Guiding Principles for the Sustainability of Age-Friendly Community Efforts

WORKING DOCUMENT

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GIA Grantmakers In Aging

About Community AGEnda

The Community AGEnda initiative, a special project of Grantmakers In Aging, has accelerated the implementation of age-friendly and intergenerational initiatives in five US regions and fostered partnerships with other domestic and international organizations focused on expanding age-friendly activities. The initiative also created new tools and resources to help communities better understand the opportunities and potential for becoming great places to grow up and to grow old. Further, Community AGEnda has engaged the philanthropic community, providing strategies to support these age-friendly efforts. This three-year project, which will be completed at the end of 2015, was funded by The Pfizer Foundation. For further details, please visit www.GIAging.org/CommunityAGEnda.

About Grantmakers In Aging

Grantmakers In Aging (GIA) is an inclusive and responsive membership organization that is a national catalyst for philanthropy, with a common dedication to improving the experience of aging. GIA members have a shared recognition that a society that is better for older adults is better for people of all ages. GIA members include private, family, and community foundations; corporate philanthropy programs; funders exclusively focused on aging; and funders with wider funding interests. Since 1981, GIA has had a strong track record of developing partnerships with governmental, educational, and charitable organizations. Its experience and these relationships position GIA to continue this important work, which will shape communities in diverse ways.

Illustration by DPZ Partners

Age-Friendly Communities: Sustaining the Momentum

During the last decade, the age-friendly communities movement has grown significantly both in the United States and abroad. This initial interest and support have generated vibrant networks of cities and communities, useful models of action, and a wide range of resources to advance regional and local age-friendly initiatives. Creating truly great places to grow up and grow old, however, requires a sustained investment in infrastructure, programs, and services well beyond traditional philanthropic support, one-off government funding, and modest volunteer contributions. How, then, do we build on the movement's successes to date and accelerate sustainable progress at local, state, national, and international levels?

To address this question, Grantmakers In Aging (GIA) brought together national and international leaders in the age-friendly movement to explore a variety of issues related to the concept and to its sustainability. Through key informant interviews, focus groups, and a two-day leadership summit held in September 2015 in Washington, DC, we distilled best practices in sustainable age-friendly communities work that resulted in the framework presented in this document. This framework is an important outcome of GIA's Community AGEnda initiative, a three-year effort to increase age-friendly activities in selected United States regions that was supported by The Pfizer Foundation.

Achieving ongoing support for age-friendly programs is important regardless of geography and national boundaries, and whether these efforts serve rural or urban areas. In some parts of the world, age-friendly activities are funded by national or territorial governments; however, this is not generally the case in the United States. This domestic reality, while challenging, has been the impetus for much of the inquiry and work described in the document.

What is "age-friendly"?

As the populations of many nations—including the United States—grow older, experts predict the most successful and vibrant communities of the future will be those that allow for and actively encourage greater mobility, productivity, optimal health and well-being. An age-friendly community works for residents of all ages and is also one in which leaders understand the needs and preferences of older adults. Age-friendly communities feature accessible transportation, affordable appropriate housing options, inviting outdoor spaces, quality community and health services, employment and volunteer opportunities, and access to social activities and public events.

What are some examples of age-friendly programs?

During the past decade, a number of organized efforts to promote age-friendly communities have emerged. In addition to the World Health Organization's Global Network of Age-friendly Cities and Communities, there have been many US-based efforts sponsored by a variety of national and regional organizations. In addition to GIA's more recent Community AGEnda initiative, these include the AARP Network of Age-Friendly Communities, AARP's Livable Communities project, the AdvantAGE Initiative at the Visiting Nurse Service of New York, the Village to Village Network, the National Association of Area Agencies on Aging's Livable Communities, the Communities for All Ages project at Temple University's Intergenerational Center, and GenPhilly in Philadelphia, among many others. As part of its work with Community AGEnda, GIA compiled and has maintained a database of approximately 300 communities and organizations engaged in age-friendly activities.

What about the "age" in age-friendly?

Regardless of chronological age, everyone is aging. Indeed, aging is a lifelong process. Age-friendly communities are those that are attentive to the different needs of all their residents over time, recognizing that transitions between the many stages of life frequently occur. Older adults represent a very diverse constituency with many subgroups, few of which are segregated by age. What older adults can contribute to their communities is as varied as their different attributes: abilities, cultural backgrounds, socio-economic status, family structures, and life-style preferences, to name just a few.

Despite the fact that everyone is aging, negative views of older adults are pervasive in some cultures, including the United States. These destructive stereotypes of older adults and their expression—commonly referred to as ageism—affect everyone and are internalized by people of all ages. Many times, older adults are hesitant to identify themselves as "older," hoping to distance themselves from such perspectives. We know that most of these stereotypes belie reality. The challenges of overcoming ageist attitudes influence many different facets of age-friendly work. Dispelling ageist views and replacing them with more accurate perceptions is an important aspect of stimulating public will for the age-friendly communities movement. Often the task of creating age-friendly communities provides a way for different generations to work together and replace stereotypes with the vibrant personal realities and identities that transcend aging typecasts.

Because these negative stereotypes do exist, age-friendly advocates sometimes choose to use age-neutral language to describe their work, for example, "Communities for a Lifetime" or, "Livable Communities." The sustainability framework presented here is applicable for all of these kinds of initiatives, regardless of the language used.

What is "sustainability"?

Definitions of "sustainability" vary widely, but often the term is employed as a proxy for funding. However, GIA believes that sustaining age-friendly efforts requires much more than financial support. It includes establishing enduring and productive partnerships, encouraging existing organizations to incorporate age-friendly activities into their core missions, and providing hard data and evaluation findings to document the benefits of age-friendly communities. Sustainability also includes engaging a variety of audiences and constituencies in planning and implementation, and ultimately securing long-term sources of non-financial, as well as financial, support.

Many authors have tackled both defining sustainability and how to achieve it. Most of the literature on both government- and foundation-supported programs provides general advice on the topic. A sampling of these materials can be found in the Resources section at the end of this report.

How to use the framework

For presentation purposes, the framework and its list of principles for sustainability described in this document are organized numerically. There is no implied order in which activities must occur, however. The steps are interconnected, with successes in one area helping to advance efforts in another. Each age-friendly effort will take on these sustainability tasks in its own unique way, based on its most pressing needs, interests, resources, and opportunities. Thus, the framework that follows is neither prescriptive nor intended to function as a checklist—there is no one recipe to achieve sustainability. Rather, the principles and accompanying examples are offered as a source of ideas and perspectives that contribute to program sustainability and that can be considered and adapted as needed to a variety of situations.

Who should use the framework?

We believe the framework, and its principles and related strategies will be helpful to a wide range of community leaders, elected officials, organizations, and residents interested in creating age-friendly communities. Both those who are only now embarking on this journey as well as those who are more experienced should find the concepts helpful. Creating better places to grow up and grow old can be difficult, complex work. We hope the framework will inform age-friendly efforts and ultimately offer the best chance of sustaining this critical work for many years to come both in the United States and around the world.

Sustaining Age-Friendly Initiatives: A Framework with Five Principles

The following framework builds on the basics of the sustainability literature and distills the experiences and insights of hundreds of programs seeking to create more age-friendly communities. Each principle explores a facet of the question, "What is required to sustain an age-friendly program?"

	Sustainability Principle	Strategies
1	Build Public Will	• Identify and develop potential champions • Foster citizen commitment • Address misconceptions of aging and older adulthood • Use early wins to demonstrate age-friendly benefits • Communicate broadly • Celebrate accomplishments
2	Engage Across Sectors	• Connect with a variety of sectors • Engage with initiatives that benefit a wide range of ages and constituencies • Engage regional planning organizations • Embed age-friendly efforts in established organizations and programs • Be deliberately inclusive
3	Utilize Metrics	• Develop meaningful community metrics that contribute to building a local, compelling case for age-friendly work • Measure the performance of age-friendly work
4	Secure Resources	• Identify a "backbone" organization to drive age-friendly efforts • Seek diverse funding sources for start-ups and demonstration projects • Leverage partnerships for non-cash resources
5	Advance Age-friendly Public Policies, Practice, and Funding	• Be alert to sustainable funding streams • Embed age-friendly goals and strategies into municipal, regional, state, and federal planning documents • Work with municipal, regional, state, and federal governments to adopt policies and practices that make communities and regions good places for people of all ages

Sustainability Principle

Build Public Will

Build Public Will

Building public will for age-friendly work is at the very heart of sustainability. Without a groundswell of interest, commitment, and passion, it is unlikely that any age-friendly effort will advance, much less continue, over time. However, such support doesn't happen spontaneously. Not everyone will be initially enthusiastic, and it takes good political skills to identify opportunities to engage others in the cause. Sustainable age-friendly efforts are predicated upon connecting with people in the community, identifying and developing champions, then helping to focus and amplify those voices for the greater good.

Creating these connections and building public will requires that age-friendly advocates understand how this work benefits others. This is not just "the right thing to do." Age-friendly communities meet important needs and provide benefits to the broader community, including real economic impacts related to community development, housing, employment, services, and retail opportunities. Understanding what is meaningful to different stakeholders will enable age-friendly advocates to provide a persuasive rationale for their efforts and motivate others to join in the work.

Identify and develop potential champions

Champions for age-friendly communities can be found in neighborhoods, elected offices, non-profit organizations, universities, and businesses. Community and civic leaders can and should have a stake in supporting an age-friendly initiative. To engage these "influencers," it is important to learn what they care about, make connections between their current priorities and age-friendly activities, and identify potential roles for their organizations or constituencies. The case needs to be made early and often to keep these leaders connected and committed. It is also important to anticipate leadership transitions: people move on to different positions and embrace different issues. A sustainable age-friendly effort requires constant scanning for potential champions and a wide array of groups.

Engaging community leaders—especially elected officials—is key to building public will. Elected officials may be willing to support age-friendly work publicly, but they need to be informed about concrete projects and accomplishments they can point to and support. Although some age-friendly program leaders may be hesitant to engage elected officials, many have been pleasantly surprised by the interest and impact that can be developed by reaching out to mayors, city council members, county boards, state-level elected officials, and members of the US House and Senate.

- *To identify and develop champions, Age-Friendly Portland (Oregon) found that inviting mayoral candidates to a town hall meeting on "building an age-friendly Portland" helped to engage about-to-be-elected officials in age-friendly work. To prepare for the event, candidates needed to become familiar with the age-friendly work already underway, and consider how that work might be integrated into a future political agenda. Members of the community, including older adults, participated in posing questions to the candidates. The results were promising. After the meeting, one candidate started using age-friendly language when discussing transportation. The newly elected mayor made a commitment to supporting age-friendly issues.*

- *The Community AGEnda project at the Atlanta Regional Commission (ARC) in Georgia held community listening sessions that included elected officials. The audiences of community members appreciated the interest and commitment of the elected officials, who in turn learned firsthand of the challenges faced by those in the audiences and became invested in improving the age-friendliness of their constituent communities.*

- *At the Community AGEnda project at the Maricopa Association of Governments (MAG) in Arizona, almost 90 people have served on the leadership committee for its age-friendly project during the past three years. Twenty-five people comprise the core group.*

- *In Philadelphia, the AARP Network of Age-Friendly Communities had a strong supporter in the city's mayor, who assigned a staff person to oversee the effort. However, the mayor will be leaving office at the end of 2015. Local advocates are working with City Council members to educate and prepare them as champions so that the work can continue despite the transition in leadership.*

Foster citizen commitment

The people directly affected by age-friendly initiatives are important to building public support for this work. Engaging diverse groups of older adults is critical to long-term sustainability. Older adults are far from homogenous, so approaches to fostering citizen commitment need to be attuned to different audiences. It is important to note, however, that developing citizen commitment isn't just about working with older adults. Features that make a community a great place to grow up and grow old likely will benefit all generations. Part of building citizen commitment, then, is engaging all residents in discussions about the future of their neighborhoods, towns, or cities. Building this commitment can be challenging, but deliberate, sustained grassroots outreach is necessary for long-term success.

- *Aging Your Way (AYW) is sponsored by Senior Services in Seattle. It started out as a discrete initiative and is now working more broadly to help the community build reciprocity and resilience and ultimately create great places to age. AYW does this by engaging the community in a variety of ways. Its staff members are present at neighborhood events where they encourage people to get involved. They also work on concrete, community-driven projects that help everyone get to know their neighbors and become interdependent.*

- *In 2010, Manchester became the first United Kingdom city to join the World Health Organization (WHO) Global Network of Age-friendly Cities and Communities. As noted on the WHO's Age-friendly World website, Manchester's age-friendly effort works, "in partnership...with older people, older peoples' organizations, the voluntary and community sector, the private sector, central government and universities...The age-friendly city concept builds on the city's own long-standing citizenship approach to ageing. This shifts the focus of attention away from the traditional medical and care models around provision of ageing services (working for older patients or 'consumers') to developing programs that are led by older people."*

- *The Indiana Philanthropy Alliance (a Community AGEnda grantee) and its partners hosted the Indiana Lifelong Communities Summit, which featured rapid-fire presentations (each five minutes with five slides) on innovative ideas with the potential to make a significant impact on a community wishing to become more age-friendly. A panel of judges selected the winner of a $5,000*

award and the audience selected a second winner of a $1,000 award. This 5 x 5 competition increased exposure to new ideas and encouraged a range of citizen stakeholders to think creatively about ways to advance age-friendly efforts in their own communities.

Address misconceptions of aging and older adulthood

Negative views of older adults can be widespread and can affect everyone, both young and old. Older adults, attempting to avoid such negative perspectives, are sometimes hesitant to identify themselves as "old" or "older." Overcoming ageist views can take time. As such, replacing ageist perspectives with more nuanced and realistic perspectives is an important aspect of building age-friendly communities.

- *In May 2014, the South Australian Government released its aging strategy and action plan. "Prosperity Through Longevity" emphasizes the value of older South Australians in all elements of the community, including families, the economy, and culture. The plan, which broadly consulted older residents and the agencies that serve them, is underpinned by a rights-based approach to ensure that older people are able to exercise personal choice in how they live their lives.*

- *GenPhilly is a network of emerging professionals that is inspiring younger Philadelphians to connect with older adults through their work and personal lives. Members come from a variety of fields, including the arts, urban planning, social work, technology, marketing, and community development. Through creative programming and professional development opportunities, GenPhilly is working to challenge ageist stereotypes and establish Philadelphia as a community for all.*

- *As part of York County, Pennsylvania's Embracing Aging initiative (National Association of Area Agencies on Aging, or n4a), a self-directed volunteer team of older adults has developed a training program for employees of York County businesses. In addition to building awareness of the impact of negative stereotypes and stigmas on older adults, the training helps employees appreciate the value and unique qualities of older adults and the crucial role they play in building vibrant communities.*

Use early wins to demonstrate age-friendly benefits

An early success, or set of successes, can demonstrate an effort's potential and is critical to widening the range of people or groups interested in and excited about future age-friendly work. Focusing on issues that can be addressed immediately and creating a sense of urgency are logical starting points for seeking these early wins.

- *The New York City Department of Health and Mental Hygiene's Epidemiology Department was tracking pedestrian fatalities and noticed that older adults were dying disproportionately. To learn more about the older adult perspective, staff approached Age-friendly NYC for advice and insight. The result was the Safe Streets for Seniors Initiative run by the* NYC Department of Transportation*. Every intersection where an older adult had been hit by a car was modified. Changes included slowing traffic by making the curbs go further into the street, marking crosswalks more prominently, changing turning rules, and lengthening pedestrian crossing times. The changes reduced traffic fatalities for older adults. The tools used to change traffic flow were also used by the Department of Transportation to improve pedestrian safety for all in the ambitious "*Vision Zero*" plan to eliminate all pedestrian fatalities.*

- *Forty-eight elderly volunteers in Tsuen Wan District in Hong Kong were trained to serve as "*Senior Community Ambassadors*." They provided recommendations and proposals for improvements in the eight WHO age-friendly domains after conducting site inspections and assessments in Tsuen Wan District. Their early participation in the program helped set the stage for subsequent improvements and encouraged support for more age-friendly activity. In February 2015, Tsuen Wan District was among the first group of age-friendly communities in Hong Kong to join the WHO Global Network of Age-friendly Cities and Communities.*

Communicate broadly

Communication—among individuals, organizational partners, and broader constituencies—is central to any effective and sustainable age-friendly initiative. Given the diversity of the people and organizations involved, investing in consistent communication to and through all stakeholders contributes to a more cohesive effort over time. Communication activities, such as the use of traditional media, social media, and public presentations, can build credibility and "buzz" for age-friendly efforts, all of which can be translated into broader community and financial support. To reach the widest audience, age-friendly communications should use generally understandable language and avoid using acronyms and specialized technical terms.

- *Forward Chicago is a grassroots, all-volunteer, non-profit 501(c)(3) organization that connects neighbors, local businesses, and organizations to build a stronger community. The organization envisions neighborhoods as model communities for people of all ages, where residents can age in place while remaining active, engaged, and influential. Forward Chicago offers a number of activities and community events for people of all ages, which are publicized through an online community calendar. It also shares photos, stories, and insights with its audience through its volunteer-driven blog, Virtual Chicago.*

- *The County of San Diego, CA (*Generations United Best Intergenerational Community - 2012*) actively uses social media, including Facebook and YouTube, to communicate with a broad audience and build excitement around intergenerational initiatives.*

Celebrate accomplishments

Taking time to celebrate successful outcomes is a big part of building public will. Doing so widens age-friendly efforts' exposure, recognizes progress, and motivates the stakeholders responsible for these successes to do more.

- *Throughout the three-year Community AGEnda initiative, the Atlanta Regional Commission (ARC) annually sponsored daylong regional summits to update the community about its work in creating lifelong communities. The final summit,* held in March 2015*, attracted more than 300 participants and culminated with the announcement of a multi-year collaboration between ARC and the local NBC television affiliate to develop and broadcast programming focusing on topics of interest to older adults.*

- *The Mid-America Regional Council (MARC), the regional planning organization for the Kansas City metropolitan area, established a Communities for All Ages Recognition Program that celebrated the achievements of local communities in becoming more age-friendly. Recipients were honored in a variety of public governmental meetings and annual gatherings. In addition, the award recipients benefited from prepared public relations materials and technical assistance to draw attention to their achievements.*

- *In building public will to focus on the needs of older adults, the Miami-Dade Age-Friendly Initiative (a Community AGEnda site) worked with the mayor of Miami-Dade County to develop an age-friendly challenge with the goal of fostering a physical and social environment for all ages to stay active and healthy. Representatives from more than 45 organizations, including more than 14 mayors and vice-mayors from Miami-Dade municipalities, signed the challenge. This was, in turn, promoted on both the mayors' websites and the Miami-Dade Age-Friendly Initiative website. Press releases recognized the mayors who had signed the pledge taking steps towards a more age-friendly Miami-Dade.*

Sustainability Principle

Engage Across Sectors

Engage Across Sectors

Sustainable age-friendly initiatives recruit stakeholders across many sectors, including municipal planning, public health, arts and culture, parks and recreation, government, business, housing, industry, the faith community, environment, technology, health care, and grassroots organizations. Traditionally, many programs for older adults fall within the purview of the aging services sector, but successful age-friendly programs generally operate both in and beyond those agencies and service providers. Developing a healthy and supportive community for all ages requires involvement and commitment from a wide range of sectors, organizations, professionals, volunteers, and residents.

To build long-term sustainable support, age-friendly advocates must engage across sectors and learn about community needs and initiatives that serve all ages. Attending meetings, serving on committees and advisory boards, and using these opportunities to become better educated about current issues in the community are all critically important. They also provide opportunities to inform others about an age-friendly effort's activities and benefits. Over time, there are likely to be opportunities to expand the groups and sectors involved, and it is important to be prepared to circle back to those that aren't initially interested and continue to try to engage them over time.

Connect with a variety of sectors

Not everyone will be immediately enthusiastic, so advocates must be strategic in how best to engage new partners. Involving other organizations in age-friendly initiatives provides a way to learn about potential partners' interests and missions and, in turn, to educate these stakeholders about age-friendly work. This approach also offers opportunities to support other related community initiatives and to disseminate age-friendly concepts much more broadly throughout the community.

- *For the Community AGEnda project in Miami-Dade, FL, the Health Foundation of South Florida used grant funding to support a sustained cross-sector initiative with the [Miami-Dade Parks, Recreation and Open Spaces Department](). The results after three years are dramatic. The Parks Department now funds a part-time staff member responsible for older adult programming. Parks staff participates in trainings about older adult fitness. Pedestrian access to parks for older adults has been improved,*

and enhanced marketing efforts have resulted in increased use of the parks by older adults. Evidence-based health promotion programs for older adults operate in nine county parks, and age-friendly capital improvements are embedded in the long-range Parks Department plan.

- *The [Honolulu Age-Friendly]() effort, part of the AARP Network of Age-Friendly Communities, has involved a wide variety of sectors, including health care, where Kaiser Permanente is an important partner, focused on improving the health of older people.*

- *In Westchester, NY (Generations United Best Intergenerational Community - 2013), [Communities for All Ages]() partners have increased collaboration among the public and private sectors, using intergenerational leadership training and local activities. Churches, schools, not-for-profit agencies, community centers, youth bureaus, and business owners are involved. The collaborations have created healthier, cleaner, safer, and more welcoming communities for all ages. For example, 55 Plus Yonkers and the Yonkers Department of Parks and Recreation organize a special walking event connected to the annual Yonkers Marathon. They also organize walks in Yonkers parks and waterfront open spaces.*

Engage with initiatives that benefit a wide range of ages and constituencies

Age-friendly efforts are not just about older adults but rather about creating communities that function well for people of all ages. Improving city parks or making busy streets easier to cross benefit both young and old. Creating win-wins for different age segments of the community is central to sustainability. Some communities reinforce this strategy by choosing not to include "aging" in the names of their projects, instead using descriptors such as "Communities for a Lifetime" to indicate their commitments to all generations.

- *[Bridge Meadows](#) is an intergenerational housing community in Portland, OR, with the mission of developing and sustaining intergenerational neighborhoods for adoptive families of foster children. This intergenerational community combines homes for adoptive families with affordable housing for older adults aged 55 and older, who are required to volunteer 100 hours per quarter with the adoptive families. The goals are to promote permanency as well as community and caring relationships for adoptive families, while offering safety and meaningful purpose in the daily lives of older adults.*

- *When the Community AGEnda project at the Mid-America Regional Council (MARC) (Kansas City, MO) developed a recognition program for age-friendly cities, it required that all recognized communities demonstrate what made their communities better for residents of all ages – not just older adults.*

- *In St. Augustine, FL, at the Council on Aging, teenagers developed a transportation program to help older adults in the community read bus maps and timetables, understand the transfer system, and overcome their fear of using public transportation. This program established a bond between the older adults and teenagers and helped build mutual empathy.*

- *Reston, VA ([Generations United Best Intergenerational Community](#) - 2014), decided to become "age-intentional." Instead of having senior-specific centers, older adult programming is blended with programming for children and youth at the Reston Community Center. For example, the Robert E. Simon Children's Center is located inside the Cameron Glen Care Center nursing home, and children and older residents interact daily, making the Care Center an intergenerational shared site.*

Engage regional planning organizations

Regional planning organizations can have many names (e.g., councils of government, metropolitan planning organizations, regional planning councils, area development districts). There are more than 500 of these groups across the country. They serve 35,000 of the 39,000 local governmental units in the United States and are responsible for delivering federal, state, and local programs through planning, technical assistance, and services. They are multi-jurisdictional and multi-purpose and provide a wide variety of planning and service delivery functions. Most importantly, they offer a neutral forum to discuss regional concerns and opportunities and serve as conveners of local government. In addition, they also are responsible for creating area plans in which age-friendly principles can be embedded. As such, they are powerful partners for sustaining age-friendly initiatives.

- *[The Denver Regional Council of Governments](#) (DRCOG) has engaged and supported 11 diverse communities (town, cities, and counties) from around the Denver region, ranging in population from 2,000 to 650,000, as they seek to create age-friendly physical and social environments allowing older adults to remain in their homes and communities. Each community used a community assessment tool developed by DRCOG and has now transitioned to identifying and implementing strategies, policies, and tools to create more age-friendly environments.*

- *Three Community AGEnda partners are [regional councils](#): the Maricopa Association of Governments (Phoenix, AZ), the Atlanta Regional Commission (Atlanta, GA), and the Mid-America Regional Council (Kansas City, MO). All three took advantage of the larger planning activities of their organizations differently, yet all were successful in embedding their age-friendly work into other parts of the organization so it will continue long-term.*

Embed age-friendly efforts in established organizations and programs

It is not unusual for an age-friendly effort to begin as a special project or initiative or to have time-limited funding or support. To achieve sustainability, these efforts must often be transitioned to an established organization or governmental unit or become embedded in their original host organization's core activities.

- *In Austin, TX, the federal Community Innovations for Aging in Place (CIAIP) initiative developed a new [partnership](#) between the human services agency Family Eldercare and the Housing Authority of the City of Austin (HACA). The program placed service coordinators from Family Eldercare in HACA's public housing buildings. The partnership opened new doors for Family Eldercare and, conversely, expanded the services HACA could provide in its buildings–a win-win collaboration for these two organizations. Once the original funding ended, this effort was able to continue through mutual support from the two organizations and a local foundation.*
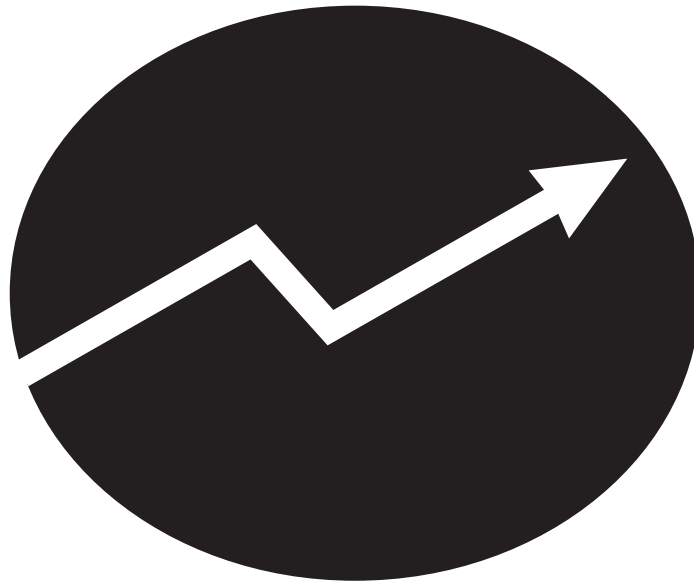
- *In 2013, the Mid-America Regional Council's (MARC) Transportation Department and KC Communities for All Ages project convened transportation stakeholders to develop an [Older Adult Regional Transportation and Mobility Action Plan](#). The result was an application of an aging "lens" in transportation plans, specifically focused on transportation options and mobility management, older driver safety, and transportation infrastructure. Approved strategies were incorporated in MARC's Transportation Outlook 2014 and Towards Zero Deaths 2013-2017: [Kansas City Regional Transportation Safety Blueprint](#).*

- *Atlanta Regional Council (ARC), a Community AGEnda site, used grant funding to support a [Tactical Urbanism Demonstration](#) (TUD) where a small section of a neighborhood was transformed for two days to demonstrate what an age-friendly community would look like. This successful event led to two other TUDs, one funded by the City of Atlanta, and the other funded by a local council member's budget. Further, the council member has included funding TUDs in her future budget.*

Be deliberately inclusive

Age-friendly efforts not only involve a broad range of organizations and sectors, but they also must reach communities of different cultures, faiths, ethnicities, racial identities, socio-economic statuses, and gender identities. A focus on inclusiveness ensures broad representation and brings needed stakeholders to the table.

- *All communities engaged in [AARP's Network of Age-Friendly Communities](#) are required to conduct assessments to understand the needs and interests of older people. Washington, DC, and Honolulu, HI, for example, surveyed three diverse groups that are not always well served. They held community conversations and were purposeful in their outreach to: (a) the very elderly living at home for whom completing a long survey might be a burden; (b) members of the LGBTQ community whose needs might not be easily identified without direct communication; and (c) people who speak English as second language who might encounter barriers taking traditional surveys.*

- *[The Santa Fe Collaborative](#) (NM) (n4a Livable Community) indicated that engaging a diversity of organizations and identity groups resulted in many discoveries, noting that, "needs other than those we originally expected to serve as the focus of our efforts began to surface and were ultimately prioritized."*

- *Brownsville, TX, (AARP Age-Friendly Community) uses a public health perspective for its age-friendly work. Brownsville is one of the poorest communities in the country and has high rates of both diabetes and obesity in children and adults. It has initiated Open Streets events called [CycloBias](#), where it provides bikes to ride, teaches bike maintenance, and encourages families to walk or run. It conducts regular farmers' markets where nutritional instruction is provided. There is also a focus on literacy to help ensure that members of the community understand what they can do to change behaviors to become healthier.*

Sustainability Principle

Utilize Metrics

Utilize Metrics

Metrics are vital tools to help demonstrate the need for, and illustrate the impact of, age-friendly initiatives. Collecting and analyzing data and then sharing the results with key stakeholders can make important contributions to program sustainability. This critical information is of interest to funders, community residents, elected officials, and leaders alike. It may be tempting to make broad-brush statements about the need for an age-friendly program and the program's impact on a community, but the program's long-term credibility depends on anchoring these statements and claims with quantitative and qualitative data. Indeed, qualitative data (e.g., from focus group research or key informant interviews) can provide the basis for personal stories that are critical to illustrating the benefits of age-friendly communities.

Develop meaningful community metrics that contribute to building a local, compelling case for age-friendly work

Local data are an important component of demonstrating the need for, and impact of, a community's age-friendly work. National or state data can be interesting and useful for comparison purposes, but without access to solid community data, it is often difficult for a project to get traction. Local demographic information and future projections can make a compelling case about the need for age-friendly activities. Existing community health surveys and needs assessments completed by Area Agencies on Aging and health care organizations can also provide helpful data.

- *AARP's Livability Index provides a composite score for any location in the United States as well as separate scores for each location on the dimensions of housing, transportation, neighborhood characteristics, environment, health, opportunity, and civic and social engagement. This easy-to-use website allows users to weigh the dimensions based on their personal preferences and see where action may be needed in their community. Communities can also be compared.*

- *The Tufts Health Plan Foundation in Massachusetts funded the Healthy Aging Data Report that details the risk factors in each of the 351 cities and towns in the state. When the Healthy Aging Data Report was published with comparative statewide rankings, a local paper declared that New Bedford was one of the "unhealthiest communities in Massachusetts in which to grow old." The*

Community Cross Continuum Collaborative (4C Collaborative) took up the challenge, studied the data, and identified nutrition as its focus area. The 4C Collaborative then encouraged the mayor and other key stakeholders to join the WHO Age-friendly initiative to begin focusing their efforts to make New Bedford an age-friendly city.

- *National Core Indicators-Aging and Disabilities (NCI-AD) is a quality of life survey tool on state long-term services and support systems that serve older adults and individuals with disabilities. This tool, for use by state Medicaid, and Aging and Disability offices, launched nationwide in June 2015. The Georgia Division of Aging is using NCI-AD data for quality improvement through increasing service allocation efficiency and determining strengths and weaknesses within its Area Agency on Aging regions. This detailed dataset, coupled with previously collected assessment information, provides a detailed look at the individuals within a given system and offers comparative outcomes that can be used nationally to demonstrate the effectiveness of programs and services provided to aging and disability communities.*

- *The Research Department of the Mid-America Regional Council (MARC) in Kansas City conducted an economic impact analysis of the region's 65+ population, utilizing the Policy Insight model from Regional Economic Models, Inc. (REMI) for the period beginning in 2013 and ending in 2023. The analysis revealed that retaining just 10% of people ages 65+ who leave Kansas City in an average year would annually generate an increase of nearly half a billion dollars in the region's income and an increase of nearly one-quarter billion dollars in economic output by the end of the period.*

- *The Miami-Dade Age-Friendly Initiative worked with community leaders to develop its Action Plan for an Age-Friendly Miami-Dade using results-based accountability methodology. Stakeholders identified key indicators available from the county. These existing data helped to tell the current story about the needs of older adults. Data analyzed in the future will help to track the impact of work under way to make the area more age-friendly.*

• *In addition to community conversations, surveys, and key stakeholder and leader interviews, the Atlanta Regional Commission's (ARC) Research and Analytics Division conducted an extensive regional data analysis focused on older adults. The study looked at where older adults live, their special needs, housing availability and affordability, and the accessibility and affordability of services. These data created a better understanding of the impact of longevity on the region, on service demand and delivery, as well as on economic development.*

Measure the performance of age-friendly work

Understanding and demonstrating the effectiveness of current age-friendly work is critical to building momentum and ensuring future viability.

Since collecting data can be time-consuming and use precious resources, sustainable programs need to be judicious about what data is collected. With a clearly articulated evaluation plan, program leaders know from the outset which data they will collect to document progress and successes. Further, they know how they will use these data to explain the impact of their programs to garner support and build sustainability.

Articulating both short-term and long-term goals is necessary, and information should be collected that will help show the results of the work underway, consistent with those goals. Because many of the goals of age-friendly efforts are broad, progress toward these goals can be challenging to quantify, especially in the short term. Indeed, the overall impact of some age-friendly work will not become apparent for decades. But programs can start small, identify and measure important performance metrics, and collect outcome data on components of the activity that will provide insight into what is working.

Technical assistance to develop and implement an evaluation plan may be available from local colleges and universities, particularly if funding is available. Community funders, including foundations and United Ways, may also be sources of help in developing an evaluation strategy and possibly funding the collection, analysis, and summarizing of data.

For those looking to get started on evaluation, the AARP document "Evaluating Your Age-Friendly Community Program – A Step-By-Step Guide" can help shape an age-friendly effort's thinking about approaches to assessing this work. The World Health Organization has also developed a guide, "Measuring the Age-friendliness of Cities: A Guide to Using Core Indicators," which may be useful.

• *Age-friendly NYC developed "Age-Friendly Business" principles and enlisted local retail businesses who endorsed these principles and agreed to work toward their implementation. In a small study comparing "age-friendly businesses" to their non-age-friendly counterparts (matched by size, business type, neighborhood, and season), the age-friendly businesses had higher cash receipts. This successful program has been modeled in other places, including the Dupont Circle Village in Washington, DC.*

• *The Arizona Age-Friendly Network developed a number of evaluation tools for its work. A collaboration survey measures how well the Network functions in terms of administration, governance, organizational autonomy, interdependence, and effectiveness. A social network analysis highlights organizational expertise, the quality of the project's facilitation, and its ability to implement effective programming. An age-friendly community well-being survey and customer satisfaction surveys measure the impact of pilot programs on increasing access to socialization and services and decreasing social isolation.*

Sustainability Principle

Secure Resources

Secure Resources

Funding from traditional sources, such as foundations or private philanthropy, or even one-time grants from government, is generally necessary to launch an age-friendly initiative or add a new project to an existing effort. Similarly, in-kind contributions can help get age-friendly initiatives started and expand capacity. Ultimately, age-friendly initiatives must develop the ability to influence or shape existing government and private sector spending to better meet the full range of needs in the community, and particularly the needs of older people. This is especially important in environments where new funding opportunities are limited.

Identify a "backbone" organization to drive age-friendly efforts

Central to securing resources, successful age-friendly efforts often feature a "backbone" organization that can provide needed direction to a project and its multiple stakeholders. Over time, backbone organizations may shift from providing initial vision and strategy to supporting and evaluating aligned activities. Ultimately, they may focus attention on public policy development and resource mobilization. Government agencies, academic organizations, and nonprofit organizations may all take on this role. Wherever they exist, backbone organizations provide an organizing hub that is critical to recruiting a whole range of needed financial and other resources.

- *The efforts of several members of the AARP Network of Age-Friendly Communities are led by academic institutions and/or receive significant support from foundations. For example, efforts in Fayetteville, AR, are directed through the University of Arkansas, while those in Portland, OR, have been led and coordinated by Portland State University's Institute on Aging. Backbone support for other members of the AARP Network of Age-Friendly Communities is found in the mayors' offices in Boston and in Philadelphia, senior service agencies in Auburn Hills, MI, and a planning department in St. Louis County, MO.*

Seek diverse funding sources for start-ups and demonstration projects

Projects that secure start-up funding from a variety of sources can often demonstrate greater potential for long-term sustainability. Modest initial grant requests can make supporting an age-friendly project more feasible for smaller funders. Once

on board, these foundations or individuals may become more active and longer-term partners. Funders can also help facilitate relationships with other philanthropic and governmental organizations. Community foundations are often promising sources for start-up grants, given their community focus and local investment. Depending on the nature of the age-friendly activities, governmental units responsible for federal transportation funds may be sources of initial support, as well.

- *Wickenburg, AZ, part of the Arizona Age-Friendly Network, developed a public-private partnership to launch [Freedom Express](#), a transportation program for older people. This new program utilizes private foundation funding and assistance from the Salvation Army, the town's senior center, and the Town of Wickenburg.*

- *AARP Maine has developed a strong relationship with the [John T. Gorman Foundation](#), which is providing small grants for communities to undertake needs assessments and develop age-friendly programs throughout the state.*

Leverage partnerships for non-cash resources

Not all support comes in the form of hard dollars. Often, in-kind support is provided by project partners, including donated staff time, office space, supplies, and technical assistance. Explaining the advantages of an age-friendly community can help attract in-kind resources from a wide array of sources and create new and active supporters.

- *STL Village, St. Louis, MO, part of the Village to Village Network, worked with the [Law Clinic](#) at Saint Louis University to prepare and submit the paperwork for a 501(c)(3) designation and was able to begin operating as a nonprofit organization just three months after submitting its application. STL Village is again working with the University's law students to evaluate the potential for creating additional Villages throughout the St. Louis area.*

- *[The Puyallup Area Aging in Community Committee](#), an AdvantAge Initiative project in the state of Washington, received in-kind resources from both governmental and private sources, including free newspaper ads to promote a fair that encouraged older adults to become volunteers and donations of free space for the event from city government.*

Sustainability Principle

Advance Age-friendly Public Policies, Practice, and Funding

Advance Age-friendly Public Policies, Practice, and Funding

While short-term, concrete projects demonstrate the need for, and value of, age-friendly strategies, long-lasting change occurs when age-friendly principles are embedded in, or expressed through, local, regional, state, and federal policies and practices. Many advocates are hesitant to get involved with policy work, since they assume they need to have full mastery of the policy arena to be effective. However, there are opportunities at every level – community, regional, state, and national – for advocates to talk about the benefits of age-friendly communities. Through deliberate, ongoing efforts, age-friendly policies and practices can be embedded in a wide variety of programs and initiatives. These, in turn, can be connected to more reliable longer-term funding, bolstering the sustainability of age-friendly initiatives.

Be alert to sustainable funding streams

When developing an initial age-friendly project, it is important to think from the beginning about possible sources of longer-term, generally government, funding. This can include legislative and appropriated dollars obtained through local, regional, state, and federal sources.

- *The Miami-Dade Age-Friendly Initiative has developed a group of lead agencies to steer the initiative. A Memorandum of Understanding, signed by each organization, outlined the need for the collaboration, the scope of commitment for each organization, a timeline for the work, and a commitment to provide either funding or in-kind support. This structure will help to ensure that there continues to be both collaborative planning and, importantly, shared responsibility for securing funding in the future.*

- *The Arizona Age-Friendly Network supports nine pilot sites statewide, including Northwest Valley Connect, a nonprofit transportation program. Community AGEnda provided the initial funding to develop the business plan for the new initiative and provide operations support for the first two years. Building from this initial funding, Northwest Valley Connect advocated for, and now receives, sustainable federal transportation dollars through an annual grant.*

- *The Atlanta Regional Commission (ARC), the area's Area Agency on Aging, developed and secured approval of its first multi-year, regional strategic plan on aging to guide an annual allocation of $13 million in federal and state funds from 2016 through 2018.*

Embed age-friendly goals and strategies into municipal, regional, state, and federal planning documents

Municipal, county governments, regional planning commissions or councils of government, metropolitan planning organizations, and others all have responsibility for developing plans that set goals, identify priorities, and guide the community's or region's built environment for years to come. The federal government plays a key role as well. Often the planning is a formal process that occurs every few years or even once a decade. Soliciting public input and advice on these plans provides an important opportunity to help city or regional planners and elected officials understand the long-term benefits and potential of age-friendly initiatives. By attending planning meetings, suggesting age-friendly wording, and offering initiatives that will support older adults, advocates can help create powerful instruments for future change.

- *The Community AGEnda project in Miami-Dade County, FL, invested a portion of its grant funding toward participating in the long-range planning processes of individual cities and communities. For example, the original language in the Comprehensive Development Master Plan for Miami-Dade County contained the following: "Design communities to support children's daily routines by establishing proximity among uses (e.g., schools, daycare, community centers, recreation facilities, open space, etc.)." Community AGEnda advocates suggested changes to the wording, which were accepted and adopted. The policy now reads, "Design communities to support the daily routines of its residents, particularly children and older adults, by establishing proximity among uses (e.g., school, daycare, senior and/or community centers, recreation facilities, open spaces, etc.)." Twenty-five of the amendments proposed by the Miami-Dade project were accepted and adopted. Age-friendly advocates have also commented on the Miami-Dade 2040 Long Range Transportation Plan (LRTP) and, as a result, the 2040 Plan includes specific goals and objectives related to the transportation and mobility needs of the region's increasing elderly population.*

• *The Des Moines, IA, Age-Friendly Initiative (AARP Network of Age-Friendly Communities) has worked with regional planning organizations such as the Greater Des Moines Partnership and professional organizations such as the Iowa Planners Association to raise awareness about the need to consider "age in everything" when developing plans for the region.*

Work with municipal, regional, state, and federal governments to adopt policies and practices that make communities and regions good places for people of all ages

All levels of government can adopt policies and practices to address the needs of older adults, such as in the areas of housing, transportation, health and long-term care, and parks and recreation. These can result in new bond levies, re-oriented appropriations from government agencies, age-friendly or livability regulations (e.g., Complete Streets), and mixed-used zoning designations.

• *AARP Arizona worked with other stakeholders to help pass Proposition 104, a bond initiative that increased funding for public transportation and street improvements to enhance walkability and biking in Phoenix. AARP was successful in making the argument that the investment would improve mobility options and improve safety for older adults. The initiative, which passed in August 2015, is funded by a three-tenths of a penny increase in the sales tax for Phoenix which will be in effect for 35 years.*

• *According to Smart Growth America, more than 70 jurisdictions adopted Complete Streets policies in 2014. "These laws, resolutions, agency policies, and planning and design documents establish a process for selecting, funding, planning, designing, and building transportation projects that allow safe access to destinations for everyone, regardless of age, ability, income, or ethnicity, and no matter how they travel. Nationwide, a total of 712 jurisdictions have Complete Streets policies in place." Their website goes on to say, "Creating Complete Streets means transportation agencies must change their approach to community roads. By adopting a Complete Streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists – making your town a better place to live."*

• *In 1989, the State of Missouri passed a bill that allowed counties, upon approval of a majority of voters, to collect a senior levy to provide services to persons 60 years of age or older. Currently, 46 out of 114 counties in Missouri have a senior levy. Clay County approved the senior levy tax in 2003 and, in 2005, established Clay County Senior Services. This agency serves as the resource delivery agency for Clay County residents aged 60 and over, supporting a broad range of services. In 2015, Clay County Senior Services partnered with the Mid-America Regional Council (MARC) to offer an incentive grant to six Clay County communities to participate in the Communities for All Ages Recognition Program, designed to support local jurisdictions becoming intentional in creating age-friendly communities.*

Looking Ahead

Age-friendly communities are part of a vibrant and growing worldwide movement. Although the path to launching and then sustaining age-friendly work will be different for each community, progress on any of the sustainability principles presented here will help advance the work. Building public will and engaging across sectors ensures that when policy opportunities arise, many different voices will support the inclusion of age-friendly concepts. Communicating results keeps everyone engaged in an age-friendly effort. Using local data to understand the needs of the community will help build public will and interest. Demonstrating the results of efforts to make a community more age-friendly further helps build public will. Finally, successfully aligning government, non-profits, and business resources to meet age-friendly-related needs brings communities closer to realizing the concepts of truly being communities for people of all ages.

Creating age-friendly communities is a long-term process and requires collaborations and partnerships, all of which take time and are frequently complex and challenging. Nevertheless, opportunities to create more welcoming and inclusive communities exist for those who choose to embrace this work. We trust that this framework of five principles provides a useful resource for the growing number of leaders and communities committed to creating more great places to grow up and grow old.
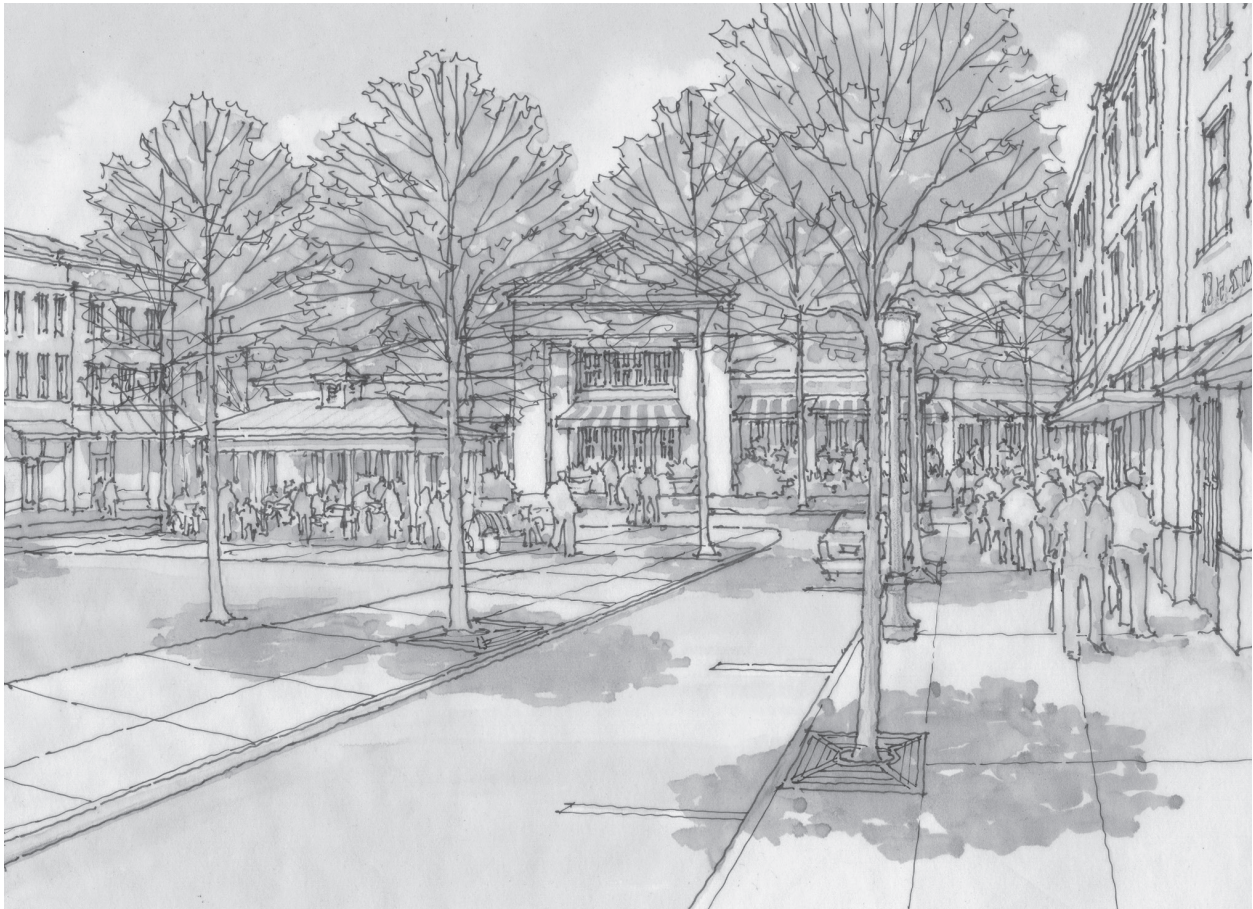

Illustration by DPZ Partners

Selected Resources

From the Community AGEnda initiative (GIA)

Age-Friendly Communities: The Movement to Create Great Places to Grow Up and Grow Old In America: An Introduction for Private and Public Funders

http://www.giaging.org/documents/130402_GIA_AFC_Primer.pdf

Aging Power Tools: A Curated Selection of Resources to Promote Stronger, Age-Friendly Communities

http://www.giaging.org/documents/130402_GIA_AFC_Toolkit.pdf

Age-friendly Communities: A Blueprint for Success

http://www.giaging.org/documents/140820_AFC_Infographic_Blueprint.pdf

Age-Friendly America (database)

http://www.giaging.org/programs-events/community-agenda/community-agenda-database/

Talking About Age-Friendly Communities: A Toolkit from Community AGEnda

http://www.giaging.org/documents/Comm_AGEnda_Talking_Tool-FINAL.pdf

Selected Opportunities for Funders Interested in Age-Friendly Communities, from GIA's Funders for Age-friendly Communities Forum

http://www.giaging.org/documents/141230_National_Initiatives_Grid.pdf

Other Resources

Making Your Community Livable for All Ages (n4a)

http://www.n4a.org/files/n4aMakingYourCommunityLivable1.pdf

AARP Network of Age-Friendly Communities Tool Kit

http://www.aarp.org/livable-communities/network-age-friendly-communities/info-2014/evaluation.html

"Evaluating Your Age-Friendly Program: A Step-by-Step Guide." Prepared for AARP by Portland State University Institute on Aging, Margaret Neal, and Iris Wernher

http://www.aarp.org/content/dam/aarp/livable-communities/documents-2014/NAFC-Conference/AARP%20Network%20of%20Age-Friendly%20Communities%20Evaluation%20Guidebook.pdf

World Health Organization Centre for Health Development, Measuring the Age-friendliness of Cities: A Guide to Using Core Indicators

http://www.who.int/kobe_centre/ageing/age_friendly_cities/AFC_Indicator_Guide_Pilot_English.pdf?ua=1%20

Livable Community Indicators for Sustainable Aging in Place, from the MetLife Mature Market Institute and the Stanford Center on Longevity

http://www.giaging.org/documents/mmi-livable-communities-study_2013.pdf

From Planning to Implementation for an Age-Friendly Portland, by Margaret Neal, Alan DeLaTorre and Paula Carder, in Public Policy & Aging Report

http://ppar.oxfordjournals.org/content/early/2014/12/24/ppar.pru054.extract

"A Practice Brief: CIAIP (Community Innovations for Aging in Place) Grantee Strategies for Sustainability" by Phil Stafford, PhD

http://www.giaging.org/documents/CIAIP_GRANTEE_STRATEGIES_SUSTAINABLITY_STAFFORD_FINAL.pdf

Acknowledgements

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In September 2014, John Feather, CEO of Grantmakers In Aging (GIA), convened a steering committee comprised of senior national and international leaders in the age-friendly movement:

- John Beard, Director, Department of Ageing and Life Course, World Health Organization (WHO)

- Lisa Warth, Technical Officer at the Department of Ageing and Life Course, World Health Organization (WHO)

- Jane Barratt, Secretary General, International Federation on Ageing (IFA)

- Jennifer Wallace-Brodeur, Interim Lead, Livable Communities Programs, AARP

- Stephanie Firestone, Program Director, Livable Communities, National Association of Area Agencies on Aging (n4a)

- Candace Baldwin, Director of Strategy, Aging in Community, Capital Impact Partners and Co-founder, Village to Village Network

- Kathryn Lawler, Director, Area Agency on Aging, Atlanta Regional Commission

This group was expanded to include selected leaders in the age-friendly movement who were invited to participate in a Leadership Summit on Sustaining the Age-friendly Movement. Invitations were issued in April 2015, and the invitees worked through the summer, participating in focus groups, responding to drafts, and providing case examples. Additional key informant interviews were also conducted.

During this time, the National Association of Area Agencies on Aging (n4a) partnered with GIA to conduct a focus group during the n4a Annual Conference in July 2015. This group contributed significantly to the early versions of this document.

All of this preparatory effort led up to Creating a Framework for a Sustainable Age-Friendly Movement: A GIA Leadership Summit, which was held in Washington DC, September 17-18, 2015. Participants in the Summit included:

Name	Position	Organization
Michael Adams	Chief Executive Officer	Services and Advocacy for GLBT Elders (SAGE)
Jeanne Anthony	Project Advisor, Livable Communities	AARP
M. Scott Ball	Principal	Commons Planning, Inc.
Marie Beason	Director, Professional Development & Special Initiatives	Indiana Philanthropy Alliance
Cathy Boyer-Shesol	Project Manager, KC Communities for All Ages	Mid-America Regional Council (MARC)
Brad Calvert	Metro Vision Manager	Denver Regional Council of Governments (DRCOG)
Rachel Feldman	Senior Director of Communications & Relations	National Association of States United for Aging and Disabilities (NASUAD)
Ruth Finkelstein	Associate Director	The Robert N. Butler Columbia Aging Center
Stephanie Firestone	Program Director, Livable Communities	National Association of Area Agencies on Aging (n4a)
Chris Gray	Senior Director, Global Institutions	Pfizer, Inc.
Rodney Harrell	Director, Livable Communities	AARP Public Policy Institute
Kathryn Lawler	Director, Area Agency on Aging	Atlanta Regional Commission (ARC)
Sandy Markwood	Chief Executive Officer	National Association of Area Agencies on Aging (n4a)
Robert McNulty	Founder and President	Partners for Livable Communities
Nora Moreno Cargie	President	Tufts Health Plan Foundation
	Vice President, Corporate Citizenship	Tufts Health Plan
Margaret Neal	Director, Institute on Aging	Portland State University
Sarah Norman	Director, Healthy Homes and Communities	NeighborWorks America
Mia Oberlink	Senior Research Associate	Center for Homecare Policy and Research, Visiting Nurse Service of New York
Susan Poor	Co-President, Board of Directors	Village to Village Network
Greg Shaw	Director, International & Corporate Relations	International Federation on Ageing (IFA)
Amy St. Peter	Assistant Director	Maricopa Association of Governments (MAG)
Joanna Turner	Executive Director	National Association of Regional Councils
Enrique Vega Garcia	Regional Advisor on Healthy Ageing	World Health Organization (WHO)
Edwin L. Walker	Deputy Assistant Secretary for Aging	Administration on Aging, Administration for Community Living, U.S. Department of Health and Human Services
Jennifer Wallace-Brodeur	Interim Lead, Livable Communities Programs	AARP
Peter Wood	Vice President of Programs and Community Investments	Health Foundation of South Florida

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