

The Community Voice for Seniors

SPECIAL EDITION
Spring 2013

BULLETIN

Towards an Age-Friendly Ottawa :
A Community Framework



**The Council
on Aging
of Ottawa**



**Le Conseil sur
le vieillissement
d'Ottawa**

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Introduction

In Ottawa, as in other cities around the globe, changing demographics are changing the composition of local populations, affecting how and where they live, and what resources and services they need to live healthy and active lives. The population of Ottawa is not only increasing rapidly, it is also aging rapidly, with the number of seniors (aged 65 and over) expected to more than double in the next 20 years. This large and increasingly diverse senior population is projected to increase from 116,590 to 253,950 between 2011 and 2031, growing to make up over 20% of the population.

Although older adults in Ottawa experience a high quality of life overall, a substantial number of seniors face barriers related to factors such as health, mobility, income, culture, sexual orientation and language. The quality of aging in Ottawa will also be affected by trends such as the increasing shift towards seniors living and aging in suburban and rural areas outside the Greenbelt.

The vision

The Council on Aging of Ottawa’s (COA’s) *Age-Friendly Ottawa Project* is actively engaging seniors in working towards realizing the vision of Ottawa as an age-friendly and caring community that values the contributions of older adults and offers a broad range of opportunities for active living and healthy aging by providing supports that are responsive to the diverse needs and choices of older adults. This vision is shared by *Age Friendly Ottawa* (AFO) and the City of Ottawa.

Partnering towards an age-friendly Ottawa

The *Age-Friendly Ottawa* Steering Committee works with the City of Ottawa, (the City) with seniors and several community partners to define issues, and plan and implement specific initiatives to improve our physical, social and service environments. AFO work builds on past surveys and uses community engagement and action processes.

Welcome Messages



Within a very short time following my arrival at the Council on Aging of Ottawa, I developed a deep appreciation for the enormous dedication of our staff, our volunteer Board of Directors and numerous volunteers.

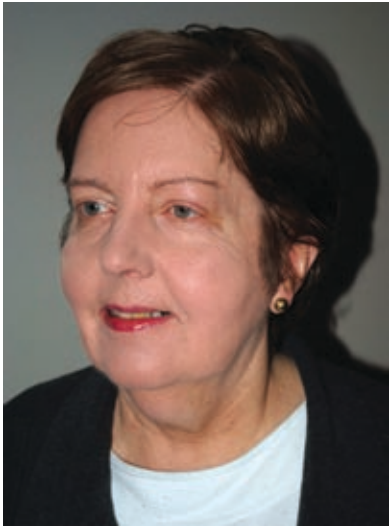
Economic realities are making it increasingly difficult for organizations such as ours to secure the funding required to fulfill our important mandates. This is becoming critical as we are on the cusp of a seismic demographic population shift. Our current social and urban infrastructures are facing pressures that will grow dramatically with the rapid aging of our population.

My goals for the COA are ambitious, but reflective of the enormous challenges ahead. The *Age Friendly Ottawa Project* embraces a philosophy that celebrates social inclusion, and with seniors, develops and deploys the programs and services they most require.

More than just our home, Ottawa is the national capital of a wealthy, socially progressive country, one that developing nations all over the world look to for guidance. As such, Ottawa should strive to become an internationally recognized model for an age-friendly community—one that respects and celebrates the enormous contributions of our older citizens.

To all of you—our older adults, their friends and families, I extend this challenge—Join our movement, become members, donors and volunteers of the COA. Provide us with the tools and resources we need to affect real, lasting, impactful change. Bring your voices, energy and passion to help us build a society we can be proud to showcase, and leave a legacy for those who will follow.

Louis G. Plourde,
Executive Director, COA



Age-Friendly Ottawa has reached an important milestone with the publication of this special edition of the *BULLETIN*. The *AFO Community Framework*, aims to make Ottawa a more age-friendly community according to the model developed by the World Health Organization. This *Community Framework* is the result of work begun in 2009 at the Council on Aging under the guidance of a newly formed AFO Steering Committee composed of seniors, volunteers, community workers and experts on aging.

AFO seeks to foster active and healthy aging among the increasing number and more diverse population of seniors in the Ottawa community. To achieve its goals, AFO has involved and engaged seniors themselves to identify and express their needs through focus groups and individual interviews. Furthermore, seniors are involved in work to make changes that support active and healthy living.

AFO is working with community agencies and partners as well as with City of Ottawa staff. A highly collaborative relationship has been developed with the City of Ottawa which has recently launched its *Older Adult Plan* to deal with its areas of responsibility. AFO is focusing on the community areas of responsibility.

AFO work was supported by funding from the Federal New Horizons for Seniors Program, the Community Foundation of Ottawa, the Ontario Trillium Foundation and the United Way of Ottawa. We are grateful to our funders and to the many collaborators who have made this project possible.

Lise Chislett
Chair, Age-Friendly Ottawa

Developing a Multi-level Age-Friendly Process

It takes community action to make a community age-friendly. The physical, social and service environments all play a significant role in defining the community.

Age Friendly Ottawa (AFO) is a project led by the Council on Aging of Ottawa based on the World Health Organization (WHO) *Global Network of Age-Friendly Cities Initiative*. This *Network* has defined eight key action areas that define what a community can do to become a safe and healthy place to age successfully.

On the federal level, the Public Health Agency of Canada is a key partner in the WHO *Age-Friendly Cities and Communities Initiative* and provides a number of resources to help engage older adults and their communities in making their communities better, healthier and safer places for seniors to live and thrive.

Municipally, the City of Ottawa conducted extensive background research, including a demographic scan and an inventory of programs and services for older adults. This was followed in the fall of 2011, by a consultation process that engaged a broad cross section of over 600 participants. Results from these consultations were included in the report *Ottawa Older Adult Consultation Findings Summary* released in February 2012.

At the community level, AFO conducted 15 focus groups and home interviews with older adults who were less likely to participate in mainstream consultations and at risk of isolation, such as low-income, multicultural, seniors with disabilities etc. This served to establish a baseline assessment of Ottawa's age-friendliness. AFO reported on key findings from the consultations in a first newsletter in the summer of 2012. Feedback sessions on the key findings were held with 219 seniors in order to validate the findings and select priorities for community action. AFO determined its priorities for action according to several criteria such as the prevalence of the issue, the scope of community responsibility, the cost and benefits, and the potential for engaging seniors and aligning with partners in the public and private sector.

This special edition of the *BULLETIN* reports on the planning phase, the first of four stages in a five-year cycle that will lead to continual improvement.



Information at your fingertips:

For the WHO *Global Age-Friendly Cities-A Guide* go to their website at http://www.who.int/ageing/age_friendly_cities_guide/en/index.html

The City of Ottawa research and consultation reports, and the *Older Adult Plan* are available online at www.ottawa.ca. Individuals can request copies by calling 311 or sending an email to seniors@ottawa.ca

The COA website, www.coaottawa.ca has a section devoted to *Age-Friendly Ottawa*. You can download copies of this Community Framework, as well as the 2012 AFO newsletter. To request printed copies, please call 613-789-3577.

The Age-Friendly Ottawa Community Framework

The *AFO Community Framework* and the City of Ottawa *Older Adult Plan* (OAP) were developed based on public consultations. This *AFO Community Framework* is a blueprint for action by AFO, seniors and other community partners over the coming two years. In order to achieve optimum results, the COA and AFO will both initiate and undertake actions in some areas as well as seek other groups to take the lead where appropriate. Work will be advanced in close collaboration with both the OAP and with the WHO, which is leading age-friendly community development globally.

In October 2012, the City of Ottawa adopted the first *Older Adult Plan* to deal with issues that fall within the scope of municipal responsibility—a comprehensive 74-item action plan based on the WHO consultation

protocol. AFO is working with the City of Ottawa to align the *AFO Community Framework* with the OAP and will be submitting a joint action plan to the WHO.

Overall Strategic Directions

In keeping with the WHO approach to achieving an age-friendly community, the planning and delivery of actions in the *AFO Community Framework* will be consistent with two key directions:

- Engagement:** Seniors better understand the issues related to active and healthy aging, and they participate more in bringing about an age-friendly society
- Collective Impact:** Engage the community, public and private sectors in a collaborative process to improve the health and wellbeing of Ottawa seniors

Milestones

On March 6, 2013, at an event hosted by the COA, Mayor Jim Watson announced the recognition of the City of Ottawa as a member of the WHO's *Global Network of Age-Friendly Cities and Communities*. Mayor Watson also officially launched the City of Ottawa's *Older Adult Plan*, which provides new and vital data to help the City meet the growing and changing service and program

needs of Ottawa's aging population. It maps out the City's future commitments in this collaboration with community-based organizations. The joint submission to the WHO, the launch of the OAP at the COA, and the parallel development of the *AFO Community Framework* and OAP, all highlight the close co-operation between the City and AFO in moving forward.



Consultation Results, Objectives and Strategies for Action

The first step on the road to an age-friendly Ottawa is learning about Ottawa’s strengths and weaknesses. Older adults, caregivers and service providers shared their views and made suggestions in all focus areas. Results show that while Ottawa has many age-friendly features, there are still improvements to be made.

Current age-friendly aspects in the City of Ottawa include the manageable size, the sense of community, our green spaces, city parks and bike lanes, free bus transportation on Wednesdays, the wealth of services, recreational and cultural activities such as seniors centres, museums, public libraries and community centres.

What follows is a framework for community action, based on the focus areas identified by the WHO where improvements would maximize healthy and active aging.



1.0 Outdoor Spaces and Buildings

Pleasant, clean, safe and accessible outdoor spaces and buildings ensure that seniors can navigate the natural and built environments safely and with ease

| BARRIERS | |
|---|--|
| <p>Older seniors and seniors with disabilities are more affected by:</p> <ul style="list-style-type: none">● Snowy, icy and poorly maintained sidewalks and streets● Heavy doors, stairs and inaccessible washrooms in buildings● Poor lighting, lack of benches and washrooms● Unsafe intersections and shared pathways | |
| OBJECTIVES | STRATEGIES FOR CONSIDERATION |
| <p>1.1 Support and monitor the addressing of these issues through implementation of the OAP</p> <p>1.2 Encourage the voluntary and private sectors and other levels of governments to increase accessibility of built and natural environments</p> | <ul style="list-style-type: none">● Involve seniors in assessing age-friendly features in parks, shared pathways, intersections and other outdoor spaces● Help promote the City’s accessibility design guidelines with community stakeholders to encourage the application of age-friendly principles in the community● Find one or more community “champions” for building neighbourhoods that support active and healthy aging● Seek corporate sponsors to purchase benches and water fountains● Work with building owners and managers to encourage installing ramps, benches and automatic doors on their properties● Advocate having private businesses display a notice of their accessibility level on the outside of buildings● Engage partners to build a small-scale model of an age-friendly building or street, highlighting safety and accessibility features |

Icon City art designed by Thibault Geoffroy from The Noun Project



2.0 Transportation and Mobility

Transportation and mobility designed to improve ability to travel within the urban and rural regions of Ottawa conveniently, affordably and safely.

| BARRIERS | |
|--|---|
| <ul style="list-style-type: none">● High cost parking and public transportation● Availability and scheduling of OC Transpo and Para Transpo, especially in rural areas● Insufficient adapted parking spaces | |
| OBJECTIVES | STRATEGIES FOR CONSIDERATION |
| <p>2.1 Support and monitor the implementation of the OAP where these issues are addressed</p> <p>2.2 Improve affordable alternative transportation to frail elderly and to seniors who live in underserved areas</p> <p>2.3 Increase offer of accessible and affordable hospital parking spaces *Rated #5 priority by seniors during priority setting exercise</p> | <ul style="list-style-type: none">● Help promote information about transportation options● Support awareness campaigns in the community related to driving and pedestrian safety EXAMPLE: The COA transportation committee involves seniors in addressing driving and pedestrian safety issues● Work with community partners to increase choice and availability of affordable transportation options, such as volunteer driver programs, shuttles buses etc.● Offer more door-to-door assistance to frail and isolated seniors, especially for medical appointments, such as hospital volunteers greeting patients at the door and escorting them to appointments EXAMPLE: The Ottawa Community Support Coalition offers escorted transportation to and from essential services for older adults and people with disabilities.● The COA transportation committee is working with the Ottawa Hospital to find ways to make parking more accessible and affordable |





3.0 Housing

Well-designed, well-built housing options that are affordable, accessible, appropriately located, and allow seniors to stay independent as their needs change.

BARRIERS

- Lack of information on, and availability of, affordable and adapted housing options
- Cost of home maintenance and residential care, maintenance of social housing stock
- Regulation and maintenance of private residences and long-term care facilities
- Rural seniors have fewer services in their communities to enable them to stay at home
- Need for policy changes so same-sex couples are welcomed in retirement housing and long-term care

OBJECTIVES

3.1 Increase availability, accessibility, affordability and diversity of safe and secure housing options

STRATEGIES FOR CONSIDERATION

- Provide a continuum of accommodation with appropriate support options that facilitate aging in place
- Partner with the City of Ottawa in a round table meeting to explore options to increase affordable housing choices
- Partner with organizations and initiatives exploring affordable, supportive and shared housing models, and promote their implementation within Ottawa
EXAMPLE: The United Way leads the *Affordable Supportive Housing for Seniors Strategic Implementation Task Force*
- Connect seniors to existing resources on housing
- Explore the feasibility of a housing matching service for seniors and people with disabilities
EXAMPLE: The COA Housing Committee will host a forum on affordable housing models in 2013

3.2 Improve access to information about housing options



4.0 Communication and Information

Clear, targeted communication and information that enables seniors and those who support them, to access the information they need, when they need it.

BARRIERS

- Lack of awareness of communication channels, especially for isolated seniors and new immigrants
- Push toward internet and impersonal services
- Lack of senior specific points of access to information

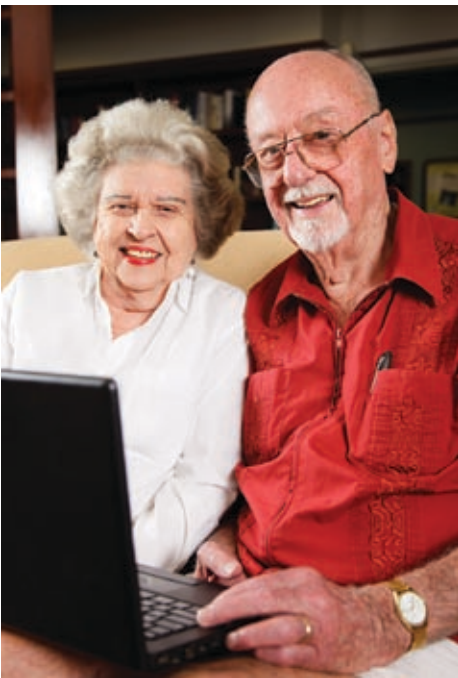
OBJECTIVES

4.1 Improve communication and promotion of available activities, services & events

4.2 Adapt information to make it accessible to all seniors

STRATEGIES FOR CONSIDERATION

- Support and promote 211 as the main information channel
- Support internet and computer literacy initiatives for seniors while maintaining the use of traditional modes of communication
- Use reader-friendly strategies to communicate clearly and effectively, such as larger print, plain, clear language, multilingual information
- Make better use of informal networks, CHIN radio, community newspapers etc.





5.0 Social, Recreational and Cultural Participation

Social, recreational and cultural participation based on greater opportunities for active living, lifelong learning, and social participation in leisure, social, cultural and spiritual activities with people of all ages and cultures in safe and supportive environments

BARRIERS

- Costs and lack of access to information on activities, as well as lack of affordable venues for older adults to congregate
- Issues related to distance, scheduling and transportation
- Isolation and social exclusion due to health, mobility, language or financial issues
- Lack of activities for men

OBJECTIVES

- 5.1 Support an active life-style by ensuring that activities are responsive to a wide variety of needs and abilities**
- 5.2 Support seniors in organizing their own activities**

STRATEGIES FOR CONSIDERATION

- Work with the City of Ottawa and community partners to remove barriers that impede participation, such as providing transportation or bringing events closer to where seniors live
- Increase services in French across the City for Francophone seniors
***Rated priority #2 for francophone seniors during priority setting exercise**
EXAMPLE: The COA Comité directeur and partners are hosting information sessions and events for francophone seniors in the West End
- Assist the City in implementing a computer literacy and internet safety curriculum by training seniors in delivering the program in community facilities
- Facilitate partnerships with colleges and universities to encourage continuing education courses
EXAMPLE: The COA is partnering with the University of Ottawa and Carleton University to provide affordable learning opportunities
- Support establishment of a centralized calendar of events for all social and recreational activities
- Create a list of affordable (or free) space and resources to help older adults to hold their own events
***Rated #3 priority by multicultural and rural seniors during priority setting exercise**
EXAMPLE: The Old Forge offers programming at the Boy's and Girl's Club during the day



6.0 Civic Participation, Volunteerism and Employment

Civic participation, volunteerism and employment opportunities optimize seniors' ability to participate in community decisions and ensure that they are valued for their contributions

BARRIERS

- Cost and transportation issues
- Lack of information and meaningful opportunities for paid and unpaid work
- Police checks and complex application process to volunteer
- Lack of recognition as a volunteer and a citizen

OBJECTIVES

- 6.1 Increase the level of engagement, ensuring seniors have input in all policy and planning decisions**
- 6.2 Increase the offer of meaningful opportunities for paid and unpaid work**

STRATEGIES FOR CONSIDERATION

- Invite seniors to participate on community boards
- Consult seniors at the planning stage of projects designed to serve them
- Organize regular public events to update and consult seniors on issues that affect them
- Encourage seniors to see the opportunity, values and reward of volunteering
- Provide incentives and flexible working conditions
EXAMPLE: "Seniors on Site" offers employment to older adults to provide in-home care to families and seniors
- Simplify the process associated with applying to volunteer





7.0 Community Support and Health Services

Improved access to an integrated system of community support and health services which are inclusive, responsive and tailored to needs

BARRIERS

- Difficulties navigating system and accessing support services, including for aging at home
- Lack of co-ordination in providing a continuum of care
- Cost of private services
- Long wait times in hospitals for long-term care

OBJECTIVES

- 7.1 Expand and improve access to preventative health care and homecare options**
*Rated #1 priority by seniors during priority setting exercises
- 7.2 Help seniors access support services for complex health issues**
*Rated #2 priority by seniors during priority setting exercise

STRATEGIES FOR CONSIDERATION

- Support outreach efforts to connect members of non-formal groups such as church groups, clubs, ethno-cultural communities with services
EXAMPLE: The COA along with other community advisory members support the Ottawa Public Health efforts to identify isolated and vulnerable seniors through their Community Connect program.
- Provide more information and resources on age-related illness and care options
- Expand mental health services and supports
- Educate pre-retirement and independent older adults about planning for aging
EXAMPLE: The United Way with partners like the COA are leading a Joint Strategic Communication Initiative to share key messages about the importance of “planning your aging”
- Support initiatives that provide frail seniors with health and social system navigation assistance
- Help improve transitions between different levels of care
- Increase inter-agency collaboration and coordination of services, standardization of forms and processes
EXAMPLE: Ottawa Community Support Coalition (OCSC) works to provide common assessment tools and referral processes



8.0 Respect and Social Inclusion

Respect and social inclusion are demonstrated by a community through its openness to including seniors in all aspects of civic life, and to respect their diverse needs

BARRIERS

- Lack of social respect and presence of ageism
- Exclusion from services, events and information
- Francophone seniors seek funding equity for centres that provide services in French

OBJECTIVES

- 8.1 Support the full inclusion of seniors who face barriers related to health, mobility, language, income, place of residence, culture, ethnicity, literacy, gender identity, sexual orientation, etc.**
- 8.2 Fight ageism by promoting a positive image of seniors in Ottawa**
*Rated #4 priority by seniors during priority setting exercise
- 8.3 Engage seniors in activities that will bring about an age-friendly society**
- 8.4 Augment programs that foster intergenerational understanding**

STRATEGIES FOR CONSIDERATION

- Partner with the City of Ottawa to explore, develop and deliver age-sensitivity training for service providers
- Explore different models of cultural sensitivity /cultural competency training modules and engage in cultural sensitivity training
EXAMPLE : The LGBT Cultural Competency Project at The Good Companions
- Offer messages in the media that are more representative and respectful of the full diversity of our senior population in Ottawa
- Increase number of events that recognize and celebrate their contributions
EXAMPLE: COA is highlighting positive contributions in the media
- Invite seniors to assess the age-friendliness of their own communities and engage in low- cost community activities that will improve lives
EXAMPLE: The COA *Building an Age-Friendly Business Community Project* is engaging seniors in recognizing exemplary age-friendly business practices in Ottawa and encouraging businesses to adapt their services to an aging population
- Promote participation in “seniors helping seniors” type initiatives such as the Victorian Order of Nurses (VON) Neighbour Helping Neighbour initiative
- Expand or create new mentorship and intergenerational programs
EXAMPLE: OCISO is launching a new mentorship program for multicultural seniors
- Reminiscence programs in Ottawa create opportunities for older adults to listen to and share stories about their lives
- Propose that school boards offer community service options for high school students with volunteer hours
EXAMPLE: Ottawa Public Library has youth helping seniors with computer literacy

Seniors Speak Out

If we take the time to listen, there is much that seniors have to share about what we as a community can do to make Ottawa a safe and healthy place to live and grow older. The following stories talk about thoughtful urban design, improving the sharing of information to make health care more effective, and simply listening to and valuing what seniors have to contribute.



Public Spaces for All Ages

Outdoor sanctuaries and liveable environments

Ottawa faces a great challenge to develop and enshrine in the City, the appreciation for pleasing public indoor and outdoor spaces: spaces, which are more than simply functional. The City seems to be committed to municipal design criteria which best facilitate the architectural plans of commercial property developers. This is the context in which one pleads for more open outdoor public spaces. As the City matures, it is increasingly essential to soften the urban concrete, asphalt and glass, to counter the wind tunnels created by inner city blocks of high rises, by creating many small outdoor sanctuaries where people may stop, sit or stand, and simply pass the time.

It is tempting to think of these restful, recharging stations as being created primarily to meet the needs of the elderly. This is very limited thinking which could in turn minimize the uses and value of the spaces. In fact, the City must create these small urban oases to cater to all age groups. Yes, the elderly do need frequent stops; but we must nurture the entire population to take time to ponder local history, social context, scenic beauty, urban calm.

We must insist that our urban planners require architects to include generous setbacks; the design elements include urban foliage, restful views, and safe havens from traffic. In



"Age matters! Public spaces are for all ages!"

addition, garbage receptacles do not have to be so close to seating installations that one may practically lean against the wasps in the summertime and inhale the collected odours.

The entire urban population, not just the elderly, benefit from improved lighting along urban walkways and rest stops, from more even path surfaces and low curbs, from cross walks which have voice or other sound prompts, from smoke free public areas, from insisting that dogs be on leash and that dog owners abide by "poop and scoop" rules.

As an evolving culture, we need to admit that modern toilet facilities are an essential component of modern urban spaces. We must build them throughout the City, make them acceptable, maintain them and keep them clean. Too often, they are currently hidden on higher floors of buildings, around distant

corners, almost in the back alleys of restaurants.

The truly capital Ottawa of the future will please its citizens, young and old, by incorporating safety and convenience while appealing to the senses of comfort and beauty.

*Des Doran,
Retired Economist with Agriculture Canada, Ottawa*



Improving Community Care and Health Service

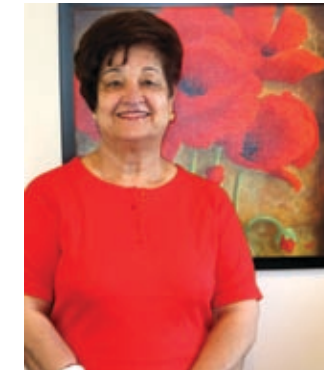
I believe that Ottawa is a great city to raise a family. It is beautiful, clean and relatively safe. I also believe that it could be an even better city to grow old in, if some changes were made to improve community care and health services.

There are many things that the City of Ottawa, in partnership with organizations such as the COA, could do to make a big difference in the lives of seniors. What we need is more seniors' appropriate information, broader and better training

for professional and family care givers, a standardization of health care delivery and an increase in programs and volunteers.

First and foremost, there is a need for better communications designed with seniors' needs in mind. Most seniors do not want to spend time surfing the internet when they are faced with an emergency; nor do they want automated phones. Seniors need timely information. When the City sends out tax bills, they could easily insert a flyer with help numbers. Most seniors know 911 but what are 211, and 311? Also, the provincial government should assist the City with ads on TV and the radio similar to the federal government *Action Plan* ads.

Second, Ottawa needs more and better-trained healthcare workers. I know from first hand experience the difficulties that they face. My husband was ill for 6 years before his death. While many healthcare workers work hard, attending to the necessities of patients, we need consistent standards of care to be applied to all patients regardless of their age, mental abilities, racial or cultural backgrounds. The City of Ottawa and its partners need to establish and enforce such standards and make them public knowledge.



A third focus is volunteers and programs for caregivers. Many nursing homes have sufficient volunteers during the day but lack volunteers in the evenings. Evening isolation for seniors could be eased by the City working with community groups to develop, deliver and manage activity programs that include events such as memoir writing, story telling, sing-a-longs, or movie nights.

Also, as more seniors who have health problems opt to stay in their homes, the burden of caring often falls to the spouse or family members. These caregivers need temporary breaks and need programs that help them learn a variety of caring/medical techniques. As a preventive measure, the City and its key partners should offer free *Caring for Your Loved One* classes, similar to CPR training. For seniors living alone, and who wish to plan for their end of life experience, the City and its partners could alleviate a lot of anxiety by launching a public campaign to inform seniors of the types of palliative care services available in Ottawa.

*Patricia Sims, Ottawa
Retired Executive Secretary at the
Conference Board of Canada*

Moving Forward

This *AFO Community Framework* will serve as a "living document" for community planning, acknowledging that many strategies are already underway through existing organizations and service providers. Ultimate success will depend on broad and sustained engagement by the citizens of Ottawa, and most of all, seniors themselves. The following specific activities will serve to move the *AFO Community Framework* forward:

- Sharing this framework and consulting with seniors and other stakeholders
- Seeking leadership organization/ partnerships willing to undertake community actions
- Developing specific project plans for priority projects
- Implementing a *Building an Age-Friendly Business Community Project* that will engage seniors in recognizing age-friendly business practices and help businesses adapt their services
- Continuing the collaboration with the City of Ottawa's *Older Adult Plan* initiative
- Challenging seniors groups, the voluntary, public and private sectors to undertake age-friendly actions
- Identifying progress indicators and monitoring progress
- Communicating information about project work regularly
- Jointly submitting the City of Ottawa's OAP and *AFO Community Framework* to the WHO
- Obtaining official WHO recognition for achieving the milestones required for the second stage of becoming an age-friendly community.

AFO will need to seek resources from the various levels of government, health authorities, local agencies, the private sector and other funding bodies in order to continue this important work.

Acknowledgments

The Council on Aging of Ottawa and Age-Friendly Ottawa are funded by:



**New Horizons
for Seniors**



The *Age-Friendly Ottawa Project* could not exist without the vision, support and commitment of all those involved in this process. We would like to offer a special thanks and recognition to all the volunteers who make this initiative possible.

- All the older adults who participated in the consultation process
- The COA Board of Director, staff and volunteers
- The members of the AFO Steering Committee, Reference Group, Implementation Team and Working Group
- The Council on Aging BULLETIN Team
- The City of Ottawa
- Our partner agencies and organizations serving seniors
- The Public Health Agency of Canada

For more information on *Age-Friendly Ottawa* or other Council on Aging of Ottawa projects and resources please contact:

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