

The Toronto Seniors Strategy

Towards an Age-Friendly City



“ Design for the young
and you exclude the old.
Design for the old and
you include everyone. ”

Bernard Issacs
Geriatrician

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1. Introduction



Over the next decade, the number of seniors living in Toronto will increase dramatically. It is important that the City of Toronto, and its Agencies, Boards, Corporations and Divisions (ABCDs), prepare for this demographic shift. This is important to help Toronto remain a safe, navigable, affordable, accessible and enjoyable city for everyone.

In April 2011, Councillor Josh Matlow (Ward 22, St. Paul's) brought forward a motion to City Council directing staff to develop a Seniors Strategy that builds on the existing work of the City and its partners, as well as current research and best practices. The motion was unanimously adopted by City Council.

A social movement to prevent and discourage ageism and enhance respect for older persons is growing across Toronto and around the world. The Toronto Seniors Strategy is an active response to the movement to build and sustain an accessible, equitable and just society for all. The Strategy identifies

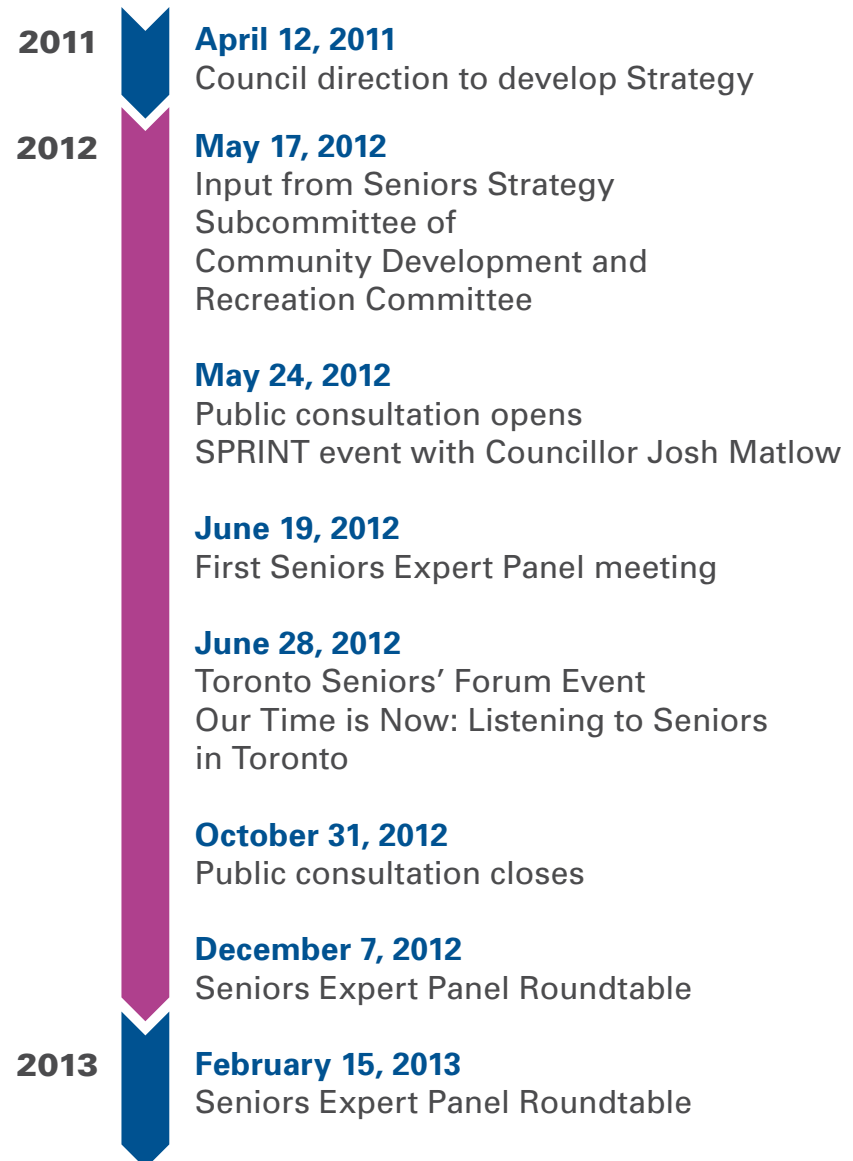
the direction and recommendations that will address the diverse needs of its older residents by embedding the values of respect, dignity, diversity, independence and equity in all its policies, programs and services.

Developing the Strategy

The Strategy was developed in six stages:

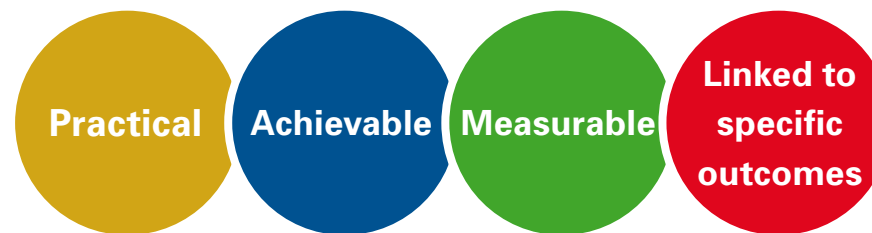
1. Seniors Strategy Subcommittee of the Community Development and Recreation Committee of City Council established (see Acknowledgements for a list of members);
2. prior City reports related to seniors and implementation status of any recommendations reviewed; demographic analysis conducted; strategies and best practices in other major municipalities researched;

Stakeholder Consultations Timeline



3. Senior Management Steering Committee and a Staff Technical Working Group established representing 17 City Agencies, Boards, Corporations and Divisions;
4. Seniors Expert Panel formed consisting of 33 leaders from the community, universities, business, medical and seniors' advocacy organizations (see Acknowledgements);
5. stakeholders engaged using a consultation workbook, and specialized consultation events held; and
6. principles developed and recommendations identified to reflect the feedback from the consultation process.

The Toronto Seniors Strategy has been developed to identify recommendations for action that are:



The development and implementation of The Toronto Seniors Strategy recognizes that the City of Toronto is in a time of fiscal constraint. All three orders of government are looking to achieve better results with limited resources.

This Strategy is strategically linked to a number of other key City initiatives, including the Toronto Newcomer Strategy, the Recreation Service Plan, Housing Opportunities Toronto, and

the *Guide to Good Practice: Providing Equitable Service to Individuals of All Abilities*. The Strategy aligns with the City of Toronto's efforts to respond to the Pedestrian Death Review conducted by the Office of the Chief Coroner for Ontario. The Strategy is also in alignment with current service planning initiatives in other City ABCDs.

Another important area of alignment is the mandatory accessibility standards for people with disabilities being developed under the *Accessibility for Ontarians with Disabilities Act*. The City, local businesses and other organizations will need to work in partnership with the Province to become more accessible and inclusive.

Partnerships are particularly important to the use of resources. While the City of Toronto was developing this Strategy, the Province of Ontario launched a provincial

Seniors Strategy. The provincial strategy, under the leadership of Dr. Samir K. Sinha, resulted in the report: *Living Longer, Living Well*. Dr. Sinha was also a member of the City's Seniors Expert Panel, so opportunities for discussion, knowledge exchange and alignment between the City's and the Province's strategies were frequently supported and prioritized.

Previous Work

This initiative is not the first to address the issues of older Torontonians. From previous reports dating back to 1999, 245 prior City recommendations were made relating to older adults or seniors in Toronto. Initiatives under the City's control had a much higher rate of implementation than requests governed by provincial or federal jurisdictions. For this reason, the focus of this Strategy is on actions that are within the City's power to enact.

The Role of the City of Toronto

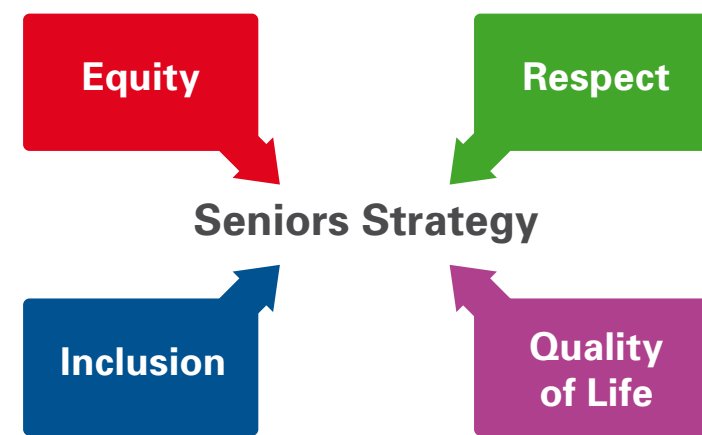
Many of the services older Torontonians rely on are provided, directly or indirectly, by the provincial or federal governments and their agencies. Health care, home and community care, the Canada Pension Plan, and Old Age Security are just some examples.

Ultimately, decisions regarding these services are made by the provincial and federal governments. The City of Toronto will continue to engage other orders of governments on behalf of older Torontonians with regards to these services. But the primary focus of The Toronto Seniors Strategy will be on issues that fall within the City's authority to plan, manage and deliver.

Service Planning Principles for an Age-Friendly Toronto

A service plan approach sets out key principles to guide future decisions regarding funding priorities and service improvements. These principles provide direction for the planning, management and delivery of services, initiatives, programs and investments for older Torontonians. This Strategy reflects four key service planning principles that guide City decision-making and priority-setting.

Service Planning Principles



Principle 1: Equity

Older adults should have equitable access to services and programs.

The unique needs of Toronto's diverse older population should be met. In keeping with the City of Toronto's Vision Statement on Access, Equity and Diversity, older Torontonians should be treated fairly regardless of their race, ancestry, place of origin, colour, ethnic origin, disability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of social assistance, political affiliation, religious affiliation, level of literacy, language and/or socioeconomic status. The goal of the City of Toronto is to achieve access and equality of outcomes for all residents.

Principle 2: Inclusion

The social and physical connectedness of Toronto should be enriched by facilitating older adults' participation in city life.

Older Torontonians should have the opportunity to participate in and contribute to their communities. Intergenerational connections should be encouraged and social isolation should be prevented.

Principle 3: Respect

The contribution of older adults to the life and vibrancy of Toronto should be valued and respected.

The experience and contribution of older Torontonians to their communities should be recognized and reflected in the way they are regarded. Older adults should always be treated with dignity and should be made to feel valued, heard and appreciated.

Principle 4: Quality of Life

Older adults in Toronto should be supported so that they may enjoy a higher level of health and wellbeing.

Older Torontonians should be able to live healthy, independent, active lives. The City should consider the quality of services that it is providing to older residents that address older adults' unique and varied needs.

Who is an Older Adult?

There is no single definition of who is an older adult. Programs and services within the City and from other governments have different definitions reflecting different operational requirements. More importantly, our consultations confirmed that a strict definition of older adulthood is viewed as stigmatizing and does not reflect the reality of what being an older adult means. Older adulthood can easily include people in their fifties, while the eldest of Toronto's residents may be far more active and independent than many may commonly perceive.

In response to evolving experiences of aging, a global movement, led by the World Health Organization, is spreading across municipalities to move beyond strict definitions of older adulthood (WHO, 2007). Cities are developing "age-friendly" environments in which people of all ages, needs and capacities have accessible and inclusive access to programs and services.

The demographic analysis contained in this document adopts the WHO's age-friendly approach by defining older adulthood as a general stage of life rather than a specifically delineated age group. Data on people 55 years of age and older are used in the analysis whenever possible to provide a broad overview of the demographic diversity of older Torontonians. In other cases, available data limits demographic analysis to people 65 years of age and older.

2. The Demographic Imperative



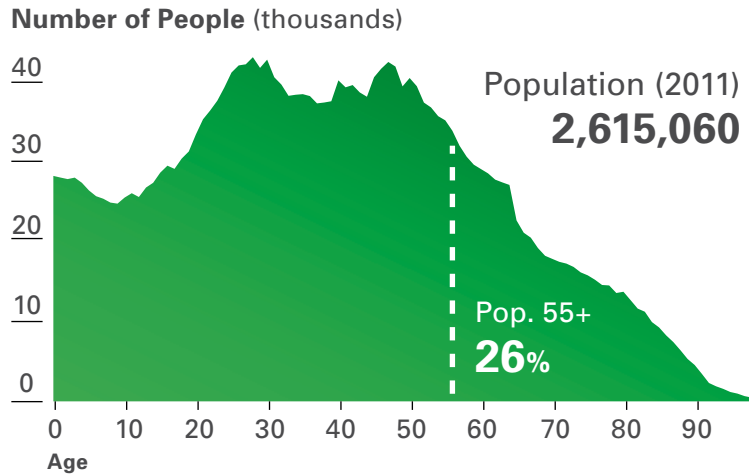
Older adults are a significant and growing part of the population in the Toronto. Over the past 40 years, the number of older adults living in the city of Toronto has increased by over 200,000.

By comparison, the number of people under 30 years has decreased by over 135,000. Today, based on 2011 Census figures, there are 680,945 adults over the age of 55 years in Toronto. These residents represent about one quarter of the total population (Figure 2.1).

The growth in the older adult population is also expected to accelerate in coming years. Multiple estimates, including

the City's *Flashforward* research study (Flashforward, 2006) and a study in support of the Ministry of Infrastructure's Growth Plan (Hemson, 2012), expect that older adults will make up a larger percentage of Toronto's population. By 2041, Hemson forecasts that there will be approximately 1.2 million adults 55 years and older in Toronto (Figure 2.2). There is a clear demographic imperative to address the needs of older Torontonians.

Population of Toronto



Age Groups (as percentage of total population)

55 64 years	65 74 years
12% 303,500 people	7% 188,640 people
75 84 years	85+ years
5% 133,840 people	2% 54,965 people

Figure 2.1

Like many municipalities in Canada, older adults make up a sizable portion of the population of Toronto.

Source: Statistics Canada 2011 Census

Forecasted Percent of Total Population

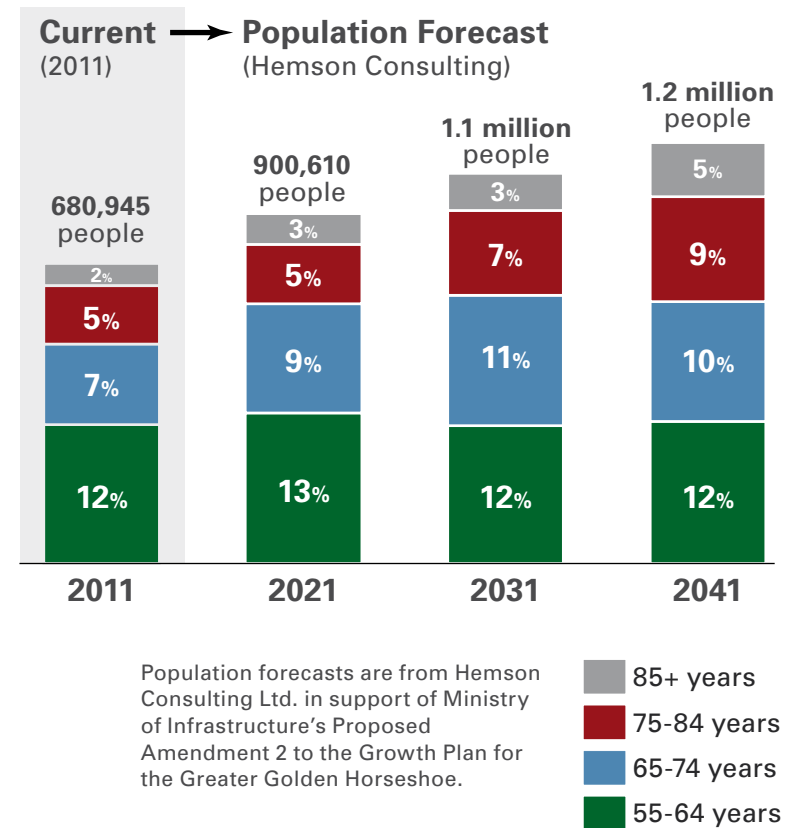


Figure 2.2

Estimates from multiple agencies forecast significant growth in Toronto's older adult population.

Source: Statistics Canada 2011 Census, Hemson Consulting Ltd. 2012

Population Growth

The growth of the older adult population is driven by two main factors (Figures 2.3 and 2.4). First, the life expectancy of Canadians has increased significantly, from 71.1 years in the 1960s to 80.8 years in 2009 (World Bank, 2013). As result, the number of people over the age of 80 is growing faster than any other age group in Toronto. The second factor is the “baby boom” generation, people born between 1946 and 1964, who are now between the ages of 55 and 64.

As the number of older people living in Toronto increases, the City will need to address the increased demand for services for older adults. More than this, these services will need to accommodate a variety of expectations and experiences given the broad diversity that exists within this age group.

Change in Population by 5 Year Age Group (2001-2011)

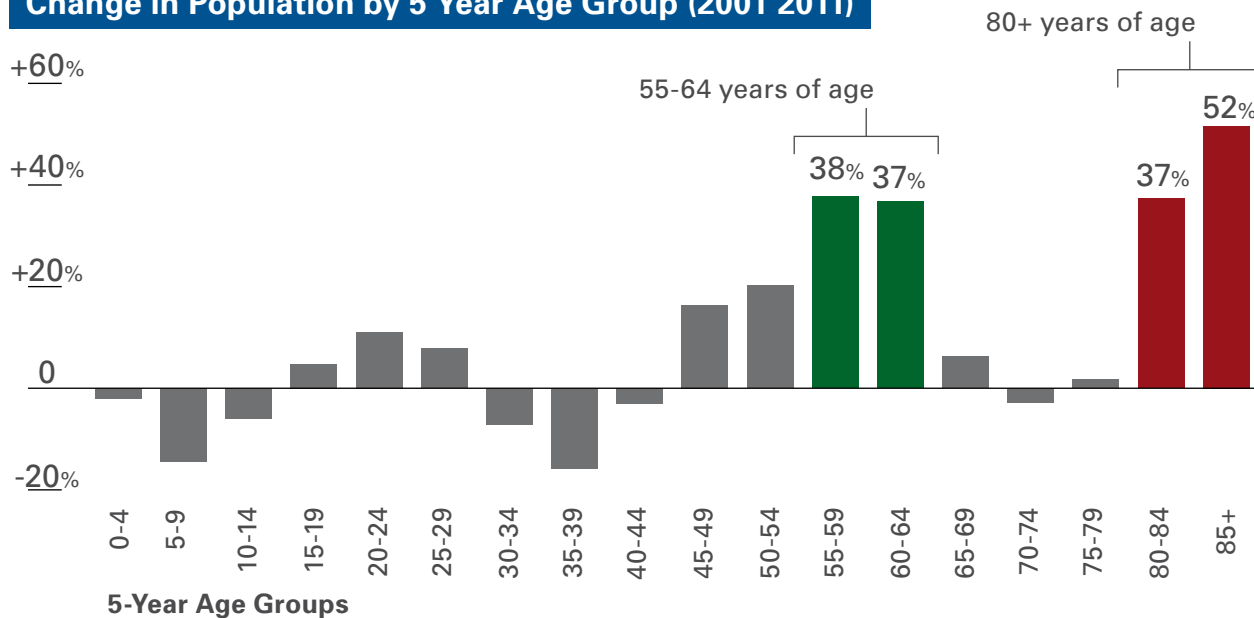


Figure 2.3
Since 2001, the fastest growing parts of Toronto’s population are its oldest residents and those between the ages of 55 and 64.

Source: Statistics Canada, 2001 and 2011 Census

Population Change (2001-2011) in Older Adult Population 55+

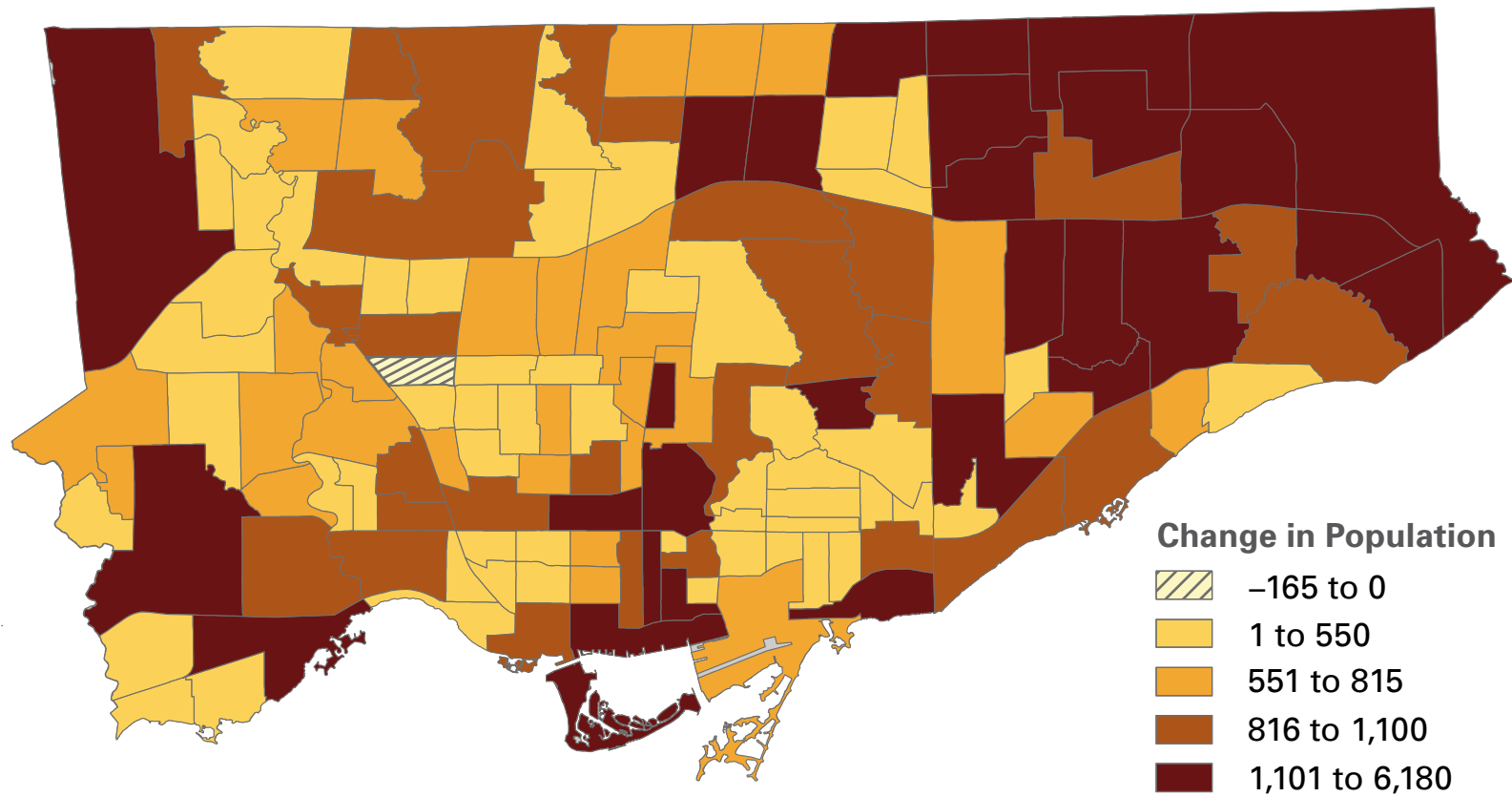


Figure 2.4

The number of adults 55 years and older has increased in all but one of Toronto's neighbourhoods.

Source: Statistics Canada 2001 and 2011 Census

Prepared by: City of Toronto Social Development Finance & Administration Division, Social Policy, Analysis & Research Unit

Adults 85+ Living Alone

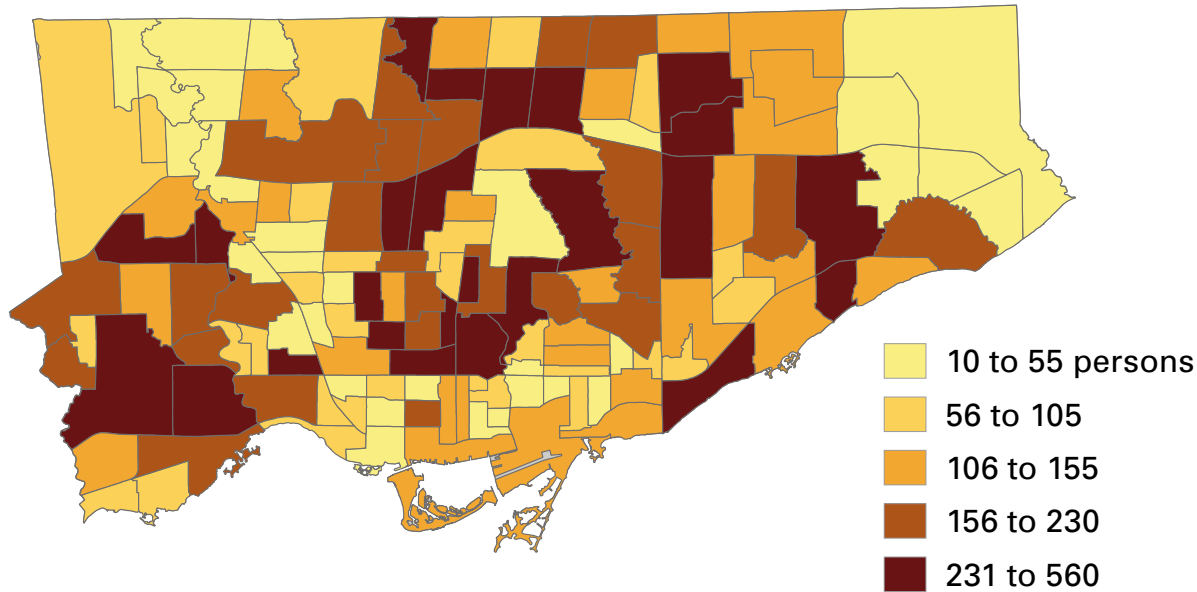


Figure 2.5

Adults 85 years and older and living alone are located in many neighbourhoods across Toronto.

Source:
Statistics Canada, 2011
Census

Prepared by:
City of Toronto Social
Development Finance &
Administration Division,
Social Policy, Analysis &
Research Unit

Living Arrangements

Living alone can compound the risk of social isolation. According to recent Census data, over one in five adults (22%) 55 years and older live alone. That number is double for the oldest of Torontonians, with almost half (44%) of those 85 years and older living alone (Figure 2.5). Notably, 72% of adults 65 years and older are women.

A significant proportion of people experiencing homelessness are older adults. According to the 2009 Street Needs Assessment, almost one-fifth of the homeless population in Toronto was over the age of 50.

Activity Limitations (2005 2010)

Percentage of Toronto Residents

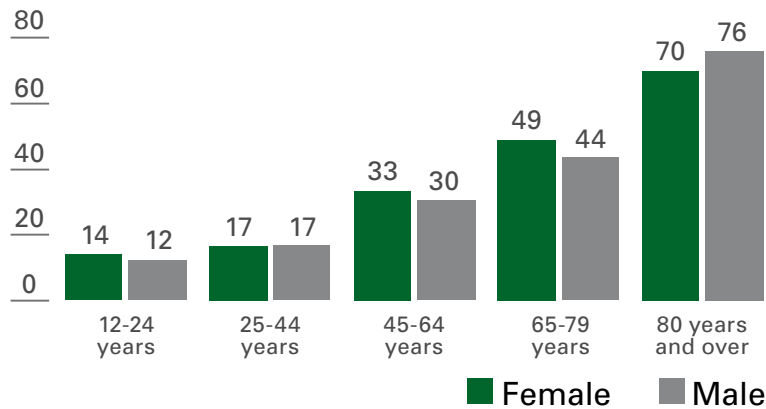


Figure 2.6

Older Torontonians are more likely to experience activity limitations or disabilities.

Source: CCHS combined waves 2007/08 and 2009/10, CRICH

Self Reported Health

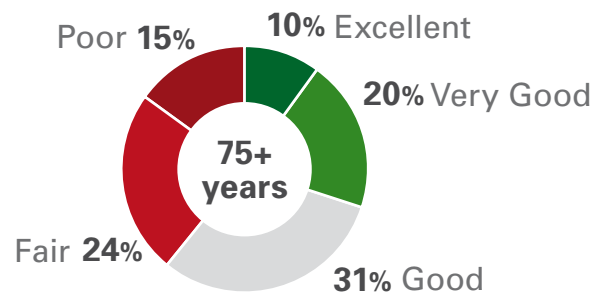


Figure 2.7

More than a third of Toronto residents over the age of 75 describe their health as “poor” or “fair”.

Source: 2010 Canadian Community Health Survey

Health and Activity Limitations

Older adults are more likely than the rest of the population to have health-related issues. Around 70% of Torontonians 80 years and older report a disability or activity limitation that has lasted or is expected to last six months or more (Figure 2.6). Almost 40% of Toronto residents 75 years and older describe their health as either “fair” or “poor” (Figure 2.7).

Older adults under the age of 80 report significantly better health. Less than half of Toronto’s residents between the ages of 65 and 79 report physical or mental disabilities. Over half (55%) of those under 75 describe their health as “very good” or “excellent.”

Income

Many older Torontonians have low incomes. In 2009, over 114,000 Toronto families with at least one member 65 years or older were at or below Statistics Canada’s two-person low-income cut-off (LICO) measure of \$29,000 (Figure 2.8).

Whether by choice or necessity, it is not surprising that increasing numbers of older adults are working beyond retirement age. Since the end of mandatory retirement in Ontario in 2006, the number of adults 65 years and older participating in the work force has more than doubled. There were 52,000 adults 65 years and older participating in the workforce in 2011, compared to only 24,400 in 2006, according to Statistics Canada’s Labour Force Survey.

Consistent with this trend, the number of unemployed older adults has also increased. In 2011, there were 3,000 unemployed adults 65 and over, compared to 1,900 in 2006.

Older Adult Income Distribution

Number of Families with Adults 65+

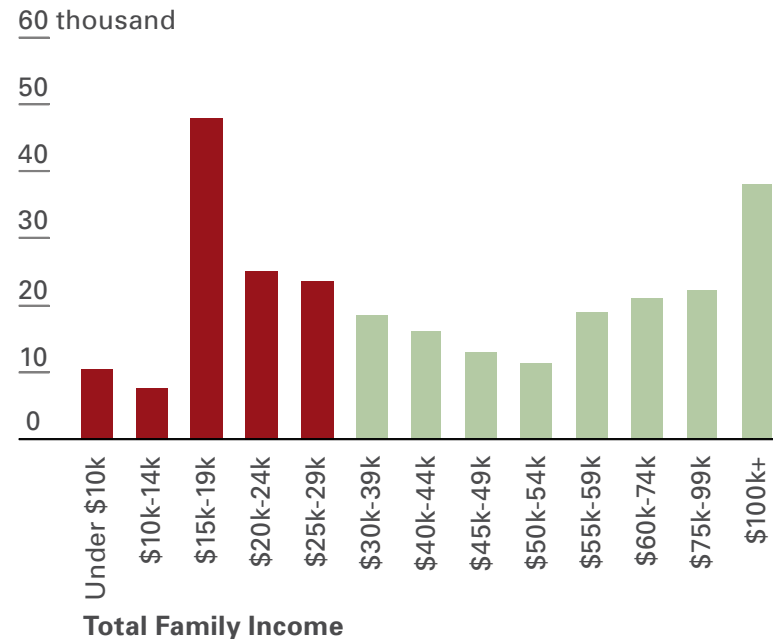


Figure 2.8

114,360 families with at least one member 65 years of age or older have incomes below Statistics Canada’s two-person low-income cut-off of \$29,880.

Source: Statistics Canada Income Statistics Division 2009

Linguistic Diversity

Similar to the city's population in general, older Torontonians are linguistically diverse. According to the 2011 Census, over a third (37%) of adults 55 and over spoke a non-official language on a regular basis at home. This linguistic diversity is most prominent in the oldest age cohorts. Of Toronto residents 75 years and older, 42% spoke a non-official language at home.

Immigrants and Newcomers

The 2006 Census found that 68% of Torontonians 55 years and older were immigrants. This percentage is higher than for any other age group in Toronto. It is also more than double the proportion of older adults who are immigrants in either Vancouver or Montreal.

Newcomer older adults are a particularly important and sizable group in Toronto. In 2006, there were 40,340 immigrants 55 years and older who had arrived in Canada within the last 10 years.

More recent 2011 data from Citizenship and Immigration Canada shows that an average of 8,768 permanent and temporary residents 55 years and older land in the City of Toronto every year.

These numbers are significant because, compared to other immigrant seniors and Canadian-born older adults, newcomer older adults are more likely to be visible minorities, have lower income, have less positive health and are less likely to speak one of the official languages.

Conclusion

Similar to communities around the world, there is a clear demographic imperative in Toronto to address the issues facing older adults. Where Toronto's experience will be unique is in its high level of diversity.

The City must recognize the increased vulnerability that exists when such factors as immigration, linguistic diversity, disability, and sexual orientation intersect with the challenges of aging.

On its own, each factor can create obstacles to accessing necessary programs and services in Toronto. Combined, these factors can magnify the vulnerability that an older adult faces on a daily basis.

Vulnerability is the result of the interaction between the challenges a person faces and the resources that they can access when facing those challenges. Vulnerability includes poverty, structural inequality, social networks and social supports, personal limitations, and physical location.

The City of Toronto must ensure that its programs and supports respect the different lived experiences of older Torontonians. Addressing these intersecting challenges and obstacles will ensure that Toronto can become an age-friendly city that is inclusive of everyone.

3. Summary of Public Consultations



Consultations with stakeholders took place between May 24 and October 31, 2012. Toronto’s residents had the opportunity to submit their suggestions and concerns using a consultation workbook. Feedback from this consultation shaped the development of The Toronto Seniors Strategy.

The consultation workbook was translated into 11 languages and was distributed online through City networks, community-based organizations and the Toronto Seniors’ Forum.

In total, 524 completed workbooks were submitted. Some workbooks were completed by individuals, but many were also completed by groups working and talking together.

“ There has to be more support put in place to assist seniors in remaining in their own homes. ”

“ [It’s] important not to forget that a large majority of older adults are capable, active, independent and a resource to the community. We are part of the solution as well as the ‘problem.’ ”

Respondents' comments can be grouped into two main perspectives. Some comments emphasized the need for income and social supports to assist people as they grow older. In particular, many emphasized the need to serve the most marginalized and vulnerable members of the older adult population. Other respondents challenged existing stereotypes by arguing that older adults are still active, healthy, and capable of contributing to their communities.

“ My goal and that of most seniors whom I know is to be able to stay in my home and neighbourhood and be as independent as possible for as long as possible. For this, I need home support, good health and the ability to get around. ”

Methodology

Responses:

524 completed workbooks

Languages:

Workbook translated into Chinese, Farsi, French, Italian, Korean, Portuguese, Russian, Spanish, Tagalog, Tamil, and Urdu

Distribution:

Paper copies distributed to libraries, seniors-serving organizations, and community health centres. Online at www.toronto.ca.

Themes & Priorities

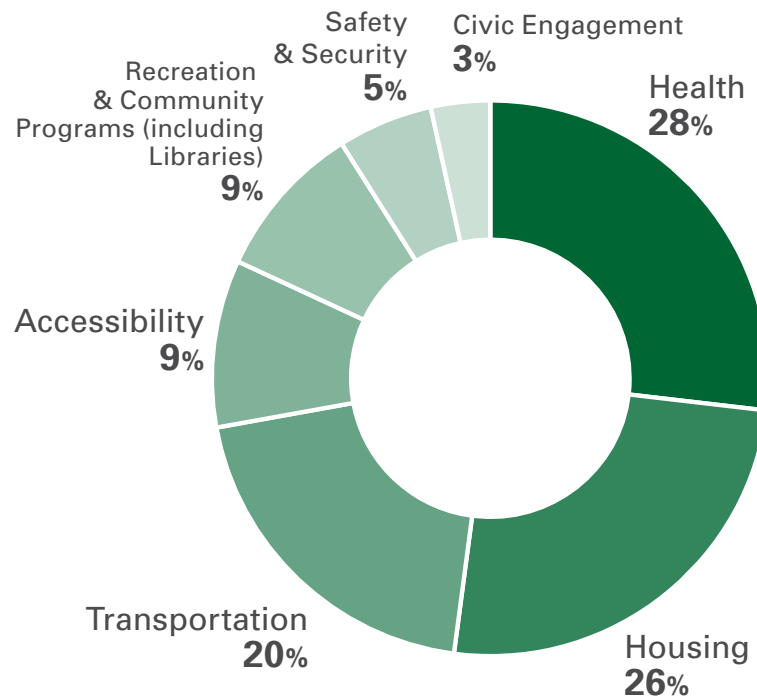


Figure 3.1

Respondents were asked to “circle your top 3 priorities.” This graph shows how often each theme was mentioned.

Themes & Priorities

The consultation workbook asked respondents to identify their priorities from a list of seven different themes. Of these, almost three-quarters of respondents identified health, housing, or transportation as one of their top three priorities (Figure 3.1).

Respondents mentioned that the themes were all important. Many commented that the themes were interconnected and that improving services in one area inevitably had an impact on services in other areas. Overall, 92% of respondents who answered the question indicated that at least one of “these themes represent [their] concerns.”

“ All of these are important needs in most seniors’ lives...each of these are essential for a seniors strategy. ”

Primary Concerns

For each theme, respondents tended to identify very specific, personal issues they care about, as opposed to broad comments about service delivery. For example, some individuals who commented on housing highlighted a specific issue within their housing unit.

Despite the personal nature of the responses, there were clear priorities under each of the seven program areas, summarized in Table 3.1.

Other Comments

Participants did not limit their comments to the prescribed themes. Three other broad themes also emerged from the consultation workbook.

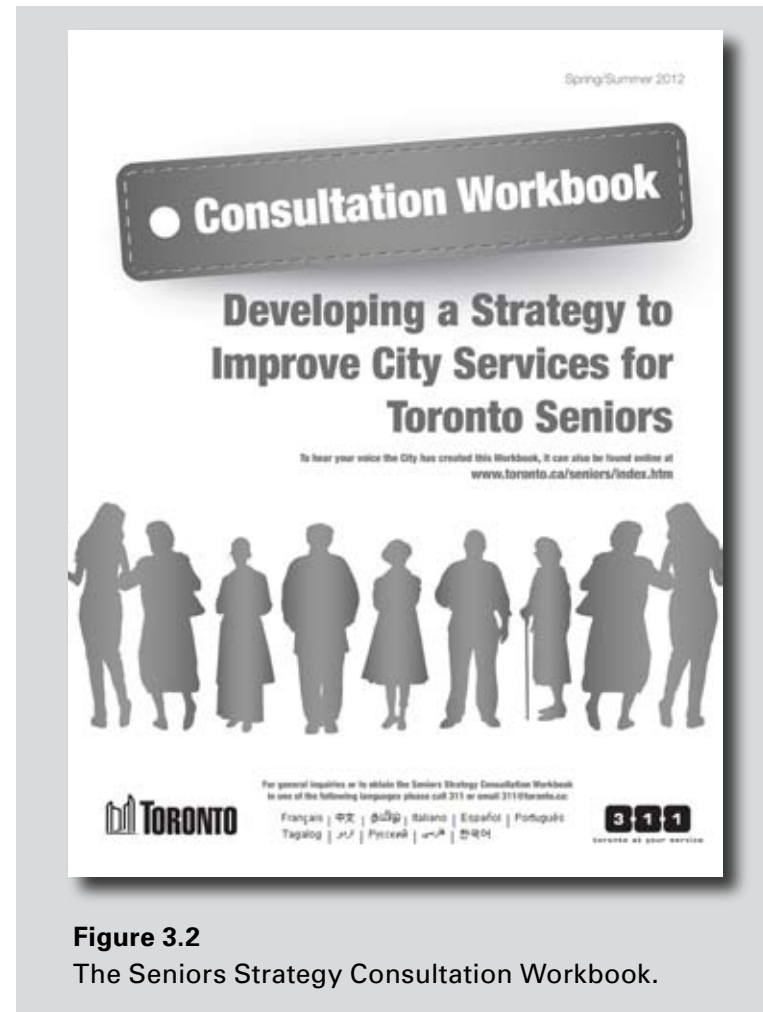


Figure 3.2
The Seniors Strategy Consultation Workbook.

Theme	Primary Concerns
Health	<ul style="list-style-type: none"> • Mental health & isolation • Health promotion & disease prevention • Affordable dental, eye care, prescription medications
Housing	<ul style="list-style-type: none"> • Aging in place, staying independent at home • Developing more home and community care services • Supporting long-term care homes
Transportation	<ul style="list-style-type: none"> • Transit accessibility • Cost of transportation • Transportation safety
Recreation & Community Programs (including Libraries)	<ul style="list-style-type: none"> • Costs of programs • Opportunities to network and socialize • Education and classes for seniors
Safety & Security	<ul style="list-style-type: none"> • Elder abuse • Fear of crime • Physical safety
Accessibility	<ul style="list-style-type: none"> • Physical accessibility • Language accessibility
Civic Engagement	<ul style="list-style-type: none"> • Promoting greater consultation and inclusion in the process • Avoiding the segregation of older residents
<p>Table 3.1 Common issues raised under each program area theme.</p>	

Communications & Information

“Who can seniors contact if they need help? Is there someone in charge of ‘Seniors’ Affairs?’”

Respondents who commented on the communication of services focused primarily on a lack of knowledge about what services were already available for older Torontonians. Some attributed this to a lack of promotion. Others linked the lack of awareness of services to the lack of a single unified contact point to help navigate the services available to them. Many also highlighted the need to promote services in languages other than English, and to avoid relying heavily on websites as a sole source of information.

Service Levels

“How can the city support seniors on very fixed incomes?”

Service levels were also raised as an issue as part of a broader concern for older Torontonians with low incomes. Respondents commenting on service levels focused on a lack of available space in programs, the need for facilities and meeting spaces to engage with other older adults, and the high costs associated with travelling to and accessing services.

Diversity & Respect

“Seniors do not want to be segregated. We want to be included as an important part of the city. We want to contribute making this a better city.”

Comments related to ensuring respect for older persons focused on recognizing the contributions of the full diversity of

older Torontonians, including newcomers, people with disabilities, and people from all cultural backgrounds. Respondents also highlighted the unique needs of older persons in the Lesbian, Gay, Bi-sexual, Transgender, Transsexual, Queer and Two Spirited (LGBTTO2S) community who feel they must “go back in the closet” due to a lack of awareness of and sensitivity to LGBTTO2S issues among older Torontonians. More broadly, respondents warned against segregating older adults, and called for policies and programs that led to their greater inclusion in society.

Expert Panel and Toronto Seniors’ Forum

Complementing the public consultation process were a series of meetings with two groups (see Acknowledgements for a list of members). First was an Expert

Panel of 33 leaders from community, academic, medical and seniors’ advocacy organizations. The second was the Toronto Seniors’ Forum, a group that works to engage seniors in Toronto in the working of local government. The feedback received in these meetings strongly reinforced the concerns and priorities heard throughout the public consultation process.

The feedback also contained vital strategic advice. The need to ensure accountability and leadership in the implementation of this Strategy was one key suggestion. Members of the Expert Panel and Toronto Seniors’ forum suggested that recommendations should be specific, clear, and implementable. As part of this approach, they called for timely monitoring of the Strategy to clearly identify whether the recommendations have been implemented.

Members also emphasized the need for strong leadership from both City Council and staff. This stewardship would ensure that the Strategy continues to serve as a living document defining the City's ongoing approach to developing an age-friendly Toronto.

Finally, participants highlighted community partnerships as an important element in implementing the Strategy's goals. Key partners include, but are not limited to, provincial and federal governments, private sector, not-for-profit agencies, and community organizations. The provincial and federal governments are both currently developing and implementing strategic plans to address an aging population. Expert Panel and Toronto Seniors' Forum members strongly recommended aligning this Strategy with these other older adult initiatives.

Conclusion

Participants in the consultation process called for an age-friendly approach to service delivery. This approach would support people of all ages, including Toronto's older adults, in living active, socially engaged, healthy, and independent lives.

They emphasized the need to continuously seek input from older Torontonians and to include them in the policy-making and service delivery processes. Respondents also called for a collaborative approach among service providers and all governments in order to better serve older adults now and into the future.

4. Age-Friendly Cities & Communities



To ensure alignment with the efforts of other communities in Canada and around the world, The Toronto Seniors Strategy has been organized using the World Health Organization’s (WHO) framework for age-friendly cities.

The WHO has provided practical leadership on making cities age-friendly. The WHO framework is based on the idea of active aging, defined as maximizing “opportunities for health, participation and security in order to enhance quality of life as people age” (WHO, 2007).

With early support from the Public Health Agency of Canada, the WHO developed its Global Age-Friendly Cities Project to help cities deal with the dramatic rise in their older populations. Research was conducted in 33 cities around the world, leading to the identification of eight themes related to a community’s age-friendliness.

Most cities in Ontario have followed the WHO’s framework. Ottawa was an early participant in the project, serving as a test site for the project’s research. London, Hamilton, and Waterloo, among others, have also modelled their Age-friendly strategies on the WHO framework.

The themes that the City of Toronto used in its consultation are very compatible and easily aligned to the WHO themes. By organizing the Strategy’s recommendations to match the WHO framework, the City of Toronto can compare its efforts and its successes with cities across the country and around the world.

WHO Age Friendly Themes

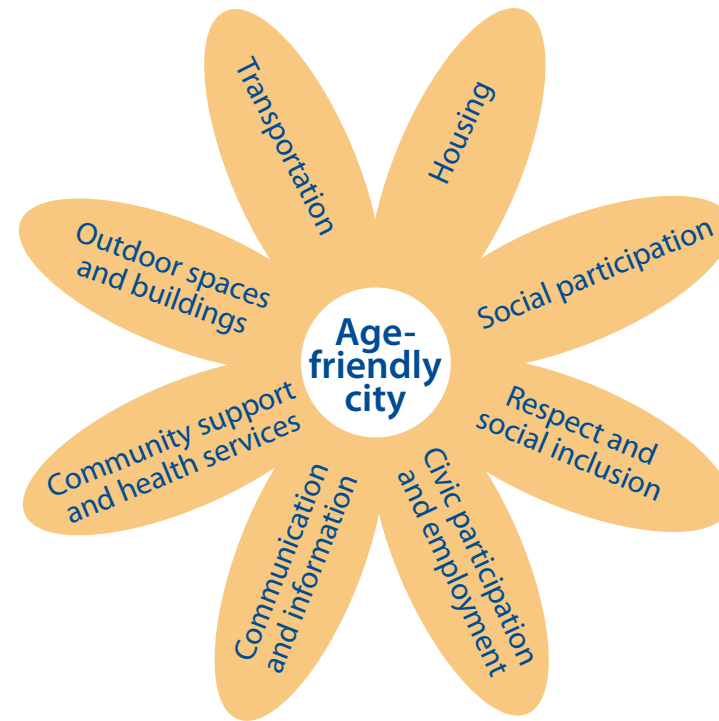


Figure 4.1
 The World Health Organization has identified eight themes based on the idea of active aging.
 Source: WHO (2007) Global Age-Friendly Cities: A Guide, pg. 9

5. The Strategy



The following sections summarize the key recommendations, actions and accountability framework proposed under this Strategy.

For each of the eight themes of age-friendliness, key examples of current City initiatives to create an age-friendly Toronto provide context for the recommendations that follow.

The Strategy identifies important issues that were identified in the City's research and consultations. Each issue is addressed by a broad recommendation which draws on the Strategy's service planning principles. Under each recommendation, specific actions are identified as steps the City of Toronto's

Agencies, Boards, Corporations and Divisions (ABCDs) can take to fulfill each recommendation.

To ensure accountability, each action is intended to be measurable, attainable, relevant, and timely. In this way the actions can be evaluated on a regular basis. The specific actions provided by the ABCDs are also grouped into one of three implementation categories for planning purposes. These categories are listed on the following page.

Implementation Categories

Timeframe

Cost Implications

Short-Term

Actions that can begin implementation immediately.

No net costs to City. Funding approved in the 2013 City Budget.

Medium-Term

Actions that can begin implementation within two or three years.

Costing to be referred back to ABCDs for consideration in the 2014 City budget process.

Long-Term

Actions that can begin implementation in 2015 and beyond.

Costing to be referred back to ABCDs for consideration in 2015 and beyond.

6. Accountability & Monitoring



During consultations on this Strategy, the City heard repeatedly that making recommendations is the easy part. Producing real improvements in the lives of Torontonians is what matters. An accountability and monitoring plan is key to making these improvements happen.

That is why the recommended actions in this Strategy contain three key elements for accountability and monitoring:

1. a clearly identified lead program area with responsibility to implement;
2. a timeframe for implementation; and
3. an identified measure by which the status of each action will be reported to the public through City Council.

These elements mean that responsibilities for action are clearly assigned, a timeframe to get started on the work is clear, and expectations for reporting are well defined. Where possible, the Strategy identifies specific targets for successful implementation. If a target is not possible, then a measure of progress will be reported. These progress measures will show how well this Strategy is being implemented.

It is also important to know whether there are measurable improvements in the wellbeing of older adults in neighbourhoods across Toronto. To answer this question, the Social Development, Finance & Administration division will work with other City and community partners to build a place-based monitoring framework using the Wellbeing Toronto tool.



Learn more about Wellbeing Toronto at:
www.toronto.ca/wellbeing

This framework will consist of indicators reflecting the key issues and themes identified in our public consultations. By updating these indicators on a regular basis, it will be possible to see improvements in the age-friendliness of Toronto's neighbourhoods.

The Strategy proposes to first report back to City Council on progress in 2015. The report will evaluate the implementation status of each recommended action. If an action has yet to begin implementation, the report will include an explanation as to why. If an action is in progress, the report will include an anticipated completion date. If an action is completed, the report will include progress measures to assess its impact on the wellbeing of Toronto's diverse older adult population.

Staff from each of the City's participating Agencies, Boards, Commissions, Corporations and Divisions will review the

Accountability Model



evaluation in partnership with leaders from community, academic, medical and seniors’ advocacy organizations. City staff will also present the evaluation to the Toronto Seniors’ Forum.

Together with community partners, City staff will refine the Strategy by identifying adjustments, additional actions, and/or opportunities for partnerships for the ongoing implementation of the Strategy.

Staff will report on the evaluation of the Strategy and present refinements to Council for approval.

Continual monitoring and evaluation by City staff and community partners will ensure that The Toronto Seniors Strategy remains a living document, one which is responsive to the evolving needs of older Torontonians.

7. Recommendations



The recommendations in this Strategy are grouped into 8 themes, which are aligned with the World Health Organization's Age-friendly Cities and Communities themes. These themes are:

- 1** Respect & Social Inclusion
- 2** Civic Engagement, Volunteering & Employment
- 3** Social Participation
- 4** Community Support & Health Services
- 5** Housing
- 6** Transportation
- 7** Outdoor Spaces & Buildings
- 8** Communications & Information

Strategy Recommendations

Respect & Social Inclusion



Respect and inclusion are needed to feel like a valued part of the community. Ageism and ignorance can produce a lack of consideration for older adults. Intergenerational initiatives and public education can better connect all Torontonians and ensure a place for all in our community.

What the City Does Now

The City faces significant demographic change as the population ages. There is a growing awareness of people living with mental health challenges and disabilities. The “Doing It Right” Campaign is a new, foundational initiative for the Toronto Public Service to promote a respectful, ethical and safe workplace. ***A Guide to Good Practice: Providing Equitable Service to Individuals of All Abilities*** has been included in this campaign to increase awareness that “abilities” come in all forms, to ensure equity of outcomes for all residents; and to provide an ethical foundation for the Toronto Public Service.

Respect & Social Inclusion Recommendations

Issue

Recommendation

The City of Toronto will...

Toronto's diverse older adults are a valued part of our community.



1 ...affirm its commitment to its diverse older adult population by meeting internationally recognized standards of age-friendliness.

Toronto's older adults can be vulnerable to neglect and physical, financial, and emotional abuse.



2 ...address elder abuse.

A courteous, non-judgemental, responsive approach to service is vital to ensuring equitable access to service.



3 ...train its staff to effectively serve all older adults, including those who are vulnerable or have special needs.

Intergenerational programming provides an opportunity to build respect and understanding across age groups.



4 ...facilitate and promote intergenerational programming.

Recommendation 1

Respect & Social Inclusion

The City of Toronto will affirm its commitment to its diverse older adult population by meeting internationally recognized standards of age-friendliness.

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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.	Social Development, Finance & Administration	Application made. Indicators identified. Baseline assessment completed.
	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.	Toronto Police Service	Report on data shared.

(Recommendation 1 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	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.	Social Development, Finance & Administration City Manager's Office Long Term Care Homes and Services	Report on amount of funding secured.

Recommendation 2

Respect & Social Inclusion

The City of Toronto will address elder abuse.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Toronto Police Service	Report on committee activities regarding safety issues of older adults.
	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.	Toronto Police Service	Report on guide implementation and use.

(Recommendation 2 continued)

Timeline	Action	Responsibility	Progress Measure
Medium-Term	<p>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.</p>	<p>Toronto Police Service</p>	<p>Report on public awareness activities.</p>
	<p>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.</p>	<p>Toronto Police Service Social Development, Finance & Administration</p>	<p>Report on data shared.</p>

(Recommendation 2 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	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 solving and innovation.	Toronto Police Service	Report on establishment of committee.
	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.	Toronto Police Service	Training developed. Number of officers trained.

Recommendation 3

Respect & Social Inclusion

The City of Toronto will train its staff to effectively serve all older adults, including those who are vulnerable or have special needs.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Shelter, Support & Housing Administration	Report on review of training programs and actions taken.
Medium-Term	b. Equity, Diversity & Human Rights will develop, promote, implement and evaluate an eLearning tutorial for City staff on <i>A Guide to Good Practice: Providing equitable service to individuals of all abilities</i> . The tutorial will provide information on best practices when communicating with vulnerable adults and the establishment of joint response protocols.	City Manager's Office Equity, Diversity & Human Rights	Number of staff who have completed tutorial.

Recommendation 4

Respect & Social Inclusion

The City of Toronto will facilitate and promote intergenerational programming.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Social Development, Finance & Administration Toronto Youth Cabinet, Toronto Seniors’ Forum Long-Term Care Homes & Services Advisory Committee, Youth Councils	Report on results of joint meetings.
	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.	Social Development, Finance & Administration	Number of programs developed. Report on promotional efforts.
	c. Toronto Public Library will develop intergenerational programs that involve youth and older adults.	Toronto Public Library	Number of programs developed.

(Recommendation 4 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	d. Social Development, Finance & Administration will expand funding to community groups to develop new intergenerational programming.	Social Development, Finance & Administration	Increase in funding.

Strategy Recommendations

Civic Engagement, Volunteering & Employment



Older Torontonians have a great deal of talent, skill, experience and wisdom to offer their city. Opportunities which offer flexibility and support to accommodate diverse older adults' needs will help them to contribute, and to feel valued and productive.

What the City Does Now

The City of Toronto provides staff support to the Toronto Seniors' Forum. The Toronto Seniors' Forum is a group of diverse Toronto residents over the age of 60. The group works to engage seniors in the workings of city government and to advocate for fair and quality services for seniors in Toronto.

The City of Toronto also provides a wide range of volunteer opportunities for older adults such as adult literacy tutoring, providing homework help for children and youth, or assisting residents in the City's Long-Term Care Homes. Volunteers report achievement of personal growth by helping others, connecting with people, participating in programs, learning skills and giving back to the community.

Opportunities are usually publicized through information fairs. The City also plans and supports public consultations and focus groups that seek input on services for older adults.

The City of Toronto also operates Employment Centres at locations across the city. Each centre is staffed with trained Career and Employment Information Specialists. Staff provide help to Torontonians to reach their education and employment goals. The services are free and are available to all city residents, including older adults.

Civic Engagement, Volunteering & Employment Recommendations

Issue

Recommendation

The City of Toronto will...

Toronto's diverse older adults want and deserve to be better included in public consultations and planning.



5 ...include and ensure diverse older adults are fully involved in the design and development of programming, and are engaged in consultations on all City of Toronto initiatives.

Toronto's diverse older adults have wisdom and experience to share, and want a variety of volunteering opportunities, but need adequate training and compensation for their costs.



6 ...facilitate meaningful volunteering opportunities for older adults.

Toronto's diverse older adults are increasingly looking for employment opportunities, some out of desire, some out of necessity.



7 ...facilitate employment opportunities for its diverse older adult residents.

Recommendation 5

Civic Engagement, Volunteering & Employment

The City of Toronto will include and ensure diverse older adults are fully involved in the design and development of programming, and are engaged in consultations on all City initiatives.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Shelter Support & Housing Administration	Report on consultations.
	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.	Shelter Support & Housing Administration	Report on consultations.

(Recommendation 5 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Social Development, Finance & Administration	Monitoring framework developed.
	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.	Toronto Public Library	Ongoing consultations sessions. Older Adult Advisory group.

Recommendation 6

Civic Engagement, Volunteering & Employment

The City of Toronto will facilitate meaningful volunteering opportunities for older adults.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Parks, Forestry & Recreation	Progress measured under Recreation Service Plan implementation.
Long-Term	b. Social Development, Finance & Administration will develop peer-leadership training programs to enable older adults to help others navigate civic services and programs.	Social Development, Finance & Administration	Number of programs developed.

Recommendation 7

Civic Engagement, Volunteering & Employment

The City of Toronto will facilitate employment opportunities for its diverse older adult residents.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Toronto Employment & Social Services	Report on employment opportunities for older adults.

Social Participation



Social participation is a means for older adults to connect with others and to participate in the diverse cultural and social life of the city. Promoting increased access and affordability of programs and events will contribute to a higher quality of life for older adults.

What the City Does Now

The City of Toronto has in place service strategies and programs to maximize the potential of Toronto's older adult population and to support the best possible quality of life at all stages of aging through the promotion of a variety of activities. The City offers networking opportunities, recreational programs, services and activities such as discussion groups and book talks to promote social participation and reduce social isolation.

Toronto Public Library offers presentations, health information programs and computer and electronic information skills workshops to facilitate lifelong learning. These programs are supported with informational resources, such as books, e-books and audio visual materials in formats suitable for older adults. Financial independence is promoted through workshops on

retirement planning and money management. Civic engagement is promoted through volunteer opportunities, community information events, and consultation activities.

The City of Toronto, through the Community Partnership and Investment Program (CPIP), partners with community-based agencies to fund a network of services which support the City's social, cultural, housing, health, employment, recreation, economic and neighbourhood improvement goals. These partnerships help to leverage resources from community partners, other orders of government and other funders to provide services for Torontonians, with many projects supporting older adults.

The City operates Adult Day Programs at locations across the City offering a variety of quality activities and services in a safe, supportive environment for people who are physically frail, have a cognitive impairment or who are socially isolated.

The City of Toronto also supports Community Service Hubs. These deliver community services and programs more efficiently and effectively by locating multiple programs within the same "hub" location. This allows for some sharing of resources between programs, but also better coordination of services across different programs. Older Torontonians particularly benefit from having access to multiple services in one place.

Social Participation Recommendations

Issue

Recommendation

The City of Toronto will...

Diverse older adults need opportunities and spaces to socialize and network in order to enjoy a higher quality of life.



8

...increase opportunities and spaces for social participation by diverse older adults.

For some older adults the cost of programming presents a significant barrier to participating in organized activities.



9

...reduce financial barriers to its programming for older adults.

Toronto's diverse older adult population requires a wide variety of social and recreational activities.



10

...ensure older Torontonians have equitable access to social and cultural programming.

Recommendation 8

Social Participation

The City of Toronto will increase opportunities and spaces for social participation by diverse older adults.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Long-Term Care Homes & Services	Report on the status of Capital Renewal Strategy.
	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.	City Planning	Additional community space secured in areas undergoing significant mixed use or residential development.

(Recommendation 8 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Toronto Community Housing Corporation	<p>Report co-location options.</p> <p>Number of older adult programs provided at Toronto Community Housing.</p> <p>Number of TCHC residents participating in programs and services on-site.</p>

Recommendation 9

Social Participation

The City of Toronto will reduce financial barriers to its programming for older adults.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Social Development, Finance & Administration	Increase in funding to Elderly Persons Centres. Increase in number of people using Elderly Person Centres.

Recommendation 10

Social Participation

The City of Toronto will ensure older Torontonians have equitable access to social and cultural programming.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Parks, Forestry & Recreation	Measure to be developed as part of the Recreation Service Plan implementation.
	b. Toronto Public Library will purchase large print books, audio books and electronic media that appeal to older adults.	Toronto Public Library	\$500,000 estimated expenditure in new catalogue items.

Strategy Recommendations

Community Support & Health Services



Access to a full range of quality and affordable health and community support services has a profound effect on quality of life for older Torontonians.

What the City Does Now

The City of Toronto supports older adults to age in a healthy, active and independent manner and with a continuum of health and social supports and opportunities to avoid social and physical isolation.

The City has several Community Paramedicine programs specifically intended for older adults. The Community Referrals by EMS (CREMS) Program empowers paramedics to connect vulnerable older adults to the health services of their local Community Care Access Centre (CCAC). With a simple phone call, a paramedic can refer a patient in need of personal support, nursing, physical therapy, or other forms of assistance. The Community Paramedic program also allows a Community Paramedic to visit vulnerable older adults and provide assessment and support for their care needs while reducing the use of 911 for non-acute health care issues.

The Toronto Police Service (TPS), in partnership with local hospitals, offers the Mobile Crisis Intervention Team (MCIT) to support people experiencing a mental health crisis in the community.

Toronto Public Health (TPH) provides chronic disease and injury prevention programs including services such as healthy eating, physical activity promotion, falls prevention and promotion of cancer screening, as well as coordinating a hot weather response. TPH also provides dental services in public health clinics for eligible seniors and dental screening in certain Long-Term Care homes as well as denture services. TPH also provides short-term nursing case-management, education and advocacy to people in vulnerable situations including those who have bedbugs and exhibit hoarding behaviour.

TPH offers a Universal Influenza Immunization Program at locations that are accessible to seniors. The City also provides influenza and pneumococcal vaccination for seniors at homeless shelters and drop-in centres.

The City offers Homemakers and Nurses Services to provide light housekeeping, laundry, shopping and meal preparation to approximately 2,500 individuals annually who qualify under a functional and financial means assessment to remain in their own homes and part of the community.

The City of Toronto's Hardship Fund helps low-income residents, including older adults not receiving social assistance, to afford the cost of special health-related items (e.g. mobility supports, medical supplies, sensory aides).

Community Support & Health Services Recommendations

Issue

Recommendation

The City of Toronto will...

Living healthy lifestyles and avoiding illness and injuries will allow many older adults to enjoy a higher quality of life.



11 ...promote healthy lifestyles and reduce major illness and injury among older Torontonians.

Economic barriers can impede access to equitable health, social and community support services.



12 ...take steps to eliminate economic barriers for diverse older adults to health, social and community support services.

Vulnerable older adults have specific care needs that must be addressed to ensure equitable service.



13 ...address the specific needs of vulnerable older adults.

Recommendation 11

Community Support & Health Services

The City of Toronto will promote healthy lifestyles and reduce major illness and injury among older Torontonians.

Timeline	Action	Responsibility	Progress Measure
Short-Term	a. Emergency Medical Services will further strengthen its Community Referrals by Emergency Medical Services Program (CREMS) by increasing the number of EMS referrals made to primary care providers, Community Care Access Centres and community support service providers.	Emergency Medical Services	Increase referrals by 10% from 1,224 in 2012 to 1,350 in 2013.
	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.	Toronto Public Health Long-Term Care Homes & Services Emergency Medical Services	Increase influenza immunization coverage rate.

(Recommendation 11 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	<p>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 the Mobile Good Food Market.</p>	<p>Toronto Public Health</p>	<p>Number of partners engaged.</p>
	<p>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.</p>	<p>Toronto Public Library</p>	<p>Minimum of 90 programs in areas of health and minimum of 50 programs in areas of financial management developed.</p>
Medium-Term	<p>e. Toronto Public Health will increase access to falls prevention training to health and allied health professionals working with older adults.</p>	<p>Toronto Public Health</p>	<p>Increase in the percentage of agencies serving seniors with staff trained in falls prevention.</p>

(Recommendation 11 continued)

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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.	Toronto Public Health	Report on results of communication strategies.
	g. Emergency Medical Services will significantly increase its Community Paramedic home visits.	Emergency Medical Services	Increase in number of home visits.
Long-Term	h. Emergency Medical 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-acute medical calls where they can assess the patient’s acuity, perform minor procedures and engage proper community support programs.	Emergency Medical Services	Increase in number of Community Paramedics.

Recommendation 12

Community Support & Health Services

The City of Toronto will take steps to eliminate economic barriers for diverse older adults to health, social and community support services.

Timeline	Action	Responsibility	Progress Measure
Short-Term	<p>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.</p>	<p>Shelter, Support & Housing Administration</p>	<p>Report on the effectiveness of partnerships.</p>

(Recommendation 12 continued)

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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.	Toronto Public Health	Increase in number of eligible older adults using free basic dental services.

Recommendation 13

Community Support & Health Services

The City of Toronto will address the specific needs of vulnerable older adults.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Toronto Public Health City of Toronto Agencies, Boards, Corporations and Divisions	Report on suicide prevention initiative.

Housing



Housing is necessary to the health, economic security and wellbeing of older Torontonians. Integrated housing and homelessness programs, policies and services that support aging at home and in place are important for ensuring fair and respectful treatment for lower-income older Torontonians.

What the City Does Now

The City of Toronto ensures that people who are homeless or at risk of homelessness, have a range of shelter and affordable housing options through the direct operation, funding and administration of programs and services including street outreach, emergency shelters, drop-ins, housing help centres, social housing and a mass care response in case of a public emergency. These programs and services include emergency shelters, drop-ins, housing and other supports specifically for older adults.

The City of Toronto is currently increasing and maintaining the availability of affordable housing with support services for lower-income older adults. This includes opening 713 new, permanent affordable rental homes for older adults by 2013 through the Canada-Ontario Affordable

Housing Program, working in partnership with the federal and provincial governments and private and non-profit partners. These homes integrate housing with local agency support services.

The City also delivers the Toronto Renovates program with federal-provincial funding to provide assistance to lower-income homeowners with essential housing repairs and modifications supporting aging in place and greater accessibility.

Climate change can result in extreme hot weather, power outages and elevator failure, which can have serious consequences for Torontonians, especially for older adults living in apartments. The City is working with Engineers Canada to identify how to better design buildings to adapt to these new realities.

The City, through the Official Plan policies and Rental Housing Demolition and Conversion By-law, also works to preserve, and where appropriate, replace rental housing to protect and re-house tenants. Many of the tenants affected by redevelopment proposals are older adults. As well, Toronto's new city-wide zoning by-law makes provisions for certain types of seniors accommodation including Seniors Community Houses.

The City of Toronto offers tax and utility rate relief programs, such as the Property Tax Increase Deferral Program, the Property Tax Increase Cancellation Program and the Water Rebate Program for eligible home owners.

The City of Toronto operates ten Long-Term Care Homes across the city. The Supportive Housing Program provides 24-hour assistance with personal care, light housekeeping and laundry, medication reminders, security checks and light meal preparation to eligible clients at these locations. The program is committed to wellness and health promotion with an on-site Registered Practical Nurse (RPN) at each location assisting 450 clients annually to maintain their independence.

Housing Recommendations

Issue

Recommendation

The City of Toronto will...

The cost of housing in Toronto is expensive for many older adults and has a significant impact on quality of life.



14 ...take steps to increase older Torontonians' access to affordable housing.

Older Torontonians wish to be able to live independently in their homes and to live in communities of their choosing. To do so, some older adults require assistance to ensure barrier-free homes and in-home care and support services.



15 ...enable older Torontonians to live independently in their own homes by helping them to make necessary repairs, alterations and barrier-free modifications and to access in-home care and support services.

Torontonians want to be assured of access to a range of long-term care homes and services for those who need them.



16 ...provide a continuum of high quality long-term care services to eligible older Torontonians in both long-term care homes and the community and will advocate for necessary funding from the Province of Ontario.

Recommendation 14

Housing

The City of Toronto will take steps to increase older Torontonians' access to affordable housing.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Affordable Housing Office	Number of partnerships created. Number of innovative housing initiatives and homes created/maintained.
	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.	Affordable Housing Office Shelter, Support & Housing Administration	Describe actions taken and results of actions.

(Recommendation 14 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	<p>c. Shelter, Support & Housing Administration and the Affordable Housing Office will provide senior-friendly public 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.</p>	<p>Shelter, Support & Housing Administration Affordable Housing Office</p>	<p>Number of copies of service directories distributed.</p> <p>Number and type of brochures distributed and accessed.</p> <p>Number and type of educational and community engagement initiatives implemented.</p>

(Recommendation 14 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	City Planning Shelter, Support & Housing Administration Affordable Housing Office	Undertaking of an Official Plan Amendment, development of an updated secondary suites resource kit, and distribution to agencies and facilities that serve older Torontonians.
	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.	Revenue Services	Percentage increase in program participation.

(Recommendation 14 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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 <i>Planning Act</i> to secure and access funds for affordable ownership units and condominium-registered affordable rental units.	City Planning Affordable Housing Office	Increase in affordable rental and ownership units.
	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.	Shelter, Support & Housing Administration	Data collected.

(Recommendation 14 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	<p>h. Shelter, Support & Housing Administration, working with the Affordable Housing Office, will update <i>Housing Opportunities Toronto: An Affordable Housing Action Plan (2010-2020)</i> 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.</p>	<p>Shelter, Support & Housing Administration Affordable Housing Office City Planning</p>	<p>Action plan updated to reflect the needs of older Torontonians.</p>

Recommendation 15

Housing

The City of Toronto will enable older Torontonians to live independently in their own homes by helping them to make necessary repairs, alterations and barrier-free modifications and to access in-home care and support services.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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 Program 2012 to 2015 using federal-provincial funding.	Affordable Housing Office	\$6.7 M in administered funds, up to 475 homes assisted to renovate/repair (2012 to 2015).
	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.	Affordable Housing Office	Number and type of engagement activities implemented.

(Recommendation 15 continued)

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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.	Long-Term Care Homes & Services	Number of additional clients served through program to reduce/eliminate existing wait list.

Recommendation 16

Housing

The City of Toronto will provide a continuum of high quality long-term care services to eligible older Torontonians in both long-term care homes and the community and will advocate for necessary funding from the Province of Ontario.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Shelter, Support & Housing Administration Long-Term Care Homes & Services	Advocacy occurred. Advocacy result.

(Recommendation 16 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	<p>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.</p>	<p>Shelter, Support & Housing Administration Long-Term Care Homes & Services</p>	<p>Advocacy occurred. Advocacy result.</p>

(Recommendation 16 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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 dementia, mental health conditions, substance use disorders and other cognitive impairments.	Long-Term Care Homes & Services	Increase in resources and services.
Medium-Term	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.	Toronto Community Housing Corporation Long-Term Care Homes & Services	Report on enhancements to partnership.

Transportation



Transportation is vital to older Torontonians to maintain a high quality of life. Toronto's transportation network is what grants access to the life of the city. An accessible, affordable, safe and reliable public transportation system promotes social connectedness for all.

What the City Does Now

Several City divisions are collaborating to implement the City's Walking Strategy, Multi-Use Trail and Bikeway Network, and Sustainable Transportation initiatives to encourage more active and healthy transportation usage and reduce smog.

The City of Toronto has been working to improve the safety of streets and sidewalks by providing safe, visible and accessible pedestrian crossings, with visible zebra pavement markings for crosswalks and enhanced pedestrian crosswalks at midblock crossings. The City is also updating pedestrian signals to include countdown timers and installing accessible audible crossing signals at all new intersections across Toronto and on a request basis.

The City is implementing traffic calming measures in local communities to improve the quality of life for residents and increase the safety of non-motorized users of the street.

The Toronto Transit Commission (TTC) offers a discounted fare to riders aged 65 and older, and all TTC buses and subway trains are accessible. The City conducts annual sidewalk inspections to identify and correct safety issues to determine locations to install sidewalks where there are none.

The City provides a sidewalk snow clearing program for older adults (on an application basis) where sidewalk snow clearing is not a regular City service. The City also ensures snow is cleared from inside and around transit shelters.

Residents may access information and report concerns with road and sidewalk maintenance and snow clearing by calling 311 Toronto.

Transportation Recommendations

Issue

Recommendation

The City of Toronto will...

Many older Torontonians have difficulty finding affordable transportation to get where they need to go.



17 ...increase affordable transportation options for older Torontonians.

Some conditions in the public transportation system can present barriers that prevent older adults from accessing vehicles and finding accessible routes to get to their destination.



18 ...improve the accessibility of the public transportation network.

Some conditions on sidewalks and street crossings can present barriers to pedestrians with mobility limitations.



19 ...improve the accessibility of its sidewalks and crossings.

Older adults account for a disproportionate share of pedestrian fatalities and injuries in Toronto.



20 ...improve the safety of pedestrians and take steps to reduce the number of pedestrian and vehicular collisions.

Recommendation 17

Transportation

The City of Toronto will increase affordable transportation options for older Torontonians.

Timeline	Action	Responsibility	Progress Measure
Medium-Term	a. The Toronto Transit Commission will pursue discounted or free fares for older adults during non-peak hours.	Toronto Transit Commission	Policy implemented.
	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.	Toronto Public Library	Partnerships developed and program developed by 2014.
Long-Term	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.	Social Development, Finance & Administration	Number of clients served by community-based non-medical transportation services.

Recommendation 18

Transportation

The City of Toronto will improve the accessibility of the public transportation network.

Timeline	Action	Responsibility	Progress Measure
Short-Term	a. The Toronto Transit Commission will change the current “courtesy seating” system to “priority seating”.	Toronto Transit Commission	Number of seating signs converted.
	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.	Toronto Transit Commission	Percentage of streetcar fleet that is accessible.
	c. The Toronto Transit Commission will upgrade the public address system in TTC subway stations to improve the clarity of announcements.	Toronto Transit Commission	Increase in number of stations and with upgraded sound systems.

(Recommendation 18 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	d. The Toronto Transit Commission will publicize the TTC maintenance/repair telephone line: 416-539-LIFT (5438).	Toronto Transit Commission	Increase in awareness of TTC maintenance/repair hotline.
	e. The Toronto Transit Commission will post elevator/escalator outage notices at TTC station entrances.	Toronto Transit Commission	Report on establishment and compliance with policy.
	f. The Toronto Transit Commission will work with Transportation Services to increase the number of accessible bus stops.	Toronto Transit Commission Transportation Services	Increase in number of accessible stops.

Recommendation 19

Transportation

The City of Toronto will improve the accessibility of its sidewalks and crossings.

Timeline	Action	Responsibility	Progress Measure
Short-Term	a. Transportation Services will work to complete updates to intersection crossing times to provide longer walk times across the city.	Transportation Services	Number of intersections updated.
	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.	Transportation Services	Policy and process developed.
	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.	Transportation Services	Report on findings.

Recommendation 20

Transportation

The City of Toronto will improve the safety of pedestrians and take steps to reduce the number of pedestrian and vehicular collisions.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Transportation Services	Number of reviews conducted. Number of reviews with road safety measures implemented.
	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.	Toronto Public Health Transportation Services	Number of consultation activities conducted in demonstration communities. Number of communities where demonstration projects are underway.

(Recommendation 20 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	c. Transportation Services will advocate that the Ministry of Transportation amend the <i>Highway Traffic Act</i> to strengthen the rules of the road regarding safety of pedestrians at mid-block crossings, and to create safety programs for all road users.	Transportation Services	Report on result of advocacy.
	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.	Transportation Services	Number of projects that have undergone a Safety Review on an annual basis.

Strategy Recommendations

Outdoor Spaces & Buildings



Public buildings and outdoor spaces play an important role in the relationship we have with the city. These spaces provide a place for Toronto’s diverse population to meet, but they are also vital to Torontonians’ mobility. Accessible and safe public environments are necessary for older adults to enjoy equitable access to a high quality of life.

What the City Does Now

The City of Toronto is making facilities and public spaces safer and more accessible for older adults by preparing all City buildings and public spaces to comply with the *Accessibility for Ontarians with Disabilities Act* (AODA).

A number of additional initiatives that work to ensure the accessibility of the City’s public spaces, including streets and sidewalks, are described under the Transportation section.

Outdoor Spaces & Buildings Recommendations

Issue

Recommendation

The City of Toronto will...

Some conditions can present barriers that prevent older adults from accessing outdoor spaces and buildings.



21

...make it easier for older Torontonians to find their way around and access its public spaces and buildings.

Toronto's diverse older adults do not always feel safe and secure in their communities.



22

...help its diverse older adult residents feel safe and secure by improving the safety of its facilities and public spaces.

Recommendation 21

Outdoor Spaces & Buildings

The City of Toronto will make it easier for older Torontonians to find their way around and access its public spaces and buildings.

Timeline	Action	Responsibility	Progress Measure
Short-Term	a. Transportation Services will accelerate the installation of street benches and benches and shelters at bus stops.	Transportation Services	Increase in number of accessible benches.
	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.	Transportation Services	Report on consultation and outcome.
	c. Parks, Forestry & Recreation will increase the tree canopy over the next 40 to 50 years, which will lead to more shade protection.	Parks, Forestry & Recreation	Increase in tree canopy.

(Recommendation 21 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Transportation Services	Funding secured for phase 2 implementation.
	e. Transportation Services will work to increase the number of larger-print street name signs at all intersections with traffic lights.	Transportation Services	Increase in number of intersections with large-print street name signs.
	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 signage to reduce conflicts between different types of users and provide a more enjoyable experience for all trail users including older adults.	Transportation Services Parks, Forestry & Recreation	Number of trail enhancement sites.

(Recommendation 21 continued)

Timeline	Action	Responsibility	Progress Measure
Short-Term	<p>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.</p>	<p>City Planning</p>	<p>Policies under development.</p>
	<p>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.</p>	<p>Transportation Services Toronto Transit Commission</p>	<p>Policy developed. Best practices instituted.</p>

(Recommendation 21 continued)

Timeline	Action	Responsibility	Progress Measure
<p>Medium Term</p>	<p>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.</p>	<p>Parks, Forestry & Recreation</p>	<p>Will be reported as part of the Parks Plan Implementation.</p>
	<p>j. Social Development, Finance & Administration will expand snow shovelling services for older Torontonians administered under the City’s Community Partnership and Investment Program (CPIP).</p>	<p>Social Development, Finance & Administration</p>	<p>Increase in funding for snow shovelling services for older Torontonians.</p>

Recommendation 22

Outdoor Spaces & Buildings

The City of Toronto will help its diverse older adult residents feel safe and secure by improving the safety of its facilities and public spaces.

Timeline	Action	Responsibility	Progress Measure
Short-Term	a. Toronto Police Service will promote Crime Prevention Through Environmental Design community safety audits throughout the city.	Toronto Police Service	Number of audits performed. Report on actions resulting from audits.
	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.	Toronto Police Service	Report on information and education activities for older Torontonians.

(Recommendation 22 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	<p>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 report approved by Council in 2012.</p>	<p>Toronto Community Housing Corporation</p>	<p>Number of safety audits completed.</p> <p>Number of security upgrades completed.</p>
	<p>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.</p>	<p>Toronto Police Service</p>	<p>Guidebook developed.</p> <p>Number of guidebooks distributed.</p>

Strategy Recommendations

Communications & Information



Clear, direct, and understandable information is necessary for older adults to keep informed and stay included in the life of the City. Taking the communication needs and preferences of Toronto’s diverse older adult population into account is an important part of removing barriers to civic participation and social engagement.

What the City Does Now

The City of Toronto has a communications directive to affirm its commitment to accessible language. This ensures that information is provided to all residents in a manner in which they can easily understand.

Torontonians can also call 311, a simple three-digit phone number, to call for information about City of Toronto services and programs, or to make a request for services. Callers can get information about everything from Toronto Public Library hours of operation, to reporting a missed garbage pick-up, to finding out where the closest flu clinic is located. 311 customer service representatives have instant access to interpreters who speak more than 180 languages.

Issue

Recommendation

The City of Toronto will...

Many of Toronto's diverse older adults are not fully aware of the range of programs available to them.



23

...better promote its programs and services to diverse older adults.

Toronto's diverse older adult population has varied information needs. City of Toronto communications can be difficult for older Torontonians to understand.



24

...ensure that as wide an audience as possible has a clear understanding of its communications.

Some older adults experience technological barriers to accessing information.



25

...reduce technological barriers to information.

Recommendation 23

Communications & Information

The City of Toronto will better promote its programs and services to diverse older adults.

Timeline	Action	Responsibility	Progress Measure
Short-Term	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.	Parks, Forestry & Recreation	Will be reported as part of the Recreation Service Plan and Parks Plan implementation.
	b. The City of Toronto will better publicize to older Torontonians the services offered by 211 and 311.	Social Development, Finance & Administration Toronto Seniors' Forum	Number of promotional sessions held at events involving older adults.
Medium-Term	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.	Social Development, Finance & Administration	Plan developed for creating internal resources.

(Recommendation 23 continued)

Timeline	Action	Responsibility	Progress Measure
Long-Term	<p>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.</p>	<p>Toronto Police Service</p>	<p>Report on development of partnerships.</p>
	<p>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.</p>	<p>Social Development, Finance & Administration</p>	<p>Aging improvement areas identified.</p>

Recommendation 24

Communications & Information

The City of Toronto will ensure that as wide an audience as possible has a clear understanding of its communications.

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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 <i>Accessibility for Ontarians with Disabilities Act</i> . The policy and guidelines should reflect communication and information barriers which may exist for both older adults and people with different abilities.	City Manager's Office Strategic Communications	Policy and guidelines developed and implemented.

Recommendation 25

Communications & Information

The City of Toronto will reduce technological barriers to information.

Timeline	Action	Responsibility	Progress Measure
Medium-Term	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.	Toronto Public Library	Electronic information literacy programs developed.

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Glossary

211 Ontario A three-digit phone number and website that provides information and referral to community and social services in Ontario.

311 Toronto A three-digit phone number and website that provides information and direct access to City services. Services are offered 24-hours a day, seven days a week and in more than 180 languages.

ABCDs Agencies, Boards, Corporations and Divisions of the City of Toronto. Divisions are staff departments within the City that are accountable to the City Manager and report through City Council. Agencies, Boards and Corporations are accountable through different reporting structures. For example, Toronto Police Service is accountable to the Toronto Police Services Board. Collectively, ABCDs are also known as program areas.

Adult Day Programs Adult Day Programs are operated by Toronto Long-Term Care Homes and Services. There are three homes across the city that offer programs to seniors living in the community, allowing them to participate in social programming and connect with peers.

Affordable Rental Housing The City of Toronto's definition of affordable rental housing, as stated in the Official Plan, is a housing unit with rents, including utilities, at or below 100% of the Canada Mortgage and Housing Corporation (CMHC) annual Average Market Rent (AMR) for the City by unit size. Affordable rental housing developed under the federal/provincial Affordable Housing Program requires the average rent for all funded affordable units in a development be no more than 80% of AMR.

Age-Friendly Cities An international World Health Organization (WHO) initiative designed to improve the accessibility and inclusiveness of services in cities for people of all ages.

Community Care Access Centres (CCAC) Community Care Access Centres connect seniors with home care and other care services in their community. There are several CCACs in Toronto. CCACs are funded by Local Health Integration Networks (LHINs) through the Ministry of Health and Long-Term Care. Application for admission into a provincially-regulated long-term care home can only be made through the CCAC, who assess eligibility, have comprehensive listings of available homes for long and short stays, and will help with the application forms.

Community Service Hubs Community Service Hubs are places where people can connect to a variety of services. Each hub has a slightly different mix of resources including health care, counselling and newcomer services.

- Consultation Workbook** The Consultation Workbook is a seven page workbook designed for individuals and groups to provide their input on how the City should address older adult issues.
- Elderly Persons Centres** A centre that provides services to seniors and receives funding under the Ontario *Elderly Persons Centres Act*.
- Expert Panel** A group of leaders and innovators in various fields related to seniors care including health and mental health, home care providers, the Ontario Senior's Secretariat, the Ministry of Health and Long-Term Care, Toronto area LHINs, universities, funding agencies, school boards, business, local hospitals and community agencies serving seniors in Toronto.
- Guide to Good Practice** A strategic corporate statement for use by the City in order to provide equitable service to individuals of all abilities. The guide was developed in response to the Ombudsman's 2010 report, *A Duty to Care*.
- Local Health Integration Networks (LHINs)** LHINs are not-for-profit corporations, mandated to fund, plan and integrate health care services in 14 regions across Ontario. There are 5 LHINs in Toronto: Toronto Central, Central, Central East, Central West, and Mississauga-Halton.

Neighbourhood There are currently 140 neighbourhood planning areas. These areas were developed in the mid-1990s by the Social Policy, Analysis & Research Unit of the Social Development, Finance & Administration division. The purpose of these areas is to provide government and community agencies with a better understanding of socio-economic trends at a consistent, meaningful level of geography. Neighbourhood planning areas are based on standard Census geographies and are therefore not intended to reflect historical neighbourhood boundaries.

Program Areas See ABCDs.

Secondary Suites A small market-rental unit that is typically located within a basement or attic of a single-family home. They are usually a self-contained or complete housing unit with a bathroom, kitchen, living facilities and private entrance.

Senior Management Steering Committee Table of senior management staff from 17 ABCDs that provide services for seniors or are relevant to seniors such as Transportation Services, Toronto Public Health, Toronto Community Housing Corporation and TTC. This group, led by the Executive Director, Social Development, Finance and Administration, Chris Brillinger, oversaw the development of the Strategy.

- Seniors Strategy Subcommittee** Political subcommittee of the City’s Community Development and Recreation Committee which is one of seven policy standing committees of Council. The group is led by Councillor Josh Matlow (Ward 22). From 2011 to 2012, the group was also comprised of Councillor Kristyn Wong-Tam (Ward 27) and Councillor Janet Davis (Ward 32). In 2013, the group was comprised of Councillor Josh Matlow, Councillor Jaye Robinson (Ward 25) and Councillor Ron Moeser (Ward 44).
- Technical Working Group** Table of program and policy staff from over 17 ABCDs that provide services for seniors or are relevant to seniors. This group, led by Policy Development Officer, Social Development, Finance and Administration, Andrea Austen, project managed the development of the Strategy.
- Toronto Long-Term Care Homes A, B, C classified homes** The Long Term Care Homes and Services division created a ranking system for their homes to grade how close to meeting design standards for accessibility each home is. The A category is for those homes closest to meeting the design standards. B and C homes have lower grades.
- Toronto Seniors’ Forum** Formal advisory body of City Council supported by City staff from Social Development, Finance and Administration. This is the primary consultation body responsible for providing voice to age-related issues at the City.

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Call **3-1-1**