

SENIORS AGE-FRIENDLY STRATEGY UPDATE

EXECUTIVE SUMMARY

Calgary's population is aging and with this demographic shift comes a greater need for The City of Calgary (The City), other orders of government, and non-profit providers of services for older adults to work collaboratively to develop a comprehensive community strategy in order to plan effectively for the future. The World Health Organization's (WHO) Age-friendly Cities framework has been adopted to develop the strategy. The engagement process is well underway and has included: focus groups with older adult Calgarians and family caregivers, a telephone survey of the general public, strategic planning sessions with inputs from municipal and provincial government, non-profit, health, and private sector representatives, as well as consultation with various stakeholder groups across The City. A Steering Committee with broad stakeholder representation and an Advisory Committee of diverse older adult Calgarians have been recruited to develop the strategy and implementation plan over the next year. With the Steering and Advisory Committees in place, The City and community stakeholders are well positioned to identify shared priorities, goals, and measurement tools, to prepare collaboratively to meet the needs of Calgary's aging population.

ADMINISTRATION RECOMMENDATION(S)

That the SPC on Community and Protective Services recommends that Council direct Administration to report back to Council through the SPC on Community and Protective Services with a Seniors Age-Friendly Strategy and implementation plan progress report no later than 2015 June.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2013 March 18, Intergenerational Support Strategy Notice of Motion (NM2013-10) directed Administration "to return to Council, through the SPC on Community and Protective Services, with a report detailing what work is already being done within The City and in the community, on senior-friendly strategies, and a potential work plan for this work going forward, no later than 2013 June."

On 2013 July 29, Council approved the Seniors Age-Friendly Strategy report (CPS2013-0374), with the direction "to develop a community-wide Seniors Age-Friendly Strategy and implementation plan and report back to the SPC on Community and Protective Services with a progress report no later than 2014 June".

BACKGROUND

The population of Calgary is aging. In the 30 years between 2012 and 2042, the population aged 65 or older is expected to triple, rising from approximately 100,000 to over 300,000 Calgarians – shifting from ten per cent to twenty per cent of the total population (*Trends 2014 - Community Wellbeing*). Similarly, the number of people aged 75 years or older is expected to increase from 50,000 to 150,000 over this same time frame. By the early 2030s — for the first time in history — Calgary will be home to more seniors than youth.

The City, other orders of government, and non-profit providers of services for older adults have recognized the need to develop a comprehensive community strategy in order to plan effectively for this demographic change. The World Health Organization's (WHO) 2007 *Global Age-friendly Cities: A Guide* provides the framework on which Calgary's Seniors Age-Friendly

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Strategy is being developed. In 2012, the Government of Alberta released its *Building Age-Friendly Communities* series, which provides tools and guidelines on how to apply the WHO's Age-friendly Cities framework in Alberta.

The publication *Building Age-Friendly Communities: A Guide for Local Action* (Government of Alberta, 2012) identifies the following steps necessary to develop age-friendly initiatives:

1. Establish an Age-Friendly Committee;
2. Have a resolution passed by the local government;
3. Conduct an age-friendly assessment of the community; and
4. Develop and implement an action plan.

Following the direction by Council on 2013 March 18, Administration completed an inventory of the programs, services, and strategic initiatives related to older adults and the aging population in Calgary. Although a lot of work was being done by The City, other orders of government and community organizations to prepare for an aging population, there was little coordination among the various programs, services, and initiatives, and no shared priorities or vision for the Calgary community. Administration also reviewed the plans and strategies that other Canadian cities had developed to respond to their aging populations. It was determined that the World Health Organization's Age-friendly Cities framework was the best choice for Calgary because it is research-based, internationally recognized, and is community-wide in scope. On 2013 July 29, Council approved the Seniors Age-Friendly Strategy report (CPS2013-0374), which accomplished the age-friendly milestone to "have a resolution passed by the local government".

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City, in collaboration with other stakeholders, has completed the first three milestones identified in the *Building Age-Friendly Communities: A Guide for Local Action* (Government of Alberta, 2012). The development of a Seniors Age-Friendly Strategy and implementation plan constitutes the next phase of the project. A summary of the work completed to date is presented in Attachment 1, and a summary is highlighted below.

Using the guidelines in the document *Building Age-Friendly Communities: A Guide for Local Action* (Government of Alberta, 2012), a Steering Committee has been recruited to help develop the Seniors Age-Friendly Strategy and implementation plan. The Steering Committee is comprised of decision-makers from a variety of sectors, including government, non-profit, health, post-secondary, and the private sector. A list of Steering Committee members is provided in Attachment 2. This group is tasked with identifying key priorities and goals, informed by the results of various engagement initiatives, detailed below. The Steering Committee will use this information to develop the Seniors Age-Friendly Strategy and implementation plan with the support of Administration.

The World Health Organization's 2007 *Global Age-friendly Cities: A Guide*, states that older adults are to be involved in every stage of the process from engagement to evaluation. To address this requirement, the Calgary Age-Friendly Advisory Committee has been formed. This committee is a group of 25 older Calgarians (age 60 and over) who represent diverse ages, cultures, languages, abilities, socio-economic statuses, community connections, and life experiences. The Advisory Committee will provide feedback on Steering Committee

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recommendations before they are finalized, and report on the progress of the strategy to the groups, organizations, and communities with which the various members are affiliated.

A number of research and engagement initiatives have been completed, or are underway, since 2013 July including: focus groups with older adults and caregivers; a telephone survey of the general public; strategic planning sessions with inputs from municipal and provincial government, non-profit, health, and private sector representatives; as well as, consultation with various stakeholder groups across The City.

In 2014 February and March, eleven focus groups were conducted with 137 seniors and family caregivers in Calgary, based on the WHO's *Age-friendly Cities Project Methodology: Vancouver Protocol*. Administration partnered with non-profit organizations that serve seniors to recruit seniors as participants that reflect a diversity of ages, residential locations, housing tenure, ethnic background, education level, health status, and functional ability. Of the eight Age-Friendly Cities focus areas, 'Housing' and 'Community Support & Health Services' were most frequently identified as priorities by focus group participants, followed by 'Transportation' and 'Communication & Information.' Highlights of the focus group data analysis are contained in Attachment 3.

An additional source of input was through strategic planning sessions, facilitated by Alberta Integral Strategy Practice. This group consists of consultants and non-profit sector leaders including a staff member from Bethany Care Society, who are experienced in the development of action oriented, outcomes-based strategies. Twenty-five stakeholders from a variety of sectors (including municipal and provincial government, non-profit, health, and the private sector) participated in six workshops to develop a map identifying a common strategic goal and outcome areas that require a collective response. A wider group of stakeholders from The City and other sectors attended a final open house session to further validate the map. To date, approximately 525 hours of stakeholder time have been dedicated to the development of the strategy roadmap, and four consultants donated their time to facilitate the process. Once complete, the strategy roadmap will be reviewed by the newly-formed Steering Committee and used to determine the priorities and scope of the Seniors Age-Friendly Strategy.

The City is also working closely with community partners to ensure that the Seniors Age-Friendly Strategy will be inclusive of related initiatives that are currently underway in the community. For example, the Dementia Network is in the process of creating a strategy that includes development of "dementia-friendly communities."

While Community & Neighbourhood Services (CNS) has devoted resources to the Seniors Age-Friendly Strategy Project Team, and a CNS Manager will chair the Steering Committee, other business units, organizations, and sectors in Calgary will also be accountable for the implementation of specific components of the strategy. Cross-departmental engagement is currently underway, and will continue throughout delivery of the implementation plan.

Additionally, since the last report on this issue, The City has been selected by the Organization for Economic Co-operation and Development (OECD) as a case study city of the "Sustainable Urban Development Policies in Ageing [sic] Societies" project. The aim of the project is to

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provide policy recommendations for cities in OECD countries in order to become more sustainable for people of all ages. This is a unique opportunity for The City to highlight the work that is being done by the municipality to prepare for an aging population, and to learn from best practices in other OECD countries. The project will be completed in late 2014, and the final report will be published in early 2015. The draft report will be available in time for the Steering and Advisory Committees to consider its recommendations and best practices as they finalize the shared vision, principles, and goals for the Seniors Age-Friendly Strategy.

With the community engagement process complete and the governance structure in place, the next steps of the Seniors Age-Friendly Strategy are as follows:

- Finalize a shared vision, principles, and goals by the end of 2014 November;
- Determine actions, including program and service changes to address goals in priority areas by 2015 March;
- Finalize the implementation plan and establish annual reporting process and accountabilities by 2015 May; and
- Apply for membership to the Age-Friendly Alberta Recognition Program and the World Health Organization's Global Network of Age-Friendly Cities © by 2015 June.

Stakeholder Engagement, Research and Communication

In addition to the above outlined external engagement, cross-departmental internal engagement has also begun, through the following activities:

- Members of CNS and Recreation are participating in the strategy roadmap development process;
- The Advisory Committee on Accessibility has been engaged to explore alignment with their Strategic Plan;
- The Housing Team of the Office of Land Servicing and Housing (OLSH) has been engaged to explore possible alignment with the Affordable Housing Strategy;
- The Transportation Planning department has been engaged to explore possible alignment with the Pedestrian Strategy
- The Planning, Development and Assessment (PDA) department is currently being engaged, and contacts have been established within the new departmental structure;
- Administration participated in the Trends 2014 event in January, and an Action Plan workshop was held with the Senior Management Team on cross-departmental initiatives in March; and
- Representatives from eight business units attended a project chartering session, which occurred on 2014 April 11.

Strategic Alignment

The Seniors Age-Friendly Strategy and implementation plan will align with Council Priorities for 2015-2018. Specifically, the strategy will address:

- A prosperous city – Respond to the needs of an aging population.

The City of Calgary's *Sustainability 2020* establishes a target for Calgary to be an age-friendly city by 2020, and recommends that The City develop and implement a city-wide strategy. The Seniors Age-Friendly Strategy and implementation plan will include outcomes and measures toward reaching this target.

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Due to its broad, cross-departmental scope, the Seniors Age-Friendly Strategy will align with policies and plans at the Corporate and business-unit level, including the:

- Municipal Development Plan;
- Calgary Transportation Plan;
- Corporate Accessibility Policy;
- Fair Calgary Policy;
- Welcoming Community Policy;
- Diversity and Inclusion in the Workplace Framework;
- Recreation for Life service approach included in the Recreation Master Plan; and
- Social Sustainability Framework.

Social, Environmental, Economic (External)

Social:

A Seniors Age-Friendly Strategy will create opportunities—through infrastructure and services—for socially isolated seniors to participate more fully in their communities with other seniors, as well as people of different generations. In addition, by aligning the age-friendly efforts of various City service areas, we can identify more ways to remove barriers for all citizens. For example, by making outdoor spaces, buildings and vehicles more accessible for seniors, people with disabilities and parents with small children will also benefit.

Environmental:

Communities that incorporate housing, transportation and services within geographically centralized areas are not only senior friendly; they have a smaller ecological footprint.

Economic:

A proactive approach to planning communities with seniors in mind can help The City to avoid costly interventions down the road. As well, age-friendly cities help people stay healthy and active, promote independence and reduce the need for complex health and social service interventions in the future.

Financial Capacity

Current and Future Operating Budget:

The development of a Seniors Age-Friendly Strategy and implementation plan will be undertaken within current resources. The resource implications for the implementation plan will be brought forward in the 2015 June report.

Current and Future Capital Budget:

None identified as a result of this report.

Risk Assessment

The development of a community-wide Seniors Age-Friendly Strategy and implementation plan is a complex project, due to the broad scope of the strategy and the large number of stakeholders involved. There is a risk that stakeholders may have differing expectations regarding the priorities and goals of this strategy. Adequate time is required to engage such a broad range of Corporate and community stakeholders, and to ensure that the process is truly collaborative and supported by all involved.

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A budget for implementation of the Seniors Age-Friendly Strategy has not currently been identified or allocated. There is a risk that the strategy may not be able to be implemented to its full scope, if funds are not available when the implementation plan has been completed. Therefore, resourcing and budget requirements will be identified in development of the implementation plan.

There is also a risk that implementation of the Seniors Age-Friendly Strategy will not be sustained beyond the development of the implementation plan. It will be critical that the implementation plan clearly outlines roles and responsibilities, and identifies the lead for each item.

REASON(S) FOR RECOMMENDATION(S):

Given the significant trend of an aging population and its impact on The City's delivery of services to Calgarians, it is critical that the development of a comprehensive community-wide Seniors Age-Friendly Strategy and implementation plan be completed.

ATTACHMENTS

1. Age-Friendly Cities Milestones
2. Seniors Age-Friendly Steering Committee
3. Focus Group Engagement Results