CITY OF CLEVELAND
Department of Aging

AGE-FRIENDLY CLEVELAND

Age-Friendly Cleveland Action Plan 2017-2019

A report prepared by The Center for Community Solutions

THE CENTER FOR COMMUNITY SOLUTIONS EST. 1913
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CITY OF CLEVELAND
Mayor Frank G. Jackson

On behalf of the citizens of the City of Cleveland, I want to thank the Age Friendly Cleveland Advisory Council and the many older adults and community members who have contributed greatly to the assessment of the age friendliness of the city and development of this plan to enhance the age friendliness and livability of Cleveland.

The City continually works to improve the quality of life for older adults and adults with disabilities through advocacy, planning, service coordination and the delivery of needed services. The Department of Aging has already undertaken a number of initiatives to address the needs of our older residents. Some of the more impactful initiatives include expanding transportation services for Cleveland seniors, addressing difficult housing issues through the Senior Initiative, developing the Aging and Disability Resource Center, and providing economic case management for seniors in financial crisis. While we have built a strong framework to address the issues impacting seniors, there is more work to be done.

The Advisory Council worked diligently to gain the input and recommendations from a broad and diverse group of residents and stakeholders to ensure that the key impact areas, identified by the World Health Organization and AARP to influence both the quality of life and health of older adults, were addressed. The key impact areas are: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services. City government is providing leadership and creates policy to encourage age friendly action, but the collective impact and support of the entire community is necessary for Cleveland to become a premier age friendly city.

Based on assessment findings and the input of over 1,000 individuals involved in the assessment and planning process, implementing the strategies in this plan should greatly enhance quality of life for Cleveland's older adults and increase the livability of our city for all. However, this is only possible with the involvement and support of many community agencies and organizations.

Sincerely

Frank G. Jackson, Mayor

PREFACE

This plan was prepared by the applied research team of The Center for Community Solutions, in collaboration with staff from the City of Cleveland Department of Aging. The project would not have been possible without the support of the Cleveland Foundation, McGregor Foundation, and Saint Luke's Foundation. Photos throughout the plan were provided by the City of Cleveland Photo Lab.

We would like to express our gratitude to the many residents and community partners who collaborated with us to develop this plan. This includes members of the Age-Friendly Cleveland Advisory Council, and especially the chair of the Age-Friendly Cleveland Advisory Council and the Executive Committee, Dr. M.C. "Terry" Hokenstad. Our thanks go out to focus group participants, attendees of the Age-friendly Cleveland Summit, providers who participated themselves and encouraged participation by their clients, community leaders, data partners, and the Cleveland Department of Aging staff.

While municipal government can provide leadership and create policy to encourage age-friendly action, it cannot do so in a vacuum. The support of the entire community will be needed to move beyond assessment and planning and into implementation.

CITY OF CLEVELAND
Department of Aging

The Department of Aging is committed to ensuring Cleveland is an age-friendly community by enhancing the quality of life for Cleveland seniors and adults with disabilities through advocacy, planning, service coordination and the delivery of needed services.

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The Center for Community Solutions is a nonprofit, non-partisan think tank with offices in Cleveland and Columbus, that identifies, analyzes, and explains key health, social, and economic data and issues, and proposes non-partisan solutions to improve the lives of Ohioans.

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Mayor Frank Jackson with Senior Day honoree Lillie Cooper and family and friends

"What is an age-friendly world? It is a place that enables people of all ages to actively participate in community activities. It is a place that treats everyone with respect, regardless of their age. It is a place that makes it easy to stay connected to those around you and those you love. It is a place that helps people stay healthy and active even at the oldest ages. And it is a place that helps those who can no longer look after themselves to live with dignity and enjoyment."
World Health Organization

About Age-Friendly Cleveland

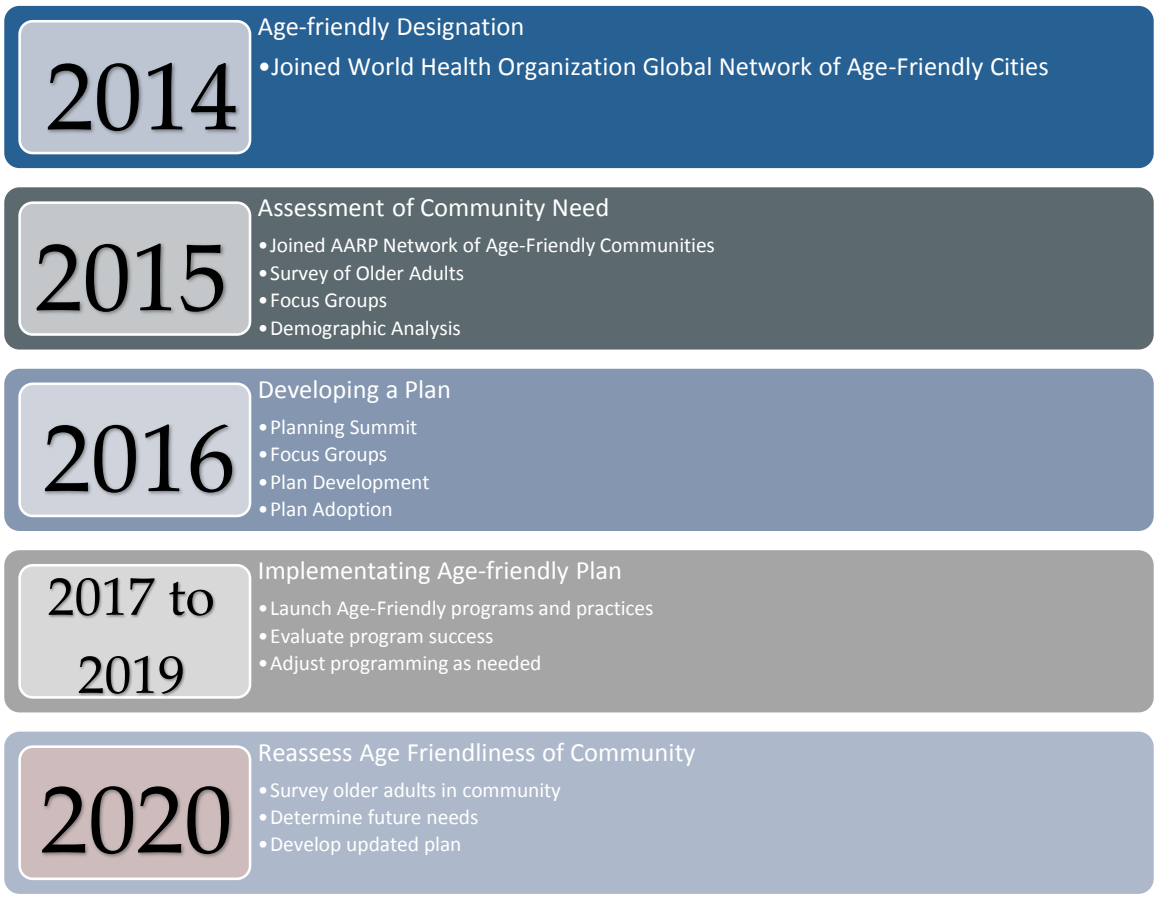
In 2014, the City of Cleveland became a member of the World Health Organization (WHO) Global Network of Age-Friendly Cities and later joined the AARP Network of Age-Friendly Communities. Participation in these networks should enhance the city's standing as a community for people of all ages and abilities. Cleveland is home to over 70,000 residents age 60 and older, who have a wide range of characteristics, abilities, strengths, and needs. This number is likely to grow over time, as people are living longer and healthier lives.

Cleveland was recently named one of "10 Great Places to Live on Less than $40K" by *AARP Magazine*. As the article recognized, "With its varied neighborhoods, world-class orchestra, thriving downtown, elite medical centers, miles of biking and hiking trails along Lake Erie and – finally! – championship sports teams (thanks, LeBron), this Rust Belt city is staging a mighty comeback."

Both WHO and AARP provide support to the members of the age-friendly network through educational opportunities, toolkits, and sharing the publications of member communities. The WHO has developed guidelines on engaging in the process of becoming a more age-friendly city including a five-part cycle of an age-friendly initiative and domains of age-friendliness. Age-friendly Cleveland has adopted both the cycle and domains into the initiative's structure.

With the support of Mayor Frank Jackson, an Age-friendly Cleveland Advisory Council was formed to guide the assessment and planning phases. The council includes community leaders, representatives from city departments and professionals from the aging network. Under the guidance of the council, a thorough assessment of the age-friendliness of the city was conducted. This plan was developed based on the findings of that assessment.

The Age-friendly Cleveland timeline follows the assessment/planning, implementation, evaluation, reassessment cycle of WHO.



Age-Friendly Domains

The World Health Organization (WHO) established the Global Network of Age-Friendly Cities as "an international effort to help cities prepare for two global demographic trends: the rapid aging of populations and increasing urbanization." The network identifies eight domains of city life that might influence the health and quality of life of older adults:

- **Outdoor spaces and buildings:** Environment, green spaces and walkways, outdoor seating, pavements, roads, traffic, cycle paths, safety, services, buildings, public toilets

- **Transportation**: Affordability, reliability and frequency, travel destinations, age-friendly vehicles, specialized services, priority seating, transport drivers, safety and comfort, transport stops and stations, information, community transport, taxis, roads, driving competence, parking

- **Housing:** Affordability, essential services, design, modifications, maintenance, aging-in-place, community integration, housing options, living environment

- **Social participation:** Accessibility of events and activities, affordability, range of events and activities, facilities and settings, promotion of awareness of activities, addressing isolation, fostering community integration, outreach to those at risk of social isolation

- **Respect and social inclusion:** Respectful and inclusive services, public images of aging, intergenerational and family interactions, public education, community inclusion, economic inclusion

- **Civic participation and employment:** Options of volunteering, employment options, post-retirement training, accessibility, civic participation, valued contributions, entrepreneurship, paid opportunities to work

- **Communication and information:** Offer oral communication, printed information, plain language, automated communication and equipment, broad public access to computers and the internet

- **Community support and health services:** Service accessibility, offer a range of health and community support services, voluntary support, emergency planning and care, coordinated service delivery

Assessment Key Findings

The action plan for Age-friendly Cleveland was built on the key findings from the Age-friendly Cleveland Assessment, which was conducted in 2015.

- Well over 1,000 older adults were engaged during the assessment process. We received 867 valid responses to the outreach questionnaire, 333 valid Senior Day surveys, and 283 responses to the comprehensive representative survey. A total of 355 older adults participated in 22 focus groups across the city of Cleveland.

- It is important to note that feedback from residents represents their impression of the age-friendly features of Cleveland. In some cases, services or assets may exist, but older adults are not aware of them or do not use them. When using this report for planning purposes, improving the age-friendliness of Cleveland may require creating or implementing age-friendly features, while improving communication or raising awareness may be more appropriate in other instances.

- Almost half of Cleveland older adults rated the city as an excellent or good place for people to live as they age.

- Most Cleveland older adults are generally satisfied with their health services. Overall, they reported good health status. However, low-income adults were more likely to report poor or fair health than upper-income individuals.

- About 22 percent of residents over age 60 in Cleveland live in poverty, and an additional 17 percent are living near poverty (between 100 and 150 percent of the poverty threshold).

- Forty percent of residents over age 65 live alone. Cleveland older residents are more likely to expect to stay in their homes as they age than seniors nationally. However, there is an overall lack of awareness about home providers and services that may be required as older adults "age in place." Additionally, many homes need modifications in order for them to be comfortable and safe residences in which older adults can age in place, particularly as 47 percent of older residents have some type of disability. Over half of older adult renters and almost 40 percent of owners live in housing which is considered unaffordable.

- Overall, 56 percent of Cleveland older adults reported that in the event that they need to move out of their home due to health or mobility issues, they were unsure that they could find a care facility or nursing home to meet their needs.

- Most older adults in Cleveland report having no or few difficulties getting around, and most find transportation accessible and affordable. Impressions of the availability of public transportation were overwhelmingly positive by those who report regularly using Greater Cleveland Regional Transit Authority (RTA).

- Poor sidewalk conditions were widely cited as a challenge that poses a safety risk to local older adults. As in any cold-weather city, snow and ice add to this danger, and many older adults observed that some residents and businesses do not adequately clear sidewalks during inclement weather.

- Concerns about safety are prevalent among older Cleveland residents. Neighborhood and community safety is an important concern to many older adults; vacant and abandoned homes, as well as violent crime in the community, create barriers for older adults to walk in their neighborhoods and feel connected to their community.

- Older adults in Cleveland have a variety of preferences about how they receive and consume information about community programs and services, as well as how they communicate with friends, family, and service providers. The majority of Cleveland older adults reported being able to find the information on services they need; however, most Cleveland adults are unaware of centralized sources of information on services, such as the local 2-1-1 help center, that may make finding relevant and timely information easier.

- Though most Cleveland older adults have access to the Internet and use it regularly, more vulnerable groups, such as older adults over age 75 and those with low incomes, are less likely to access the Internet.

- Focus group participants widely shared that they were not familiar with, or do not have access to, available mental health services.

- Cleveland older adults are less likely to be in the labor force than their counterparts in Cuyahoga County as a whole, and across the Northeast Ohio region. Many Cleveland older residents believe that jobs are not available to older adults to the same extent as younger people. Health issues and age discrimination in hiring are the primary challenges older adults identified when seeking employment.

- Over 80 percent of older residents identified financial reasons as the motivator to stay in the work force. However, some older adults fear seeking employment as increased income may reduce their public benefit amounts (such as housing subsidies or food stamps).

- Nearly half of Cleveland older adults reported feeling connected to their communities; 23 percent of older adults in Cleveland reported that they volunteer. Among those who do report volunteering, 41 percent volunteer occasionally or not that often.

- Many Cleveland older adults in the focus groups reported feeling they are not respected in the community, particularly by young people. Churches and places of worship were a notable exception.

- Even with over 150 parks, according to the survey, 48 percent of Cleveland residents said that they are not within walking distance to well-maintained and safe parks; 44 percent do have this access. The park system in the city is identified by many older adults as an asset.

- Nearly three-fourths of older adults reported having access to places to get healthy and affordable food.

The key findings were used as the starting point for constructing strategies to improve the age-friendliness of the city.

Planning Process

PLANNING SUMMIT

In April, 2016, a planning summit was held to engage the leaders of the community in thinking broadly about improving the age-friendliness of Cleveland. The goals of the event included gathering strategy recommendations, examining key findings of the assessment, and aligning improvement ideas with the domains of age-friendliness. More than 120 individuals participated in the summit, representing funders, service providers, advocacy groups, city government, and older adult residents. The event was possible thanks to the generous support of AARP Ohio.

The summit featured a presentation of the assessment followed by breakout groups for each domain. The breakout groups were co-facilitated by knowledge experts for the specific domain with 15-35 attendees in each group. Facilitators led the groups through a more detailed look at the assessment results from the domains and reviewed the key findings. Group members were encouraged to develop a handful of strategies that would address the key findings or other areas of the domain they had identified as needing improvement.

At the end of each session, strategies were collected and entered into an interactive group polling program. Attendees were invited to prioritize strategies within each domain by using their smartphones or computers to vote for the strategy they felt was most important. Through this process, a number of strategies rose to the top and became a part of the list presented to older adults in the community through focus groups.

The summit enabled us to quickly gather more than two dozen suggested strategies to address pressing needs of older adults in Cleveland and served as the basis for the Age-friendly Cleveland Action Plan.

FOCUS GROUPS

WHO and AARP emphasize the importance of engaging older adults in the community as a city plans for age-friendly improvements. In Cleveland, this was achieved through 15 focus groups of residents age 60 and older. Participants were recruited through social media, phone calls, flyers, and through networking with key members of the aging community. Focus groups were held throughout the city in senior centers, public libraries, community organizations, and other locations where older adults felt comfortable meeting. Each focus group lasted for approximately two hours. Overall, 301 older adult residents participated in focus groups.

The focus group facilitators reviewed the strategies for each of the eight domains and asked for thoughts from the group on which strategies they would like to see implemented. The groups engaged in conversation about the benefits and feasibility of each strategy and made

suggestions for improvements. When necessary, interpreters were available for non-English speaking residents. Responses were recorded in writing by hand by staff from The Center for Community Solutions and the City of Cleveland and later typed. Each of the participants were also given a list of the strategies and asked to select the top strategy from each of the domain groups. Through analysis of the conversations and strategy selections, favored age-friendly strategies of older adults living in the community emerged. These were further refined and expanded by the Advisory Council, and ultimately became the 21 strategies in the Age-Friendly Cleveland Action Plan.

ADVISORY COUNCIL GUIDANCE

The strategies that were identified as top priorities by the older adults in the focus group were shared with the Age-Friendly Cleveland Advisory Council in working sessions. During this time, the council worked through each strategy and began the process of adding details to each of the strategies. This time was also used to step back and determine if any areas had been overlooked and develop or modify strategies to address those needs. See the Appendix for a full listing of Advisory Council members.

The staff at the Department of Aging and The Center for Community Solutions furthered the work of the Advisory Council on the strategies by connecting with agencies who have specialized expertise and by developing timelines. Most of the strategies cut across multiple domains. For example, a single strategy may enhance both communication and information and community supports and health services in the community. The strategies in this plan will

be implemented over the course of three years. This plan is organized by the year in which implementation is expected to begin.

During the assessment and planning processes, older adults and community leaders frequently pointed out the interconnectedness of the Age-Friendly Domains. For residents in particular, it did not make sense to them to separate the domains. For example, they frequently expressed that social participation and transportation are closely linked. Based on this feedback, the Age-Friendly Cleveland Action Plan is organized around 21 strategies which will improve the age-friendly features of our city. Most strategies relate to more than one domain. As the matrix of strategies shows, each domain is covered by multiple strategies. Taken individually or together, successful implementation of the strategies will make Cleveland a more livable and a more age-friendly city.

	Outdoor Spaces & Buildings	Transportation	Housing	Social Participation	Respect & Social Inclusion	Civic Participation & Employment	Communication & Information	Community Support & Health Services
Number of Strategies Related to Domain	**10**	**7**	**11**	**11**	**10**	**7**	**12**	**8**
Falls Prevention Campaign	✓		✓	✓			✓	✓
Age-Friendly Checklist in City Planning	✓		✓					
Call-in Senior Center				✓	✓		✓	
Senior Companions				✓	✓	✓	✓	✓
Medical Equipment Exchange								✓
Age-Friendly Event Planning Guide		✓		✓	✓		✓	
Home Repair Coordination			✓					
Long-term Care Continuum			✓					✓
Transit-Oriented Development for Aging in Place	✓	✓	✓		✓			
Age-Friendly Business Certification	✓				✓	✓		

	Outdoor Spaces & Buildings	Transportation	Housing	Social Participation	Respect & Social Inclusion	Civic Participation & Employment	Communication & Information	Community Support & Health Services
Safe Biking Classes for Older Riders & Drivers	✓	✓		✓				
Mature Worker Campaign					✓	✓	✓	
Age-in-Place Handyman			✓				✓	
Snow Removal	✓		✓					
Access to Technology				✓		✓	✓	
ADA/Accessible Vehicle Listing		✓					✓	✓
Access to Cultural Events				✓			✓	
Encouraging Gardening	✓			✓	✓			
Address Safety Concerns of Older Adults	✓	✓	✓	✓	✓	✓	✓	✓
Supporting Other Initiatives	✓	✓	✓	✓	✓	✓	✓	✓
Sustain the Age-Friendly Cleveland Initiative	✓	✓	✓	✓	✓	✓	✓	✓

2017 YEAR ONE

Cleveland older adults warming up for the Cleveland Senior Walk

Year One of Age-Friendly Cleveland will implement strategies to address pressing needs and interests identified through the age-friendly assessment.

- Reduce the number of older adults who are injured by falls and increase feelings of personal safety at home and in the community

Falls Prevention Campaign

- Incorporate age-friendly design criteria into future development and improvement projects within the city

Age-friendly Checklist in City Planning

- Create an opportunity for older adults to engage in senior center programming from a remote location

Call-In Senior Center

- Expand existing senior companion program to encompass more volunteers who can reach a greater number of older adults

Senior Companions

- Ensure all residents of the city of Cleveland have access to affordable, quality, durable medical equipment

Medical Equipment Exchange

- Increase the age-friendliness of community events by encouraging groups to plan for the needs of older adults

Age-friendly Event Planning Guide

FALLS PREVENTION CAMPAIGN

A city-wide falls prevention campaign to increase dissemination of falls prevention information and the availability of and participation in evidence-based programs that have been proven to help older adults reduce their risk of falling.

Current State: Approximately 36 percent of Cleveland older adults are concerned about accidents or falls in their homes. Others reported concerns about tripping and falling when visiting business, parks, and other community locations. The National Institutes of Health estimate that one-in-three older adults fall each year. This contributes to visits to emergency departments, hospital admissions, and loss of independence. In Cleveland, falls on the same level was the second most common mode of death recorded by the Medical Examiner for people over age 60. Older adults who fear falling often limit their activities and social engagements. According to the National Council on Aging, this can have serious impacts on quality of life including further physical decline, social isolation, and feelings of helplessness. Already, Fairhill Partners is licensed to provide "A Matter of Balance" in Cleveland, an eight week structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels.

Desired State: The goal of the Falls Prevention Campaign is to reduce the number of older adults who are injured by falls and increase feelings of personal safety at home and in the community. It will cover both indoor and outdoor environments, and be coupled with physical activity and balance classes. A flyer with information on preventing falls is being distributed by EMS. Matter of Balance classes will be offered in more locations throughout the city. Fairhill Partners has been identified as a lead agency for this strategy while EMS is strongly supporting these efforts.

Impact of Strategy: The number of older adults who receive training and information about preventing falls will be a measure of success. Ultimately, this strategy seeks to reduce the number of emergency calls relating to falls and reduce the percentage of older adults reporting concerns about falls.

AGE-FRIENDLY CHECKLIST INTEGRATED INTO CITY PLANNING

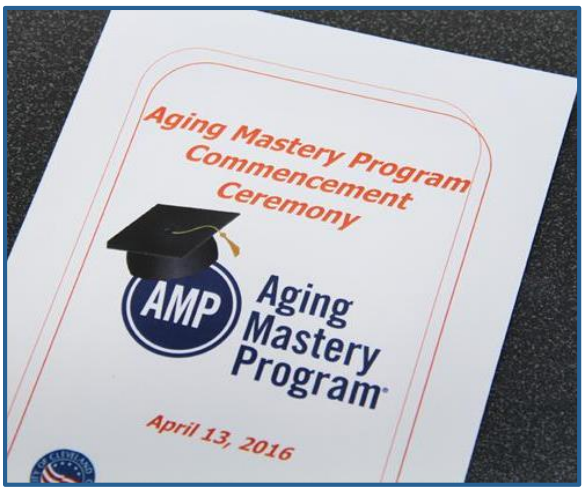
Age-friendly design and practices will be included as part of the consideration of development and improvement projects.

Current State: There are over 70,000 individuals age 60 and over living in Cleveland, and the share of older adults is growing. The World Health Organization's "Checklist of Essential Features of Age-friendly Cities" provides practical and tangible ways to make a city more age-friendly. A copy is included in the Appendix. Many of these features benefit residents of all ages and abilities. Currently, there is no formal mechanism to evaluate whether development and redevelopment projects are consistent with age-friendly features. The Cleveland City Planning Commission is responsible for preparing plans to guide "development and improvement" of the City and its neighborhoods, and for reviewing all legislation and other matters that concern the "use or development of land." This includes neighborhood and district plans, zoning variance reviews, architectural design review, streetscape and other public improvement planning, and transit and transportation planning.

Desired State: The Cleveland City Planning Commission and City Planning staff evaluate the age-friendly features of proposed development and improvement projects. The checklist will be incorporated into design and review guidance given to developers prior to the hearing for their planning project. The checklist will be used as a tool by the commission to evaluate projects for approval. Community plans developed by City Planning will also utilize the checklist and include a focus on enhancing age-friendly features. The Cleveland City Planning Commission will be the lead agency on this strategy.

Impact of Strategy: Enhancements to planned development projects that improve age-friendly features will indicate success of this strategy. A planning process which is more thoughtful about impacts on age-friendliness should result in housing, neighborhoods, and landmarks which are more accessible to residents of all ages.

CALL-IN SENIOR CENTER



This strategy will create opportunities for older adults to call-in to hear programming usually provided in person at senior centers. Examples include musical performances, technology tutorials, current event conversations, health and wellness topics, spirituality, community information, or playing bingo.

Current State: Participating in cultural, social, spiritual and leisure activities in the community or spending time with friends and family is critical for an individual's health and well-being. Older adults in Cleveland are interested in participating in a variety of social activities and community events including lifetime learning, sporting events, concerts, community events, physical activity, and live theater. However, a number of older adults report barriers to engaging in these types of activities. Currently, 40 percent of older adults rarely or never engage in social and community events. Social isolation can lead to harmful impacts on a person's physical and mental health. Homebound and mobility challenged older adults have less access to these types of events and would benefit from an option to participate that is accessible from their homes.

Desired State: To provide older adults living in Cleveland an opportunity to experience senior center programming remotely, residents will have access to a robust schedule of programs that provide a connection to a larger group of peers and access to senior center staff. The programming will consist of entertainment, informational, and interactive sessions. Whenever possible, programming will be provided free of charge to reduce cost-related barriers to participation. Older adults living in the city will experience life enriching activities to curb isolation. Greater Cleveland Neighborhood Centers Association will be the lead agency for this strategy.

Impact of Strategy: The amount and variety of remote programming available will be tracked. The number of participants and participant feedback will be used to evaluate success. Ultimately, this strategy should help individuals across the city and at all incomes increase their social participation.

SENIOR COMPANIONS

Senior Companions are trained older adult volunteers who are paired with seniors in need to provide assistance and companionship.

Current State: Approximately 40 percent of older adults in Cleveland reported that they "rarely or never" participate in social or community events in the Age-Friendly Cleveland Assessment. A 2012 study found that both social isolation and loneliness are associated with a higher risk of mortality in older adults. Benjamin Rose Institute's Senior Companion Program pairs volunteers ages 55 and older with other older adults for companionship and assistance. Currently, senior companions serve 15-40 hours per week helping clients live independently. Benjamin Rose provides training and orientation. Volunteers receive a tax-free hourly stipend which does not impact their eligibility for other benefits. The program is supported in large part by federal funding from the Corporation for National and Community Service which is passed through the Western Reserve Area Agency on Aging. Due to limited resources, the program is currently at capacity. During the age-friendly planning focus groups, many older adult residents of Cleveland expressed interest in volunteering and being paired with another senior.

Desired State: Expand the senior companion program to encompass more volunteers who can reach a greater number of older adults. Explore the possibility of allowing senior companions to be paired with a group of older adults, rather than just one-on-one. Benjamin Rose Institute on Aging will serve as the lead agency.

Impact of Strategy: The number of volunteer hours and the market value of that time will be measured, as well as the economic impact of stipends provided to low-income companions. If successful, this strategy should increase the number of older adults who feel connected to their community and are able to access the services and supports they need and want.

MEDICAL EQUIPMENT EXCHANGE

The Medical Equipment Exchange will accept donations of gently used durable medical equipment. The items will be inspected, cleaned, stored, inventoried and distributed to residents in need.

Community Supports & Health Services

Current State: Affordability of health care is a challenge for some older adults living in Cleveland. According to the Age-Friendly Cleveland Assessment Report, 46 percent of older adults report that they struggle to afford medical bills at least some of the time. Even though nearly all older adults have some form of health insurance coverage, co-pays, deductibles, and uncovered services or medications can still present a financial burden. Sixty-four percent of those surveyed reported they did not have or did not know if they had access to affordable medical equipment. While Medicare does have a durable equipment benefit, co-pays can be high and replacement time periods can be lengthy. This results in older adults going without needed equipment.

Desired State: The goal of the Medical Equipment Exchange is to ensure all people in the city of Cleveland have access to affordable, high quality durable medical equipment. This program will minimize economic barriers impeding access to crucial health support and increase the personal safety of those needing equipment The delivery of an equipment exchange program will be well coordinated and delivered in an administratively simple way. All staff and volunteers working to accept and distribute equipment will be respectful, helpful, and trained to serve older people. A local nonprofit has been identified as a potential lead agency for this strategy, and their Board is considering adopting it.

Impact of Strategy: Success will be measured by the number of older adults receiving equipment and the value of equipment distributed. Ultimately, this strategy should improve the ability of individuals to age-in-place by providing needed supports in an affordable manner.

AGE-FRIENDLY EVENT PLANNING GUIDE

This strategy seeks to enhance age-friendly features of community events by developing and promoting an event planning guide that includes tips for groups to use which are inclusive of people of all ages and capabilities.

Current State: Throughout the Age-Friendly Cleveland process, many community partners expressed interest in learning how their events could be more age-friendly. During the assessment, many older adults indicated that they did not believe "family friendly" events were appropriate for them. A lack of public restrooms was named as a barrier for older adults; some noted that if they think there will not be a restroom, they often will not go to an event. It seems that most flyers, brochures, newspapers, print media, forms, and product labels are not created with older adults in mind, which is a barrier for many older adults who have trouble reading small fonts. The World Health Organization's "Checklist of Essential Features of Age-friendly Cities" provides practical and tangible ways to make a city more age-friendly. Many of these features are beneficial to people of all ages, and could easily be incorporated into event planning.

Desired State: Organizations hosting a variety of public events consider the needs of older adults while planning. Older adult residents feel welcome and encouraged to attend community events. Event planners will have a resource when preparing for both large and small events that aim to be inclusive of all ages and abilities. Cleveland Department of Aging will be the lead agency on this strategy.

Impact of Strategy: The number of groups utilizing the guide and the age-friendly enhancements to community events will be used to measure progress on this strategy. If successful, older adult participation in community events should increase.

2018 YEAR TWO

Cleveland of Aging Mastery Program graduates a program of the National Council on Aging

- Coordinate home repair programs with various agencies to maximize ability of older adult homeowners to age in place.

Home Repair Coordination

- Gain an understanding of the current state of the long-term care system and identify recommendations to ensure care options for Cleveland residents

Long-Term Care Continuum

- Include in new housing developments age-friendly housing centered around public transit and walkable neighborhoods

Transit-Oriented Development

- Incorporate age-friendly practices into the business model of businesses throughout the city

Age-Friendly Business Certification

- Increase bike use by older adults and improve understanding of traffic regulations and "rules of the road" regarding biking on streets

Safe Biking Classes for Older Riders and Drivers

- Through a marketing campaign, older adults are recognized as a valuable resource in the workplace and employers look to hire mature workers

Mature Worker Campaign

HOME REPAIR COORDINATION

A coordinator would help maximize support for older adult homeowners seeking to age-in-place safely. They would work directly with a homeowner to identify what home repair services and agencies can help, including the Cleveland Department of Aging and other community resources. Through a coordinated effort, home repair services for older adults will be maximized to support aging in place in the community safely.

Housing

Current State: In the Age-Friendly Cleveland Assessment, the vast majority (94 percent) of Cleveland older adults said it was very or somewhat important to be able to remain in their homes as they age. Nearly two-thirds of non-institutional senior households in Cleveland live in housing units that they own themselves. Yet 38 percent of Cleveland older adult homeowners are paying more than 30 percent of their income for housing costs, which is generally considered to be unaffordable. Regular home maintenance can become more challenging as homeowners age-in-place, and tight budgets can put larger repairs out of reach for many residents. In the city of Cleveland, the median year to which residential structures dates is 1920, and many homes need new roofs, heating systems, plumbing updates, or other necessary and costly repairs. Often, there is more than one maintenance or repair issue that needs to be addressed. The Cleveland Department of Aging operates a home repair program for low-income residents, and several other organizations help homeowners, but the need is greater than current resources, and greater coordination would enhance available assistance.

Desired State: Assistance for older adult homeowners is maximized, so older adults have help to identify various resources available to them for home repairs. The home repair coordinator collaborates with other agencies to coordinate services and help older adults age-in-place safely in their own homes and neighborhoods. Older adult homeowners with existing housing code violations could be prioritized. The Cleveland Department of Aging will serve as the lead agency.

Impact of Strategy: The number of homeowners assisted and the value of repairs provided will indicate success of this program. Ultimately, more homeowners should be able to remain in their homes and in the community longer and more safely.

LONG-TERM CARE CONTINUUM

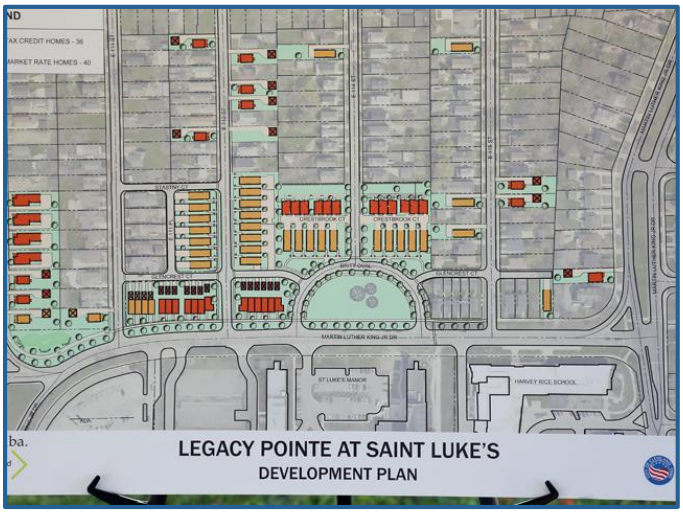
More information is needed to understand the needs, gaps, and opportunities for long term care. This would lead to work to ensure there are quality options along the long-term care continuum within the City of Cleveland, including nursing facilities, assisted living, and senior apartments.

Current State: Many older adults will require long-term care as they age. While nursing homes and other institutional settings had once been the standard model for this type of care, the recent shift to an emphasis on home and community-based services has led to a decline in nursing home beds and an increase in Medicaid Waivers, such as PASSPORT, which allow people to receive in-home care. According to the Ohio Department of Aging Website, there are nearly 1,000 nursing homes across the state. However, only 20 nursing facilities and fewer than eight assisted living facilities are located in the city of Cleveland. The shift to home and community-based services has been positive for many older adults, but most will still require great levels of care before the end of their lives. More than 90 percent of Cleveland older adults said it is important to them to be able to remain in their neighborhood as they age, yet there are limited options for assisted living within Cleveland. Overall, 56 percent of older adults reported that in the event that they need to move out of their home due to health or mobility issues, they were unsure that they could find a care facility or nursing home to meet their needs. Not knowing where to go could add stress to any already difficult situation if someone needs to move out of their home due to health or mobility issues.

Desired State: The community, including residents and service providers, will have a better understanding of needs and gaps relating to long-term care. Residents have options along the continuum within the City of Cleveland so they are not forced to move out of the community as their needs increase. Older adults need to have a sense of high-quality affordable living arrangements for people at all levels of care. The Center for Community Solutions will serve as lead agency.

Impact of Strategy: Timely, relevant information and analysis about needs, gaps, and funding of long-term care across the continuum should allow Cleveland to "right size" long term care. Ultimately, the number of older adults confident that they could find a care facility when needed would increase.

TRANSIT-ORIENTED DEVELOPMENT FOR AGING IN PLACE



This strategy encourages community development that includes a mixture of housing, office, retail, and other amenities integrated into a walkable neighborhood and located near public transportation. It makes it easier for older residents to move into these communities.

Current State: According to Reconnecting America, transit-oriented development (TOD) is "a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation." In Cleveland, the Uptown development in University Circle is an example of TOD, with living areas, restaurants, and shopping within easy walking distance of RTA's Rapid stops. Many of the key features of TOD overlap with age-friendly features, and Cleveland's older adults expressed a desire to live in more walkable neighborhoods with amenities close to home. In the Age-Friendly Cleveland Assessment, one-fifth of older adults said that they did not live near the amenities (shopping, medical facilities, restaurants, parks, etc.) that they need and want. Focus group participants expressed that they are aware of TOD-type development in Cleveland, and found it attractive, but do not feel like those neighborhoods are affordable or welcoming to older adults.

Desired State: Older adults are part of a diverse community of Cleveland residents who benefit from the age-friendly features of TOD projects. A neighborhood with safe, well-maintained sidewalks and lighting that also includes public transportation, businesses and medical facilities will greatly enhance the ability of older adults to live independently and socially. Where possible, senior housing and age-friendly features will be incorporated into TOD projects. The Cleveland City Planning Commission will be the lead agency for this strategy.

Impact of Strategy: If successful, the number of older adult residents who live near transit-oriented development should increase, as will the number of older adults reporting that they live near the amenities they need and want.

AGE-FRIENDLY BUSINESS CERTIFICATION

Businesses which meet certain criteria and agree to follow age-friendly practices would receive a certification, window sticker to display, and be listed in a directory of age-friendly businesses.

Respect & Social Inclusion

Outdoor Spaces & Buildings

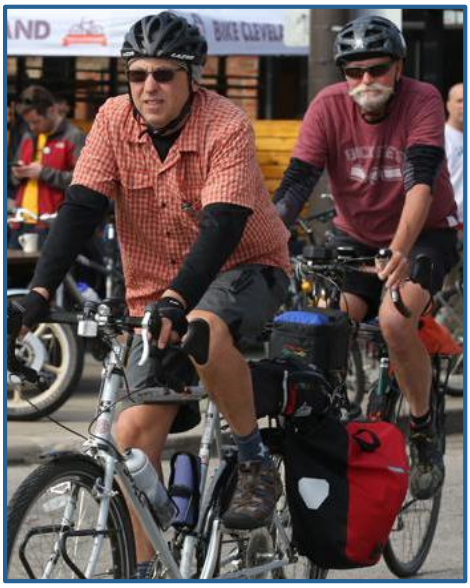
Civic Participation & Employment

Current State: During focus groups, Cleveland's older adults expressed a strong desire to patronize businesses where employees are sensitive to the unique challenges faced by older adults, and where they feel welcomed and safe. The Age-Friendly Cleveland Assessment revealed that long lines at businesses are of particular concern. Over one-quarter of outreach questionnaire respondents identified long lines as a challenge they face in public buildings. Furthermore, 51 percent reported that there is often nowhere to sit and rest when out in public. As Cleveland's population continues to age, older adults will compose a growing share of consumers.

Desired State: Cleveland's older adults are able to easily identify businesses which have made a commitment to being age-friendly. Age-friendly businesses will be sought out by older adults for the amenities they offer, including restroom access, well-trained staff, and ample seating. Cleveland will look to other communities across the country for recommendations and best practices relating to this strategy. Additional refinement will occur during year 1, when a lead agency will be identified.

Impact of Strategy: Following initial implementation, the number of businesses that are certified as age-friendly will be used to evaluate the success of this strategy.

SAFE BIKING CLASSES FOR OLDER RIDERS AND DRIVERS



By providing refreshers on how to be safe while biking, drivers and bikers sharing the road, and bike lanes and practices, drivers and bikers should feel safer on the road. There are a number of local initiatives promoting travel by bicycle which could be tweaked to be more applicable to older adults.

Current State: Bike lanes were mentioned at focus groups as particularly problematic for senior drivers, some who found them to be dangerous and difficult to understand. Sixty-seven percent of older adults drive themselves, yet less than 20 percent of older adults said they had access to driver education/refresher courses. Increased education on how to drive around newly installed bike lines would increase the safety for both drivers and cyclists. Currently 37 percent of older adults in the city are interested in participating in physical recreation activities, including bike riding. At focus groups, many older adults affirmed this interest but were also concerned about not having been on a bike in many years.

Desired State: Increased opportunities for older adults to engage in cycling and increased knowledge about bike safety guidelines for riders and drivers. Classes will be offered for older adults at locations throughout the city to learn or re-learn to ride a bike following current traffic regulations. Riding a bicycle will improve both the mobility and health of older adults. Educational sessions targeted to older adults will be held on how to safely drive around bikers and bike lines. A local nonprofit has been approached and is considering serving as lead agency for this strategy.

Impact of Strategy: Ultimately, this strategy should reduce the number of injuries to cyclists and increase the number of older adults who participate in biking activities.

MATURE WORKERS CAMPAIGN

A marketing campaign would encourage businesses to hire older adults by highlighting the benefits mature employees bring to the workplace.

Current State: While labor force participation (working or seeking work) declines with age, Cleveland older adults are less likely to be in the labor force than their counterparts in Cuyahoga County as a whole, and across the Northeast Ohio region. When seeking employment, the most frequently cited challenges among Cleveland older adults were health issues and age-discrimination (employers not hiring due to age). During the Age-Friendly Cleveland focus groups, the assets that older employees bring to the workplace were discussed, including work experience, loyalty, and dependability; many believed that there were employers who valued these traits. Only 9 percent of Cleveland older adults agree or strongly agree with the statement, "jobs are available for older adults to the same extent that they are for younger people." The perception that jobs are not available to the same extent for them may impact the likelihood that older adults will seek employment. Meanwhile, nearly half of Cleveland older adults who are still working said that for financial reasons, they need to work as long as they can.

Desired State: Older adult workers are valued by employers. Those who want or need to continue working are able to find and keep full or part-time jobs. This strategy could be integrated with the Age-Friendly Business Certification. Organizations that currently assist individuals with job search activities will join a common marketing campaign to celebrate the skills of mature workers and encourage employers to value potential employees of all ages. Several local organizations have been recommended as lead agency for this strategy.

Impact of Strategy: Following the development and execution of the campaign, the number of older adults served by workforce development agencies who obtain and maintain employment would increase if it is successful. Ultimately, the number of older adults saying that jobs are available to them to the same extent as they are for younger people should increase.

2019 YEAR THREE

Performers at the Annual Cleveland Senior Day

- Older adults will have a resource to learn about home modifications and access to a professional handyman.

Age-In- Place Handyman

- A coordinated effort of various volunteer and civic groups will be implemented to increase options to remove snow from the driveways and sidewalks of older adults.

Snow Removal Coordination

- Cleveland older adults will have access to affordable Internet, a device to access the Internet, and ongoing training.

Access to Technology

- More older adults will be able to take advantage of Cleveland's many cultural events either through volunteering or access to low-cost tickets or fees.

Access to Cultural Events

- Develop a comprehensive listing of transportation options and pricing for older adults and accessible vehicles that meet ADA requirements.

ADA/Vehicle Listing

- Increased access to intergenerational gardening opportunities within close proximity to senior centers and senior buildings.

Encouraging Gardening

AGE-IN-PLACE HANDYMAN

The Age-in-Place Handyman program would help Cleveland older adults understand how home modifications can help them age-in-place and be a resource for those wishing to do home modifications. The program would also provide trusted individuals willing to do small jobs at a reduced or subsidized cost.

Current State: Cleveland older adults overwhelming wish to remain in their homes as they age. In the city of Cleveland, the median year to which residential structures dates is 1920. Older homes often have design issues that are barriers for older adults such as uneven floors and surfaces or narrow passages and doorways that are too small to accommodate a mobility device. To help prevent falls and other safety risks, homes should be equipped with safety features, such as smoke and carbon monoxide detectors, railings in stairways, and grab bars in showers and bathtubs. While these changes would increase the likelihood of being able to age in place, only 42 percent of Cleveland older adults have made or plan to make modifications to their homes. For an older adult in Cleveland with limited resources, even small modifications can be financially out of reach. Furthermore it can be difficult to find a contractor willing to take on small jobs.

Desired State: The goal of the Age-in-Place Handyman is to provide Cleveland seniors with an understanding of how home modifications can help them age in place and provide a resource for those wishing to make modifications. It will also provide trusted individuals willing to do small jobs. Ideally, the Age-in-Place Handyman would build on the Home Repair Coordinator Age-Friendly Cleveland Strategy. Cleveland Department of Aging will serve as lead agency.

Impact of Strategy: Number of modifications made, value of modifications, client satisfaction, number of homeowners assisted will be measured. Ultimately, this strategy should enhance the ability of older adults to age-in-place safely.

SNOW REMOVAL

A coordinated effort will be implemented to provide low-cost or free service where older adults are "matched" with paid or volunteer crews who will provide snow removal assistance.

Outdoor Spaces & Buildings

Housing

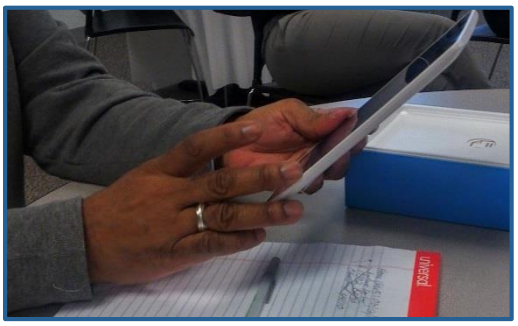
Current State: In cold weather cities like Cleveland, ice and snow present issues for residents of all ages. Walking, driving, home maintenance, and even getting the mail can present a challenge. Only about half of Cleveland older adults indicated that they are able to maintain the outside of their home, and even fewer (38 percent) of outreach questionnaire respondents responded "yes" to this question. Focus group participants shared that they had safety concerns when completing routine maintenance tasks, especially snow removal; they were worried about falls, or did not feel they could do the work themselves. Some had family members or neighbors frequently help them with snow removal or other maintenance tasks, but those who did not reported that they were often unable to afford the "going rate" for snow removal. Many found icy and snow-covered sidewalks to be a significant barrier to spending time outdoors in the winter.

Desired State: Older adults in Cleveland will have a resource they can call on for volunteer or low-cost snow removal services including driveways, sidewalks, front and back steps, and porches. Removing the barrier of snow and ice will allow older adults to maintain medical appointments and social engagements throughout the year. Additional planning will occur in years 1 and 2, when a lead agency will be identified.

Impact of Strategy: Increased capacity to provide free or low-cost snow removal and the number of houses served by snow removal programs will be measured. If successful, the percentage of older adults reporting that they have difficulties maintaining the outside of their homes should be reduced.

ACCESS TO TECHNOLOGY

Ideally, this strategy would provide a free or heavily discounted iPad to older adults, coupled with classes on how to use the technology, and free or discounted Internet for those who complete the training program. This could be coupled with a volunteer program which can assist older adults with technology in their homes.



Current State: While the Internet has made more information readily accessible than ever before, low-income older adults in Cleveland are being caught in the "digital divide." A lack of technology can make it more difficult for those without access to the Internet to connect to social events, find information about needed services, or to access other information. While most older adults in Cleveland have access to the Internet (58.6 percent), lower-income individuals were significantly less likely to have access to the Internet than respondents with moderate or high incomes. Older adults who do not have access to the Internet were asked why they do not use it, and the most common response was, "I have no computer" (60 percent) followed by "I don't understand it" (45 percent). During focus groups, many older adults explained that they had tried to use technology, but eventually gave up due to frustration or cost.

Desired State: Older adults who are interested in being online are able to access the Internet affordably. Older adults will be provided with ongoing training on how to safely and effectively use technology. Through access to the Internet, older adults will have increased access to socialization and health information. This strategy could enhance the utilization of remote senior center programming included in Year 1 of the Age-Friendly Cleveland Action Plan. Further planning and refinement will take place in years 1 and 2, when an appropriate lead agency will be identified.

Impact of Strategy: Number of older adults with access to the Internet will increase if this program is successful.

ADA/ACCESSIBLE VEHICLE LISTING

Under this strategy, information about transportation services and community organizations who have vans and provide transportation -including cost- would be compiled. A printed and online directory with detailed information would be created.

Current State: According to the Age-Friendly Cleveland Assessment, low-income older adults were less likely to drive themselves or be driven by friends and family and more likely to use public transportation and other means of transportation than middle- and higher-income individuals. Awareness about available transportation programs was cited as a challenge. When asked if they have access to special transportation for older adults and individuals with disabilities, nearly half of Cleveland older adults said that they were unsure (30.5 percent) or did not have access (17.4 percent). However, Senior Transportation Connection rides are available city-wide and are an important asset in the Cleveland aging network. Focus group participants also indicated that they were unaware of available transportation options; some suggested that information about services and changes to public transit services (like routes and times) be better communicated.

Desired State: Cleveland older adults will have access to information regarding multiple transportation options in a concise and regularly updated source. Residents will be able to make an informed choice on how to meet their transit needs. Cleveland will look to examples from other parts of the county to determine the best way to move this strategy forward. Further planning and refinement will take place in years 1 and 2, when an appropriate lead agency will be identified.

Impact of Strategy: If successful, fewer older adults will report having issues with transportation, and a lack of transportation will be removed as a barrier to participation in community activities.

ACCESS TO CULTURAL EVENTS

The goal is to improve access to local cultural events for older adults via discounts or free admission for volunteers. Local cultural institutions could make unsold tickets available at a discount to older adults shortly before the event or performance. This strategy could potentially be coupled with programs where an older adult can volunteer their time in exchange for admission, rather than paying for a ticket.

Social Participation

Communication & Information

Current State: Thirty-five percent of Cleveland older adults indicated that they did not have access to conveniently located venues for entertainment. This barrier was repeated by individuals who participated in the Age-Friendly Cleveland Assessment focus groups and is likely tied to transportation challenges. Communication, or not knowing about available opportunities for social participation, was also frequently cited as a reason older adults do not participate in social or cultural events. High costs were a barrier to social participation that came up frequently in the focus groups. When asked, several groups indicated that around $15 would be a good price for older adults to pay to attend special events. For example, many individuals expressed a desire to attend professional sporting events but noted that ticket prices, as well as transportation, were a significant barrier. There are programs in place, such as the Red Coats at Playhouse Square and Ushers at Severance Hall, where volunteers are already able to watch part or all of performances. Many older adults take advantage of these opportunities. Ensuring that people know about opportunities for discounted tickets with enough time to make arrangements to attend will likely present a challenge.

Desired State: By building on existing programs for volunteers, senior discounts, and last-minute tickets, older adults on limited incomes will have the opportunity to enjoy cultural events that are typically out of reach financially. Promoting existing volunteer-based programs will encourage participation among those interested in cultural events and increase community connections through the act of volunteering. Older adults will have the opportunity to be active participants in part of the larger cultural community. A local nonprofit has been suggested as lead agency for this strategy.

Impact of Strategy: If successful, more older adults would attend cultural events and report improved social participation.

ENCOURAGING GARDENING

Access to gardening opportunities within close proximity to senior housing and senior centers would be improved under this strategy. It would also provide resources to place raised beds in community gardens.

Current State: Sufficient opportunities for positive intergenerational interactions are important to age-friendly communities. Intergenerational activities, such as opportunities for older adults to volunteer or mentor children in schools, are shown to have positive outcomes for both adults and children. Older adults report high levels of satisfaction from volunteering, and children who participate have shown improved academic performance and a decrease in negative behaviors. Gardening has been a successful activity to encourage intergenerational interaction. Currently, the Summer Sprout through OSU Extension and the City of Cleveland runs a robust gardening program. In 2015, 196 active community gardens were located within the City of Cleveland with gardens in every Ward. Fifty of the gardens are affiliated with schools incorporating intergenerational interactions. Of the 3,700 gardeners in 2015, 17 percent of gardeners are age 61 and older and 38 percent of garden leaders are over 60. Focus group participants largely reported an interest in gardening programs that are located in close proximity to their homes. They indicated a desire to have gardens that included a staff member or volunteer who could assist with gardening and to address safety concerns.

Desired State: Increased access for older adults to utilize community gardens will reap many benefits. Gardening provides an opportunity for socialization, particularly between generations. Younger generations will gain knowledge from the years of gardening experience of the older adults while contributing to the more physically challenging tasks related to gardening. The very results of garden's -fresh produce- will increase access to healthy foods for older adults in a city where many have limited access to these types of foods. A local nonprofit has been suggested as lead agency for this strategy.

Impact of Strategy: Number of raised beds in community gardens and proximity of gardens to senior centers and senior housing will indicate success of this strategy. Ultimately, it could provide more opportunities for intergenerational interaction.

ONGOING STRATEGIES

The ongoing strategies are overarching and relate to all age-friendly domains.

- Work collaboratively with law enforcement and other community partners to address a wide range of safety concerns of residents

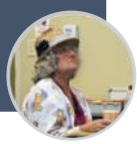
Address Safety Concerns of Older Adults

- Actively support the initiatives of community agencies which contribute to Cleveland being an age-friendly city

Support Other Initiatives

- Build on collaboration from assessment and planning phases and continue to work to make Cleveland a more age-friendly city

Sustain the Age-Friendly Cleveland Initiative



ADDRESS SAFETY CONCERNS OF OLDER ADULTS

Under this strategy, the Age-Friendly Cleveland Advisory Council will work collaboratively with law enforcement and other partners to address a wide range of the safety concerns of older adult residents, including crime, personal safety, accident prevention, and avoiding scams.

Current State: Safety is a key concern for older adults. In the Age-Friendly Cleveland Assessment, many expressed worry about violence in their neighborhoods, the large number of hazardous vacant properties, and dangerous conditions while waiting for or riding on public transportation. Twenty-three percent of older Cleveland residents fear that they will be the victim of crime in their neighborhood, and 19 percent are concerned that their home is not secured. Many reported being vigilant about what times they leave their homes, and what neighborhoods and streets they visit. Lack of concerns about neighborhood and community safety can create barriers for older adults to walk in their neighborhoods and feel connected to their community.

Desired State: Efforts to address safety concerns of older adults should include both prevention of crime and personal safety and security. The goal of this overarching strategy is to help older adults in Cleveland feel safe in their homes and neighborhoods, and secure when traveling and participating in community events. Promoting existing programs which help older adults avoid scams and increasing awareness about abuse, neglect, and exploitation and the availability of Adult Protective Services can help improve feelings of safety. This strategy will build on efforts for EMS, Fire, and Police to actively engage and support Age-Friendly Cleveland initiatives. Under this strategy, Cleveland Department of Aging will pilot the "Safe City Seniors" program where older residents receive a home visit that provides information on a variety of services, checks smoke detectors, provides a flashing front porch light, ensures that the house number is visible, and adds the homeowner to the extreme weather call list.

Impact of Strategy: This strategy is ongoing and far reaching. If successful, more older adults will report feeling safe in their communities.

SUPPORTING OTHER INITIATIVES

The Age-Friendly Cleveland Advisory Council will actively support the initiatives of community agencies which contribute to Cleveland being an Age-Friendly city.

Current State: Even before joining the WHO's Global Network of Age-Friendly Cities and the AARP Network of Age-Friendly Communities, there were many programs, organizations, and initiatives operating in Cleveland which focused on older adults or had age-friendly features. The strong network of aging providers and the innovations that were already implemented contributed to the fact that, overall, almost half of Cleveland older adults rated the city as an excellent or good place for people to live as they age on the Age-Friendly Cleveland Assessment. Although there are certainly areas ripe for improvement which can be addressed in part through the Age-Friendly Cleveland Action Plan strategies, there is much which should be preserved. Being a community which is a good place for people of all ages and abilities requires much more effort than any one initiative, agency, or group of agencies can deliver. Therefore, the Age-Friendly Cleveland initiative seeks to be supportive of activities falling outside the Age-Friendly Cleveland Action Plan.

Desired State: The Age-Friendly Cleveland framework is flexible so as to support initiatives which already exist or which develop outside the Age-Friendly Cleveland Advisory Council. Age-Friendly Cleveland does not take the place of the efforts of individual agencies, and this plan is not a laundry list of everything happening in our community. Instead, the strategies included here represent things that are new, significant expansion of existing activities, or a concerted effort to improve coordination.

Impact of Strategy: The collective work of groups and individuals both within and outside the auspices of Age-Friendly Cleveland will help Cleveland be a more age-friendly city.

SUSTAIN THE AGE-FRIENDLY CLEVELAND INITIATIVE

Continue staffing within the Department of Aging during implementation and evaluation phases. Convene key stakeholders regularly, building on Age-Friendly Cleveland Advisory Council and Domain Groups model used during assessment and planning.

Current State: The Age-Friendly Cleveland assessment and planning phases have engaged well over 1,000 older adults and dozens of community organizations. Maintaining momentum during implementation and evaluation is critical. The current Age-Friendly initiative structure, composition of the Age-Friendly Cleveland Advisory Council, and resources to sustain efforts to make Cleveland more age-friendly should be examined.

Desired State: Age-Friendly Cleveland continues to thrive. Strategies are implemented and evaluated, and the collaboration evident during the assessment and planning phases continues to develop. The initiative will continue to work towards a city that values all ages and actively works to embrace older adults into the framework of the community. Age-Friendly Cleveland will embrace the "Guiding Principles for the Sustainability of Age-Friendly Community Efforts" laid out by Grantmakers in Aging. These are: Build Public Will, Engage Across Sectors, Utilize Metrics, Secure Resources, and Advance Age-friendly Public Policies, Practice, and Funding.

The Age-Friendly Advisory Council will continue to be convened regularly and will consider adding or withdrawing strategies as opportunities arise or circumstances change. The involvement of older adult residents during the implementation and evaluation phases will be maintained. Cleveland Department of Aging will have a staff person assigned to coordinate Age-Friendly Cleveland efforts. The Advisory Council will support lead agencies who seek external funding for the Age-Friendly Cleveland Action Plan strategies. Regular reporting on progress and evaluation of impact of strategies will fall under the purview of the Age-Friendly Cleveland Advisory Council. To continue to engage across sectors and build public will, a Forum on Urban Elders will be held during Year 1 or 2, which will focus on the unique needs of older adults living in central cities, such as Cleveland.

Impact of Strategy: Age-Friendly Cleveland continues to be a robust, collaborative initiative.

IMPLEMENTATION PLAN

FALLS PREVENTION CAMPAIGN

Goal: Reduce the number of older adults who are injured by falls and increase feelings of personal safety at home and in the community

Domains: Housing, Outdoor Spaces and Buildings, Community Support and Health Services, Communication and Information, Social Participation

Lead Agency: Fairhill Partners

Collaborating Organizations: Department of Aging, EMS, City Recreation Centers

Key Metrics: Number of older adults receiving training and information about preventing falls, number of emergency calls relating to falls

Activity	By Whom	Target Completion	Resources	Metrics
Create flyer/ pamphlet about Matter of Balance, the danger of falls, and preventing falls	Fairhill Partners	COMPLETE	Cleveland Department of Aging	Materials developed
EMS distributes flyer to older adults and others who have experienced falls or are at risk of falling	EMS	LAUNCHED	Fairhill, Dept of Aging	Number of flyers distributed
Provide Matter of Balance courses at new locations throughout Cleveland, such as city recreation centers	Fairhill Partners	12/31/2017	Department of Aging and City Recreation	Number of new locations, Number of classes offered
Widely publicize the availability of Matter of Balance throughout the city	Fairhill Partners	Ongoing	Age-friendly Advisory Council	Number of participants in Matter of Balance classes
Identify new funding sources to expand availability of Matter of Balance	Fairhill Partners	Launch 2/1/2017	Advisory Council	Sources identified, requests made, funding secured
Explore partnerships with health care providers to refer patients to Matter of Balance. Could also be a "prescription" to participate in falls prevention activities	Fairhill Partners	Long-term	TBD	Feasibility determined

Explore additional partnerships to help older adults make safety improvements within their homes, including removal of tripping hazards and addition of nighttime lighting	Department of Aging	Long-term	TBD	Number of EMS Calls from older adults relating to falls
Incorporate falls prevention outreach into Age-Friendly Handyman and other Age-Friendly Cleveland strategies	Age-Friendly Advisory Council	Long-term	Age-Friendly Advisory Council	Strategy incorporated
Share model with other age-friendly communities	Age-Friendly Advisory Council	Long-Term		Strategy viewed as model by other communities

AGE-FRIENDLY CHECKLIST INTEGRATED INTO CITY PLANNING

Goal: Future development and improvement projects within the city meet age-friendly design criteria
Domains: Housing, Outdoor Spaces and Buildings
Lead Agency: City of Cleveland Planning Commission
Collaborating Organizations: Cleveland Department of Aging, Developers, Age-Friendly Advisory Council
Key Metrics: Number of age-friendly enhancements to projects

Activity	By Whom	Target Completion	Resources	Metrics
Adapt WHO checklists on Outdoor Spaces & Buildings and other domains for Cleveland	Cleveland Planning Commission	2/1/2017	Cleveland Dept. of Aging, Age-Friendly Cleveland Advisory Council	Cleveland checklist created
City Planning adopts checklist to be included as part of the design and review guidance given to developers prior to their hearing	Cleveland Planning Commission	Launch 3/1/2017		Adoption of checklist
Projects seeking Cleveland City Planning Commission approval are encouraged to make age-friendly enhancements	Cleveland Planning Commission	Launch 3/1/2017		Number of projects to which checklist is applied, age-friendly enhancements made
Age friendliness of development is considered during the development of community plans and when considering improvements to neighborhoods, housing, and landmarks	Cleveland Planning Commission	Ongoing		Increase number of age-friendly features in neighborhood, housing, and landmarks projects
Promote Age-Friendly features of development projects	Cleveland Planning Commission	Launch 6/1/2017	Cleveland Department of Aging, Age-Friendly Advisory Council	Number of media spots that mention age-friendly projects
Share strategy with other Age-Friendly cities	Age-Friendly Advisory Council	Long-Term		Strategy recognized as a model

CALL-IN SENIOR CENTER

Goal: Provide an opportunity for older adults to engage in senior center programming from a remote location
Domains: Social Participation, Communication and Information, Respect and Social Inclusion
Lead Agency: Neighborhood Centers Association
Collaborating Organizations: Cuyahoga County Department of Senior and Adult Services Senior Center Network, Rose Centers for Aging Well, Cleveland Department of Aging
Key Metrics: Amount and variety of remote programming, number of participants, participant feedback on quality

Activity	By Whom	Target Completion	Resources	Metric
Research models from other communities	Neighborhood Centers Association (NCA)	4/1/2017	Cleveland Dept. of Aging, Age-Friendly Advisory Council	Best practices identified
Seek funding to support start-up costs	NCA	8/1/2017	Age-Friendly Advisory Council	Funding secured
Develop topics and call-in schedule and acquire needed technology	NCA	6/1/2018	Department of Senior and Adult Services, Cleveland Department of Aging, Rose Centers for Aging Well	Number and variety of programming sessions scheduled
Promote call-in opportunities through senior centers and other methods of outreach targeting isolated/homebound older adults	NCA	Launch 8/1/2018	Age-Friendly Advisory Council, aging services network	Number of promotional activities conducted
Launch program	NCA	9/1/2018		Number of unique callers, Number of older adults participating in each program
Survey participants on programming following each session and annually	NCA	12/31/2018		Survey conducted, results examined

Make adjustments to programming based on survey results	NCA	12/31/2018		Adjustments made, increase in participants
Explore possibility of Webinars/ YouTube videos to coincide with call-in, explore possibility of expanding call-in programming outside of Cleveland, provided as a subscription service for suburban centers	NCA	Long-term		Feasibility determined
Seek ongoing and sustainable funding to keep programming free for Cleveland older adults	NCA	Long-term	Age-Friendly Advisory Council	Funding secured
Share strategy with other age-friendly communities	Age-Friendly Advisory Council	Long-term		Strategy recognized as a model

SENIOR COMPANIONS

Goal: Expand existing senior companion program to encompass more volunteers who can reach a greater number of older adults

Domains: Social Participation, Community Support and Health Services, Civic Participation and Employment, Respect and Social Inclusion, Communication and Information

Lead Agency: Benjamin Rose Institute on Aging

Collaborating Organizations: Senior Centers, Western Reserve Area Agency on Aging

Key Metrics: Number and value of volunteer hours, economic impact of stipends, number of older adults connected

Activity	By Whom	Target Completion	Resources	Metrics
Apply to the state office for a waiver to expand the existing senior companion program	Benjamin Rose Institute on Aging (BRI)	5/1/2017	Age-Friendly Advisory Council	Waiver application submitted
Seek additional funding for senior companion stipends		Launch 5/1/2017	Age-Friendly Advisory Council	Funding secured
Advocate for expanding companions to group settings	Benjamin Rose	Launch 5/1/2017	Age-Friendly Advisory Council	Expansion considered
Promote the Senior Companion Program and expand the number of partner agencies	Benjamin Rose	Launch 7/1/2017	Dependent on additional funding	Number of new partner agencies
Explore possibility of volunteers serving as companions outside the current stipend program	Benjamin Rose	3/1/2018		Feasibility determined
Recruit new volunteers to the program	Benjamin Rose	Ongoing		Number of new volunteers
Continue to train and utilize volunteers, provide stipends to low-income residents who serve as companions	Benjamin Rose	Ongoing		Volunteer hours logged, market value of volunteer hours, value and economic impact of stipends provided

MEDICAL EQUIPMENT EXCHANGE

Goal: Ensure all Cleveland residents have access to affordable, quality, durable medical equipment
Domains: Community Support and Health Services
Lead Agency: A local nonprofit's Board is considering signing on as lead agency
Collaborating Organizations: Community health organizations
Key Metrics: Equipment exchange operational, number of older adults receiving equipment, value of equipment distributed

Activity	By Whom	Target Completion	Resources	Metrics
Lead agency formally "adopts" program	Lead Agency	2/1/2017	Dept. of Aging	Approval by nonprofit board
Develop program policies and procedures including: guidelines for accepting donations, guidelines for distributing equipment, evaluation tools	Lead Agency	4/1/2017	Age-Friendly Advisory Council	Completed program documents
Develop eligibility criteria (may be dependent on funding streams)	Lead Agency	4/1/2017	Age-Friendly Advisory Council	Completed program documents
Determine start-up costs and long-term funding needs, identify long-term funding streams, secure funding	Lead Agency	Launch 2/1/2017	Age-Friendly Advisory Council	Amount of funding secured
Recruit and train volunteers	Lead Agency	Launch 4/1/2017		Number of volunteers trained
Solicit equipment donations from professional network of agencies and from community members	Lead Agency	4/1/2017 – 10/1/2017		Number of items received
Open "Medical Equipment Exchange" location to older adults	Lead Agency	Launch 2/1/2018		Equipment exchange operational

Distribute equipment via showroom	Lead Agency	Launch 2/1/2018	Outside funding, program staff, ongoing outreach	Number of items distributed, dollar value of equipment distributed, pounds of equipment not going into landfill, number of individuals served
Evaluate impact and make adjustments to operations as needed	Lead Agency	Ongoing	Age-Friendly Advisory Council	Evaluation complete
Explore expanding programs to serve greater geographic area and/or the possibility of home-delivery service	Lead Agency	Long-term		Feasibility determined
Share model with other age-friendly communities	Age-friendly Advisory Council	Long-term		Strategy viewed as model by other communities
Secure long-term and sustainable funding for the program	Lead Agency	Long-term	Age-Friendly Advisory Council	Funding secured

AGE-FRIENDLY EVENT PLANNING GUIDE

Goal: Events held throughout the city consider and plan for the needs of older adults in attendance

Domains: Social Participation, Respect and Social Inclusion, Communication and Information, Transportation

Lead Agency: Cleveland Department of Aging

Collaborating Organizations: Age-friendly Cleveland Advisory Council, Cleveland MetroParks, University Circle Inc., City of Cleveland Event Staff, Cuyahoga Arts and Culture, Live Cleveland

Key Metrics: Number of groups utilizing checklist, number of age-friendly enhancements at community events, number of older adults attending community events

Activity	By Whom	Target Completion	Resources	Metrics
Develop guide based on WHO checklists for transportation, outdoor spaces and buildings, social participation	Cleveland Dept. of Aging	4/1/2017	Age-Friendly Advisory Council	Guide developed
Distribute checklist widely and advocate for its use by other community groups	Dept. of Aging	Launch 4/1/2017	Age-Friendly Advisory Council	Number of guides distributed
Champion use of guide, offer consulting for groups willing to use it, work with groups to suggest ways to make the events they host more age-friendly	Dept. of Aging	Launch 4/1/2017	Dept. of Aging with support of Age-Friendly Advisory Council	Number of groups agreeing to use guide, number and types of age-friendly enhancements made to events
Share guide with other communities in the age-friendly network	Dept. of Aging	Long-term		Strategy recognized as a model

HOME REPAIR COORDINATION

Goal: Coordination of multiple home repair programs with various administrative agencies to maximize impact for older adult homeowners

Domains: Housing

Lead Agency: Cleveland Department of Aging

Collaborating Organizations: Cleveland Housing Network, Community Housing Solutions, Rebuilding Together, Habitat for Humanity

Key Metrics: Number of homeowners assisted, value of repairs

Activity	By Whom	Target Completion	Resources	Metrics
Secure funding for a home repair coordinator and hire home repair coordinator	Cleveland Department of Aging	2/1/2018	Additional funding	Funding secured, coordinator in place
Establish program policies and procedures including eligibility criteria and checklist for coordinator to use in evaluating home repair needs	Dept. of Aging	2/1/2018		Completed program documents
Identify all home repair resources currently available and work with agencies to expand offerings for older adults; explore formalizing partnerships to provide wrap-around home repair assistance	Dept. of Aging	Launch 2/1/2018		Number of agencies involved in coordination
Pilot program	Dept. of Aging	Launch 4/1/2018		Value of repairs provided, number of homes served
Evaluate impact and make program adjustments as needed	Dept. of Aging	Ongoing		Evaluation complete, adjustments made
Explore expanding the reach of the program	Dept. of Aging	Long-term	Dependent on funding	
Share model with other age-friendly communities	Age-Friendly Advisory Council	Long-term		Strategy recognized as a model

LONG-TERM CARE CONTINUUM

Goal: An understanding of the current state of the long-term care system and recommendations to ensure a variety of care options for Cleveland residents

Domains: Housing, Community Support and Health Services

Lead Agency: The Center for Community Solutions

Collaborating Organizations: Cleveland Department of Aging, Council on Older Persons, Long-term Care Ombudsman, Long-term Care Providers

Key Metrics: Research completed and recommendations issued, number of older adults confident they could find a care facility

Activity	By Whom	Target Completion	Resources	Metrics
Gather data on housing options within city limits for older adults with varying care needs, such as senior communities, assisted living, and nursing facilities	Center for Community Solutions (CCS)	9/1/2018	Age-Friendly Cleveland Advisory Council	Increase in understanding of options available to older adults across the continuum
Examine current population, estimate need, identify gaps and opportunities, develop recommendations for enhancing the long-term care continuum in Cleveland, and prepare and disseminate in a report	CCS	9/1/2018		Report published
Advocate for the implementation of recommendations	CCS, Age-Friendly Advisory Council	Ongoing		Number of recommendations considered and implemented

TRANSIT-ORIENTED DEVELOPMENT FOR AGING IN PLACE

Goal: New housing developments include age-friendly housing centered on public transit and walkable neighborhoods.
Domains: Housing, Outdoor Spaces and Buildings, Respect and Social Inclusion, Transportation
Lead Agency: Cleveland Department of City Planning
Collaborating Organizations: Greater Cleveland Regional Transit Authority, Developers, City Planning Commission, Cleveland Department of Aging, Northeast Ohio Areawide Coordinating Agency, Cleveland Metropolitan Housing Authority
Key Metrics: Number of older adults living near transit-oriented development, number of older adults reporting they live near the amenities they need and want

Activity	By Whom	Target Completion	Resources	Metrics
Determine criteria for a Cleveland neighborhood to be considered an age-friendly transited-oriented development (affordability, accessibility, etc)	Cleveland City Planning	6/1/2018	Age-Friendly Advisory Council	Number of TOD areas which are age-friendly
Identify current neighborhoods with TOD and identify current share of older adults living near TOD areas	Cleveland City Planning	9/1/2018	NOACA, Cleveland Planning	Number of older adults who live near TOD
Develop marketing strategy to encourage older adults to move to areas with TOD	Cleveland City Planning	12/31/2018	Cleveland Dept. of Aging	
Identify number of HUD subsidized units in TOD areas and advocate to increase the number of units available for older adults and adults with disabilities in TOD areas	Cleveland City Planning		Cleveland Dept. of Aging	Number of older adults reporting they live near the amenities they need and want

AGE-FRIENDLY BUSINESS CERTIFICATION

Goal: New housing developments include age-friendly housing centered on public transit and walkable neighborhoods.
Domains: Respect and Social Inclusion, Outdoor Spaces and Buildings, Employment and Civic Participation
Lead Agency: Additional refinement and planning needed before a lead agency can be identified
Collaborating Organizations: Cleveland Department of Aging, Greater Cleveland Partnership, Council of Small Enterprises, Age-Friendly Advisory Council, Cleveland Department of Economic Development
Key Metrics: Program implemented, number of businesses certified

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" strategy	Age-Friendly Advisory Council	6/30/2017		Lead agency in place
Create working group to develop and implement program	Lead Agency	6/30/2017	Age-friendly Advisory Council	Working group in place
Examine programs in other parts of the country	Lead Agency	12/31/2017	Age-friendly Advisory Council	Best practices identified
Develop criteria for a business to be considered age-friendly and determine what agency would provide the certification	Lead Agency	12/31/2017		Criteria in place
Identify what benefits an "Age-Friendly Business" would receive, (e.g. window sticker, listing in directory, bench on sidewalk)	Lead Agency	12/31/2017		Benefits clearly explained
Pilot program and engage partners to share broadly		Launch 3/1/2018		Certification developed and in place, number of businesses certified
Create and distribute Age-Friendly Business listing		Ongoing		Number of listings distributed

SAFE BIKING CLASSES FOR OLDER RIDERS AND DRIVERS

Goal: Increase bike use by older adults and improve understanding of traffic regulations and "rules of the road" regarding biking on streets

Domains: Transportation, Outdoor Spaces and Buildings, Social Participation

Lead Agency: A local nonprofit is being considered to serve as lead agency

Collaborating Organizations: Bike Cleveland, Slow Roll Cleveland, Ohio City Bicycle Co-Op, Healthy Cleveland, NEOcycle, AARP

Key Metrics: Number of injuries to cyclists, number of older adults who participate in biking activities

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" strategy	Age-friendly Advisory Council	6/1/2017		Lead agency in place
Tap into the current cycling community to extend their programming and marketing to older adults who are not "cyclists" but interested in casual bike riding	Lead Agency	12/31/2017	Ohio City Bicycle Co-Op, Slow Roll Cleveland, Healthy Cleveland	Number of older adults participating in activities
Establish programs specifically for older adults, if needed	Lead agency	6/1/2018	TBD	Feasibility determined, new programs in place
Advocate for drivers education, and AARP safe driving course to include information on driving around cyclists	Lead agency	Ongoing		Information incorporated

MATURE WORKERS CAMPAIGN

Goal: Older adults are recognized as valuable in the workplace and employers look to hire this age group

Domains: Civic Participation and Employment, Communication and Information, Respect and Social Inclusion

Lead Agency: A lead agency will be approached after strategy is further refined

Collaborating Organizations: Ohio Means Jobs, Mature Services, Cleveland Department of Aging, Age-Friendly Advisory Council, AARP Work Foundation, National Caucus of Aged Black, Western Reserve Area Agency on Aging

Key Metrics: Campaign developed and implemented, number of older adults engaged in the workforce, older adults reporting jobs are available to them to the same extent as younger workers

Activity	By Whom	Target Completion	Resources	Metrics
Lead agency "adopts" strategy	Age-Friendly Advisory Council	3/1/2017		Lead agency in place
Collect data, testimonials, and research on benefit of employing older workers, include outreach to employers to solicit feedback and include Encore and other retired volunteer programs to gain insight into opportunities and challenges	Lead Agency	12/31/2017	Age-Friendly Advisory Council	Information collected and compiled
Develop and launch marketing campaign targeting employers and workforce development agencies	Lead Agency	6/1/2018	Outside funding may be needed	Campaign developed and launched
Evaluate impact and adjust campaign as needed	Lead Agency	12/31/2018	Age-Friendly Advisory Council	Evaluation complete, needed changes made

AGE-IN-PLACE HANDYMAN

Goal: Older adults will have a resource to learn about home modifications that strengthen their ability to age in place and access to professionals who can make such modifications

Domains: Housing, Communication and Information

Lead Agency: Cleveland Department of Aging

Collaborating Organizations: Maximum Accessible Housing Ohio, Community Housing Solutions

Key Metrics: Number and value of modifications made, number of homeowners assisted

Activity	By Whom	Target Completion	Resources	Metrics
Secure start-up funding	Cleveland Dept. of Aging	6/1/2018	Age-Friendly Advisory Council	Funding secured
Develop program policies and procedures, including eligibility criteria, menu of handyman services, customer satisfaction survey, cost-sharing with homeowners	Dept. of Aging	Launch 9/1/2018		Completed program documents
Hire handyman	Dept. of Aging	10/1/2018		Handyman in place
Develop curriculum for Aging in Place workshops for homeowners and research most frequently needed home modifications	Dept. of Aging	10/1/2018	Age-Friendly Advisory Council	Curriculum developed
Develop and execute outreach plan and pilot program	Dept. of Aging	Launch by 3/1/2019	Outside funding required	Program operational, number of modifications made, number of clients receiving one or more modifications, dollar value of modifications made
Explore certifying independent contractors who are reliable, cost-effective, and willing to serve Cleveland older adults	Dept. of Aging	6/1/2019		Feasibility determined

Evaluate program to determine if changes should be made in services offered, cost structure, and to examine customer satisfaction surveys; make adjustments as necessary	Dept. of Aging	Ongoing		Client satisfaction rating
Begin holding Age-in-Place workshops throughout the city	Dept. of Aging	Launch by 8/1/2019		Number of workshops, number of attendees at workshops
Share model with other age-friendly cities	Age-Friendly Advisory Council	Long-term		Strategy recognized as model

SNOW REMOVAL

Goal: A coordinated effort of various volunteer and civic groups to increase options to remove snow from the driveways and sidewalks of older adults

Domains: Outdoor Spaces and Buildings, Housing

Lead Agency: Strategy will be further refined before a potential lead agency is identified

Collaborating Organizations: Cleveland Department of Aging, volunteer organizations, high school sports teams

Key Metrics: Number of houses served by snow removal assistance, share of older adults reporting no difficulties maintaining the outside of their homes

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" the program	Age-Friendly Advisory Council	6/1/2017		Lead agency in place
Inventory current snow removal assistance programs and examine which could be expanded; determine if a new program is needed, if existing programs could be expanded, or if coordination of existing programs would help	Lead Agency	5/1/2019		Inventory complete
Examine programs in other parts of the country to identify innovative approaches or best practices	Lead Agency	5/1/2019	Age-Friendly Advisory Council	Best practices identified
Develop program policies and procedures including eligibility criteria, system of coordination, and operations	Lead Agency	6/1/2019		
Secure funding and/or in-kind and volunteer commitments	Lead Agency	10/1/2019		Number of volunteers
Pilot the program	Lead Agency	Launch 11/1/2019		Number of houses served, number of man hours logged doing snow removal

ACCESS TO TECHNOLOGY

Goal: Cleveland older adults will have access to affordable Internet, devices to access the Internet, and ongoing training to use technology appropriately and safely.

Domains: Social Participation, Communication and Information, Civic Participation and Employment

Lead Agency: This strategy should be refined further before identifying a lead agency

Collaborating Organizations: Digital C, Cleveland Public Library, Asbury Senior Computer Community Center, Greater Cleveland Volunteers, AARP

Key Metrics: Program implemented, number of older adults with access to high speed Internet

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" program	Age-Friendly Advisory Council	12/31/2017		Lead agency in place
Explore programs in other parts of the country to identify innovative approaches and best practices	Lead Agency	6/1/2018	Age-Friendly Advisory Council	Best practices identified
Inventory current technology training programs and determine if they could be adapted or expanded to serve more older adults	Lead Agency	12/31/2018		Inventory complete
Identify funding sources for start-up	Lead Agency	3/1/2019	Age-Friendly Advisory Council	Funding secured
Identify and explore possible partnerships for donations of technology (iPads, laptops, smartphones, etc)	Lead Agency	6/1/2019		Feasibility determined
Develop policies and procedures, including eligibility criteria	Lead Agency	6/1/2019	Dependent on funding	Program plan in place
Identify and train volunteers to provide technical assistance	Lead Agency	8/1/2019		Number of volunteers trained, hours of volunteer training provided
Launch Program	Lead Agency	9/1/2019		Number of devices distributed, number of older adults served

ADA/ACCESSSIBLE VEHICLE LISTING

Goal: Provide a comprehensive listing of vehicles that meet ADA requirements available for hire or use by older adults
Domains: Transportation, Communication and Information, Community Supports and Health Services
Lead Agency: This strategy should be refined further before a lead agency is identified
Collaborating Organizations: Senior Transportation Connection, NOACA, Cleveland Department of Aging, Greater Cleveland Regional Transit Authority
Key Metrics: Listing created, number of older adults utilizing listing, number of older adults reporting problems with transportation

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency which "adopts" strategy	Age-Friendly Advisory Council	12/31/2017		Lead agency in place
Look to examples from other parts of the country for advice on developing and implementing this strategy	Lead Agency	3/1/2018	Age-Friendly Advisory Council	Best practices identified
Secure funding for initial development of the listing	Lead agency	Launch 3/1/2018	Age-Friendly Advisory Council	Funding secured
Gather information about all transportation options in Cleveland and identify transportation options that offer ADA accessibility	Lead agency	8/1/2018	Age-Friendly Advisory Council	Study completed
Develop and publish a Web and print-based template for ADA vehicle guide	Lead Agency	8/1/2019		Guide developed, number of guides distributed
Implement plan for regularly updating the guide on an ongoing basis for the Web version and quarterly for print	Lead Agency	8/1/2019		Information is kept up to date

ACCESS TO CULTURAL EVENTS

Goal: More older adults are able to take advantage of Cleveland's many cultural events, either through volunteering or access to low-cost tickets.

Domains: Social Participation, Communication and Information

Lead Agency: This strategy should be refined before a lead agency is identified

Collaborating Organizations: Cuyahoga Arts and Culture, AARP, Cleveland Department of Aging, Institutions (museums, orchestra, theaters, etc.)

Key Metrics: Program implemented, number of older adults attending cultural events

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" strategy	Age-Friendly Advisory Council	12/31/2017		Lead agency in place
Gather inventory of current programs providing free or discounted tickets; include volunteer programs (Severance Hall Ushers, Playhouse Square Red Coats), last-minute discounts for unsold tickets, tickets for students, and current senior discounts	Lead Agency	6/1/2018	Age-Friendly Advisory Council	Inventory completed
Explore feasibility of expanding existing programs to include more older adults or provide even greater discounts	Lead Agency	9/1/2018		Feasibility determined
Explore strategies to efficiently and effectively inform older adults about the availability of tickets	Lead Agency	12/31/2017	May require additional funding	Strategy developed
Secure agreements with institutions to provide tickets or participate in the strategy and pilot program	Lead Agency	6/1/2018		Program in place, number of tickets available, number claimed by older adults
Expand program to introduce more institutions, get more individuals on the contact list	Lead Agency	Ongoing		Number of tickets available, number claimed by older adults

ENCOURAGING GARDENING

Goal: Increased access to intergenerational gardening opportunities within close proximity to senior centers and senior buildings

Domains: Outdoor Spaces and Buildings, Social Participation, Respect and Social Inclusion

Lead Agency: Several local organizations have been suggested as potential lead agencies

Collaborating Organizations: OSU Extension, Cleveland Department of Community Development Summer Sprout Program, Cleveland Department of Aging

Key Metrics: Number of raised beds in community gardens, proximity of community gardens to senior housing, number of older adults participating in gardening activities

Activity	By Whom	Target Completion	Resources	Metrics
Identify lead agency who "adopts" strategy	Age-friendly Advisory Council	12/31/2017		Lead agency in place
Promote current community gardening programs at senior centers and senior buildings	Lead Agency	3/1/2019	Summer Sprout, Senior Centers, Senior Buildings	Increased participation of older adults in Summer Sprout Program
Identify current community gardens in need of raised beds	Lead Agency	4/1/2109	Age-friendly Advisory Council	Number of raised beds in Summer Sprout gardens
Seek funding to support cost of senior gardening programming, including raised beds and adaptive tools	Lead Agency	4/1/2019		Funding secured
Identify school community gardens located in close proximity to senior buildings and senior centers and create relationships between them	Lead Agency	5/1/2019	CMSD, Summer Sprout, OSU Extension	Relationships developed or strengthened
Develop a garden start-up program for senior apartment buildings and senior centers that include raised beds and container gardens, and identify garden leaders at each senior building and senior center	Lead Agency	5/1/2019		Number of gardens located on the property of senior

				buildings and senior centers
Provide training and gardening tools to garden leaders	Lead Agency	6/1/2019		Training provided
Develop a produce distribution system within each building and center for garden harvest	Lead Agency	5/2019	Senior buildings, senior centers	Amount of produce grown in gardening program and distributed to older adults

ADDRESS SAFETY CONCERNS OF OLDER ADULTS

Goal: Older adults living in Cleveland feel safe in their homes and communities

Domains: All Domains

Lead Agency: Department of Aging

Collaborating Organizations: Cleveland Police Department, EMS, Fire, service providers

Activity	By Whom	Target Completion	Resources	Metrics
Create a task force or subcommittee of the Advisory Council to consider safety issue	Cleveland Department of Aging	2/1/2017	Age-Friendly Advisory Council	Subcommittee formed
Work with Cleveland Police Department and other community groups to identify ways to improve safety	Dept. of Aging	Launch 4/1/2017	Cleveland Police Department (CPD)	New mechanisms for older adults residents to receive safety tips in place
Strengthen relationships between older adults and CPD through senior citizens police academy programming	Cleveveland Police Department	Launch 4/1/2017	Dept. of Aging with support of Age-Friendly Advisory Council	Number of older adults participating in personal safety classes/activities
Adapt Safe Routes to Schools messaging for Safe Routes for Seniors	Dept. of Aging	Launch 8/1/2017	CMSD Safe Routes to School Coordinator	Safe Routes for Seniors materials developed
Develop mechanisms for older adults to report abandoned homes and provide tips on how to stay safe when living near vacant buildings	Dept. of Aging	Launch 8/1/2017	Cleveland Department of Building and Housing	Number of abandoned homes reported

Encourage participation in existing programs helping seniors avoid scams	Age-Friendly Advisory Council	Ongoing	Dept. of Aging, AARP	Number of older adults participating
Develop and pilot Safe City Seniors program to provide a home visit with information on services, safety porch light, house number, and adding homeowners to emergency weather call list	Dept. of Aging	Launch 9/1/2017	Additional outside funding	Program launched, number of home visits completed

SUPPORTING OTHER INITIATIVES

Goal: The Age-Friendly Cleveland initiative will be an active supporter of initiatives and programs throughout the city that contribute to the age-friendliness of the city

Domains: All Domains

Lead Agency: Age-Friendly Advisory Council

Collaborating Organizations: Service providers, City of Cleveland, Cuyahoga County, Western Reserve Area on Aging

Activity	By Whom	Target Completion	Resources	Metrics
Connect with groups within and outside the aging network who are working to make Cleveland a good place for people of all ages and abilities	Age-Friendly Advisory Council	Ongoing		Number of groups engaged
Receive regular updates about activities outside Age-Friendly Cleveland Action Plan strategies which improve age-friendliness	Age-Friendly Advisory Council	Ongoing		Updates received
Consider adopting new opportunities as additional Age-Friendly Cleveland strategies	Age-Friendly Advisory Council	Ongoing		Number of strategies evaluated
Advisory Council members actively participate in activities outside Age-Friendly Cleveland which preserve programs and improve public policy	Age-Friendly Advisory Council	Ongoing		

SUSTAIN THE AGE-FRIENDLY CLEVELAND INITIATIVE

Goal: The Age-Friendly Cleveland initiative will continue to work towards the goal of increasing the age-friendliness of the city beyond the assessment and planning phase

Domains: All Domains

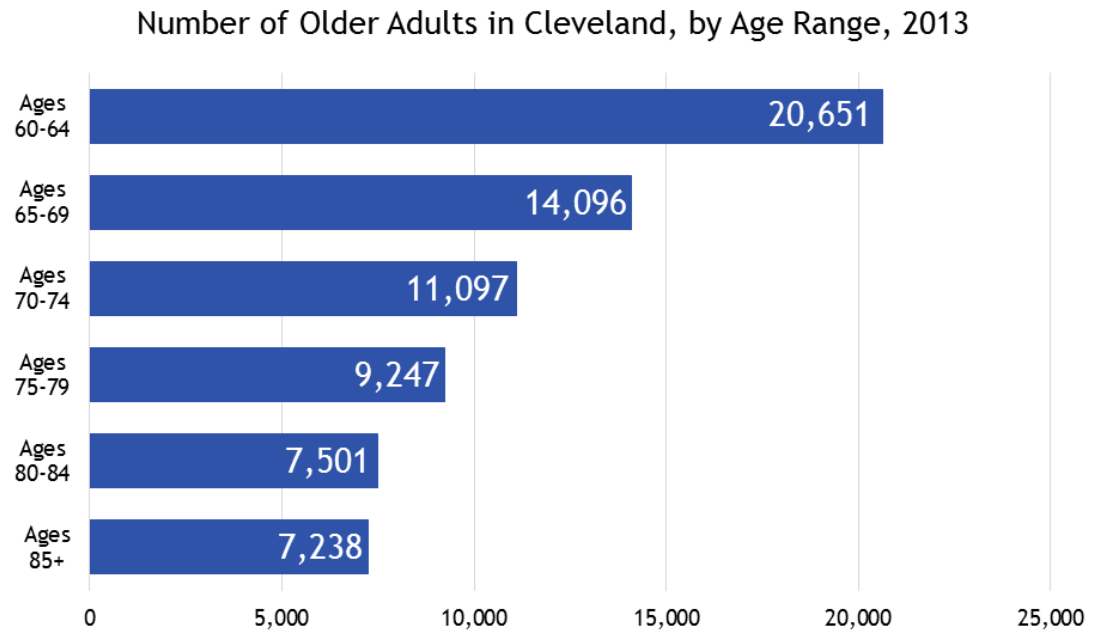
Lead Agency: Department of Aging

Collaborating Organizations: Age-Friendly Cleveland Advisory Council

Activity	By Whom	Target Completion	Resources	Metrics
Regularly convene Age-Friendly Cleveland Advisory Council and include representatives from a variety of sectors	Cleveland Dept. of Aging	Ongoing	Age-Friendly Advisory Council members host meetings	Regular meetings held, levels of attendance
Add all lead agencies to the Age-Friendly Cleveland Advisory Council	Dept. of Aging	3/1/2017		All lead agencies represented
Organize and host Urban Elders Forum to examine issues facing residents of Cleveland and other central cities	Dept. of Aging	7/1/2018	Age-Friendly Advisory Council	Forum held
Examine progress on strategies including collecting metrics identified in the Age-Friendly Cleveland Action Plan	Dept. of Aging	Ongoing	Age-Friendly Advisory Council	Metrics collected and reported
Maintain staffing within Cleveland Department of Aging to support Age-Friendly Cleveland initiative	Dept. of Aging	Ongoing	Outside funding may be required	Staff assigned
Consider adding or withdrawing strategies based on progress, new opportunities, or unexpected challenges	Age-Friendly Advisory Council	Ongoing		Strategies examined
Actively participate in AARP and WHO Age-Friendly networks	Dept. of Aging	Ongoing	Age-Friendly Advisory Council	Engagement with other communities
Support lead agencies seeking outside funding for Age-Friendly Cleveland Action Plan strategies	Age-Friendly Advisory Council	Ongoing		Amount of funding secured
Promote Cleveland as an Age-Friendly city and report on successes within the initiative	Dept. of Aging	Ongoing	Age-Friendly Advisory Council	Positive mentions of Cleveland

Appendix A: Current State of Older Adults in Cleveland

According to 2013 five-year estimates from the U.S. Census Bureau's American Community Survey (ACS), there were an estimated 69,715 individuals age 60 and over living in Cleveland, Ohio.[1] This represents 17.7 percent of the total population of the city. The latest figures show that the number has increased. About 25 percent of older adults (age 60 and older) in Cuyahoga County live in Cleveland.

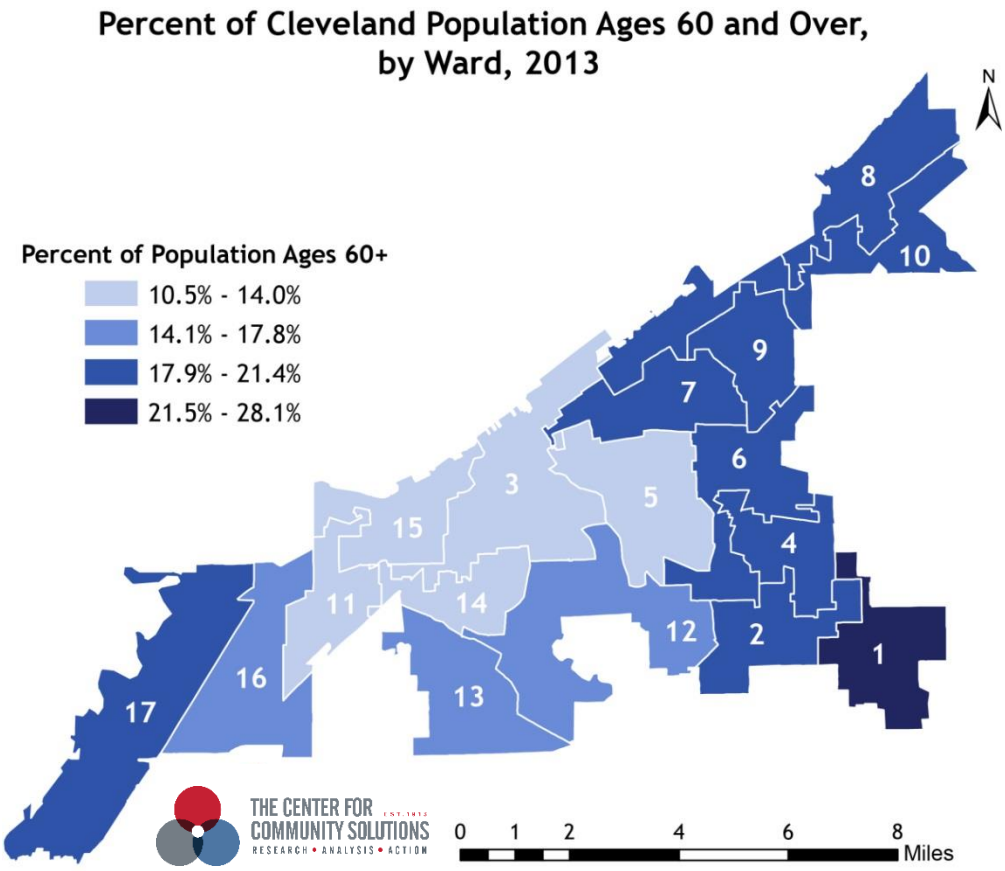


Source: U.S. Census Bureau, American Community Survey

About 6.1 percent of Cleveland residents are 75 years old and older, or about 24,000 people. The median age of the population 60 and over is 70.1 years old. The percentage of older adults varies significantly among Cleveland wards,[2] ranging from about 10 percent in central parts of the city to over 20 percent in outer wards. Ward 1, in the southeastern corner of Cleveland has the greatest concentration with 28.1 percent of residents age 60 and older.

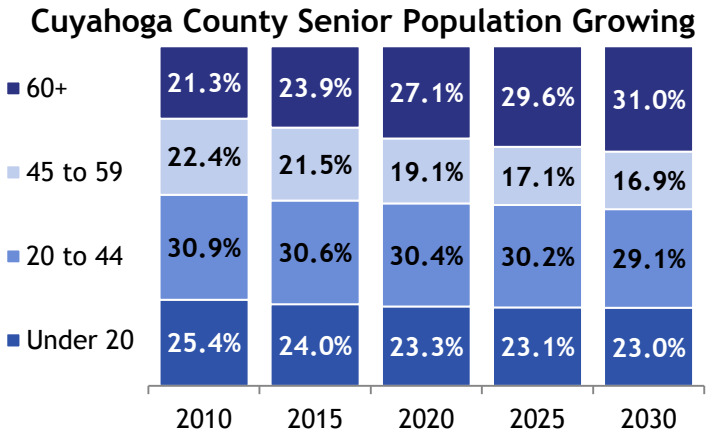
[1] Unless otherwise stated, all data are from the American Community Survey, 2009-2013 five year estimates

[2] Maps were created using data from the American Community Survey, 2009-2013 five year estimates. Census tracts were identified to approximate Cleveland Wards.



Source: U.S. Census Bureau, American Community Survey, 2009-2013 5-Year Estimates [3]

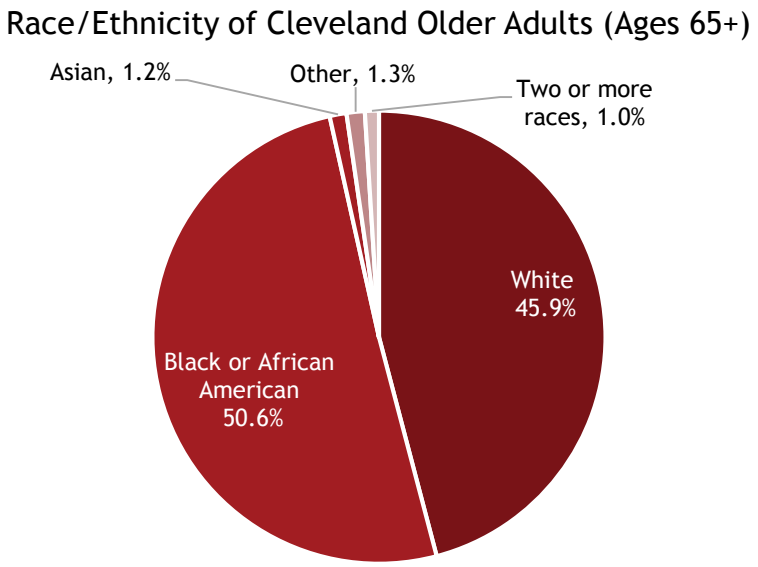
Overall, data speak to a growing senior population across Cuyahoga County. Adults ages 60 and over were only 21.3 percent of Cuyahoga County's population in 2010. By 2030, this group's population share is projected to grow to 31 percent, outnumbering youth under 20 years old. This projected proportion is higher than the projections for the state as a whole (28.7 percent).



[3] For this, and all subsequent maps showing demographic data by ward, Community Solutions calculated ward figures by aggregating census tracts into wards, estimating for those tracts that are split between wards.

Race and Ethnicity

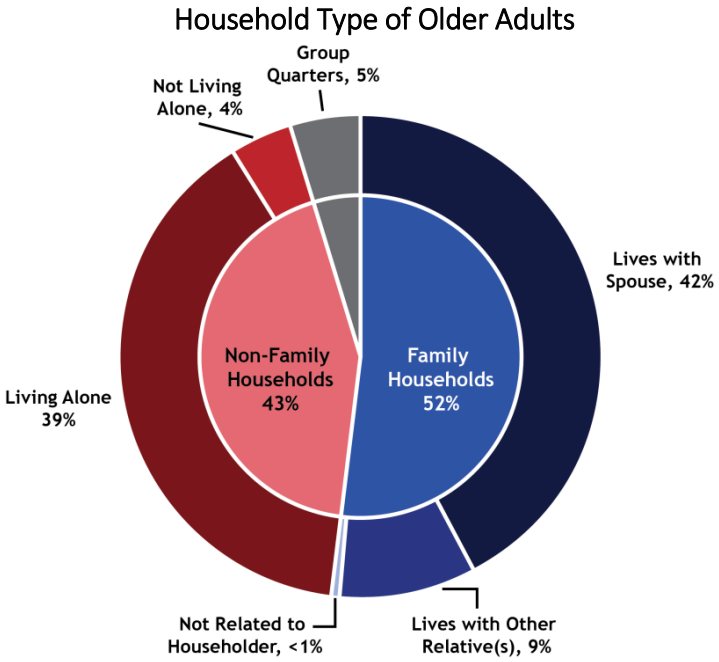
Cleveland older adults are racially diverse. Slightly more than half of those age 65 and older are Black or African American, while 45.8 percent are White. An estimated 1.3 percent are Asian. Four percent of older adults in Cleveland of any race report being of Hispanic or Latino origin. Thirty-nine percent of those individuals 65 and older in Cleveland are male, while 61 percent are female. In contrast, 47.5 percent of the overall population in the city is male, and 52.5 percent are female.



Source: U.S. Census Bureau, American Community Survey, 2009-2013 5-year Estimates

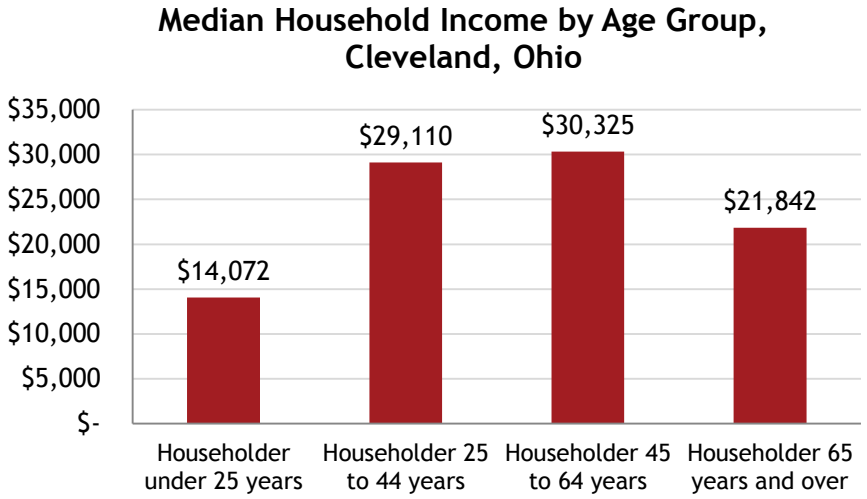
Households

According to the U.S. Census Bureau, "a family household is a household maintained by a householder who is in a family…and includes any unrelated people (unrelated subfamily members and/or secondary individuals) who may be residing there. The number of family households is equal to the number of families." In Cleveland, over half of older adults ages 65 and over live with family, such as a spouse, children, or other relatives. About 40 percent of Cleveland older adults live alone. Five percent of Cleveland's older residents live in group quarters such as nursing facilities. Older adults in assisted-living units are counted as being in households.



Income

Median household income for Cleveland residents age 65 and over was $21,842, according to 2013 five-year estimates from the American Community Survey. This represents a decrease of about $9,000 dollars compared to householders age 45 to 64.



Over 15 percent of older adults in Cleveland, or approximately 5,351 individuals age 65 and over, have incomes of less than $10,000 per year. Over half of all older adult householders in the city have incomes less than $25,000 per year.

Among Cleveland households with people 60 years old and over, 36.7 percent have earned income at an average of $38,124 per household. Over 37 percent of Cleveland households over age 60 have retirement income, but 73.2 percent receive Social Security payments averaging $14,280 annually. Twelve percent receive Supplemental Security Income (SSI) payments, while 25.1 percent of Cleveland older adults receive SNAP benefits, compared to 32.8 percent of the overall population in the city. Nationally, 36 percent of elderly beneficiaries rely on Social Security for 90 percent or more of their income.[4]

Poverty

Although income from Social Security helps keep many older persons out of poverty, in the city of Cleveland, 21.7 percent of residents over age 60 live in poverty. This is compared to 35.4 percent for all ages. An additional 17.3 percent are living near poverty, between 100 and 150 percent of the poverty threshold.

Among Cleveland wards, poverty rates range from as low as 9.2 percent, to a high of 38.7

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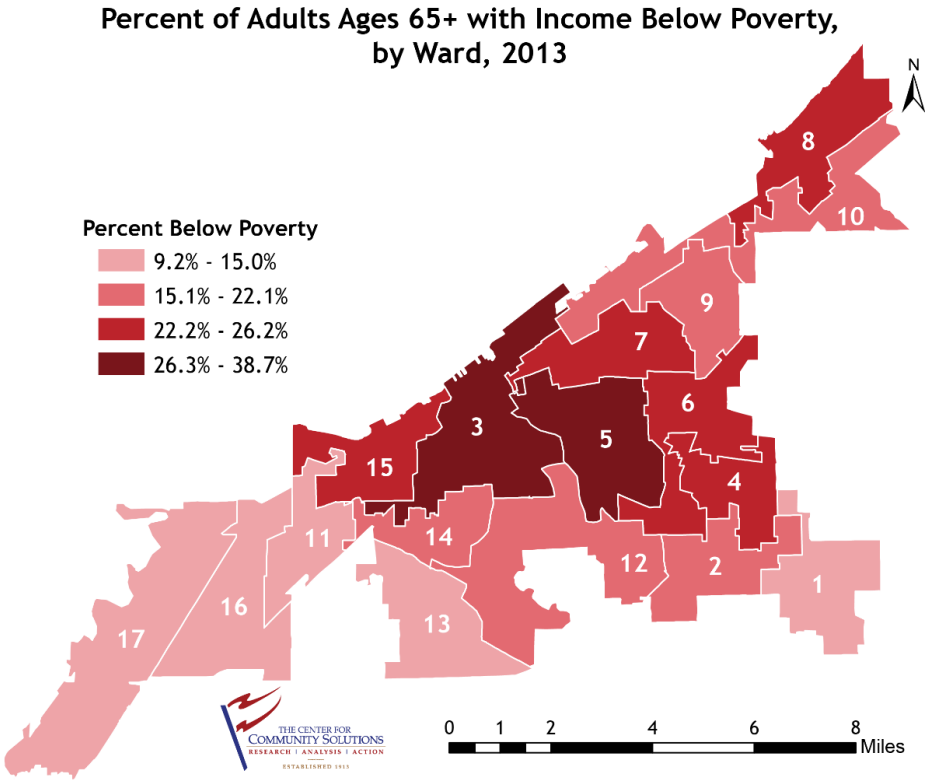
[4] "Policy Basics: Top Ten Facts About Social Security," *Center on Budget and Policy Priorities*, August 13, 2015. http://www.cbpp.org/research/social-security/policy-basics-top-ten-facts-about-social-security#_ftnref18

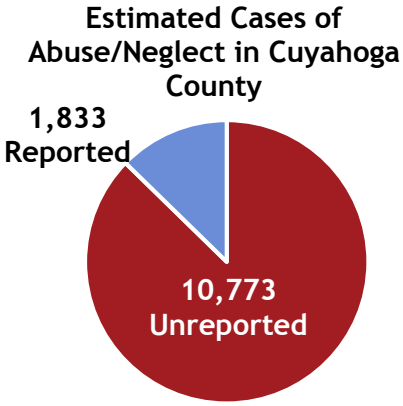
percent in central areas of the city. The location of public housing units influences the distribution of people who live in poverty within the City of Cleveland.



Source: U.S. Census Bureau, American Community Survey, 2009-2013 5-Year Estimates

Elder Abuse and Neglect

Elder abuse can take many forms, including physical, emotional, or financial abuse, exploitation, or neglect. Many of these cases are not reported, making it difficult to quantify the magnitude of the problem. The Ohio Family Violence Prevention Project estimates that 12,606 cases of elder abuse or neglect occurred in Cuyahoga County in 2014. Of those, only 1,833 were reported to Adult Protective Services (APS).[5]



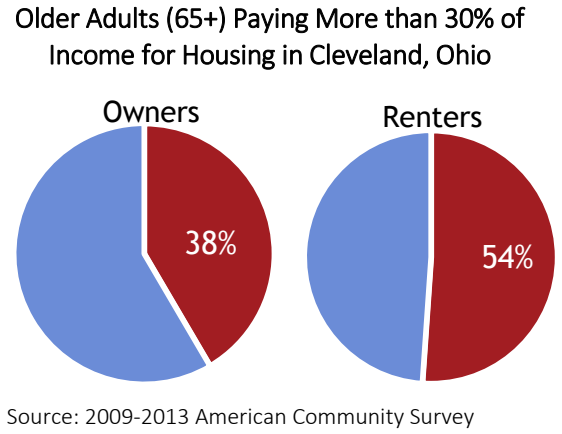
According to the Cuyahoga County Department of Senior and Adult Services (DSAS), Adult Protective Services served 2,014 clients in 2014; 49 percent of APS clients lived in the city of Cleveland.[6]

[5] Ohio Family Violence Prevention Project, http://grc.osu.edu/familyviolenceprevention/
[6] Cuyahoga County Department of Senior and Adult Services, http://dsas.cuyahogacounty.us/en-US/adult-protective-services-statistics.aspx

Housing and Community

As older adults age, some reside in institutional facilities, such as nursing homes. Others rely on home and community-based services (HCBS) for care and assistance. According to the most recent data available (2010 U.S. Census), in Cleveland, of the population age 65 and over, approximately 2,006 people lived in nursing facilities, which represents a significant decline over recent years as personal preference and state policy change has led to an emphasis on home and community-based services in lieu of institutional care.

More recently, according to 2013 ACS data, of the 48,335 non-institutional senior households in Cleveland, 63.8 percent lived in housing units that they owned themselves. The remaining 36.2 percent rented.



The generally accepted threshold for housing affordability is spending less than 30 percent of household income on housing and related expenses. Older adult renters in Cleveland struggle more than senior homeowners with unaffordable housing. Over half of renters and almost 40 percent of owners live in unaffordable housing. The median rent for a senior in Cleveland is $533 per month. To afford this rent, a household needs to have an annual income of about $21,400, or $3,808 more than the average annual Social Security benefit. According to the Elder Index developed by Wider Opportunities for Women (WOW), a single older adult renter would require $630 per month to meet their basic needs for housing, insurance, utilities and taxes, and this increases to $1,199 for a single elder who owns their home with a mortgage. [7]

In general, older adults in Cleveland are comfortable in their community. *The United States of Aging Survey*,[8] a national phone survey conducted during the spring of 2014, oversampled adults ages 60 and over living in Cleveland. Compared to seniors nationally, Cleveland older adults are more likely to intend to age in place (81 percent), and more expect to live alone (87 percent). However, they are more concerned about being able to stay in their current home for as long as they'd like. About half of older adults answered yes to the question, "Do you feel your community – meaning the city/town you live in – is doing enough to prepare for the needs of a growing senior population?"

Understanding the demographics of the city's older adult population is an important part of planning for the future.

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[7] Elder Index Result, Cuyahoga County, *Wider Opportunities for Women.* www.basiceconomicsecurity.org/EI/location.aspx

[8] "United States of Aging Survey: Results by Oversampled Geographies" https://www.ncoa.org/wp-content/uploads/USA14-Results-by-Region.pdf

Appendix B: WHO Checklist

World Health Organization

Checklist of Essential Features of Age-friendly Cities

This checklist of essential age-friendly city features is based on the results of the WHO Global Age-Friendly Cities project consultation in 33 cities in 22 countries. The checklist is a tool for a city's self-assessment and a map for charting progress. More detailed checklists of age-friendly city features are to be found in the WHO Global Age-Friendly Cities Guide.

This checklist is intended to be used by individuals and groups interested in making their city more age-friendly. For the checklist to be effective, older people must be involved as full partners. In assessing a city's strengths and deficiencies, older people will describe how the checklist of features matches their own experience of the city's positive characteristics and barriers. They should play a role in suggesting changes and in implementing and monitoring improvements.

Outdoor spaces and buildings

- ☐ Public areas are clean and pleasant.
- ☐ Green spaces and outdoor seating are sufficient in number, well-maintained and safe.
- ☐ Pavements are well-maintained, free of obstructions and reserved for pedestrians.
- ☐ Pavements are non-slip, are wide enough for wheelchairs and have dropped curbs to road level.
- ☐ Pedestrian crossings are sufficient in number and safe for people with different levels and types of disability, with non-slip markings, visual and audio cues and adequate crossing times.
- ☐ Drivers give way to pedestrians at intersections and pedestrian crossings.
- ☐ Cycle paths are separate from pavements and other pedestrian walkways.
- ☐ Outdoor safety is promoted by good street lighting, police patrols and community education.
- ☐ Services are situated together and are accessible.
- ☐ Special customer service arrangements are provided, such as separate queues or service counters for older people.
- ☐ Buildings are well-signed outside and inside, with sufficient seating and toilets, accessible elevators, ramps, railings and stairs, and non-slip floors.
- ☐ Public toilets outdoors and indoors are sufficient in number, clean, well-maintained and accessible.

Transportation

- ☐ Public transportation costs are consistent, clearly displayed and affordable.
- ☐ Public transportation is reliable and frequent, including at night and on weekends and holidays.
- ☐ All city areas and services are accessible by public transport, with good connections and well-marked routes and vehicles.

- ☐ Vehicles are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected.
- ☐ Specialized transportation is available for disabled people.
- ☐ Drivers stop at designated stops and beside the curb to facilitate boarding and wait for passengers to be seated before driving off.
- ☐ Transport stops and stations are conveniently located, accessible, safe, clean, well-lit and well-marked, with adequate seating and shelter.
- ☐ Complete and accessible information is provided to users about routes, schedules and special needs facilities.
- ☐ A voluntary transport service is available where public transportation is too limited.
- ☐ Taxis are accessible and affordable, and drivers are courteous and helpful.
- ☐ Roads are well-maintained, with covered drains and good lighting.
- ☐ Traffic flow is well-regulated.
- ☐ Roadways are free of obstructions that block drivers' vision.
- ☐ Traffic signs and intersections are visible and well-placed.
- ☐ Driver education and refresher courses are promoted for all drivers.
- ☐ Parking and drop-off areas are safe, sufficient in number and conveniently located.
- ☐ Priority parking and drop-off spots for people with special needs are available and respected.

Housing

- ☐ Sufficient, affordable housing is available in areas that are safe and close to services and the rest of the community.
- ☐ Sufficient and affordable home maintenance and support services are available.
- ☐ Housing is well-constructed and provides safe and comfortable shelter from the weather.
- ☐ Interior spaces and level surfaces allow freedom of movement in all rooms and passageways.
- ☐ Home modification options and supplies are available and affordable, and providers understand the needs of older people.
- ☐ Public and commercial rental housing is clean, well-maintained and safe.
- ☐ Sufficient and affordable housing for frail and disabled older people, with appropriate services, is provided locally.

Social participation

- ☐ Venues for events and activities are conveniently located, accessible, well-lit and easily reached by public transport.
- ☐ Events are held at times convenient for older people.
- ☐ Activities and events can be attended alone or with a companion.
- ☐ Activities and attractions are affordable, with no hidden or additional participation costs.

- ☐ Good information about activities and events is provided, including details about accessibility of facilities and transportation options for older people.
- ☐ A wide variety of activities is offered to appeal to a diverse population of older people.
- ☐ Gatherings including older people are held in various local community spots, such as recreation centres, schools, libraries, community centres and parks.
- ☐ There is consistent outreach to include people at risk of social isolation.

Respect and social inclusion

- ☐ Older people are regularly consulted by public, voluntary and commercial services on how to serve them better.
- ☐ Services and products to suit varying needs and preferences are provided by public and commercial services.
- ☐ Service staff are courteous and helpful.
- ☐ Older people are visible in the media, and are depicted positively and without stereotyping.
- ☐ Community-wide settings, activities and events attract all generations by accommodating age-specific needs and preferences.
- ☐ Older people are specifically included in community activities for "families".
- ☐ Schools provide opportunities to learn about ageing and older people, and involve older people in school activities.
- ☐ Older people are recognized by the community for their past as well as their present contributions.
- ☐ Older people who are less well-off have good access to public, voluntary and private services.

Civic participation and employment

- ☐ A range of flexible options for older volunteers is available, with training, recognition, guidance and compensation for personal costs.
- ☐ The qualities of older employees are well-promoted.
- ☐ A range of flexible and appropriately paid opportunities for older people to work is promoted.
- ☐ Discrimination on the basis of age alone is forbidden in the hiring, retention, promotion and training of employees.
- ☐ Workplaces are adapted to meet the needs of disabled people.
- ☐ Self-employment options for older people are promoted and supported.
- ☐ Training in post-retirement options is provided for older workers.
- ☐ Decision-making bodies in public, private and voluntary sectors encourage and facilitate membership of older people.

Communication and information

- ☐ A basic, effective communication system reaches community residents of all ages.
- ☐ Regular and widespread distribution of information is assured and a coordinated, centralized access is provided.

- ☐ Regular information and broadcasts of interest to older people are offered.
- ☐ Oral communication accessible to older people is promoted.
- ☐ People at risk of social isolation get one-to-one information from trusted individuals.
- ☐ Public and commercial services provide friendly, person-to-person service on request.
- ☐ Printed information – including official forms, television captions and text on visual displays – has large lettering and the main ideas are shown by clear headings and bold-face type.
- ☐ Print and spoken communication uses simple, familiar words in short, straightforward sentences.
- ☐ Telephone answering services give instructions slowly and clearly and tell callers how to repeat the message at any time.
- ☐ Electronic equipment, such as mobile telephones, radios, televisions, and bank and ticket machines, has large buttons and big lettering.
- ☐ There is wide public access to computers and the Internet, at no or minimal charge, in public places such as government offices, community centres and libraries.

Community and health services

- ☐ An adequate range of health and community support services is offered for promoting, maintaining and restoring health.
- ☐ Home care services include health and personal care and housekeeping.
- ☐ Health and social services are conveniently located and accessible by all means of transport.
- ☐ Residential care facilities and designated older people's housing are located close to services and the rest of the community.
- ☐ Health and community service facilities are safely constructed and fully accessible.
- ☐ Clear and accessible information is provided about health and social services for older people.
- ☐ Delivery of services is coordinated and administratively simple.
- ☐ All staff are respectful, helpful and trained to serve older people.
- ☐ Economic barriers impeding access to health and community support services are minimized.
- ☐ Voluntary services by people of all ages are encouraged and supported.
- ☐ There are sufficient and accessible burial sites.
- ☐ Community emergency planning takes into account the vulnerabilities and capacities of older people.

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Appendix C: Age-Friendly Cleveland Advisory Council

Dr. Terry Hokenstad, Chair*, Case Western Reserve University
Daniel Ball, Mayor's Office of Communications
Anthony Brancatelli, Cleveland City Council Member – Ward 12
E. Douglas Beach*, Western Reserve Area Agency on Aging
Richard Browdie*, Benjamin Rose Institute on Aging
Joe Cimperman, Global Cleveland
Nicole Cranford, Ohio Means Jobs
Freddy Collier*, City of Cleveland Planning Commission
Jeni S. Coyne, Long Term Care Ombudsman
Theasha Daniely, City of Cleveland Department of Community Relations
Sheri Dozier, Cleveland Neighborhood Progress
Janice Dzigiel*, Senior Transportation Connection
Stephanie Fallcreek*, Fairhill Partners
José C. Feliciano Jr., Greater Cleveland Regional Transit Authority
Marty Flask, Office of the Mayor, City of Cleveland
Maria Foschia, Lutheran Metropolitan Ministries
Jane Fumich*, Cleveland Department of Aging
Jacci Griffin, Cuyahoga Metropolitan Housing Authority
Meg Harris, Cuyahoga Arts and Culture
Matt Hawes, Cleveland Metroparks
Jim Herman, Herman Gibans Fodor Architects
Melanie Hogan, Linking Employment Abilities and Potential
Kim Johnson, Cleveland Department of Public Works
Richard Jones, Cuyahoga County Division of Senior and Adult Services
Tim Kobie, Cleveland Department of Building and Housing
Carlos Latimer, Cleveland Public Library
Michael Lisman, Consumer Protection Specialist
Tracey Mason, Greater Cleveland Food Bank
Jenita McGowen*, Office of Sustainability
Kathy Rothenberg, Cleveland Department of Public Health
Doug Tayek, AARP Ohio
Natoya Walker Minor*, Office of the Mayor
Allison Wallace, Greater Cleveland Neighborhood Centers Association
Bernadette Washington, Catholic Charities

* Executive Committee

Appendix D: Grantmakers in Aging Guiding Principles

GUIDING PRINCIPLES FOR THE SUSTAINABILITY OF AGE-FRIENDLY COMMUNITY EFFORTS

A PUBLICATION OF GRANTMAKERS IN AGING

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