

MUNICIPALITY OF GREENSTONE

Seniors' Services Review
Final Report
September 2020



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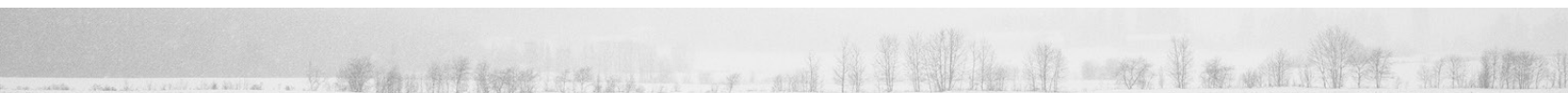
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EXECUTIVE SUMMARY

The Municipality of Greenstone provides a variety of services to support seniors living across Greenstone, including the communities of Beardmore, Geraldton, Longlac, Nakina and the surrounding rural areas. In March 2020, the Municipality contracted 807 Management Services to conduct a review of seniors' services that they provide, including the following scope of activities:

- ▶ an analysis of existing seniors' services;
- ▶ identification of seniors' services gaps via a community consultation process;
- ▶ a comparison of seniors' services to peer municipalities;
- ▶ a review of service equity between Greenstone communities; and
- ▶ a review of service expenditures to identify modernization opportunities.

As a result of the global Covid-19 pandemic that was emerging at the outset of the review project, the planned in-person community consultations were conducted digitally via a comprehensive survey that was advertised to Greenstone seniors through social media. The survey gathered feedback from Greenstone seniors about gaps that exist within available services and their suggestions for improvement. The survey made extensive use of age-friendly community planning tools that have been developed by the World Health Organization and endorsed by various Canadian government agencies.

The survey reached nearly all 1,100 intended senior residents who received targeted advertising via social media platforms; 364 individuals read the survey and 222 completed it. Respondents were asked to indicate their level of agreement with statements related to existing services and supports for seniors. As well, seniors were asked to provide feedback about perceived obstacles/barriers to receiving services and identify suggestions to improve services within their communities.

Overall, survey respondents generally indicated satisfaction with services as 83% of respondents rated services as "fair" or better. Many suggestions for improvement were noted in the survey analysis, with common themes including better communication of existing services with seniors, improvements to safety, additional cost savings opportunities and additional seniors' housing availability/housing supports. The survey methodology and results are described in detail in the report.

Seniors' services expenditures were reviewed and analyzed as a major component of the review. In order to compare Greenstone's seniors' services with other Municipalities, the Ontario repository of Financial Information Returns (FIR) was reviewed and analyzed. Using FIR data, total costs for seniors' services in Greenstone were compared to northern peer municipalities on a total expenditure level basis, as well as per-capita. While Greenstone's total annual expenditure level is similar to many of its northern peers, their per-capita spending is moderate-to-high comparatively.

A line-by-line analysis of Greenstone's 2020 budget as it pertained to seniors' services specifically was completed to identify modernization opportunities for the Municipality and compare service equity between Greenstone communities. Seniors' services expenditures were allocated to specific communities to produce per-capita costs and provide a categorical breakdown of both expenses and revenues by community. The total seniors' services budget for Greenstone is \$405,934. Annual funding received by various other funding sources and user fees reduced the rate-supported budgeted costs to \$209,670 or approximately \$250 per senior citizen. The highest net cost to the Municipal ratepayers is for the "windrow" program, which is estimated to be \$128,000 per year. The highest total cost of a program on an estimated per-senior basis is for the Nakina home

maintenance program at \$496.12. On a per-ward basis, Nakina has the highest per-senior costs given their small population base and relatively high program costs. The Rural East and Rural West wards has the lowest direct cost allocation on a total and per-capital basis.

Detailed analysis was completed for specific seniors' services, including:

- ▶ Windrow snow removal service;
- ▶ Home support/maintenance program;
- ▶ Elderly persons' centres;
- ▶ Aging at home program;
- ▶ Rural transportation program; and
- ▶ Lifeline program.

The analysis for each service includes a description of the service, a breakdown of expenses, strengths and opportunities, weaknesses and risks, findings, equity considerations and recommendations. There is a total of 29 recommendations (some of which include sub-recommendations) detailed throughout the report based primarily on analysis of the survey results and financial analysis of existing seniors' services. The recommendations are summarized at the end of the report.

PROJECT OVERVIEW

In March 2020, the Municipality of Greenstone initiated a review to determine if they are providing appropriate services to meet the needs of their seniors' population and if they are doing so in a fiscally responsible manner.

Through a competitive procurement process, 807 Management Services was contracted to complete this work on behalf of the Municipality of Greenstone. After discussion to refine the scope of the project, the Municipality of Greenstone and 807 Management Services agreed on the following project objectives:

1. Analyze the current seniors' services provided in the Municipality of Greenstone;
2. Identify gaps in services through a consultation process;
3. Compare current seniors' service levels with other municipalities/communities;
4. Review service equity between Greenstone communities;
5. Review municipal service expenditures to identify modernization opportunities; and
6. Develop key recommendations with strategic next steps.

This report is intended to address these deliverables and summarize our approach, analyses and recommendations to the Municipality of Greenstone, ultimately providing the Municipality with a set of clear and evidence-based recommendations to guide next steps to become a seniors-friendly community, providing equitable services in a cost effective manner.

Our Approach

Project Scope of Work

Our specific scope for this project included the following activities designed to meet the objectives outlined above:

Providing a comprehensive analysis of current seniors' services and identification of gaps through a consultation process:

- ▶ Reviewing existing seniors' services, including service delivery expenditures and other relevant information
- ▶ Identifying and analyzing service gaps through research and a consultation process
- ▶ Developing a comprehensive survey for distribution to Greenstone communities
- ▶ Completing an equity review comparing Greenstone communities

Comparison of Greenstone to other Municipalities

- ▶ Reviewing relevant literature, data and other information to compare Greenstone with other Municipalities/communities
- ▶ Identifying seniors' services innovative and leading practices

These activities were designed to inform both this report and its recommendations and a final report delivered to the Municipality of Greenstone Council of elected officials.

Our Planning Process

Information Review

The project was formally launched in March 2020, beginning with background research and relationship development with the Municipality of Greenstone. Initial background research focused on developing an understanding of seniors' services and age-friendly community planning at the community/municipality level and understanding the seniors' services currently provided by the Municipality of Greenstone. Various government policies/planning tools were researched as well as seniors' services and age-friendly community plans that have been undertaken in other jurisdictions.

Once the initial background research was complete, the scope of the project was refined in consultation with staff and Council members of the Municipality of Greenstone. The scope of work was slightly refined to ensure that the needs of the Municipality of Greenstone would be met while also aligning with existing government policies and strategic priorities related to age-friendly community planning.

Analysis of Current Seniors' Services

For the purposes of this report, the terms "seniors" and "older adults" are used interchangeably to refer to all residents aged 65 years and older. Information about services offered to older adults was obtained from the Municipality of Greenstone, including detailed service delivery expenditures. The information provided was used to prepare a comprehensive listing of seniors' services by Greenstone community as well as a detailed costing analysis. The information from the costing analysis was used as the basis for many of the recommendations detailed in this report.

A demographical analysis of the Greenstone area was also developed, including population estimates and projections based on 2016 census data. This information was analyzed to provide the Municipality of Greenstone with unique insights into the current and projected future seniors population. The information was compared across Greenstone communities as well as to the District of Thunder Bay and the Province of Ontario.

Identification of Gaps Through a Consultative Process

Initially the plan was to conduct in-person consultations in special meetings held at key locations in each ward. At the time of the project, however, government mandated social distancing measures were in place because of the Covid-19 global pandemic and the declared emergency in progress in the Province of Ontario. Due to these emergency measures, the Municipality of Greenstone was not able to consult with Greenstone community members using traditional methods such as face-to-face community engagement sessions. As a result, it was determined that the consultation

COVID 19 | *In March 2020, while this project was in the planning stages, the world was in the early stages of the COVID 19 pandemic.*

This necessitated changes to the scope of the project and specifically to the approach taken regarding community consultation. In-person consultation changed to an online survey and all meetings with Administration and Council were conducted via e-mail, telephone, and videoconferencing

process would utilize a digital platform to solicit feedback from seniors within the Municipality of Greenstone.

On behalf of the Municipality of Greenstone, 807 Management Services distributed a digital survey to Greenstone seniors in May 2020. The survey was deployed using targeted ads on the Facebook and Instagram social media platforms for senior residents (targeting those aged 55 or older) in Greenstone and was hosted using Typeform – an accessible survey platform. The survey went live on May 27th, 2020 with digital advertisements running for 10 days (from May 27th to June 5th). The survey remained active until June 23rd, 2020.

The survey made extensive use of Age-Friendly community planning tools that were developed by the World Health Organization and endorsed by the Public Health Agency of Canada and various Ontario government agencies. All survey data and detailed analyses were provided to the Municipality of Greenstone Administration. Summaries of survey results are included throughout the report and in the attached Appendix A.

Comparison of Seniors' Services | Within Greenstone and External

Information was gathered regarding service levels in comparable Municipalities via the Ministry of Municipal Affairs and Housing's Financial Information Return ("FIR") data collection tool¹. The FIR tool is a mandated form of standardized data reporting in Ontario, intended to allow for the objective comparison and contrast of services provided in the Municipality of Greenstone as well as other municipalities in the Province of Ontario.

Social services budgets related to seniors' services were compared on a per capital basis (using the seniors population) to give a broad overview of Greenstone's level of spending on social services related to seniors as compared to peer municipalities.

Internally, Greenstone's services targeted to older adults were compared between wards in order to comment on the equitable distribution of services in each ward.

Extensive literature searches and internet searches were undertaken to identify communities regarded as best-practice communities for Seniors Services. and provide insights to the Municipality of Greenstone through the lens of how they might apply to a remote, northern Ontario community.

¹ FIR reports were accessed using the following government website: <https://efis.fma.csc.gov.on.ca/fir/>

AGE FRIENDLY COMMUNITIES LITERATURE REVIEW

Communities across Canada are undergoing a fundamental shift as members of the Baby Boomer generation mature into older age. In Ontario's rural areas, the movement of young people from rural areas to larger centres and the low rates of immigration lead to even higher proportions of senior populations.

As the population shifts towards a larger proportion of seniors, seniors are also living longer. Seniors today are living longer than ever before and are staying active well into older age. While today's seniors are living longer than those in generations past, the majority are also living with at least one chronic health condition. As our population ages, the structures and services in our communities need to be adapted to ensure that older adults can continue to enjoy healthy and active lives. Accessible physical environments, robust social networks, and responsive community services can all help to support an aging population.

Given these changing demographics, municipal governments across the province are searching for new appropriate and innovative ways to respond to their aging populations. The movement to create age-friendly communities is global and growing. Internationally, this work is being championed by the World Health Organization (WHO). Here in Canada, the Public Health Agency of Canada (PHAC) supports age-friendly planning initiatives at the federal level. Provincially, this work is supported by the Ontario Seniors' Secretariat as well as the Association of Municipalities Ontario, Ministry of Health and Long-Term Care and the Ministry of Seniors and Accessibility.

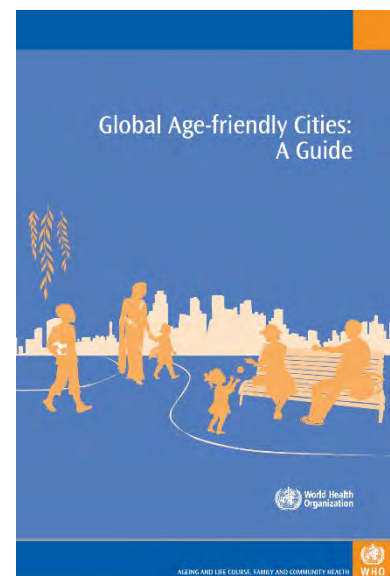
Age-friendly communities are considered one of the most effective policy responses to support an aging population. Age-friendly communities recognize older adults as an asset and provide programs and services that enable everyone to do the things they value for as long as possible.

Communities around the world and across Canada are following the WHO's planning framework to create local age-friendly plans for their communities. (World, 2020).

WHO Global Age-Friendly Cities Guide

In 2007, the World Health Organization (WHO) released the Global Age-Friendly Cities Guide. This guide is the culmination of a research project undertaken by the WHO in 2005 involving numerous stakeholders in 35 cities from all over the world. The purpose of the guide is to help cities/communities view themselves from the perspective of older people in order to identify where and how they can become more age-friendly. The guide encourages cities/communities to pursue active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life for people as they age.

Of the 35 cities that participated in the project, 33 of them participated in focus group research. Focus groups were set up with older people aged 60 years and older from lower- and middle-income areas. A total of 158 such groups, involving 1485 participants, were organized between September 2006 and April 2007.



A total of eight themes were developed through the WHO project and were explored in the focus groups to give a comprehensive picture of the city's age-friendliness. These themes are at the centre of the WHO guide and have laid the foundation for age-friendly community projects across the globe over the last 12+ years. The themes cover the essential features of the community's structure and its physical environment, as well as the extent to which its services and policies reflect the determinants of active aging.

The eight age-friendly themes used throughout this report are listed below:

<p>1. Outdoor Spaces and Buildings</p> <p><i>Includes topics such as accessibility and abundance of greenspaces and parks, paths, cycling lanes, buildings and other spaces</i></p>	
<p>2. Transportation</p> <p><i>Includes transportation services as well as roads and other infrastructure</i></p>	
<p>3. Housing</p> <p><i>Includes housing (both public and private options) geared to seniors as well as supportive programs to keep seniors in their homes</i></p>	
<p>4. Social Participation</p> <p><i>Opportunities for Seniors to interact with others</i></p>	
<p>5. Respect and Social Inclusion</p> <p><i>Programs and facilities designed to decrease social isolation</i></p>	
<p>6. Civic Participation and Employment</p> <p><i>Opportunities to retain/continue employment and volunteer</i></p>	
<p>7. Communication and Information</p> <p><i>Providing updates and information to the community</i></p>	
<p>8. Community Support and Health Services</p> <p><i>Services geared to improving the health of older adults</i></p>	

PHAC Age-Friendly Rural and Remote Communities: A Guide



The Public Health Agency of Canada (“PHAC”) guide leverages the model and research framework developed through the WHO Global Age-Friendly Cities Project, but focuses more specifically on rural and remote communities in Canada.

The project involved communities across Canada that were identified by provincial and territorial governments through a variety of mechanisms. A total of 10 communities in eight provinces participated in focus group research, ranging in size from 600 to approximately 5,000 people representing varying degrees of rurality and remoteness. Ten focus groups, mostly consisting of eight to ten people, were conducted with older adults (aged 60 and over).

The eight age-friendly themes identified by the World Health Organization were explored and discussed in the focus group. A series of broad questions surrounding these themes were used to determine:

- ▶ the aspects of communities that are age-friendly;
- ▶ the barriers and problems that show how communities are not age-friendly; and
- ▶ suggestions to improve the problems or barriers identified.

This guide is intended to be used by groups interested in making their community more age-friendly, including Municipal governments. This guide recognizes that making communities age-friendly is a shared responsibility among many groups including the various levels of government. The guide is designed to help communities understand what is meant by “age-friendly” and to provide communities with a starting point to identify common barriers and assets in their communities and foster dialogue and action that support the development of age-friendly communities.

Other Age-Friendly Planning Documents Reviewed

In addition to the seminal works discussed above, we reviewed several other documents and plans of interest including many age-friendly community plans put forward by other municipalities.

The listing of reports that were reviewed and which influenced the recommendations in this report are included in the table below.

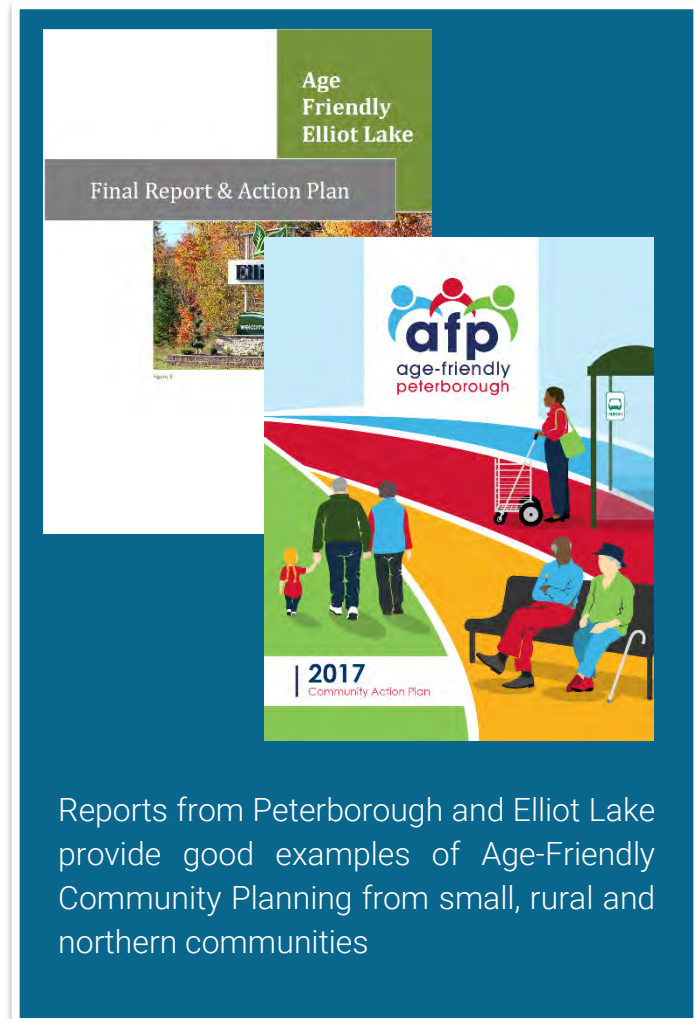
AGE-FRIENDLY COMMUNITY REPORTS REVIEWED

Municipalities

- ▶ Elliot Lake, Ontario
- ▶ Peterborough, Ontario
- ▶ Fort Frances, Ontario
- ▶ Barrie, Ontario
- ▶ Thunder Bay, Ontario
- ▶ Nelson, British Columbia
- ▶ Hamilton, Ontario
- ▶ Cambridge, Ontario

Other Organizations

- ▶ Ontario Action Plan for Seniors – Ontario Ministry of Health
- ▶ Improving Travel Options in Small & Rural Communities – Government of Canada
- ▶ 5 A's of Senior Friendly Transportation – Beverly Foundation
- ▶ Strengthening Age Friendly Communities in Ontario – Association of Municipalities of Ontario



Reports from Peterborough and Elliot Lake provide good examples of Age-Friendly Community Planning from small, rural and northern communities

MUNICIPALITY OF GREENSTONE

Background

The Municipality of Greenstone was created on January 1, 2001 by the amalgamation of the former municipalities of the Town of Geraldton, Town of Longlac, the Township of Nakina and the Township of Beardmore, and an extensive area of unincorporated territory including numerous settlement areas such as; Caramat, Jellicoe and MacDiarmid.

First Nation communities within Greenstone municipal boundaries are Long Lake 58, Lake Nipigon Ojibway, Rocky Bay and Sand Point, while Aroland and Ginoogaming First Nations are situated just outside the Municipality, adjacent to the wards of Nakina and Longlac, respectively. Greenstone is located in the District of Thunder Bay and has an area of 3,172 sq. km. (1224 sq. mi.) making it one of the largest municipalities in Canada.

The Greenstone region was built on a history of forestry and mining. The historic mines of the area largely ceased operations by 1970. Since the downturn of the forest industry in Northwestern Ontario, Greenstone has seen the closure of two plywood mills and two sawmills and a declining population base.

There has been a recent resurgence as the region now has two sawmills in operation and there is potential for a new gold mine. Currently home to approximately 4,700 residents, estimates forecast the population to increase as new mining and tourism opportunities develop in the area. The Municipality of Greenstone has a slightly older population compared to the provincial average. Greenstone's largest age segment by percentage is the 55-59 segment. Overall, the senior population is approximately 34% and is projected to grow as the population continues aging.

Community Profile

Population Aging in Greenstone

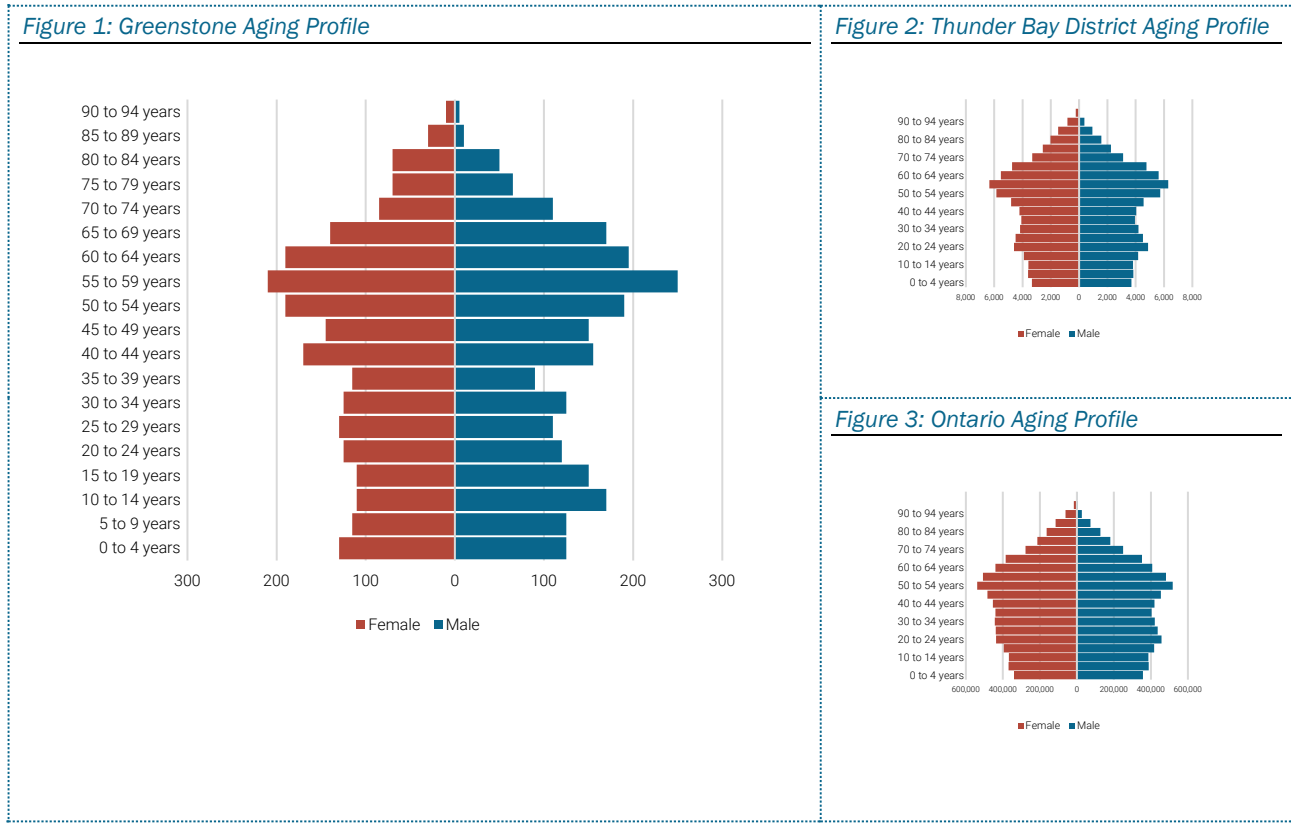
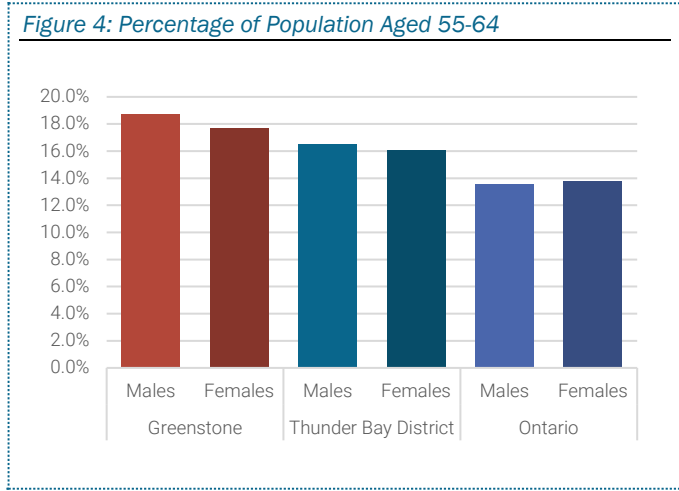


Figure 1 shows the aging profile of the municipality of Greenstone as a whole, compared to the District of Thunder Bay (Figure 2) and Ontario (Figure 3) (Canada, 2016).

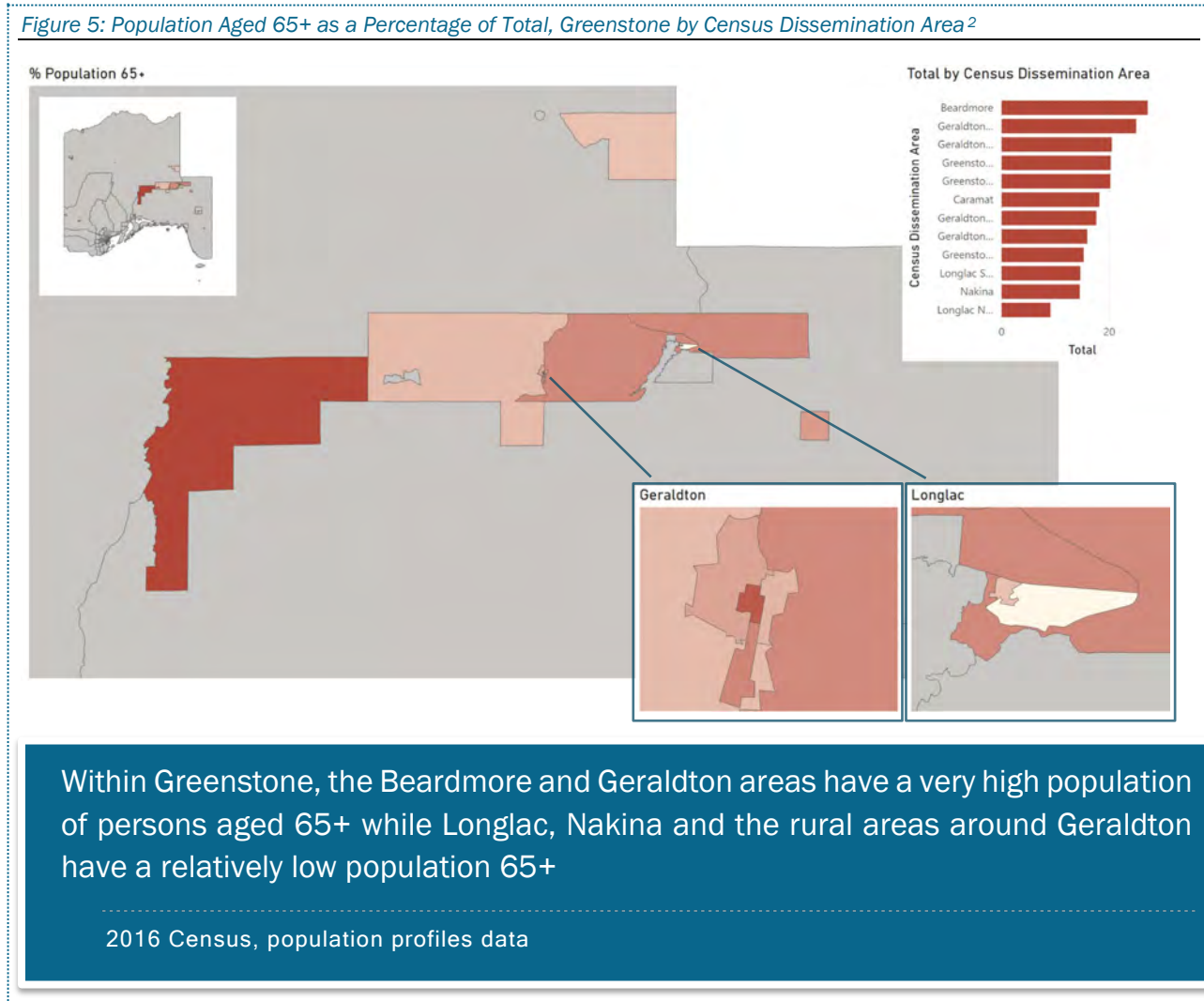


Greenstone has a relatively older population than the Thunder Bay District. 855 of 2,375 (36.0%) male residents and 805 of 2,260 (35.6%) female residents were aged 55 or older in 2016, compared to 34.5% and 36.7% for males and female in the District of Thunder Bay and 29.0% and 31.7% for males and females in Ontario.

As illustrated in Figure 4, a great deal of the population is concentrated in the 55-64 age range in the Municipality of Greenstone, compared to other areas of the district and the province. This indicates that demand for services geared to older adults will greatly increase in the next 10-15 years.

Population Aging by Community Area

Figure 5 graphically depicts the concentration of older adults in the Greenstone area (aged 65+) by census dissemination area (Statistics Canada, 2016). Areas with a darker shade of red indicate a higher number of residents aged 65 and older as a percentage of the population as a whole and would have a higher demand for services related to older adults. The communities of Geraldton and Longlac are shown separately in callouts below.



² Data are from the 2016 Census Dissemination Area ("DA") tables. Please note that due to small sample sizes at the DA level, the totals may not aggregate perfectly with the total figures for Greenstone Municipality as a whole. Counts between 1 and 5 are interpreted as 5 (lower limit for privacy considerations), which are adjusted at the municipality level. Totals from DA tables should be interpreted with caution.

Population Aging Projections

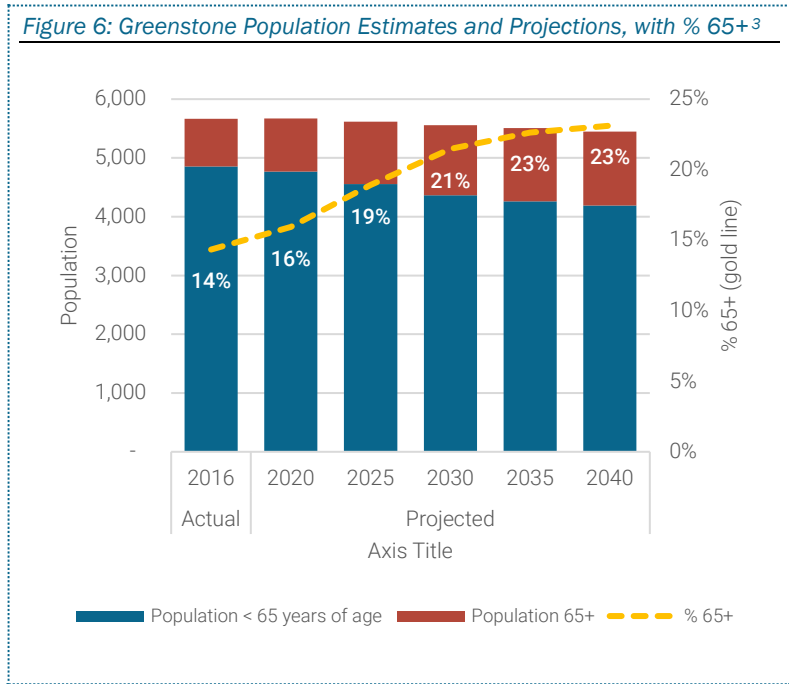


Figure 6 shows the population estimates and projections for the Greenstone area for 5-year periods starting from 2016 and based on the 2016 Census data³.

The population aged 65 and older will increase sharply between 2020 and 2030 and plateau between 2030 and 2040 at approximately 23% of the population.

Close to 1 in 4 residents in the Greenstone area will be aged 65 and older by 2030.

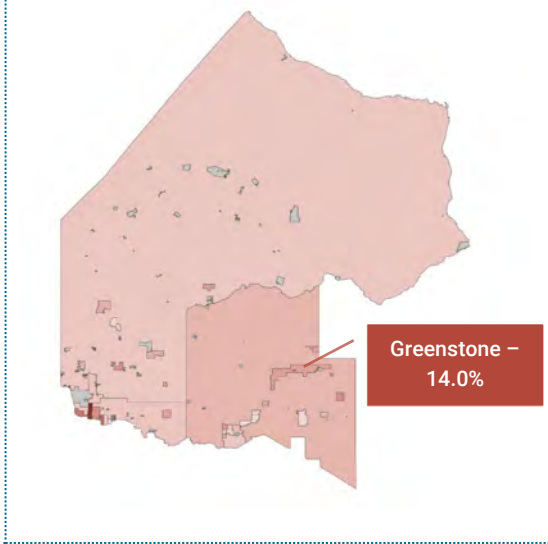
(North West Local Health Integration Network, 2018)

As the population ages, demand for seniors' services will increase dramatically, especially between 2020 and 2030. The less seniors-friendly the community becomes, the more demand for services such as housing and other health services will increase due to seniors no longer being able to care for themselves and their properties at home.

³ These estimates were taken from the North West LHIN's Services Plan for Older Adults. Population estimates are based on the 2016 Census and projections based on the Ontario Ministry of Finance's official projections (from 2018). Please note that the North West LHIN had different geographical boundaries for the "Geraldton" health planning area, showing a total population of 5,664 in this area by including certain area First Nations. The intent is to demonstrated population projected trends.

Other Factors Affecting Demand for Seniors' Services

Figure 7: % of Low-Income Seniors, by CSD⁴



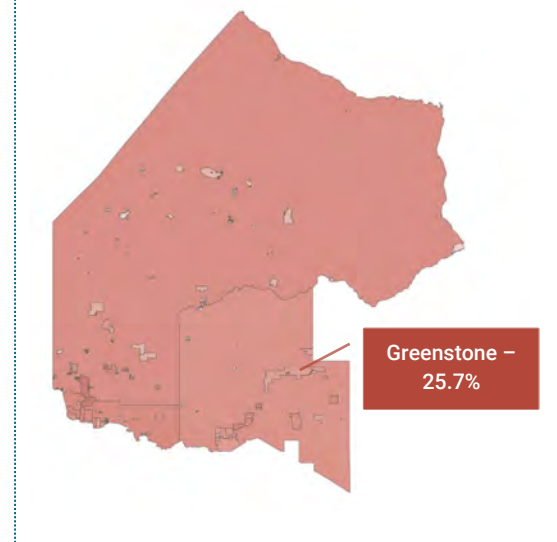
At 14%, Greenstone has a higher percentage of older adults aged 65 and older with total, after-tax income below the low-income threshold when compared to Northwestern Ontario as a whole at 12.1% on average (See Figure 7).

This can affect demand for services from the public sector, such as for housing services if older adults do not have the means to purchase services from the private sector.

Similarly, Greenstone residents in 2016 were more likely to have a senior aged 65 and older as the primary household maintainer (25.7 % in Greenstone, compared to 18.9% for Northwestern Ontario as a whole – see Figure 8).

When seniors are relied upon to maintain their household, services to help them with everyday maintenance may be required at a higher rate than when seniors reside in multi-generational households. This is only further compounded by realities faced by those living in northern and rural environments like Greenstone, such as an increased need for snow removal services and lack of options for food delivery and other assistance.

Figure 8: Primary Household Maintainers aged 65+ as a % of Total⁵



⁴ Statistics Canada, 2016 Census data at CSD level: Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%) (measure 861)

⁵ Statistics Canada, 2016 Census data at CSD level: sum of measures 1664-1666 divided by measure 1658.

Climate

Figure 9, Figure 10 and Figure 11 show the average monthly temperature, snowfall and snow depth for the Greenstone community of Geraldton Ontario compared to the large, urban, Southern Ontario city of Toronto, Ontario.

Compared to Toronto, the climate of Geraldton is much more extreme, with extremely cold temperatures in the winter and hot weather in the summer. These temperature extremes can add to the environmental stress faced by seniors and the Municipality in maintaining homes, roads, outdoor spaces and other key infrastructure, while at the same time making these infrastructure elements more necessary.

Extreme cold and snow cover makes it more difficult for seniors to get around in the winter, complete activities of daily living independently or get enough regular exercise and makes seniors more reliant upon health and community services.

Figure 9: Average Temperature, Geraldton vs. Toronto⁶

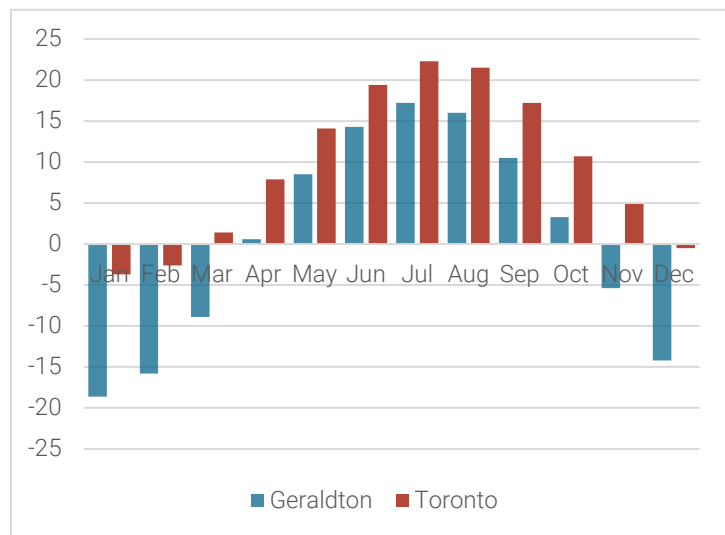


Figure 10: Average Snowfall per Month, Geraldton vs. Toronto⁶

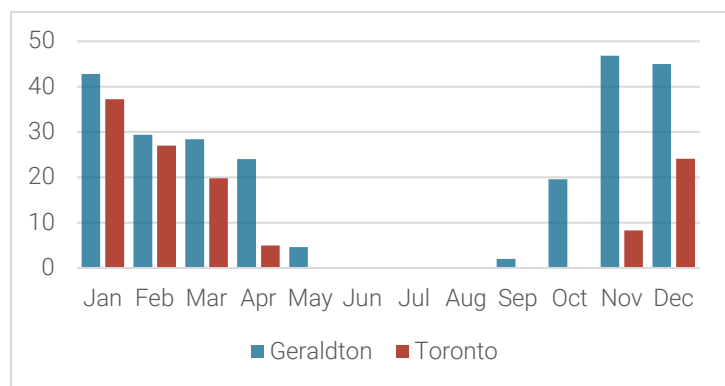
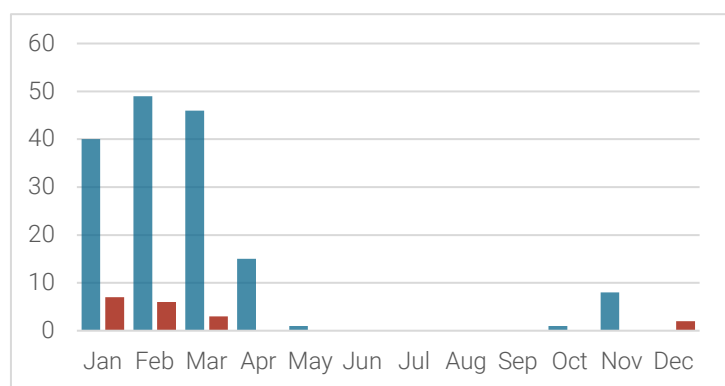


Figure 11: Average Snow Depth, Geraldton vs. Toronto⁶



⁶ Source, Environment Canada: https://climate.weather.gc.ca/climate_normals



EVALUATION OF GREENSTONE SENIORS' SERVICES

Greenstone's seniors' services were evaluated via an online survey that was deployed using targeted ads on social media for senior residents (targeting those aged 55 or older) in the Municipality of Greenstone. The survey ran from May 27th until June 23rd, 2020.

Overall Feedback from Community

Survey Overview

The survey reached nearly all 1,100 residents that were targeted via social media platforms (i.e. Facebook and Instagram). By the end, 364 read the survey and 222 completed it.

Demographics

The 222 respondents were primarily from the communities of Geraldton (53%) and Longlac (33%), with the remaining respondents scattered across Nakina, Rural East, Rural West and Beardmore. The majority of respondents were in the 55-65 age range (55%), followed by those in the 66-79 age range (34%). The majority of respondents were female (69%). English was the preferred language for respondents at 84%, followed by French (15%). Most respondents identified their overall health as either good, or excellent (77% combined), with only 5% indicating their health as poor.

Services/Supports for Seniors

Respondents were asked a series of questions about available services and supports for seniors in their community. For these questions, respondents were given a statement and asked to indicate their level of agreement or disagreement with the statement. The questions were grouped into a number of age-friendly community themes. In addition, respondents had the opportunity to leave open-ended comments at the end of each series of questions. These survey results are captured in the section below.

Obstacles/Barriers

Respondents were also asked a series of questions about perceived obstacles or barriers to receiving services and were asked to rate their degree of concern, as either "not a concern", "somewhat of a concern" or "a large concern". These questions explored potential challenges as they relate to seniors' services, including access, accessibility, awareness, availability, cost, eligibility, transportation and wait times.

Barriers to receiving seniors' services were generally more of a concern in the more rural parts of Greenstone as compared to the communities of Geraldton and Longlac. Location of services is a good example of this, where respondents from Beardmore, Nakina and Rural East were largely more concerned with location of services compared to their counterparts in Geraldton and Longlac. Approximately two-thirds of respondents had some concern with the cost of services, while approximately half of respondents indicated concern with their physical ability to get to services. Overall, wait times for services and a lack of awareness of services were noted as the largest concerns among survey respondents.

Final Questions

Finally, respondents were asked additional questions to gauge their overall level of satisfaction with services, their awareness of services, their communication preferences and to get feedback with suggestions for improvements and other comments they wished to share.

Respondents were generally satisfied with services, as 83% rated their services as “Fair” or better. Most indicated services are Fair (47%), while 37% rated services as Good or Excellent. Most respondents indicated that awareness of existing services could be improved, with 79% responding that they were “not too informed” or only “somewhat informed” about existing seniors’ services. While flyers/brochures were the most preferred communication preference noted, respondents generally indicated a preference to receive communications digitally as opposed to more traditional means. The social media, email and Municipal website options were all preferred over newspaper, radio and bulletin board options.

Areas for Improvement

Respondents offered numerous suggestions for improvement as well as other comments related to services in the Municipality of Greenstone. The most often mentioned area for improvement among respondents was to improve communication of existing services to seniors. Other popular areas for improvements included an expressed desire to improve safety for seniors and to ensure seniors are respected in their community. In addition, seniors had suggestions for improvements to areas such as service equity, additional/improved activities, engagement/empowerment, cost savings and seniors’ housing. More information about the survey is included in Appendix A of this report.

1. Outdoor Spaces and Buildings

Safe outdoor and indoor environments that are easily accessible and barrier free will support the physical and mental wellbeing of young and old with disabilities in Greenstone. The physical environment plays a large role in dictating independence and, to a larger extent, quality of life for seniors who might contend with mobility challenges.

Greenstone Outdoor Spaces by Ward

WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> ▶ Geraldton Ward Office park ▶ Geraldton Community Centre ▶ East Street Rotary Park ▶ Elsie Dugard Centennial Public Library ▶ Ball Park Crescent Park ▶ Greenstone Pool (Seasonal) 	<ul style="list-style-type: none"> ▶ MacLeod Provincial Park
Longlac	<ul style="list-style-type: none"> ▶ Lions Club Picnic Point Park ▶ Longlac Sportsplex ▶ Longlac Public Library 	<ul style="list-style-type: none"> ▶ Riverview Campground
Nakina	<ul style="list-style-type: none"> ▶ Nakina Community Centre ▶ Hellen Mackie Memorial Library ▶ Cordingley Lake Campground 	<ul style="list-style-type: none"> ▶ None
Beardmore	<ul style="list-style-type: none"> ▶ Beardmore Community Centre ▶ Beardmore Public Library ▶ Poplar Lodge Park 	<ul style="list-style-type: none"> ▶ None
Rural East West	<ul style="list-style-type: none"> ▶ Caramat Community Centre 	<ul style="list-style-type: none"> ▶ None

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

Figure 12: Survey Results Related to Outdoor Spaces and Buildings



Residents Appreciated:

- ▶ Responses were generally positive related to greenspaces being safe, adequate and accessible
- ▶ Greenspaces are relaxing for seniors

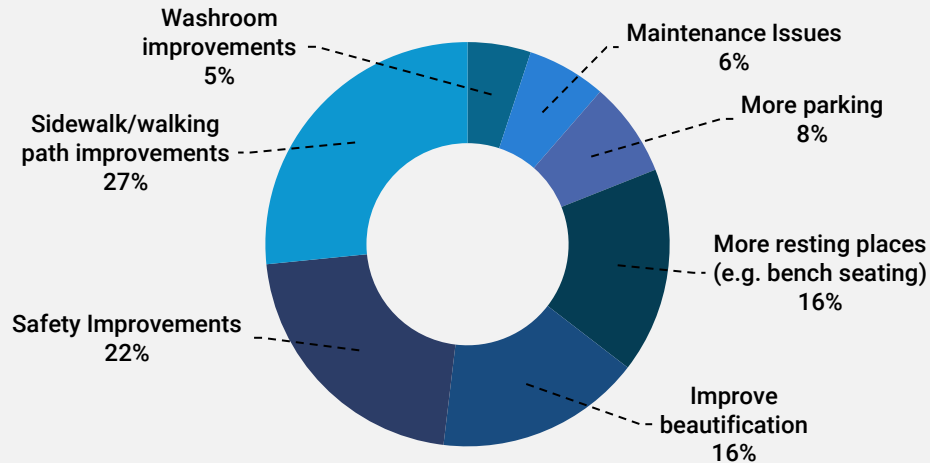
Opportunities for Improvement:

- ▶ More walkways and sidewalks
- ▶ More winter maintenance of sidewalks and walkways
- ▶ More bike and scooter lanes and pedestrian crosswalks
- ▶ More accessible washrooms in greenspaces and parks
- ▶ The creation of community gardening opportunities

WHAT PEOPLE HAD TO SAY ABOUT OUTDOOR SPACES AND BUILDINGS

Survey comments were reviewed and coded into consistent themes. The following themes resulted from the analysis:

Figure 13: Outdoor Spaces and Buildings Comments Grouped by Theme



- "I think the Municipality does its best to make public places safe and clean."

- "Greenstone is lacking when it comes to sidewalks and sitting areas around town centres. Greenspaces are not properly maintained and are lacking seating areas."

Observations:

- ▶ The themes mentioned most often in the comments section were improvements to sidewalk/walking areas; various safety improvements; efforts to improve beautification and suggestions to add more rest areas in the community.

Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to Outdoor Spaces and Buildings.

OUTDOOR SPACES AND BUILDINGS RECOMMENDATIONS

Recommendation 1: Pedestrian safety was perceived as an issue with many residents indicating feeling unsafe crossing roadways such as Main Street (Geraldton). Consider crosswalks at key intersections in conjunction with an increase to the number of rest places (benches) available to seniors.

Recommendation 2: To the extent possible, Greenstone should ensure barrier-free public walkways; especially near seniors' designated apartments.

Recommendation 3: Accessibility updates should be made to those washrooms lacking the basics (grab bars, wider doors, etc.) in parks and community centres.

Recommendation 4: Snow removal assistance programs are needed as not all residents feel capable of clearing snow from walkways and driveways, leading to the dangerous buildup of snow and ice in winter months. Target additional funding and/or look to re-deploy existing LHIN-funded programming.

Recommendation 5: Several comments indicated a desire for community gardens, which can be accommodated on existing greenspace with very minimal cost. Offer gardening experiences by designating community garden space reserved for seniors in key locations and erecting garden boxes.

Recommendation 6: The administration of a more detailed Facilitators and Barriers Survey (FABS) should be considered

Innovative Best Practices to Consider

VANCOUVER – “PLAYGROUNDS” FOR SENIORS

Across Canada, playgrounds are popping up that are targeted specifically for seniors’ use. The idea originated in China where it was observed senior citizens felt uncomfortable and out of place at traditional parks where equipment and amenities were intended primarily for youth. These specialized seniors’ parks are secluded and filled with age-appropriate, all-weather exercise equipment designed to be used by retirees and older populations. The equipment typically ranges in sophistication from simple balance bars (resembling the parallel bars found in rehabilitation centers) to more complicated walking machines resembling simple ellipticals one might find at a fitness centre. By and large, the parks have become sanctuaries where seniors can enjoy physical activity and provide opportunities for socialization. Overall, the parks aim to tailor outdoor spaces to promote healthier seniors – both physically and mentally.

Applicability for Greenstone

Pros

- ▶ **Abundance of green space in Greenstone that could be converted to a seniors-friendly exercise park – perhaps at the waterfront in Geraldton.**
- ▶ **Potentially lower the reliance on public healthcare and related services over the medium-to-long term.**
- ▶ **After construction, the park and equipment would require minimal operating capital to maintain as compared with other forms of seniors’ programming.**

Cons

- ▶ **Upfront capital may not be accessible in the short-term.**



Article regarding playgrounds for seniors from the Guardian Newspaper

<https://www.theguardian.com/cities/gallery/2016/apr/29/playgrounds-elderly-seniors-in-pictures>

2. Transportation

Transportation systems geared towards seniors foster increased independence and supports aging-in-place housing strategies and are an integral component of any age-friendly community strategy. The most effective systems allow seniors to participate in social activities, provide access to healthcare services, and support daily living. As with many other remote communities, Greenstone's dispersed population clusters pose significant financial and logistical challenges to the implementation of a truly comprehensive seniors' transportation system.

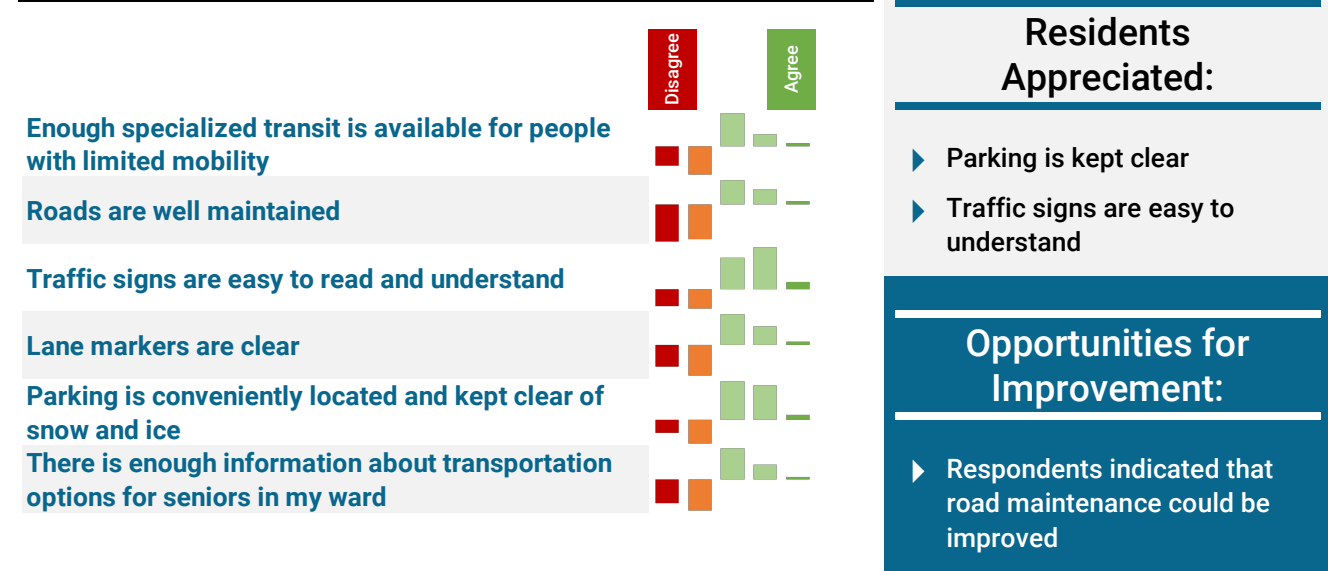
Greenstone Transportation Services by Ward:

WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> ▶ Aging at home van ▶ Rural Transportation Program 	<ul style="list-style-type: none"> ▶ Thunderbird Friendship Center ▶ Private taxi services available in the community ▶ Kasper Minibus
Longlac	<ul style="list-style-type: none"> ▶ Aging at home van ▶ Rural Transportation Program 	<ul style="list-style-type: none"> ▶ Thunderbird Friendship Center ▶ Private taxi services available in the community ▶ Kasper Minibus
Nakina	<ul style="list-style-type: none"> ▶ Volunteer-driven services aging at home van available on a limited basis 	<ul style="list-style-type: none"> ▶ Thunderbird Friendship Center ▶ Kasper Minibus
Beardmore	<ul style="list-style-type: none"> ▶ Volunteer-driven services aging at home van available on a limited basis 	<ul style="list-style-type: none"> ▶ Thunderbird Friendship Center ▶ Kasper Minibus
Rural East West	<ul style="list-style-type: none"> ▶ Volunteer-driven services aging at home van available on a limited basis 	<ul style="list-style-type: none"> ▶ Thunderbird Friendship Center ▶ Kasper Minibus

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

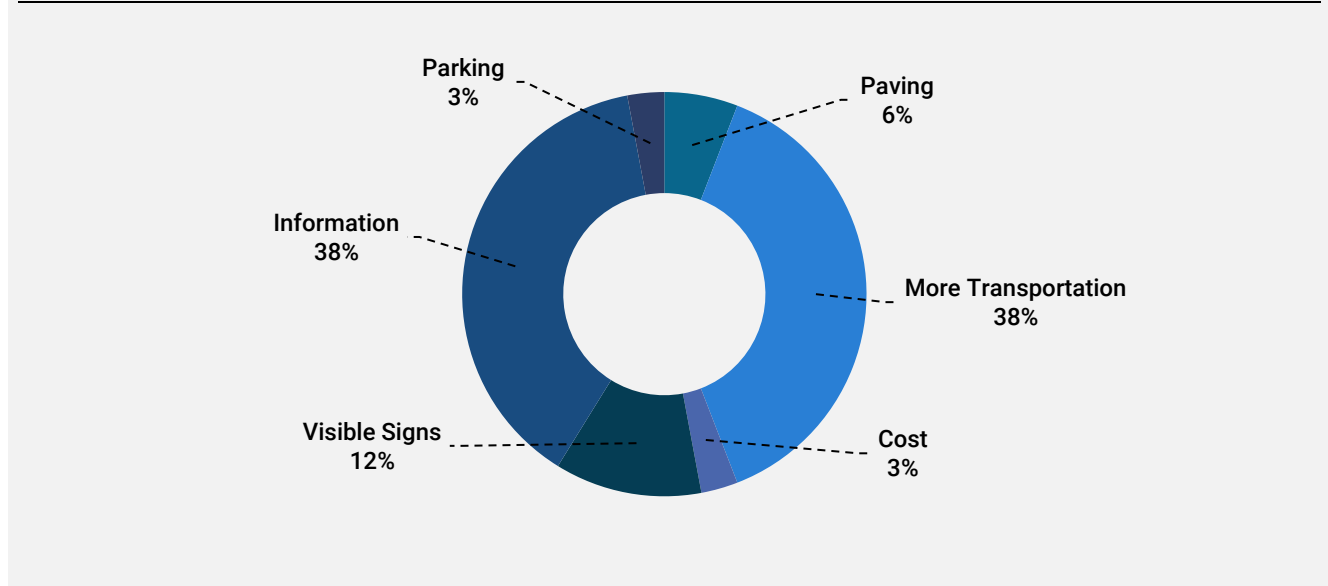
Figure 14: Survey Results Related to Transportation



WHAT PEOPLE HAD TO SAY ABOUT TRANSPORTATION SERVICES

Survey comments were reviewed and coded into consistent themes. The following themes resulted from the analysis:

Figure 15: Transportation Comments Grouped by Theme



WHAT PEOPLE HAD TO SAY ABOUT TRANSPORTATION SERVICES (CONTINUED)

The following insights were gathered from the survey results

<p>- <i>“More information should be provided in relation to transportation services for Seniors.”</i></p> <p>- <i>“What are the parameters/criteria for using the medical van?”</i></p>	<p style="text-align: center;">Observations:</p> <ul style="list-style-type: none"> ▶ Most respondents commenting on transportation noted a desire for more available transportation options and more information about available transportation services. ▶ Some respondents noted new road signage is too small too read.
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WARD	LOCAL STRENGTHS	LOCAL CHALLENGES
<i>General</i>		
Municipality	<ul style="list-style-type: none"> ▶ Medical transportation is available for seniors via the Municipality of Greenstone and The Thunderbird Friendship Center. ▶ Kasper provides regional transportation to Thunder Bay. 	<ul style="list-style-type: none"> ▶ Basic transportation for medical appointments and grocery shopping continue to hinder seniors’ ability to remain independent. ▶ Rural communities with shrinking populations are seeing a reduction in the pool of volunteers who are available to support volunteer driving programs – the municipal medical van is particularly at risk. ▶ Taxis are not viable for seniors who have accessibility restrictions and costly for seniors’ who utilize the service regularly
<i>Specific Wards</i>		
Geraldton	<ul style="list-style-type: none"> ▶ Seniors’ van available (Aging at Home Medical Transportation Program) and Rural Transportation Program for social activities ▶ Availability of private cab services 	<ul style="list-style-type: none"> ▶ Desire for more information about the available transportation service and better/expanded utilization of it



Longlac	<ul style="list-style-type: none"> ▶ Rural Transportation Program for social activities 	<ul style="list-style-type: none"> ▶ Desire for more transportation to other nearby communities
Nakina	<ul style="list-style-type: none"> ▶ Seniors tend to commute with family and/or friends in absence of available transportation options 	<ul style="list-style-type: none"> ▶ Lack of available transportation services in Nakina ward
Beardmore	<ul style="list-style-type: none"> ▶ Seniors tend to commute with family and/or friends in absence of available transportation options 	<ul style="list-style-type: none"> ▶ Lack of awareness of existing transportation services
Rural East West	<ul style="list-style-type: none"> ▶ Seniors tend to commute with family and/or friends in absence of available transportation options 	<ul style="list-style-type: none"> ▶ Lack of awareness of existing transportation services

Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to Transportation.

TRANSPORTATION RECOMMENDATIONS

Recommendation 7: Increase public awareness about seniors' transportation options and the risks of social isolation.

Recommendation 8: Increase focus on transportation of seniors to medical appointments and grocery shopping. Offer tangible ways for neighbours to get involved in helping their seniors. Investigate ride-sharing programs administered digitally (e.g. Kootenay Rideshare program noted below)

Recommendation 9: Prioritize operational spending in high-volume pedestrian routes to enhance walkability.

Recommendation 10: Encourage seniors who no longer drive to invest money into a "mobility" account for their future transportation needs.

Recommendation 11: Look for additional funding options to expand paid services through the Aging at Home Van program. Consider a proposal to the North West LHIN for expanded aging at home van services (via their Health System Improvement Pre-Proposal).

Recommendation 12: Increase transportation opportunities to social outings for rural seniors. Consider re-deployment of existing LHIN-funded programming and target additional funding.

Innovative Best Practices to Consider

KOOTENAY – RIDESHARE PROGRAM

The Kootenay Rideshare program is an online service to match drivers with riders in order to share costs. Rides are available for one-time travel requirements and for regular carpooling. The program called "Give a Senior a Lift" encourages drivers to provide rides specifically for Seniors, including to appointments in larger centres such as Vancouver. The Rideshare program does not have a budget for staff, relying instead on matching people and ride needs with volunteer drivers often heading "into town" anyway.

Applicability for Greenstone

Pros

- ▶ **Would align well with the current services offered, potentially broadening the pool of volunteer drivers to include those travelling into Thunder Bay anyway**
- ▶ **Could likely be adopted with minimal cost**

Cons

- ▶ **Concerns related to privacy and liability would need to be addressed**
- ▶ **It is unclear how many would be interested in providing services and utilizing the service**

Kootenay Rideshare program information online

<https://ride-share.org/about>



3. Housing

Housing is one of the most important aspects of an age-friendly community. The spectrum of housing options available to Greenstone seniors including private and seniors-designated (50+) rental housing options. The Fisher Court (Geraldton), Neill Court (Geraldton) and Chateaulac (Longlac) apartment buildings constitute the entirety of Greenstone's rental housing options tailored to seniors. The Geraldton apartments are owned and operated by TBDSSAB whereas the Longlac home is owned by the Municipality of Greenstone and operated by Infinity Property Services on a contract basis. The Geraldton District Hospital operates the John Owen Evans Residence, a long-term care home situated within the hospital.

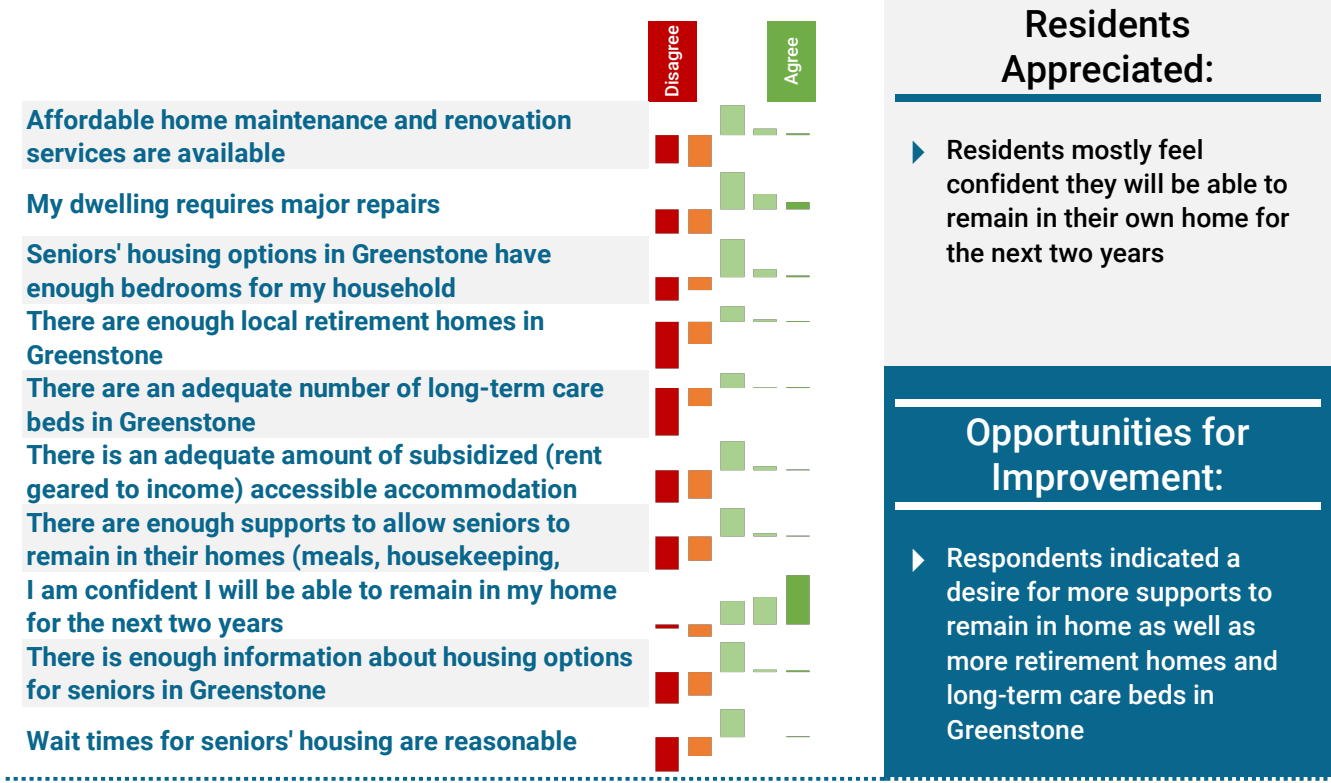
Greenstone Housing Services by Ward

WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> ▶ The Fisher Court and Neill Court seniors-designated apartment buildings ▶ Long-term care home situated within Geraldton District Hospital ▶ Windrow Snow Removal Program 	<ul style="list-style-type: none"> ▶ VON Thunder Bay
Longlac	<ul style="list-style-type: none"> ▶ Chateaulac ▶ Windrow Snow Removal Program 	<ul style="list-style-type: none"> ▶ VON Thunder Bay
Nakina	<ul style="list-style-type: none"> ▶ Home Support Program ▶ Windrow Snow Removal Program 	<ul style="list-style-type: none"> ▶ None
Beardmore	<ul style="list-style-type: none"> ▶ Home Maintenance Program ▶ Windrow Snow Removal Program 	<ul style="list-style-type: none"> ▶ None
Rural East West	<ul style="list-style-type: none"> ▶ Windrow Snow Removal Program 	<ul style="list-style-type: none"> ▶ None

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

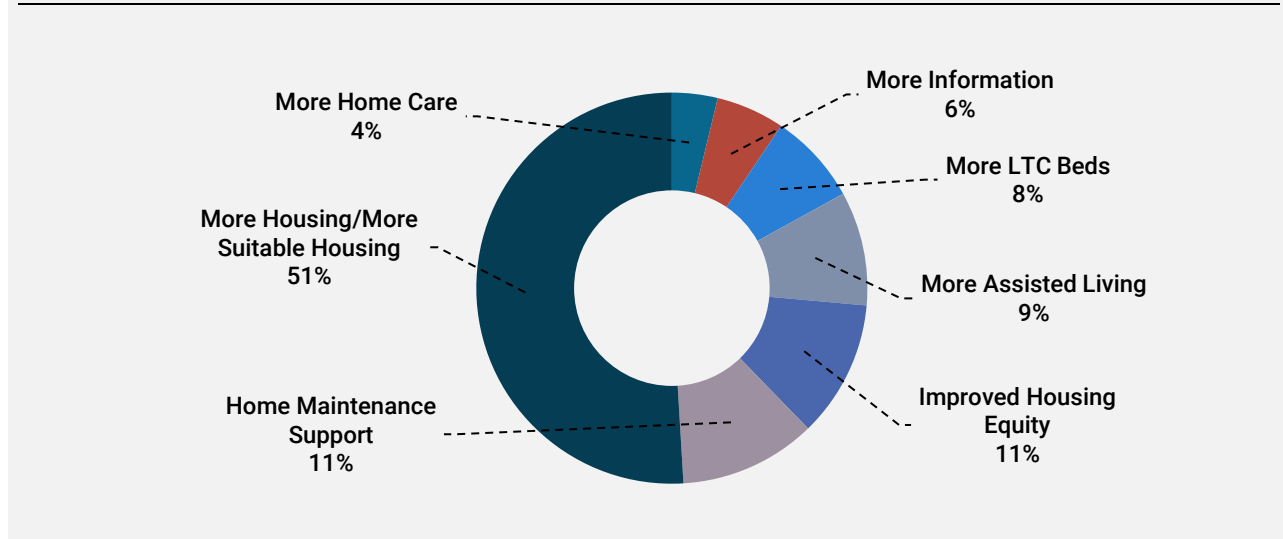
Figure 16: Survey Results Related to Housing



WHAT PEOPLE HAD TO SAY ABOUT HOUSING SERVICES

Survey comments were reviewed and coded into consistent themes. The following themes resulted from the analysis:

Figure 17: Housing Comments Grouped by Theme



WHAT PEOPLE HAD TO SAY ABOUT HOUSING SERVICES (CONTINUED)

The following insights were gathered from the survey results

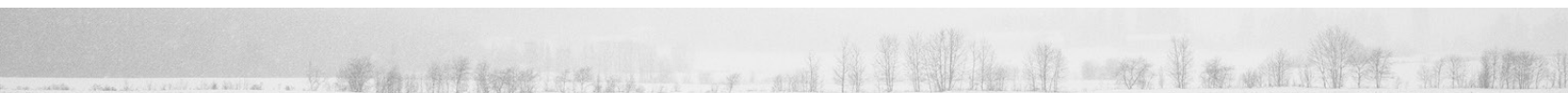
- *“Home maintenance and renovation services are very expensive and very hard to obtain.”*
- *“Moving from a home into a bachelor or one-bedroom home is not feasible for many.”*

Observations:

- ▶ Most respondents commenting desired more housing options and/or more suitable housing options (e.g. 2-bedroom vs 1-bedroom apartment).

WARD	LOCAL STRENGTHS	LOCAL CHALLENGES
<i>General</i>		
Municipality	<ul style="list-style-type: none"> ▶ The majority of seniors surveyed are able to cope with the activities of daily living such as meal preparation, house cleaning, and laundry. ▶ High satisfaction rates with regards to supports provided in seniors' housing. ▶ Almost all seniors' apartment rental options are designated as rent-geared-to-income. 	<ul style="list-style-type: none"> ▶ Home maintenance services such as snow removal and lawn care pose significant challenges for seniors wishing to age-in-place. ▶ Lack of accessibility features within homes increase the risk of injury and inhibit seniors' ability to age-in-place. ▶ Extremely limited access to contractors for repair and maintenance services. ▶ Property and tenant management services for Greenstone seniors' apartments are headquartered in Thunder Bay.
<i>Specific Wards</i>		
Geraldton	<ul style="list-style-type: none"> ▶ Fisher Court and Neill Court are conveniently located next to Geraldton District Hospital. 	<ul style="list-style-type: none"> ▶ Limited room availability in Neill Court (main floor) and Fisher Court. ▶ No two-bedroom units within seniors' buildings in Geraldton. ▶ Neill Court second floor accessibility limited to stairs.

		<ul style="list-style-type: none"> ▶ Neill Court and Fischer Court have small living spaces and suffer from accessibility barriers.
Longlac	<ul style="list-style-type: none"> ▶ Chateaulac is ideally located for seniors, the building is largely accessible, and rooms are large and well organized. 	<ul style="list-style-type: none"> ▶ Chateaulac lacks comprehensive policies regarding pet ownership and smoking. ▶ Chateaulac furnishings and building features are dated and in need upgrades.
Nakina	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Homemaking and home repair services are limited to small groups of at-risk seniors only.
Beardmore	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Homemaking and home repair services are limited to small groups of at-risk seniors only.
Rural East West	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Homemaking and home repair services are limited to small groups of at-risk seniors only.



Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to Housing.

RECOMMENDATION 13: IMPROVE DESIRABILITY AND OCCUPANCY OF EXISTING HOUSING

- a. Address the underlying issues resulting in Chateaulac vacancies.
- b. Partner with TBDSSAB to explore options for increasing utilization of second floor at Neill Court.
- c. Monitor vacancy rates of all three seniors-designated apartment complexes.
- d. Review small pet policy, which was noted as a barrier in the survey.

RECOMMENDATION 14: PROVIDE INCREASED SUPPORTS FOR AGING-IN-PLACE

- a. Many residents expressed the desire to age-in-place. There is a need for more affordable home modification and general maintenance services (i.e. widened entryways, hand-rail installation, modified cabinet heights, etc.) to help them stay as independent as possible within their existing homes. Coordinate with Geraldton District Hospital and local builders to allocate designated 'home improvement' time slots for private work – prioritizing windows, doors, and bathrooms. Look to augment limited health funding received for home maintenance by writing proposals for additional funding.
- b. Waiting lists for retirement housing can be restrictive and can result in a need to relocate outside of Greenstone, as such, the development of more retirement housing units should be specifically investigated. Partner with health sector organizations such as Geraldton District Hospital to offer additional services.
- c. Increase assisted living services or supportive housing along with day-programs for seniors with dementia and Alzheimer's disease.
- d. Install modern building security features such as intercoms. Consider redeploying existing LHIN-funded programming and target additional funding.

Innovative Best Practices to Consider

MARATHON, ONTARIO – SUPPORTIVE HOUSING PROGRAM

Peninsula Manor is a 36-bed supportive housing program located in Marathon, Ontario to serve the needs of the local community. The program was made possible through a partnership between the local Hospital Corporation (North of Superior Healthcare Group) and the town of Marathon, which allowed each organization to share in the risk of the venture. To further reduce risk, the project utilized a public-private partnership with an experienced builder.

The program offers a variety of different housing options, including studio, one-bedroom and two-bedroom apartments. Residents have the choice of independent living or purchasing supports within housing, with the intent of providing options to seniors to increase the level of services they require as they age in place.

Applicability for Greenstone

Pros

- ▶ **Leverages the private sector to reduce cost**
- ▶ **Spreads the risk across multiple sectors, including health care**

Cons

- ▶ **Can be costly and risky to the Municipality**



Marathon Seniors Complex
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Concept drawing for Peninsula Manor – Supportive Housing Program located in Marathon, Ontario.

<https://www.marathon.ca/en/living-here/supportive-housing.aspx>

4. Social Participation

Participation and inclusion of older persons in volunteer or paid work decreases social isolation, supports mental health, and benefits the community at large. Social participation, social support and social connectedness dramatically improves the quality of life of seniors and can even play a role in supporting physical health. Providing the opportunities for social participation and ensuring access to these opportunities is an integral component of age-friendly communities.

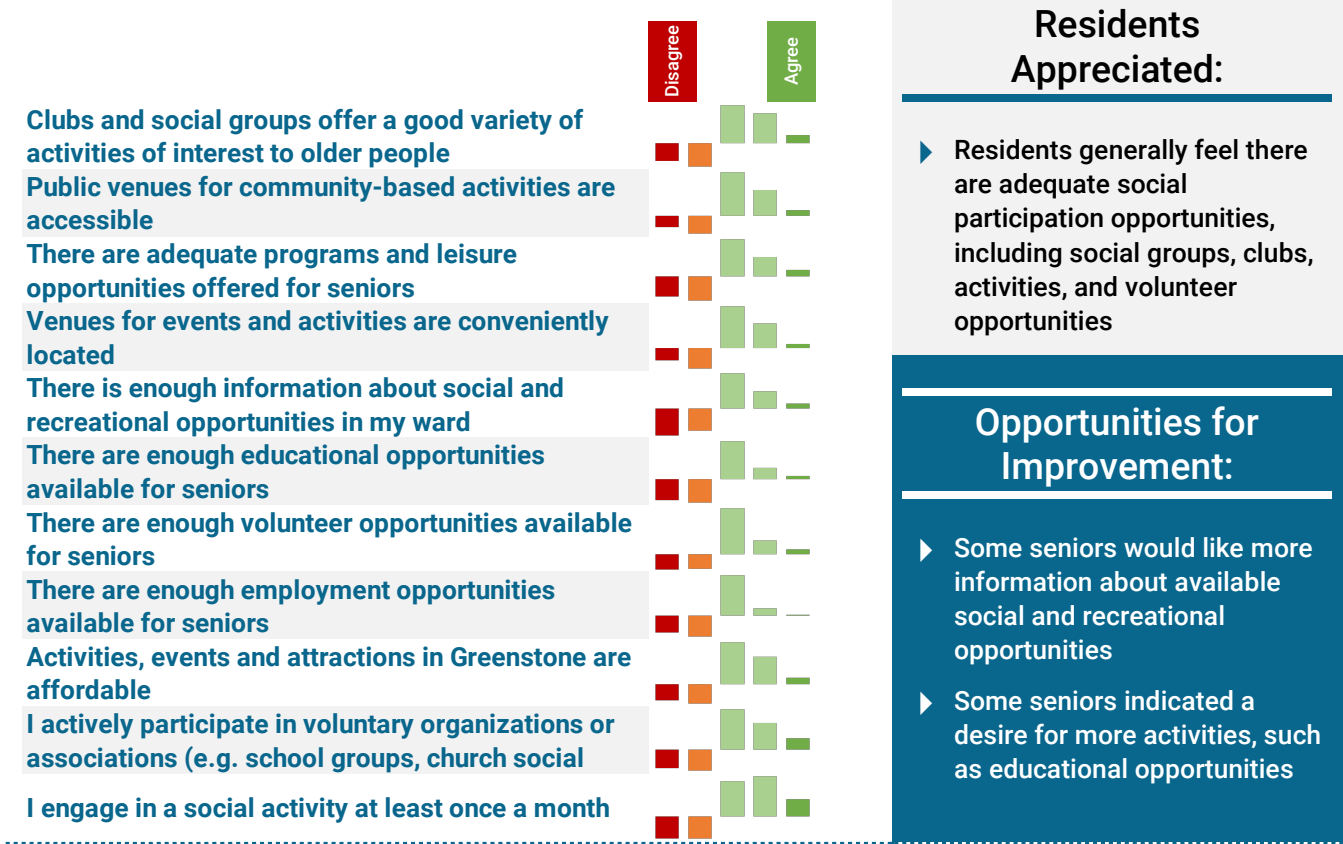
Social Participation Options by Ward

WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> ▶ Elderly Person's Centre 	<ul style="list-style-type: none"> ▶ Club La Joie de Vivre (French Seniors Centre)
Longlac	<ul style="list-style-type: none"> ▶ Municipality provides and maintains the building 	<ul style="list-style-type: none"> ▶ Longlac Seniors Club
Nakina	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Nakina Seniors Citizens Sunrise Club
Beardmore	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Beardmore Evergreens Seniors Club
Rural East West	<ul style="list-style-type: none"> ▶ None 	<ul style="list-style-type: none"> ▶ Caramat Community Centre

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

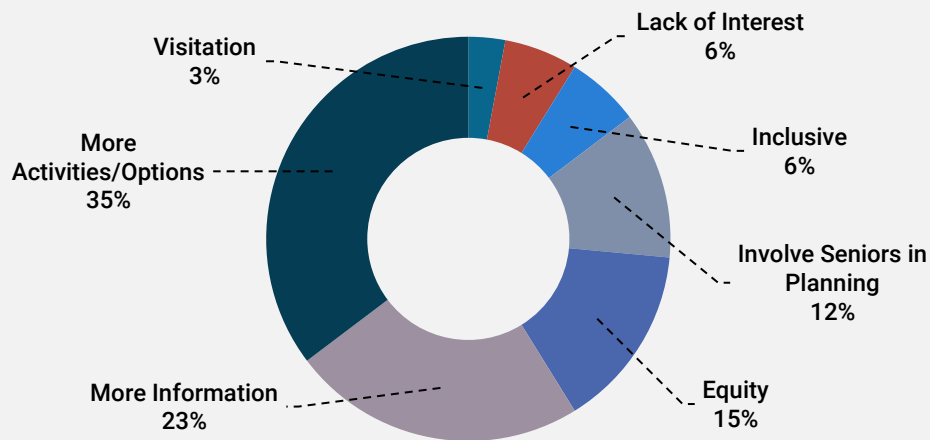
Figure 18: Survey Results Related to Social Participation



WHAT PEOPLE HAD TO SAY ABOUT SOCIAL PARTICIPATION

Survey comments were reviewed and coded into consistent themes. The following themes resulted from the analysis:

Figure 19: Social Participation Comments Grouped by Theme



The following insights were gathered from the survey results

- *“Spaces for community gardens should be developed in every ward.”*
- *“It would be nice if we had something for seniors in Caramat.”*
- *“I love reading and seeing all the amazing things the Seniors’ Group has going on in Longlac.”*

Observations:

- ▶ Most respondents suggested having more activities or different options.
- ▶ Many respondents wanted more information about available activities
- ▶ Others noted the discrepancy in options between communities
- ▶ Some respondents would like to be involved in planning activities.

WHAT PEOPLE HAD TO SAY ABOUT SOCIAL PARTICIPATION (CONTINUED)

The following insights were gathered from the survey results

WARD	LOCAL STRENGTHS	LOCAL CHALLENGES
<i>General</i>		
Municipality	<ul style="list-style-type: none"> ▶ Opportunities exist for participation in a variety of affordable activities and events such as floor curling, church gatherings, crafts and more. ▶ Free and affordable events and festivals provide opportunities for social interaction and participation such as the Greenstone Market, fish derbies, and trade shows. 	<ul style="list-style-type: none"> ▶ Residents indicated that low participation could occasionally be attributed to misinformation. ▶ Lack of available transportation limits accessibility to events.
<i>Specific Wards</i>		
Geraldton	<ul style="list-style-type: none"> ▶ Second-highest average participation rates in voluntary organizations or associations 	<ul style="list-style-type: none"> ▶ Lowest average score when considering variety of activities offered for seniors
Longlac	<ul style="list-style-type: none"> ▶ Second-highest average engagement in social activities ▶ Highest average participation rates in voluntary organizations or associations ▶ Highest average score when considering both the variety and adequacy of activities offered for seniors 	<ul style="list-style-type: none"> ▶ Expressed desire for more information about planned social activities/events (e.g. calendar of events)
Nakina	<ul style="list-style-type: none"> ▶ Highest average engagement in social activities 	<ul style="list-style-type: none"> ▶ Desire for more activities and awareness of existing activities
Beardmore	<ul style="list-style-type: none"> ▶ Venues are conveniently located and accessible 	<ul style="list-style-type: none"> ▶ On average, lowest participation rates in voluntary organizations or associations
Rural East West	<ul style="list-style-type: none"> ▶ Participation rates in voluntary organizations or associations is much higher in Rural West than Rural East 	<ul style="list-style-type: none"> ▶ On average, engagement in social activities ranked the lowest ▶ Seniors felt that there was limited variety and adequacy of activities

Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to Social Participation.

RECOMMENDATION 15: BOLSTER AWARENESS OF ACTIVITIES FOR GREENSTONE SENIORS

- a. Residents who do not actively participate in the community and social activities are at risk of social isolation. Outreach to these individuals should be encouraged and promoted through local programming. Consider virtual engagement and social programs coordinated through the Elderly Persons' Centres

- b. Enhance public awareness of the Municipality facilities, parks, and recreation programs that are available to seniors. Utilize social media (e.g. Facebook) as an economical and effective means of communication.

RECOMMENDATION 16: PROVIDE EDUCATION AND TRAINING OPPORTUNITIES FOR STAFF

- a. Seniors' confidence to take part in social activities can be affected when physical abilities deteriorate (i.e. eyesight and balance). Proper training and education on geriatric needs should be available to program coordinators and service providers to help encourage participation. Pursue available online training opportunities.⁷

⁷ Seniors First BC is an example of a resource website that can be used for training purposes: <http://seniorsfirstbc.ca/for-professionals/staff-training/>. The site contains several free resources, including Seniors' Friendly Workplace Training, a Signs of Dementia and Communications Strategies document and various other resources.

Innovative Best Practices to Consider

CITY OF MISSISSAUGA – VIRTUAL ACTIVITIES FOR SENIORS

Not all opportunities for Social Participation need to be provided in person. The City of Mississauga has embraced the capabilities of the internet to engage and entertain area older adults. Their website advertises a multitude of programming specifically designed to reach older adults in the comfort of their own home.

This approach has the potential to be even more powerful in a small, rural and northern community like Greenstone where it is very difficult to provide in-person programming in an efficient and effective manner when older adults live far apart and are separated frequently by extreme weather. Online programming can even be delivered in a creative and cost-effective manner using free internet apps such as Facebook, which older adults have demonstrated they use through the community survey used to inform this report.

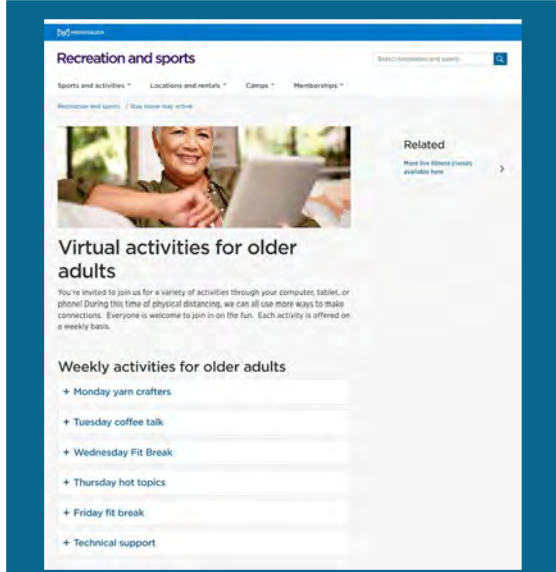
Applicability for Greenstone

Pros

- ▶ **Greenstone Seniors demonstrated an aptitude for online activities via the strong response to the Seniors' Services survey advertised through Facebook for this report**
- ▶ **Potentially low cost and leveraging existing technologies and community Facebook groups**

Cons

- ▶ **Not all Seniors are tech-savvy and using Facebook**



The screenshot shows a webpage titled "Recreation and sports" with a sub-section for "Virtual activities for older adults". The page features a header with navigation links like "Sports and activities", "Locations and rentals", "Camps", and "Memberships". Below the header is a main heading "Virtual activities for older adults" accompanied by a photo of an elderly woman using a laptop. The text below the heading invites users to join virtual activities through various devices. A list of weekly activities is provided, including Monday yarn crafters, Tuesday coffee talk, Wednesday Fit Break, Thursday hot topics, Friday fit break, and Technical support. A "Related" section is also visible on the right side of the page.

A screenshot from the City of Mississauga, Ontario's website showing online programming specifically targeted to Seniors

<https://web.mississauga.ca/recreation-and-sports/stay-home-stay-active/stay-home-stay-active-virtual-activities-for-older-adults/>

5. Respect & Social Inclusion

Social inclusion is closely related to opportunities for social participation, covered in the previous section. Respect is a behaviour based on attitudes towards older adults. Respect is a critical concept that underlies and is reflected in virtually all the indicators suggested in this Guide.

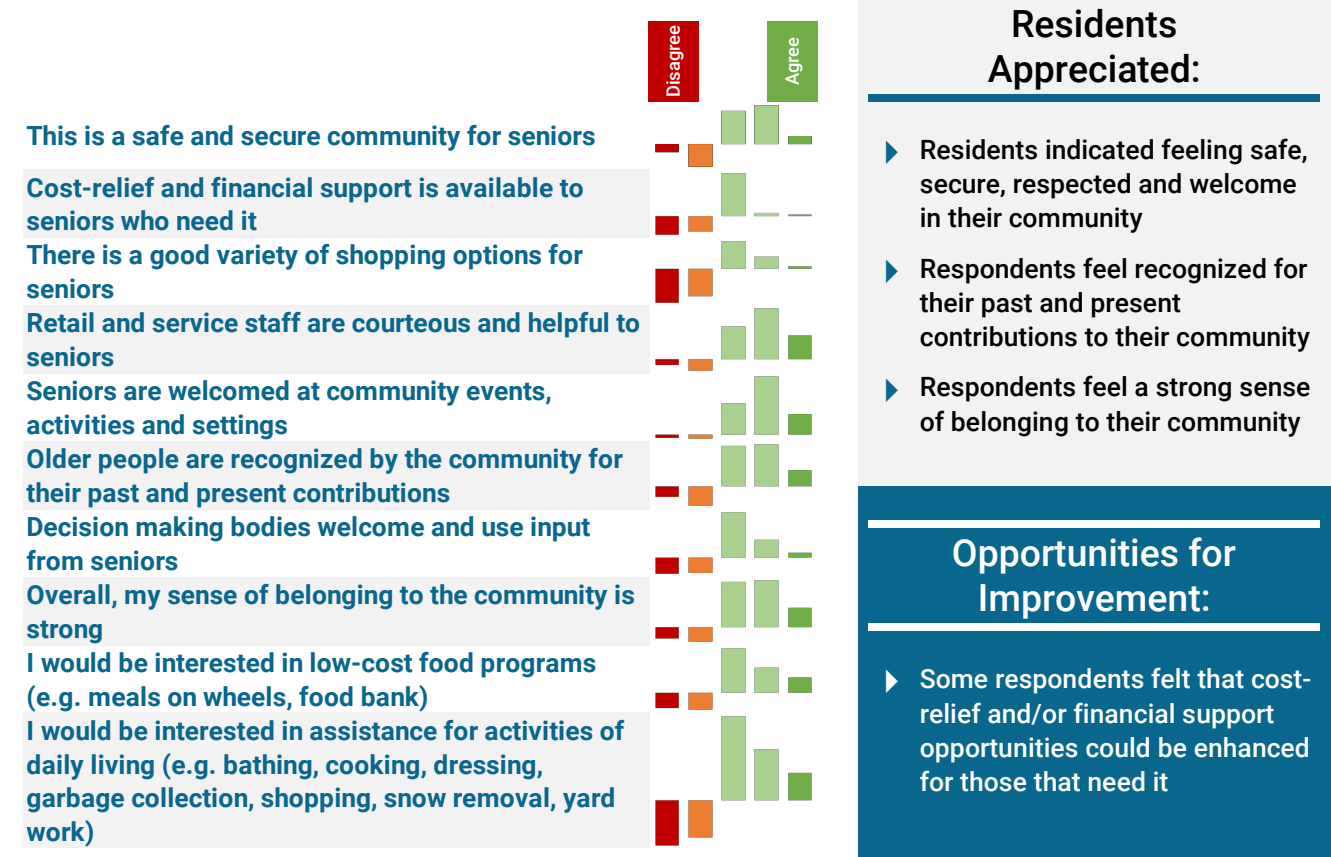
Respect & Social Inclusion Opportunities by Ward:

WARD	AVAILABLE SERVICES
Geraldton	Grocery
	<ul style="list-style-type: none"> ▶ Daneff's Food Market ▶ No Frills
	Banking
Longlac	<ul style="list-style-type: none"> ▶ Investor's Group ▶ Toronto Dominion ▶ Royal Bank of Canada
	Pharmacy
	<ul style="list-style-type: none"> ▶ Rexall
Longlac	Grocery
	<ul style="list-style-type: none"> ▶ Longlac Freshmart
	Banking
Longlac	<ul style="list-style-type: none"> ▶ Caisse Alliance
	Pharmacy
	<ul style="list-style-type: none"> ▶ Rexall
Nakina	<ul style="list-style-type: none"> ▶ None
Beardmore	<ul style="list-style-type: none"> ▶ Melanson's Groceries
Rural East West	<ul style="list-style-type: none"> ▶ None

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

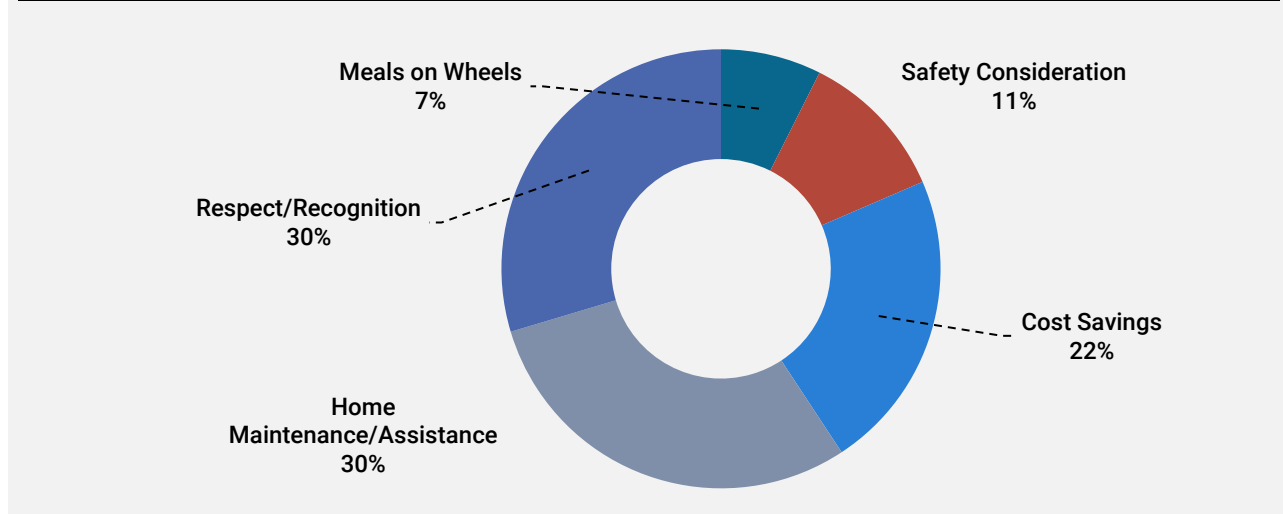
Figure 20: Survey Results Related to Respect and Social Inclusion



WHAT PEOPLE HAD TO SAY ABOUT RESPECT AND SOCIAL INCLUSION

The following insights were gathered from the survey results

Figure 21: Respect & Social Inclusion Comments Grouped by Theme



WHAT PEOPLE HAD TO SAY ABOUT RESPECT AND SOCIAL INCLUSION (CON'T)

The following insights were gathered from the survey results

- *“Seniors need to be recognized for their contributions to our community.”*

- *“Many of our Seniors are home alone and no one seems to care whether their needs are being met.”*

Observations:

- ▶ Respondents indicated a need for more respect and/or recognition for their contributions and a need for more assistance to remain in their homes (either services or cost savings).

WARD	LOCAL STRENGTHS	LOCAL CHALLENGES
<i>General</i>		
Municipality	<ul style="list-style-type: none"> ▶ The Municipality of Greenstone staff are friendly, informative and knowledgeable. ▶ Local newspaper, The Times Star, is considered a trustworthy and convenient source of information. ▶ Overall, seniors' sense of belonging to their respective communities is strong 	<ul style="list-style-type: none"> ▶ Some aging residents do not feel regularly consulted by the community/Municipality.
<i>Specific Wards</i>		
Geraldton	<ul style="list-style-type: none"> ▶ Seniors tend to feel welcome and a strong sense of belonging to their community 	<ul style="list-style-type: none"> ▶ Seniors would like to see more in the way of cost relief from the Municipality
Longlac	<ul style="list-style-type: none"> ▶ Longlac seniors, on average, felt as though their input is welcomed and utilized more than seniors in any other ward ▶ Seniors feel recognized by their community 	<ul style="list-style-type: none"> ▶ Seniors would like to see more cost relief and more shopping options in their community
Nakina	<ul style="list-style-type: none"> ▶ Seniors felt recognized by their community and had the scored highest on feelings of being welcomed at public events and activities 	<ul style="list-style-type: none"> ▶ Cost relief and shopping options are a big challenge in this community

<p>Beardmore</p>	<ul style="list-style-type: none">▶ Seniors feel welcome and a strong sense of belonging to their community	<ul style="list-style-type: none">▶ Seniors scored lowest on their perceptions of the availability of employment, volunteer, and educational opportunities
<p>Rural East West</p>	<ul style="list-style-type: none">▶ Seniors feel recognized by their community (Rural West)	<ul style="list-style-type: none">▶ Seniors in Rural East had the lowest sense of belonging to their community



Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to Social Participation.

RECOMMENDATION 17: ENHANCE SENIORS' SERVICES

- a. Work with locally-owned businesses to encourage home delivery services wherever possible.
- b. Work with local health organizations to investigate meal delivery services. The North West LHIN has identified this as an area of need in their health planning strategy documents and they provide funding to other communities in the region for meal delivery services.

Innovative Best Practices to Consider

DAILY BREAD FOOD BANK AND RED CROSS (TORONTO) – FOOD BANK ON WHEELS

Seniors often face food insecurity issues, and this problem was compounded by the COVID 19 pandemic in March 2020. Recognizing this as a major issue and threat to the health and safety of Toronto seniors, the Daily Bread food bank in Toronto, Ontario recently partnered with the Red Cross to develop mobile food bank programming to deliver food to seniors who were not able or afraid to access food bank assistance during the pandemic.

This program could be offered entirely through the use of volunteers, working with other existing programs such as the Regional Food Distribution Association in Thunder Bay, Ontario.

Applicability for Greenstone

Pros

- ▶ Potentially low cost and leveraging existing technologies and community volunteers

Cons

- ▶ May be administrative costs and/or coordination resources required by the Municipality
- ▶ Relying on volunteers can be difficult in a large and sparsely populated Municipality such as Greenstone



Daily Bread Food Bank Announces Pilot To Deliver 2,000 Meals Monthly To Individuals Unable To Access Food Banks

NEWS RELEASE BY
Daily Bread Food Bank
Mar 12, 2020, 07:58 ET

SHARE AND GET IT
Facebook Twitter LinkedIn YouTube

This pilot project in partnership with the Canadian Red Cross will form the blueprint for expanded service in the city and provide low barrier, respectful service to those in need.

TORONTO, March 12, 2020 (CNW) – Food is a human right. No one should go hungry or face barriers in accessing the food they need, yet 1 in 5 adults in Toronto are food insecure, many of them living with intersecting challenges that prevent them from accessing food banks and often have barriers to preparing food at home.

In partnership, Daily Bread Food Bank and the Canadian Red Cross have launched a pilot project to deliver healthy, home-made meals to individuals who have been medically assessed and determined not to be able to access traditional food programs.

"Thousands of individuals experiencing hunger are not able to access food banks," says Chantal Berg, VP Programs and Services, Daily Bread Food Bank. "In addition, intersecting factors such as mobility and mental health issues, age and housing that lacks appropriate cooking facilities can make preparing a meal a challenge."

Using Daily Bread's food production resources, staff and volunteers will prepare and package healthy, single-serve frozen meals that will then be delivered by the Canadian Red Cross to their client base at no cost.

"Food bank clients have a median of \$243 per day left after paying rent or cover food and all other necessities with a price tag of \$700 per meal or higher. Delivery programs such as Meals on Wheels are simply out of reach for many."

Screenshot of the public announcement of the mobile food bank program

<https://www.newswire.ca/news-releases/daily-bread-food-bank-announces-pilot-to-deliver-2-000-meals-monthly-to-individuals-unable-to-access-food-banks-861192477.html>

6. Communication & Information

Effective communication allows seniors to stay up to date about the information they need to manage their lives, including how to act on important information about public health and social services in the community. Communicating regularly with seniors minimizes feelings of isolation and reinforces a sense of community belonging. Communication messages, products and approaches can be developed to ensure that seniors, and all community members, have access to materials and messages intended to support them.

Communication & Information Services by Ward:

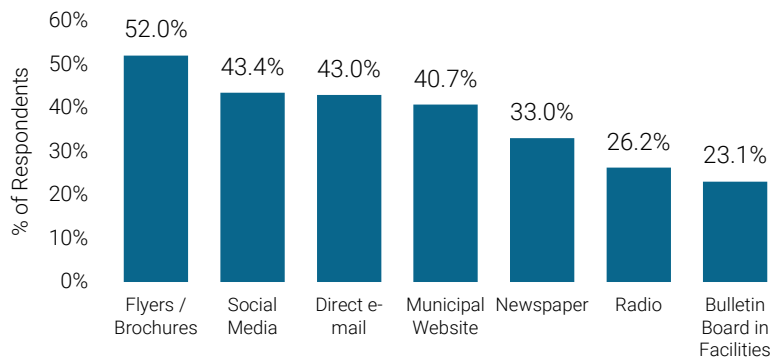
WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> Administration office Elderly Persons Centres 	<ul style="list-style-type: none"> The Times Star Paper
Longlac	<ul style="list-style-type: none"> Ward Office Elderly Persons Centres 	<ul style="list-style-type: none"> The Times Star Paper
Nakina	<ul style="list-style-type: none"> Ward Office Elderly Persons Centres 	<ul style="list-style-type: none"> The Times Star Paper
Beardmore	<ul style="list-style-type: none"> Ward Office Elderly Persons Centres 	<ul style="list-style-type: none"> The Times Star Paper
Rural East West	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> The Times Star Paper

Survey Results

WHAT PEOPLE HAD TO SAY ABOUT COMMUNICATION

The following insights were gathered from the survey results

Figure 22: Communication Preferences from Survey Results



Observations:

- The most common preferences chosen were flyers/brochures (52%), followed by social media (43%), direct email (43%) and via the Municipality's website (41%).

WHAT PEOPLE HAD TO SAY ABOUT COMMUNICATION (CON'T)

The following insights were gathered from the survey results

- *"I don't know what services are available for seniors."*
- *"It would be beneficial to have a list of available services and contact numbers."*

Observations:

- ▶ Communications were commonly cited in the survey as an area for improvement. Seniors want to be made aware of services that already exist and they want to have opportunities to provide regular input and feedback to the Municipality.

Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to communication.

RECOMMENDATION 18: ENHANCE COMMUNICATIONS WITH GREENSTONE SENIORS

- a. Seniors in Greenstone are very receptive to digital engagement (e.g. via Facebook) as evidenced through the overwhelmingly positive response to the Seniors' Services Review survey. Integrate social media into a communications strategy to engage seniors and share information about services.
- b. Coordinate online groups and learning opportunities for Greenstone Seniors through Elderly Persons' Centre Coordinator positions.
- c. Consider a monthly/quarterly newsletter to be distributed through Seniors' groups and others who prefer traditional print communications compared to digital means.

Innovative Best Practices to Consider

CITY OF KENORA – AGE-FRIENDLY SERVICES GUIDE

Many respondents to the age-friendly survey distributed for this report indicated a lack of knowledge regarding current Seniors' Services. To help with this issue, the City of Kenora developed an age-friendly services guide to distribute in print and electronically throughout the region.

The guide contains a comprehensive listing of all services of benefit to seniors. Services are organized according to the WHO Age-Friendly Communities framework, with services listed under the broad categories as discussed in this report, which helps to ensure completeness and identify gaps in the community's services.

Applicability for Greenstone


Pros



- ▶ **Low cost way to increase awareness of services for seniors – something identified as a barrier in the survey results**

Cons

- ▶ **May increase demand for services which are variable in cost with increased usage, such as the Windrow Snow Removal Program**

KENORA AGE-FRIENDLY SERVICES GUIDE 2016-2017



The Kenora Age-Friendly Services Guide is available online and in print and is distributed widely throughout the community to highlight available Seniors' Services

<http://kenora.ca/wp-content/uploads/2016/05/Kenora-Age-Friendly-Services-Guide-FINAL.pdf>

7. Community Support & Health Services

The availability of healthcare services helps ensure seniors remain as physically independent as possible for as long as possible. Community support and health services are instrumental in supporting aging-in-place strategies. The benefits of proper healthcare support also reduce the strain placed on families, volunteer programs, and allows for active participation in the local economy.

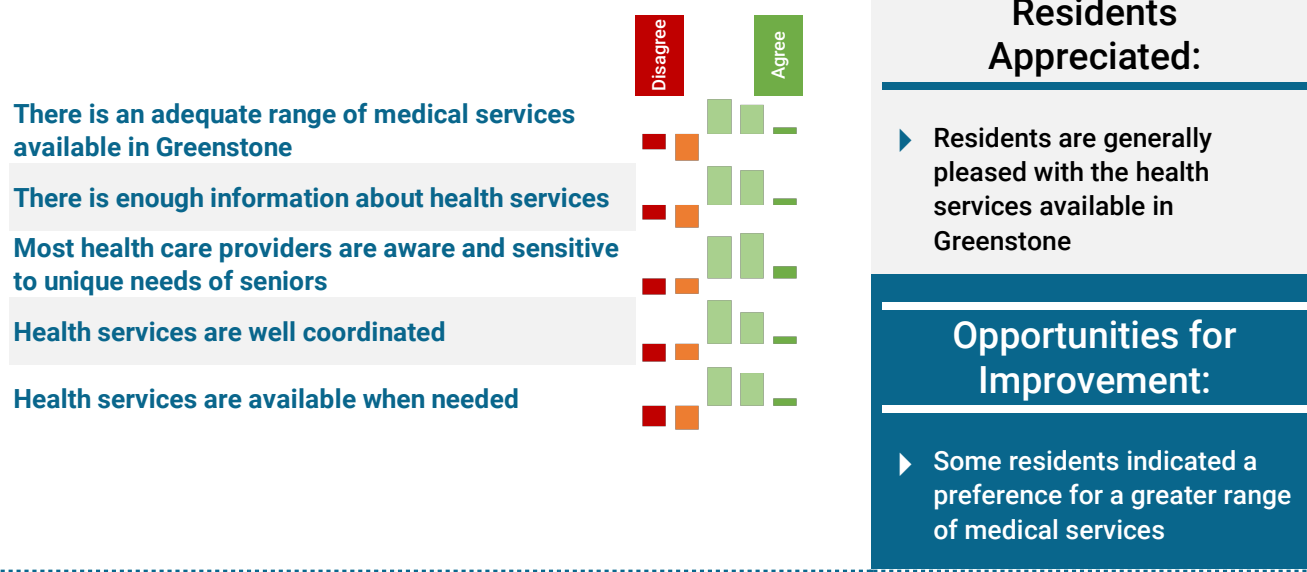
Community Support and Health Services by Ward:

WARD	MUNICIPAL SERVICES	PRIVATE AND OTHER SECTOR SERVICES
Geraldton	<ul style="list-style-type: none"> ▶ Geraldton District Hospital ▶ Greenstone Family Health Team ▶ North of Superior Counselling Programs ▶ Lifeline program ▶ Aging at home transportation service 	<ul style="list-style-type: none"> ▶ Rexall Pharmacy ▶ Greenstone Dental
Longlac	<ul style="list-style-type: none"> ▶ NorWest Community Health Centre ▶ North of Superior Counselling Programs ▶ Lifeline program ▶ Aging at home transportation service 	<ul style="list-style-type: none"> ▶ Rexall Pharmacy ▶ Greenstone Dental
Nakina	<ul style="list-style-type: none"> ▶ North of Superior Counselling Programs ▶ Lifeline program ▶ Nakina Medical Clinic ▶ Aging at home transportation service (limited availability) 	<ul style="list-style-type: none"> ▶ None
Beardmore	<ul style="list-style-type: none"> ▶ North of Superior Counselling Programs ▶ Lifeline program ▶ Beardmore Regional Health Centre ▶ Aging at home transportation service (limited availability) 	<ul style="list-style-type: none"> ▶ None
Rural East West	<ul style="list-style-type: none"> ▶ NorWest Community Health Centre ▶ North of Superior Counselling Programs ▶ Lifeline program ▶ Aging at home transportation service (limited availability) 	<ul style="list-style-type: none"> ▶ None

Survey Results

Survey results are summarized below, with comments ranging from positive to negative.

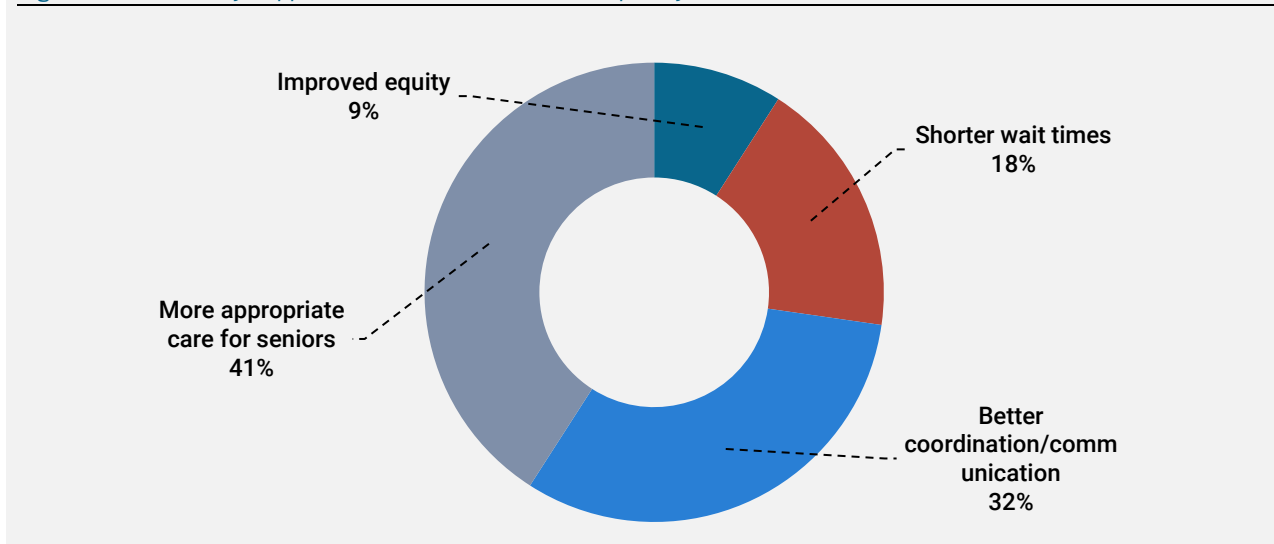
Figure 23: Survey Results Related to Health



WHAT PEOPLE HAD TO SAY ABOUT COMMUNITY SUPPORT & HEALTH SERVICES

The following insights were gathered from the survey results

Figure 24: Community Support and Health Comments Grouped by Theme



WHAT PEOPLE HAD TO SAY ABOUT COMMUNITY SUPPORT & HEALTH SERVICES (CON'T)

The following insights were gathered from the survey results

- *“Coordination of health services needs improvement.”*
- *“We need available transportation to the hospital besides an ambulance in Nakina.”*
- *“I don’t know what services are available for seniors”*

Observations:

- ▶ Most respondents referenced a desire for more appropriate care for seniors and a need for better coordination of care and/or communication from providers.
- ▶ Long wait times were referenced by some respondents as well as inequity of services outside of Geraldton.

WARD	LOCAL STRENGTHS	LOCAL CHALLENGES
<i>General</i>		
Municipality	<ul style="list-style-type: none"> ▶ Regular visits by Cancer Care Mobile Breast Screening and the CNIB mobile Eye Care Clinic. 	<ul style="list-style-type: none"> ▶ Limited visits by medical specialists throughout Greenstone. ▶ No availability within Greenstone for rent or purchase of vital mobility aids such as canes or walkers. ▶ Limited homemaking services are available through Northwest CCAC (government funded) and the VON (privately funded) throughout Greenstone. ▶ Lack of meals-on-wheels program.
<i>Specific Wards</i>		
Geraldton	<ul style="list-style-type: none"> ▶ Many health services available in the community, including Geraldton District Hospital. 	<ul style="list-style-type: none"> ▶ Access to medical specialists is limited, as are other support services such as homemaking.
Longlac	<ul style="list-style-type: none"> ▶ Variety of health services available, including some private options. 	<ul style="list-style-type: none"> ▶ While there is access to NorWest CHC in the community, the hospital is 30 minutes away.

Nakina	<ul style="list-style-type: none"> ▶ There is access to some basic health services; albeit limited. 	<ul style="list-style-type: none"> ▶ Transportation to hospital is a significant challenge for residents in Nakina.
Beardmore	<ul style="list-style-type: none"> ▶ Fair access to health services for such a small community. 	<ul style="list-style-type: none"> ▶ There is access to a health centre, hospitals in Nipigon and Geraldton are both approximately 1 hour away.
Rural East West	<ul style="list-style-type: none"> ▶ Access to various health services via Geraldton. 	<ul style="list-style-type: none"> ▶ Access may be a challenge depending on the degree of rurality for residents.

Recommendations

The following is a listing of recommendations for the municipality based on the survey results, analysis of current services and review of the literature pertaining to community support and health services.

Recommendation 19: Consider other models of housing services, such as Abbeyfield housing (see best practice highlighted below), to meet the housing demands of an aging population

Recommendation 20: Formalize partnerships with local health authorities in the Greenstone area to promote improved coordination of care, shorter wait lists for care and appropriateness of care for seniors. Consider partnerships with Beardmore Regional Health Centre, Geraldton District Hospital, Greenstone Family Health Team, Nakina Medical Clinic, North of Superior Counselling Programs and NorWest Community Health Centre.

Recommendation 21: Work with local health organizations to investigate social and congregate dining opportunities for seniors in Greenstone so that seniors can share a meal and companionship. The North West LHIN provides funding to other communities in the region for this purpose.

Innovative Best Practices to Consider

ABBEEFIELD CALEDON

The Abbeyfield Caledon House is located in the Town of Caledon, Ontario, which is a rural area just north of Toronto. The House offers an independent, affordable living alternative in a warm family style environment. The House provides residents with a balance between privacy, companionship, security, and independence.

Community sponsored and supported, Abbeyfield Houses are set up and run on a not-for-profit basis under the management of a volunteer board of directors. Costs, which include meals, are shared by residents. The concept is relatively new in Canada but has been employed successfully in Europe for many years and is a key part of the seniors housing strategy in countries like England and Denmark.


Applicability for Greenstone

Pros

- ▶ **Innovative model to provide housing in small communities**
- ▶ **Could be built low cost and low risk to the community**

Cons

- ▶ **Requires up front capital cost. This risk could be offset by looking for community partners such as mining and forestry companies**
- ▶ **Relies on a volunteer Board of Directors to oversee the building and program**



A picture of Abbeyfield Caledon from their website. Abbeyfield Caledon is a small facility, with 12 units.

Their website advertises accommodations for independent seniors starting \$1,925 per month, which include all meals, utilities, and maintenance.

There are many different models of Abbeyfield living and the model is designed to be flexible to the needs of a community.

<https://abbeyfieldcaledon.org/>

SERVICE EQUITY

Seniors' Services Compared to Other Municipalities

Methodology

To provide a high-level comparison of seniors' services spending across various municipalities in Ontario, data was extracted from the repository of Financial Information Returns (FIR), a standardized reporting document, that Municipalities must submit annually which details spending across a variety of categories.

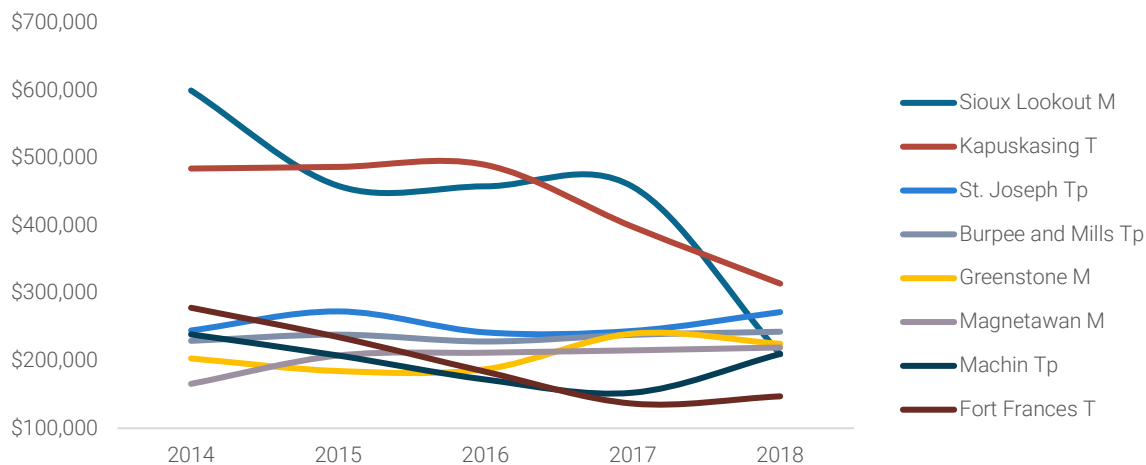
Within the FIR reports, financial information is available for "Assistance to Aged Persons" on Schedules 12 and 40. Using data from these schedules from 2014 to 2018, benchmark spending was established for Greenstone and municipalities with similar spending patterns were identified.

Results

TOTAL SENIORS' SERVICES SPENDING

See Figure 25: Greenstone was compared to other Northern and Rural Municipalities with a similar population of older adults aged 65 and older. With respect to total costs related to Seniors' Community Services (see methodology discussion above), Greenstone's annual total expenditure level was similar to many of its peers.

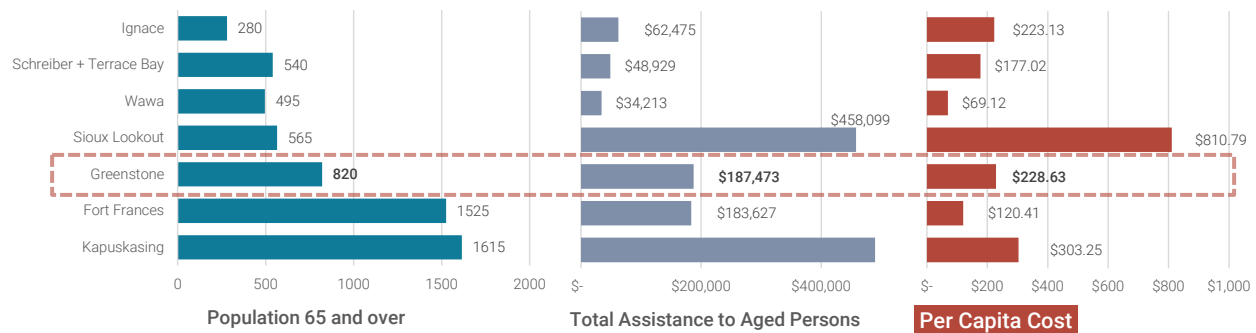
Figure 25: Total Costs Related to Seniors' Services from FIRs, Trend for Select Communities 2014-2018



PER-CAPITA SENIORS' SERVICES SPENDING

In terms of per-capita spending, as shown in Figure 26, Greenstone spends a moderate-to-high amount compared to selected Northern peer municipalities.

Figure 26: Seniors Population, Total Spending on Social Services and Per-Capita Spending on Social Services, 2016



Findings

- ▶ From 2016 to 2018, both Kapuskasing and Sioux Lookout managed to significantly reduce total seniors spending per capita. Projections indicated that Kapuskasing's 2020 per capita cost may be in line with Greenstone's or slightly below - despite having nearly double the number of seniors.
- ▶ In 2016, Greenstone and Sioux Lookout had a similar number of seniors aged 65 and over; 820 and 565 respectively. Greenstone, however, spent \$270,626 less on total seniors' assistance in the same year (\$582.16 less per senior)
- ▶ In 2016, Greenstone and Fort Frances spent similar sums to provide assistance to seniors; \$187,473 and \$183,627 respectively, despite Greenstone having 705 fewer seniors.

Seniors' Services by Ward

This section provides an assessment of relative equity, through a financial lens, amongst services available to seniors in neighbouring communities within Greenstone. With respect to service provision, equity and equality can mean different things. Where equality is easily quantified from a financial standpoint, equity involves subjective criteria such as the relative needs of seniors within a given community. This underscores the importance of the Age-Friendly Communities Planning Framework assessment and survey results presented earlier in the report, as they provide context and help to determine relative need of seniors by community.

Methodology

To help assess service equity in Greenstone, a costing exercise was performed to determine the net cost attributable to each community in the provision of seniors' services. Costing was based on:

1. A line-by-line analysis of the Municipality's 2020 Budget, isolating seniors'-specific expenses and revenues; and
2. A selection of appropriate allocation bases which were used to assign these expenses and revenues to specific communities.

Budget figures were used instead of actual expenditures to ensure that the analysis reflected as much as possible the normal state of affairs. Actual expenditures may have been impacted by one-time events (for example), which would not have been applicable on a go-forward basis.

Budgeted figures were allocated to a community based on the location(s) of the service being provided or, in the case of a multi-community program or service, usage or the proportionate share of senior citizens within each community. This analysis yielded total and per capita costs and a categorical breakdown of both expenses and revenues by community are provided.

Overall Results

Figure 27: Total Greenstone Seniors' Services Budget

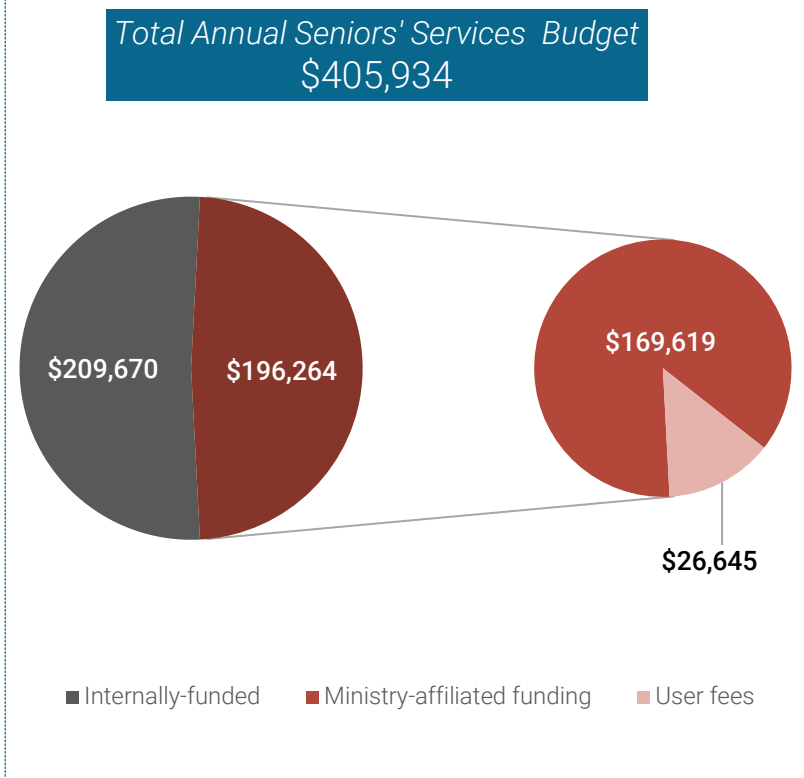


Figure 27 shows a summary of the total annual budget devoted to seniors' services for the most recent fiscal year (2019/20). The total budget of \$405,934 was only 51.6% rate-supported, with the remaining amount funded through a variety of sources, including (most notably) the Ministry of Health through the North West Local Health Integration Network.

Only a small proportion of the total budget (6.6%) was supported through user fees. This was despite the fact that most of the seniors' services programming offered could have been considered over and above the normal mandate of a Municipality in Ontario, including services such as personal and inter-municipal transportation, lifeline services and windrow services which would often be provided by the private sector in larger communities.

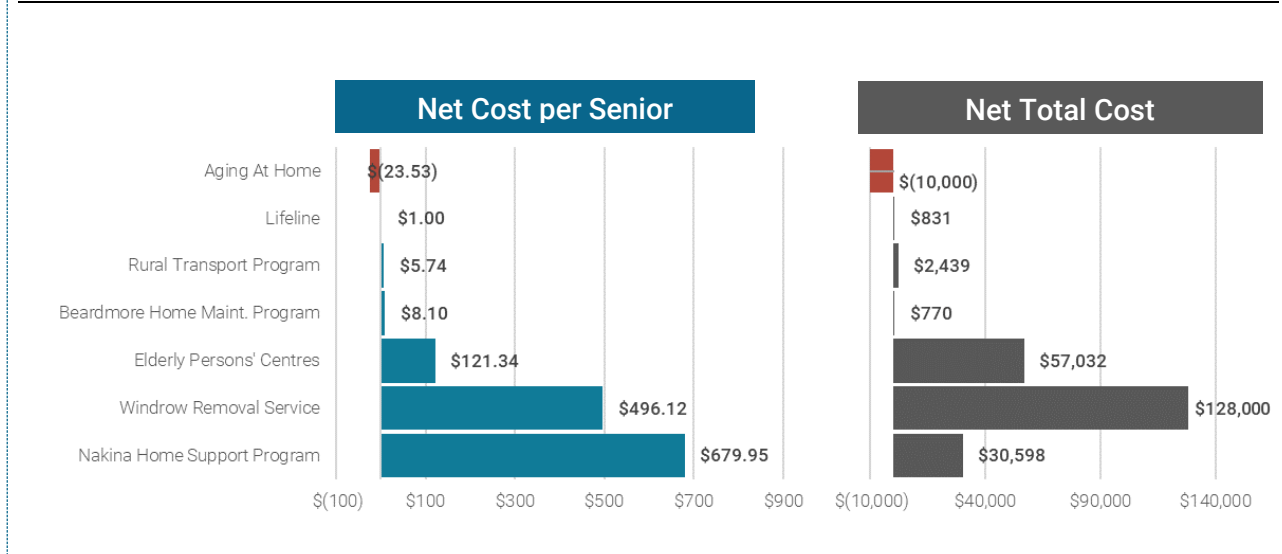
Findings

- ▶ The total annual budget for seniors' services in Greenstone is \$405,934 or an estimated \$489.08 per senior citizen
- ▶ Annual funding received by various other funding sources and user fees reduces the rate-supported budgeted costs to \$209,670 or \$252.61 per senior citizen
- ▶ Greenstone has been successful in obtaining external funding to support Seniors' Services and should continue to seek opportunities for external funding to augment existing services without increasing rate-supported expenses

Net Budgeted Expenditures by Program Area

Figure 28 shows the total budgeted expenditures in 2019/20 for Seniors' Services by program, net of external funding (not rate-supported, but excluding user fees). Also shown is an overall estimate of the total net budgeted expenditures per senior citizen residing in Greenstone.

Figure 28: Net Budgeted Costs for Seniors Programs: per Senior (Estimated) and Total



Because many of the services were mostly or fully supported by external funding and/or user fees, the total net cost to the municipality recovered through taxes was low for most of the programs offered directly to seniors. The windrow service stood out as having the highest overall cost at \$128,000, with the elderly persons' centres coming in second at \$57,032 – roughly half the cost of the windrow service.

On a per-senior basis, the Nakina home support program stood out as having the highest net cost to municipal ratepayers at \$679.95, with the windrow program the second highest at \$496.12.

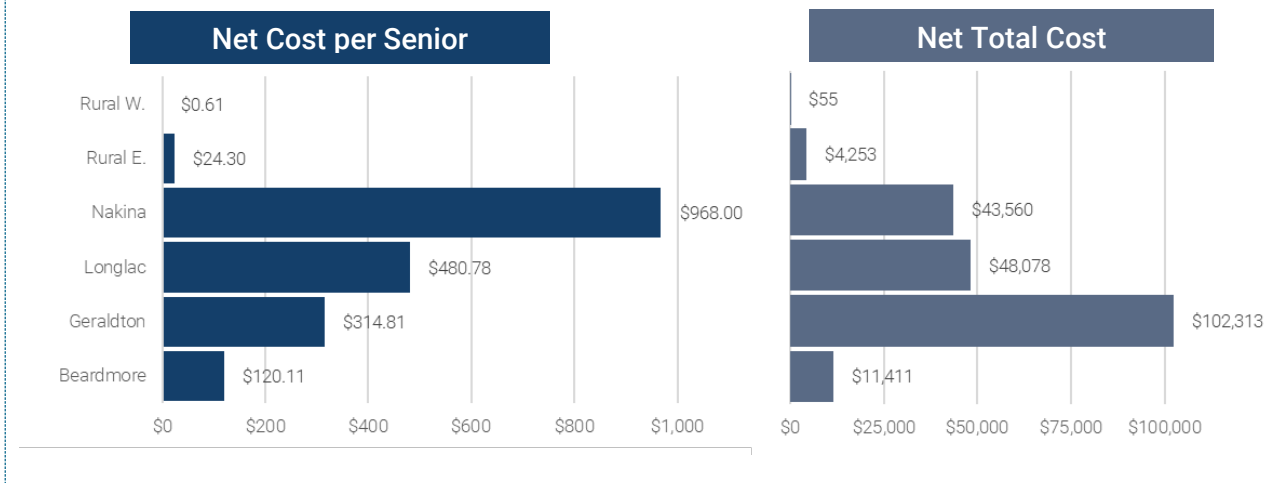
Findings

- ▶ The highest net total cost to the municipal rate-payers was for the windrow program, at \$128,000 per year – more than half of the total net budgeted expenditures for seniors' services
- ▶ The highest total cost on an estimated per-senior basis was for the Nakina home support program at \$679.95

Net Total Budgeted Costs per Ward

See Figure 29 for an analysis of the total net budgeted expenditures on a per-ward basis, along with estimates of the budgeted expenditure per senior.

Figure 29: Net Budgeted Costs of Seniors' Services by Ward – Total and Per Capita Costs



On a per-ward basis, the highest total net program budgeted costs were for Geraldton at \$102,313, with Longlac and Nakina close to each other in second at \$48,078 and \$43,560 respectively.

On a per-capita basis, the costs of programming specific to Nakina were the highest of all wards, owing to the small population base in Nakina. Costs per senior, at \$968 were double the next highest ward of Longlac at \$481. Conversely, very little was budgeted for the Rural East and Rural West wards and Beardmore had the third lowest direct cost allocation on a total and per capita basis.

Findings

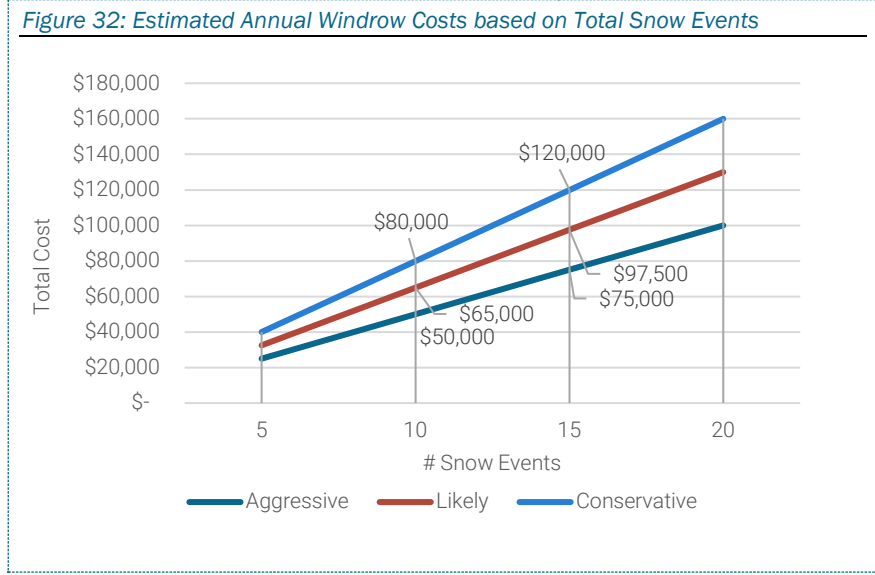
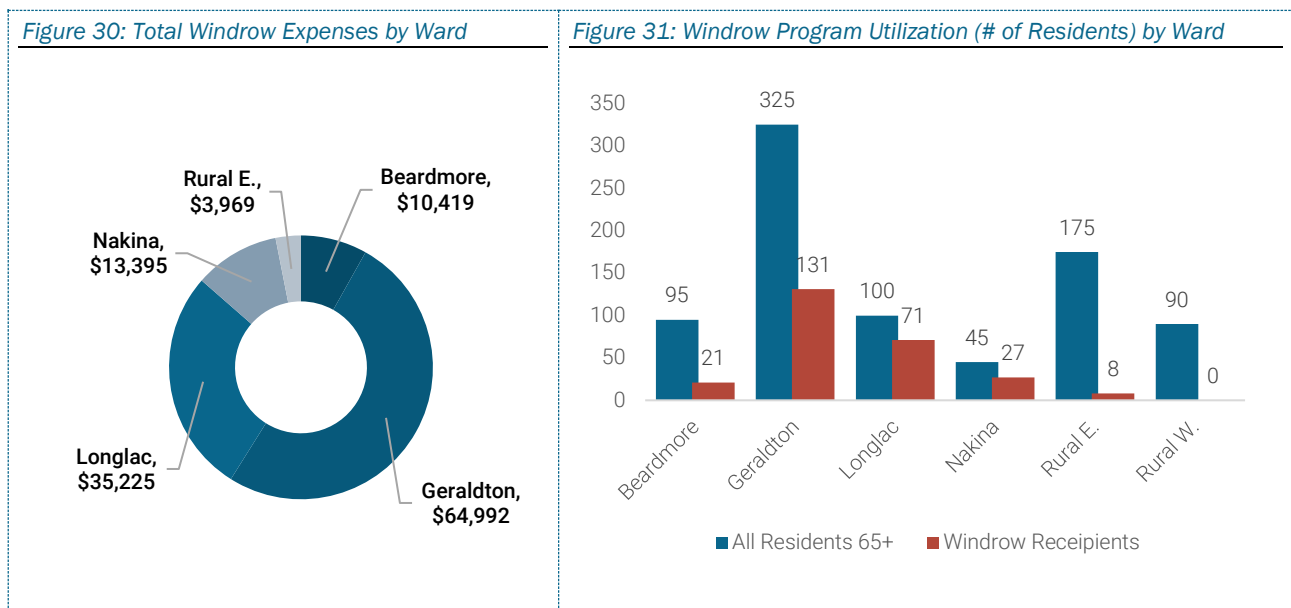
- ▶ **Nakina had the third highest net total service cost and the highest per-senior net cost given the small population base**
- ▶ **The Rural East and Rural West wards had the lowest direct cost allocation on a total and per capita basis**

Analysis of Specific Services

WINDROW SNOW REMOVAL PROGRAM

The Municipality of Greenstone provides a service to seniors and other residents who are physically unable to perform the tasks of keeping their roadways and driveways clear of snow and ice following a major winter weather event. The service is available to any municipal resident by filling out an application form and subject to approval by the municipality. This service is known locally as the “Windrow” program.

Figure 30 shows the total net budgeted cost of the program by ward. Costs were allocated based on the usage of the program in each ward. Program utilization statistics by ward are shown in Figure 31. The highest number of recipients of the Windrow program were from Geraldton and Longlac, with Longlac and Nakina having the highest percentage of residents accessing the service, while few residents of the Rural wards took advantage of the program.



Total costs for the Windrow service are variable based on the number of snow events per year

This puts the Municipality at risk that the costs could double in a year with many snow events



One of the risks of the Windrow program is the fact that the costs are variable and estimated each year based on the number of significant snow events. Figure 32 shows the estimated costs of the Windrow Snow Removal Program based on the number of annual snow events, with several scenarios ranging from conservative to optimistic. The potential for escalating costs without a way to generate revenues makes this a risky service for the municipality to offer. With a budgeted net cost of \$128,000 annually, the Windrow program was already the highest net cost program offered to seniors by the municipality, accounting for 61% of the total net budgeted expenses.

STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Available to any senior citizen in Greenstone aged 65 or older ▶ Supports several key success factors within the WHO Framework for Age-Friendly Cities including Walkability (Outdoor Spaces and Buildings) and helps facilitate transportation. ▶ No user fees allow low income seniors to receive equal services 	<ul style="list-style-type: none"> ▶ The most expensive seniors' program that the Municipality provides, both in terms of total cost and on a per-senior basis ▶ Total costs are variable and based on snow events per year, with no upper limit and no revenue to offset additional snow events ▶ With a growing seniors' population in Greenstone, this service is likely to put greater strain on Municipal resources over time ▶ Program needs more effective cost tracking

Findings	Equity Considerations
<ul style="list-style-type: none"> ▶ Equity of the program was high ▶ Windrow services are critical to an aging-in-place strategy and the mobility of seniors ▶ Assuming an average of 16 snow events per season and utilizing a conservative costing approach, windrow clearing costs the Municipality \$128,000 and is the most expensive seniors' program provided in Greenstone 	<ul style="list-style-type: none"> ▶ Program is available to all residents, regardless of their ability to pay or location ▶ By and large, costs are equitably distributed across all wards ▶ Equity could be increased by enlisting more residents in rural wards

Recommendations
<p>Recommendation 22: The Municipality of Greenstone should institute user fees for the Windrow Program to help offset the costs of the program.</p>
<p>Recommendation 23: Consider if communication of the program is sufficient – especially to Rural wards, who have far fewer residents signed up for the program than the other wards.</p>
<p>Recommendation 24: Perform a full costing of the program on an annual basis to track total spending, including equipment amortization</p>



NAKINA AND BEARDMORE HOME SUPPORT | HOME MAINTENANCE PROGRAMS

The Nakina and Beardmore Home Support & Home Maintenance programs provide support to older adults who require assistance with home maintenance tasks such as snow removal and yard maintenance to remain living in their homes. On a net cost basis, the Nakina home support program was the third highest cost program for the Municipality of Greenstone at a total net cost of \$30,598, or 14.6%.

Figure 33: Nakina Home Support Program Funding

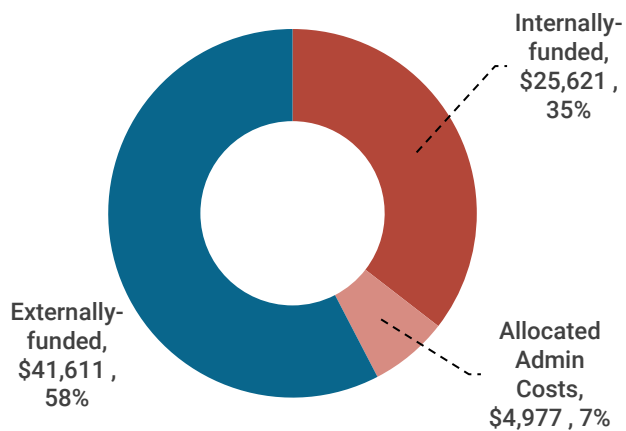
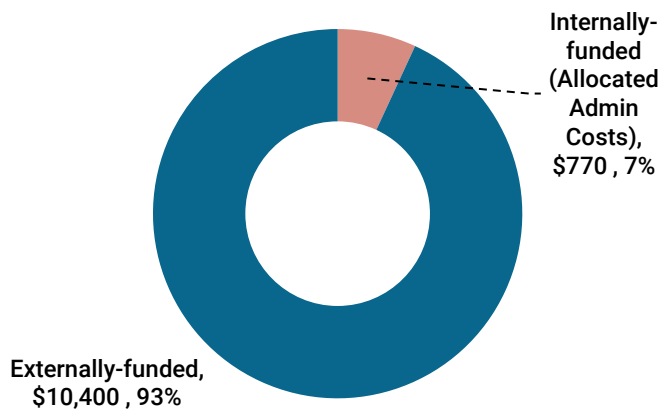


Figure 33 shows the total budgeted annual cost of the Nakina home support program by funding source. 58% of the program was funded by external parties, while the remaining portion was tax-supported. Of the tax-supported amount, 7% were allocated overhead expenditures.

The Home Support program in Nakina supports an aging in place strategy for seniors. From an equity standpoint, it is important to note that this program was offered at a high net cost to the municipality and was only offered in the Nakina ward. On the other hand, this was one of the few programs offered in the Nakina ward, which has no seniors housing options unlike Longlac and Geraldton.

Figure 34: Beardmore Home Maintenance Program Funding



In contrast to the Nakina home support program, the Beardmore program is almost entirely externally-funded, with little cost borne by municipal taxpayers (see Figure 34). Only 7% of the program was rate supported and this amount was strictly allocated administrative overhead.

STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Services specifically attend to the needs of Nakina and Beardmore residents and helps keep seniors in their homes longer ▶ Neither Nakina nor Beardmore have seniors' housing options and these services help make up for that gap in services ▶ More than half (57.6%) of the total service cost is externally funded ▶ Survey results indicated a strong satisfaction with home maintenance services ▶ Part of the 'Housing' pillar within the WHO Framework for Age-Friendly Communities 	<ul style="list-style-type: none"> ▶ On an individual basis, the most expensive program per-senior that is provided by the Municipality with a net cost of \$679.95 per senior (net total cost of \$30,598) ▶ Risk of loss of funding should the program be cancelled

Findings

- ▶ Net cost of the program to the municipality is high, especially on a per-senior basis, even with external funding
- ▶ Helps keep seniors in their homes longer in communities where seniors' housing options are lacking

Equity Considerations

- ▶ This is the only publicly funded home maintenance program in the Municipality of Greenstone and it is only available to Nakina residents
- ▶ The municipality should look to more equitably distribute services based on need and/or apply for additional external funding from the health sector to expand programming to other communities

Recommendations

Recommendation 24: The municipality should look to redistribute program funding throughout the region and/or apply for additional program funding for other areas of the municipality from the Ministry of Health / Ontario Health.

SUPPORTIVE HOUSING

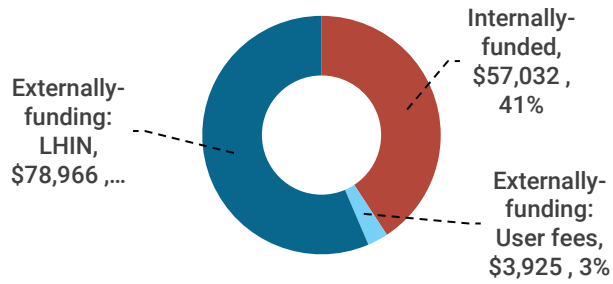
An analysis of the supportive housing programs and options has been the focus of previous work completed for the Municipality of Greenstone and therefore was not included in the scope of this report. There are three supportive housing programs in the municipality that are targeted to older adults, all of which are managed by the Thunder Bay District Social Services Administration Board ("TBDSSAB"). The costs of these programs are not borne directly by the municipality, but they are indirectly through the TBDSSAB levy. According to the TBDSSAB levy Board Memorandum for 2020, the total levy related to housing programs was \$590,640. It is unclear how much of this amount was related specifically to older adults, however it is clear that this is a significant cost to the municipality for core seniors' services. From an equity standpoint, this needs to be recognized and contrasted with the cost of the Nakina home support program, which helps keep seniors in their own home longer.

GERALDTON & LONGLAC | ELDERLY PERSONS' CENTRES

The Geraldton and Longlac Elderly Persons Centres (EPC's) services provide a mix of social programming, venues, or funding to independent social clubs.

On a net cost basis, EPC's were the second most costly for the Municipality of Greenstone at a total net cost of \$57,0328, or 27.2% of overall costs.

Figure 35: Funding Breakdown of Greenstone EPCs (Total)



STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Services address physical and mental health needs of seniors ▶ More than half (59.2%) of the total service cost is externally funded ▶ Survey results indicated that wards with Municipal EPC funding had seniors who were, on average, more likely to engage in social activities at least once per month ▶ Part of the 'Social Participation' pillar within the WHO Framework for Age-Friendly Cities 	<ul style="list-style-type: none"> ▶ On an individual basis, the third most expensive programming per-senior that is provided by the Municipality with a net cost of \$121.34 per senior (net total cost of \$57,032)

Findings

- ▶ Net cost of the program to the municipality is high, especially on a per-senior basis, even with external funding
- ▶ Keeping seniors active and social helps to prolong physical and mental health which, in turn, keeps seniors out of the hospital and/or delays entry into long term care homes

Equity Considerations

- ▶ Spending on Elderly Persons Centres programming is highly skewed towards Geraldton which consumes 70% of the net budget; Longlac and Nakina account for 28% and 2% of total costs, respectively

Recommendations

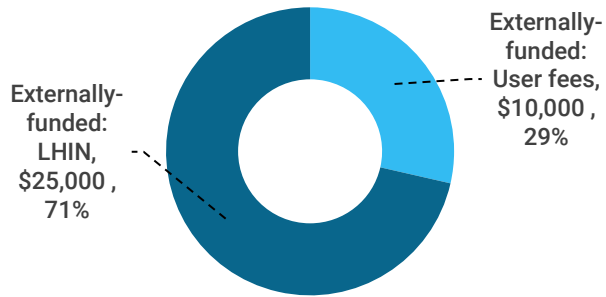
Recommendation 25: The municipality should look to increase participation rates at municipally hosted activities and events. Survey results indicate that the Seniors' Club in Longlac tended to have higher participation rates than other communities. Emulating the communication tactics used by the Longlac Seniors Club and concentrating on seniors' communication preferences (i.e. flyers/brochures, social media, direct email, and the Municipality's website) should yield higher rates of participation.

AGING AT HOME MEDICAL TRANSPORTATION PROGRAM

The Municipality operates a medical transportation program where volunteer drivers provide transportation for Senior's to both local and out-of-town medical appointments.

Most of the budget for this program (71%) is funded externally through the North West LHIN (health funding), with the remaining cost covered through user fees for the service. The remaining net cost to the Municipality is negligible.

Figure 36: Funding Breakdown for Aging at Home Program



STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Program focuses on equitable access to healthcare and supports the 'Transportation' and 'Community Support & Health Services' pillars within the WHO Framework for Age-Friendly Cities ▶ Wheelchair accessibility ▶ Revenue offset provided by user fees via third party assignment of the Northern Health Travel Grant and the NW-LHIN ▶ The total service cost is externally funded 	<ul style="list-style-type: none"> ▶ Program must operate at a net surplus in order to fund vehicle operating and eventual replacement costs ▶ Relies on volunteer drivers ▶ Survey results indicated that there is not enough information about transportation options for seniors, scoring an average of 1.4 out of 4

Findings
<ul style="list-style-type: none"> ▶ Net cost of the program to the municipality should be zero ▶ Providing medical transportation options within Greenstone is an invaluable service to seniors who would otherwise be at the mercy of friends and family or limited taxi service

Equity Considerations
<ul style="list-style-type: none"> ▶ The Aging At Home program is available across Greenstone, however, the services are predominantly utilized by Geraldton and Longlac residents.

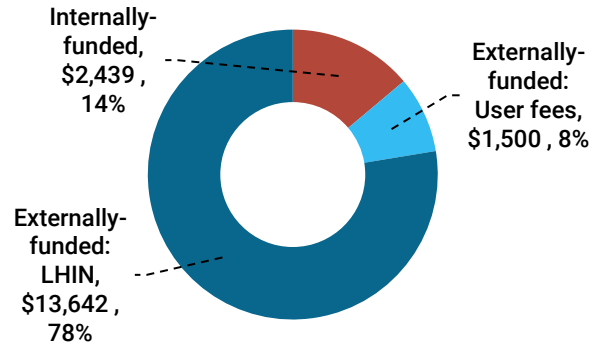
Recommendations
<p>Recommendation 26: The municipality should look to increase utilization of the van across each ward. A new communications strategy would help to increase awareness of the service outside of the communities of Geraldton and Longlac.</p>

RURAL TRANSPORTATION PROGRAM

The Rural Transportation Program covers seniors’ transportation within the communities of Geraldton and Longlac. The program is provided by the municipality through the services of a part-time employee and a mini-bus owned and operated by the Municipality.

Seniors can utilize the rural transportation program for a variety of reasons, including shopping, appointments, special events. The operating cost is mostly externally-funded through the North West LHIN and is also supported through user fees.

Figure 37: Funding Breakdown Rural Transport Program



STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Least expensive program to operate per capita with a net cost of \$5.74 per senior (\$2,439 net total cost) ▶ Almost all (86.1%) of the total service cost is externally funded ▶ Municipal staff provide the driving services ▶ Program focuses on access to social activities and supports the ‘Transportation’ and ‘Social Participation’ pillars within the WHO Framework for Age-Friendly Cities 	<ul style="list-style-type: none"> ▶ Program available exclusively to Geraldton and Longlac wards ▶ Survey results indicated that, on average, seniors do not believe there are enough transportation options – even in the communities served by this program ▶ Limited transportation range

Findings

- ▶ Net cost of the program to the municipality is relatively small
- ▶ Providing transportation options within Greenstone is an invaluable service to seniors who would otherwise be at the mercy of friends and family or limited taxi service

Equity Considerations

- ▶ The Rural Transport Program is only available in select wards.

Recommendations

Recommendation 27: The municipality should seek out additional funding to increase service range.

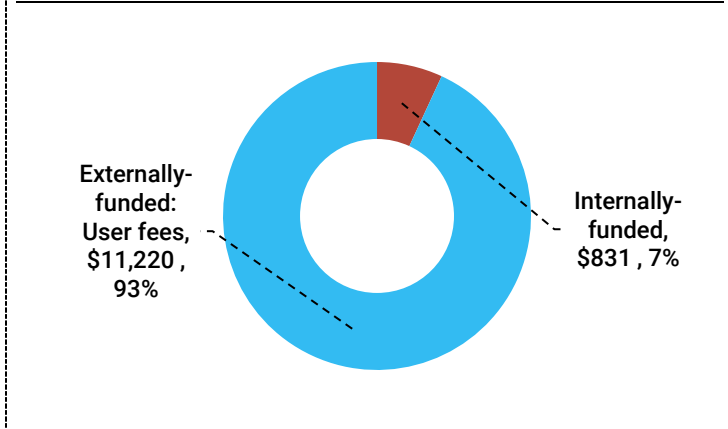


LIFELINE PROGRAM

The Municipality facilitates Lifeline services via a third-party service provider. Lifeline is a personal response system. It is connected to telephone lines and the subscriber wears a personal help button which they can activate at any time. Municipal staff maintain the system by providing training to new subscribers, setting up systems, maintaining units and assisting with mechanical difficulties.

The program is partially, but not entirely supported by user fees.

Figure 38: Funding Breakdown Lifeline



STRENGTHS & OPPORTUNITIES	WEAKNESSES & RISKS
<ul style="list-style-type: none"> ▶ Reserve units are kept available ▶ Program available in all wards ▶ Program focuses on access to social activities and supports the 'Community Support & Health Services' pillar within the WHO Framework for Age-Friendly Cities 	<ul style="list-style-type: none"> ▶ The timing of bulk purchases of new units and the frequency of required battery changes results in substantial cost variability year over year ▶ There are challenges in forecasting demand

Findings

- ▶ Net cost of the program to the municipality is relatively small when user equilibrium is reached (i.e. when the number of units in circulation is sufficient to meet demand without the purchase of additional units)
- ▶ Full cost of the service is not captured in internal reporting, as certain labour costs (ie. in-home installation of a new unit) are not expensed to the Lifeline program
- ▶ Capital expenditures and equipment repairs / replacements are not contemplated in user fees

Equity Considerations

- ▶ The Lifeline service is an equitable service within Greenstone. The service is available in each community and enlistment is simple. User fees (\$25.50/month) are the only barrier that would deter entry for a senior from using this service.

Recommendations

- Recommendation 28:** The municipality should gradually increase user fees of Lifeline services. Fee increases of 0.5% to 1.5% per annum will help cover inevitable operator fee increases and allow for an appropriate surplus for the purchase of new units, batteries, and other expenses. User fees should be indexed to cover inflation.
- Recommendation 29:** A full analysis should be performed on the Lifeline Program on an annual basis to maintain fiscal transparency.

CONCLUSION

The Municipality of Greenstone has a higher percentage of those aged 55+ than both the District of Thunder Bay and the Province of Ontario. A great deal of residents in the Municipality of Greenstone are in the 55-64 age range, which is expected to significantly increase the demand for seniors' services over the next 10-15 years. Greenstone seniors also have lower incomes and tend to be the person primarily maintaining the household more often when compared to Northwestern Ontario as a whole. There are also limited seniors' service options available in Greenstone from the private sector, including home maintenance, food delivery and other supports to help keep seniors in their home. As a result, seniors in the Municipality of Greenstone currently rely heavily on the Municipality to provide several key services.

When surveyed about their satisfaction with seniors' services in Greenstone, the 222 survey respondents indicated that they were generally satisfied with services, as 83% rated seniors' services overall as fair or better. Respondents did suggest several improvements – most often referencing improvements to communications with seniors to inform them of available services and to seek their input and feedback. Seniors also noted suggested improvements in areas such as improving safety, increased housing options, opportunities for cost savings and improved service equity (especially for the areas of Greenstone outside Geraldton and Longlac).

Using seniors' services information obtained from the Municipality of Greenstone, information from residents of Greenstone (via the seniors' services review survey) and through additional research, seniors' services were analyzed by seven community theme areas:

1. Outdoor Spaces and Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect & Social Inclusion
6. Communication & Information
7. Community Support & Health Services

Analysis and recommendations were sorted into these seven themes in the report. In all, 21 recommendations were provided (not including additional sub-recommendations). Many of the recommendations focused on relatively low cost improvements such as improving coordination/forming partnerships with other agencies in the area, enhancing communications with seniors, redeploying existing funding to targeted areas and pursuing existing funding opportunities to enhance services and/or recoup costs.

The analysis of seniors' services from a service equity perspective was a major component of the review as well. The service equity aspect of the review utilized financial information obtained from the Municipality of Greenstone, including their 2020 budget, as well as the repository of municipal Financial Information Returns (FIR) database. Greenstone's seniors' services were compared externally (to northern peer Municipalities), and internally (between Greenstone's six wards). Specific seniors' services/programs were also analyzed to identify modernization opportunities for the Municipality of Greenstone.

The Municipality of Greenstone currently spends \$405,934 on seniors' services (excluding housing provided by TBDSSAB), with \$209,670 as the total net budgeted expense. While Greenstone's total annual expenditure level on seniors' services is similar to many of its northern peers, Greenstone's per-capita spending was found to be moderate-to-high comparatively – which suggests there may be an opportunity to reduce overall expenditures..

With a budgeted net cost of \$128,000 annually, the Windrow Snow Removal program was found to be the highest net cost program offered to seniors by the municipality, accounting for 61% of the total net budgeted expense for seniors’ services. This program puts the municipality at risk each year because there is no upper limit to the cost of this program; it is based on the number of snow events with no variable revenue to offset any additional costs. The growing seniors’ population and expected enhancements to communications with seniors will likely increase use of the program in the years ahead. Without any changes to the administration of this program, there are substantial cost risks to the Municipality going forward. It is strongly recommended that the Municipality institute user fees for this program if it continues to be available for seniors across Greenstone.

The Municipality spends \$57,032 to support Elderly Person’s Centre’s (EPC’s), which was the second most expensive program delivered by Greenstone, accounting for 27% of the total seniors’ services budget. The support to the EPC’s is inconsistent and the expenditures are heavily skewed going almost entirely to the two larger wards of Geraldton (70% of EPC funding) and Longlac (28% of EPC funding). The municipality should investigate ways to distribute funding and programming more equitably across all wards for EPCs.

The Nakina home support program has a net cost of \$30,598, which is the third most costly service overall and by far it is the most costly service on a per-capita basis (attributable to the relatively low seniors’ population in the Nakina ward). While it is an outlier from a cost-perspective, the service equity case for the program is high given the lack of other available seniors’ services in the Nakina ward and the fact that other wards have access to supportive housing programs supported through the TBDSSAB levy.

The following table summarizes the program/service types and equality of services across the Municipality of Greenstone:

PROGRAM/SERVICE TYPE	GERALDTON	LONGLAC	NAKINA	BEARDMORE	RURAL EAST WEST	NOTES
Windrow Snow Removal Services	✓	✓	✓	✓	⚠	Service available to all wards, however improved communication necessary to increase utilization in rural wards.
Elderly Persons Centres	✓	✓	⚠	⚠	✗	EPC’s are available in 4 of 5 communities, although the Municipality only directly supports EPCs in Geraldton and Longlac, with Geraldton receiving the most financial support.
Seniors’ housing	✓	✓	✗	✗	✗	All available seniors’ housing in the Municipality is located in the communities of Geraldton and Longlac.



Home Maintenance/Support	✘	✘	✔	✔	✘	Only Beardmore and Nakina have services in this area. Consider redistributing or augmenting programming through additional external funding requests
Lifeline Service	✔	✔	✔	✔	✔	The lifeline service is available to all communities throughout the Municipality with the majority of program costs (93%) recovered on an annual basis.
Aging at home transportation	✔	✔	⚠	⚠	⚠	The transportation service is available to all wards, although utilization is quite limited in communities outside of Geraldton and Longlac.

While there were seniors’ services available across all six wards of Greenstone, the majority of seniors’ services are focused on supporting the larger wards of Geraldton and Longlac. The Elderly Persons’ Centres are only supported by the Municipality in Geraldton and Longlac and those are also the only two wards with seniors’ housing availability, which is supported by the Municipality indirectly through TBDSSAB levies. The aging at home transportation program is available across the Municipality, but it is primarily utilized in only Geraldton and Longlac. Beardmore and Nakina are the only wards who have home maintenance and home support services from the Municipality, however this helps to offset the total lack of available seniors’ housing options in those two wards. The two rural wards of Greenstone (Rural East and Rural West) only have support for Greenstone-wide programs such as lifeline, aging at home transportation and windrow snow removal, however, the rural wards’ participation rates in available programs are very limited.

In summary, few equity issues were noted in the review. Greenstone should endeavour to look for revenue sources to augment aging at home transportation services and all services provided to the rural areas.



SUMMARY OF RECOMMENDATIONS

Recommendation 1: Pedestrian safety was perceived as an issue with many residents indicating feeling unsafe crossing roadways such as Main Street (Geraldton). Consider crosswalks at key intersections in conjunction with an increase to the number of rest places (benches) available to seniors.	25
Recommendation 2: To the extent possible, Greenstone should ensure barrier-free public walkways; especially near seniors' designated apartments.	25
Recommendation 3: Accessibility updates should be made to those washrooms lacking the basics (grab bars, wider doors, etc.) in parks and community centres.	25
Recommendation 4: Snow removal assistance programs are needed as not all residents feel capable of clearing snow from walkways and driveways, leading to the dangerous buildup of snow and ice in winter months. Target additional funding and/or look to re-deploy existing LHIN-funded programming.	25
Recommendation 5: Several comments indicated a desire for community gardens, which can be accommodated on existing greenspace with very minimal cost. Offer gardening experiences by designating community garden space reserved for seniors in key locations and erecting garden boxes.	25
Recommendation 6: The administration of a more detailed Facilitators and Barriers Survey (FABS) should be considered.	25
Recommendation 7: Increase public awareness about seniors' transportation options and the risks of social isolation.	31
Recommendation 8: Increase focus on transportation of seniors to medical appointments and grocery shopping. Offer tangible ways for neighbours to get involved in helping their seniors. Investigate ride-sharing programs administered digitally (e.g. Kootenay Rideshare program noted below)	31
Recommendation 9: Prioritize operational spending in high-volume pedestrian routes to enhance walkability.	31
Recommendation 10: Encourage seniors who no longer drive to invest money into a "mobility" account for their future transportation needs.	31
Recommendation 11: Look for additional funding options to expand paid services through the Aging at Home Van program. Consider a proposal to the North West LHIN for expanded aging at home van services (via their Health System Improvement Pre-Proposal).	31
Recommendation 12: Increase transportation opportunities to social outings for rural seniors. Consider re-deployment of existing LHIN-funded programming and target additional funding.	31
Recommendation 13: Improve Desirability and Occupancy of Existing Housing.	37
Recommendation 14: Provide Increased Supports for Aging-In-Place.	37
Recommendation 15: Bolster Awareness of Activities for Greenstone Seniors.	43
Recommendation 16: Provide Education and Training Opportunities for Staff.	43
Recommendation 17: Enhance Seniors' Services.	49
Recommendation 18: Enhance Communications with Greenstone Seniors.	52
Recommendation 19: Consider other models of housing services, such as Abbeyfield housing (see best practice highlighted below), to meet the housing demands of an aging population.	57

Recommendation 20: Formalize partnerships with local health authorities in the Greenstone area to promote improved coordination of care, shorter wait lists for care and appropriateness of care for seniors. Consider partnerships with Beardmore Regional Health Centre, Geraldton District Hospital, Greenstone Family Health Team, Nakina Medical Clinic, North of Superior Counselling Programs and NorWest Community Health Centre. 57

Recommendation 21: Work with local health organizations to investigate social and congregate dining opportunities for seniors in Greenstone so that seniors can share a meal and companionship. The North West LHIN provides funding to other communities in the region for this purpose..... 57

Recommendation 22: The Municipality of Greenstone should institute user fees for the Windrow Program to help offset the costs of the program. 66

Recommendation 23: Consider if communication of the program is sufficient – especially to Rural wards, who have far fewer residents signed up for the program than the other wards..... 66

Recommendation 24: The municipality should look to redistribute program funding throughout the region and/or apply for additional program funding for other areas of the municipality from the Ministry of Health / Ontario Health..... 68

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Recommendation 26: The municipality should look to increase utilization of the van across each ward. A new communications strategy would help to increase awareness of the service outside of the communities of Geraldton and Longlac. 71

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Recommendation 29: A full analysis should be performed on the Lifeline Program on an annual basis to maintain fiscal transparency..... 73



APPENDICES

Appendix A: Detailed Survey Results

The entire survey results, including individual comments received, were provided to the Administration of the Municipality of Greenstone separately.

Appendix B: Suggested Measurement Tools for Age Friendly Community Planning

The following suggested measurement tools for each section of the WHO Age Friendly Community Planning Framework have been included to assist the Municipality of Greenstone in developing a performance measurement framework for the future.

1. Outdoor Spaces and Buildings

		MEASUREMENT TOOLS TO CONSIDER
Walkability	<ul style="list-style-type: none"> ▶ Number of rest places and minimizing distance between these areas. ▶ Number of accessible washrooms. ▶ Safety of crosswalks are safe (e.g., with appropriate crossing times, mid-block crosswalks on long streets, median rest stops, good visibility). ▶ Condition of sidewalks, trails and walkways (e.g., surface conditions, curb cuts, lighting, clear of ice and snow). 	<p>The SWEAT-R⁸ - the Seniors Walking Environment Assessment Tool-Revised measures and scores aspects of buildings, sidewalks and buffer zones; personal and traffic safety; and aesthetics and destination</p> <p>NEWS⁹</p>
Actual and Perceived Accessibility	<ul style="list-style-type: none"> ▶ Public buildings have adequate access and manoeuvrability around buildings (e.g., access at ground level, level entry, wheelchair ramps, automatic doors, wide aisles to accommodate scooters and wheelchairs). 	<p>The Environmental Audit Tool developed by the Centers for Disease Control and Prevention's Healthy Aging Research Network (CDC-HAN)¹⁰ is a tool that assesses neighbourhood walkability and community safety, with the needs of older adults in mind</p>
Injuries	<ul style="list-style-type: none"> ▶ Number of falls and other injuries of seniors (occurring in public places). 	<p>Benchmarking local hospitalization figures with provincial averages from Statistics Canada's Table: 13-10-0466-01</p>

⁸ SWEAT-R—the Seniors Walking Environment Assessment Tool—Revised

⁹ NEWS—Neighbourhood Environment Walkability Survey: <http://activelivingresearch.org/node/10649>. A number of versions of the original NEWS scale, including several translations, are available at: http://sallis.ucsd.edu/measure_news.html. A Canadian version of NEWS will be posted at: <http://neighbourhoodstudy.ca>

¹⁰ CDC-HAN—The U.S. Centers for Disease Control and Prevention Healthy Aging Research Network Walking Audit Tool includes separate versions for intersections (CDC-HAN Intersection) and walking segments (CDC-HAN Segment). The following link provides an introduction to and guidelines for using the tool: <http://depts.washington.edu/hprc/environment>. The researchers who developed this tool have asked to be notified if you are using it. Please contact Rebecca_Hunter@unc.edu

2. Transportation Services

		MEASUREMENT TOOLS TO CONSIDER
Transportation Options and Public Transit	<ul style="list-style-type: none"> ▶ Availability of a range of affordable options for transportation (e.g., public/private partnerships, volunteer driving program, etc.). 	A program/resource inventory is a useful means of identifying the range of transportation options available to seniors in your community
	<ul style="list-style-type: none"> ▶ Transportation that is accessible, clean, and with destination clearly displayed. 	The CDC-HAN Environmental Audit Tool, which was introduced as a mechanism for assessing walkability, has an item on transit stops, including lighting and accessibility
	<ul style="list-style-type: none"> ▶ Proportion of people age 65+ who have access to and use public transportation. 	Surveys and/or active measuring of ridership
Age-Friendly Streets and Parking	<ul style="list-style-type: none"> ▶ Streets have clear and appropriate street signage and lane markers. 	Surveys and/or Internal reports from staff
	<ul style="list-style-type: none"> ▶ Parking lots and spaces are kept clear of snow and ice. 	Surveys and/or Internal reports from staff

3. Housing

		MEASUREMENT TOOLS TO CONSIDER
Housing Availability	<ul style="list-style-type: none"> ▶ Availability of affordable housing that is appropriately located, well built, well designed, secure, and for which waiting times are short. 	CMHC can produce custom tables for a fee
	<ul style="list-style-type: none"> ▶ Availability of affordable multi-purpose and aging in place housing options. 	CMHC produces the Seniors' Housing Reports, which include some information on vacancy rates and average rents of seniors' rental housing units
Housing	<ul style="list-style-type: none"> ▶ Availability of programs for increasing accessibility, safety and adaptability of 	Inventories of the programs

Programs and Resources	housing (e.g., handrails, ramps, smoke detectors).	and resources available
	▶ Availability of a resource listing age-friendly home maintenance, support and care-giving services.	
Ability to Age in Place	▶ Proportion of people age 65+ who want to remain in their current residence and are confident they will be able to afford to do so.	Surveys
Housing Support Awareness	▶ Awareness of rent subsidy or other programs (e.g., home loans) among seniors.	Surveys

4. Social Participation

		MEASUREMENT TOOLS TO CONSIDER
Engagement in Social Activities	▶ Proportion of people age 65+ who engage in social activities at least once a week (e.g., meet with friends/neighbours; take part in civic, spiritual or cultural activities; volunteer or work).	Surveys and benchmarking against Statistics Canada's Table: 13-10-0466-01 which yields provincial averages for various indicators related to health and social participation
Opportunities for Participation	<ul style="list-style-type: none"> ▶ Availability of recreation and learning programs specifically for seniors (e.g., computer courses, community gardens, crafts, games, exercise classes). ▶ Availability of intergenerational recreation and social programs. ▶ Availability of opportunities for social participation in leisure, social, cultural and spiritual activities with people of all ages. ▶ Affordability of seniors' recreation programs. 	
Accessibility of Participation Opportunities	▶ Public venues for community-based activities are accessible (e.g., adapted washrooms, a ramp to enter the building, better lighting, temperature control).	

5. Respect and Social Inclusion

		MEASUREMENT TOOLS TO CONSIDER
Availability of Intergenerational Activities	<ul style="list-style-type: none"> ▶ Availability of intergenerational family activities. 	Program inventories
Sense of Belonging	<ul style="list-style-type: none"> ▶ Level of sense of belonging in the community. 	Surveys

6. Civic Participation & Employment

		MEASUREMENT TOOLS TO CONSIDER
Unemployment and Employment	<ul style="list-style-type: none"> ▶ Level of unemployment and employment among seniors. 	Benchmarking local figures against Statistics Canada's Labour Force Survey (Table: 14-10-0018-01)
Training and Support	<ul style="list-style-type: none"> ▶ Availability of support for volunteers (e.g., training, transportation, reimbursement of expenses, method of appreciation). ▶ Availability of training opportunities related to the accommodation of seniors' needs in the workplace. 	Program inventories along with targeted employee/ volunteer feedback programs
Accessibility	<ul style="list-style-type: none"> ▶ Municipal buildings/meetings are accessible. 	Accessible assessments and checklists (see example from City of Parksville) ¹¹

¹¹ <http://www.city.parksville.bc.ca/cms/wpattachments/wpID270atID3216.pdf>

7. Communication

		MEASUREMENT TOOLS TO CONSIDER
Assistance Availability	<ul style="list-style-type: none"> ▶ Availability of assistance to seniors for filling out forms. ▶ Availability of a “live person” option on telephone calls. 	Program inventories
Usability of Information Materials	<ul style="list-style-type: none"> ▶ Materials for the public are produced in large print, plain language and/or with age-friendly considerations. 	Useability assessments - useful tools for measuring the age-friendliness of the communication channels and information sources in communities. The CDC provides a formal checklist for print materials in ‘Simply Put—A Guide for Creating Easy-To-Understand Materials’



8. Community & Health Services

		MEASUREMENT TOOLS TO CONSIDER
Primary Care Physician	<ul style="list-style-type: none"> ▶ Proportion of seniors who have a primary care physician. 	Benchmarking local figures to data available by health region in Statistics Canada’s CANSIM table 105-0502
Supportive Health Services	<ul style="list-style-type: none"> ▶ Availability of prevention programs related to health issues of high relevance to seniors. ▶ Availability of end-of-life support for seniors, their families and caregivers. 	Program inventories
Community Services	<ul style="list-style-type: none"> ▶ Availability of low-cost food programs (e.g., meals on wheels, wheels to meals, food bank). ▶ Availability of assistance for activities of daily living (e.g., yard work, shopping, snow removal, garbage collection). 	Program inventories and benchmarking against Statistics Canada’s CANSIM Table 13-10-0452-01

