



## **PROGRESS REPORT – PHASE 1**

**Submitted to the**

**WHO GLOBAL NETWORK OF AGE-FRIENDLY CITIES AND COMMUNITIES**

*Name of City:* Ottawa

*Country:* Canada

*Name of Mayor:* Jim Watson

*Author / contact person for this report:*

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Branch, City of Ottawa

and

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*Date:* July 30, 2013

**The Council  
on Aging  
of Ottawa**



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



# 1. AGE-FRIENDLY CITY (AFC) PROJECT TEAM

## 1.1 Contact details of project team members

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## Introduction

This Phase I (Planning) report is a joint submission by the City of Ottawa and the Council on Aging of Ottawa, who leads the Age-Friendly Ottawa initiative. Age-Friendly Ottawa and the City of Ottawa's *Older Adult Plan* represent mutually supportive initiatives that both aim to enhance the quality of life of older adults through changes in physical settings, programs and services. In 2009, the City of Ottawa and the COA resolved to engage together in the age-friendly process as outlined by the World Health Organization.

Building on shared vision and goals, this collaborative process includes representation on mutual planning committees, joint consultations according to the methodology outlined in the *Vancouver Protocol*, with supportive roles (2011) and a successful joint application to join the WHO Network of Age Friendly Cities (2011).

The *AFO Community Framework* and the *City of Ottawa Older Adult Plan* (OAP) were developed based on research and public consultations. The *City of Ottawa Older Adult Plan* focuses on areas of Municipal responsibility, whereas Age-Friendly Ottawa's activities target the broader community.

Together, the City of Ottawa and AFO are submitting **A JOINT ACTION PLAN** (Milestone 3) with deliverables and simple indicators for city and community-wide actions, organized under the 8

age-friendly domains: (1) Outdoor spaces and buildings, (2) Transportation, (3) Housing, (4) Social Participation, (5) Respect and social inclusion, (6) Civic participation and employment, (7) Communication and information, (8) Community support and health services.

Since the City and the COA have different structures, face different pressures and challenges, and have unique processes of engagement, both will be providing separate responses to some of the questions in this report. Each will provide supportive documentation specific to their processes and progress. We hope that this will illustrate both the complex nature of the collaborative model in Ottawa and the greater impact that results from a genuine commitment to affect community-wide change: in this case, to improve and enhance healthy and active aging in Ottawa. Beyond the essential ingredients of political will and community engagement, the city of Ottawa has truly embraced the Age-friendly Framework as defined by the World Health Organization.

By submitting this report, we are committing to the implementation and monitoring of actions that will improve the lives of seniors in our city. We look forward to reporting back on our progress of our planning efforts. Looking forward, we seek to engage in the cycle of continuous improvement along with other cities and communities world-wide who have achieved full membership into the Global Network of Age-Friendly Cities.

## **1.2 Overview of project team**

### **Age-Friendly Ottawa:**

Age-Friendly Ottawa (AFO) is a project hosted by the Council on Aging of Ottawa (COA). The COA is a bilingual voluntary organization that works with and for seniors (for the past 38 years) to enhance their quality of life through sound public policy and programs. In 2011, the COA received 3-year community funding (2011-2013) to lead the local age-friendly initiative, Age Friendly Ottawa.

The Council on Aging of Ottawa leads the AFO project through the Age-Friendly Ottawa Steering Committee since 2009. This work is advanced in partnership with the City of Ottawa, the Centre for Governance of the University of Ottawa, the United Way of Ottawa and many other community partners, as listed below. The COA hired a Project Director in early 2011 to coordinate the assessment and planning phase according to the guidelines established by the WHO Global Network of Age-Friendly Cities and Communities.

**(A) Age-Friendly Ottawa Steering Committee Members:** *The majority of members are seniors - Responsible for the overall strategic direction for project since 2009.*

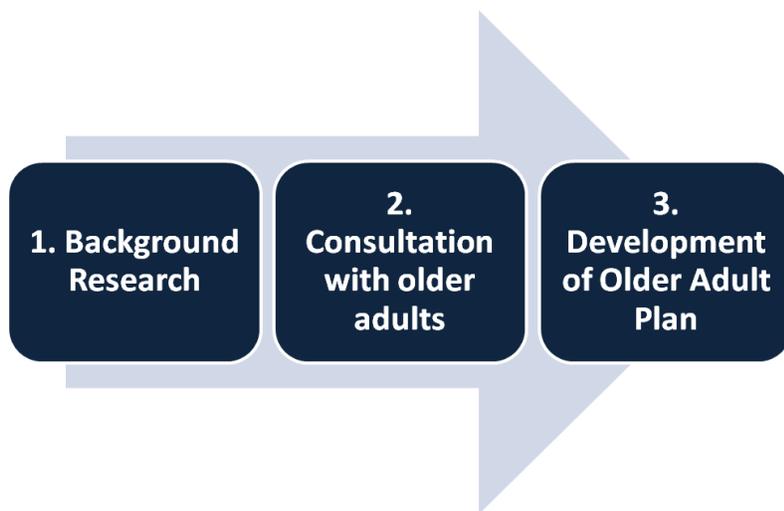
1. Dr. Lise Chislett            Chair of the AFO Steering Committee and COA Board member
2. Dianne Breton            Chair of the COA Transportation Committee and COA Board member
3. Cal Martell                COA President
4. Caroline Andrew        University of Ottawa Centre for Governance
5. Hugh Nelson              Y's Owl Maclure Co-operative Centre
6. Jacqueline Roy            City of Ottawa, Ottawa Public Health
7. Clara Freire              City of Ottawa, Strategic Community Initiatives
8. Nadine Jodoin            City of Ottawa, Strategic Community Initiatives
9. Karen Ann Blakely      Jewish Family Services of Ottawa, Seniors support services
10. Janet Gray              CARP Ottawa Chapter
11. Lisa Cowley             Ottawa Community Support Coalition
12. Matthew Beutel        United Way Ottawa
13. Maureen Donnelly      Odawa Native Friendship Centre, Life Long Care

**(B) Council on Aging Staff and Volunteers:**

|   |  |
|---|--|
| Bernard Bouchard (former)<br>& Louis G. Plourde (current) | Executive Directors, for period (2010 -2013) |
| Volunteer Board of Directors                              | 2010 – 2013                                  |
| Dominique Paris-Mackay                                    | Director, Age Friendly Ottawa                |
| Lucie Chênevert   | Comité directeur des affaires francophones   |
| Jennie Carleton & Laura Mullaly                           | Administrative Assistants for project period |
| Brittany Martell & Megan Davies                           | Students, PT staff 2011-2012                 |
| Shannon Walls   | Placement Student 2012                       |
| Monica Matuszewka and Todd Mahler                         | Summer Students 2013                         |

**City of Ottawa:**

On October 14, 2009, Ottawa City Council directed staff to create a comprehensive and forward-looking Older Adult Plan (OAP) for the City of Ottawa. The ultimate goal of the Older Adult Plan project was the development of an action plan to develop and/or enhance municipal infrastructure, services, and policy in order to address the needs of current and future older adults living in Ottawa. The project followed three distinct phases (see diagram below).



Corporate responsibility for the development of the Older Adult Plan (OAP) originally rested with the former Organizational Development and Performance (ODP) Department but transitioned to the Strategic Community Initiatives Branch of the Community & Social Services Department in October 2011.

#### **(A) Steering Committee**

At the onset of the project, a City of Ottawa OAP Steering Committee was created to provide strategic direction and guidance to support the project. Members of the Steering Committee had the following responsibilities:

- Provide strategic direction and guidance to support the project, especially in relation to departmental priorities;
- Garner support, provide leadership for the project and assist with dissemination of information within City departments and the broader community;
- Support the development and clarification of project outcomes, deliverables and methodologies and/or assign responsibility for development;
- Critically review the progress of the project – actions done in relation to the plan and results achieved;
- Anticipate and review project constraints and challenges and provide suggestions for improvement/assist with resolution;
- Review the plans for the next stage of the project – assess them in relation to what is achieved, assess the practicality, provide innovative solutions and suggestions.

The Steering Committee met 9 times between September 2010 and July 2012. The Steering Committee was chaired by Clara Freire, Manager, Client Services Strategies and supported by the project lead, Nadine Jodoin, Specialist, Strategic Programs and Projects.

### Membership

| DEPARTMENT                            | NAME & POSITION  |
|---------------------------------------|--|
| Community & Social Services           | Clara Freire, Manager, Client Services Strategies  |
| Community & Social Services           | Nadine Jodoin, Specialist, Strategic Programs and Projects                                   |
| Community & Social Services           | Chris Tuck, Manager, Social Services Centre Central  |
| Corporate Communications              | Don Lonie, Project Manager   |
| Emergency & Protective Services       | Jeremy Doherty, Paramedic Commander<br>Jocelyne Marciano, Paramedic Commander                |
| Environmental Services                | Ray Garner, Program Manager, Collection Operations   |
| Infrastructure Services               | Peter Dodsworth, Program Manager, Design and Construction - Buildings                        |
| Ottawa Public Health                  | Jacqueline Roy, Program Manager, Social Determinants of Health                               |
| Ottawa Public Library                 | Jane Venus, Program Manager, Lifelong Learning and Literacy                                  |
| Parks, Recreation & Cultural Services | Don Mason, Program Manager, Central Community Programs                                       |
| Planning & Growth Management          | Norma Strachan, Coordinator, Strategic Support<br>Adam Brown, Coordinator, Strategic Support |
| Public Works                          | Rebecca Coates, Program and Project Management Officer                                       |
| Rail Implementation Office            | Janice Marks, Manager, Rail Business Services  |
| Transit Services                      | Pat Scrimgeour, Manager, Transit Service Design  |
| Service Ottawa                        | Aaron Byrne, Program Manager, Emedia   |

### **(B) Key Staff and Council Support**

Two staff members shared the overall responsibility for the development of the Older Adult Plan. The Management Lead was Clara Freire, Manager, Client Services Strategies. This person was responsible for overseeing the project, chairing the Steering Committee, liaising with senior management at key points during the project, providing day to day direction to the Project Lead, and escalating issues to senior management if required.

The Project Lead was Nadine Jodoin, Specialist, Strategic Programs and Projects. This person was responsible for planning and implementing all phases of the project, managing external consultants, preparing materials for meetings of the Steering Committee, Advisory Group, and working groups, drafting reports, briefing notes and other background materials, and liaising with community stakeholders and internal staff.

Two senior management champions, Colleen Hendrick, Manager, Strategic Community Initiatives (current) and Donna Gray, Director, Service Ottawa (former) were responsible for elevating the profile of the project within the corporation, keeping upper management and Council informed, resourcing the project, co-chairing the OAP Advisory Committee and resolving issues as required.

Other staff members provided support at various points during the project, especially related to logistical planning of consultation and validation meetings in the community.

In 2010, City Councillor Mark Taylor became the project's political champion.

### **(C) Seniors Roundtable**

A Seniors Roundtable meets quarterly to review and provide feed-back on the OAP implementation progress. The Seniors Roundtable is comprised of City of Ottawa residents (50 years of age or older) and one City Councillor in a liaison capacity (see section 5.2 for more details about the Seniors Roundtable).

## **2. MECHANISMS TO INVOLVE OLDER PEOPLE IN ALL STAGES OF THE AGE-FRIENDLY CITIES AND COMMUNITIES PROCESS (MILESTONE 1)**

### **Age-Friendly Ottawa**

#### **2.1 Description of mechanisms**

AFO engages the community of seniors in defining their issues, needs and priorities as well as participating in the planning, development and implementation of specific initiatives to make Ottawa a more age-friendly city.

#### **AFO Reference Group**

From 2011 to 2012, AFO created a Reference group composed of a broad cross-section of our senior population to help guide our process. The AFO reference Group laid the foundation for the "bottom-up participatory approach" of the project. A community-based reference committee engaged community seniors in the assessment, planning, implementation and evaluation phase of the age-friendly initiative.

- |     |                  |  |
|-----|------------------|--|
| 1.  | Patrick Ryan     | Business community                         |
| 2.  | Larry Doshen     | Representative from Senior Citizen Council |
| 3.  | Diane Duffy      | Senior Pride Network                       |
| 4.  | Anke Fritzsche   | Low-income senior (ACORN)                  |
| 5.  | Adele Muldoon    | Rural West                                 |
| 6.  | Ardyth Elliot    | Rural Est                                  |
| 7.  | Yew Lee          | Immigrant senior                           |
| 8.  | Janine Janicoud  | Francophone senior                         |
| 9.  | Myrta Lapierre   | Visible minority                           |
| 10. | Martha Fair      | Faith Community                            |
| 11. | Caroline Midgley | Communications                             |

### **AFO Implementation Team**

Formed in January 2013 to lead the implementation phase of the project, the majority of members are seniors - To consult and share the AFO Community Action Plan in the community and implement the AFO Business Recognition Project - This team reports to the Steering Committee

1. Dr. Lise Chislett ( from Steering Committee)
2. Adele Muldoon (from AFO Reference group)
3. Caroline Midgley (from AFO reference group)
4. Dianne Breton (from Steering Committee)
5. Caroline Andrew (from Steering Committee)
6. Janet Gray (from Steering Committee)
7. Dagmar Horsman ( Communications Consultant from Reference Group)
8. Nadine Jodoin (from Steering Committee)
9. Hugh Nelson (from Steering Committee)
10. Dominique Paris-MacKay ( Project Director)
11. Laura Mullaly ( Project Assistant)

### **AFO Working group for the Building an Age-Friendly Business Community Project**

This is a small work group composed of seniors reporting to implementation team, responsible to research, propose and help implement the senior's engagement project. Members of this working group help develop strategic directions, project materials and participate in engaging other seniors in identifying and recognizing age-friendly business practices.

1. Caroline Midgley (Seniors- on-Site employment for seniors)
2. Dagmar Horsman (Communication Specialist & volunteer photographer)
3. Hugh Nelson (Y's Owl Maclure Co-operative Centre)
4. Jean-Serge Lauzon (Retraite en action)
5. Larry Doshen (Senior Citizens Council )
6. Gaye Moffett (Gem Health Care & Ottawa Chamber of Commerce)
7. Marie-France Lalonde (Portobello Manor & Orleans BIA)
8. Dominique Paris-MacKay (Project Director)
9. Laura Mullaly (Project Assistant)
10. Summer students (2013)

**In addition to active participation in the planning committees, AFO engages seniors in the following ways:**

1. In the Fall of 2011, group consultations were conducted jointly by and with the City of Ottawa with a diversity of over 600 seniors ( see section 3, Milestone 2) The City of Ottawa was responsible for spearheading the mainstream consultations with older adults through an in-person sessions and a survey.
2. Seniors from the AFO reference group pilot-tested the focus group questionnaires and other materials for consultations
3. Age-Friendly Ottawa contributed to the consultations by conducting 15 focus groups and home interviews with older adults who were less likely to participate in mainstream consultations or at risk of isolation:
  - (1) the Age Friendly Ottawa Reference Group of seniors ; (2) Aboriginal Elders ; (3) Natural Caregivers ; (4) Low-income seniors ; (5) Older Seniors (75 +years) (6) Members of the GLBTQ community ; (7) Aînés francophones à faible revenu ; (8) Communautés culturelles francophones (9) Pourvoyeurs de services auprès des francophones (10 ) Special needs seniors (11) Service providers (12) Business Community (13) Ethnic and cultural communities ; (14) Isolated Seniors (15) Experts in Gerontology. In addition, six individual home interviews were conducted with seniors with limited mobility.
4. AFO conducted feedback sessions with seniors to report on key findings from the consultations, validate these findings and select priorities for community action. The following groups were consulted: Older Seniors (over 75) Age Friendly Ottawa Reference Group, low income seniors, Aboriginal seniors, multicultural seniors, low income

tenants. In addition, AFO held three community events to identify priorities for community action (One Lunch & Learn on May 23, French and English forums on June 5). In total, 219 seniors were consulted by AFO during the validation and priority setting exercise.

5. Age Friendly Ottawa produced a bilingual flyer (2011) a Newsletter (summer 2012) and a Bulletin: Towards an Age-Friendly Ottawa (2013). These were broadly distributed electronically and in print to seniors and senior- serving agencies. In total, over 5,000 printed bilingual publications have been mailed or hand delivered to community seniors.
6. The CAO created age-friendly pages on its website to keep Ottawa seniors informed on age-friendly process and progress. Our website hits have increase steadily since inception in 2011. [www.coaottawa.ca](http://www.coaottawa.ca)
7. Project team gave (and will continue to give) over 25 presentations to seniors in the community to report on consultation findings and to engage more seniors in the age-friendly process.
8. Seniors are regularly consulted via event evaluations and surveys.
9. Seniors were engaged in selecting the *Building an Age-Friendly Business Community* Project from a list of possible options. A pilot project was developed with the help of a working group and successfully piloted in 2013.

## **2.2 Supporting Materials**

Please provide a list of the supporting documents that you have attached.

1. AFO Strategic Framework
2. Terms of reference for the steering committee
3. Terms of reference for the implementation team
4. Strategic framework for the business project

## **City of Ottawa**

### **2.1 Description of mechanisms**

Since the onset of the Older Adult Plan project, the City of Ottawa has engaged older adults in the planning and development of the initiatives contained in the Plan. The City's Seniors Advisory Committee was engaged from the beginning of the project and remained involved

until the Plan was adopted by Council. The City of Ottawa also created an Advisory Group to provide feed-back on the interim and final drafts of the Plan. Finally, the City also presented a draft action plan to the community-at-large, as a validation exercise, before the Plan was presented to Council.

### **(A) City of Ottawa Seniors Advisory Committee (SAC)**

The City of Ottawa Seniors Advisory Committee submitted the original motion to develop an Older Adult Plan. The Seniors Advisory Committee was responsible for providing advice to Council on programs, policies and services provided to seniors.<sup>1</sup> Through the entire project cycle, City staff attended meetings of the Seniors Advisory Committee to provide regular updates on the Older Adult Plan project and receive feed-back from SAC members. In addition, a sub-committee of the Seniors Advisory Committee was created to review and provide feed-back on proposed actions for inclusion in the Plan.

### **(B) Older Adult Plan Advisory Group**

When the project entered the Plan development phase (after the research and consultation activities had concluded), an Older Adult Plan Advisory Group was created. This group of older adults and seniors from the community had the mandate to inform the development of the Older Adult Plan by reviewing and providing feed-back on interim and final drafts of the Action Plan.

The Advisory Group was comprised of 12 older adults, 4 City Councillors, the Chair of the City's Seniors Advisory Committee, 13 City staff including 9 senior managers, and two representatives from Age Friendly Ottawa. Specific attention was given to seek representation from older adults with unique service needs (i.e. francophone, rural, with disabilities, on low income, new immigrant, Aboriginal, and GLBT) for membership on the Advisory Group.

The Advisory Group was co-chaired by City Councillor Mark Taylor and Colleen Hendrick, Manager, Strategic Community Initiatives Branch, Community Social Services Department (CSSD). The Advisory Group met three times during the OAP development phase.

### **(C) Consultations with older adults**

Older adults in Ottawa actively participated in extensive consultations during the planning phase of the OAP. The methodology and results of these consultations are described in Section 3 below (Baseline Assessment of the Age-Friendliness of the City of Community). Through

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<sup>1</sup> Note that the Seniors Advisory Committee no longer exists. Responsibility to provide advice on matters related to seniors as a whole has been transferred to the Accessibility Advisory Committee in 2013 and the Seniors Roundtable for the Older Adult Plan.

attending in-person sessions or completing a questionnaire by paper or phone, older adults shared their experiences and suggestions for improvement under each of the eight age-friendly domains. These consultations were conducted in partnership with Age-Friendly Ottawa.

#### **(D) Community validation of draft action plan**

Once a draft OAP action plan was developed (June 2012), the City of Ottawa undertook a validation exercise with the community-at-large, providing older adults another opportunity to provide input. The purpose of these validation sessions was to gauge older adults' level of support for the proposed actions, to see if the City of Ottawa was "on the right track", and to strengthen the action plan by incorporating community feed-back. Over 100 older adults and other stakeholders participated in this validation exercise.

The validation was conducted as follows:

- Six community sessions were organized across the City (in English and French);
- A bilingual survey was posted on the City of Ottawa web site for a three week period;
- A meeting was held with members of various City Advisory Committees;
- A meeting was held with sub-committee of the Seniors Advisory Committee.

Throughout the process, older adults and other stakeholders reviewed the actions being proposed, indicated their level of support for each action, and provided feed-back to the City. All individuals who participated in the validation period were asked to provide their level of support for each action on a scale of 1 (Strongly Oppose) to 5 (Strongly Support). Following the validation period, staff reviewed the feed-back received and adjusted the draft Action Plan.

#### **(E) Other means of participation**

In addition to active participation in the groups or planning processes mentioned above, the City of Ottawa has engaged or continues to engage older adults in the following ways:

- Mayor Jim Watson held a Seniors Summit on October 3, 2011. The Summit brought together approximately 200 older adults to discuss ideas and provide input into future service decisions made by the City of Ottawa. The Seniors Summit acted as the launch for the OAP community consultations.
- The Older Adult Plan was publically launched by Mayor Jim Watson and City Councillor Mark Taylor on March 6, 2013 at the Council on Aging, with approximately 100 older adults in attendance.

- The City of Ottawa has created a Seniors Roundtable, made up of older adults to provide feed-back on the implementation of the Older Adult Plan (see section 5.2 Monitoring Strategy).
- The City of Ottawa communicates with older adults on a regular basis through various means including a newly launched older adult web portal, esubscription feature, and news releases.
- Older adults are also invited to attend Council and Standing Committee meetings.

## **2.2 Supporting Materials**

Please provide a list of the supporting documents that you have attached.

1. Terms of Reference of the Seniors Advisory Committee
2. Terms of Reference of the OAP Advisory Group
3. List of OAP Advisory Group Members
4. Terms of Reference of the Seniors Roundtable
5. List of Seniors Roundtable Members
6. Copy of news releases

## **3. BASELINE ASSESSMENT OF THE AGE-FRIENDLINESS OF THE CITY OR COMMUNITY (MILESTONE 2)**

The City of Ottawa and Age-Friendly Ottawa partnered for the baseline assessment of the age-friendliness of the city. The information below represents a joint submission.

### **3.1 Methods used**

The assessment of the age-friendliness of the city of Ottawa occurred in October and November 2011 and represented a joint undertaking by the City of Ottawa and the Age Friendly Ottawa initiative. The purpose of the consultation phase was to engage with Ottawa older adults in order to identify key issues and opportunities for service enhancements in eight key service areas. The World Health Organization Age-friendly Cities research protocol provided the framework and methodology for the consultations. As such, input was gathered for all eight age-friendly service areas. The consultations were conducted using different methods (see detailed description below) so as to reach as many potential participants as possible. Approximately 630 older adults participated in the consultations.

## **1. Seniors Summit**

On October 3rd, 2011, the Mayor of Ottawa invited older adults to City Hall for a day of consultations on the age-friendliness of services throughout the City of Ottawa. Participants were invited to provide their input on six of the WHO themes: transportation, housing, social and recreational services, community support and health services, civic participation and volunteering, and public safety and security.

## **2. Community-based consultations with Ottawa older adults**

Nine consultation sessions were conducted by the City of Ottawa, Age-Friendly Ottawa and Nanos Research<sup>2</sup> among the general older adult population of Ottawa in different areas of the city. Rural, urban, Francophone and Anglophone older residents of Ottawa were represented across all these consultations. The WHO Age-friendly Cities research protocol was used.

## **3. Targeted focus groups**

In addition to these nine consultation sessions, 15 consultations were conducted among groups of older adults who might not typically participate in broader consultations, in order to obtain a comprehensive portrait of Ottawa's older adult population. Age-Friendly Ottawa took the lead and facilitated these targeted consultations. Participants were invited through community agencies and partners who reached out to them. The WHO Age-friendly Cities research protocol was used.

## **4. Consultation survey**

At the same time as the public consultations were unfolding, a consultation survey, which concentrated on services funded and operated by the City of Ottawa, was made available to Ottawa residents online. The survey itself was based on the WHO model, but also included a section on public safety and security as well as a satisfaction question on City services. The survey was created differently so as to capture impressions on services specific to the City of Ottawa that could have been overlooked in the public consultations. Participants also had the option of filling out the survey over the phone or on paper.

## **5. Consultation with City of Ottawa Advisory Committees**

Finally, project staff held consultation sessions with members of the City's relevant Advisory Committees at City Hall. The following committees were consulted:

- French Language Services Advisory Committee

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<sup>2</sup> Nanos Research was contracted to: develop the facilitator's guide, administer the public consultation sessions, develop the survey, analyze the findings and prepare the final report.

- Poverty Issues Advisory Committee
- Equity and Diversity Advisory Committee
- Health & Social Services Advisory Committee
- Parks & Recreation Advisory Committee

A separate consultation session was held with members of the (former) Seniors Advisory Committee at City Hall. These sessions were facilitated by City staff and used the same format and facilitator’s guide as was used in the community-based sessions.

## 3.2 Key findings

**Outdoor Spaces and Buildings** – Seniors Summit and consultation participants had mainly positive comments about Ottawa’s outdoor opportunities – especially green spaces. However, maintenance and condition of sidewalks, barriers to accessing public buildings and the perceived lack of age-friendly features in parks and along pathways were the top barriers to an age-friendlier city. Of note, winter was mentioned as a prominent isolating factor.

**Transportation** – Seniors Summit and consultation participants’ views on public transportation were influenced by their health, location and level of income. Several older adults reported they had had good experiences with bus drivers and that they appreciated the ride-free days on public transit.<sup>3</sup> The top areas of concern were the cost of public transportation, as well as access to bus stops and to final destinations. Rural participants reported that they felt somewhat isolated due to the lack of bus routes in their areas. Likewise, parking was widely regarded as expensive, particularly at Ottawa’s hospitals.

**Housing** – Most participants expressed the desire to live in their own home as long as possible as well as to remain in their communities, close to family and friends. Thus, there were positive comments with respect to services that allowed them to do so. However, when it came to the variety of options for moving out of the house, several concerns emerged in the consultations: lack of affordable, safe and well located rental units, small size of social housing units and lack of communication on services related to housing.

**Respect and Social Inclusion** – Intergenerational respect took center stage in discussions related to respect during the consultations. Most participants had positive comments to make about how they are treated by younger people, and city buses were revealed to be one of the main social spaces where intergenerational interaction was occurring. Special groups (Francophones, immigrants, Gay, Lesbian, Bisexual, Transgender and Questioning (GLBTQ),

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<sup>3</sup> This is an on-going program.

rural residents) were especially sensitive to the notion of respect in terms of decision-makers responding to their own specific needs.

**Social Participation** – Consultation participants reported that Ottawa offered a good variety of activities for older adults. Libraries, community/seniors' centres and churches were seen as favourite places to socialize for many. Commonly-mentioned barriers to participation were the cost of activities and lack of communication channels to advertise available opportunities. A number of participants mentioned they would like to see more opportunities for continuing education and fitness programs.

**Communication and Information** – Word of mouth and places such as libraries, community/seniors' centres and churches were identified as typical information-sharing places by a number of consultation participants. Accordingly, isolated older adults lacking support (especially immigrants) were generally viewed as the group most likely to be missing out on relevant information. Likewise, the Internet was perceived as being relied on too much by the City and not age-friendly by many. However, a noticeable proportion of participants said that more programs should be created to teach older adults how to use the Internet and computers.

**Civic Participation and Paid/Unpaid Employment** – When it came to volunteering opportunities, consultation participants perceived Ottawa to be a city that offered a vast array of possibilities. One of the main barriers identified was that the volunteer work schedules and level of effort were often too demanding because of the lack of volunteers. Personal cost incurred was also an important barrier with respect to volunteering. Reducing the difficult steps to get a volunteer position and creating opportunities for mentorships were two commonly-mentioned possible improvements in this area.

**Community Support and Health Services** – A noticeable proportion of consultation participants had a good impression of community health centres and clinics, as well as home support services provided by Community Care Access Centres (CCAC) and community agencies. However, there was a general impression that there was a lack of coordination between elder care and support service providers, which made it hard to seek help – especially for isolated older adults. Other barriers included the cost of services, lack of services and caregiver support.

### **Key Themes from Targeted Consultations**

**Aboriginal Community** – Many participating members of the Aboriginal community shared similar concerns as with the mainstream consultations. Poor sidewalk conditions and a limited access to the public transportation system were thought to limit accessibility throughout the

city. Another prominent theme that arose in discussions with members of the Aboriginal community was a lack of intergenerational respect and of communication between Aboriginal older adults and their service providers, particularly in terms of healthcare services. Access to affordable and safe housing was also revealed to be an issue of particular importance for participating older adults from this community.

**Care Providers** – Non-hired caregivers who participated in the consultations mentioned the lack of accessibility throughout the city, especially in terms of public buildings’ doors, public transportation, and housing. A major area of concern for this consultation group was the difficulty that older adults faced when trying to access information regarding available elder care services.

**Multicultural Community** – Older adults from multicultural backgrounds listed city-wide accessibility as a major area of concern. Noticeably, the difficulty to find affordable housing was a prominent issue in Ottawa that many found to affect their quality of life. Another important area of concern for this group was isolation; indeed, many participating older adults from multicultural communities wanted more avenues to have a social life within and outside of their communities and better communication strategies so that they get the information on practical and community-oriented topics.

**Gay, Lesbian, Bisexual, Transgender, Questioning (GLBTQ)** – Members of the GLBTQ community were particularly concerned with social inclusion and isolation. Many felt that a combination of homophobic attitudes and social activities geared toward heterosexual, married people undermined their ability to be a part of the community at large, thus increasing the probability of GLBTQ older adults facing isolation. Having seniors’ homes better adapted for the GLBTQ community was viewed as a potentially good way to improve inclusion and limit isolation in old age for members of this community.

**Low-Income** – The consequences of living in the city with a lower income was a challenge to many participating older adults, particularly in terms of the costliness of medications, public transportation, and housing, which all affected their social participation. One of the most salient findings, therefore, was that this group had often limited social participation options and was consequently at greater risk of isolation.

**Francophones** – A major area of concern for this consultation group was their desire to live their lives in French, whether when it came to accessing services or attending social and cultural events. French-speaking older adults living in West Ottawa found it particularly difficult

to speak their first language and meet with other Francophones.<sup>4</sup> Likewise, there was a general impression among participants from this group that there is a lack of equity between services available in French relative to English.

**Services Providers and Business Community** - Service providers and members of the business community emphasized the threat of isolation on older adults in the city of Ottawa. Many felt concerned toward the lack of accessibility in terms of transportation and public buildings, which play an integral role in the degree of participation of older adults. Housing was seen as an important issue by many in terms of costliness and of the lack of features adapted to older adults' mobility and health challenges. In terms of the continuum of health and supportive services to older adults, many participants from this group asserted the need to have a concerted approach to service delivery and reduce barriers to accessing them.

**Older Adults with Disabilities** – Accessibility throughout the city was a major concern for this consultation group. Many felt that because of their disability, they were limited in terms of housing and transportation options, and their ability to navigate throughout the city in public buildings and outdoor spaces.

**Rural residents** – The main challenges raised in this group were mostly related to isolation. Many participating older rural residents mentioned that there was a lack of affordable venues to rent for social gathering, limited options in terms of seniors' homes, and limited access to public transportation. Noticeably, however, many participants stressed that they especially enjoyed the community feel of smaller towns while being close to the city.

### **3.3 Baseline assessment report**

The full assessment report (community consultation findings) is attached as an appendix.

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<sup>4</sup> Ottawa has a history of francophone settlement in the east end of the city.

## 4. ACTION PLAN (MILESTONE 3)

### Age-Friendly Ottawa

#### 4.1 Priorities

1. Following the release of the baseline assessment report, AFO conducted a detailed content analysis focusing both on the general findings and on the input from specific groups of seniors.
2. This analysis along with the content of feedback and validation sessions assisted in developing a list of priority issues based on several criteria such as focus, prevalence, potential for engagement, ethical value, benefit, cost and alignment with City of Ottawa Older Adult Plan.
3. AFO presented a list of possible actions to seniors that were in the realm of community responsibility , to further define the priorities for action (*see attached ActionPriorityForums2012 for more detail*) These are:
  - *Expand and improve access to preventative health care and homecare options, with special attention to rural areas.*
  - *Introduce “health and social system navigation” to help vulnerable seniors to access complex health and support services.*
  - *Work with hospitals and medical clinics to reduce parking fees*
  - *Find affordable (or free) space in the community for older adult groups to hold events, make a list of venues and circulate at large*
  - *Advocate for an increase of city-wide activities in French*
  - *Challenge ageism through public education to foster respect between generations*
  - *Increase friendly calls and home visits to isolated seniors while connecting seniors to existing programs*
4. This led to the development of the *Age-Friendly Ottawa Community Framework* in 2013 and to the publication of a senior- friendly community report in the COA Bulletin: *Towards an Age-Friendly Ottawa: A Community Framework, Special Edition, Spring 2013* (both documents attached)

5. The *Age-Friendly Action Plan 2013-2014* consists of 23 community actions undertaken by the Council on Aging and community partners in the 8 Age-Friendly areas. It includes timelines and indicators. It is a work in progress, as AFO continues to encourage other community partners to engage in proposed actions in different areas.

Documents attached:

1. AFO List of Priority Issues (community)
2. Age-Friendly Community Framework 2012-2014
3. Bulletin: Towards an Age-Friendly Ottawa ( Eng & Fr)

## **4.2 Implementation timeline**

AFO is following the same timeline for implementation as the City of Ottawa. The first phase of community undertakings will be completed in December 2014. The plan will be refreshed at that time. Progress will be measured according to identified indicators. New projects will be introduced as resources become available.

## **4.3 budget**

1. AFO is supported by three year community grants ending in December 2013. The COA is currently seeking funding for the implementation and monitoring of the AFO community Framework and Action Plan.
2. Phase 1 funding supported the hiring of a project director at 4 days per week and the support of admin staff at 1 day per week. In addition, programming dollars at \$10,000 per year for three years were made available for publication, communications, project start-up and translation costs. Assistance was also provided to low-income seniors in the form of mileage reimbursements to facilitate their participation at events and committee meetings.
3. The Council on Aging of Ottawa is actively engaged in seeking new funding to support implementation and monitoring (phase2) for Age-Friendly Ottawa. This includes fundraising activities, a COA membership drive as well as applications to new and existing funders.
4. The Council on Aging is building relationships with local Chambers of Commerce and Business Improvement Areas via the *AFO Building an Age-Friendly Business Community* Project. We believe that engaging the private sector in age-friendly efforts will lead to

improved communicate and create interesting partnership and sponsorship opportunities.

5. The momentum created by the high level of community support and engagement of seniors in AFO provides reason to anticipate successful continuation of the project. We believe that our positive collaboration with the City of Ottawa and our commitment to obtain full recognition as members of the WHO Global Network of Age-Friendly Cities and Communities provides powerful incentives for continued investment.

## **4.4 Responsibility for Implementation**

Currently, the responsibility for the implementation of the joint action plan is shared between the City of Ottawa and the Council on Aging.

As a result of Age-Friendly Ottawa, the Council on Aging has adopted a new strategic plan and a new vision for an age-friendly society. The COA has initiated 18 actions from the AFO community action plan that directly respond to priorities identified by seniors during the public consultations.

One of the key activities in the implementation and monitoring phase will be to share findings from the consultations and continue to encourage seniors, as well as stakeholders from the private and public sector to engage in senior-friendly activity from the *AFO Community Framework 2012-2014*.

## **City of Ottawa**

### **4.1 Priorities**

Following extensive background research and consultations, the City of Ottawa developed the Older Adult Plan (OAP). The OAP is fully informed by and based on the research findings and the input of Ottawa's older adults includes a corporate-wide strategy, vision and goals, an action plan of concrete recommendations and an accountability framework.

Development of the Older Adult Plan:

1. **Development of a vision/long-term goals:** A vision and goals were developed by staff (and reviewed by the Steering Committee and Advisory Group) based on consultation findings and to reflect values shared amongst older adults;

2. **Creation of staff Working Groups:** Five cross-departmental staff working groups were created to develop recommended actions from the suggestions gathered from older adult consultation participants. Each working group focused on one of the eight age-friendly domains (two domains were combined in one working group and the other two domains did not require a cross-departmental focus). The staff working groups reviewed the input/suggestions from older adults and also considered the background research, departmental budgets and capacity, and the list of essential age-friendly features from the World Health Organization.
3. **Development of a draft action plan:** A list of proposed actions was developed based on the recommendations from the staff working groups. The list of proposed actions was reviewed by the Steering Committee and the Advisory Group. In addition, individual meetings were scheduled with each departmental General Manager/Director or management teams to build buy-in and commitment to actions, as well as to assess budget needs.
4. **Community validation of draft action plan.** Community members were asked to validate and provide feedback on the draft action plan in June 2012. The purpose of the validation exercise was to gauge older adults' level of support for the proposed actions, to confirm that the City of Ottawa was "on the right track", and to ensure that the final action plan reflected the initial community input.

The final City of Ottawa Older Adult Plan includes an overall vision as well as long-term goals for each of eight Age-Friendly Strategic Areas. The Strategic Areas are based on the World Health Organization's age-friendly domains and include: Outdoor Spaces and City Buildings; Transportation; Housing; Communication and Information; Social, Recreational, and Cultural Participation; Civic Participation and Volunteering; Community Supports and Health Services; and Respect and Social Inclusion.

The Older Adult Plan commits to **74 Actions** across 12 municipal departments, organized under the eight Strategic Areas. Approximately half of the recommended actions represent new initiatives, while the remainder constitutes enhancements to existing services. In addition, the Plan particularly commits to improving the quality of life of vulnerable, low income, older adults by enhancing access to essential supports, programs and services.

The Plan assigns responsibility for each Action to a City Department, which has committed to its implementation within the stated timeline.

In summary, the OAP Actions aim to:

- Enhance access to supports for vulnerable (on low income and/or socially isolated) older adults;
- Adjust programs and services based on demographic realities and stated interests;
- Improve pedestrian safety at intersections and on sidewalks;
- Encourage health promotion and active aging activities;
- Enhance supports to caregivers;
- Enhance services within City-operated residential facilities;
- Develop effective communication strategies and initiatives;
- Improve access and use of public transit;
- Enhance staff training and promote awareness about older adult issues;
- Increase staff's ability to interact with older adults in a respectful and informed manner;
- Improve accessibility of buildings and outdoor spaces;

**See attached copy of the City's Older Adult Plan.**

## **4.2 Implementation timeline**

The City of Ottawa OAP was approved by Ottawa City Council on October 24, 2012. The Older Adult (Action) Plan commits to a 2012-2014 implementation timeline, with the long-term Vision and eight Goal Statements strongly setting the overall path for the future. An update report will be presented to Ottawa City Council at the end of 2014.

Successive action plans will be developed to align with future terms of Council. Each successive action plan will build on the successes and lessons learned of past ones, identifying actions that continue to respond to issues raised by older adults and that are feasible given the municipal fiscal environment.

Planning for the 2015-2019 Older Adult Action Plan will begin during the first quarter of 2015. This cycle of continual improvement, with refreshed plans of action, reflects the process that is recommended by the World Health Organization for communities belonging to the *Global Network of Age Friendly Cities*.

### **4.3 budget**

The current Ottawa City Council identified the Older Adult Plan as a strategic initiative in their Term of Council Strategic Priorities (2011-2014) and approved a budget of \$500,000 per year (starting in 2012) to support the implementation of actions contained in the Older Adult Plan.

However, the majority of the actions contained in the OAP are implemented within existing departmental operating budgets. The City has also committed staffing resources to this work and in kind resources to the Age Friendly Ottawa initiative.

The OAP budget envelope of \$500,000 supports the implementation of actions that are new or represent enhancements or improvements to existing programs and services and that require funding for their implementation. Of that amount, \$100,000 per year specifically targets health and social supports for vulnerable, low income, older adults. The allocation of this funding is determined through an internal annual funding allocation process.

In addition, Council approved an additional \$500,000 to improve transportation options for seniors, youth, people with disabilities and other potentially marginalized groups.

### **4.4 Responsibility for implementation**

The overall responsibility for the implementation for the Older Adult Plan rests with the Community and Social Services Department of the City of Ottawa. However, the Plan assigns responsibility for each individual Action to a City Department, which has committed to its implementation within the stated timeline. An Interdepartmental Staff Work Group monitors the implementation of the Older Adult Plan and coordinates the implementation of actions that require involvement from multiple departments. A Seniors Roundtable meets quarterly to review and provide feed-back on the OAP implementation progress. The Seniors Roundtable is comprised of City of Ottawa residents (50 years of age or older) and one City Councillor in a liaison capacity (see section 5.2 for more details about the Seniors Roundtable).

### **4.5 Age-friendliness as a cross-cutting issue in municipal planning**

The work on the Older Adult Plan, the comprehensive City staff engagement and the final plan has informed:

- Communications planning
- Official Plan Renewal (urban plans)
- Public Health priority setting
- Departmental Strategic Plans across the corporation

## 5. INDICATORS TO MONITOR PROGRESS AGAINST THIS PLAN (MILESTONE 4)

### Age-Friendly Ottawa

#### 5.1 List of indicators

The AFO action plan comprises a list of activities supported by a set of basic progress indicators. The participation of the City of Ottawa with AFO to the **WHO Age-Friendly Communities pilot study on progress indicators** in 2013 has clearly exposed the critical need develop and adopt a comprehensive evaluation and analysis framework.

We are currently seeking support from funders to proceed with the implementation of age-friendly activities, according to the priorities identified by seniors. The intention of on part of the proposal is to evaluate the impact of the Age-friendly activities of Age-friendly Ottawa. This is a significant part of our joint work with the City of Ottawa and our joint commitment towards receiving full designation of Ottawa as member of the WHO Global Network of Age-Friendly Cities.

One of the most important features of this grant application has to do with the development of core indicators against which short, medium and long term outcomes can be measured. We propose to develop an evaluation framework with the City of Ottawa and other partners in the research and evaluation sector, such as the *Centre for Research on Educational and Community Services at the University of Ottawa* along with the *Bruyère Research Institute at Bruyère Continuing Care* and with the *Public Health Agency of Canada (PHAC)*, who is currently in the process of developing an evaluation guide for Canadian communities who are engaged in age-friendly activities.

#### 5.2 Monitoring strategy

1. The Council on Aging of Ottawa will monitor and assess progress via the activity reports of the COA issues committees responsible for implementing age-friendly actions, as outlined in the AFO Community Action Plan. The Chairs of each committee are members of the Board of Directors of the Council on Aging, and as such, report monthly at Board meetings. In addition, Committee chairs write yearly reports on committee activity that are published in the COA Annual Report and released in June each year.

2. The Chair of Age-Friendly Ottawa is responsible for reporting project activity at the monthly COA Board meetings.
3. Age-Friendly project activity and progress is reported monthly to the AFO Steering Committee and Implementation team by the AFO Project Director. The Age-Friendly Director is also required to report to funders on project activity.
4. The partner agencies that have committed to an action from the AFO Community Framework are responsible for setting and reporting on their own set of indicators. They have agreed to report to the COA on project status at the end of the implementation period, in 2014.

## **City of Ottawa**

### **5.1 List of indicators**

Please refer to the OAP Action Plan for a list of indicators.

### **5.2 Monitoring strategy**

As mentioned previously, the City of Ottawa Community and Social Services Department has responsibility for monitoring the overall implementation of the Older Adult Plan Action Plan. An Interdepartmental Staff Work Group monitors the implementation of the Older Adult Plan and coordinates the implementation of actions that require involvement from multiple departments.

Progress reports on achievement against indicators are submitted quarterly from each department and consolidated into an OAP implementation progress report.

The City of Ottawa created a Seniors Roundtable with the mandate of providing feed-back to City staff on the implementation of the OAP. The Seniors Roundtable is comprised of City of Ottawa residents (50 years of age or older) who reflect the City's diverse population and who were referred through community agencies serving older adults. One City Councillor is also represented in a liaison capacity. The Seniors Roundtable meets on a quarterly basis.

Responsibilities of members are to:

- Receive quarterly OAP implementation progress reports and provide comments on the status of the implementation of the actions contained in the Older Adult Plan;
- Act as a forum for City of Ottawa staff to seek input related to emerging issues of concern to older adults, as well as corporate programs, services or infrastructure.

Finally, progress on the implementation of the OAP is reported on a quarterly basis to the City's executive management and Council through a corporate reporting framework. This is required due to the fact that the OAP represents a Strategic Initiative within the Term of Council Strategic Plan (2011-2014). The corporate performance measure related to the OAP initiative reads as follows: *Implement 70% of the recommendations with 2013 and 2014 timelines identified in the Older Adult Action Plan.* As such, implementation progress is reported to senior management and Council through the Corporate Planning Framework process.

A report, summarizing the implementation success of the OAP, will be presented to the Community and Protective Services Committee and to City Council in early 2015.

## **CONCLUSION**

This joint report summarizes the work completed by Age-Friendly Ottawa and the City of Ottawa as part of Phase I (Planning) of the WHO Network Cycle. In addition, it highlights the collaborative relationship that has been established between AFO and the City of Ottawa through the process. The joint action plan submitted as an appendix to the report is based on research and consultation findings that were undertaken in partnership and reflects the vision and long-term goals that have been endorsed by both entities. More recently, AFO and the City of Ottawa participated in the WHO pilot study of Indicators, made a joint presentation at the 2<sup>nd</sup> annual WHO International Conference on Age-Friendly Cities in September 2013. Both entities nurture a strong relationship with the Public Health Agency of Canada and the Ontario Seniors Secretariat.

The success to date in achieving the milestones of Phase I and the collaborative relationship that has been established between AFO and the City of Ottawa provide a supportive foundation on which to build and expand on the work already begun.