



Stronger, Healthier Ontario Communities for Older Adults: The Municipal Leadership Advantage

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Presentation Overview

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About AdvantAge Ontario

- > For over 100 years, AdvantAge Ontario has been the trusted voice for non-profit senior care.
- > We are the only provincial organization representing the full spectrum of non-profit seniors' care in Ontario, including long-term care, retirement and supportive housing, life-lease, social housing and community services.
- > Our unique perspective and policy expertise allows us to give credible advice on how Ontario's government can best meet seniors' needs
- > Our over **530** charitable, not-for-profit and municipal members are deeply connected to their communities, including small towns, rural areas, urban neighborhoods, and ethnic, cultural and religious communities.
- > Currently, we represent **96% of all municipal long-term care homes** and **88% of all not-for-profit long-term care homes**.
- > Our members also operate **155 housing projects in Ontario and over 100 provide community support services**.

Core Services



Advocacy

Strong, influential and effective voice for members



Education

Recognized leader in sector-specific training and education



Services and Supports

Sector-specific communications, programs, tools, networking forums, and more.

The Not-for-Profit Difference

- > The roots of our Association go back to 1919 and are municipally based.
- > A small group of committed individuals came together to form the Association of Managers of the Homes for Aged and Infirm.
- > They had a shared belief in not-for-profit delivery of services for seniors and that remains our mission today.
- > From those humble beginnings we have grown to become the only provincial organization representing the full continuum of not-for-profit seniors' care.



Data Driven Advocacy

- > Data is needed for effective provincial advocacy, and for media stories.
- > Through our Data and Analytics Service, we maintain many datasets and work hard to provide the numbers that back up our claims.
- > We have accomplished a lot together with our members.



We're fighting staffing agency price gouging with data

The province agreed to look into options to address price gouging by some temporary staffing agencies after we published a survey that found some predatory agencies were charging double the typical hourly rate for an RN.



We're providing inspection insights with data

Our data team curates provincial inspection data and makes it available monthly to AdvantAge Ontario members in an easy-to-use inspection report.



We secured increased funding to build and redevelop LTC homes with data

Data provided by AdvantAge Ontario members through our capital projects cost escalation survey was instrumental in securing the 150% increase to the Construction Funding Subsidy.



We secured increased LTC nutrition funding with data

We leverage member data to advocate for increased food budgets, recently helping to secure an additional \$32 million from government to expand healthy menu options for LTC residents.



We're advocating for fair compensation with data

We've joined forces with 10 provincial healthcare associations to collect the data needed to persuade Ontario leaders that inadequate funding is driving a wage disparity that is compounding the HHR crisis.

We stopped the erosion of cultural LTC beds using data

The government announced the expansion of its culturally aligned placement model to ensure more LTC residents can access care that reflects their religious, ethnic, and linguistic identities, while continuing to prioritize applicants with the greatest care needs. This announcement aligns with years of advocacy by our Association, particularly through our data collection and advocacy highlighting the issue.



Advocacy Success: Ontario's 2026-27 Budget

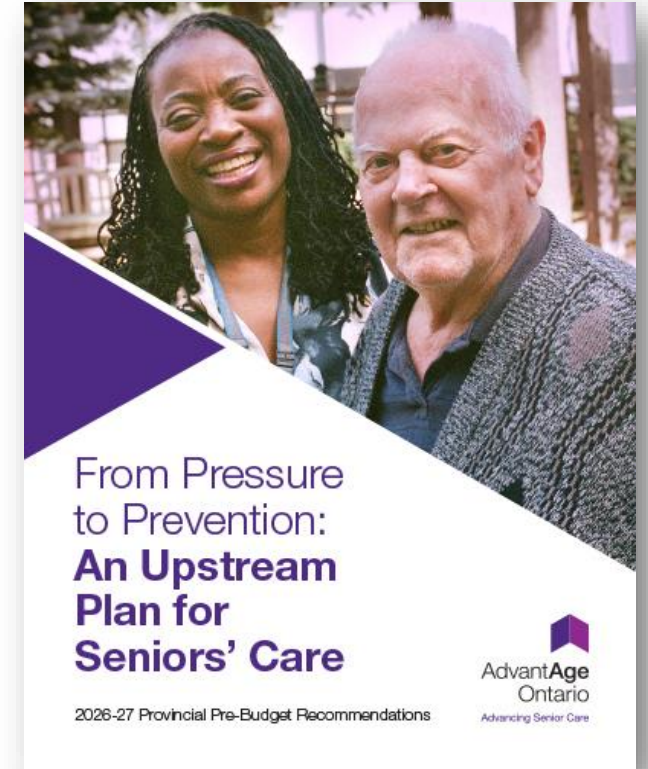
On March 26th, the government released its 2026 Budget entitled *A Plan to Protect Ontario*. We were pleased to see it reflected many of our advocacy asks.

Level of Care for LTC

- > The Ministry provided a 2% increase to all LOC funding envelopes.
- > There was also a 2% increase to the supplementary staffing (4 hours of care funding).

Other Funding

- > Ward beds continue to receive 100% of OA funding.
- > Nurse-Led Outreach Teams (NLOTs) Program is permanent, with an investment of \$4 million in 2026/27
- > \$3M for Point of Care (POC) Testing Program
- > \$0.5M for a Mobile Phlebotomy Program
- > \$250M for staff training and education programs



Upcoming Education for Elected Officials

Winter 2027: Annual Special LTC Webinar for Municipal Councillors

- > Boards and Committees of Management have unique and vital roles as stewards in long-term care (LTC).
- > In this era of transformation and heightened accountability, it is critical that governing bodies understand their legislative obligations, have the information they need for strategic decision making, and have the capacity to shape and drive the vision for the organization.
 - > Our Association will once again host a special one-hour webinar focused on LTC updates and developments specifically from a municipal perspective. There will be lots of opportunity for questions and discussion.
 - > We had a great response last time with over 100 participants!
 - > Mark your calendars for **January 19th 2027 from 12-1PM**
 - > Registration details will be circulated via email to municipalities post election.

Seniors' Care on the Ballot



- > Over the coming months, municipal candidates will set priorities and tell voters what kind of communities they want to live in.
- > As Ontario's population ages, candidates will increasingly be asked how their municipalities will support **seniors, families and caregivers**.
- > Municipal long-term care and older adult care belongs in that conversation. It connects seniors' care with local services, community planning and public decision-making.
- > Today, we want to **help those running for public office explain why municipal long-term care matters** and how continued municipal investment benefits the entire community.



Built on Trust. Rooted in Community.

- > For **over 150 years**, municipalities have played a central role in Ontario's seniors' care system. As the population ages, that leadership is becoming even more important.
- > Municipal long-term care connects with **issues voters already care about**:
 - > Helping seniors remain close to home.
 - > Supporting families and caregivers.
 - > Planning age-friendly communities.
 - > Managing public dollars responsibly.
 - > Supporting local employment.
 - > Keeping essential services connected to local priorities.



THE MUNICIPAL DIFFERENCE

Municipal long-term care delivers value for seniors, families and communities.



\$350
MILLION A YEAR

Ontario municipalities contribute approximately \$350 million a year to long-term care services

— and even more to other services for seniors.

MORE CARE. STRONGER OUTCOMES.

ON AVERAGE, MUNICIPAL HOMES HAVE:



Higher
hours of
care



Higher
staff-skill
mix



Lower
mortality



Lower
staff
turnover



Less use of
restraints



Lower
hospital
admissions

712,736

**VOLUNTEER
HOURS**

reported in 2016

INNOVATION ROOTED IN COMMUNITY



1 Emotion-focused care



2 Cultural long-term
care homes



3 Campuses of care



4 Community
wellness hubs



5 Small homes

Understanding the Value

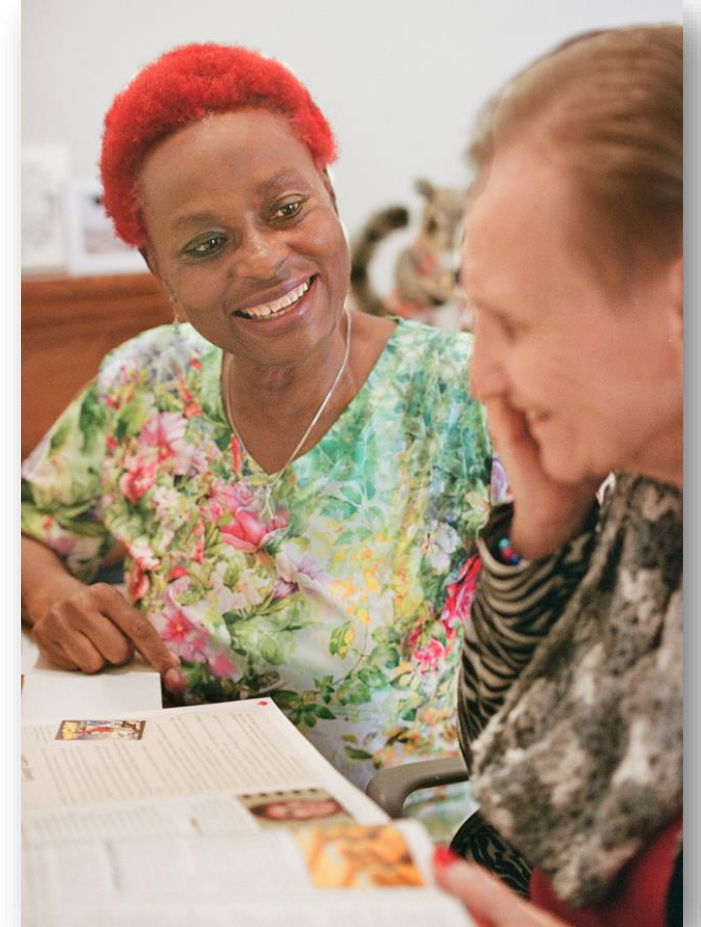
Rooted in community: Municipal LTC homes help older adults remain close to the people, places and relationships that have shaped their lives.

Connected to local services: They connect seniors with public health, paramedicine, housing, social services, emergency planning and other community priorities.

Close to local decision-making: Plans and investments are developed through public processes and remain connected to the communities each home serves.

Supporting communities and economies: Municipal homes provide employment, purchase local goods and services, support families and partner with health, education and community organizations.

Municipal long-term care homes are community institutions and an essential part of how municipalities support seniors and families.



Municipal Homes: Leaders in Seniors' Care

- > As members of the Association of Municipalities of Ontario (AMO) and AdvantAge Ontario, municipal homes add their voices to the advocacy work of these associations to amplify the needs of seniors and their family members are captured.
- > CEO Lisa Levin also sits on the AMO's Health Transformation Task Force.
- > Municipal homes are leaders in innovative and integrated care for seniors- here are some of those examples:
 - > **Pioneers in emotion-focused models of care in LTC (Peel Region)**
 - > **Campuses of care (e.g., Simcoe Village, Georgian Village)**
 - > **Continuum of housing options- supportive housing (Waterloo)**
 - > **Small Homes (e.g., Lambton County)**
 - > **Spotlight on Grey County**

LTC waitlists suggest a preference for non-profit and municipal homes; more than two thirds of people are waiting for spaces in these homes
(Marrocco et al. 2021, 39)

Municipalities Supporting Dementia Care



- > The Improving Dementia Care Program (IDCP) uses emotion-focused models of care to support residents living with dementia. Originally developed and implemented within Ontario's municipal long-term care homes, emotion-focused care approaches have demonstrated positive outcomes in resident well-being, staff engagement, and quality of care.
- > Building on this success, the Province is expanding these practices through the IDCP with a \$9 million investment over three years to support staff training and innovative resident programs in up to 15 long-term care homes. The following municipal homes have been selected to participate in the program:
 - > H.J. McFarland Memorial Home, Picton – BSO 5 STaR model
 - > Lakeview Manor, Beaverton, Region of Durham – Caring Connections Durham model
 - > Princess Court, Kenora District Homes – Eden Alternative model
 - > Lee Manor Home, Grey County– Colour It Your Way model

Municipalities and Campuses of Care

Simcoe Village

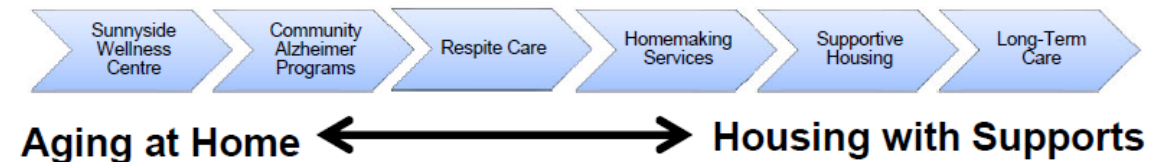
- > Simcoe Village is a new seniors' campus modeled after Georgian Village, offering long-term care, supportive housing, and life lease units.
- > It features as a 32-unit apartment building located in Beeton, Ontario, on the same grounds as Simcoe Manor Home for the Aged.
- > Support services are provided on an as-needed basis to enhance residents' ability to age in place while maintaining independent lifestyles.
- > The Village is designed to support seniors who require supervision or assistance with daily living activities due to reduced physical or cognitive capacity.
- > It is part of the larger Simcoe Village Campus Redevelopment, which will include expanded long-term care beds and diverse housing types, opening in phases beginning in late 2026.



Municipalities and Seniors' Supportive Housing

Region of Waterloo

- > Opened in 2010
- > 30 apartments total: 13 for older adults with mental health needs; 17 funded under Assisted Living for High-Risk Seniors.
- > Located on a campus of care
- > Two portfolios under one roof; rent-geared-to-income housing with Ontario Health–funded supports.
- > Partnership-based model; elements of hub-and-spoke; shared staffing across programs.
- > Funding lineage: local (Region of Waterloo housing subsidy), provincial (OH/legacy LHIN Aging at Home), federal involvement in capital; multi-source agreements.



Municipal Small Homes

Lambton County (Meadowview Villa)

- > Small homes have been used to enable seniors to retain a sense of autonomy as they age. They are purpose-built residences for up to 12 persons and can easily be incorporated into any new or existing community.
- > Staff at all levels are included in the decision-making process. Self-managed and universal work teams are prominent features of the small house model.
- > The most robust evidence in support of Small Care Home models comes from the US-based Green House Project (GHP), which has supported the development of more than four hundred small care homes across the US over the past two decades.
- > Lambton County is developing a 12-bed small-house model at Meadowview Villa (Petrolia), designed for seniors with dementia who need a more intimate, family-like care environment in contrast to institutional settings.
- > Small houses can be integrated into existing neighborhoods, allowing seniors to age in place within familiar surroundings while maintaining independence and connection.
- > Each resident has a private bedroom with ensuite bathroom, and all small homes include shared living, dining, and gardening spaces centered around a health to promote daily engagement and enhance quality of life through routine, autonomy and shared purpose in a supportive environment.



Municipalities and Seniors' Supportive Housing



Region of Waterloo

- > Mental health units: 55+ with long-standing, stable condition; supported by a psychiatrist or mental health professional
- > Frail seniors units: 60+ meeting the Assisted Living for High-Risk Seniors profiles with a priority rating (Ontario Health atHome)
- > **Care Requirements:** Able to direct own care; requires support 24 hrs/day that cannot be met by scheduled community visits; does not require nursing; not an active risk to self or others
- > **Housing Eligibility:** Must qualify for low-income tenancy with the housing provider

Municipalities and Seniors' Supportive Housing

Region of Waterloo – Outcomes: Increased Quality of Life

- > Access to 24/7 staff who in addition to providing support for ADLs and light housekeeping also provide:
 - > Reassurance support
 - > Help with paperwork/system navigation
 - > Referrals to external community agencies when needed.
- > Onsite pharmacy, staff support to adhere to medication protocols, ability to make timely adjustments as needed.
- > For some tenants: access to a Primary Care Physician who makes house calls
- > Better Nutrition: noon meal and access to the Café for low-cost, nutritious meals
- > Access to the onsite amenities of the Sunnyside campus:
 - > Wellness Centre, Café, walking trail, hair salon, bank machine and outdoor seating areas
- > Volunteer opportunities

Why Leadership on Supportive Housing Matters

- > Seniors (65+) are the fastest-growing age group in Canada.
- > Over the next 20 years, Canada's seniors population (65+) is expected to grow by 68%. In Ontario, the population aged 75+ is projected to be 2.1 times its current size. (CIHI,2017)
- > About 93% live in private dwellings, while 6.8% live in collective dwellings (e.g., long-term care facilities)
- > The current waitlist for long-term care has grown to over 50,000, which will increase over time as the number of seniors continues to grow. The province has committed to building 58,000 new and upgraded beds (roughly 30,000+ new net beds and 28,000+ upgraded beds) by 2028.
- > This data points to risks of increasing older adults in a core housing need.

Sources:

Canadian Institute for Health Information. (2017, July 11). Infographic: Canada's seniors population outlook: Uncharted territory.

Association of Municipalities of Ontario. (2019). *Strengthening age-friendly communities and seniors services in Ontario: Response to the provincial consultation on Ontario's seniors strategy*.

Seniors' Housing Needs – Core Housing Need

- > Definition: Housing is acceptable if it is adequate (no major repairs), suitable (enough bedrooms), and affordable (costs <30% of before-tax income).
 - > A household is in core housing need if it fails these standards and the resident cannot afford an acceptable alternative.
- > Ontario has approximately 29% of Canada's seniors, based on 2021 census, but accounts for ~46% of all senior households in core housing need in Canada, largely due to high housing costs in urban areas, like Toronto.
- > According to the province's own housing needs assessment, 217,305 senior-led households in Ontario are already in the Core Housing Need category— representing a higher need group with 17% for seniors compared to 15.3% for the general population
- > Affordability is the biggest issue: 19.4% of seniors face affordability challenges, especially renters and those living alone.
- > Senior women living alone are most vulnerable: 57.4% of seniors in Ontario in core housing need are women living alone.
- > Supportive housing can help fill the gaps for these older adults needing both housing and care now and in the future.

Grey County Long-Term Care

Colour It Your Way promise - connecting residents, families, team members and community

A resident-led promise grounded in dignity, choice, belonging and respectful relationships.

> Residents & Families

- > Designated Care Partners are welcomed as partners in care and connection.

> People & Learning

- > Colour It Coaches mentor students and help grow the future care workforce.

> Care in Practice

- > Shared language and practical tools bring person-centred care into everyday moments.



Grey County Long-Term Care

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Grey Gables

Specialized Dementia Care

An 18-bed Behavioural Support Transition Unit provides enhanced support, stabilization, and transition planning for people living with dementia.

Lee Manor

Colour It With C.A.R.E.

An emotion-focused, relationship-centred framework: Check Emotions, Ask What Matters, Respond, Evaluate, and Reapproach.

Rockwood Terrace

Building for the Future

A new 128-bed home is under construction, designed around privacy, safety, accessibility, and a sense of home.

Will You Take the Pledge?

- > These are all examples of the incredible work happening in municipalities all across Ontario
- > Your leadership has made it happen!
- > We need to ensure that this continues after the next election cycle, so we're asking you to **Take our Pledge!**



If elected, I will stand with seniors and families by protecting and strengthening municipal long-term care and older adult care, keeping it rooted in the community, connected to local services and accountable to the public.



Will You Take the Pledge?



- > If you are an elected official or running to be one in the next election campaign and haven't already signed at our booth in the trade show, please **come forward and sign the pledge here** at the stage after this presentation and take a photo.
- > This shows your commitment to protecting and strengthening older adult care in your community.
- > During the municipal election campaign, we will also have a website where we'll be asking all candidates to sign the pledge to Stand with Seniors and Families. We are encouraging everyone to build on the positive momentum and leadership that municipalities have demonstrated for decades, and to continue it into the future to meet the moment.

Stand with Seniors and Families

Demonstrate your commitment to municipal long-term care during the campaign by:

- > Visiting a municipal long-term care home.
- > Meeting residents, families, staff and volunteers.
- > Learning how the home connects with other local services.
- > Incorporating municipal long-term care into your platform and broader seniors' care strategy.
- > Take the municipal long-term care pledge.



Questions and Answers

Thank You!



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