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## Acknowledgements

We would like to extend our gratitude to the residents of the community for their contributions to making North Bay an age-friendly city. We would also like to thank the members of the Age-Friendly Community Coordinating Committee of North Bay. Without the tireless efforts of these individuals this Action Plan would not be possible.

Members of the Age-Friendly Community Coordinating Committee of North Bay:

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- Lilly Couchie, North Bay Indian Friendship Centre
- Betty Dean, North Bay Rising Stars
- Debbie Hewitt Colborne, North Bay Regional Health Centre
- Kathy King, Nipissing University / Canadore College
- Nora Long, Municipal Accessibility Advisory Committee
- David Plumstead, District of Nipissing Social Services Administration Board
- Yvonne Taylor, YMCA of North Bay

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## 1.0 Project Background

### 1.1 Introduction

The purpose of this report is to set out an Age-Friendly Action Plan for the City of North Bay. An Age-Friendly Action Plan considers a community's current strengths and weaknesses in aspects of community life that are important to older adults. It also recommends actions and an implementation strategy to help make the community a better place to live, work, play, and learn at every stage of life.

The world is currently in the midst of a significant shift in its demographic makeup. The global population aged 65 years or older is growing faster than any other age group<sup>1</sup>. Largely due to the aging of baby boomers and ever-increasing life expectancy, the number of seniors in Canada now exceeds the number of children, and this senior population could double over the next 25 years<sup>2, 3</sup>.

In 2011, the City of North Bay was home to a growing population of more than 9,000 adults aged 65 and over, accounting for 17% of the population. The City recognizes that it is increasingly important for communities to do their part in addressing the needs and challenges facing an aging population, including tackling such issues as housing, health care, accessibility and community services. In light of the diversity of lifestyles, incomes, health statuses and needs of older adults, the City also recognizes that these community-level actions can improve the quality of life for citizens of all ages and abilities.

The City partnered with the North Bay Parry Sound District Health Unit to meet this opportunity through the development of an Age-Friendly Community Action Plan. With funding from the Government of Ontario, the City retained MMM Group Limited, a WSP company, to assist with the preparation of the Plan. The City also formed an Age-Friendly Community Coordinating Committee, with Council-

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<sup>1</sup> World Health Organization, 2002. Active Aging: A Policy Framework

<sup>2</sup> Statistics Canada, 2011.

<sup>3</sup> National Seniors Council, 2014. Report on the Isolation of Seniors

approved Terms of Reference, to guide the development and implementation of the Action Plan.

This Age-Friendly Community Action Plan builds on current municipal plans and policies, many of which have age-friendly components. In addition, the Age-Friendly Community Assessment Report prepared by the North Bay Parry Sound District Health Unit in 2013 established a strong foundation for this project. It identifies the age-friendly vision and goals developed during a broad consultation process, reviews the City's current age-friendly practices and opportunities for improvement, and sets out specific actions and an implementation plan to help ensure the vision is achieved. While the City will be leading the initiatives in the implementation plan, there will be a need to collaborate with institutional and community partners to implement the recommendations.

## 1.2 What is an Age-Friendly Community?

As the world's population grows older, the World Health Organization (WHO) has stressed the importance of building age-friendly cities and promoting active aging in communities. As a concept, active aging refers to the capacity for individuals to continue to participate fully in their communities throughout all stages of life, regardless of age or ability. It is influenced by economic, social, and physical factors.

Recognizing the breadth of these issues, the WHO launched its Age-Friendly Cities Initiative in 2006. This program encourages municipalities to enhance and improve their services, structures, programs and built environments for older populations. The companion Global Age-Friendly Cities Guide, which is discussed in more detail in Section 1.4, has helped many municipalities to assess their own age-friendliness by examining elements such as transportation, housing and community services.

The Ontario Seniors' Secretariat (OSS) has built on the WHO's work to provide municipalities with additional resources to make community improvements through the age-friendly lens. Age-friendly community planning is the current wave of planning for municipalities, providing benefits to not only older adults, but also young families with children, and persons with disabilities. The OSS Age-Friendly planning process is discussed in Section 4 of this report.

At its core, an age-friendly community is one that ensures aging residents at all levels of ability are supported, respected and encouraged to participate in



**World Health  
Organization**

***"An age-friendly  
community  
encourages active  
aging by optimizing  
opportunities for  
health, participation  
and security in order  
to enhance quality of  
life as people age."***

community life. For example, in an age-friendly community, public buildings have accessible entryways including push-button accesses and level surfaces. Aging residents have strong social networks and have the ability to participate in a variety of affordable and inclusive community programs. In an age-friendly community, aging residents have a range of affordable transportation options which could include a network of trusted volunteer drivers or a safe and efficient public transit system. Older residents also have access to a range of affordable health, community support and home care services. Through community attributes such as these, residents are able to “age in place,” staying in their homes, neighbourhoods, and communities for as long as they wish to do so.

Planning for an age-friendly community will allow for informed decision-making regarding all aspects of a community, including land development, transportation planning, parks and open space, and social services, ensuring that community investments are implemented as needed.

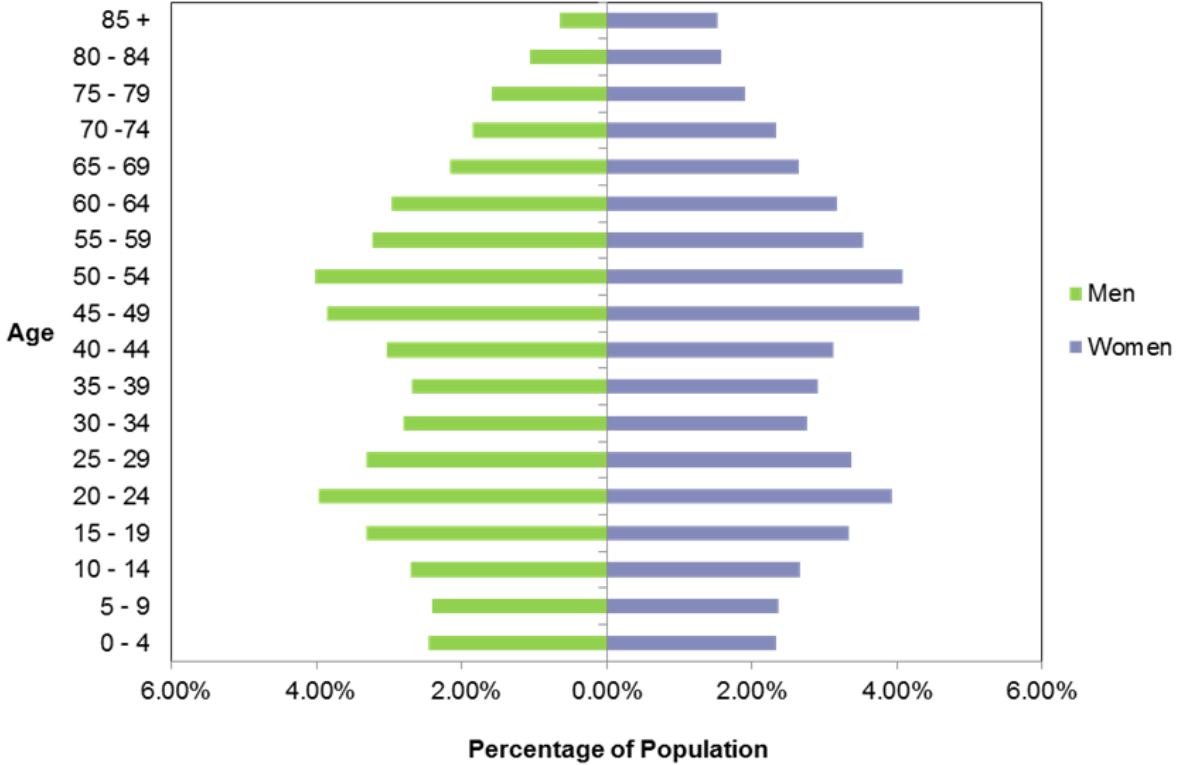
### **1.3 Community Profile**

North Bay has a population of 54,000 people, with a larger regional trading area of approximately 112,000 people. The North Bay Census Agglomeration includes The City of North Bay, East Ferris Township, Bonfield Township, and the Municipality of Callander.

The seniors’ population in North Bay is growing as a result of natural demographic shifts and migration. Between 1991 and 2011, North Bay’s population of adults aged 65 and over increased by nearly 40%. As illustrated in Figure 1 and Table 1, this cohort is significant compared with the population of younger adults and children.

North Bay’s population is also slightly older than the Canadian average, with approximately 17% of the population aged 65+ compared to 15% nationwide. This cohort has specific needs that must be met to ensure that they can continue to fully engage and participate in all that this community has to offer. The needs of older adults in North Bay will change as they age, making it vital to consult with, and plan for, this demographic now and into the future.

## North Bay Population, 2011



**Figure 1: North Bay Population Pyramid**

*Source: Statistics Canada, 2011*

**Table 1: North Bay Age Distribution, 2011**

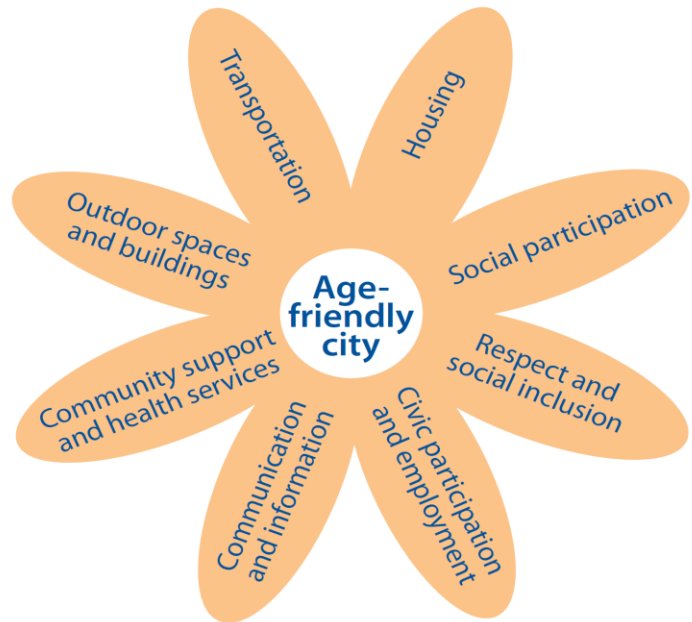
Age groups	Both sexes	Males	Females
<b>0 to 14</b>	15%	16%	14%
<b>15 to 29</b>	21%	22%	21%
<b>30 to 49</b>	26%	26%	25%
<b>50 to 64</b>	21%	21%	21%
<b>65 and over</b>	17%	15%	19%

*Source: Statistics Canada, 2011*



## 1.4 Age-Friendly Community Dimensions

The WHO's Age-Friendly Cities Guide sets out a framework to help municipalities examine their community through the eyes of its aging residents. The Guide highlights eight interconnected dimensions that are illustrated in Figure 2 and summarized in Figure 3. These dimensions provide the framework for this Age-Friendly Community Action Plan.



**Figure 2: Age-Friendly Community Dimensions (WHO, 2007)**



**Figure 3: Summary of Age-Friendly Community Dimensions**



**Outdoor Spaces and Buildings**

The condition, quality and design of the physical environment including parks, sidewalks and buildings, have a significant influence on the mobility, independence and quality of life of aging residents.



**Transportation**

As people age, there is a tendency to rely more on public transportation. The availability of accessible transportation options aids in the ability of aging residents to participate in the community and increases access to community and health services.



**Housing**

Appropriate housing structure, location, design and a wide variety of available housing choices can have a significant impact on the independence of aging residents. Appropriate housing can allow people to age in place comfortably within the community.



**Social Participation**

The ability and opportunity to actively participate in social, cultural and recreational pursuits has a positive influence on the physical and mental well-being of aging residents.



**Communication & Information**

Access to and the wide distribution of clear, relevant information is essential for aging residents to be able to maintain strong social ties and community connections.



**Respect & Social Inclusion**

Aging residents should continue to be respected for their roles and contributions to the community. The provision of outreach to aging residents and opportunities to participate in community life can help to mitigate isolation.



**Civic Participation & Employment**

Aging residents offer a variety of skills, knowledge and experiences that can provide benefits to the community. Aging residents should be able to contribute to their communities through paid and unpaid employment for as long as they would like to or are able to do so.



**Community Supports & Health Services**

In order for aging residents to successfully age in place, the community should offer sufficient good quality and accessible healthcare and community programs and services. Doing this will allow residents in the community to receive appropriate care.



## 2.0 Municipal Policy Influences

During the process of developing the Age-Friendly Community Action Plan, a variety of municipal policies and plans were reviewed. Specific aspects of each of these documents that relate to age-friendly communities are described below. These policies demonstrate strong support at the municipal level for developing an age-friendly city, and their priorities are reflected in this Age-Friendly Community Action Plan. The detailed policies are summarized in **Appendix A**.

### 2.1 City of North Bay Official Plan

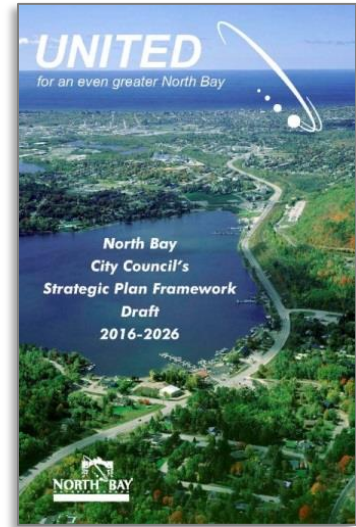
The Official Plan (2012) sets out a policy framework for land use planning for the City of North Bay. It articulates a vision of North Bay as a city where individuals and families can enjoy a safe, healthy and secure quality of life. Its guiding principles include promoting a suitable supply and range of housing types, complemented by efficient public transit, and active transportation, access to facilities and services for employment, education, health and social care, sports recreation, culture and parks. It acknowledges the need to support seniors as a means of promoting socio-cultural sustainability.



The Official Plan includes a variety of policies that specifically address the outdoor spaces & buildings, transportation, housing, community supports and health services dimensions of the WHO framework.

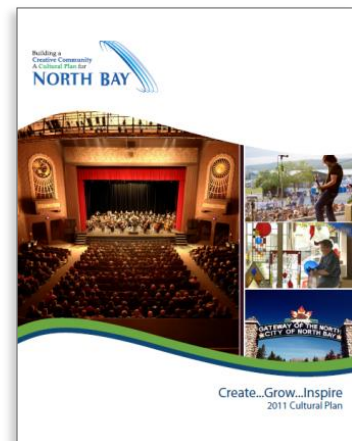
## 2.2 City Council's Strategic Plan Framework

A Draft Strategic Plan Framework was developed beginning in January 2016, with the overall objective of making North Bay a better place to live, work, play and learn. It is based on the key values of Integrity and Trust; Community Focus; Respect; Excellence, and Stewardship. In addition, "age-friendly" is identified as a specific priority for improving North Bay as a place to live and play.



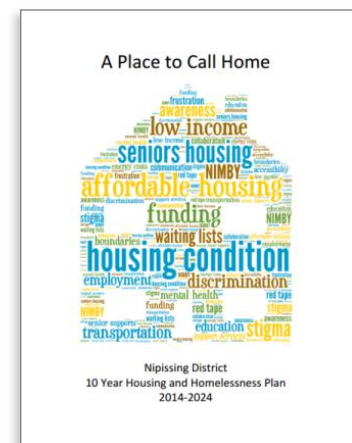
## 2.3 Building a Creative Community: A Cultural Plan for North Bay

The Cultural Plan for North Bay was developed in 2011 to recognize the increasingly important role of culture in growing local economies and enhancing quality of life. It articulates the value of culture as a tool for celebrating diversity and fostering inclusion, and of encouraging citizens' active participation in cultural life. It recommends various actions that support improvements in the outdoor spaces & buildings, social participation; communication & information, and respect & social inclusion dimensions of the WHO framework. These include strengthening festivals and events, addressing cultural facilities gaps, and building a vibrant downtown and Waterfront Park.



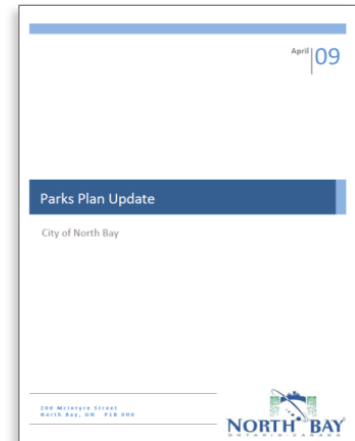
## 2.4 Nipissing District 10-Year Housing & Homelessness Plan

This plan was developed in support of a vision of acceptable, safe and affordable housing that meets the needs of citizens in Nipissing District. It was endorsed by Council in December 2013. It includes strategies and an implementation plan through 2024 that address the housing, transportation and community supports elements of the WHO framework, including improving housing stability and affordability, and sustaining and expanding the housing portfolio.



## 2.5 Parks Plan Update

The City of North Bay completed this report in 2009 to assess its progress since the completion of the 1991 Culture, Recreation and Parks Master Plan and bring about new strategies for improvements. The report notes that socio-demographic trends affect the way people spend their time, and influence the demand for park facilities and community leisure programs. The report includes an action strategy addressing the outdoor spaces & buildings, social participation, and respect & social inclusion dimensions of the WHO framework. These include increasing the mix of park spaces, developing streetscape design guidelines, and working with various recreation providers to ensure a wide range of activities is offered in North Bay.







### 3.0 Age-Friendly Community North Bay, Ontario: Seniors Focus Groups Report

In 2013 the North Bay Parry Sound District Health Unit prepared an Age-Friendly Community Assessment Report (NBPSDHU Report). It provides a baseline qualitative assessment of North Bay’s age-friendliness. Eight focus groups, involving a total of 63 participants aged 55 to 85+, were consulted. Approximately 75% of participants were female, and three focus groups involved only female participants.

The WHO framework was used to guide focus group discussion and to analyze responses by theme. Although participants generally considered North Bay to be age-friendly, the study identified strengths and challenges in each of the WHO dimensions and provided recommendations to address them.



The following paragraphs provide a summary of the major strengths, concerns, and recommendations that were provided by the eight focus groups who contributed to the NBPSDHU Report.

#### 3.1 Outdoor Spaces & Buildings

Seniors in the focus groups were asked to describe what it was like for them to get fresh air, run errands or visit. They were also asked to provide feedback about entering buildings. Participants identified many walkable destinations, and described intersections with countdown walking lights as being safer; however, some seniors wish there was more time to cross. Good street lighting at night improved feelings of safety when walking after dark. Concerns were raised about the inconsistent network of sidewalks, including sudden drops in sidewalk curbs. Automatic doors, signage identifying the location of washrooms, and the availability of accessible washrooms with grab bars are important for many seniors. Some

seniors expressed concern regarding the lack of ramps in some buildings, long line-ups in stores, and aisles that are too close and cluttered.

Recommendations provided for this dimension included enforcing barrier-free parking; improving road conditions, especially in the winter; having better signage for public washroom locations; and increasing the number of automatic doors, lifts, ramps, and elevators. Another recommendation was to improve visibility through better lit streets, walkways and parking lots, and painting steps and curbs where changes in the pavement occur.

***Recommendations to improve outdoor spaces and buildings included improving road conditions, signage, and street lighting.***

## **3.2 Transportation**

Focus group participants indicated that public transportation was generally accessible, on time, and priced fairly. Additionally, many participants appreciated when businesses or health care centres made special transportation arrangements to increase access for seniors, such as the free bus to the Metro grocery store for seniors on Tuesdays. Concerns regarding public transportation included the limited number of bus stops, which often lack benches and are too small to accommodate walkers; the high cost of a bus pass; limited and inconvenient bus routes, and difficulty climbing onto buses. Concerns expressed regarding the Para Bus included the inconvenience of having to book two days in advance, the lack of available vehicles, and the punctuality of the buses.

Recommendations related to transit included increasing the number of medical shuttles and Para Bus vehicles, providing more benches and larger bus shelters at bus stops, and having a discounted bus pass for seniors.

Participants raised various concerns related to driving, including the lack of availability and enforcement of accessible parking spaces, poor road conditions, and poor snow removal. Roads in North Bay were identified as lacking appropriate signage, including visible traffic lane markings, particularly at night.

Recommendations concerning road conditions included reducing the speed limits in residential areas, having signs indicating "Seniors on Foot", providing more designated bicycle paths, and clarifying whether scooters and motorized wheelchairs are considered vehicles or pedestrians.

## **3.3 Housing**

Participants raised significant concerns regarding the housing options available in the North Bay region. Many agreed there are insufficient affordable housing,



retirement homes, and one-to-two bedroom bungalows available in North Bay. Many also raised independence as a priority hampered by the lack of availability of services such as Home Care. Other concerns expressed included long wait times for nursing home beds, and the absence of pet-friendly living options.

Recommendations provided for this dimension included improving the availability of affordable housing; increasing the availability, accessibility, and knowledge of services that promote independence, such as grocery-delivery and snow removal; and allowing pets in retirement homes.

***Recommendations to improve housing included providing more affordable housing and increasing the availability of home support services.***

### **3.4 Social Participation**

Participants were asked to describe various forms of seniors' social events that are available in North Bay. Many described area events as being accessible, convenient, and affordable. Seniors living in retirement homes were more likely to attend events by having greater access to, and awareness of, events that are often held in their residences. However, seniors who live outside of a retirement home found access more difficult. Certain event locations, such as churches, lack transportation options and are sometimes not accessible for individuals with mobility challenges. Affordability was also mentioned as a barrier to participation for many respondents.

Recommendations provided for this dimension included better advertising for activities and events, including personal invitations for seniors at risk of isolation, and increasing the accessibility of certain event locations. More specific recommendations included "seniors' darts", and having religious services come to the "ONR building" every Sunday.

### **3.5 Communication & Information**

Many seniors in the focus groups confirmed that local papers, bulletins, newsletters, radio, and word-of-mouth as being good sources of information regarding community activities and events. The presentation and location of the information were also considered important for communicating information. Font size, font colour, and background colour all impact the legibility of text materials. Some seniors also found certain websites, such as the City website, difficult to navigate. Many experienced challenges finding information in general.

Participants recommended that text materials use a minimum 14-point font size and appropriate fonts and background colours. Other recommendations included a seniors' page in the local newspaper and computer training courses.

### **3.6 Respect & Social Inclusion**

Participants in the focus groups felt generally positive regarding the level of respect and social inclusion of seniors in the region. Local businesses, organizations, and public agencies were described as being respectful and helpful to seniors. Specific examples included restaurants that are inclusive to wheelchair users and the availability of motorized scooters in some department stores. Participants did not appreciate feeling dismissed and disrespected by individuals, through the use of 'pet names,' condescending or rude behaviour.

Recommendations for improvement in this area included improving seniors' ability to advocate for themselves. To increase event and activity participation, more outreach and notice for community activities and events is needed, and events should ensure seniors may bring a friend.

### **3.7 Civic Participation & Employment**

Participants in the focus groups identified numerous volunteer opportunities in the community, with the majority of the volunteer positions occurring in the health care and religious environments. Many agreed that volunteer opportunities should be as easy to access as possible, such as being accessible by transit and scheduled during the day time to increase safety. However, participants also noted a lack of volunteer opportunities for seniors with cognitive disabilities, and difficulty finding out what volunteer activities are available to seniors. A key recommendation was to increase the knowledge of volunteer opportunities available to seniors and improve marketing targeting this population.

### **3.8 Community Support & Health Services**

Participants' experiences with the community and health services available to older adults in North Bay frequently indicated issues regarding the availability and affordability of good quality, appropriate and accessible care. Specific concerns included accessing specialists, difficulty accessing transportation to out-of-town appointments, and the lack of family doctors. Concerns regarding the hospital included parking affordability, long wait times, and insufficient staff and volunteers.

Recommendations for improvement for this dimension included increasing transportation options for out-of-town appointments, having more medical specialists, having a 24-hour walk-in clinic, providing more facilities for assisted living, such as a hospice, and implementing a buddy or check-in system.

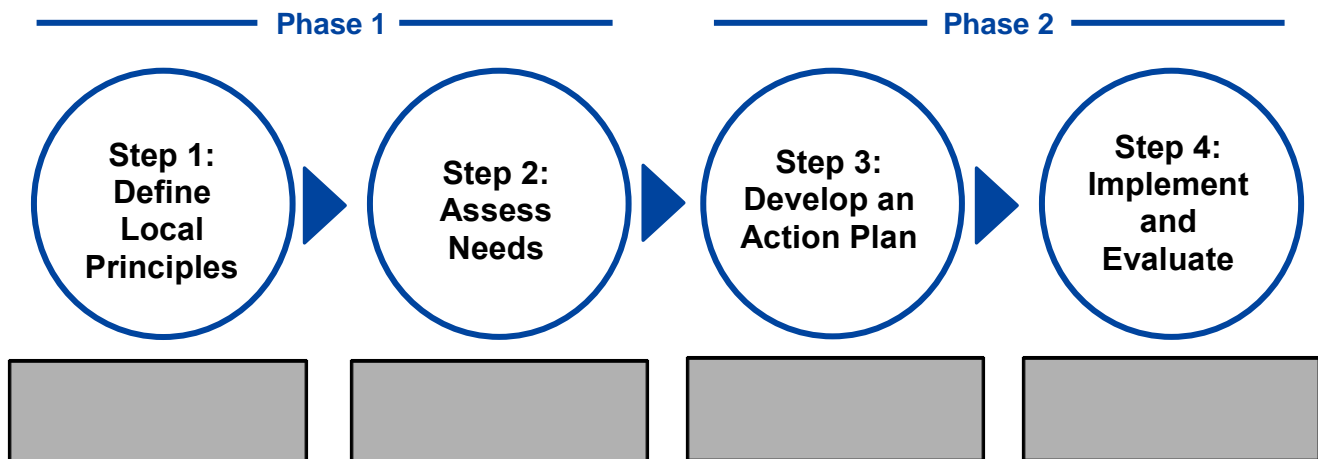
Appendix B includes a detailed table of the specific Age-Friendly strengths and challenges that were identified in the NBPSDHU Report.



## 4.0 Approach, Vision, and Direction

### 4.1 Project Approach

The development of the North Bay Age-Friendly Community Action Plan followed the process developed by the Ontario Seniors' Secretariat, entitled *Finding the Right Fit: Age-Friendly Community Planning*. This process involves four steps in two main phases, as illustrated in Figure 3.



**Figure 4: Age-Friendly Community Planning Process**

This planning process was implemented in North Bay using a comprehensive approach. Information on needs and opportunities was collected in a wide variety of ways, including WHO and OSS evaluation materials, an Age-Friendly Community Coordinating Committee of North Bay established to guide the project, and a comprehensive community engagement strategy. In particular, without the knowledge and insight provided by North Bay residents through the Age-Friendly Community Coordinating Committee of North Bay and the community engagement events, the plan would not be possible. More information on the community information to date is provided below.

## Age-Friendly Community Coordinating Committee of North Bay

The Age-Friendly Community Coordinating Committee of North Bay was formed at the outset of the project and was closely involved in the development of the plan. The Committee's mandate was to provide their expertise and experiences regarding age-friendly communities and services, and raise public awareness and interest in creating an age-friendly city.

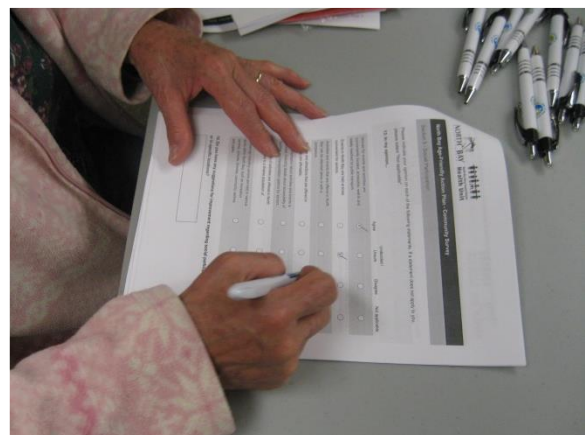
Committee members were strategically identified to ensure a broad range of knowledge and experience, and included representatives from government and non-profit service agencies, advocacy groups, cultural organizations, and the community at large. Committee members were instrumental in increasing community participation in the project and ensuring a broad range of public input was incorporated into the Action Plan.



Committee members, along with additional community representatives, participated in a Visioning Workshop early in the project, which established a vision and guiding principles for the project and began the process of identifying the highest priority needs and opportunities to make North Bay a more age-friendly city. The Visioning Workshop also included a Community Audit in the winter, in which Committee members and the Mayor visited several public buildings in downtown North Bay on foot, in a wheelchair and with various mobility aids to identify potential barriers specifically for the Outdoor Spaces and Buildings dimension. Details on the Visioning Workshop are provided in **Appendix C** to this report.

## Community Survey

The community survey was the first major engagement opportunity for North Bay residents. It was launched online for a four-week period in April and May 2016. Paper copies of the survey were also made available through community partners and Committee members during this time. Copies of the survey were also provided at the North Bay Seniors' Expo.



The survey sought input on all eight WHO dimensions of age-friendly cities. The survey was based on the WHO's Community Dimension checklists, with the addition of some tailored questions specific to the City of North Bay. It invited respondents

to indicate what community services and features were age-friendly, and what could be improved. A copy of the survey and a summary of the results are provided in **Appendix D** of this report.

In total, 235 respondents completed the survey, providing valuable insight into residents' needs and perspectives regarding age-friendly planning.

## North Bay Seniors' Expo

As a component of this project, the North Bay Seniors' Expo took place on June 11, 2016 at the North Bay Golden Age Club. It opened with a prayer ceremony led by a representative of the North Bay Indian Friendship Centre, and an introductory presentation by local dignitaries and Committee members on the role and importance of Age-Friendly planning. It also featured 23 exhibitors from a variety of government agencies, community organizations and businesses serving seniors, as well as performances by line dancers from the North Bay Golden Age Club and a Zumba demonstration by YMCA staff. This public event had two major objectives:

1. To provide an opportunity for seniors to learn more about age-friendly communities and the services and opportunities offered by local businesses and organizations; and
2. To help the Committee gain insight into the needs to be addressed in the Age-Friendly Community Action Plan.

As part of the Seniors' Expo, participants were invited to complete the Community Survey and take part in a World Café to provide input on how to address the City's age-friendly challenges. The World Café format consisted of four tables, each

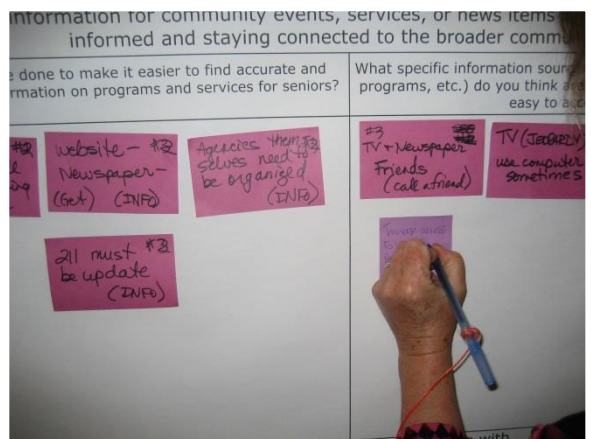
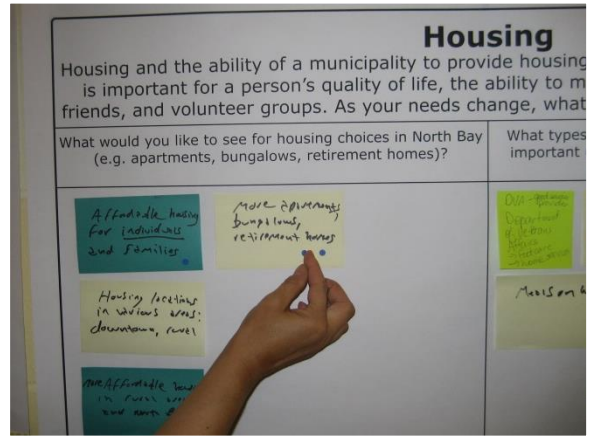


facilitated by a member of the Age-Friendly Community Coordinating Committee of North Bay, in which participants briefly discussed two of the eight WHO age-friendly community dimensions. Facilitators recorded responses on sticky notes, which were then posted on display boards where all Expo participants could view the questions and responses. If readers agreed with a response, they could place a sticky dot on it to indicate its importance. Readers could also add sticky notes with responses of their own. The Committee considered all responses in developing the Action Plan.

Approximately 80 people attended the event and provided comments that were carried forward into the development of the Action Plan. The comments from the World Cafés are listed in **Appendix E**.

### Community Audit

To assess North Bay’s current strengths and challenges in the Outdoor Spaces & Buildings and Transportation dimensions, a Community Audit was undertaken. The audit involved visiting a variety of public and community spaces in North Bay on two occasions in March and June 2016, identifying assets and opportunities for improvement in each case. Examples of the findings are shown on the following pages.



## Outdoor Spaces & Buildings - Strengths



Accessible waterfront path enjoyed by all ages



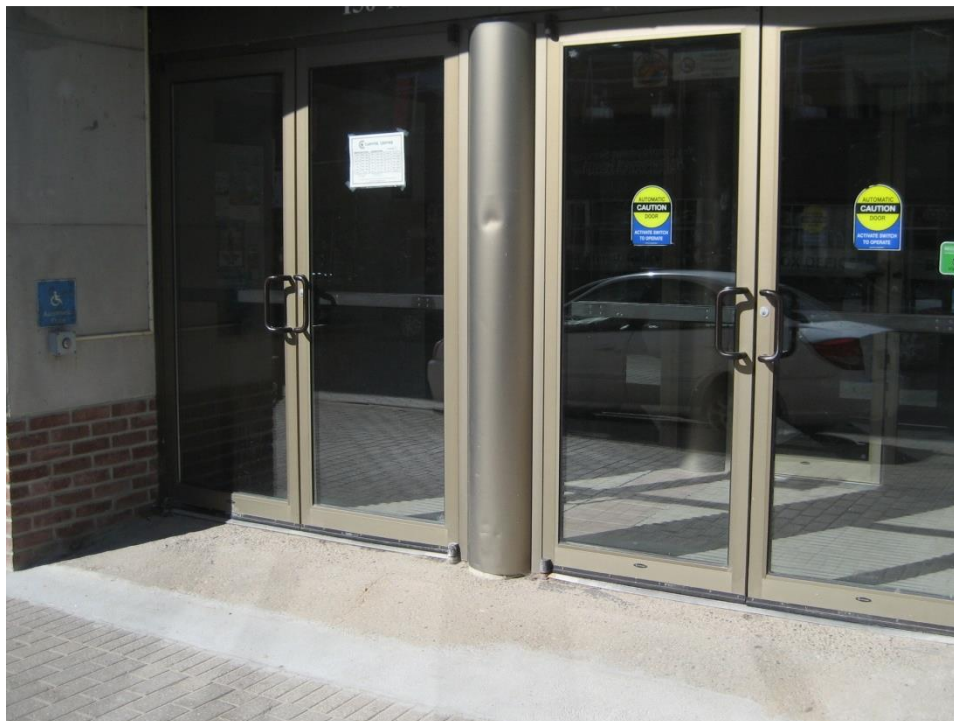
Seating provided in downtown plaza, Main Street & Fraser Street

## Outdoor Spaces & Buildings - Strengths



Inclusionary signage, North Bay Area Museum, 100 Ferguson Street

## Outdoor Spaces & Buildings – Opportunities for Improvement



Push button located too far from the automatic door it opens



## Outdoor Spaces & Buildings – Opportunities for Improvement



Snow banks and standing water blocking sidewalk access, McIntyre Street

## Transportation - Strengths



Bus shelter and seating provided at City Hall

## Transportation - Strengths



Crosswalk with signage and accessibility features, Main Street

## Transportation – Opportunities for Improvement



Seating not provided at bus stop, Cassells Street

## Transportation – Opportunities for Improvement



Sidewalk not provided to a pedestrian destination,  
Josephine Street & McKeown Avenue



Pedestrian crosswalk not marked with eye-level signage, Main Street

## 4.2 Vision and Direction

### Vision

A vision statement describes an ideal state or purpose which a community can work together to achieve. It is an important element of age-friendly planning, as it identifies community priorities and helps set the overall direction for an action plan.

Informed by comments and feedback from residents during the public engagement process, the Age-Friendly Community Coordinating Committee of North Bay worked together to set out the following vision for an age-friendly North Bay:

***"The City of North Bay is an age-friendly community where older adults are empowered to be independent, socially engaged, and actively contributing to our community."***

### Goals

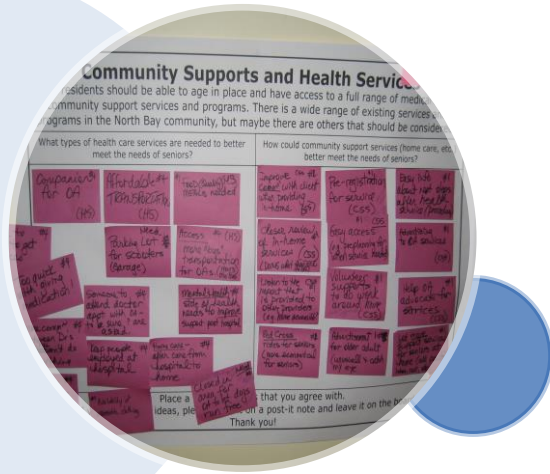
Goals support the vision statement by providing clear actions that will be taken to achieve the vision. With input from local residents, the City of North Bay worked collaboratively with the Age-Friendly Community Coordinating Committee of North Bay to develop the following age-friendly goals:

1. City of North Bay residents will understand the meaning of, and need for, an age-friendly community.
2. Seniors will be recognized and supported in the community through opportunities for social interaction, volunteering and employment.
3. Seniors and their caregivers will have a centralized and easily accessible source for information.
4. The City of North Bay, organizations and service providers will communicate their information in a variety of methods.
5. Residents of all ages will have access to a range of affordable and accessible housing.
6. All residents will have access to a safe, accessible, affordable and efficient transportation system to meet their daily needs and participate in community activities.
7. The City of North Bay's physical environment, including streets, open spaces and public buildings, will be designed to accommodate people of all ages and abilities.

8. Local businesses will respect the unique needs of seniors and persons with mobility devices, and work to accommodate them.
9. Areas of community, City, and provincial responsibility for improving age-friendliness are clearly defined.







## 5.0 Action Plan

The North Bay Age-Friendly Community Action Plan has been developed based on best practices in age-friendly planning, a range of background research, and extensive input from community members throughout the plan development and public engagement process. This information and knowledge forms the basis for the specific recommendations and actions to be taken to achieve North Bay's age-friendly vision and goals.

This Age-Friendly Action Plan is structured according to the WHO's eight dimensions of age-friendly communities: Outdoor Spaces and Buildings; Transportation; Housing; Social Participation; Respect and Social Inclusion; Communication and Information; Civic Participation and Employment; and Community Support and Health Services.

Each dimension is presented in the following format:

**Summary:** A short introduction to the dimension and its role in making North Bay a more age-friendly community, as well as aspects of this dimension that were assessed during the age-friendly planning process.

**Existing Community Accomplishments:** A summary of the features, programs and services currently available in this dimension for older adults in North Bay.

**Current Challenges:** A review of common issues and concerns identified during the public engagement process.

**Potential Future Improvements:** Recommended actions to be taken to address the opportunities for improvement. These are discussed in more detail in Section 9, Implementation.

## 5.1 Outdoor Spaces and Buildings

The design, condition and quality of the outdoor environment and public buildings can have a significant impact on the mobility, independence and quality of life of older residents.

Safe, accessible and well-maintained public spaces and buildings have a positive influence on residents' health and quality of life, by making it easier to move freely around the City to access services and take part in community activities. A range of questions were considered in assessing this dimension, including the following: are sidewalks and pathways in North Bay well maintained and free of obstructions? Are there enough appropriately marked pedestrian crossings? Do buildings have ramps, automatic doors, benches and accessible washrooms?

### Existing Community Accomplishments

- There are numerous outdoor spaces, including the Waterfront and the area around the Public Library, that are considered clean, pleasant and safe.
- Paths and walking trails, such as the Kate Paceway and the waterfront path, are well-maintained and accessible from many areas of the City.
- Many new crosswalks in the City include push buttons and audible pedestrian signals.
- The City of North Bay Official Plan supports the development of public spaces that are accessible and pedestrian-friendly year-round.





- The City of North Bay Parks Plan Update recommends improving the City's mix of park spaces, developing streetscape design guidelines, and ensuring new infrastructure is fully accessible.

## Current Challenges

- Many areas of the City need pedestrian infrastructure improvements, including better sidewalk surfaces, lighting and maintenance.
- Crosswalks are not always well-marked, particularly downtown on Main Street. At numerous locations, including Cassells Street, Lakeshore Drive and Algonquin Avenue, signalized crosswalks are limited in the time provided to cross.
- There are limited accessible public washrooms, both in municipal parks and commercial spaces, particularly downtown.
- More seating is needed in indoor and outdoor public areas.
- Many buildings lack accessibility features, such as automatic doors and entrance ramps, particularly in the downtown area.

## Potential Future Improvements

- Develop maintenance and lighting standards and an implementation plan for pedestrian facilities to promote safety, visibility, and accessibility for seniors throughout the year.
- Develop and carry out an implementation plan to increase accessible public washrooms in City facilities, including the south waterfront, Kate Pace Way, and other parks.
- Recognize and support businesses who offer accessibility features and public washrooms, particularly those in the downtown area and near transit transfer points, by facilitating access to grant funding and advertising opportunities.
- Develop a bench dedication program to improve seating provision on City streets and in parks. Explore opportunities for matching funding from North Bay Transit at bus stops.

## 5.2 Transportation

The availability and accessibility of transportation has a major impact on social participation and access to health and community services for older residents.

Affordable, accessible and safe transportation, including public transit, permits residents of all ages and abilities to take part in community life. A range of questions were considered in assessing this dimension, including the following: are all areas of the City served by the transportation system? Are transportation stops and pick-up/drop-off points safe and clearly marked? Is transportation service affordable, and does it operate on time? Is priority seating available for seniors?

### Existing Community Accomplishments

- Signage in the City is generally visible and clear.
- The City and its Municipal Accessibility Advisory Committee are developing a snow removal plan to ensure year-round accessibility of bus stops, City sidewalks and parking spots for accessible vehicles.
- An accessible on-request transit service, Parabus, is available for residents who may not be able to drive or use the main transit system.
- City buses are clean and accessible and provide priority seating, and good information is available regarding transit routes and service.
- The City of North Bay Official Plan includes a commitment to improve the speed and reliability of transit service.



- Free or low-cost transportation services are available through non-profit organizations such as the Red Cross and the North Bay Indian Friendship Centre, and by some businesses including the Metro grocery store. A transit fare discount for seniors and persons with disabilities is also available.

## Current Challenges

- The City needs more dedicated cycling infrastructure, to accommodate older cyclists and discourage all cyclists from riding on sidewalks.
- There are numerous barriers to transit use for older residents. Many areas of the City are not accessible by transit or have limited hours of transit service. In addition, many transit stops are located far apart and do not offer seating.
- Parabus is oversubscribed and therefore not flexible enough to meet users' needs.
- There is a need to provide and enforce more accessible parking and to provide more and safer drop-off and pick-up zones.
- Winter snow and ice clearance must be improved to ensure sidewalk surfaces, visibility, and access to businesses, bus stops and crosswalks are appropriate for pedestrians and scooter/wheelchair users.
- Many transportation options are unaffordable for seniors on fixed incomes.

## Potential Future Improvements

- Develop a cycling infrastructure implementation plan, including both on-road routes and pathway connections with consideration being given to the increasing prevalence of e-bikes and motorized scooters.
- Develop an action plan to improve transit frequency and hours of service to underserved areas. Through the Age-Friendly process, Northgate Mall, Canadore College/Nipissing University, Redbridge, Feronia and Thibault Hill were identified as areas where service could be improved. Plan to include seniors use of transit through education and promotion.
- Make North Bay Transit a more appealing choice for seniors. For example, work to ensure all North Bay Transit bus stops provide seating and bus shelters and are located at major destinations. Ensure accessibility features are well publicized to increase the potential that existing Parabus users will use the main transit system.
- Work with organizers and venues to provide transit shuttle service from major transit transfer points for community events.

- Review zoning provisions for accessible parking and drop-off areas to ensure they are appropriate and respected during the municipal site plan approval process.
- Develop a municipal winter maintenance plan that prioritizes pedestrian visibility and accessibility.
- Explore fare options that may increase transit affordability for seniors, including timed transfers and weekly free seniors' days.
- Support existing community-based and non-profit transportation services by assisting with promotion and grant funding.



## 5.3 Housing

The availability of appropriate housing can have a major impact on the quality of life of older residents and the opportunity for them to age in place within their communities.

Access to safe, affordable and accessible housing is critical to the well-being of all residents. As residents' housing needs can change over time, it is important that a range of housing choices and support services be provided throughout the city, to allow people to live independently for as long as possible and remain part of their communities as they age. A range of questions were considered in assessing this dimension, including the following: is enough accessible and supported housing available to meet the needs of older residents? Are housing options in North Bay well-located with respect to community services and other destinations? Are home maintenance services available to help people stay in their homes?

### Existing Community

#### Accomplishments

- Various retirement residences, assisted living options and long-term care facilities are available in North Bay, including Seniors' communities such as Castle Arms or the Woodlands, retirement residences such as Barclay House (64 units), The Empire (152 bachelor, 1-bedroom and 2-bedroom units) or Marina Point (40 existing apartments, 80 existing suites and 114 apartments under construction),



as well as supportive housing operated by the Physically Handicapped Adults' Rehabilitation Association (PHARA).

- An affordable housing project in the form of a 16-unit townhouse development located at the corner of Marshall and Prince Edward Streets, proposed by the Ontario Aboriginal Housing Services has received Council approval. Construction of the first phase is anticipated in Summer 2016.
- Home support services are offered through the North East Community Care Access Centre and [northeastheathline.ca](http://northeastheathline.ca), by organizations such as VON, Paramed, the Red Cross, Blue Sky and other private service providers.
- The City of North Bay Official Plan and City Council's Draft Strategic Plan Framework support the development of a variety of housing types, including seniors' housing within walking distance of transit and services.
- The Nipissing District 10-Year Housing and Homelessness Plan recommends improving the provision of home retrofit and support services to help older adults stay in their homes. It also recommends increasing the range of affordable housing options and developing more accessible social housing units. Since implementing the Nipissing District 10-Year Housing and Homelessness Plan in 2014, the DNSSAB has invested approximately \$5.5 million in strategies to prevent homelessness, improve housing stability, and increase housing affordability and options along the housing continuum. This includes the development of 260 new affordable housing units. Part of this investment has been geared towards senior citizens and has been funded by the three levels of government.

## Current Challenges

- There is a shortage of safe, affordable rental housing options appropriate for older adults.
- There are not enough affordable assisted living and long-term care options for older adults to meet the demand.
- There are not enough accessible housing options to meet the demand, and limited support for renovations or retrofits.
- There are not enough affordable and well-coordinated supports for seniors continuing to live in their own homes, including lawn care, meal preparation, shopping assistance and personal care.

## Potential Future Improvements

- Implement the recommendations of the Nipissing District 10-Year Housing and Homelessness Plan to improve the range of available home support services and housing options for older adults.
- Advocate at the provincial level for the development of new affordable assisted living and long-term care facilities in North Bay.
- Work with the local development community to identify ways to support the provision of more affordable rental units in the City, particularly those located close to transit and services, and with single-level layouts and other accessibility features. Should the provincial Promoting Affordable Housing Act, introduced in May 2016 as Bill 204, become law, this may be supported by municipal inclusionary zoning policies.
- Work with local contractors to identify ways to facilitate and promote affordable home maintenance and retrofit services in the City. Possible initiatives may include a volunteer program for students, a work experience program for apprentices, or a volunteer-coordinated group purchasing program for maintenance services.
- Develop a print and online directory of non-medical home support services, including shopping, meal preparation, cleaning, yard work and snow removal, provided in North Bay by verified contractors.



## 5.4 Social Participation

Opportunities for social participation and support are crucial for health and well-being at all stages of life.

Social participation includes getting involved in social, recreational, cultural and spiritual pursuits. It benefits both individuals and the community at large, by allowing older people to exercise competence and enjoy respect and supportive relationships. A range of questions were considered in assessing this dimension, including the following: are activity venues conveniently located and accessible? Are activities affordable and appealing to a diverse population? Is good information provided on events and activities? Is there outreach to people at risk of social isolation?



### Existing Community Accomplishments

- A variety of activities that appeal to older adults are available in North Bay, including LivingFit, Stand Up, the Young at Heart fitness group at the North Bay Golden Age Club, fitness programs offered through the North East Local Health Integration Network, as well as social and cultural events. These are held in a variety of accessible locations.
- Organizations such as the Golden Age Club, North Bay Rising Stars, Legion, Seniors at Risk Network of North Bay and District, Stay On Your Feet (SOYF) Nipissing/Parry Sound, North Bay Public Library, and various places of worship and charitable organizations offer opportunities for seniors to access social activities and interaction.
- City Council's Draft Strategic Plan Framework and the Parks Plan Update identify the provision of a range of recreation facilities and activities as an age-friendly priority.
- The Cultural Plan for North Bay recommends strengthening cultural and community events and addressing gaps in the provision of cultural facilities.



## Current Challenges

- Events geared to seniors are not always well advertised or promoted.
- There is a need for more low-cost fitness and social activities, including transportation, for seniors on limited incomes or who do not live in seniors' residences.
- Some venues used for seniors' events, particularly places of worship, are not fully accessible.

## Potential Future Improvements

- Support the development of peer mentor or buddy systems within seniors' organizations and social networks to encourage information sharing about events and opportunities.
- Foster partnerships between English- and French- language seniors' organizations to increase the range of activity options and promote the development of social networks.
- Explore the development/enhancement of co-op or work experience programs for students in fields such as fitness, art, music or culinary arts to provide affordable classes for seniors.
- Support continuing education initiatives for seniors in post-secondary institutions.
- Review existing municipal parks plans to identify opportunities to provide informal sports facilities geared to seniors, such as shuffleboard or bocce. Consider making equipment available on loan from the North Bay Public Library.
- Work with municipal departments and local school boards to improve access to schools, community centres and parks in off-peak hours for affordable, accessible, and age-friendly events.
- Work with organizations that support local recreation programming to encourage participation by seniors (e.g. senior discounted admission fees).

## 5.5 Respect and Social Inclusion

Respect for the roles and community contributions of aging residents can help reduce isolation and improve the well-being of seniors.

Fostering awareness of the needs and contributions of older people throughout the community can help them be treated with greater respect and help them participate more fully in community life. A range of questions were considered in assessing this dimension, including the following: are older people recognized for both their past and present contributions? Are service staff courteous and able to accommodate age-specific needs and preferences? Do schools promote interaction and respect between children and older people?



### Existing Community Accomplishments

- There are opportunities for seniors in North Bay to be recognized for their past and present contributions, including through public installations such as the downtown Pergola, where a leaf may be purchased.
- Outreach programs such as the Golden Age Club's RUOK ("Are you okay?") telephone service are available to promote the safety and well-being of seniors who live alone.
- The City of North Bay Official Plan acknowledges the importance of supporting seniors to ensure social sustainability.

### Current Challenges

- There is limited outreach to older adults at risk of social isolation.
- Businesses and service providers should more regularly consult older adults on issues that affect them, and adapt services accordingly.
- There is a perception that the North Bay community could show more respect for older residents, their needs, and their capabilities.

## Potential Future Improvements

- Promote targeted outreach to isolated seniors in the development of social activities and advocacy programs.
- Develop mechanisms for seniors to advocate on important issues in North Bay. Consider holding periodic open forums on seniors' priorities.
- Explore opportunities for intergenerational activities, including visiting programs, buddy programs and reading programs, between local schools and seniors' residences and organizations.
- Encourage the development of recognition programs for residents of all ages, including youth and seniors, who have made outstanding community contributions.
- Support educational programs and materials that encourage intergenerational respect, increase awareness of social isolation, and combat elder abuse and age discrimination.



## 5.6 Civic Participation and Employment

Older residents offer a variety of skills, experience, and knowledge, and should have the opportunity to use them in paid or voluntary work for as long as they would like to do so.

As individuals and the community can benefit from the continued active participation of older residents, barriers to civic participation and employment should be minimized. A range of questions were considered in assessing this dimension, including the following: is a range of flexible paid and voluntary options available to older workers? Are the positive qualities of older employees recognized and promoted? Are training and workplace adaptations available for older people?



### Existing Community Accomplishments

- Various volunteer activities are available, particularly in the North Bay Regional Health Centre, Big Brothers/Sisters, the Gathering Place, the Crisis Centre, and through religious communities.
- Many seniors currently volunteer, and many more indicated an interest during the Age-Friendly public consultation.
- Volunteers are regularly recognized for their contributions by the organizations for which they volunteer, through activities such as annual recognition events.
- City Council's Strategic Plan Framework prioritizes talent retention and volunteer engagement.

### Current Challenges

- Many residents are not aware of the available volunteering, employment and training opportunities in North Bay.
- There are a variety of barriers to volunteer participation among older adults, including physical limitations, costs to participate or to obtain documentation

such as police record checks, transportation requirements, and the need for respite care.

- There is a perception that employers do not provide a wide range of job opportunities for older adults, and that employers do not value the potential skills and contributions of older employees.

## Potential Future Improvements

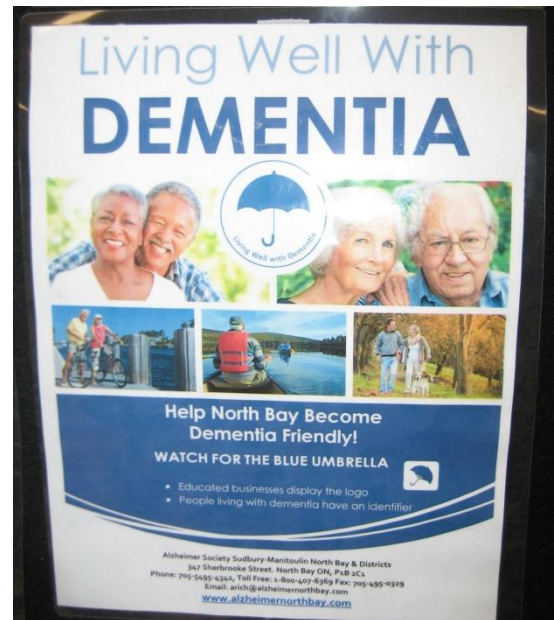
- Promote a central directory of information regarding volunteer opportunities within the City of North Bay, including information on accessibility features or cost reimbursement programs that may be available.
- Explore opportunities to hold volunteer and employment fairs and training seminars targeting seniors.
- Work with the Chamber of Commerce, local businesses, and local institutions to communicate the positive qualities of older workers and to identify paid and volunteer positions suitable for seniors with or without disabilities.
- Develop an Age-Friendly Business designation to recognize businesses that accommodate older employees through flexible work arrangements, job sharing, physical accommodations and other features of a supportive work environment.



## 5.7 Communication and Information

Access to clear, relevant information is crucial for older residents to maintain their health, quality of life and community connections.

Through proper communication of programs, services and opportunities, older residents are able to maintain their independence and participate fully in community life. A range of questions were considered in assessing this dimension, including the following: is information on public programs easily accessible in a variety of formats? Is printed information easy to read and telephone information easy to read and telephone information provided slowly and clearly? Is public internet access and computer support for seniors widely available?



### Existing Community Accomplishments

- Printed and online editions of local newspapers, such as the North Bay Nugget and BayToday.ca, are popular and trusted resources for community information.
- Websites such as NorthEasthealthline.ca and NorthEastCSS.ca, telephone services such as Ontario 211, and publications such as the North Bay Sport and Culture Guide provide good information regarding community programs and services of interest to seniors.
- Seniors currently access information through a wide range of channels. The internet and social media, and flyers or bulletins are the most popular, but word of mouth, newspapers, television, and radio are also common sources of information.



## Current Challenges

- There is a need for better publicity of events, activities, and services geared to seniors, including more centralized, easy-to-find listings. The City's website was described as difficult to navigate.
- Although many seniors are comfortable using the internet and automated telephone systems, there is a need to ensure these are not the only sources of information.
- A full range of information and services should be provided in both English and French.

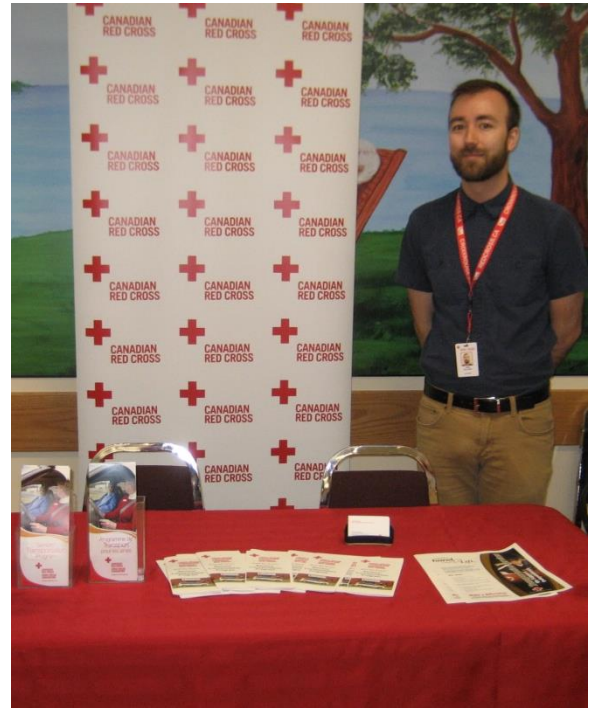
## Potential Future Improvements

- Provide a user-friendly webpage on the City's website geared to seniors, and provide seniors-specific bulletin boards in selected City buildings, libraries and seniors' centres. Ensure these listings are well promoted to organizations interested in providing or receiving the information, and that they are updated regularly.
- Develop a plan to communicate the services and events available for seniors in North Bay. For example, produce and distribute a municipal booklet listing services and events of particular interest to seniors. Include a fridge magnet listing key phone numbers, including City of North Bay customer service and Ontario 211, in large print.
- Promote education initiatives for advertisers and front-line customer service staff in providing quality customer service for seniors (e.g. how to produce clear written materials and communicating effectively with older customers, including those who may have challenges).
- Help seniors access the increasing range of information available online. For example, consider ways to provide basic computer training to older adults.

## 5.8 Community Support and Health Services

To maintain their health and independence, aging residents should have access to a full range of health and support services in the community.

Appropriate community services will allow residents to remain at home longer, benefiting individuals and the city as a whole. A range of questions were considered in assessing this dimension, including the following: are services conveniently located and accessible by all means of transportation? Are appropriate preventive and home care services available? Is health service delivery coordinated and administratively simple? Are economic barriers to health services minimized?



### Existing Community Accomplishments

- The North Bay Regional Health Centre provides a wide range of general and specialized care. It is currently developing a new strategic plan for 2017-2019.
- Organizations such as the Community Care Access Centre provide coordination and referral services for local residents.
- Health and community service buildings are generally accessible for clients of all ages and abilities. A new downtown facility for the North Bay Parry Sound District Health Unit is currently under construction.
- Financial and transportation support programs are available to help residents access health services outside North Bay when required.
- City Council's Strategic Plan Framework identifies access to a broad spectrum of health services as a priority.

### Current Challenges

- Access to health services is often impeded by long waiting lists and limited staff and appropriate specialists, particularly in fields such as dementia care and mental health.



- There is a need for better coordination between health care providers.
- Home care services, respite care and hospice care should be more available and affordable.
- Many residents find it difficult to access centralized and well-coordinated information regarding available programs and services.

## Potential Future Improvements

- Work with the provincial government, North East Local Health Integration Network, and local health and community services organizations to identify staffing and specialist requirements to provide quality care to seniors.
- Promote awareness of available health and community services and organizations to support seniors, their care partners, and family.
- Advocate for funding to support more affordable home care, day programs and respite care in the North Bay community for seniors.
- Support the development and implementation of complementary age-friendly strategies, such as the Senior Friendly Hospital initiative by the North Bay Regional Health Centre, the Stay On Your Feet program offered through the North Bay Parry Sound District Health Unit, and the Dementia Strategy.







## 6.0 Implementation

The North Bay Age-Friendly Community Action Plan will need the interest, effort and participation of individuals, businesses, community organizations and all levels of government to make the vision a reality. The recommended actions for implementation focus on the issues that were identified as the highest priorities during the community engagement process, as well as those items that can be directly implemented or supported by the City of North Bay. The actions are organized according to the WHO's eight community dimensions.

The implementation of the Action Plan will be led by the City of North Bay's Community Services Branch, which will facilitate initiatives by a wide range of community actors and partners.

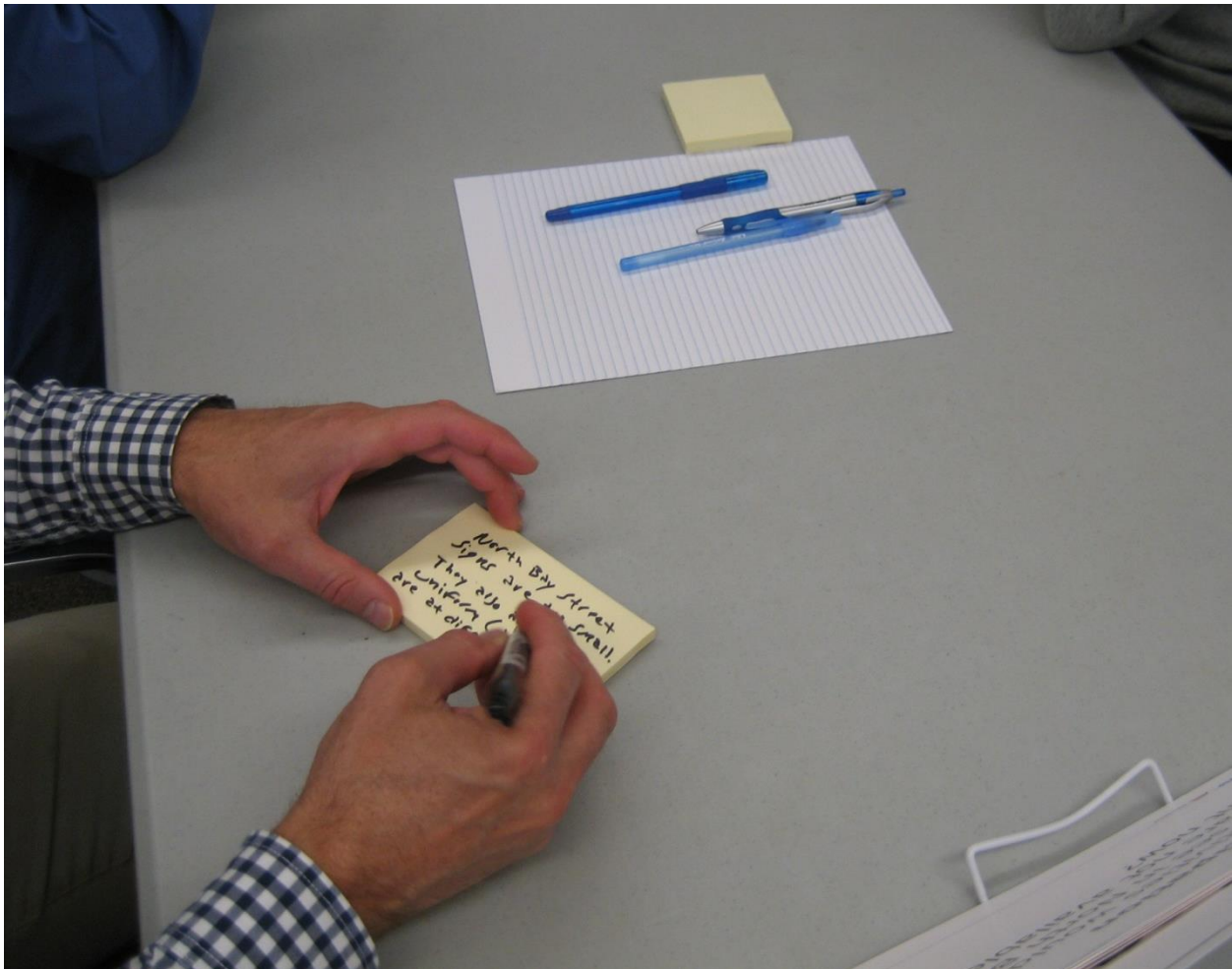
The Age-Friendly Community Coordinating Committee of North Bay has been instrumental in the development of the current Action Plan. The City intends to maintain the Committee's momentum to continue working towards a more age-friendly North Bay, and to expand its membership. In particular, the City intends to develop new Terms of Reference for the Age-Friendly Community Coordinating Committee of North Bay. These Terms of Reference will guide the Committee to work with the City and the North Bay Parry Sound District Health Unit, and will also support the creation of specific Working Groups to assist with the implementation of this Action Plan. Implementation will rely on the active participation of community organizations, partner agencies and service providers, and will require a high level of outreach and collaboration, as illustrated in Figure 4.

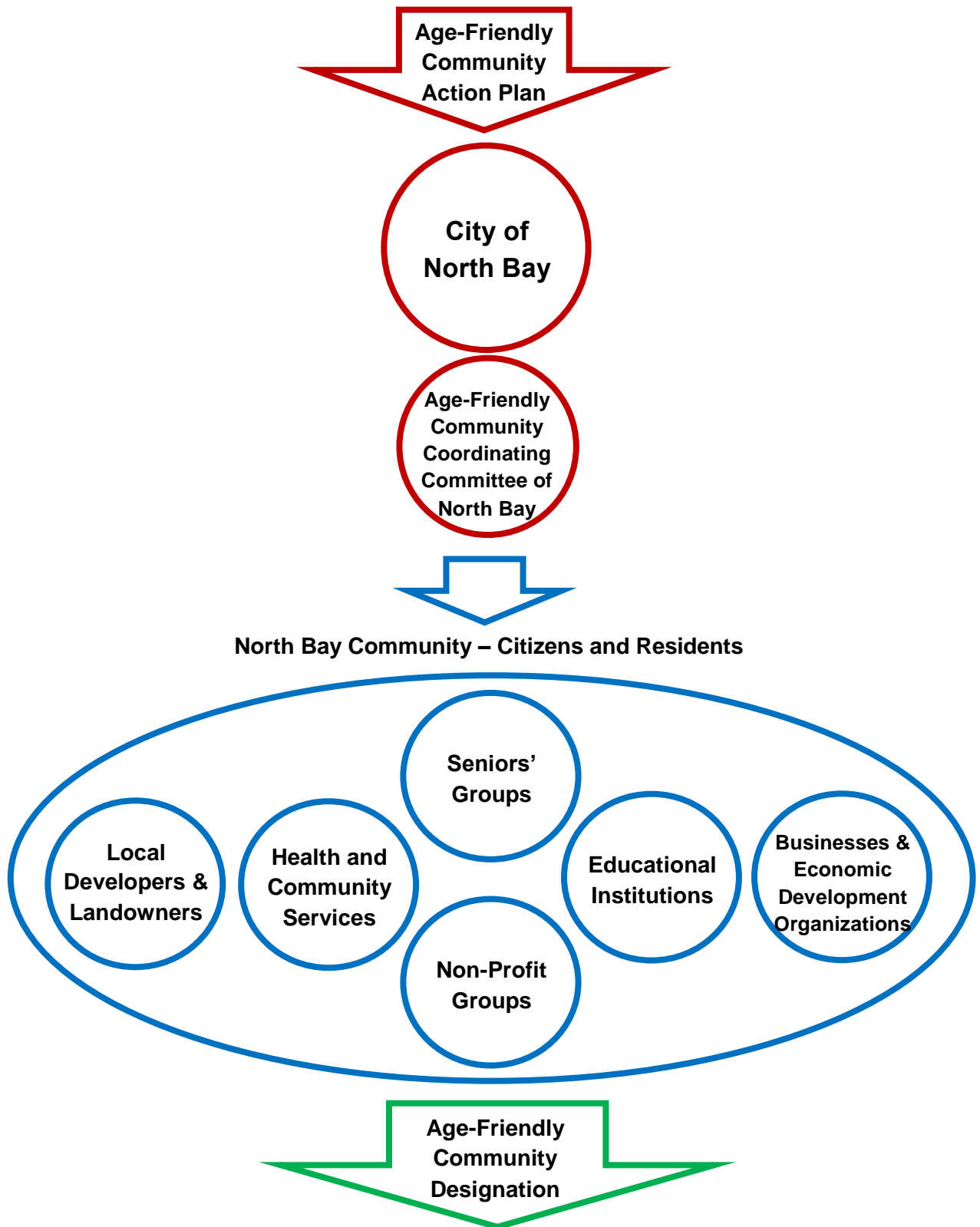
***The North Bay Age-Friendly Community Action Plan will need the interest, effort and participation of individuals, businesses, community organizations and all levels of government to make the vision a reality.***

This implementation strategy provides a framework to guide future, more detailed decision-making and planning within the City government and its interested partners. The Action Plan is intended to inform other municipal plans, policies, and decisions from an early stage.

Each table of Action Items in this section identifies an Action Lead and Potential Partners whose involvement is essential. It also identifies the timing of implementation: 1-2 years for short-term actions, 3-5 years for medium-term actions, and 5+ years for long-term actions. While the City is shown as the Action Lead on all initiatives, there will be a need to work collaboratively with Potential Partners such as the North Bay Parry Sound District Health Unit, the Age-Friendly Community Coordinating Committee of North Bay, its Working Groups, and community and institutional partners to implement the Action Items.

It is recommended that the City undertake a progress review of this Action Plan every year or every two years. This review will act as a “reality check,” allowing the community to see which actions have been taken, which goals have been achieved, and whether there should be any changes to the plan in light of community priorities and available funding opportunities.





**Figure 5: Implementing the Age-Friendly Action Plan**



## 6.1 Outdoor Spaces and Buildings

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>1.1</b> Develop maintenance and lighting standards and an implementation plan for pedestrian facilities to promote safety, visibility, and accessibility for seniors throughout the year.	Short term	City of North Bay Public Works and Services Department	Municipal Accessibility Advisory Committee	Reduction in number of complaints and injury reports associated with City pedestrian facilities
<b>1.2</b> Develop and carry out an implementation plan to increase accessible public washrooms in City facilities, including the south waterfront, Kate Pace Way, and other parks.	Medium term	City of North Bay Public Works and Services and Parks, Recreation and Leisure departments	Local charitable/service organizations	Number of new public washrooms installed
<b>1.3</b> Recognize and support businesses who offer accessibility features and public washrooms, particularly those in the downtown area and near transit transfer points, by facilitating access to grant funding and advertising opportunities.	Medium term	City of North Bay Economic Development Department	North Bay & District Chamber of Commerce, local businesses	Number of businesses recognized for offering accessibility features and/or public washrooms
<b>1.4</b> Develop a bench dedication program to improve seating provision on City streets and in parks. Explore opportunities for matching funding from North Bay Transit at bus stops.	Medium term	City of North Bay Public Works and Services, Transit & Parabus, and Parks, Recreation and Leisure departments	North Bay & District Chamber of Commerce, local charitable/service organizations	Number of new benches installed



## 6.2 Transportation

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>2.1</b> Develop a cycling infrastructure implementation plan, including both on-road routes and pathway connections with consideration being given to the increasing prevalence of e-bikes and motorized scooters.	Medium term	City of North Bay Planning Services Department	City of North Bay Public Works and Services Department, Cycling Working Group, Transportation Committee	Increase in the number and distance of cycling facilities on City streets. Development of specific policies providing clarity on the use of e-bikes and motorized scooters in North Bay.
<b>2.2</b> Develop an action plan to improve transit frequency and hours of service to underserved areas. Through the Age-Friendly process, Northgate Mall, Canadore College/Nipissing University, Redbridge, Feronia and Thibault Hill were identified as areas where service could be improved. Plan to include seniors use of transit through education and promotion.	Medium term	City of North Bay Transit & Parabus Department	Postsecondary institutions, hospital	Number of new evening / weekend trips on existing routes; number of new routes or route extensions
<b>2.3</b> Make North Bay Transit a more appealing choice for seniors. For example, work to ensure all North Bay Transit bus stops provide seating and bus shelters and are located at major destinations. Ensure accessibility features are well publicized to increase the potential that existing Parabus users will use the main transit system.	Medium term	City of North Bay Transit & Parabus Department	North Bay & District Chamber of Commerce, local businesses	Number of accessible buses; number of new transit benches and shelters
<b>2.4</b> Work with organizers and venues to provide transit shuttle service from major transit transfer points for community events.	Short term	City of North Bay Transit & Parabus Department	North Bay & District Chamber of Commerce; event organizers and venues	Number of events offering shuttle service
<b>2.5</b> Review zoning provisions for accessible parking and drop-off areas to ensure they are appropriate and respected during the municipal site plan approval process.	Short term	City of North Bay Planning Services Department	City of North Bay Transit & Parabus Department; Red Cross and other transportation providers; local developers	Integration of reviewed guidelines into development approvals process
<b>2.6</b> Develop a municipal winter maintenance plan that prioritizes pedestrian visibility and accessibility.	Long term	City of North Bay Public Works and Services Department	Municipal Accessibility Advisory Committee; retirement homes; business owners and North Bay Downtown Improvement Area; local school boards	Reduction in number of complaints and pedestrian injury reports associated with City streets and pedestrian facilities in winter
<b>2.7</b> Explore fare options that may increase transit affordability for seniors, including timed transfers and weekly free seniors' days.	Short term	City of North Bay Transit & Parabus Department	City of North Bay Financial Services Department	Number of new affordable fare options available; number of new transit users making use of these options

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<p><b>2.8</b> Support existing community-based and non-profit transportation services by assisting with promotion and grant funding.</p>	<p>Short term</p>	<p>City of North Bay Transit &amp; Parabus Department</p>	<p>Red Cross; First Nations communities; other community partners</p>	<p>Number of City-facilitated grants received by community-based or non-profit transportation providers; number of new City-supported advertisements promoting community-based and non-profit transportation</p>





## 6.3 Housing

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>3.1</b> Implement the recommendations of the Nipissing District 10-Year Housing and Homelessness Plan to improve the range of available home support services and housing options for older adults.	Long term	DNSSAB	North East Local Health Integration Network	Varies
<b>3.2</b> Advocate for the development of new affordable assisted living and long-term care facilities in North Bay.	Long term	City of North Bay Planning Services Department	City of North Bay Economic Development Department, North East Local Health Integration Network, DNSSAB	Number of new affordable assisted living and long-term care units developed in the City
<b>3.3</b> Work with the local development community to identify ways to support the provision of more affordable rental units in the City, particularly those located close to transit and services, and with single-level layouts and other accessibility features.	Long term	City of North Bay Planning Services Department	Local developers and landowners, Veterans Affairs Canada, DNSSAB	Number of new affordable rental units developed in the City
<b>3.4</b> Work with local contractors to identify ways to facilitate and promote affordable home maintenance and retrofit services in the City. Possible initiatives may include a volunteer program for students, a work experience program for apprentices, or a volunteer-coordinated group purchasing program for maintenance services.	Medium term	City of North Bay Building Services Department	Local school boards, Canadore College, DNSSAB, contractors and tradespeople, North East Local Health Integration Network, Veterans Affairs Canada, community support services	Number of retrofits completed through the volunteer initiative or group purchasing program
<b>3.5</b> Develop a print and online directory of non-medical home support services, including shopping, meal preparation, cleaning, yard work and snow removal, provided in North Bay by verified contractors.	Short term	North Bay Parry Sound District Health Unit	North East Local Health Integration Network; City of North Bay Economic Development Department	Number of service inquiries resulting from the directory



## 6.4 Social Participation

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>4.1</b> Support the development of peer mentor or buddy systems within seniors' organizations and social networks to encourage information sharing about events and opportunities.	Medium term	North Bay Parry Sound District Health Unit	North Bay Golden Age Centre	Number of seniors matched in a peer mentoring relationship
<b>4.2</b> Foster partnerships between English- and French-language and Aboriginal seniors' organizations to increase the range of activity options and promote the development of social networks.	Medium term	North Bay Parry Sound District Health Unit	North Bay Golden Age Centre, North Bay Indian Friendship Centre	Number of new joint activities between English- and French-language seniors' organizations
<b>4.3</b> Explore the development/enhancement of co-op or work experience programs for students in fields such as fitness, art, music or culinary arts to provide affordable classes for seniors.	Medium term	Canadore College, Nipissing University; professional training & certification programs	Local seniors' organizations	Number of new classes and activities offered to seniors through the program
<b>4.4</b> Support continuing education initiatives for seniors in post-secondary institutions.	Medium term	Canadore College, Nipissing University, CTS Canadian Career College	Local seniors' organizations	Number of new classes and activities offered to seniors through the program
<b>4.5</b> Review existing municipal parks plans to identify opportunities to provide informal sports facilities geared to seniors, such as shuffleboard or bocce. Consider making equipment available on loan from the North Bay Public Library.	Medium term	City of North Bay Parks, Recreation and Leisure Department	North Bay Public Library	Number of new recreation facilities provided
<b>4.6</b> Work with municipal departments and local school boards to improve access to schools, community centres and parks in off-peak hours for affordable, accessible, and age-friendly events.	Medium term	City of North Bay (various municipal departments)	Local school boards; YMCA; community groups	Number of new events or activities scheduled for schools and City facilities
<b>4.7</b> Work with organizations that support local recreation programming to encourage participation by seniors (e.g. senior discounted admission fees).	Medium term	YMCA	Local community organizations and recreation providers	Number of new users making use of reduced admission rates



## 6.5 Respect and Social Inclusion

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>5.1</b> Promote targeted outreach to isolated seniors in the development of social activities and advocacy programs.	Short term	North Bay Parry Sound District Health Unit	North East Local Health Integration Network; North Bay Golden Age Club	Number of at-risk seniors contacted
<b>5.2</b> Develop mechanisms for seniors to advocate on important issues in North Bay. Consider holding periodic open forums on seniors' priorities.	Medium term	City of North Bay City Clerk	North Bay & District Chamber of Commerce	Creation of mechanisms for seniors to advocate
<b>5.3</b> Explore opportunities for intergenerational activities, including visiting programs, buddy programs and reading programs, between local schools and seniors' residences and organizations.	Short term	North Bay Parry Sound District Health Unit	Local school boards; North Bay Golden Age Club	Number of intergenerational events undertaken
<b>5.4</b> Encourage the development of recognition programs for seniors who have made outstanding community contributions.	Short term	Age-Friendly Community Coordinating Committee of North Bay	CARP (formerly the Canadian Association of Retired Persons); Cultural Roundtable; Municipal Heritage Committee; North Bay Indian Friendship Centre	Implementation of regular recognition programs
<b>5.5</b> Support educational programs and materials that encourage intergenerational respect, increase awareness of social isolation, and combat elder abuse and age discrimination.	Medium term	North Bay Parry Sound District Health Unit	North East Local Health Integration Network; Seniors at Risk Network; local school boards, Canadore College, Nipissing University, North Bay Public Library, Indian Friendship Centre	Number of materials produced and distributed



## 6.6 Civic Participation and Employment

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>6.1</b> Promote a central directory of information regarding volunteer opportunities within the City of North Bay, including information on accessibility features or cost reimbursement programs that may be available.	Short term	Ontario 211	North Bay Parry Sound District Health Unit; local community organizations	Number of volunteer inquiries resulting from the directory
<b>6.2</b> Explore opportunities to hold volunteer and employment fairs and training seminars targeting seniors.	Medium term	City of North Bay Economic Development Department	City of North Bay Parks, Recreation and Leisure Department; North Bay & District Chamber of Commerce; local businesses and community organizations	Number of new events and seminars targeting older adults
<b>6.3</b> Work with the Chamber of Commerce, local businesses, and local institutions to communicate the positive qualities of older workers and to identify paid and volunteer positions suitable for seniors with or without disabilities.	Medium term	Yes Employment Services, DSSAB	North Bay & District Chamber of Commerce; local businesses	Number of new positions identified
<b>6.4</b> Develop an Age-Friendly Business designation to recognize businesses that accommodate older employees through flexible work arrangements, job sharing, physical accommodations and other features of a supportive work environment.	Medium term	North Bay & District Chamber of Commerce	Local businesses	Number of businesses recognized



## 6.7 Communication and Information

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>7.1</b> Provide a webpage on the City's website geared to seniors, and provide seniors-specific bulletin boards in selected City buildings, libraries and seniors' centres. Ensure these listings are well promoted to organizations interested in providing or receiving the information, and that they are updated regularly.	Short term	City of North Bay Communications Department	City of North Bay Information Services Department; North Bay Parry Sound District Health Unit; North East Local Health Integration Network; local businesses and community organizations	Number of website visitors
<b>7.2</b> Develop a plan to communicate the services and events available for seniors in North Bay. For example, produce and distribute a municipal booklet listing services and events of particular interest to seniors. Include a fridge magnet listing key phone numbers, including City of North Bay customer service and Ontario 211, in large print.	Short term	City of North Bay Parks, Recreation and Leisure Department	City of North Bay Information Services Department; North Bay Parry Sound District Health Unit; North East Local Health Integration Network; local businesses and community organizations	Number of inquiries resulting from the directory
<b>7.3</b> Promote education initiatives for advertisers and front-line customer service staff in providing quality customer service for seniors (e.g. how to produce clear written materials and communicating effectively with older customers, including those who may have challenges).	Medium term	Age-Friendly Community Coordinating Committee of North Bay	Canadian Hearing Society; CNIB (formerly the Canadian National Institute for the Blind); Literacy Nipissing; Alzheimer Society; North Bay & District Chamber of Commerce; North Bay Downtown Improvement Area; Nipissing University, Canadore College	Number of initiatives undertaken or materials distributed
<b>7.4</b> Help seniors access the increasing range of information available online. For example, consider ways to provide basic computer training to older adults.	Medium term	Age-Friendly Community Coordinating Committee of North Bay	Canadore College, Nipissing University, Golden Age Club, local school boards, North Bay Public Library	Number of new programs or sessions offered



## 6.8 Community Support and Health Services

Action Item	Timing/Priority	Proposed Lead	Potential Partners	Performance Indicator
<b>8.1</b> Work with the provincial government, North East Local Health Integration Network, and local health and community services organizations to identify staffing and specialist requirements to provide quality care to seniors.	Short/Medium term	City of North Bay	North East Local Health Integration Network, Health Force Ontario, North Bay Regional Health Centre	Increased number of specialists who support older adults' needs servicing the North Bay area
<b>8.2</b> Promote awareness of available health and community services and organizations to support seniors, their care partners, and family.	Medium term	North East Local Health Integration Network	Community Care Access Centre; North Bay Regional Health Centre, Red Cross; other local advocacy organizations, charitable organizations and service providers	Number of means of communication used to promote services; number of new telephone inquiries or visits to thehealthline.ca
<b>8.3</b> Advocate for funding to support more affordable home care, day programs and respite care in the North Bay community for seniors.	Medium term		Alzheimer Society of Sudbury-Manitoulin North Bay and Districts; Dementia Network of North Bay; other local advocacy organizations and service providers	Number of new programs or service hours funded
<b>8.5</b> Support the development and implementation of complementary age-friendly strategies, such as the Senior Friendly Hospital initiative by the North Bay Regional Health Centre, the Stay On Your Feet program offered through the North Bay Parry Sound District Health Unit, and the Dementia Strategy.	Medium term	North East Specialized Geriatric Centre	Nipissing/Temiskaming Sub-LHIN Regional Hub	Implementation and continuation of complementary strategies



## 7.0 Summary and Next Steps

Through the preparation of the North Bay Age-Friendly Community (AFC) Action Plan, residents of North Bay were invited to view the City and its potential from an age-friendly perspective. Residents identified a wide range of existing age-friendly assets, but also numerous opportunities for improvement. The AFC Action Plan responds to these opportunities and sets out a road map for addressing them.

For the vision articulated in this Action Plan to become a reality, municipal departments, businesses, institutions, community organizations and residents in North Bay must commit to seeing and addressing issues through an age-friendly lens. Working together to implement the actions recommended in this plan will address the community's main age-friendly priorities and respond to the current challenges. Everyone in North Bay has a role to play in making the City a great place to live, work, play and learn for people of all abilities, at every stage of life.

***Everyone in North Bay has a role to play in making the City a great place to live, work, play and learn for people of all abilities, at every stage of life.***

Having completed the Age-Friendly Community Action Plan, the City of North Bay can also apply to join the World Health Organization's Global Network of Age-Friendly Cities and Communities. Membership in this network will allow the City to access a global network of experts on aging, stay informed about developments and best practices in age-friendly planning, and share its progress with other member communities. More information on the application process is available at <https://extranet.who.int/agefriendlyworld/membership/>.

## Glossary

Action Item	An initiative recommended in this Age-Friendly Action Plan to make North Bay a more age-friendly community
Proposed Lead	An organization, usually a City of North Bay department, responsible for initiating and coordinating efforts to implement an Action Item
Potential Partner	An organization identified in this Age-Friendly Action Plan whose involvement is essential to implementing an Action Item

## Acronyms

DNSSAB	District of Nipissing Social Services Administration Board
NBPSDHU	North Bay Parry Sound District Health Unit
NE LHIN	North East Local Health Integration Network
OSS	Ontario Seniors' Secretariat
WHO	World Health Organization





# Appendix A: Municipal Policy Review



# **Appendix B: Seniors Focus Groups Report Summary**



# Appendix C: Visioning Workshop Summary



## **Appendix D: Community Survey and Results**



## **Appendix E: World Café and Poster Board Comments – Seniors' Expo, June 11, 2016**