

**Community & Protective Services Report to
SPC on Community and Protective Services
2017 December 6**

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CPS2017-1129
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Seniors Age-Friendly Strategy Update

EXECUTIVE SUMMARY

In 2016 November, Council directed Administration to identify key performance indicators relating to The City's contributions to the community-wide Seniors Age-Friendly Strategy. These key performance indicators can be used to clarify the municipal role within the Seniors Age-Friendly Strategy and to track The City's progress towards supporting social inclusion and wellbeing for Calgarians as they age. The key performance indicators can also provide the basis for an updated action plan that is required in order to maintain recognition as an age-friendly city by the World Health Organization, the Public Health Agency of Canada and the Government of Alberta.

Prior to Council's request for municipal key performance indicators, Administration and community partners had identified community-wide indicators for each of the results in the Seniors Age-Friendly Strategy. These community-wide indicators are intended to measure the progress that all stakeholders of the Seniors Age-Friendly Strategy are making together. Baseline data on the community-wide indicators is included in this report for information.

Administration is recommending that the key performance indicators, including those that require further refinement, be considered in the context of the One Calgary 2019-2022 service plans and budget. Alignment with the upcoming planning cycle allows for a reporting plan and resource requirements to be brought forward by the business units that are accountable for each key performance indicator.

ADMINISTRATION RECOMMENDATION

That the SPC on Community and Protective Services recommend that Council:

1. Direct Administration to maintain recognition as an age-friendly city with the World Health Organization, the Public Health Agency of Canada and the Government of Alberta by refining key performance indicators that are currently in development, and
2. Direct Administration to bring forward for consideration an indicator reporting plan and any resource requirements in the context of the One Calgary 2019-2022 service plans and budget.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2017 DECEMBER 06:**

That Council:

1. Direct Administration to maintain recognition as an age-friendly city with the World Health Organization, the Public Health Agency of Canada and the Government of Alberta by refining key performance indicators that are currently in development,
2. Direct Administration to bring forward for consideration an indicator reporting plan and any resource requirements in the context of the One Calgary 2019-2022 service plans and budget, and
3. **Receive this Report and Attachments 1 and 2 for information.**

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Opposition to Recommendations:

Opposed: Councillor Farrell

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 April 24, Council directed “that Council defer the report on the Seniors Age-Friendly Strategy key performance indicators to be integrated with the Q4 2017 report on key seniors issues and key performance indicators” (CPS2017-0272).

On 2016 November 7, Council received CPS2016-0766 for information and directed Administration: “to report back to Council through the SPC on Community and Protective Services, by Q2 2017 on the Key Performance Indicators and engage Council in refining these in considering resource requirements”; and “to support the Seniors Age-Friendly Strategy and to report back to the SPC on Community and Protective Services on key issues and Key Performance Indicators by Q4 2017.”

On 2015 June 29, Council approved the Seniors Age-Friendly Strategy Update report (CPS2015-0491) including the attached *Seniors Age-Friendly Strategy and Implementation Plan 2015-2018*, and directed Administration to “report back on the progress of the implementation of the strategy no later than 2016 October.”

On 2014 December 15, Council adopted NM2014-44, “that City Council commit to Calgary becoming an *Age-Friendly City* upon approval of the Seniors Age-Friendly Strategy in 2015 June,” and “that The City of Calgary seek official designation as an *Age-Friendly City* from the World Health Organization (as we did with our Safe City designation) and the Government of Alberta.”

BACKGROUND

The *Seniors Age-Friendly Strategy and Implementation Plan 2015-2018* (the Strategy) is a city-wide plan to prepare for Calgary’s aging population, approved by Council in 2015 June (CPS2015-0491). The Strategy was developed using the World Health Organization’s *Global Age-Friendly Cities* framework and involves contributions of all levels of government, Alberta Health Services, the University of Calgary, non-profit organizations, the private sector and older adult community members. The Strategy includes community-wide results, collaborative strategies, and proposed actions in six local priority areas:

- Access to information and services;
- Community support and health;
- Housing;
- Participation and inclusion;
- Prevention and response to elder abuse; and
- Transportation and mobility.

A multi-stakeholder steering committee guides the implementation of the Strategy. Previous Council reports have included the list of Steering Committee members and the terms of reference for the 2015-2018 implementation period.

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As part of the Seniors Age-Friendly Strategy Evaluation Framework, indicators were identified for each of the community-wide results within the Strategy, that reflect the collective contribution of all partners. The baseline measurement of these community-wide indicators is included in Attachment 1 for information. Collection of data on the community-wide indicators over time will provide evidence of quality of life changes within the older adult population in Calgary.

In 2016 November, Council directed Administration to identify key performance indicators that reflect The City's role and contributions to the community-wide Seniors Age-Friendly Strategy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The development of the *Seniors Age-Friendly Strategy and Implementation Plan 2015-2018* involved research and engagement with Calgarians and other key stakeholders. As such, the six local priority areas in The Strategy outline the seniors issues that have been, and continue to be, identified as most important in Calgary. The six issues include those related to the built environment (housing, transportation and mobility), the social environment (participation and inclusion) and the services that support people as they age (access to information and services, community support and health, and prevention and response to elder abuse). The baseline report on the community-wide indicators in Attachment 1 provide a snapshot of the state of these seniors issues in Calgary. If the community-wide indicators continue to be measured over time, it will be possible to track how well Calgary continues to respond to the needs of an aging population.

Over time, the community-wide indicators for the six local priority areas and corresponding data sources will measure progress of all stakeholders together towards priority results. Administration has partnered with the University of Calgary to access data from the Canadian Longitudinal Study on Aging to measure several of the indicators, but there have been significant delays in receiving it. Since the data did not arrive in time to include in this report and requires further analysis to assess how to best represent this national dataset in a municipal context, Administration will send a full, amended baseline report to members of Council when it is ready, likely in the second quarter of 2018.

The key performance indicators included in Attachment 2 reflect The City's role and contributions to the community-wide results of the Seniors Age-Friendly Strategy. They were identified following Council direction in 2016 November.

The Seniors Age-Friendly Strategy project team engaged with internal stakeholders in relevant business units to identify metrics. The identified indicators fall into one of three categories. In the first case, internal stakeholders identified existing indicators that measure the degree to which City services meet the needs of older Calgarians, either specifically or as part of the whole population of Calgarians. In the second case, internal stakeholders identified new indicators that have been implemented within the past year, and thus have not yet been in place long enough to provide an accurate baseline. Thirdly, in cases where municipal policies or services are undergoing a review or significant change, internal stakeholders are consulting with the Seniors Age-Friendly Strategy project team to develop new measures that can be used to track the extent to which the service is inclusive of older people. Further work is required in order to refine

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measures that are in development in time for them to be reflected in the One Calgary 2019-2022 service plans and budget.

In order to maintain age-friendly recognition from the World Health Organization, the Public Health Agency of Canada, and the Government of Alberta, Calgary is required to have a current age-friendly action plan. Since the current implementation plan applies until 2018 December, the key performance indicators discussed in this report could comprise The City's contribution to Calgary's next four-year age-friendly action plan. If these key performance measures are included within the One Calgary 2019-2022 service plans and budget, each relevant business unit would be accountable for identifying resource requirements and reporting on the progress of its own contributions towards making Calgary more age-friendly.

Stakeholder Engagement, Research and Communication

To develop the Seniors Age-Friendly Strategy Evaluation Framework, a broad range of internal and external stakeholders were engaged. The community-wide indicators were developed with consideration of age-friendly evaluation resources published by the Public Health Agency of Canada and the World Health Organization. Data for the community-wide indicators have been accessed through sources available to Administration, as well as through partnerships with community stakeholders and a telephone survey.

The Seniors Age-Friendly Strategy project team engaged with internal stakeholders in relevant business units to identify key performance indicators. The engagement process included connecting with current project stakeholders, as well as a broader request to all business units to identify aligned work and measures. Attachment 2 identifies the business units that provided key performance indicators or potential measures for development. At the direction of Council (CPS2016-0766), the Seniors Age-Friendly Strategy project team also met with members of the Standing Policy Committee on Community and Protective Services in 2017 July and August to discuss progress and seek input.

Strategic Alignment

The Seniors Age-Friendly Strategy and implementation plan align with Council's 2015-2018 Priority for a prosperous city P8: Respond to the needs of an aging population.

The City's Sustainability 2020 Direction 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 2015-2018 fulfill this target.

Due to its broad, cross-departmental scope, the Seniors Age-Friendly Strategy and Implementation Plan 2015-2018 is aligned with a number of corporate policies and plans, including the Municipal Development Plan, Calgary Transportation Plan, Corporate Housing Affordability Strategy, Step Forward Pedestrian Strategy, Corporate Accessibility Policy, Fair Calgary Policy, Plain Language Policy, Engage Framework, Active Aging Strategy and the Social Sustainability Framework.

Social, Environmental, Economic (External)

The Seniors Age-Friendly Strategy works with partners to increase opportunities for Calgary's aging population, including socially isolated seniors, to participate more fully in their communities. Communities that incorporate housing, transportation and services within

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geographically centralized areas are not only age-friendly, they have a smaller ecological footprint. The Seniors Age-Friendly Strategy addresses the economic implications of Calgary's aging population through strategies that support the continued labour force participation of older adults, and that provide support for family caregivers.

Calgary's older adult population is very diverse, including in the levels of personal and financial capacity. Although many seniors live on a fixed income that is determined by the size of their pensions and retirement savings, the rate of poverty among seniors in Calgary is comparable to other age groups. The Seniors Age-Friendly Strategy includes consideration of the needs of low-income seniors and also involves the aging population as a resource to contribute to a vibrant, sustainable and resilient community.

Financial Capacity

Current and Future Operating Budget:

Resource requirements for addressing the key performance indicators identified in Attachment 2 will be identified by relevant business units in the One Calgary 2019-2022 service plans and budget.

Current and Future Capital Budget:

Resource requirements for addressing the key performance indicators identified in Attachment 2 will be identified by relevant business units in the One Calgary 2019-2022 service plan and budget.

Risk Assessment

Using an Integrated Risk Management approach, two risks have been identified with this work.

1. If key performance indicators are not identified and integrated into the One Calgary 2019-2022 services plan and budget, Calgary could lose its recognition at the international, national and provincial level as an age-friendly city, resulting in a risk to The City's reputation. The loss of age-friendly recognition, insofar as it can be used to attract and retain people of all ages and abilities to work and live in Calgary, could also result in a talent management and workforce vulnerability risk. There is a medium likelihood that Calgary would lose its age-friendly recognition if the municipal role and contribution was not identified and supported by Council. The impact would be medium, as The City may continue to support the social inclusion and wellbeing of Calgarians as they age through many of its programs and services, but could face negative perceptions from community partners, older Calgarians and prospective new Calgary residents.

In order to respond to this risk, a Seniors Age-Friendly action plan for 2019-2022 could be created in consultation with internal and external stakeholders based on community contributions without reference to municipal key performance indicators. However, implementation of and reporting against the action plan would be hindered by a lack of continuity with municipal input.

2. In the absence of key performance indicators to outline the role and contributions of The City to the Seniors Age-Friendly Strategy, Council may lack the information that it needs to

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make resourcing decisions to support the social inclusion and wellbeing of Calgarians as they age. There is a high likelihood that the absence of key performance indicators would result in resourcing decisions that do not consider these elements and do not take into account the role that The City has in relation to other community partners within the Seniors Age-Friendly Strategy. The impact would be medium, as Administration would struggle to achieve the results identified in the Seniors Age-Friendly Strategy if The City's contributions are not reflected in the One Calgary 2019-2022 service plans and budget.

In order to respond to this risk, the Seniors Age-Friendly Strategy project team continues to collaborate across the Corporation to support initiatives that align with the Seniors Age-Friendly Strategy result areas. If Council decides not to direct that the key performance indicators be reflected in the One Calgary 2019-2022 service plans and budget, Administration could continue to communicate to members of Council about age-friendly project milestones at The City.

REASONS FOR RECOMMENDATION:

In order to maintain recognition of Calgary as an age-friendly city by the World Health Organization, the Public Health Agency of Canada, and the Government of Alberta, Calgary must maintain a current action plan. The identification of key performance indicators allows The City to align its contributions to the Seniors Age-Friendly Strategy, including any resource requirements, with the One Calgary 2019-2022 service plans and budget.

ATTACHMENTS

1. Seniors Age-Friendly Strategy Community-Wide Indicators Baseline Report
2. Seniors Age-Friendly Strategy Key Performance Indicators for The City of Calgary