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Age-Friendly Resource Manual

International Federation on Ageing

IFA



INTERNATIONAL FEDERATION ON AGEING
Global Connections

Community AGEnda: Resource Manual

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Part I – Why Make a Community Age-Friendly?

1. Age-Friendly Policies Have a Positive Economic Impact

Policies for Communities

[Conceptualizing Age-Friendly Communities](#): Further economic analysis needs to be led in order to officially prove this point, due to the recentness of this issue, it has been observed that age-friendly communities promote healthy ageing and therefore, reduce healthcare costs. It also encourages economic growth and sustainability by allowing older adult to age in place, and therefore creates new business opportunities. (p. 489)

[The New Agenda on Ageing to Make Ireland the Best Country to Grow Old In](#): Importance of age-friendly policy to reduce/reverse the economic downsides of an ageing population: “It is important to acknowledge that there are a range of behavioural and policy responses that could significantly alter the impact of population ageing. For example investment in improving the health throughout the life course could impact on the health of future generations. This would reduce the burden on health care and social welfare systems and enable people to work for longer by compressing morbidity into fewer years late in life. Promoting higher levels of savings for retirement, alternate pension funding plans, and (possibly) increased migration can contribute to a lessening of the impact.” (p. 43)

[Healthy and Active Ageing - Turning the 'Silver' Economy into Gold](#): The ‘silver economy’ needs to be taken into consideration to create age-friendly communities that benefit to public budgets: “If increased life expectancy is coupled with healthy ageing, and older people can continue to enjoy life to the full and contribute to the labour market and society, this will reduce pressure on health and social services, and therefore on public budgets”

Policies for Employment and Active Ageing

[Implications of Population Aging for Economic Growth](#): “Older workers are often seen as a burden, with younger candidates preferred in recruitment decisions. But in an economy where knowledge rules, the experience of older workers grows in value; older workers can contribute to the productivity of work teams by sharing their expertise”

Example used: BMW, in 2007, adapted its equipment to older workers (improving the ergonomics of machines, enhancing management of health care...), anticipating an older workforce in the future, which resulted in a significant raise of productivity.

See PDF Document 4 (p. 25-29).

[The Economic Contribution of Older Londoners](#): This article shows how age-friendly policies regarding older people employment and volunteering represents a positive economic contribution on a city-scale. The comparison between the 2004 estimated contribution of older people and the 2013 results show that promoting older people’s role in the society leads to a better economic situation.

Figure 24 (p.27) shows the obstacles that still need to be overcome by age-friendly policies to increase the participation of older people.

[EU – Active Ageing 2012](#): “A variety of tax-benefit system measures can be used to entice older workers to stay in employment or to return to employment. It is noteworthy that there is a general lack of employment friendly tax-benefit systems in operation across European countries. Where they do exist, they include in-work, top-up benefits, exemptions from unemployment insurance contributions and increased tax credits or personal allowances”

The paragraph 3.6 (p.29) shows examples of effective age-friendly policies in the EU, promoting an older workforce with positive economic consequences on the labour market.

[Working and Ageing - The Benefits of Investing in an Ageing Workforce](#): “The examples presented in this publication clearly show that (a) stakeholder involvement, for instance by means of collective bargaining arrangements that pay explicit attention to the situation of ageing workers, can promote demographic literacy, and that (b) successful companies take a life-cycle approach to active ageing policies and measures without restricting them to the older age cohorts”

This article shows that age-friendly employment policies benefit the older worker and its employer, and therefore, has positive consequences on the company.

The results of a training program in Austria (p. 109) show that this age-friendly training program is efficient, but also that older worker needs to be encouraged in taking the program as they often consider themselves ‘too old to be trained’.

Health Policies

[Economic Benefits of Adult Vaccination](#): This document shows how the economic benefit of an age-friendly immunization policy. Indeed, for every euro invested in adult vaccination, over 4 euros are saved over this adult’s lifetime, proving great economic upsides in addition to the benefits regarding health.

See PDF Documents [8. Economic Benefits of Adult Vaccinations \(Full Report\)](#) and [9.\(Executive Summary\)](#).

2. A Successful Small Project Can Scale Up and Increase its Positive Results

[Petrolia – ‘Age Friendly Gazebo’, CANADA](#): Seniors organize and run a weekly seniors club called Boomers Extra, which incorporates fellowship and dialogue between all ages of citizens to create an inter-generational community.

<http://afc.uwaterloo.ca/Community%20Stories/Petrolia.html>

[New York City – ‘AF Local Business Initiative’, USA](#): Launched in Harlem in 2010, this programme aimed to adapt businesses to older customers in order to make NYC more age-friendly was successfully piloted in East Harlem, and then was extended citywide in 2011, to affect over 1000 businesses.

The same process with the ‘[Aging Improvement District](#)’ programme, aiming to improve some areas of East Harlem and to provide more activities for older people: its success in east Harlem has led to further progress citywide.

http://www.nyam.org/agefriendlynyc/docs/AF-Accomplishments_Report-8.pdf (p. 9; p. 13)

Niagara – ‘Niagara Connects’, CANADA: Created in 2013, this program is based on a citywide initiative launched in 2005 in Niagara, aiming to make the town more age-friendly through the actions of the Niagara Research and Planning Council (NRPC). Its success led to a Niagara-wide network for age-friendly collaboration, planning, learning, innovation and community action.

<http://www.niagaraconnects.ca/about-us/history/>

Mississauga – ‘Older Adult Plan’, CANADA: Established in 2008, this ‘Life Long Learning’ program now offers educational opportunities through a grant (allocated in 2013) allowing older to teach and/or attend classes. It also now offers the opportunity to lead actions such as determining the placement of new social housing for older people or building on the service capacity of community centres at a regional level since a partnership with the Region of Peel has been established.

The City of Mississauga also works with the Region of Peel on the implementation of supported transportation to assist older people who cannot use the public transportation anymore.

http://www.mississauga.ca/file/COM/Older_Adult_Plan.pdf (p.5, ‘Regional Interest’)

<http://www7.mississauga.ca/Departments/Rec/older-adult/2012-Report-on-the-Older-Adult-Plan-Final.pdf>

Brantford – ‘Master Ageing Plan (MAP)’, CANADA: Published in 2008, the initial program consists of 5 main goals, divided in 21 objectives and 99 strategies, and was followed by the Implementations Recommendations in 2009 (3 main recommendations), which led to the creation of a Grand River Council on Ageing, an NGO supported by grants from the Ontario Trillium Foundation that engages Brantford **and Brant County** to meet the need of their ageing population (<http://www.grcoa.ca/about-us>).

A 2013 update on the MAP highlights the areas that need to be reinforced in the city of Brantford, the Grand River Community Health Centre, Brant Community Healthcare System, Operation Lift (the transportation program), and the Community Care Access Centre:

<http://www.brantford.ca/Social%20Services%20%20Building%20Community/Comparison-Community%20versus%20MAP-Oct-8.pdf>

An updated MAP, a volunteer recruitment and a sustainability marketing plan are currently in the developmental phase.

Toronto – ‘The Toronto Seniors Strategy’, CANADA: this citywide program resulted in an alignment between the City of Toronto and the Province of Ontario through the work of Dr. Samir K. Sinha, who was preparing his recommendations for the Living Longer, Living Well report for the Ontario Minister of Health and Long-Term Care and the Minister Responsible for Seniors at the same time the Seniors Strategy was developed, and therefore connected both projects.

<http://afc.uwaterloo.ca/PDF/Toronto%20Seniors%20Strategy.pdf>

Ottawa – ‘Age Friendly Ottawa Community Action Plan’, CANADA: the 2012-2014 update of this program encourages the voluntary and the private sectors, but also other levels of governments beyond the City to increase accessibility of built and natural environments. It also extends its actions to rural

communities in order to facilitate age-friendly housing in remote areas.

<http://www.coottawa.ca/age-friendly/documents/AFOCommunityFrameworkFINAL.pdf>

Ireland – ‘Age Friendly Counties’: Louth was the 1st age-friendly county in Ireland, based on the WHO framework, and this project launched in 2008 and led the way for other counties to become age-friendly as well, as part of the *Ireland’s Age-Friendly Cities and Counties Programme*.

http://www.louthagefriendlycounty.ie/index.php?option=com_content&view=article&id=1&Itemid=2

EU – ‘European Innovation Partnership on Active and Healthy Ageing (EIP-AHA): This international project is based on local initiatives and projects that were scaled up to ensure that similar ageing policies are led throughout the continent. It gathers over 3000 parties (companies, patients, carers...), and uses tele-health to standardize ageing/health policies.

<http://journal.aarpinternational.org/a/b/2014/03/a-digital-agenda>

Part II – How to Make a Community Age-Friendly?

1. Use Toolkits, Guidelines, and Resource Manuals

Waterloo: the website provides various tools, such as the fields that need to be considered when making a community more age-friendly, the steps to follow, and even resources from other provinces, or other resources used to make communities more disability-friendly.

<http://afc.uwaterloo.ca/> ; See PDF Document '[Waterloo - AFC Blueprint](#)'

Dublin: general declaration on the importance of making communities more age-friendly in Europe, with concrete actions to be led in every country (p. 3-5).

See PDF Document '[Dublin Declaration on AFC 2013](#)'.

Alberta: this presentation describes the demographic situation in Alberta and Canada as part of the 'Senior Friendly Program', and provides advice to make communities more age friendly (p. 41-48)

See PDF Document '[Alberta – Senior Friendly Program](#)'.

Ontario: this toolkit explains in details how to make a community age-friendly, using the examples of the actions led in the cities of London, Cambridge, Toronto and Waterloo.

See PDF Document '[Ontario - AF Community Planning](#)'.

Snohomish County (Washington State, USA): this county explains their process of becoming more age-friendly through different steps, starting with a community consultation through focus groups, then a needs assessment by experts, a demographic survey, a health care access data and finally a population based health data (details on p.3 of the 1st PDF doc).

See PDF Documents '[AF Snohomish 1](#)'; '[AF Snohomish 2](#)' ; '[AF Snohomish 3](#)' (issues 4 and 5 not available)

Indiana: this statewide action plan provides Indiana demographics, main fields that need to be improved, and examples of best practices in the state (Linton City, St Joseph County, Rising Sun Regional Foundation).

See PDF Document '[Indiana - Communities for a Lifetime](#)'

Edmonton: this action plan describes the whole process of becoming age friendly from their first research in 2000 to the publication of this document. It includes the Edmonton Seniors declaration, a demographic overview of the city, and an analysis of all the fields that need to be improved and challenges that need to be overcome to be more age-friendly.

See PDF Document '[AF Edmonton - Action Plan](#)'

Western Australia: this document encourages a self-assessment of each community age-friendliness through focus groups (they provide a very detailed list of questions to ask) before taking actions.

See PDF Document '[AFC - A Western Australian Approach](#)'

Melville, Australia: this presentation lists all the most important AF features, and provides an AFC framework (p. 15) that summarizes the whole process of making a community age-friendly.

See PDF Document [‘Melville - Preparing for an AF Community’](#)

New York City: this document lists all the steps to become AF, as well as all the organizations/institutions that should be involved in this process (elected officials, cultural organizations, religious groups...) and the way to involve them efficiently. It also provides examples of AF actions led in several NY neighbourhoods.

See PDF Document [‘NYC - Establishing an Ageing Improvement District in Your Community’](#)

LeadingAge: this website provides the main steps to follow to become more age-friendly and provides links to other toolkits as resources.

<http://www.leadingage.org/SubSection.aspx?id=1268>

Canada: the AF Communication toolkit describes the features that make an email, a website, a conference, a phone call, etc., accessible to older people in order to facilitate the communication among a community.

PDF document [‘Canada - Age-Friendly Communication’](#)

http://agefriendlycounties.com/images/uploads/downloads/The_New_Ageing_Agenda_14_june_web.pdf

Age-Friendly Manitoba: The ‘Resources’ section of the website offers different folders addressed to each party involved in the age-friendly process. The ‘For Communities’ folder holds templates for official brochures, letters, posters, invitations and action plans, as well as guidelines to maintain a constant visual identity among all the communities participating in the project, and to communicate with the media. The ‘Age Friendly Resources’ folder offers examples of public consultations about several different subjects (transportation, communication...) that were led in Manitoba to initiate the age-friendly actions. It shows how to clearly organize and present the data collected through consultations (ie, tables or charts summarizing the responses).

For Communities: http://www.agefriendlymanitoba.ca/resources.cfm?cat_id=23

Age Friendly Resources: http://www.agefriendlymanitoba.ca/resources.cfm?cat_id=20

AF Counties Ireland: This manual summarizes the importance of AF actions, and then lists all the different projects led in each county, describing the issue/opportunity, what was done, and the key achievements. These projects are grouped under nine key headings or Age-Friendly Outcomes: Lead healthier & active lives for longer; stay living in our own homes and communities; get to where we need to go, when we need to; be enabled by the built and social environment; feel and be safe at home and out and about; have the information we need to live full lives; be truly valued and respected; participate in social, economic and public life; and continue to learn, develop and work.

See PDF Document [‘AF Counties Ireland’](#)

Towards an AF European Union: This guide summarizes the importance of AF actions, then presents the campaign leading to the actual projects, including the creation of a EU covenant on demographic changes used as a framework by local and regional authorities, an online survey to address local needs, and conferences and seminars.

It also provides concrete examples of age-friendly initiatives in the following sectors: Intergenerational programs; Employment policies; Transportation and accessibility; Promotion of accessible designs; Technology and digital inclusion; Encouraging the presence of older people in decision-making processes ; Maintaining a social activity through volunteering and recreational activities; Lifelong and intergenerational learning; Intra and intergenerational solidarity within the social protection system; Accessible healthcare.

The report ends with recommendations inspired by all the good practices described previously, and provides useful links.

See PDF Document [‘Towards an AF European Union’](#)

AF Action Plan – Vancouver: The community engagement process is described (Senior Dialogues and Focus Groups), and all the actions and projects implemented so far are analyzed by categories, and upcoming actions are listed.

See PDF Document [‘AF Action Plan – Vancouver’](#)

Tauranga (New Zealand) – AFC Strategy: the AFC Implementation Plan (table p. 17 - 34) divides the AF actions in 9 different goals (Respect and social inclusion, communication and information, etc.), and determines for each goal the concrete action that will be led, the reason why it needs to be done, the organization individuals in charge of it, the timeline, the origin of the resources (with a colour-code to indicate the amount of resources available), and how the progress will be measured.

See PDF Document [‘Tauranga \(NZ\) – AFC Strategy’](#)

Action Plan for an Age-Friendly Portland: this guide displays the demographics of Portland and Oregon to show the importance of AF actions, explains how the action plan has been developed and can be used, and then presents 10 ‘Action Areas’ (housing, transportation, outdoor spaces...). For each action item, the actions that need to be led are described and potential partners are listed.

See PDF Document [‘Action Plan for an AF Portland’](#)

Guide d’accompagnement pour la réalisation de la démarche ‘Municipalité Amies des Aînés’ (Guide to the Implementation of an AF City – Québec, document in French) : This guide summarizes the process of becoming AF in the Quebec communities, with a table describing all the steps needed (p.15) and the details of each steps (p. 16-30). It also provides a table to be filled by each community to monitor the progress of the AF actions (p. 31-32)

See PDF Document [‘Guide d’accompagnement pour la réalisation de la démarche ‘Municipalité Amies des Aînés’](#)

An AF Action Plan for Cambridge: This guide identifies priorities areas (housing, transportation...) that need to be improved, and provides detailed recommendations, the champions in charge of the project, and the timeline for each of these areas.

See PDF Document [‘An AF Action Plan for Cambridge’](#)

2. Promote the Age-Friendly Project

Examples of different age-friendly initiatives that have used alternative language

For Age-Friendly Communities	<p>Communities for a Lifetime – Indiana (http://lifetimedcommunities.org/about/index.html), Minnesota (http://www.mnlifetimedcommunities.org/en/About/What.aspx) and Florida (http://www.communitiesforalifetime.org/)</p> <p>A City for All Ages – Edinburgh http://www.edinburgh.gov.uk/info/1456/older_people/1055/a_city_for_all_ages</p> <p>Livable Communities – Westchester http://seniorcitizens.westchestergov.com/livable-communities</p> <p>Ageing Friendly Communities – Wisconsin http://fyi.uwex.edu/agingfriendlycommunities/</p> <p>Family Friendly Communities – USA PDF document ‘1 - Family Friendly Communities’</p>
For Age-Friendly Action Plans	<p>Human Services Plan – Niagara (not specifically AF, mainly refers to an intergenerational community) PDF document ‘2 - Niagara - Human Services Plan’</p> <p>Intergenerational Practice Toolkit – Manchester PDF document ‘3 - Manchester - Intergenerational Practice Toolkit’</p> <p>Master Ageing Plan / A Community for a Lifetime – Brantford PDF document ‘4 - Brantford - Master Ageing Plan, Community for a Lifetime’</p> <p>Active and Healthy Ageing Action Plan – EU http://ec.europa.eu/research/innovation-union/index_en.cfm?section=active-healthy-ageing&pg=commitment#action_plans</p> <p>Intergenerational Strategies Series – USA (Annie E. Casey Foundation) PDF document ‘5 - Annie E. Casey Foundation’</p> <p>Intergenerational Community Development – UK (Beth Johnson Foundation) PDF document ‘6 - Beth Johnson Foundation’</p>

Age-Friendly Champions

Politicians

Saskatoon: **Hervé Langlois**, former City Councillor, former member of the Saskatoon Board of Trade, and the Saskatchewan Local Government Finance Commission.

<http://www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Documents/Reports%20and%20Publications/AgeFriendlySaskatoonInitiativeRecommendations.pdf> (p. 5)

Ottawa: **Mark Taylor**, City Councillor, Chair of the Community and Protective Services Committee, champion of AF Ottawa project the since 2010.

<http://www.coaottawa.ca/age-friendly/documents/OttawaReport-WHOPhase1.pdf> (p. 7)

Portland: **Deborah Stein**, City Planner, member of the Portland Bureau of Planning and Sustainability.

<http://www.aarp.org/content/dam/aarp/home-and-family/livable-communities/2014-01/age-friendly-portland-action-plan.pdf>

Manchester: **Sue Cooley**, part of Manchester City Council, signed the Dublin Declaration on Age Friendly Cities and Communities on behalf of Manchester, and won the Age UK Award for championing the interest of older people in her community.

<http://ageukblog.org.uk/tag/age-friendly-cities/>

Wales: **Ellen Ap Gwyn**, spokesperson for Equality and Older People as a councillor in the municipality of Ceredigion, affiliated to the Party of Wales. She has written to all local authorities inviting them to sign the Dublin Declaration.

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont718094.pdf> (p. 3)

Ireland: **Kathleen Lynch**, Minister of State for Disability, Equality and Mental Health, appointed in March 2011. Her ministerial responsibilities include ensuring the supply of more and better care for older people in the community and in residential settings.

http://www.louthagefriendlycounty.ie/index.php?option=com_content&view=article&id=1&Itemid=2

County Monaghan (Ireland): **Seamus Coyle**, County Mayor, signed the Dublin Declaration.

http://agefriendlycounties.com/images/uploads/downloads/Monaghan_Age_Friendly_Strategy.pdf (p. 5)

County Westmeath (Ireland): **Barry Kehoe**, County Manager, champions the AF project through the opening statement in the official Strategic Plan.

http://agefriendlycounties.com/images/uploads/downloads/WESTMEATH_AF_STRATEGY_2013.pdf

Local personalities

Vancouver: **Sylvia McLeay**, First Vice-President of the Council of Senior Citizens' Organizations (COSCO), a Director of the BC Retired Teachers Association, and a member of the Steering Committee of the BC Health Coalition.

http://bchealthycommunitiesca.blogspot.ca/2011_10_01_archive.html

Phoenix (through 'Connect 60+): Champions change monthly, this month champion is **Arlene E. Blair**, worked for the city of Phoenix for 22 years, volunteers in various organizations, and became a book writer when she turned 80.

<https://www.connect60plus.com/Champions/YourStories.aspx>

County Clare (Ireland): **Ger Loughnane**, former Clare hurler and hurling manager.

http://www.agefriendlycounties.com/news/story/hurling_icons_champion_clares_age_friendly_programme

Age-Friendly Videos

British Columbia: <http://www.youtube.com/watch?v=PpWfr1YOF70>

Kilkenny: http://www.youtube.com/watch?v=_Jw0yLic4k

Prague (English subtitles): <http://www.youtube.com/watch?v=bGi2RLVxdB4>

New York: <http://www.youtube.com/watch?v=zsTo8FdrRxA> ;
<http://www.youtube.com/watch?v=QGqVD-Xpd-Y>

Manitoba: <http://www.youtube.com/watch?v=bZt1bsIkEHg>

London, ON: <http://www.london.ca/residents/Seniors/Age-Friendly/Pages/Age-Friendly-Video.aspx>

Northumberland and Haliburton counties: <http://www.youtube.com/watch?v=6hyw8TGISTc>

Thunder Bay: <http://www.agefriendlythunderbay.ca/aftb-video.html>

Beacon Hill Village, Boston: <http://www.youtube.com/watch?v=ID97w-O7Lhs>

Macon-Bibb County: <http://www.youtube.com/watch?v=fBsyNYMwblI>

Des Moines: http://www.youtube.com/watch?v=d_YHc0Rb3Lk

Wichita: <http://www.youtube.com/watch?v=jDZQjy1Jtfo>

3. Urban Planning

Urban Planners

North Vancouver, CANADA: Cheryl Kathler, community planner involved in the 'North Shore AF Planning', member of the project steering committee. Tel: 604-983-7380. Email: ckathler@cnv.org

Her report on an Age-Friendly North Vancouver: http://www.cnv.org/City-Services/Community-Planning/~/_media/City%20of%20North%20Vancouver/Documents/Seniors/Discussion%20Brief%20An%20Age%20friendly%20Community.ashx

Niagara, CANADA: Cathy Fusco, Community Planner, Social Issues, Niagara Region. She is the Project Manager of the Niagara's Age-Friendly Community Initiative. Email: cathy.fusco@niagararegion.ca

Letter and report sent to local municipalities:

<https://notl.civicweb.net/Documents/DocumentDisplay.aspx?Id=3542>

Manchester, UK: Patrick Hanfling, as part of the AFC Design Project. He is the Programme Co-ordinator, Public Health Manchester, Manchester City Council. Email: p.hanfling@manchester.gov.uk (provided in a report, mentioned as the person to contact "for more information on intergenerational practice in Manchester, including *training for staff and development of projects*")

<http://www.artdes.mmu.ac.uk/designlab/agefriendlycity/coordinators.php>

Anmore, CANADA: Kate Lambert, Village Planning Consultant. Email: klambert@cityspaces.ca

District of Sechelt, CANADA: André Boel, Community Planner. Email: aboel@sechelt.ca

Ontario, CANADA: Loretta Ryan, Director of Public Affairs for the Ontario Professional Planners Institute (OPPI), Email: policy@ontarioplanners.on.ca .

The OPPI promotes age-friendly planning for Ontario Communities through this 2009 call for action, and provides planners with general guidelines (p.6) to build AF communities:

<http://ontarioplanners.ca/PDF/Healthy-Communities/2009/Call-to-Action-Age-Friendly-Communities-June-18-20.aspx>

Training and Workshops

Atlanta, USA: 'The **Community Planning Academy** (CPA) offers high-quality cost-effective training and workshops to appointed citizen planners, local elected officials and local government employees. CPA provides planners and decision makers with tools to make effective decisions regarding their community's future.'

<http://www.atlantaregional.com/local-government/training--leadership-development/community-planning-academy>

Waterloo, CANADA: Dr. John Lewis, Assistant Prof., School of Planning, Waterloo, offers planning courses in relation with his main research area, 'age-friendly physical environments'. Email:

j7lewis@uwaterloo.ca

http://www.the-ria.ca/research/profile_lew-j.php

4. Age-Friendly Businesses

Guidelines

Alberta, CANADA: “When people consider the word ‘community’, they often think of governments, neighbourhood leagues and various community organizations, such as non-profit and voluntary groups. Certainly, all these things help make a community. No Alberta community would be complete without the business sector. “

Details in the PDF documents [‘Creating an AFB in Alberta’](#), [‘AF Workplace - Promoting Older Worker Participation’](#), and assessment tools in the PDF [‘AF Workplace - A Self-Assessment Tool for Employers’](#)

NYC Academy of Medicine, USA: “The Age-Friendly Local Business Initiative is an educational outreach campaign that provides practical low cost or no cost tips to help businesses attract older customers. The initiative does this by providing education and self-assessment materials, an age-friendly decal, and inclusion on a list to be promoted to older consumers.”

Details in the PDF documents [‘NYAM - AF Local Business Guideline’](#), [‘NYAM - AFB Overview’](#), and [‘AFB Guidelines’](#)

British Columbia, CANADA: “Being a business that accommodates older customers is increasingly becoming a necessity. If you are planning a new business, are considering changes or renovations, want to attract additional older customers, or are already providing services for many seniors, this guide is designed to help.”

Details in the PDF document [‘Creating an AFB in BC’](#). A slightly different version of this document was created by the province of Yukon, PDF document [‘Creating an AFB in Yukon’](#).

Prince Edward Island, CANADA: Their checklist to assess the age-friendliness of a business is saved as the [‘AFB Checklist’](#) PDF document.

Successful Examples

BMW: BMW made its Dingolfing work plant (Germany) an age-friendly workplace, through the ‘Today for Tomorrow’ project that led to 70 changes. It involved the presence of physical trainers to accommodate the ageing workforce, as well as age-friendly machines. These changes, as part of the ‘Work system 2017’ have since been implemented in most BMW work plants.

Details in the PDF document [‘BMW’](#), page 54 ‘Stay healthy, be motivated at work’, and page 55 ‘Adequate work environment for older staff’.

Centrica: Their initiative consisted in removing the upper age limits for entrance to the British Gas Academy (training section), the creation of a carer’s network, innovations in flexible working, and the implementation of the ‘Working Well’ programme, a wellbeing programme which led to a reduction of the musculoskeletal related absence.

Details in the PDF document [‘Centrica’](#)

DSW21: The company offers retraining or alternate positions to employees who are no longer able to perform their original jobs. The programme PRO AGE, or "Program for Age-Friendly Workplace, Health

and Development" promotes regular age structure analysis and raises awareness of demographic change in the workforce.

<http://www.dsw21.de/875.html?msg=26581> (poor translation from German)

<http://www.aarp.org/work/on-the-job/info-09-2011/dsw21-aarp-best-employers.html> (in English)

Elkerliek Hospital: This hospital in the Netherlands uses the Work Ability index analysis to enhance the work ability of its workforce and establishes individual risk profiles for each employee as part of efforts to manage physical and psychological stress.

Details about this Dutch programme in the PDF document '[Work Ability index](#)'

Certification Programs

Elders in Action, Portland, USA: This certification is addressed to businesses from the Portland Metro Area, businesses need to apply and be evaluated by volunteers, according to a checklist and personal observations. Then a comprehensive report is created and reviewed with the business manager, with feedback and suggestions to become more age-friendly. If the business evaluation reaches a passing score, it is then declared age-friendly.

Once certified, the businesses receive Tip Sheets with best practices when working with older customers for the employees.

For service businesses that do not have a customer location the initial cost is \$200. The initial cost is \$300 for businesses with a site and less than 50 employees, and \$500 for businesses with more than 50 employees and \$150 for each additional location. The certification is valid for 1 year.

<http://www.eldersinaction.org/programs/agefriendly/business.php>

Age-Friendly Business Academy, USA: It rewards individual with the Certified Professional Consultant on Aging (CPCA) Designation. To get this designation, the requirements are either to enrol in one of the CPCA training options and score over 75% on the evaluation, to complete another similar training, to take the CPCA designation exam, or to reinstate membership as a CPCA.

Designated CPCA are then promoted to the public, benefit from a 'Monthly Business Growth Toolbox' to help promoting the age-friendly aspect of the CPCA's company/business, gains access to training courses, marketing tips, and a resource library, as well as invitation to exclusive networking events.

http://www.cpcacanada.com/member_benefits.html

Senior Friendly Program, CANADA: This program acknowledges and helps improving the age-friendliness of businesses and companies. The 1st step is a check up to identify the areas that need to be improved, followed by a training that must be attended by at least 60% of the company in order to receive the age-friendly designation, which is valid for 2 years and must be reviewed annually thereafter. No grant or financial support is mentioned.

<http://www.bridgewaterpolice.ca/index.php/ct-menu-item-21/ct-menu-item-29/49-senior-friendly>

Part III – How to Evaluate the Community and Monitor its Success?

1. Tools to Evaluate the Age-Friendly Process

World Health Organization Guidelines:

http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf

World Health Organization Checklist:

http://www.who.int/ageing/publications/Age_friendly_cities_checklist.pdf

Edmonton, CANADA: [Age-friendly Checklist](#) created by the Government of Alberta.

British Columbia CANADA:

- [‘AF Features Checklist’](#) (p. 40 - 48).
- [‘AF Business Checklist – BC’](#) : a point system helps assessing how age-friendly each business is (p. 8 - 13)
- [‘AF Checklist - Burns Lake City’](#): Checklist created according to the 8 major fields defined by WHO

Quebec, CANADA: p31 to 33, [checklist in French](#).

New York City, USA:

- [‘AF Consultation – NYC’](#): List of all the questions that need to be asked to older citizens to determine how age-friendly a city/neighbourhood is (p. 54-57).
- [‘AF checklist – NYC’](#): Checklist of all the fields that need to be improved according to WHO guidelines and citizen’s opinion (p. 118-121).

Manchester, UK:

- [‘The UK Urban Ageing Consortium](#) (a Manchester base collaborative body dedicated to ageing) - Creating AF Places’: this document summarizes the WHO checklist with concrete examples from all over the world to illustrate each item.
- [‘AF Consultation’ – Old Moat](#) (Manchester): Result of a survey answered by the citizen of one specific neighbourhood, according to the WHO criteria for an AF city (results page 32-33)

Portland, USA: Results of a consultation organized in 3 categories; [‘AF features’](#), [‘barriers to AF’](#), [‘Suggestions to improvement’](#) (p. 18-75)

Prince Edward Island, CANADA: [Age-friendly checklist](#) based on the 8 major fields defined by the WHO.

Windsor, CANADA: WHO checklist used to highlight the areas that need to be improved to make the city more age-friendly (p. 20 – 42)

Saskatoon, CANADA: [Age-friendly business checklist](#) that can be completed by any business wanting to receive free training sessions about how to become more age-friendly.

Belfast, IRELAND: [Checklist of 8 detailed criteria that make a city age-friendly](#) (p. 71-74)

Phoenix, USA: [Project of Arizona State University’s Urban Planning Studio](#) 361 (p. 26-27)

European Innovation Partnership (EIP) on Active and Healthy Ageing (AHA) – Action Plan on ‘Innovation for Age-Friendly Buildings, Cities and Environments’: This document evaluates the model efficiency of an Age-friendly Community (p. 20-21) and measures its progress. It describes the 2 main steps of this evaluation:

- 1) Monitoring the EIP on AHA process, through involvement of stakeholders, creation of synergies, knowledge transfer...
- 2) Monitoring the outcome of the EIP on AHA. The overall target that must be reached to confirm any progress is 2 more healthy life years to the average European life span. It also describes more specific objectives, such as improving the quality of life, the sustainability of the care system, and a better innovation based competitiveness. (Details in the graph p. 22)

[See PDF Document.](#)

Making Aberdeen an Age Friendly City for Older People: The table on page 6 describes all the fields that need to be assessed and improved to make the city more age-friendly.

[See PDF Document.](#)

Review of Age-Friendly Counties Programme - Ageing Well Network, IRELAND: This evaluation document separates the age-friendly communities in 3 groups (counties where the programme is fully operational, counties where key steps have been achieved, and counties that are at a very preliminary stage of development).

Figures 3.1 and 3.2 (p. 41-43) summarizes all the outcomes and impacts in each county.

Point 5.4 summarizes all the recommendations following the assessment, to make the counties even more age-friendly.

[See PDF Document.](#)

What Makes a Community AF - A Review of International Literature: The table p. 118 summarizes all the key-features to evaluate to determine the age-friendliness of a community, selected through a review of international literature.

[See PDF Document.](#)

2. Age-Friendly Recognition Programs

BC Age Friendly Communities Recognition Award, CANADA: Communities need to establish an advisory committee, secure a local government resolution, conduct a needs assessment and develop an action plan to apply for an Age Friendly Recognition Award. It is provided by the BC Ministry of Health and BC Healthy Communities, and consists of an award and a small grant to support the community’s efforts in become more age-friendly.

<http://bchealthycommunities.ca/program/146/display>

Age Friendly Alberta, CANADA: This program encourages communities to follow 4 main steps (establish an AF committee, pass a resolution by the local government, AF assessment, action plan) to becoming more age friendly before applying for the designation. The designated communities then benefit from

an award of \$1,000 to support the development of a sign or plaque for display in the community or a celebration of the community's success and the promotion of the community's activities on the Age-Friendly Alberta website.

<http://www.health.alberta.ca/seniors/age-friendly-recognition.html>

Milestone Recognition Program – Manitoba, CANADA: This program gives age-friendly communities an award from the province of Manitoba, promotes the community on the age-friendly Manitoba website, the Seniors and Healthy Aging Secretariat website, and provides financial support to assist the community in pursuing its effort to become sustainably age-friendly.

http://www.agefriendlymanitoba.ca/afm/news.cfm?news_id=303