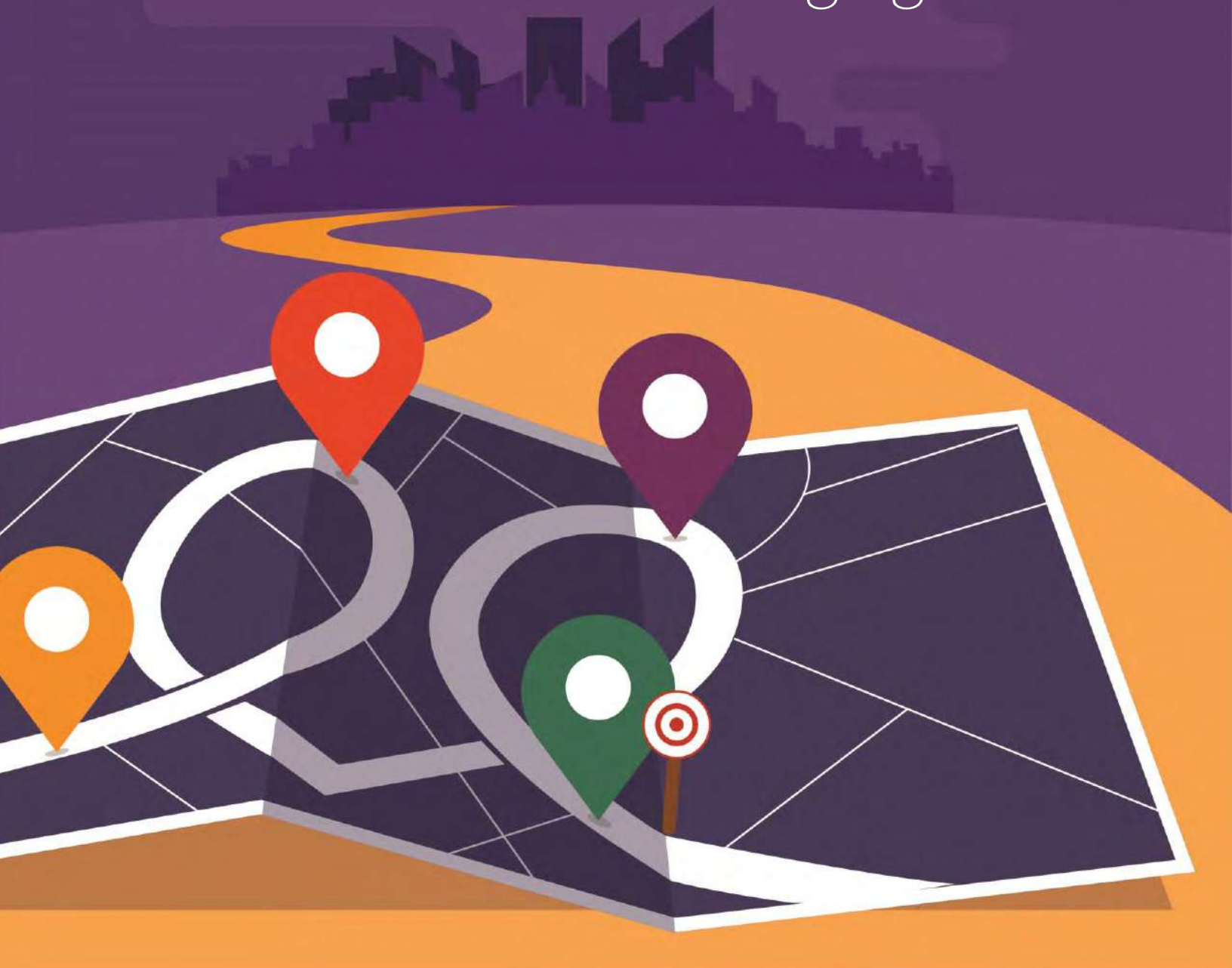


99 COURAGE

Action for Better Aging



Roadmap for Action – Summary Report

October 2025

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Executive Summary

Created in 2023, COURAGE's [Roadmap for Action](#) represented the culmination of the COURAGE journey and highlighted recommendations for the path forward. It served as a strategic foundation for awareness and advocacy efforts, outlining a timeline to guide collective action and key priorities. This report summarizes the coalition's accomplishments thus far and outlines proposed next steps.

Key Accomplishments

- Launched a national movement for healthy aging in 2021.
- Engaged over 800 stakeholders across Canada.
- Hosted a national summit with 181 changemakers.
- Developed and endorsed a Roadmap for Action with 130+ organizations.
- Created digital storytelling wall and action kits.
- Designed a 360 Living Models Blueprint and Inventory through collaborative sessions.
- Drafted a National Aging Strategy Policy Statement.
- Implemented an advocacy plan for a National Aging Strategy.

Next Steps

- **Leverage National Momentum**
Build upon COURAGE'S national engagement, storytelling, and advocacy efforts to deepen public awareness and support.
- **Adopt Impact Network Principles**
Promote collaboration, decentralization, and shared purpose to sustain the movement to reimaging aging.
- **Empower the COURAGE Coalition**
Enable coalition members and partners to apply the Roadmap for Action principles in diverse local and regional contexts.
- **Adapt COURAGE Resources**
Encourage partners to tailor COURAGE tools and models to meet community needs.
- **Advocate for Comprehensive Aging Strategies**
Advocate for coordinated and well-funded provincial and national aging strategies grounded in person-centered values.

“We believe everyone deserves to age on their own terms – in the place we call home and the communities we love.”

Background

Canada is approaching a demographic milestone, with one in five citizens soon to be over the age of 65. Our current approach to aging is increasingly out of step with the needs and preferences of older adults. To ensure we meet the expectations of this growing population, there is a timely and important opportunity to transform how we support aging in Canada – creating a future that is both sustainable and reflective of what Canadians truly value.

COURAGE: Action for Better Aging launched in 2021 to start a national social movement for change. Led by Covenant and SE Health, **COURAGE** invited Canadians with a stake and interest in healthy aging to reimagine aging in our country, spark innovation and forge an action plan for change.

COURAGE's journey consisted of four phases:

Phase 1 – Research: Discussion paper developed to provide background analysis of the current situation, and an evidence informed review of trends and innovations.

Phase 2 – Engagement: Pan-Canadian engagement with over 800 multisectoral stakeholders, which identified four key areas for action.

Phase 3 – Collaboration: Hosted a national virtual Summit, attended by 181 changemakers who discussed the four key areas and identified tangible actions for change.

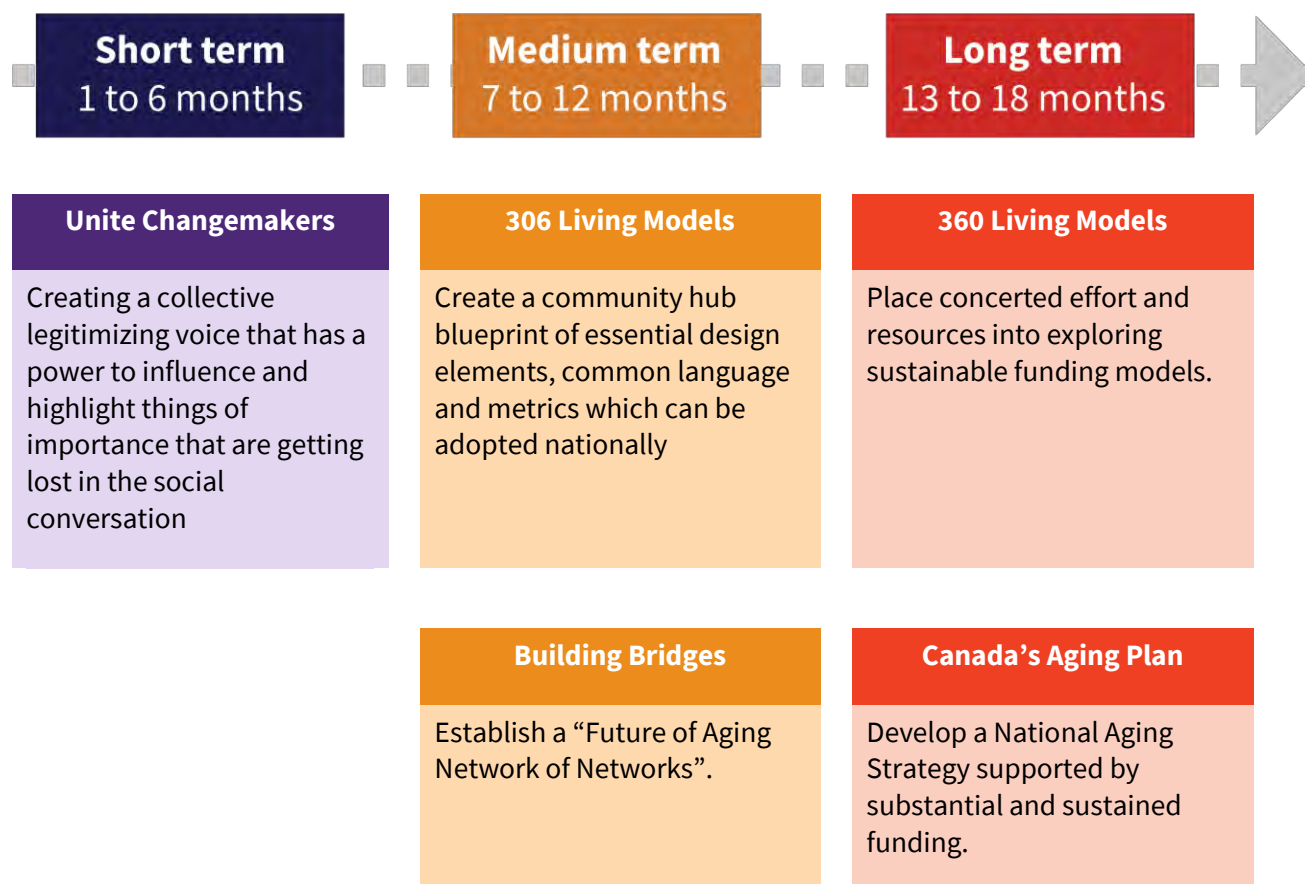
Phase 4 – Action: Developed a Roadmap for Action, which received national endorsement from over 130 individuals and organizations.

The [Roadmap for Action](#) proposed four recommendations and sixteen actions that can enhance Canada's response to reimagining aging.



Furthermore, the Roadmap for Action included a recommendations timeline to guide the initiation of the collective work, including key actions of focus.

Recommendations Timeline



Short Term Accomplishments

Unite Changemakers

Unite Changemakers is about fostering meaningful social conversation about aging and raising awareness of the problem and impact of ageism. The action associated with Uniting Changemakers was to create a collective legitimizing voice that has the power to galvanize Canadians and influence change. Coalition members engaged in two activities to support this action.

✔ STORYTELLING

COURAGE coalition members participated in storytelling huddles to develop a framework for collecting impactful stories to inspire change. This included the development of a storytelling submission form.

From there, a digital storytelling wall was created for individuals to share what it means to age well and what is needed to achieve this. The following highlights one of our #BeCourAGEous stories from the Killick Coast North Seniors Co-operative in Newfoundland.



“Early in 2024, a group of eight of us got together to discuss what aging well at home would look like for us. As seniors, we wanted to take ownership of both the challenges and their solutions. A member-owned co-operative seemed like the right fit. Guided by the NL Federation of Co-operatives, we developed our community services co-operative (non-profit based) and incorporated in June 2024. Since then, we started offering social, educational, transportation, and other home-based services to members of the public. For us, aging well means overcoming isolation and loneliness by developing a thriving community with personal relationships, support for our members, and services for communities we are part of. Aging well at home and in our community is the ultimate goal.”

“Stories have the power to shift perspectives and ignite action.”

🔍 RESOURCES	📋 OUTCOMES
• Check-out our #BeCourAGEous digital storytelling wall • Share your story using the storytelling submission form	• 11 stories and images posted from individuals across Canada

✅ ACTION KITS

The second activity was the development of action kits. The action kits provide tools, tips and tricks that individuals and organizations can use to make a difference in their community, organization, or network.

The action kits were refined over time, incorporating feedback from coalition members. The outcome was the creation of action kits for individuals and organizations to drive change. The action kits include:

- A social media toolkit to amplify messaging
- Sample letters for reaching out to decision-makers
- Inspiring ‘Acts of COURAGE’

The action kits were promoted with coalition members and key stakeholders.



“COURAGE is amplifying voices to reimaging aging in Canada.”

 RESOURCES	 OUTCOMES
• View our Action Kit for Organizations • Look at our Action Kit for Individuals • Check-out our Action Kit COURAGE webpage	• 16 downloads of the Action Kit for Individuals since May 2025 • 14 downloads of the Action Kit for Organization since May 2025

Medium Term Accomplishments

360 Living Models

360 Living Models are models where housing, health, social and lifestyle needs are intertwined and can be advanced together. This medium-term recommendation aimed to create a blueprint of essential design elements, common language and metrics which can be adopted nationally and adapted based on community needs.

360 LIVING MODELS BLUEPRINT

Coalition members were engaged through an interactive session that took a deeper dive into creating and promoting 360 Living Models. The session consisted of two presentations on successful models and breakout sessions that focused on an evaluation of community wellness hubs and sustainable funding from a policy perspective. From there, specific work began on the blueprint.

The development of the 360 Living Models Blueprint was a collaborative effort based on:

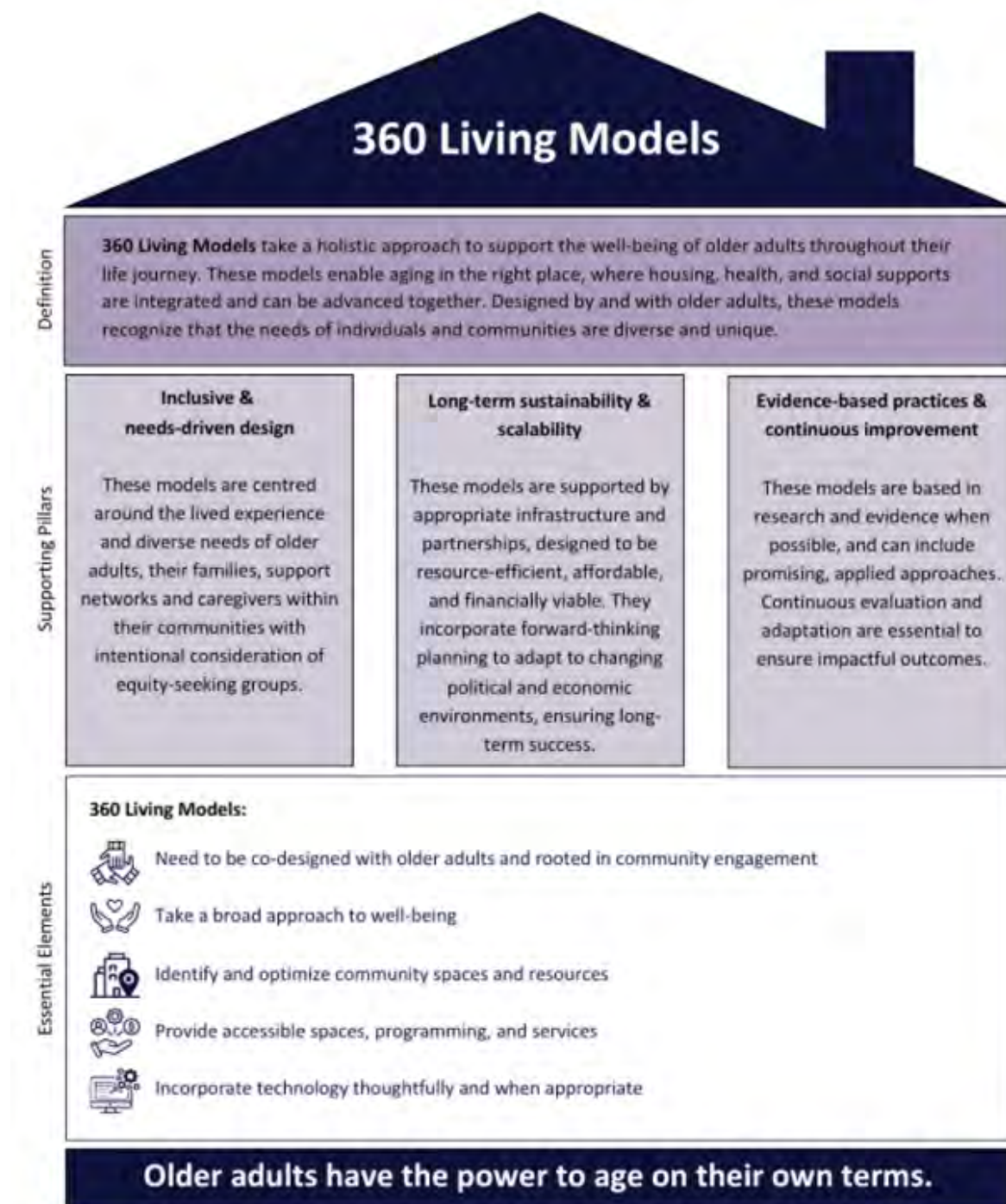
- Expert and older adult engagement across Canada.
- Global scan of best practices and evidence-based approaches.
- Incorporation of COURAGE principles: intersectionality, evidence-based solutions, financial sustainability.

The result was the creation of a 360 Living Models Blueprint that is:

- Anchored by three core pillars: inclusivity, sustainability, and scalability.
- Based on evidence-based practices.
- Guided by five essential elements that define the critical components for successful implementation.
- Grounded in a central belief that older adults should have the autonomy to age on their own terms.

The Blueprint is intended for a diverse audience including community organizations, leaders, policymakers, housing professionals, researchers and urban planners.

Widespread distribution of the blueprint occurred through digital communications, social media and conferences.



360 Living Models Blueprint visual illustration

“360 Living Models represent a holistic approach to aging with dignity and support.”

 RESOURCES	 OUTCOMES
• Read our 360 Living Models Blueprint • View our 360 Living Models Blueprint webpage	• 107 downloads of the blueprint since April 2025

Building Bridges

Establishing a “Network of Networks” to accelerate and sustain the connection of community initiatives (programs, people and agencies) was led by other organizations outside of COURAGE. Of specific mention is [Healthy Aging Alberta’s Systems Map](#) which is an interactive platform that maps out the connections, partnerships and support networks within Alberta’s community-based seniors-serving (CBSS) sector.

Long Term Accomplishments

360 Living Models

The initial recommendation was to place concerted efforts and resources into exploring sustainable 360 Living funding models. Recognizing that many national and provincial entities were addressing this aspect, the focus shifted another 360 Living Models action: create an inventory of 360 Living Models.

 360 LIVING MODELS INVENTORY

Prior to the creation of the 360 Living Models Inventory, there was no one database that housed successful global 360 models. An international environmental scan and literature review was completed to identify 360 living models. From there, an inventory was developed to:

- Explore different approaches
- Deepen understanding of 360 Living
- Push for integrated housing and health solutions
- Guide project design and decision-making

The inventory consists of a curated selection of low- to high-intensity 360 Living Models from Canada, the United States, and other countries. It includes a description, key features, location, links to examples and our sources.

Extensive distribution of the inventory happened through digital communications, social media and conferences.

Ottawa West Aging in Place	+
Toronto Seniors Housing Integrated Service Model	+
Program of All-inclusive Care for the Elderly (PACE)	–
Community-based comprehensive health, social, and respite care coordination based out of an adult day health centre. The goal is to avoid or delay placement into long-term care.	
Key features	
• Community dwelling of 55+ older adults that qualify for long-term care. • Comprehensive acute and long-term care services and geriatric care coordinated and delivered in the community. • Integrated with primary care. • Care is managed by an interdisciplinary team.	
Location	
United States	

Snapshot of inventory from the 360 Living Models Inventory webpage

“A centralized inventory empowers communities to replicate success.”

 RESOURCES	 OUTCOMES
• Explore our 360 Living Models Inventory • Check-out our 360 Living Models Inventory webpage	• 26 downloads of the inventory since April 2025

Canada’s Aging Plan

Canada’s Aging Plan recommendation was to develop a national aging strategy that would position Canada to address the growing pressures of an aging population, while setting a course for equitable, sustainable care and support systems that will serve Canadians for generations to come.

NATIONAL AGING STRATEGY - POLICY STATEMENT

The COURAGE National Aging Strategy Policy Statement offers a framework for setting direction and coordinating efforts across sectors to ensure a future where older adults can thrive.

The development of the strategy policy statement was a cumulation of COURAGE’s work to date and included three sub-working groups that were tasked with identifying and recommending shared priorities for all levels of government, older adults and their care partners, healthcare and homecare professionals and underserved groups.



JURSDICTIONAL SCAN

This sub-working group conducted a comprehensive review of aging strategies across all Canadian Provinces and Territories. Additionally, it examined national aging plans from 26 international jurisdictions encompassing both developing and developed countries. This review distilled the overarching goals, guiding principles, stakeholders and policy levers that underpin aging strategies worldwide. The findings were further analyzed to identify central themes.



CANADIAN CHALLENGES AND OPPORTUNITIES IDENTIFICATION

This sub-working group focused on reaching a consensus regarding Canada's challenges and priorities in aging, as well as supports for older adults and their care partners. The group's efforts were informed by lived experiences, expert knowledge and opinion and evidence from credible sources. The sub-working group members achieved consensus on several challenges within the Canadian system that impede the ability of all Canadians to age healthily and well.



POLICY RECOMMENDATIONS AND STATEMENT DRAFTING

Building on the work of the first two sub-working groups, COURAGE enlisted the assistance of a government relations firm to translate COURAGE's recommendations into a policy statement. A proposal was reviewed by a sub-working group consisting of aging strategists and policy experts.

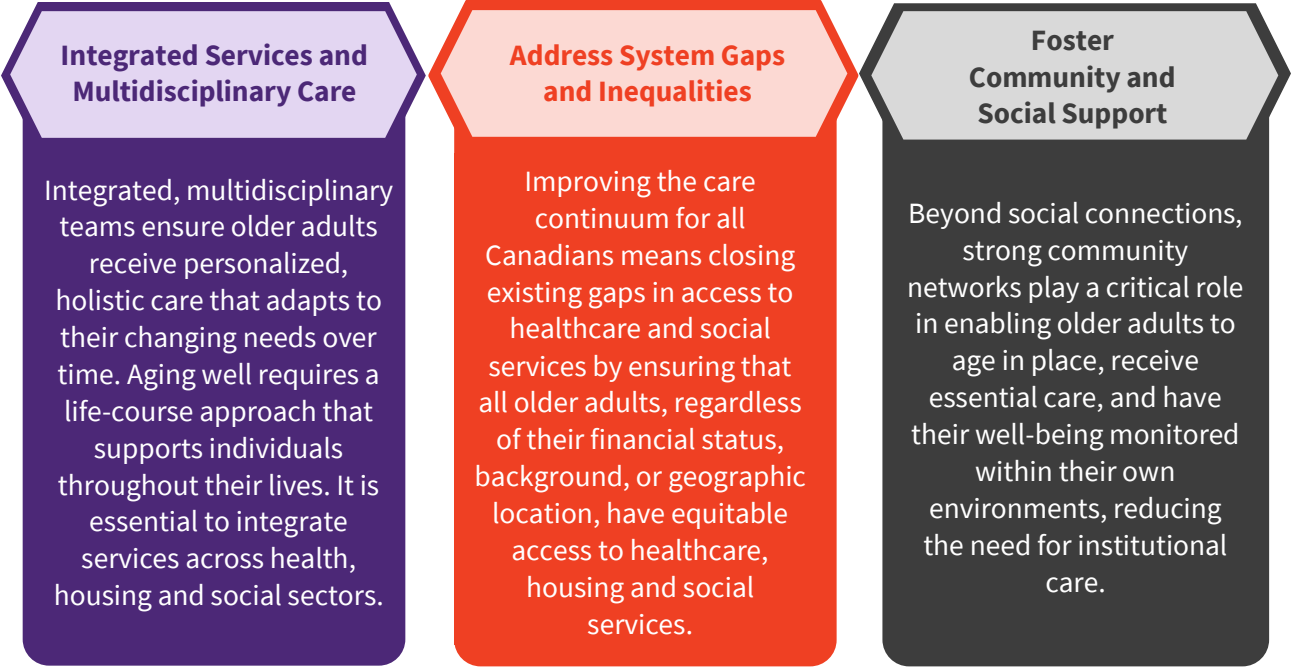
The efforts of the three sub-working groups, and with consultative support from a government relations firm, resulted in a comprehensive policy built on six guiding principles and three policy pillars.

Guiding Principles

- Respect, Compassion and Dignity
- Inclusivity, Equity and Cultural Competence
- Safety and Security
- Intergenerational Solidarity
- Holistic Well-being
- Empowerment and Independence

Policy Pillars

To create an effective and equitable aging policy, the COURAGE National Aging Strategy Policy Statement prioritizes a comprehensive approach that integrates wraparound supports, addresses inequalities and fosters strong community support systems. The following policy pillars provide a robust framework for improving the well-being of older adults.



“By planning for the future, we can ensure that older adults of diverse needs and perspectives all experience meaningful quality of life.”

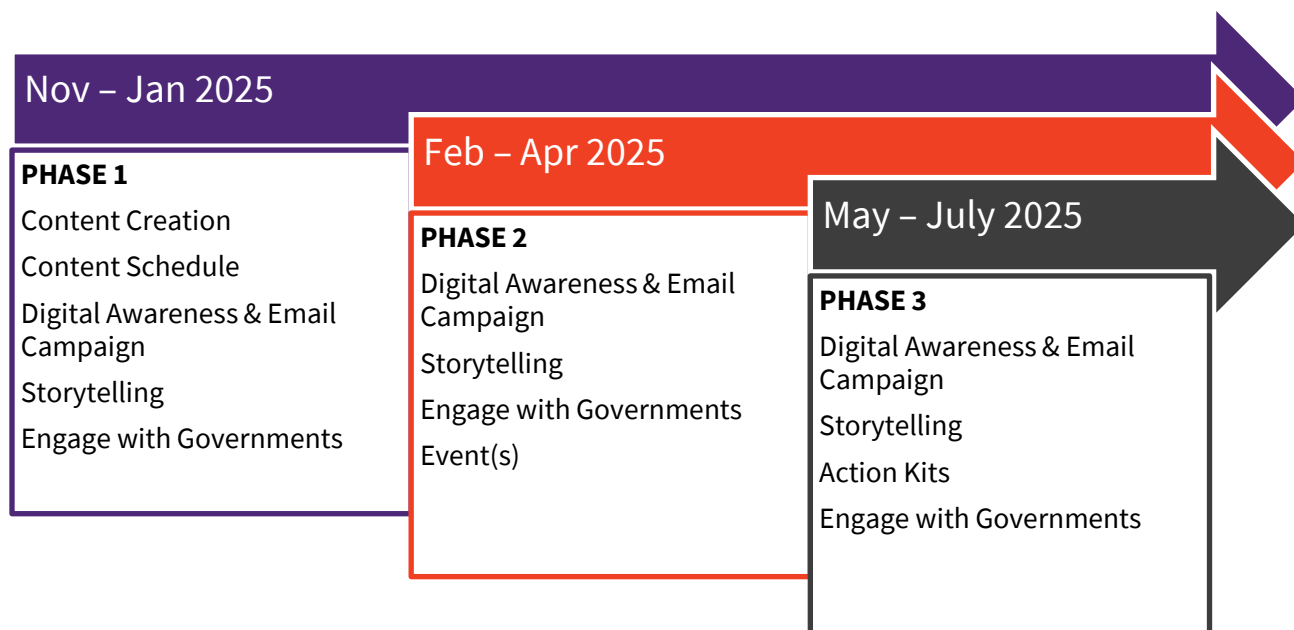
🔍 RESOURCES	📊 OUTCOMES
Read our National Aging Strategy Policy Statement	76 downloads of the policy statement since January 2025

☑ NATIONAL AGING STRATEGY - ADVOCACY PLAN

The next step in the National Aging Strategy was the development of an advocacy plan designed to:

- Raise awareness and build public support
- Position **COURAGE** as a leading authority
- Mobilize supporters for direct advocacy
- Engage with governments and sustain momentum

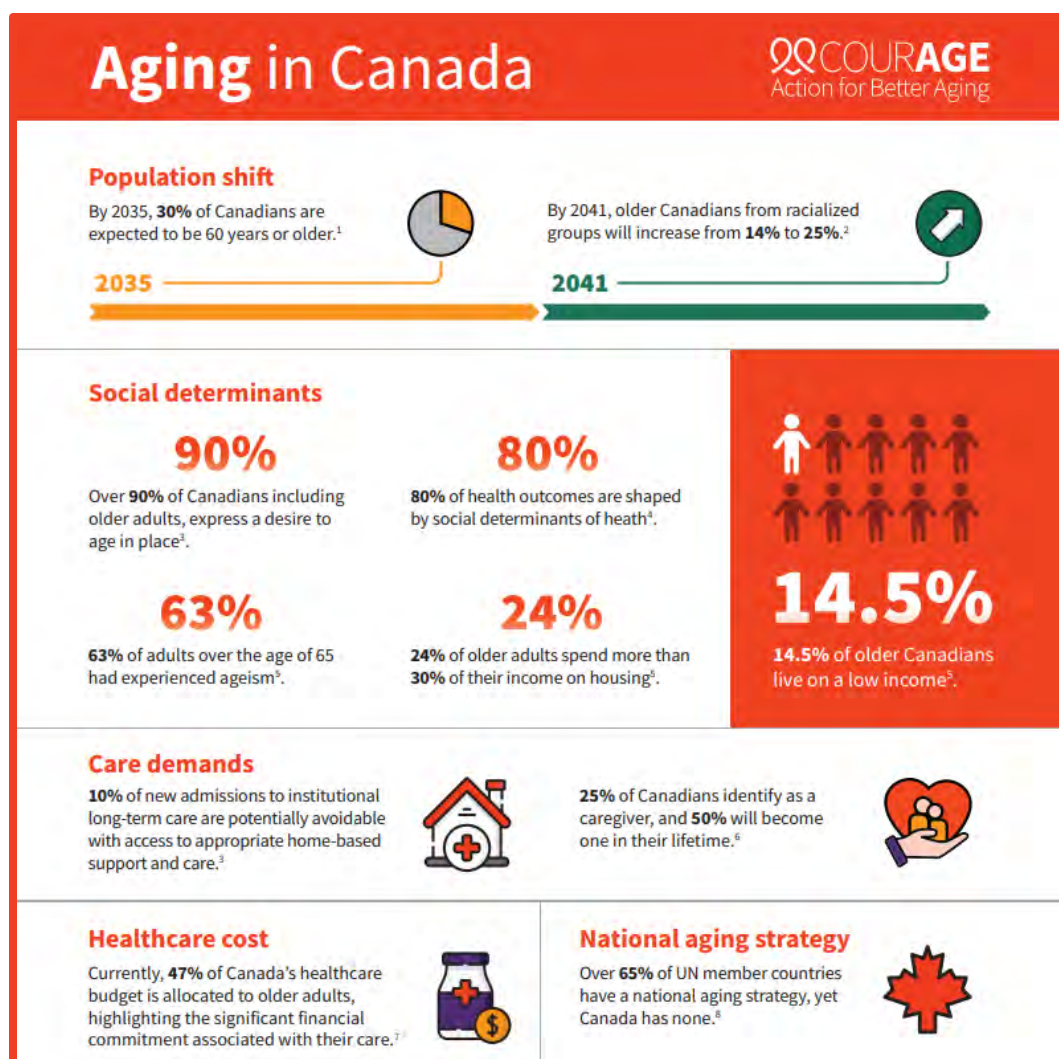
The was done in a phased approach starting in November of 2024.



Phase 1

Highlights from Phase 1 include:

- Creation of the Take Action webpage on the **COURAGE** website
- Development of three key resource documents
- Social media launch on Facebook, LinkedIn, and X
- Partnership outreach plan



Snapshot of Aging in Canada Infographic

🔍 RESOURCES	📊 OUTCOMES
- View our Take Action webpage - Dig into our key resource documents - o Canada Needs a National Aging Strategy - o Singapore's National Aging Strategy: A Success Story - o Aging in Canada Infographic	1937 Take Action page views since January 2025 28 downloads of Singapore's National Aging Strategy: A Success Story 30 downloads of Canada Needs a National Aging Strategy

Phase 2

Highpoints from Phase 2 include:

- Continuation of social media campaign with initiation of paid social media advertising
- Creation of a social media tool kit for key partners
- Engagement with governments
- Five conference applications showcasing COURAGE's impact network model as a framework for advancing a national aging strategy:

- o Christian Health Association of Alberta (CHAA) Called to Care 2025 Conference
- o 2025 Canadian Association for Health Services and Policy Research (CAHSPR) Conference
- o Canadian Geriatric Society (CGS) 2025 Annual Scientific Meeting
 - Note: Two abstracts submitted. One based on impact networks, and one based on 360 Living Models.
- o 2025 Centre for Education and Research on Aging & Health (CERAH) Conference
- o Alberta Continuing Care Association (ACCA) 2025 Annual Conference
- Submission to sponsor and exhibit at two events:
 - o “Still Me” Leaders Forum May 2025 hosted by Dementia Calgary and the Alberta Association on Gerontology (AAG)
 - o 2025 Healthy Aging Alberta (HAA) Tapestry of Aging Summit
- Creation of conference booth materials including banner, display posters and postcards
- National survey development and launch in partnership with Ipsos

National COURAGE Survey

A total of 1000 Canadians aged 18+ participated, identifying areas that they felt were needed to address and support aging in the community. The survey demonstrated strong public support for policies that help older adults stay in the workforce, recognize unpaid caregivers and promote intergenerational connections. Survey highlights include:

- 95% of Canadians agree that it is important to have federal government policies that enable aging in place.
- When asked about top priorities for a national aging strategy, the top three rated priorities by Canadians were:
 - o integration of health and social services, at 62%
 - o affordable housing, at 62%
 - o financial security, prioritized at 60%
- 93% of Canadians support strengthening funding for community organizations through long-term grants to support aging in place services.

🔍 RESOURCES	📊 OUTCOMES
• Take a look at our COURAGE Ipsos survey results	• 38% percent of partners actioned partner requests • 5/5 acceptance to national and provincial conferences • 100% of the survey results were used for the advocacy campaign, and 78% of results were featured in a social media recording

Phase 3

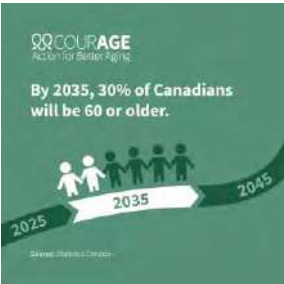
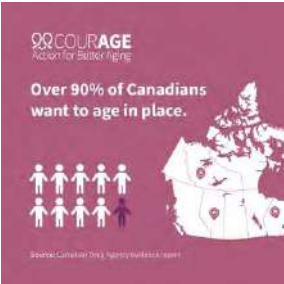
High spots of Phase 3 include:

- Healthy Aging CORE Alberta COURAGE program development, including news and resources
- COURAGE advocacy letter sent to the new Federal Secretary of State for Seniors
- Engagement with governments ongoing
- Social media and paid advertising campaign conclusion

COURAGE Social Media Campaign

The COURAGE Social Media Campaign ran from January 13th, 2025, to the week of June 9th, 2025. Overall, it was a very successful campaign with a strong partnership between COURAGE and Covenant Health’s Communications Department.

- 167% increase in COURAGE website traffic from December 2024 to May 2025
- 60% of website traffic being generated by paid advertising
- Website users from “Other” provinces growing steadily from 1% in January 2025 to 26% in May 2025, reflecting an expanding reach outside the core of Ontario, Quebec and Alberta
- LinkedIn was the top performing platform throughout the campaign
- Paid social media advertising was the primary driver of reach and engagement

🔍 RESOURCES	📊 METRICS SNAPSHOT
• Look at some of our social media posts:  X Facebook LinkedIn  X Facebook LinkedIn • Check out our Healthy Aging Alberta Core COURAGE program page COURAGE: Action for Better Aging - Healthy Aging CORE Alberta	• Conferences: - o Presentation at the CHAA Called to Care 2025 Conference - o Presentation at the 2025 CAHSPR Conference - o 360 Living Models poster presentation at the CGS 2025 Annual Scientific Meeting - o Presentation at the 2025 CERAH Conference - o Presentation at the ACCA 2025 Annual Conference • 31 social media posts created for the social media campaign

“Canada’s Aging Plan sets the foundation for meaningful change for all older adults in Canada, both now and in the future.”

Next Steps

As **COURAGE** continues to evolve, the next steps must build upon the momentum already generated through our national engagement, storytelling initiatives and advocacy efforts. **COURAGE** coalition members and partners are well positioned to ensure that the principles outlined in the Roadmap for Action remain both relevant and actionable across diverse contexts. The principles of impact networks – collaboration, decentralization and shared purpose – offer a powerful framework for sustaining this movement.

As **COURAGE** enters a new phase - a decentralized approach that fosters innovation, strengthens local capacity and reinforces the collective commitment to reimagining aging in Canada - we call on Canadians, sectors, organizations and governments to join forces in leadership. We encourage each partner to adopt and adapt **COURAGE** resources and models to meet their unique needs to ensure that the principles outlined in the Roadmap for Action remain both relevant and actionable across diverse contexts.

Central to this continued progress is the urgent need for comprehensive provincial and national aging strategies, supported by substantial and sustained funding. Such strategies must be grounded in a person-centered approach that reflects the diverse needs, identities and lived experiences of older adults across Canada. It must address the pervasive issue of ageism, recognize the critical role of the social determinants of health and shift the discourse from “healthy aging” to “successful aging” – a concept that encompasses autonomy, purpose, connection and dignity. Above all, the strategies must be informed by what meaningful quality of life looks like for both current and future generations of older adults. Without this coordinated, well-resourced framework, Canada will remain ill-equipped to meet the demands of its rapidly aging population.

COURAGE and its coalition stand ready to partner, but sustained government leadership is essential to realize this vision. Together, we can build a better future where we can age on our own terms, in the homes and communities we love.

Acknowledgements

On behalf of past and present team members from Covenant and SE Health:

Covenant

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We extend heartfelt thanks to the many individuals and organizations who have supported **COURAGE**: Action for Better Aging throughout its journey. Since its launch in 2021, there have been many people who have been instrumental in shaping a unified voice for change and advancing the Roadmap for Action recommendations.

With over 350 members, the **COURAGE** Coalition has played a vital role in challenging the status quo and driving meaningful change to support aging well in Canadian communities. Throughout the **COURAGE** initiative, coalition members have actively shaped opportunities to reimagine aging in Canada and helped advance key recommendations and actions. Their contributions, ranging from participation in working groups and co-creation sessions to providing expert advice, reviewing documents, and supporting research, reflect a deep commitment to this shared vision. **COURAGE** is deeply grateful for their continued engagement. This powerful network remains central to our mission – advocating for Canadians to age with dignity, independence and connection in the communities and homes they love.