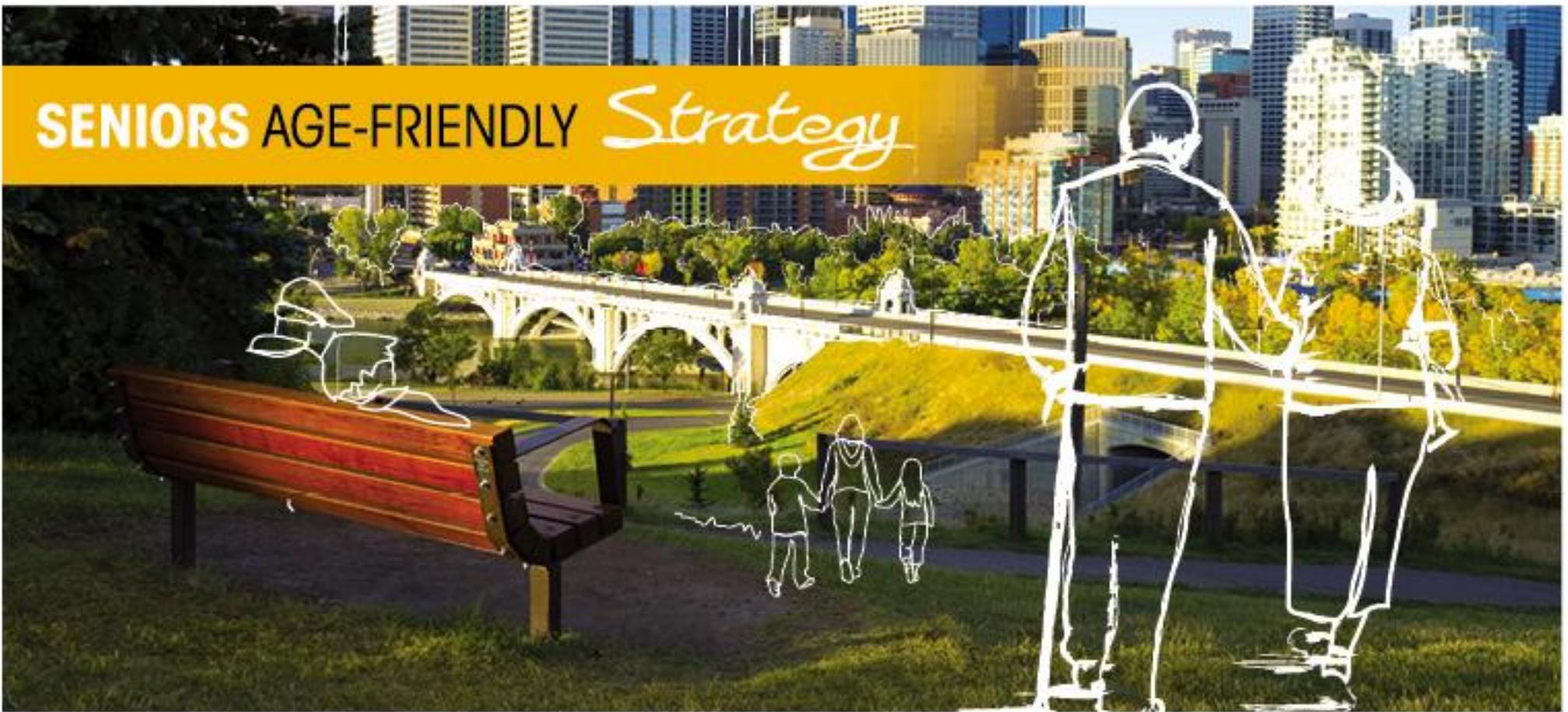


SENIORS AGE-FRIENDLY *Strategy*



Seniors Age-Friendly Strategy and Implementation Plan 2015-2018

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Onward/ By 2020, Calgary will be an age-friendly city.

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Executive Summary

Calgary's population is aging. In July 2013, Calgary City Council determined that The City would take a leadership role in the development of a community-wide Seniors Age-Friendly Strategy based on the framework of the World Health Organization's Global Age-Friendly Cities initiative. Initial public and stakeholder engagement included focus groups with 137 older adults and caregivers, a telephone survey of 500 Calgarians, and a series of strategic planning sessions with stakeholders from the public, private, and non-profit sectors to identify community priorities. Following the engagement process, a governance model was established, with the recruitment of a multi-stakeholder Steering Committee, an Advisory Committee of older adult Calgary residents, and working groups of subject matter experts in each of the following local priority areas:

- I. Access to Information & Services
- II. Community Support & Health
- III. Housing
- IV. Participation & Inclusion
- V. Prevention and Response to Elder Abuse
- VI. Transportation & Mobility

The Seniors Age-Friendly Strategy presents a vision and principles for creating a more age-friendly Calgary, as well as population-level results, strategies, partners, and proposed actions within each of the local priority areas. The Implementation Plan outlines the process that will be followed and the governance model that will be established in order to implement the Seniors Age-Friendly Strategy.

Background

Calgary's Aging Population

The senior population in Calgary is rapidly growing, mirroring a national and worldwide demographic shift based on decreasing birth rates, increasing life expectancies and the advancing age of the Baby Boom cohort. In 2011 the first wave of Baby Boomers (those born between 1946 and 1965) began to turn 65, signaling the start of this major shift. Although a relatively young city, with an age median of 36.4 compared to 40.6 for Canada, Calgary is currently on the edge of a rising tide of seniors.¹ Currently, there are approximately 120,000 Calgarians aged 65 years and older, accounting for 10% of the population.² In 20 years, it is expected that this number will almost double to 225,000. And by 2042, the number of seniors will grow to more than 280,000, at which point they will comprise 15% of Calgary's total population. The number of Calgarians aged 75 and older will increase at an even faster rate.³

Projected Increase in the Older Adult Population in Calgary, 2014-2042				
	2014 (current)	2024	2034	2042
Aged 65+	120,216	166,000	226,000	287,000
Aged 75+	49,512	65,000	96,000	124,000

Source: City of Calgary. 2014 Civic Census; City of Calgary, Corporate Economics. 2014-2042 Projections.

Over the same period of 2014-2042, Calgary's total population is expected to increase significantly. Much of this growth will be the result of birth and migration. However, the population aged 65 and older will be the fastest growing age group, with a growth rate that is twice as high as the total population and three times as high as for children aged 0-14.

¹ Statistics Canada. 2012 Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE

² City of Calgary. 2014 Civic Census

³ (City of Calgary, Corporate Economics. 2014-2042 Projections)

Projected Growth Rate for Selected Age Cohorts in Calgary, 2014-2042			
	Aged 0-14	Aged 65+	Total Population
2014-2024	24.5%	38.4%	23.2%
2014-2034	19.5%	87.7%	42.3%
2014-2042	36.9%	138.9%	56.9%

Source: City of Calgary. 2014 Civic Census; City of Calgary, Corporate Economics. 2014-2042 Projections.

A variety of terms are currently in use to refer to members of the aging population, including seniors, older adults, elders, senior citizens, older people, etc. In general practice, the definition of “seniors” usually refers to people aged 65 and over. Population statistics use age 65 as a standard to allow comparisons across different types of data. Eligibility for age-related benefits including pensions and income supports is also frequently set at age 65. However, when planning to enable the sustained health, participation, and security of an aging population, it is important to consider that preventive factors may need to be in place prior to age 65 in order for active, healthy aging to occur. Furthermore, adults aged 50-64 experiencing dementia, mental health issues, homelessness, and/or other risk factors for vulnerability among seniors may require similar services and supports as those that are available for people aged 65 and older. **For the purposes of the Seniors Age Friendly Strategy, the term “older adults” has been used to allow for strategies and actions to take a more preventive focus where appropriate.**

Developing a Strategy for Calgary

In early 2013, a group of non-profit organizations called the Older Adult Service Providers of Calgary identified the need for a community-wide strategy to prepare for Calgary’s aging population. In July 2013, Calgary City Council determined that The City would take a leadership role in the development of a community-wide Seniors Age-Friendly Strategy based on the framework of the World Health Organization’s Global Age-Friendly Cities initiative. 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” and the Sustainability 2020 target for Calgary to be an age friendly city by 2020.

Initial public and stakeholder engagement took place between 2014 January and June to identify local concerns and priorities. Public engagement included focus groups with 137 older adults and caregivers, and a telephone survey of 500 Calgarians. Stakeholders from the public, private, and non-profit sectors dedicated a total of 525 hours to a series of strategic planning sessions to identify community priorities. Following the engagement process, a governance model was established, with the recruitment of a multi-stakeholder Steering Committee, an Advisory Committee of older adult Calgary residents, and working groups of subject matter experts in each of the local priority areas.

The Seniors Age-Friendly Strategy has been developed using the World Health Organization's Global Age-Friendly Cities initiative as a framework. This framework establishes the scope of the strategy, as well as the processes of broad stakeholder involvement and the role of older adult citizens throughout the strategy development process. The strategy has also followed a Results Based Accountability model to identify shared quality of life results, indicators, and actions that The City of Calgary and the Calgary community will take to achieve the results.

The following strategy and implementation plan has been developed in collaboration with older adult community members and stakeholders from the government, health, post-secondary, non-profit, and private sectors. The time and commitment that stakeholders dedicated to developing the strategy has been invaluable, and there will be opportunities for more community partners and citizens to be involved in the implementation of the strategy. A full list of contributors is included at the end of this document.

Local Priority Areas

The scope of the Seniors Age-Friendly Strategy was initially determined by the eight domains within the World Health Organization's Global Age-Friendly Cities framework. Based on the input received from the public and stakeholder engagement process, as well as ongoing input from stakeholders and community members within working groups and the Seniors Age-Friendly Advisory Committee, the scope was refined to six local priority areas for Calgary:

I. Access to Information & Services

Improving access to information, services and programs for seniors is a key factor in reducing the social isolation of seniors.⁴ Through public engagement for the Seniors Age-Friendly Strategy, several seniors in Calgary mentioned that they do not know where to find the information and services that they need. Seniors who have limited vision, hearing, or English proficiency face additional barriers to access information and services.⁵ Although the rate of seniors with access to the internet is increasing, many do not have internet access, or use the internet for a smaller variety of online activities.⁶ Access to information and services is crucial to an age-friendly city because it is a precondition for achieving many of the results in the other local five priority areas.

II. Community Support & Health

Community support and health services provide assistance necessary for many older adults to maintain their health and independence as they age in the community.⁷ Access to in-home services, including support with activities of daily living, home maintenance services, meal delivery, and physical and mental health services, is important for the health of both older adults and family caregivers. In 2012, 28% of Canadians aged 15 and older provided care to a family member or friend with a chronic health problem. Although caregiving can be rewarding, without adequate support caregivers experience psychological, health, financial, professional, and personal consequences.⁸ In-home safety is also a concern in an aging population. Older adults are at a higher risk of experiencing falls than younger adults, and are also at a higher risk of injury and long-term care admission as a result of injury from falling.⁹ Reducing falls is therefore an important aspect of supporting Calgarians to age in the community. In addition, since the 2013 flood, the City of Calgary and community stakeholders have identified particular needs of vulnerable older adults in terms of emergency preparedness, emergency response, and the combination of housing and services that are required to support the most vulnerable older adults to age in the community.

⁴ Government of Canada. (October 2014). *Report on the social isolation of seniors 2013-2014*.

⁵ City of Calgary Community & Neighbourhood Services. (2014). *Aging in Calgary: Focus group discussions from lived experiences*.

⁶ Statistics Canada. (2009.) *Canadian social trends no. 88: Online activities of Canadian boomers and seniors*.

⁷ World Health Organization. (2007). *Global age-friendly cities: A guide*.

⁸ Turcotte, M. (September 2013). Insights on Canadian Society. *Family caregiving: What are the consequences?*

⁹ American Geriatrics Society. (2010). *2010 American Geriatrics Society: Prevention of falls in older persons*.

III. Housing

Approximately 85% of Canadians aged 55 and older would prefer to remain in their current residence for as long as possible, even if they experience changes to their health.¹⁰ Therefore, all housing providers, not only those who develop purpose-built retirement residences, assisted living facilities, and long-term care centres, have a role to play in providing housing for an aging population. However, despite the preference to age in one's current home, many seniors do find that they need to seek other housing options for reasons of affordability, accessibility, proximity to family and friends, and availability of amenities. Older adult homeowners who are financially unable to maintain their home may need to downsize to a less expensive housing option, and apply the difference in housing cost toward their living expenses. Other older adults choose to downsize because of changes in family composition (e.g. "empty nest"), to reduce home maintenance workload and expenses, or to form new relationships within a co-op or co-housing situation. Recent immigrant seniors are more likely to live with family members than Canadian-born seniors or immigrant seniors who have lived in Canada for decades. The probability of moving to a supportive living or long-term care setting increases with age. Currently only 12% of people in Canada aged 75 and older live in special care facilities or hospitals.¹¹ In 2009, Calgarians aged 65 and older were less likely to report being concerned about not having enough money for housing than younger people.¹² However, people who enter their senior years without adequate retirement income or savings may struggle to meet housing costs, and may need to seek more affordable housing options.¹³ To maintain social support and networks as well as a sense of comfort and security, subsidized seniors housing buildings, supportive living facilities, and long-term care centres need to be located in the communities where older adults live. And according to census data, seniors are increasingly choosing to move to suburbs rather than to the urban core.¹⁴

IV. Participation & Inclusion

Older adults contribute to the community in many ways, including through leadership, mentorship, volunteering, employment, philanthropy, community development, and caregiving. Many have stayed active and engaged throughout their lives through participation in physical, social, intellectual, and cultural opportunities. However, Calgary's aging

¹⁰ Canada Mortgage and Housing Corporation. (2008). Research Highlight, Socioeconomic Series. *Impacts of the aging of the Canadian population on housing and communities.*

¹¹ Ibid.

¹² United Way of Calgary and Area & The City of Calgary. (2011). *Signposts II: A survey of the social issues and needs of Calgarians.*

¹³ The City of Calgary Office of Land Servicing & Housing. (June 2012). *Calgary affordable housing needs assessment.*

¹⁴ Patterson, Z., Saddier, S., Rezaei, A., & Manaugh, K. (December 2014). *Journal of Transport Geography*, Vol. 41. *Use of the urban core index to analyze residential mobility: The case of seniors in Canadian metropolitan regions.*

population is very diverse, and many experience social isolation, ageism, physical and cognitive health challenges, and other barriers that limit their participation and sense of inclusion in the community. Factors that increase the risk of social isolation among seniors include living alone, being age 80 or older, having poor health or multiple health issues, no contact with family, poor access to transportation, low income, changing family structures, and critical life transitions such as retirement, loss of a spouse, or loss of a driver's license. It has been recognized at the federal and municipal levels that further research is needed in order to better understand the needs of socially isolated seniors, and to validate innovative and promising practices for addressing social isolation.¹⁵

V. **Prevention & Response to Elder Abuse**

Elder abuse can take many forms, including emotional, financial, medication, physical, sexual abuse, and neglect. The two most commonly reported types of abuse in Canada are financial and emotional, though many cases of elder abuse go unreported. Elder abuse is often committed by a person in a position of trust, such as a family member, friend, or caregiver. Older adults who have few social connections, language barriers, or cognitive impairment may face additional challenges in reporting abuse.¹⁶ The federal and provincial governments both promote elder abuse awareness and prevention. The Government of Alberta is reviewing its elder abuse strategy, which currently includes goals for improved public awareness, skilled service providers, coordinated community responses, and protective laws and policies.¹⁷ Local stakeholders have identified a need for a more coordinated community response to elder abuse in Calgary, and sustainable services in the areas of awareness and prevention, education and training, and response.

VI. **Transportation & Mobility**

Transportation, including driving, walking, and using accessible and affordable transportation services, is a key factor influencing active aging. Being able to move about the city determines social and civic participation and access to community and health services.¹⁸ A majority of Calgarians over age 65 drive cars. As of 2011, 75.8% of senior men and 49.9% of senior women held a driver's license.¹⁹ The rate of senior women with driver's licences is expected to increase

¹⁵ Government of Canada. (October 2014). *Report on the social isolation of seniors 2013-2014*.

¹⁶ Government of Alberta. (November 2010). *Addressing elder abuse in Alberta: A strategy for collective action*.

¹⁷ *Ibid.*

¹⁸ World Health Organization. (2007). *Global age-friendly cities: A guide*.

¹⁹ Statistics Canada. (January 2012). Canadian Social Trends No. 93. *Profile of seniors' transportation habits*.

as the baby boom generation moves into their senior years. However, older age increases the risk of losing the ability to drive due to illnesses that affect vision, motor function, and/or cognitive abilities, which increase the demand for other forms of transportation.²⁰ The Beverly Foundation²¹ identifies criteria for assessing assisted transportation options called “The 5 A’s”: availability, acceptability, accessibility, adaptability, and affordability. In addition, walking is an important means of transportation. Walking for transportation or for recreation has health benefits for people of all ages. Throughout the public engagement process for the Seniors Age-Friendly Strategy, older adults and other stakeholders identified accessibility challenges within the pedestrian environment in Calgary, particularly in the winter.²²

Within each of the local priority areas, stakeholders followed a Results-Based Accountability process to identify population-level results, indicators, strategies, and partners:

Population-Level Results: The quality-of-life outcomes for the population of people in Calgary aged 65 and over in each local priority area

Indicators: Measures of progress toward the identified population-level results

Strategies: Ways that partners can act collectively as a city/community to achieve the identified population-level results

Partners: Stakeholders that are needed to participate in implementing the strategies in order to achieve the population-level results

Due to the broad scope and complexity of the results and strategies identified, stakeholders have proposed more detailed **actions** that may be taken by individual organizations, within community groups, or in small collaborative teams. **The timeline of actions may be short-term (up to two years), medium-term (within the initial four-year implementation cycle), or long-term (more than four years).**

The following strategy is intended to be a living document, which is subject to ongoing refinement based on emerging research, engagement with additional stakeholders, and opportunities for innovation.

²⁰ Dobbs, B., & Pidborchynski, T. (2011). *Perceptions and use of alternative transportation for seniors: Results from a provincial survey of seniors.*

²¹ Beverly Foundation. (February 2010). Fact Sheet Series Vol. 2 (4). *The 5 A’s of senior-friendly transportation.*

²² City of Calgary Community & Neighbourhood Services. (2014). *Aging in Calgary: Focus group discussions from lived experiences.*

Seniors Age-Friendly Strategy

Vision

Calgary is an age-friendly city where all people have lifelong opportunities to thrive.

Principles

- An age-friendly city is one where all older adults can be full and meaningful participants in their community.
- Age-friendly initiatives are based on person-centered principles, and are accessible, affordable, equitable, and comprehensive. Age-friendly initiatives are inclusive of the diversity of the aging population, including age, family status, culture, mobility, ethnicity, ability, sexual orientation, gender identity, belief systems, socio-economic status, and language.
- An age-friendly city is responsive to the needs of older adults who are vulnerable.
- Age-friendly initiatives will be based on best available information, will nurture innovation, and will be evaluated for their effectiveness.
- Older people are actively involved in the creation, implementation, and evaluation of an age-friendly city.
- The Seniors Age-Friendly Strategy will focus on the strengths and opportunities presented by an aging population and will highlight the importance of choice for members of the aging population.
- An effective Seniors Age-Friendly Strategy includes collaborative partnerships with the public, private, and non-profit sectors.
- An age-friendly strategy recognizes that older adults contribute to the community in many ways.
- The City of Calgary and partner organizations are collectively accountable to achieve the goals of the Seniors Age-Friendly Strategy.

I. Access to Information & Services

Result 1: Older adults have access to information and services

Strategy A: Ensure that Calgarians have access to information about services that support healthy aging	
Partners	Alberta Health Services, older adult service providers City of Calgary: Community & Neighbourhood Services, Customer Service & Communication
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Create, promote and keep current a listing with major information lines and short descriptions to Calgarians including caregiver peer support networks <p>Medium-term:</p> <ul style="list-style-type: none"> • Work with information lines such as 211 and 403-SENIORS to improve comprehensiveness of listings, and to include a geographic search feature for older adult programs and services • Ensure that comprehensive information sources are available in a variety of formats, including print, telephone, and online • Improve marketing of major service access and information sources to older adults and family caregivers • Develop an information-sharing network for service providers • Maintain and update the Seniors Age-Friendly Strategy webpage on Calgary.ca with updates on City of Calgary and community actions
Strategy B: Ensure that older adults are able to access information in ways that meet their needs	
Partners	Providers of services for older adults, immigrants, and people with disabilities; Alberta Health Services City of Calgary: Advisory Committee on Accessibility, Community & Neighbourhood Services, Customer Service & Communication
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Distribute print material at key locations frequented by older adults, and to organizations that connect to isolated or vulnerable older adult populations

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	<ul style="list-style-type: none"> • Distribute information through ethnic/cultural media, Aboriginal and immigrant service providers, and other community connectors • Advocate for increased translation and interpretation services including ASL and low-vision aids/assistance, particularly related to health care • Develop and promote criteria for age-friendly communications (format, design, plain language, medium, including contact phone number (ideally immediate response), etc.). Conduct voluntary audits of major information sources and provide recommendations for improvement
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Strategy C: Ensure that older adults are able to access services that support healthy aging in ways that meet their needs

Partners	<p>Providers of services for older adults, immigrants, and people with disabilities; Alberta Health Services; United Way of Calgary and Area</p> <p>City of Calgary: Advisory Committee on Accessibility, Calgary Transit, Community & Neighbourhood Services, Roads</p>
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Ensure snow and ice control measures to improve physical access to locations that provide services to older adults <p>Long-term:</p> <ul style="list-style-type: none"> • Develop and promote voluntary audits of services regarding accessibility (vision loss, hearing loss, plain language, multiple languages, physical accessibility, affordability, welcoming environment, etc.). Conduct voluntary accessibility audits and provide recommendations for both low-cost and higher-cost improvements • Explore ways to facilitate access to key city-wide services at local community locations, such as community centres or libraries • Facilitate access to financial literacy education for older adults in alignment with the forthcoming federal strategy on financial literacy for seniors. Promote information about age-related benefit changes (e.g. transition from AISH to OAS) and benefit eligibility (e.g. GIS, Alberta Seniors Benefit) • Facilitate access to, and promotion of, free events and activities

II. Community Support & Health

Result 1: Older adults are able to choose to stay in their home as they age and as their health, safety, and safety of the community permits

Strategy A: Ensure that in-home supports and services are available and affordable	
Partners	Older adult service providers, community-based snow/mow programs, immigrant service providers, Alberta Health Services
	City of Calgary: Community & Neighbourhood Services
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Improve communication and coordination among in-home and mobile services to ensure that older adults receive services that they need • Promote “good neighbour” assistance through a community development approach within geographic neighbourhoods, faith communities, and cultural (including Aboriginal) communities (e.g. Snow Angels, Elder Brokers, emergency preparedness workshops, etc.) <p>Long-term:</p> <ul style="list-style-type: none"> • Advocate for affordable in-home support and services with service levels that meet the population growth, such as day programs, mental health supports, and independent living support. Ensure that services are accessible through interpretation, multicultural health brokers/system navigators, and are available to people age 50-64 who require them. • Ensure the accessibility of adaptive technologies to assist older adults with chronic health conditions, cognitive challenges, and mobility limitations. • Ensure that in-home services are inclusive for LGBTQ and other diverse groups of older adults (e.g. M/F/other on intake forms, staff awareness/sensitivity)
Strategy B: Improve navigation and coordination among health and community services	
Partners	Alberta Health Services, older adult service providers
	City of Calgary: Calgary Emergency Management Agency, Calgary Police Service, Community & Neighbourhood Services

Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Improve communication and coordination between public health inspectors and related services <p>Medium-term:</p> <ul style="list-style-type: none"> • Establish a “Silver Alert” system to engage the public to locate missing older adults who have reduced cognitive abilities <p>Long-term</p> <ul style="list-style-type: none"> • Improve the coordination of services in the transition between hospital discharge and return to community • Support programs that educate and prepare older adults, service providers, and disaster services for emergency disaster response
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Strategy C: Support the development and implementation of a coordinated community response to housing and supports for vulnerable older adults

Partners	Older adult housing providers, older adult service providers, Alberta Health Services, homelessness service providers
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Improve communication between mental health outreach service providers in the health and social sectors in order to better integrate services • Ensure that the needs of homeless older adults are addressed within community-wide strategies to reduce homelessness <p>Long-term:</p> <ul style="list-style-type: none"> • Support and expand multi-disciplinary outreach services for older adults with mental health issues at risk of losing their housing • Advocate for more housing with supports for older adults aged 50 and over with mental illness, including transitional housing, and permanent community housing with wraparound case management and onsite services. • Advocate for shelter services for older adults aged 50 and over who are homeless, including supports to assist people to move out of homelessness

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Strategy D: Provide support for family caregivers, including those who provide care for older adults, and older adults who provide care to younger family members	
Partners	Alberta Health Services, older adult service providers, immigrant service providers, Calgary Dementia Network
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Investigate best practices in caregiver support and how they could be applied in Calgary <p>Long-term:</p> <ul style="list-style-type: none"> • Advocate for respite care services that are affordable and available • Raise awareness regarding the benefits of and need for elder care provisions as part of employee benefits

Strategy E: Promote education and training specific to the needs of older adults among those providing community support and health services	
Partners	Older Adult Council of Calgary
Proposed actions	<p>Long-term:</p> <ul style="list-style-type: none"> • Advocate for increased geriatric training for professionals, students and caregivers

Result 2: Older adults are safe from preventable injury in their homes

Strategy A: Raise awareness among older adults and their family members about safety in the home as they age, particularly in regards to fire and fall safety

Partners	Alberta Health Services, older adult service providers
	City of Calgary: Calgary Fire Department, Community & Neighbourhood Services, Inspection & Permit Services
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Provide information materials on fire and fall safety to older adults that include plain language and instructional pictures • Develop and implement strategies to coordinate in-home safety assessments for older adults across multiple disciplines

Strategy B: Raise awareness of the resources that are available to older adults to make safety improvements and accessibility modifications to their homes

Partners	Province of Alberta, Canada Mortgage and Housing Corporation
	City of Calgary: Community & Neighbourhood Services
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Raise awareness of home modification grants and education about how to make modifications <p>Long-term:</p> <ul style="list-style-type: none"> • Encourage and support landlords to make home modification to increase safety for older adult tenants • Explore ways to promote age-friendly knowledge and training among renovation contractors and to connect older adults with these professionals

Strategy C: Advocate for policy changes to support home safety as people age	
Partners	Accessible Housing Society City of Calgary: Advisory Committee on Accessibility, Inspection & Permit Services
Proposed actions	Long-term: <ul style="list-style-type: none"> • Inform and advocate for building code changes that will facilitate residents' ability to stay in their home as they age • Work with the Province to improve building codes for fire safety for care facilities, while ensuring that resources are available for building owners to make upgrades. • Promote and encourage the development of public buildings and homes that apply standards such as Universal Design • Explore membership in the SAFERHome Standards Society
Strategy D: Work with partners to improve support services for hoarders	
Partners	Alberta Health Services, older adult service providers
Proposed actions	Long-term: <ul style="list-style-type: none"> • Work with the Hoarding Coalition to develop a comprehensive strategy to address hoarding and to improve home safety for those who hoard

III. Housing

Result 1: Older adults live in homes that meet their accessibility needs

Strategy A: Raise awareness regarding the need for accessible housing	
Partners	Accessible Housing Society, Canadian Home Builders Association, Canada Mortgage and Housing Corporation City of Calgary: Advisory Committee on Accessibility
Proposed actions	Long-term: <ul style="list-style-type: none"> • Educate home buyers with accessibility needs regarding accessibility options for new homes • Educate home builders about accessibility needs and requirements of the aging population • Raise public awareness about accessibility needs and requirements of the aging population

Strategy B: Support and foster efforts to increase the accessible housing supply	
Partners	All levels of government, Accessible Housing Society, older adult housing providers City of Calgary: Advisory Committee on Accessibility, Calgary Housing Company, Inspection & Permit Services, Local Area Planning & Implementation
Proposed actions	Long-term: <ul style="list-style-type: none"> • Support advocacy efforts to change the standard for accessible units in provincially funded affordable housing from 10% to 15% • Investigate ways to create incentives for accessible housing development among home builders and homeowners/buyers

Result 2: Older adults live in homes that they can afford

Strategy A: Support policy changes and initiatives to increase overall affordable housing supply through the Community Affordable Housing Strategy	
Partners	Accessible Housing Society, older adult housing providers City of Calgary: Calgary Housing Company, City Wide Policy & Integration, Community & Neighbourhood Services, Office of Land Servicing & Housing

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Proposed actions	<p>Long-term:</p> <ul style="list-style-type: none"> • Maintain the involvement of Community & Neighbourhood Services in an advisory role to the Community Affordable Housing Strategy • Identify and support policy changes and initiatives within the forthcoming Community Affordable Housing Strategy that meet the needs of an aging population, either directly or indirectly • Advocate for sustainable provincial funding for the development of new affordable housing
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Strategy B: Improve access to programs and services for older adults that provide assistance for costs that affect housing affordability, including home maintenance, utilities, and property taxes	
Partners	<p>All levels of government, Canada Mortgage and Housing Corporation, older adult service providers</p> <p>City of Calgary: Community & Neighbourhood Services</p>
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Work with partners to increase access to information about programs that provide financial assistance for costs associated with housing affordability • Improve awareness of and access to services that provide help with applications for financial assistance for home owners

Result 3: Older adults have a range of housing options in their local area

Strategy A: Support the development of age-friendly housing options within local communities

Partners	Canadian Home Builders Association, housing developers and builders, post-secondary institutions, The Government of Alberta City of Calgary: Advisory Committee on Accessibility, City Wide Policy & Integration
Proposed actions	<p>Long-term:</p> <ul style="list-style-type: none"> • Support the safe development of legal secondary suites • Support the introduction of a Land Use Bylaw Amendment to allow secondary suites in inner city residential neighbourhoods • Promote the implementation of the New Residential Grade-Oriented Infill (R-CG) District in established communities, which supports a mix of potentially flexible, affordable housing types including accessory suites, rowhouses, duplexes, semi-detached, and cottage housing • Support the creation of a new mixed housing low-density district for new communities, which would support a mix of low-density housing forms, including single detached, semi-detached, duplexes, and rowhouses • Work with community development initiatives that support older adults to create age-friendly housing alternatives within their local communities, including creating secondary suites in permitted areas

Strategy B: Assist older adults and their families to understand and navigate the housing system

Partners	Older adult service providers, older adult housing operators, Alberta Health Services
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Provide information about housing options through in-person sessions (e.g. open houses, workshops, forums) • Ensure that comprehensive, consistent information about housing options is provided through local information sources (e.g. information lines, outreach workers)

Strategy C: Support and facilitate the development of alternative or innovative housing options (e.g. co-op, co-housing, home sharing, Abbeyfield, cottage housing, college students living in seniors residences, daycares in seniors facilities, repurposing unused buildings)	
Partners	Housing developers and operators, citizen groups, faith communities, Alberta Health Services, Canada Mortgage and Housing Corporation
	City of Calgary: City Wide Policy & Integration
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> Establish a workgroup of stakeholders interested in alternative housing options <p>Medium-term:</p> <ul style="list-style-type: none"> Education/awareness raising of alternative/innovative housing options among the public, including older adults and housing developers Investigate the feasibility of conducting a pilot/demonstration project to showcase alternative or innovative housing options

Result 4: Older adults live in homes that are close to services that they need

Strategy A: Support the implementation of the Municipal Development Plan's vision for creating complete communities that meet the needs of local residents of all ages	
Partners	Housing developers and builders
	City of Calgary: City Wide Policy & Integration
Proposed actions	<p>Long-term:</p> <ul style="list-style-type: none"> Ensure that the planning process considers and accommodates population growth and change, including the aging population

Strategy B: Encourage the development of age-friendly neighbourhoods and businesses	
Partners	The Government of Alberta, older adult service providers
	City of Calgary: Community & Neighbourhood Services, City Wide Policy & Integration
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> Identify amenities that are important for healthy, active aging (e.g. grocery stores, social gathering places, etc.)

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| | <ul style="list-style-type: none">• Create an age-friendly neighbourhood scorecard and offer voluntary assessments• Promote the Alberta Age-friendly Business checklist |
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IV. Participation & Inclusion

Result 1: Older adults feel welcomed and valued in Calgary

Strategy A: Create an age-positive culture shift in Calgary	
Partners	Government of Alberta, older adult service providers, arts and culture organizations, ethnocultural organizations, Calgary Dementia Network, community groups, Alberta Health Services
	City of Calgary: Community & Neighbourhood Services, Recreation
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Engage in social marketing activities that celebrate the strengths, contributions, perspectives and experience of older adults, including those from diverse backgrounds, such as: <ul style="list-style-type: none"> ○ Develop and make available a centralized resource bank of age-positive marketing and promotional materials ○ Develop and implement a public awareness campaign to celebrate older adults in Calgary ○ Public art that celebrates older adults • Work with older adults and service providers to ensure that programs and services are welcoming of older adults from diverse groups (e.g. Aboriginal, immigrant, LGBTQ, disability, cognitive impairments).

Result 2: Older adults are socially, physically and intellectually active

Strategy A: Encourage formal and informal opportunities for physical, social, and intellectual activity to be offered in local hubs

Partners	50+ clubs, older adult service providers, recreation centres, Calgary Public Library, ethnocultural organizations, faith communities, community centres, arts and culture organizations City of Calgary: Community & Neighbourhood Services, Parks, Recreation
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> Investigate the geographic distribution of existing programs and services for physical, social, creative and intellectual activity and devise ways to build on strengths and address gaps <p>Medium-term:</p> <ul style="list-style-type: none"> Build and promote a comprehensive city-wide inventory of programs and services Engage older adults in decisions about what types of programs, services and other opportunities are offered Work with local community facilities (e.g. community centres, recreation centres, cultural centre, places of worship, parks, etc.) to ensure their services and physical environments are inclusive of the older adult population Work with community organizations to increase intergenerational programming Encourage programs and services, including cultural programs, to increase access for more vulnerable, socially isolated older adults Explore and promote ways to invite and involve vulnerable and isolated seniors in physical, social, and intellectual opportunities in the community

Strategy B: Establish a framework of best practices to meet social, physical, and intellectual strengths and needs in older age

Partners	50+ clubs, older adult service providers, Calgary Public Library, ethnocultural organizations City of Calgary: Community & Neighbourhood Services, Recreation
Proposed actions	Medium-term:

	<ul style="list-style-type: none"> • Conduct research into the diverse needs of older adults and best practices to address them • Work with funders to articulate funding contributions and gaps in the framework
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Strategy C: Increase older adult participation in physical, social, and creative activities through The City of Calgary Recreation's Active Aging Strategy

Partners	Community partners TBD
	City of Calgary: Recreation
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Provide a variety of recreation products and services for older adults to be active and creative throughout their lives • Promote the benefits of increasing physical activity and decreasing sedentary behaviours for older adults • Explore opportunities for older adults to be involved in the creative arts • Address barriers to participation in recreation that older adults face • Develop partnerships to enhance product and service offerings in the community • Ensure City of Calgary's Recreation facilities are welcoming and safe gathering places for older adults to benefit from social activity and build community connections • Increase volunteer opportunities for older adults • Support community initiatives that contribute to the safety, wellbeing and positive image of older adults

Result 3: Older adults contribute to the well-being of the community

Strategy A: Promote and ensure the accessibility of opportunities to contribute to the community	
Partners	Mentorship and volunteer organizations, community organizations, arts and cultural organizations City of Calgary: Community & Neighbourhood Services, Recreation
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Promote opportunities for engagement, leadership, volunteering, philanthropy, community development, and mentorship among older adults <ul style="list-style-type: none"> ○ Promote opportunities for community contribution and visibility among older adults and intergenerational groups, such as the “3 Things for Calgary” or “A Day in the Life” initiatives, or recognition events that celebrate older adults (e.g. Top 70 over 70) • Promote existing citizen engagement opportunities (e.g. Elder Service Corps, Elder Friendly Communities, Snow Angels, friendly visiting)
Strategy B: Promote opportunities for civic literacy and engagement among older adults	
Partners	Community organizations, advocacy groups City of Calgary: Community & Neighbourhood Services, Customer Service & Communication
Proposed actions	<p>Short-term</p> <ul style="list-style-type: none"> • Increase communication between local seniors and the provincial Seniors Advisory Council <p>Medium-term</p> <ul style="list-style-type: none"> • Advocate for representation on the Seniors Advisory Committee to be reflective of the diversity of seniors in Alberta • Ensure City of Calgary public engagement events and opportunities are inclusive of older adults <p>Long-term</p> <ul style="list-style-type: none"> • Provide and increase learning opportunities to promote advocacy skills, leadership

	development, and civic literacy among older adults
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Result 4: Older adults who want to, or need to, work are employed

Strategy A: Promote the value of hiring and retaining of older adults

Partners	Calgary Economic Development, Chamber of Commerce, Talent Pool, CCVO, human resources associations
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Generate awareness regarding the benefits of hiring and retaining older workers • Develop and implement tactics regarding the benefits of hiring and retaining older workers • Align with Provincial Mature Worker Strategy

Strategy B: Educate employers regarding age-friendly workplaces

Partners	Older adult service providers, post-secondary institutions
Proposed actions	<p>Medium-term:</p> <ul style="list-style-type: none"> • Develop and promote criteria related to age-friendly workplace policies and procedures and create related resources (e.g. toolkits, community of practice) • Create or align with existing awards and/or designations for those having an age-friendly work environment (e.g. Canada Top 100)

Strategy C: Support the provision of ongoing education, coaching and access to resources to support older adults seeking employment, including self-employment

Partners	Calgary Public Library, older adult service providers, post-secondary institutions
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Promote greater awareness and distribution of existing employment-related resources among older adults <p>Long-term:</p>

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| | <ul style="list-style-type: none">• Support the creation of employment-related resources and services that are customized for older adults• Ensure staff at job placement agencies are trained to meet the needs of older job seekers• Explore opportunities for community economic development |
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V. Prevention and Response to Elder Abuse

Result 1: Older adults are safe from abuse and neglect

Strategy A: Promote public awareness on how to identify, prevent, and respond to elder abuse and neglect	
Partners	Older adult service providers, immigrant service providers, Calgary Dementia Network, domestic abuse organizations City of Calgary: Calgary Police Service, Community & Neighbourhood Services, Recreation
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> • Collaborate among agencies to coordinate World Elder Abuse Awareness Day events • Participate in elder abuse public awareness campaigns that are coordinated with provincial and federal awareness activities <p>Medium-term:</p> <ul style="list-style-type: none"> • Develop and deliver a variety of awareness and educational programs about elder abuse for the general public, including the “It’s Not Right” program • Educate the general public about where to call in case they suspect elder abuse • Promote online training among “non-professional” front line workers (e.g. taxi/bus drivers, pharmacists, bankers) • Develop and distribute awareness materials that can “get into the home” to reach people who are being abused, such as TV and print materials that can be distributed by places like banks, pharmacies, and grocery stores <p>Long-term:</p> <ul style="list-style-type: none"> • Advocate for the inclusion elder abuse in the high school curriculum

Strategy B: Ensure that professionals working with older adults are trained in how to identify, prevent, and respond to elder abuse and neglect

Partners	Alberta Health Services, The Government of Alberta, older adult service providers
	City of Calgary: Community & Neighbourhood Services, Recreation
Proposed actions	<p>Long-term:</p> <ul style="list-style-type: none"> Promote elder abuse and neglect training, toolkits and resources among health care providers (regulated and unregulated), care centre staff, and post-secondary students in health care programs Develop and deliver educational programs for professionals using a variety of approaches

Strategy C: Develop a coordinated community response to elder abuse

Partners	Older adult service providers, immigrant service providers, Alberta Health Services, older adult housing providers
	City of Calgary: Calgary Police Service, Community & Neighbourhood Services
Proposed actions	<p>Short-term:</p> <ul style="list-style-type: none"> Establish a coordinator role at The City of Calgary with funding from the Government of Alberta and develop a communication process among key stakeholders to assess and monitor elder abuse service needs Increase coordination among programs and services across the continuum from prevention and education to response. Identify clear roles and responsibilities within the coordinated community response system for all stakeholders. <p>Medium-term:</p> <ul style="list-style-type: none"> Develop a shared reporting process to monitor the rate of elder abuse Investigate how to provide greater support for elder abuse offenders <p>Long-term:</p> <ul style="list-style-type: none"> Establish a Seniors Legal Centre based on Calgary Legal Guidance as a model Advocate for more comprehensive legislation on elder abuse and/or policies that address responsibility to report

VI. Transportation and Mobility

Result 1: Calgarians are able to freely move throughout the city as they age

Strategy A: Promote and facilitate access to a range of transportation services that are available, acceptable, accessible, adaptable and affordable for older adults

<p>Partners</p>	<p>Alberta Motor Association, older adult housing providers, older adult service providers, Alberta Health Services, taxi companies, other private transportation services</p> <p>City of Calgary: Advisory Committee on Accessibility, Calgary Transit, Community & Neighbourhood Services, Local Area Planning & Implementation</p>
<p>Proposed actions</p>	<p>Short-term:</p> <ul style="list-style-type: none"> • Work with community groups and seniors centres to promote and facilitate access to information on Calgary Transit trip-planning (e.g. customer service number) • Work with Fair Calgary on communications regarding sliding scale fees for Calgary Transit • Investigate the possibility of Calgary Transit partnering with seniors housing and service providers to provide travel training for older adults <p>Medium-term:</p> <ul style="list-style-type: none"> • Compile and keep updated information about location of seniors residences in order to share among stakeholders • Consult with older adults about how best to create a resource with a map that highlights high-frequency transit routes, selected destinations used by seniors (e.g. grocery stores, community centres, social/recreational destinations, medical, etc.) • Promote and facilitate the inclusion of older adults in community engagement for transit planning • Work with local seniors centres and older adult service providers to promote awareness of changes to existing Calgary Transit services that disproportionately impact older adults • Explore the feasibility of offering senior-friendly training for transportation service providers

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	<p>Long-term:</p> <ul style="list-style-type: none"> • Partner among seniors housing providers, PDA, and Calgary Transit to encourage new seniors housing developments to be better aligned with current transit routes • Work with the Advisory Committee on Accessibility to recommend that large multifamily housing projects build and maintain pick-up/drop-off locations that accommodate accessible vehicles. • Engage with for-profit driving services and the Taxi and Limousine Advisory Committee (TLAC) to explore ways to remove barriers to the safe operation of for-profit driving services, including those that provide door-through-door assistance • Foster community-based volunteer driving through community development approaches, including promoting the provincial Driving Angels recognition program • Investigate further the role of seniors residences to provide transportation for their residents, either directly or through partnerships with transportation service providers
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Strategy B: Design and maintain outdoor spaces in ways that promote walking as a mode of transportation for older adults

<p>Partners</p>	<p>University of Calgary, Alberta Health Services</p> <p>City of Calgary: Advisory Committee on Accessibility, Calgary Transit, City Wide Policy & Integration, Community & Neighbourhood Services, Inspection & Permit Services, Roads, Transportation Planning</p>
<p>Proposed actions</p>	<p>Long-term:</p> <ul style="list-style-type: none"> • Ensure that the forthcoming Step Forward Pedestrian Strategy meets the needs of Calgary’s aging population: <ul style="list-style-type: none"> ○ Include pedestrian refuge islands for multi-lane major roads ○ Implement safe crosswalk design standards ○ Manage and maintain sidewalks to reduce obstacles ○ Support the communication and promotion of a culture of walking ○ Implement a bylaw to ensure proper maintenance of engineered walkways and laneways

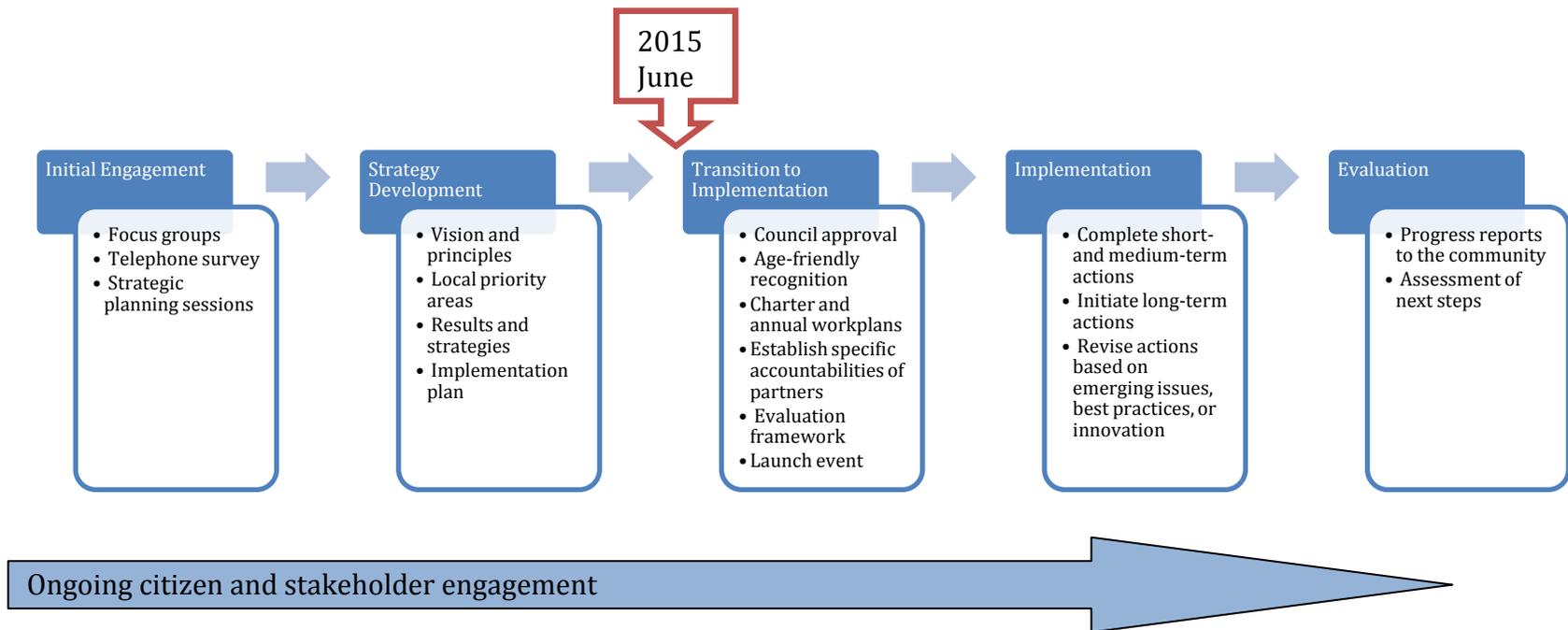
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	<ul style="list-style-type: none"> • Ensure Access Design Standards are used in public areas • Ensure that the forthcoming Centre City Urban Design Guidelines are inclusive of the needs of the aging population • Apply CPTED (crime prevention through environmental design) principles in the design of public areas • Support increased capacity for snow clearing of City property • Support further promotion of the Snow Angels program
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Strategy C: Provide and promote resources to support older drivers as they age	
Partners	Alberta Motor Association, University of Alberta, older adult service providers, Alberta Health Services, Government of Alberta
Proposed actions	Short-term: <ul style="list-style-type: none"> • Promote and increase access to existing resources for older drivers as they continue to drive • Promote and increase access to existing resources for older adults and the community (including health care providers and family members) regarding the transition to being a non-driver • Provide information and promote use of other transportation services among older drivers

Implementation Plan

The Seniors Age-Friendly Strategy will transition into the implementation phase following Council approval. The following section outlines the implementation process, governance structure, and plan for shared measurement and evaluation. The implementation process will begin with a short transition phase, in which Calgary will seek recognition as an Age-Friendly City from the Government of Alberta and the World Health Organization; the Steering Committee will develop a project charter and workplans; an evaluation framework will be developed; and a public launch of the strategy will be held. Although the phases are presented below as a linear process, implementation will include an ongoing process of citizen and stakeholder engagement, evaluation, and updating the strategy to include new partners and actions.



Governance Structure



Steering Committee

The Steering Committee provides leadership for the implementation of the Seniors Age-Friendly Strategy. It includes representation from the government, non-profit, health, post-secondary, and private sectors, as well as Calgarians with lived experience of aging in Calgary. A smaller Executive group within the Steering Committee will meet more frequently in order to ensure that decisions are made in a timely manner.

Role	<ul style="list-style-type: none"> • Provide leadership to the Seniors Age-Friendly Strategy • Champion the SAFS within their own organizations and in the community • Ensure that the principles of SAFS are followed in implementation • Intervene in actions where necessary to remove barriers to success • Support shared measurement (design and reporting) and evaluation • Identify emerging issues and determine how the SAFS will respond • Be accountable for reporting to the community
Members <ul style="list-style-type: none"> ❖ Indicates membership in the Executive group 	<ul style="list-style-type: none"> ❖ City of Calgary, CNS ❖ Alberta Health Services, Integrated Seniors and Community Care, Calgary Zone ❖ Older Adult Council of Calgary (OACC) ❖ University of Calgary, Faculty of Social Work ❖ Older adults (2) • City of Calgary: Calgary Police Service, City Wide Policy & Integration, Recreation, Transit • Alberta Seniors • Alberta Health Services: Medical Officer of Health • University of Calgary: Faculty of Medicine • Non-profit seniors housing • Dementia Network • Immigrant-serving agency • Canadian Home Builders' Association – Calgary Region • Older adult representatives from Action Teams (2)
Meeting Frequency	Steering Committee: Quarterly Executive: Every 6 weeks

Project Management Team

This role includes providing strategic guidance to the Steering Committee, communicating with aligned initiatives, convening stakeholders to work on actions, coordinating and facilitating communication with stakeholders and the community on behalf of the Seniors Age-Friendly Strategy, and coordinating the development of a shared evaluation process. Community & Neighbourhood Services will also facilitate the application process for recognition of Calgary as an age-friendly city from the Government of Alberta and the World Health Organization.

Role	<ul style="list-style-type: none"> • Provide strategic guidance to the Seniors Age-Friendly Strategy Steering Committee and action teams • Support participation in and alignment with the SAFS among community stakeholders, including among citizens and community groups • Provide support for action teams, including member recruitment and initial facilitation when necessary • Liaise with funders to identify alignments with the Seniors Age-Friendly Strategy, and connect action teams with potential sources of funding when required • Regularly communicate progress of actions and aligned initiatives to stakeholders, and foster increased communication among stakeholders • Host the development of shared measurement and evaluation processes • In collaboration with the Steering Committee, be accountable for reporting to Council about City of Calgary aligned activities
Staff Resources	<p>Leadership</p> <ul style="list-style-type: none"> • CNS Director, CSD Manager, Seniors Services Team Lead <p>Staffing</p> <ul style="list-style-type: none"> • Strategist • Seniors Services (Local Priority Area support) • Research and Strategy (shared measurement and evaluation support)

City of Calgary Internal Network:

The Project Management team will convene a network of City of Calgary employees that are responsible for actions that are aligned with the Seniors Age-Friendly Strategy. The Project Management team will connect members of Action Teams with Internal Network resources where appropriate, and request program measures for reporting purposes. Key members of the Internal Network are also members of the Steering Committee.

Action Teams

Action Teams are groups of stakeholders that are responsible for completing a specific action. Each Action Team reports its progress to the Steering Committee through the Project Management team. Existing committees or networks may become Action Teams under the Seniors Age-Friendly Strategy, or may connect with the Seniors Age-Friendly Strategy as a separate but aligned initiative. The Steering Committee will determine when a new Action Team should be recruited, and the Project Management team will be responsible for initial recruitment.

Role of Community Members

The Steering Committee includes two older adult community members. Their role is to lead and champion the implementation of the Seniors Age-Friendly Strategy from their perspectives as older adults and residents of Calgary. All Action Teams should include at least one older adult community member, either as an active partner or as an advisor. Where it is not possible to include a community member in an action team, other options for older adult involvement in the action or the broader strategy will be determined.

Emerging Issues

The Steering Committee will be responsible for determining if an emerging issue, research finding, or potentially aligned activity is relevant to the implementation of the Seniors Age-Friendly Strategy. The Steering Committee may work with existing Action Teams and aligned initiatives to address the issue, or may work with the Project Management team to convene a new Action Team.

Shared Measurement and Evaluation

Evaluation of the Seniors Age-Friendly Strategy

An evaluation framework will be developed within in the first year of implementation. The framework will include both process and outcome measurement. Process evaluation will focus on measuring and improving the effectiveness of implementation in order to support continuous improvement. Outcome evaluation will measure changes in the lives of seniors within the shared results identified.

The Seniors Age-Friendly Strategy identifies population-level results, which outline the quality of life changes that will make Calgary a more age-friendly city. Stakeholders also identified proposed population-level indicators that could be used to measure progress toward the population-level results. In addition, the Public Health Agency of Canada is planning to release a standard set of indicators aligned with the World Health Organization's Global Age-Friendly Cities framework in spring 2015. Specific indicators at the population and/or program level and measurement processes will be identified within the evaluation framework.

Recognition from the Global Network of Age-Friendly Cities

The Seniors Age-Friendly Strategy Project Team will apply for recognition from the World Health Organization's Global Network of Age-Friendly Cities and Communities and the Age-Friendly Alberta Recognition Program pending approval of this strategy and implementation plan.

Stakeholders Involved in Seniors Age-Friendly Strategy Development

Accessible Housing Society
Alberta Health Services
Alberta Motor Association
Alberta Seniors
Alzheimer Society of Calgary
Calgary Arts Development
Calgary Catholic Immigration Society

Calgary Chinese Elderly Citizens Association
The Calgary Foundation
Calgary Police Service
Calgary Public Library
Calgary Seniors Resource Society
Calgary Sexual Health Centre
Canadian Home Builders Association – Calgary Region
Canadian Mortgage and Housing Corporation
Carya
Checker Cabs
City of Calgary
CNIB
Continuing Care Transportation
Creative Aging Calgary Society
Deaf and Hear Alberta
Immigrant Services Calgary
Jewish Family Service Calgary
Kerby Centre
Mount Royal University
Older Adult Council of Calgary
Prospect Human Services
Silvera for Seniors
Trinity Place Foundation of Alberta
United Way of Calgary and Area
University of Alberta
University of Calgary
The Way In

In addition to the above organizations, several grassroots community initiatives, community groups, and individual older adult Calgaryans participated in the development of the Seniors Age-Friendly Strategy.