeting process, \$8M will be allocated in all buildings, including seniors, based on resident-led community priorities. The State of Good Repair (SOGR) program is an in-suite capital repair program so 22c activities will be in addition to SOGR.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
				report approved by Council in 2012.				
84	Outdoor Spaces & Buildings	Long	22 d	The Toronto Police Service will work with City and community partners to develop a guidebook for older adults in Toronto to promote safe and secure community living.	TPS	Guidebook developed. Number of guidebooks distributed.	Not	At the Nov. 28th Community Police Consultative Conference work will be done in partnership with the City and other agencies to compile information. After the conference a discussion can occur on the details of how a guidebook might be published.
85	Communications & Information	Short	23 a	Parks, Forestry & Recreation will develop a communication plan with strategies geared specifically towards older adults to raise awareness of program availability options, improve access and reduce stigma.	PFR	Will be reported as part of the Recreation Service Plan and Parks Plan implementation.	Partially	The OAST is currently developing a Divisional Older Adult web page with a go-live date of Winter 2016. Web pages will contain specific information that will be of interest to Older Adult residents. Information will include Community Recreation programs, facilities information, such as permitting, and parks information including trails and golf. Web pages will also directly link to how Older Adult residents can access free and low cost program options as well as the Welcome Policy program. The FUN Guide brochure is updated twice a year with information on Older Adult registered and drop in program options.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
86	Communications & Information	Short	23 b	The City of Toronto will better publicize to older Torontonians the services offered by 211 and 311.	SDFA	Number of promotional sessions held at events involving older adults.	Partially	See the narrative under 6b.
87	Communications & Information	Med	23 c	The City of Toronto will develop internal resources to ensure front-line service staff are aware of and able to promote information and services of interest to older adults.	SDFA	Plan developed for creating internal resources.	Partially	See the narrative under 6b.
88	Communications & Information	Long	23 d	The Toronto Police Service will strengthen partnerships with health, social and community support service agencies to connect vulnerable, victimized older adults to appropriate health, social and community support services.	TPS	Report on development of partnerships.	Partially	Strengthening partnerships will occur through the establishment of a DPSU senior's advisory committee.
89	Communications & Information	Long	23 e	The City of Toronto will assist older adults to participate fully in community life by identifying Aging Improvement Areas, neighbourhoods with high concentrations of vulnerable seniors and fewer available services.	SDFA	Aging improvement areas identified.	Partially	SDFA Research staff have identified a series of indicators to identify concentrations of low-income seniors living alone to be used as a social planning tool that will be added to Well Being Toronto and may be used to plan service interventions for vulnerable older adults. It will also be integrated into the Toronto Strong Neighbourhoods Strategy work.

	Theme	Time-line	Action #	Action	Lead	Progress Measure	Progress Update	Description
90	Communications & Information	Med	24 a	The City of Toronto will develop an accessible communications policy and guidelines to assist City staff to meet accessibility standard requirements created under the Accessibility for Ontarians with Disabilities Act. The policy and guidelines should reflect communication and information barriers which may exist for both older adults and people with different abilities.	CMO	Policy and guidelines developed and implemented.	Partially	<p>The Accessible Communications Policy and Guidelines have been developed and are undergoing final edits before consideration by Senior Management in the Fall of 2015.</p> <p>Between September to December 2015, Equity Diversity & Human Rights (EDHR) Division will work with all divisions to assess and support readiness to report compliance with the AODA requirements, including Accessible Information and Communication requirements. The AODA primarily deals with responding to requests for alternate formats of inaccessible information or communications. Once compliance requirements are met, EDHR will work with key divisions to develop a comprehensive implementation strategy to prevent the creation of barriers in information and communication.</p> <p>Progress Measure: Policy and Guidelines in place to meet AODA requirement and support the implementation strategy to prevent the creation of barriers in information and communication.</p>

	Theme	Time -line	Action #	Action	Lead	Progress Measure	Progress Update	Description
91	Communications & Information	Med	25 a	The Toronto Public Library will develop and implement electronic information literacy programs for older adults that focus on Internet awareness, safety and new information technologies.	TPL	Electronic information literacy programs developed.	Fully	TPL developed and implemented a wide variety of computer and software education classes, including some dedicated to seniors (261 in 2014, 167 to date in 2015). This included 21 sessions of Internet Safety for Seniors. Seniors are also heavy users of 'Book a Librarian' which provides one-on-one instruction about how to use online resources: 825 sessions have been booked in 2014-5 for persons 65 or older, accounting for 40% of overall usage of the program. Four sessions of the Safety for Seniors "You may be a target, but don't be a victim" were programs developed in conjunction with Toronto Police Service and Toronto Fire Services and offered in 2014.

*LEGEND:					
<u>TIMELINE</u>					
Short	Short-term, implementation began 2013	Medium	Medium-term, implementation began 2014	Long	Long-term, implementation started 2015 & beyond
<u>LEAD – City Divisions, Agencies, and Commissions</u>					
AHO	Affordable Housing Office	SDFA	Social Development, Finance, and Administration	TPS	Toronto Police Services
CMO	City Manager's Office	SSHA	Shelter, Support, and Housing Administration	TPH	Toronto Public Health
LTCH	Long –Term Care Homes & Services	TCH	Toronto Community Housing Corporation	TPL	Toronto Public Libraries
PFR	Parks, Forestry and Recreation	TESS	Toronto Employment and Social Services	TTC	Toronto Transit Commission
CP	City Planning	TPS	Toronto Paramedic Services	TS	Transportation Services
<u>PROGRESS UPDATE</u>					
Fully	Fully implemented	Partially	Partially implemented	Not	Not implemented

Appendix 2: Accountability Table Terms of Reference and Membership

Background:

On May 7, 2013, Toronto City Council unanimously approved the *Toronto Seniors Strategy* (CD20.1) and directed City Staff to coordinate and monitor the implementation and provide annual progress reports to Council through the Community Development and Recreation Committee beginning in 2015.

The *Toronto Seniors Strategy* was developed in 2012-2013 with the support of two tables: (1) an internal staff steering committee of City program areas and agencies involved in managing and delivering services for older Torontonians; and (2) a senior's expert panel. Following the adoption of the Strategy, these tables were consolidated as The Accountability Table.

Purpose:

The Accountability Table is a multi-sectoral table of aging experts as well as senior management from participating City Program Areas. Its purpose is to work in partnership with the City to ensure the Toronto Seniors Strategy is fully implemented. Representation includes community service providers, the Toronto Seniors Forum, academic institutions, hospitals, the Toronto Central Local Health Integration Network, the Toronto District School Board, the Toronto District Catholic School Board, community funders, seniors' advocacy organizations and others.

City staff will work with the Accountability Table to refine the *Strategy* by identifying adjustments, additional actions, and/or opportunities for partnerships for the ongoing implementation of the Strategy. (See pages 29-30 in the Strategy).

Reporting Relationship:

Council has designated the Executive Director, Social Development, Finance and Administration to coordinate the Strategy and report back annually on progress beginning in 2015.

Membership:

Co-Chairs:

Chris Brillinger, Executive Director, Social Development, Finance and Administration & Dr. Samir K. Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospitals

Aging Experts (formerly Seniors Expert Panel):

1. Alzheimer Society of Toronto: George Torys, First Link Partnership Manager
2. Canadian Red Cross: Tatjana Radovanovic, Director, Regional Operations, GTA
3. Canadian Urban Institute: Glenn Miller, Director
4. Care Watch: Lorna MacGregor, Board Chair
5. LOFT Community Services: Debra Walko, Director of Senior's Services

6. Mount Sinai and the University Health Network Hospitals: Dr. Samir K. Sinha (Co-Chair), Director of Geriatrics
7. National Initiative for the Care of the Elderly (NICE): Dr. Raza Mirza, Network Manager
8. Older Adult Centres' Association of Ontario: Sue Hesjedahl, Executive Director
9. Older Women's Network: Mary Hynes, Past Chair
10. Ontario Council of Agencies Serving Immigrants: Debbie Douglas, Executive Director
11. Ontario Gerontology Association: Jo-Anne Sobie, Executive Director and Sue Lantz, President and Chair, Board of Directors
12. Ontario Securities Commission: Tyler Fleming, Director, Office of Investor Policy
13. Ontario Seniors' Secretariat: Alan Ernst, Manager, Program, Policy, Accountability and Agency Relations Unit & Mihaela Dumitrascu, Policy Advisor
14. SPRINT Senior Care: Vonnie Barron, Director, Operations
15. The Good Neighbours Club: Dr. Antonio Bruno Scorsone, Executive Director
16. Toronto Catholic District School Board: Donald Reid, Principal
17. Toronto Central Local Health Integration Network: Vania Sakelaris, Senior Director, Health System Integration, Design and Development
18. Toronto Council on Aging: Dr. Lillian Wells, President
19. Toronto District School Board: Karen Falconer, Executive Superintendent, Continuing & International Education
20. Toronto Seniors Forum: Frances Chapkin (Chair), Maria-Antonieta Smith and Evelyn Murialdo
21. United Way Toronto: Keisa Campbell, Manager, Community Investment

City of Toronto Agencies, Boards, Commissions, Corporations and Divisions:

1. 311 Office: Gary Yorke, Director with support from Collette Rennie and Stacey Reece
2. Affordable Housing Office: Sean Gadon, Director with support from Eric Hunter, Holly Penfound and Sarah Power
3. City Planning: Jennifer Keesmaat, Chief Planner, represented by Kerri Voumvakis and Sharon Hill
4. Employment and Social Services: Pat Walcott, General Manager, represented by Phil Eisler and Mary Baratta
5. Equity, Diversity and Human Rights: Uzma Shakir, Director
6. Long-Term Care Homes and Services: Reg Paul, General Manager with support from Vija Mallia and Erin Mulcahey-Abbott
7. Office of Emergency Management: Loretta Chandler, Director
8. Parks, Forestry and Recreation: Janie Romoff, General Manager, represented by Howie Dayton, Cheryl MacDonald and Tara Coley
9. Revenue Services: Casey Brendan, Director with support from John Longarini
10. Shelter, Support and Housing Administration: Phillip Abrahams, General Manager with support from Emily Gaus and Ashleigh Dalton
11. Social Development, Finance and Administration: Chris Brillinger, Executive Director (Co-Chair) with support from Denise Andrea Campbell, Andrea Austen and Heath Priston

12. Toronto Community Housing: Greg Spearn, President and CEO, represented by Hugh Lawson and Danny Anckle
13. Toronto Fire Services: Chief Jim Sales represented by Stephen Welowski
14. Toronto Paramedic Services: Chief Paul Raftis, represented by Adam Thurston
15. Toronto Police Services: David Saunders, Inspector, DPSU represented by Patricia Fleischmann and Ron Boyce
16. Toronto Public Health: Dr. David McKeown, Medical Officer of Health with support from Nicole Welch
17. Toronto Public Library: Vickery Bowles, Chief Librarian with support from Paul Trumphour and Greg Gulas
18. Toronto Transit Commission: Mitch Stambler, Director with support from Matt Hagg
19. Transportation Services: Stephen Buckley, General Manager represented by Leigh Sherkin