



Age-Friendly Communities-USA Project Report

Sustaining an Age-Friendly Approach Within Community Development Organizations



Prepared for Tides Foundation/Atlantic Philanthropies

By Success Measures® at NeighborWorks® America

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With funding provided by The Atlantic Philanthropies through the Tides Foundation, the Age-Friendly Communities – USA Project supports the following four organizations:

- Brownsville Partnership/Community Solutions, New York, NY
Rasmia Kirmani-Frye, Director. www.cmtysolutions.org
- Chicanos Por La Causa, Phoenix, AZ
Edmundo Hildalgo, President and CEO. www.cplc.org
- East Bay Asian Local Development Corporation, Oakland, CA
Joshua Simon, Executive Director. www.ebaldc.org
- The Resurrection Project, Chicago, IL
Raul Raymundo, Chief Executive Officer. www.resurrectionproject.org

AFC-USA Consultants

The initiative provides participating organizations with consulting assistance to keep abreast of global practices, craft effective communication strategies and evaluate their efforts.

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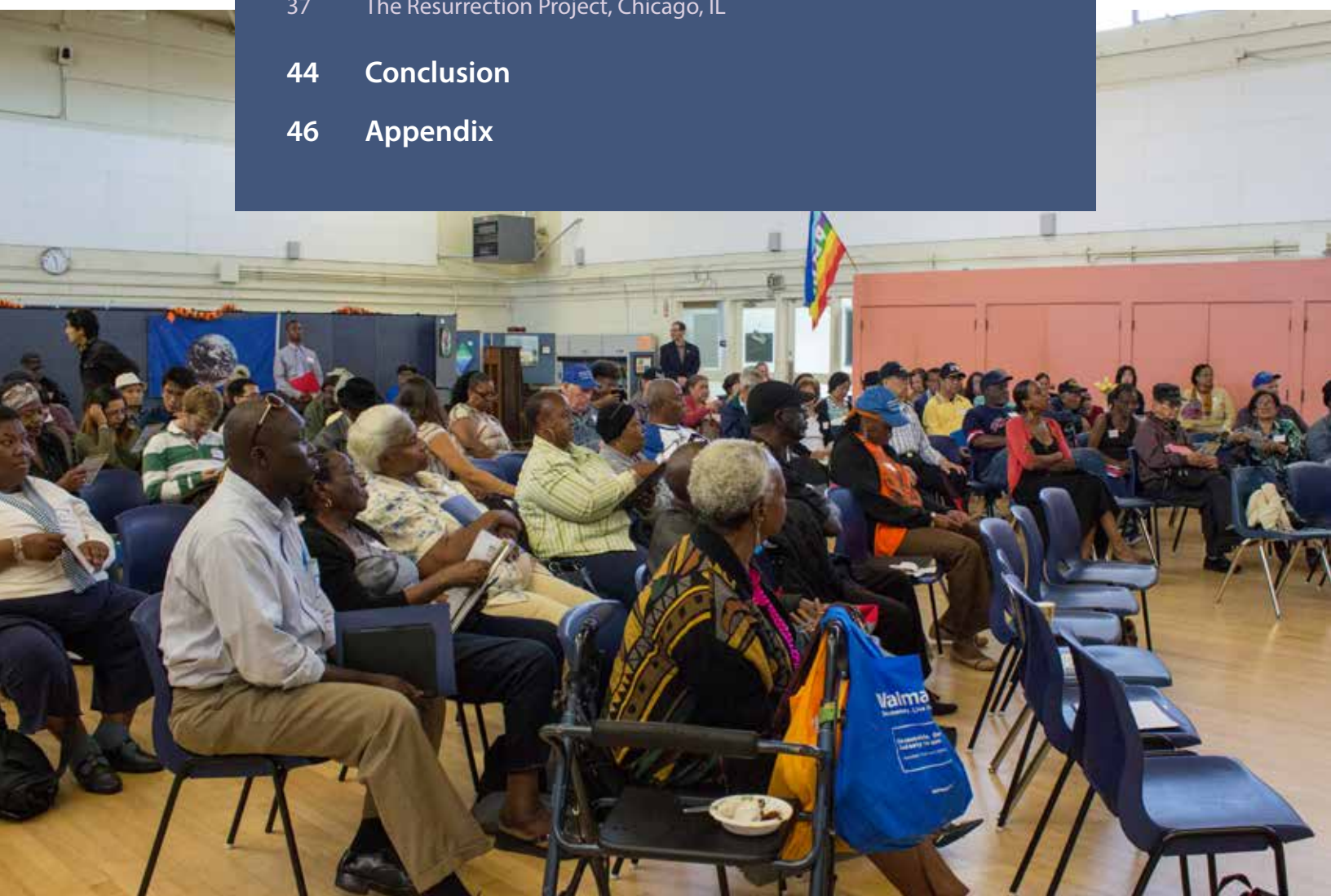
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AFC-USA Project Highlights

In 2011, Atlantic Philanthropies created the Age-Friendly Communities - USA Project (the “Project”), to support low-income communities in applying an asset-based, age-friendly approach to their community development work.¹ The Project provided direct grants over three years to the following four organizations:

- Brownsville Partnership/Community Solutions, New York, NY
- Chicanos Por La Causa, Phoenix, AZ
- East Bay Asian Local Development Corporation, Oakland, CA
- The Resurrection Project, Chicago, IL

Additionally, the Project engaged supporting partners² in three key areas – evaluation, global research, and communications – to support efforts to apply the principles, practices, and policies of age-friendly communities (AFC). The Project aimed to position the community organizations to sustain the work over time, ensuring that creating age-friendly communities would remain fundamental to how the organizations approach community development, even after the Project funding sunsets.

¹ The AFC-USA Project is supported by a donor-advised fund of the Tides Foundation, established by Tides at the request of and with funding from Atlantic Philanthropies.

² Partners include: Success Measures at NeighborWorks America (evaluation); Ruth Finkelstein and Dorian Block, Columbia University, Robert N. Butler, Columbia Aging Center, (global research); and Gretchen Dykstra (communications).

Collective Accomplishments

Across the three years of the Project, each of the organizations and their respective project leads demonstrated significant growth in applying an age-friendly lens to their work and in integrating AFC principles and practices into ongoing organizational efforts. Additionally, the organizations demonstrated a number of collective accomplishments, including:

Empowering seniors in leadership roles: Empowering senior community members to become agents for change, and to assume constructive and formalized leadership roles, are key achievements of the AFC-USA project. While approaches varied, all of the organizations saw significant increases in seniors' engagement in numerous initiatives, particularly in the areas of health and wellness.

Linking an age-friendly lens to community development: A unique contribution of the Project lies in its efforts to support community development organizations from low-income neighborhoods to engage seniors as valuable problem solvers in these communities.

Gaining international recognition: In an intentional effort to stay abreast of emerging AFC practices globally, Project representatives participated in two World Health Organization International Conferences on Age-Friendly Cities. At the 2013 conference in Quebec City, Canada, Brownsville Partnership Director, Rasmia Kirmani-Frye, was one of the keynote speakers; AFC-USA project partner, Ruth Finkelstein, participated in three plenary sessions; and representatives from all of the community organizations and strategic partners in evaluation and communications ran workshop sessions.

Lessons Learned

The Project aimed to create a cadre of community-based organizations working in low-income communities that could organize and support seniors to have a voice in policies and practices that affect them, and to establish a peer-learning network linked to emerging global practices. Throughout this process, organizations unearthed a few elements key to their success, and experienced some challenges:

Working within existing structures: Engaging seniors as part of each organization's core way of doing business, and integrating seniors into existing projects and programs – or within already successful structures – is a more effective strategy for sustaining the AFC-related work over time.

Building a learning community: Having designated project leads is critical for fostering a learning community of peers. As importantly, face-to-face encounters at site visits and conferences is important to building enduring relationships, strengthening connections, reflecting on accomplishments, and sharing lessons learned.

Branding "age-friendly" as "all-age-friendly": Rather than a specific focus on the well-being of seniors only, applying an "all-age-friendly" lens to programs, language and messaging – i.e. infusing age-friendly principles into a broader context of family and community well-being – is important for building support and expanding participation in AFC-related projects and programs.

Data collection and analysis: At the request of the organizations, AFC evaluators worked with them to develop and employ a common data collection tool ("senior survey"). Although the organizations saw value in the senior survey, most struggled to apply it. This experience is illustrative of a common challenge among community development organizations in general: a gap in their capacity to collect and work with community data to inform and improve ongoing projects.

Organizations' Achievements

The Project's evaluators compiled individual case studies based on an organization self-assessment tool; evaluators' calls and site visits; and interviews with staff, CEOs, and board members over the life of the project. Key points from each organization's participation in the AFC-USA project follow.

Brownsville Partnership, a network of over 30 organizations working together to create solutions to Brownsville's (Brooklyn, New York) most pressing challenges:

- Integrated seniors from its Intergenerational Advisory Council into other ongoing community improvement efforts.
- Hosted two HOPE Summits to articulate a long-term vision for the Brownsville community, identify priority neighborhood concerns, and focus on revitalizing a strategic retail corridor
- Implemented 100-day action planning cycles into programming efforts, resulting in the creation of a "Be a Good Neighbor" campaign; an intergenerational family game night; and collaborative efforts between the New York City Housing Authority and the Police Department to address vandalism in the area.
- Applied an age-friendly lens in the development of a 5,000 Jobs Campaign, which aims to place 5,000 Brownsville residents into jobs by the end of 2017.

Chicanos Por La Causa, a large-multiservice organization, headquartered in Phoenix and active in the public policy arena throughout the state of Arizona:

- Launched a youth and seniors mentorship program to exchange gardening and online social networking skills.
- Implemented the Senior Empowerment for Quality of Life (SEQOL) leadership training program focused on issues of health and wellness. SEQOL graduates have now assumed leadership roles in other efforts.
- Established a focus on affordable assisted-living housing for seniors as a vehicle for sustaining AFC work over time.

East Bay Asian Local Development Corporation, an established community development corporation that integrates affordable housing and community services for low-income populations in the East Bay and northern California:

- Integrated AFC into its organization-wide Healthy Neighborhoods initiative, a key component of its strategic plan focused on addressing the social determinants of health.
- Developed a base of senior leaders along the San Pablo Avenue corridor, a pilot site of its Healthy Neighborhoods Initiative, through training sessions, neighborhood gatherings, and senior-led campaigns.
- Built upon its 2013 Age-Friendly Summit to establish the Age-Friendly San Pablo Corridor Mini-Grant Program which encourages and funds seniors' leadership roles in community initiatives.
- Completed renovation and fully leased the 137-unit historic California Hotel, home to many seniors, amidst other physical improvements to the San Pablo Avenue corridor.

The Resurrection Project, a community-based organization that focuses on neighborhood revitalization efforts on Chicago's southwest side:

- Accepted an appointment on the Mayor's Age-Friendly Chicago steering committee to oversee implementation of Chicago's Age-Friendly Community designation.
- Restructured its approach to organize seniors around issue areas, and leveraged seniors' input to remove barriers to participation in and improve benefits from programs.
- Promoted seniors' leadership roles in an inter-parish health education program and in immigration advocacy and physical improvement initiatives.
- Leveraged its AFC funding and focus as a catalyst for internal restructuring, which elevated the role of organizing and raised the organization's public profile in the community.
- Positioned its AFC-related work to help bolster its "Imagine More" campaign which aims to raise \$25 million in investment and operating funds.

Conclusion

Across the Project's efforts, seniors demonstrated their capacity to serve as strong leaders dedicated to improving their own lives and the lives of others. They are playing instrumental roles in the areas of neighborhood improvement, organizing and advocacy, youth development, and health and wellness programs. Seniors reported improvements to their physical and mental well-being and felt respected and empowered through their civic engagement. The Project facilitated the strategic reevaluation of the community organizations' programmatic approaches and informed future directions, consistently leading to more inclusive "all-age" approaches to community development that embrace the collective well-being of the communities they serve.



Introduction

In 2011, Atlantic Philanthropies created the Age-Friendly Communities USA Project (AFC-USA Project), an effort that supports low-income communities through an asset-based, age-friendly approach. As supporters of aging initiatives in the United States and abroad, Atlantic Philanthropies launched the AFC-USA Project after recognizing compatibility between the World Health Organization's (WHO) approach which supports an Age-Friendly Cities network, and the ways in which community development corporations work comprehensively on the ground with communities that are often underserved and underrepresented.

This compatibility lies in the shared recognition that an aging population comes with an increasing abundance of elders who bring experience, knowledge and wisdom to tackling challenges within their own communities. Age-friendly communities are based on the concept that thriving communities not only support residents as they age, but also value and leverage the incredible resources they can offer. Further, age-friendly communities support residents of all ages.

The AFC-USA Project is supported by a donor-advised fund of the Tides Foundation, established by Tides at the request of and with funding from Atlantic Philanthropies. The AFC-USA Project, begun in early summer 2011 and ending in December 2014, has been working in four diverse communities within the U.S. to support efforts to apply the principles, practices, and policies of age-friendly communities. By making these investments in underserved communities, the AFC-USA Project is increasing the capacity of low-income communities to thrive in the future as their elders take on enhanced leadership roles in creating communities that are friendly to people of all ages.

AFC-USA Outcomes & Strategies

Atlantic Philanthropies created the AFC-USA Project with the intent of achieving two outcomes that would strengthen the long-term ability of underserved communities to sustain an age-friendly agenda: (1) Create a strong cadre of community-based organizations, working in low-income communities with vulnerable populations, to organize and support seniors to have a voice in policies and practices that affect them, and (2) Establish a peer-learning network – leaders learning from leaders – within the U.S. that is linked to global efforts.

In order to achieve these outcomes, the AFC-USA Project provided direct grants over three years to four community-based organizations. These organizations demonstrated that they:

- have a proven track record of working to advance economic/social justice within low-income, diverse communities;
- have significant older adult populations and are already actively engaged with older adults in a meaningful way;
- have a record of successful advocacy to change policy and practice;
- use data to demonstrate results; and
- have strong management depth and solid fiscal systems in place.

Additionally, AFC-USA engaged supporting partners in three key areas: evaluation, global research, and communications. These supporting partners provide the following additional support to the organizations as needed.

- **Evaluation.** Success Measures® at NeighborWorks® America provides evaluation support using a participatory approach to assess whether and how AFC agendas are becoming embedded within the organizations in order to sustain the work. Success Measures also created a case study of each organization's process and progress in advancing AFC practices.
- **Community Engagement and Link to Global Age-Friendly Communities Resources.** The Robert N. Butler Columbia Aging Center at Columbia University³ offers support with emerging global practices and connections as well as guidance and tools, and serves as an information bridge and exchange with global initiatives, including those linked to the World Health Organization's AFC efforts. Over the three-year grant period, individual organizations were able to participate in and contribute to the field internationally.⁴
- **Communications.** Gretchen Dykstra, an independent communications consultant, assists organizations with ongoing communications assistance and advice related to developing communications strategies, effective messaging, and tactics for specific audiences.

The combination of direct grants in tandem with the assistance from the supporting partners is intended to deepen the long-term impact on the organizations and create the conditions for longer lasting change.

Sustaining AFC Approaches

With the goal of positioning the community organizations to sustain the work over time, the evaluators adopted the strategy of assessing the extent to which age-friendly principles and practices were becoming “embedded” within each organization's agenda and strategic plans. This approach is intended to ensure

³ Age-Friendly Communities project consultants, Ruth Finkelstein and Dorian Block, were based at The New York Academy of Medicine at the beginning of the AFC-USA project. They transitioned to the Robert N. Butler Columbia Aging Center at Columbia University in the spring of 2014.

⁴ Organizations participated in the first international AFC conference held in Dublin, Ireland in September 2011 and the second in Quebec City, Canada in September 2013.

that, even after the specific grant funding sunsets, using a holistic approach to creating age-friendly communities is fundamental to the manner in which the organization approaches its community development work.

Success Measures approached the measurement of “embedding an agenda” in a participatory fashion. The evaluation began with a dialogue with organizations focused on how they planned to infuse the AFC agenda and how they expected the measurement capability would enhance this effort. A capacity self-assessment tool was then developed to help gauge the embedding efforts. Years one and two of the evaluation culminated in individual case studies, published in 2012 and 2013, that described each organization’s age-friendly work and progress made on rooting the principles within the organization.

This report includes case studies developed by building upon the same capacity self-assessment tool that was used in previous years. For each of the three years of this project, the self-assessment tool provided lines of inquiry based on the progress and situation of each organization. The evaluators also participated in regularly scheduled organization telephone calls and annual gatherings hosted by the organizations.⁵ Independent site visits, conducted in the first and third years of the project served to inform project case studies developed for those years. Further, in year two, a survey to assess engagement of and project impacts on seniors was developed by Success Measures at the request of, and with input from, the organizations. The findings, resulting from organizations’ use of this tool in years two and three, are discussed later in this report.

Organization Self-Assessment: During year one, after site visits to all four organizations, the Success

Measures team developed an assessment tool that organizations used to evaluate their progress on embedding the AFC agenda. The assessment form covers a set of elements internal to the organization, including:

- mission alignment, financial, budget, and planning;
- product and service reach;
- development of new approaches and solutions;
- innovative alliances within the field and across fields; and
- leadership inclusive of elders.

Additionally the assessment form covers a set of elements external to the organization, including:

- physical environment;
- policy and field impact;
- engagement; and
- dissemination of new approaches and solutions.

Direct impact on participating seniors: During year one, the organizations expressed a desire to better understand the impact of their AFC-USA work more broadly, and hoped to use a common approach to measure the shorter term, direct impact of their work on seniors involved with their programming. To accomplish this, the Success Measures team, working with the organizations, developed a brief 10-question Organization Civic Engagement Tool (Senior Survey). The team also worked with each organization to develop a plan for collecting the data from its seniors. Each data collection plan was tailored to the organization’s capacity and programming realities.

The survey, developed in a participatory manner, covered topics related to understanding seniors’ support networks, levels of civic engagement and a few personal perspectives. (The survey can be found in the Appendix on p. 46.) During year two, organizations explored the best methods for incorporating data collection into their efforts; some encountered challenges which are discussed in the following section.

5 At the time of publication of this report, three organization gatherings had been held as a component of the AFC-USA project. The first in the spring of 2012 in Chicago, IL, hosted by The Resurrection Project; the second in the winter of 2013 in Phoenix, AZ, hosted by Chicanos Por La Causa; and the third in the spring of 2014 in Oakland, CA, hosted by East Bay Asian Local Development Corporation. The fourth and final organization gathering is scheduled for October 2014 in New York, NY, hosted by the Brownsville Partnership.



Project Achievements, Challenges & Learning

This section provides an overview of key impacts and lessons across the three years of the AFC-USA project. Illustrative examples are discussed in each of the individual organization case studies in the next section.

Achievements

Empowering seniors in leadership roles

While each of the AFC-USA organizations took different approaches to embedding AFC principles and practices within their organizations, all of them demonstrated significant progress in advancing their AFC-related programs. Moreover, they each saw significant increases in seniors' civic engagement leading to the establishment of numerous senior-led neighborhood and community initiatives, particularly in the areas of health and wellness and neighborhood safety. While leadership training for community members is not, in and of itself, new to the field of community development, focusing this work on empowering senior community members to become agents for change and assuming constructive and formalized leadership roles is a novel achievement of the AFC-USA project. Across the board, seniors demonstrated their capacity to be strong and willing participants in taking active roles to improve life for themselves and others. Furthermore, given that seniors often cited youth in the neighborhood or the overall well-being of the communi-

ty as their priority concerns, empowering them often yielded positive contributions to organizations' ongoing programs beyond their AFC focus.

Linking an age-friendly lens to community development

The AFC-USA project has contributed to a new and growing body of work aiming to apply an age-friendly lens to the field of community development, particularly in low-income underserved neighborhoods. Globally, much of the work that has been done on aging and age-friendliness has focused on more affluent and less racially and ethnically diverse communities. The AFC-USA project's unique contribution lies not only in engaging community development organizations from underserved, underrepresented communities, but also in recognizing and directly engaging seniors as valuable problem solvers in these communities.

Furthermore, the new self-assessment tool that measures the depth of embedding age-friendly principles in organizations is among the first of its kind and was developed in direct collaboration with organizations. The self-assessment encouraged organizations to consider not only the ways in which seniors benefited from AFC programs, but enabled them to begin applying an age-friendly lens across other programs as well.

Gaining international recognition

AFC-USA organizations all participated in two International AFC Conferences: the first in 2011 in Dublin, Ireland, and the second in 2013 in Quebec City, Canada. At the 2013 conference, Brownsville Partnership Director, Rasmia Kirmani-Frye, was one of the conference keynote speakers; AFC-USA project partner, Ruth Finkelstein, then with the New York Academy of Medicine, participated in three plenary sessions; and each of the organizations participated on a workshop panel. Senior community members who participated in this conference were excited and empowered by

seeing their communities and their efforts featured prominently in an international setting alongside global experts.

Challenges

Over the course of the three years, the AFC-USA organizations faced a number of challenges to embedding AFC principles and practices within their organizations and maintaining progress on related initiatives throughout the course of the grant period. These included staff or other organizational changes and difficulties incorporating data collection and analysis from senior surveys.

Staff changes

Each of the organizations experienced varying degrees of staff turnover, including change in leadership, leaves of absence, or internal restructuring that affected their AFC-related programs. While these changes at times caused delay to some organizations' efforts, they nonetheless persevered in the face of change. Internal communications, particularly on behalf of AFC-USA project leads who were instrumental in providing consistent messaging on AFC principles and diffusing that language to other staff, played a key role in ensuring that new staff, particularly new leadership, adopted an age-friendly lens in their approach to their work. Evidence of this embedding was apparent in the new leadership's adoption of AFC language in their communications. Strategic planning was another key component of embedding AFC principles in the face of organizational change. Some AFC organizations embarked on a strategic planning process at some point during the grant period which resulted in deliberate decisions around how AFC would fit within their new vision and structures. Situating AFC within the broader context of their work and/or housing it within a specific department or program focus resulting from strategic planning, has also been helpful in ensuring that AFC work transfers beyond the roles of the AFC project leads.



Data collection and analysis

In the second year of the project, organizations expressed a desire to develop and employ a common tool for evaluating the impact of the AFC-USA program work on the lives of seniors in their communities. All organizations saw value in improving their understanding of seniors' experience and using civic engagement data to inform AFC-related programs. Although AFC evaluators worked with organizations to develop, train and test a data collection tool (the senior survey), most organizations struggled to apply it. All of the organizations administered the senior survey at least once, but not all were able to collect the data for at least two points in time. And in some

cases where data was collected, a challenge remained in really understanding how the data could be used to guide program development or improvements. The organizations' experience is illustrative of a common challenge among community development organizations: a gap in their capacity to collect and work with community data to inform and improve ongoing projects. Organizations saw value in the senior survey, but struggled to institutionalize the data collection process in their organizations or to even connect it to other ongoing evaluation efforts in their organizations.

Learning

Working with existing structures

At the start of the AFC-USA project, organizations identified increasing seniors' civic engagement and opportunities for seniors' voice to inform projects and programs as core objectives. In addition to outlining existing policies or practices to which age-friendly principles might already align, organizations sought to create new organizational bodies that could facilitate seniors' engagement. In this regard, both Brownsville Partnership and Chicanos Por La Causa saw the establishment of an advisory council, or workgroup, comprised predominantly of seniors and focused specifically on the AFC-USA project, as integral to fostering seniors' leadership and engagement. While these entities were initially successful in getting off the ground and in building a base of critical leadership skills among seniors, both BP's Intergenerational Advisory Council and CPLC's AFC Advisory

Workgroup yielded only short-term results. Situated outside the organizations' core programming, these efforts proved unsustainable: CPLC's Workgroup had dissolved and was no longer meeting regularly in the final year of the project and BP's Council continues to struggle with clarifying and formalizing its role. Similarly, The Resurrection Project identified expanding seniors' engagement in community organizing as a key strategy for integrating age-friendly approaches into the organization. While their initial approach was to organize seniors by parish, TRP met greater success instead organizing seniors around existing issue areas in the organization's advocacy agenda, regardless of institutional affiliation. All of these efforts exemplify an important area of learning from the AFC-USA project: integrating seniors into existing projects and programs, or within structures and operating procedures that had already demonstrated success, proved a more effective strategy for sustaining AFC-related work over time than developing new age-specific approaches.



Building a learning community

The AFC-USA project provided an opportunity to explore program structures that proved useful to building a learning community. Having designated project leads proved critical not only to the success of the project, particularly in the face of organizational change, but for truly fostering a learning community of peers focused on age-friendly principles and practice. Over the course of the grant period, the evaluators observed tremendous growth among each of the AFC-USA project leads at each organization. While Executive Directors and other leadership at organizations were often deeply involved in the AFC-USA work, the project leads often were given substantial autonomy to manage the project and work on developing their peer network. Over time, the project leads demonstrated greater depth of understanding and facility in communicating and putting to action core principles of age-friendly communities; this change was observable during site visits, organization gatherings, and their participation in the age-friendly international community. The project leads stressed the importance of having regular contact such as the monthly calls, but particularly found the face-to-face encounters at site visits, organization gatherings and conferences, as the critical factors in fostering connections with others, reflecting on their accomplishments and sharing lessons learned. For example, Rosanne Haggerty, CEO of Community Solutions, pointed out that having the Brownsville Partnership director in close working relationships with other highly productive and high achieving organizations has influenced the work they do in Brownsville in very concrete ways.

Branding “age-friendly” as “all-age-friendly”

Organizations reported on the importance of situating their age-friendly principles within a broader context of family and community well-being, or other core initiatives supported by their organizations such as healthy neighborhoods, in order to garner support from both staff and leadership. AFC-USA project leads acknowledged that in their communities, as in many low-income underserved communities, community-based programs often disproportionately focus on youth. In other cases, AFC-USA project leads observed an initial reluctance to adopting an age-friendly lens or incorporating a specific focus on the well-being of seniors, resulting from misperceptions about the relative size of the community’s senior population or the extent to which the organization’s existing programs were already serving senior populations.

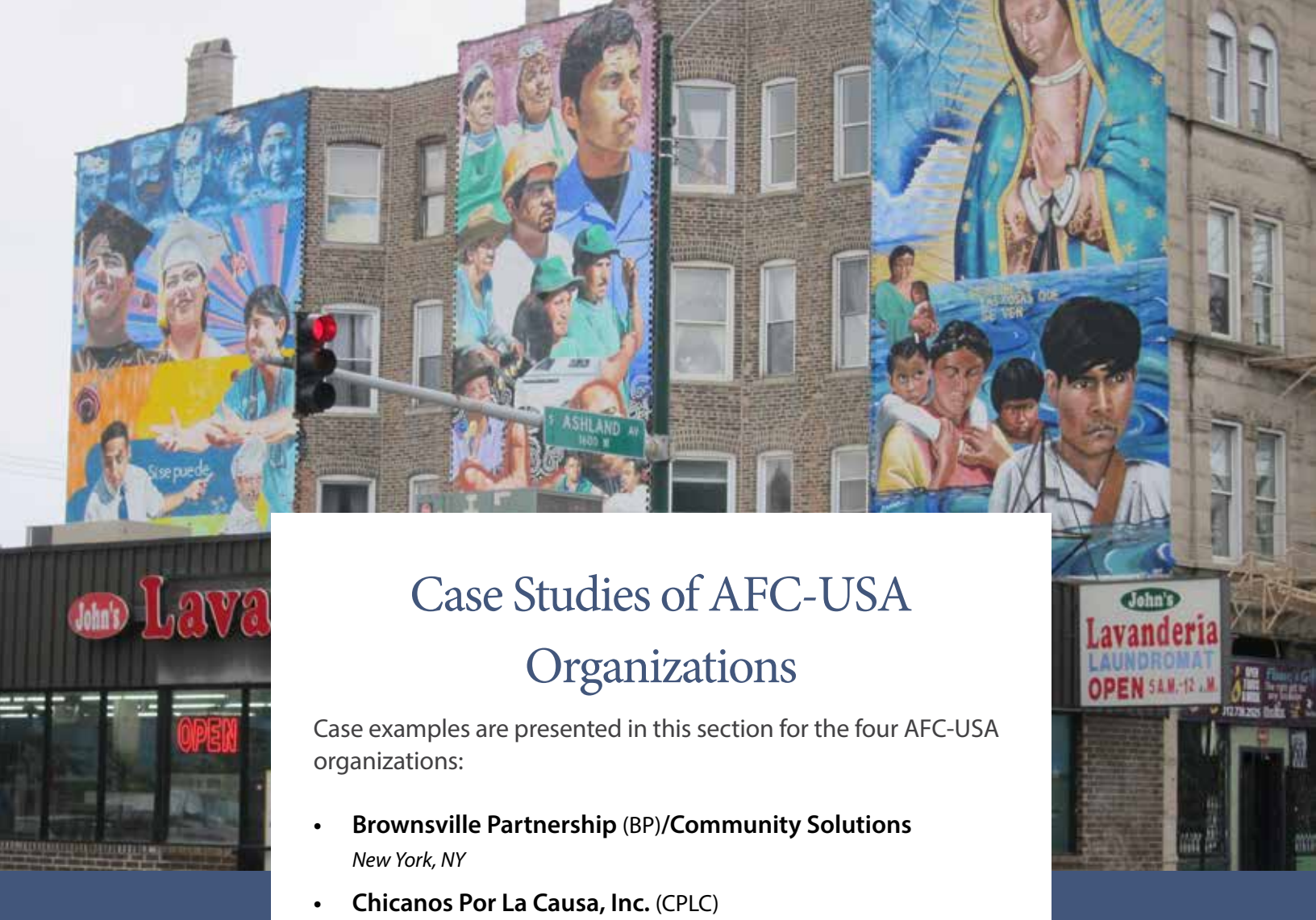
In all of these cases, project leads were initially frustrated with developing alternative communications and messaging strategies to advance their AFC work, but quickly embraced an approach of applying an all-age-friendly lens. Organizations reported that both internally, among staff and board leadership, and externally, among community members and partner organizations, people were more receptive to language and messaging that incorporated an all-age-friendly approach. This included focusing on “active aging” which recognizes that everyone is in the process of aging, thinking of their programs as affecting community members “from cradle to grave”, or focusing on overall family well-being through “intergenerational” programming. This broader approach proved effective not only in communicating about the programs, but importantly in executing them since organizations often experienced broader program participation and impact when focusing on community members of all ages rather than just seniors.

Organizations' Approaches & Progress

Organization	AFC Approach with Seniors	Approach to Embedding Age-Friendly Policies & Practices Within the Organization	Project Progress
Brownsville Partnership (BP)/ Community Solutions NY, NY	Focused in the Brownsville, Brooklyn neighborhood and NYCHA buildings, BP has created an Intergenerational Advisory Council and supports senior advocacy and civic engagement activities.	With Community Solutions as the convener of the Brownsville Partnership, spread the AFC principles to partnering organizations. At the same time, embed the AFC principles into Community Solutions' Neighborhood Initiative work nationwide.	<ul style="list-style-type: none"> Integrated seniors from the Intergenerational Advisory Council into other ongoing community improvement efforts. Leveraged the 2013 HOPE Summit as a needs assessment to identify priority neighborhood concerns. Hosted a 2014 HOPE Summit focused on revitalizing a strategic retail corridor and articulating a long-term vision for the Brownsville community. Successfully implemented 100-day action planning into programming efforts on three separate occasions. Applied an age-friendly lens in the development of a 5,000 Jobs Campaign.
Chicanos Por La Causa (CPLC) Phoenix, AZ	Based within CPLC senior housing developments, CPLC started by including seniors on an AFC Advisory Workgroup, which was to advise the CPLC board of directors; has recently launched formal leadership training, and supports senior advocacy and civic engagement activities.	Start within the Health and Human Services programming and begin to work on cross-program funding and initiatives that demonstrate the AFC principles. In addition, embed AFC principles within the organization-wide advocacy agenda.	<ul style="list-style-type: none"> Launched a youth and seniors mentorship program for gardening and online social networking skills exchange. Successfully implemented the Senior Empowerment for Quality of Life (SEQOL) leadership training program focused on issues of health and wellness. Established a focus on affordable assisted-living housing for seniors as a vehicle for sustaining AFC work over time.

Organizations' Approaches & Progress

Organization	AFC Approach with Seniors	Approach to Embedding Age-Friendly Policies & Practices Within the Organization	Project Progress
East Bay Asian Local Development Corporation (EBALDC) Oakland, CA	Geographically focused on 1.5 miles along Oakland's San Pablo Avenue Corridor, EBALDC works collaboratively with other organizations to incorporate age-friendly features in San Pablo Avenue redevelopment efforts and supports senior advocacy and civic engagement activities.	Firmly embed AFC within EBALDC's Healthy Neighborhoods approach which directly addresses social determinants of health.	<ul style="list-style-type: none"> Established new directions with the CEO and COO adopting an age-friendly lens in their communications, actively promoting AFC work and attending related events, and helping to integrate AFC into the organization's Healthy Neighborhoods initiative. Developed a base of senior leaders along the San Pablo Avenue corridor through trainings, neighborhood gatherings, and senior-led campaigns. Built upon the 2013 Age-Friendly Summit to establish a mini-grant program that encourages and funds seniors' leadership in community initiatives. Completed renovation and fully leased the historic California Hotel amidst other physical improvements to the San Pablo Avenue corridor.
The Resurrection Project (TRP) Chicago, IL	TRP works through local Catholic Churches using an institutional organizing approach to connect with seniors. It supports senior advocacy and civic engagement activities.	Refocus community organizing efforts to partner more intentionally with seniors and disseminate AFC principles to other programs and services within TRP.	<ul style="list-style-type: none"> Was appointed a seat on the Age-Friendly Chicago steering committee to oversee implementation of Chicago's AFC designation. Restructured approach to organize seniors around issues areas, and leveraged seniors' input to remove barriers to participation in and improve benefits from programs. Promoted seniors' leadership roles in an inter-parish health education program, immigration advocacy, and physical improvement initiatives. Leveraged AFC funding and focus as a catalyst for internal restructuring which elevated the role of organizing and raised the organization's public profile in the community. Positioned its AFC-related work to help bolster the "Imagine More" campaign to raise \$25 million in investment and operating funds.



Case Studies of AFC-USA Organizations

Case examples are presented in this section for the four AFC-USA organizations:

- **Brownsville Partnership (BP)/Community Solutions**
New York, NY
- **Chicanos Por La Causa, Inc. (CPLC)**
Phoenix, AZ
- **East Bay Asian Local Development Corporation (EBALDC)**
Oakland, CA
- **The Resurrection Project (TRP)**
Chicago, IL

Each case study provides a brief overview of the organization's participation in the AFC-USA project by delving into the various approaches to embedding the AFC principles within the community development corporation. As final year case studies, each example picks up on items identified as "what to watch" during the first and second years, identifies new challenges and successes, and articulates important areas to watch with regard to sustaining program efforts once the AFC-USA Project funding sunsets. Additionally, the studies touch briefly on each organization's use of the senior survey to measure direct, short-term impacts on seniors.

The Brownsville Partnership, an Initiative of Community Solutions, Inc . New York, NY

Organization Highlights

The Brownsville Partnership (BP) is a network of more than 30 organizations working together to build on the assets of Brownsville, Brooklyn to create solutions to the neighborhood's most pressing challenges. The Partnership provides direct service to families in crisis, supports community organizing and leads physical planning efforts in the Brownsville Community, focusing specifically on the New York City Housing Authority developments in the community. The Brownsville Partnership planned to embark on its AFC-USA project as a holistic neighborhood approach with its partner organizations, situating its efforts within an organizational model that uses three categories of strategic "drivers" - a safe community, healthy community and a prosperous community - to bring about anticipated change. In the first year of the project, BP conducted an age-friendly audit to help identify the role of seniors in the community and established an Intergenerational Leadership Council to help guide its AFC-USA project, both of which were identified as "drivers" for embedding AFC principles within the organization. Early in the second year, Brownsville Partnership strengthened its collaboration with the New York Municipal Arts Society, which led to expanding its audit to assess Brownsville's cultural and social landscape through the lens of older adults and to establishing a leadership training program for seniors.

In the third year of the project, BP saw significant advancements in embedding AFC principles within the organization. Notably, senior members of the Partnership's Advisory Council have been integrated into other neighborhood improvement projects and have employed 100-day action planning cycles to create spin-off programs for property upkeep and neighborhood safety. Additionally, the Council leveraged its 2013 HOPE Summit as a needs assessment to identify other priority concerns among community members. A 2014 HOPE Summit brought together 200 community members working together to articulate a new long-term vision for the Brownsville community. Finally, BP has worked to integrate an age-friendly lens to its current 5,000 Jobs campaign, where seniors' participation has helped to expand the focus of the campaign to address seniors' employment issues and to integrate an age-friendly lens among partner organizations.

Organizational Background

In January 2008, the Brownsville Partnership (BP) was created to strengthen the Brownsville community as the long-term strategy for ending homelessness in the neighborhood, concentrating specifically on the 4,100 households (approximately 13,000 individuals) living in four New York City Housing Authority developments, including Brownsville, Tilden, and Van Dyke Houses I and II (the “NYCHA 4”). The Brownsville Partnership is an initiative of Community Solutions, a national not-for-profit organization.

The structure of the Brownsville Partnership reflects Community Solutions’ practice of collaborating with high performing groups that bring complementary expertise to community planning, outreach, housing development, and management work. In Brownsville, partners share data and target their programs to strengthen highly stressed families, and collaborate in developing and supporting emerging leaders from the community.

Each partner is responsible for securing its own funding. Community Solutions is responsible for the Partnership’s operations, including data collection and tracking and communicating results; the coordination of partners’ services on behalf of individual families; and the Partnership’s strategic direction. In addition, the Partnership provides direct services to families in crisis, supports the community organizing team, and leads the physical planning efforts.

We started this project with a hypothesis that seniors could be a key group to target in order to stabilize and improve neighborhoods. It seems so obvious now, but it wasn’t three years ago. The literature really focused on seniors as having unique needs and as a population that needed to be served, not as powerful actors in community change. Our project helped convince us that seniors are indeed powerful actors, not simply around ‘senior’ issues but around holistic community change issues.

Rosanne Haggerty - President and CEO
Community Solutions

The Brownsville Partnership’s Approach to AFC-USA

With the launch of this AFC-USA initiative in 2011, the Brownsville Partnership began to identify the lynchpin role of the elderly in its community. This understanding helped them formulate a strongly intergenerational approach to engaging neighbors. Using a hands-on assessment approach which included focus groups and an age-friendly audit, conducted by the Municipal Arts Society (MAS) in partnership with residents, the Brownsville Partnership verified several key factors about the community’s elder population including that:

- significant numbers of the older population lived in the Brownsville community for several decades,
- elders are the anchors of the community, and
- many older adults arrived in Brownsville's public housing when it was in better condition and the more negative attributes of public housing, now commonplace, were not.

This shared memory of well-run public housing, a stable community where crime was far less frequent and violent, a more robust local economy, and a neighborhood culture that reinforced the value of completing school and working, offered a compelling, fresh vision for what they wish to work toward now. For the Brownsville Partnership, its AFC-USA work is clearly ensconced in its approach to organizing and cultivating leadership among these seniors.

From the beginning, Community Solutions and the Brownsville Partnership have had a clear, well-developed and documented theory of change. The long-term outcome is to work with residents to create a community that is safe, healthy, strong, and prosperous. The organization aligns its strategies to three categories - a safe community, a healthy community, and a prosperous community - and refers to this model of their work as creating "drivers" of activities

and anticipated change. The AFC principles fit directly into these drivers; for example, within the healthy community strategies are activities to engage residents in supporting their neighborhood and each other with a driver to develop a sustainable network of 20 intergenerational community leaders. Activities associated with this driver include:

- creating and sustaining an Intergenerational Advisory Council;
- increasing civic engagement of seniors and youth by 50 percent;
- completing an age-friendly audit of Brownsville; and
- instituting an annual 'state of the seniors' (which transitioned into the 2013 HOPE summit).

The Brownsville Partnership's use of planned strategies and drivers helped the organization to embed the AFC principles because there is a clear link between these strategies and the AFC principles of civic participation, inclusion, and respect. The Brownsville Partnership sustained this approach through the three years of the AFC-USA project and are noting increased participation by seniors in addressing key neighborhood issues. They expect that this increased engagement will lead to strengthened relationships among neighbors.

Evidence of Embedded AFC Practices

Intergenerational Advisory Council: The Brownsville Partnership identified the creation of a resident-led and empowered group as essential to developing and implementing ideas for moving the community forward. In 2012, Brownsville Partnership designed and implemented a successful recruitment and screening process for senior citizen engagement and launched the Intergenerational Advisory Council. In 2013, the Brownsville Partnership highlighted recruitment of participants representing different age groups to the



Council as a key goal for the coming year, reflecting members' shared perspective that the Council be inclusive of all ages. They also hoped to place more responsibility within the Council and have the Brownsville Partnership play more of a supporting role to its efforts. This was to be done through the implementation of leadership training and a 100-day process for creating action plans for the ideas that emanated from the HOPE Summit.

As of the summer of 2014, the Intergenerational Advisory Council, while successful in engaging seniors in neighborhood initiatives, has not succeeded in its efforts to attract youth or middle-aged adult participants. Council members identified the lack of a clear directive or purpose as contributing to their difficulties recruiting participants of other ages. The Council has also struggled to move projects forward without the active leadership of the Brownsville Partnership. This is no doubt related to the lack of direction and clarity about their function as described by Council members. While the Council has requested that BP staff be "harder on them" in assigning projects, and one Council member has even assumed the role of Council President to help facilitate and document meetings, they continue to struggle with formalizing the Council and its role.

However, the Council has seen success integrating seniors into other ongoing community improvement efforts. Council members have continued to meet and a few participants have actively engaged in leading other spin-off projects resulting from their participation in the Council. These include a postcard campaign to persuade a new city council member to join with the community in support of the Greg Jackson neighborhood center on the site of a recent property acquisition, and the formation of the Friends of Betsy Head Park to advocate for physical improvements to a nearby neighborhood park.



Leadership training: In 2013, one key goal for the Brownsville Partnership was to implement a leadership training component for seniors participating in the Intergenerational Advisory Council. To date, the Partnership has not been successful in identifying a program which they felt was a good fit for their residents. However, the Municipal Arts Society of New York adapted a Livable Neighborhoods training program specifically for the Brownsville Partnership community. While this will not operate as a leadership training program per se, it does contribute toward achieving similar goals of connecting neighbors and getting them involved in civic issues. While the Livable Neighborhoods program is not focused specifically on age-friendly communities, Brownsville Partnership states that the program adaptation has allowed for the application of an age-friendly lens.

Follow up from 2013 HOPE Summit: In 2013, the Intergenerational Advisory Council held a HOPE Summit, a community-wide planning session attended by over 200 neighbors. Over a period of two days, the Summit engaged neighbors in thinking about what they wanted for Brownsville's future. As a result, the community identified eight big ideas for moving forward ranging from physical open space changes to increasing safety and activism. Following the HOPE Summit, the Intergenerational Advisory Council developed workgroups comprised of neighbors and stakeholders interested in tackling top issues identified by the community.

The Intergenerational Advisory Council leveraged the 2013 summit as a sort of needs assessment to help identify the priority concerns among neighborhood issues presented at the summit by neighbors, with vacant lots among the key priorities mentioned. The 2013 summit generated proposals for what should be done with the 14 vacant lots Brownsville Partnership acquired through the city's Lot Links program, some of which are in the Brownsville neighborhood area and others in nearby East New York. Proposals currently being considered include converting lots into a "learning garden," a vegetable garden that would be used to connect and educate people on the whole foods cycle. Another strong proposal is to develop an intergenerational lot-design pop-up market comprised of outdoor vendor stalls available for rental and used as a space for entrepreneurs and the community to enjoy. While the proposal decisions have not yet been finalized, the Council's active engagement in this process signals their efforts to sustain momentum from the 2013 HOPE summit.

2014 HOPE Summit: The Intergenerational Advisory Council held a second HOPE Summit on June 20th and 21st of 2014. The New York Municipal Arts Society co-hosted and facilitated the event, bringing together nearly 200 individuals who live, work, worship and attend school in the Brownsville community. The event focused on re-imaging and revitalizing the Belmont Avenue retail corridor and began to identify and prioritize ideas for a long-term vision for the overall Brownsville community.

100-day Action Planning: The Intergenerational Advisory Council has successfully implemented the 100-day action planning into its programming efforts on three separate occasions. Most successfully, this action planning approach spurred the creation of the "Be a Good Neighbor" campaign at the Brownsville Houses. Through Be a Good Neighbor, seniors and other residents worked together to cre-

ate bins for cleaning supplies and make them available to residents for the cleaning and upkeep of the property. Residents then rate the cleanliness of the property, and assign a grade that is posted publicly in the building as a means of incentivizing participation. The program eventually spread to 13 residential buildings and, in a period of five months, buildings' "grades" improved by 55 percent. Brownsville Partnership also observed that the program served to strengthen relationships between newer and long-term residents. This campaign was catalyzed during an earlier action planning project, an intergenerational family game night at the Brownsville Houses that brought together residents of all ages from different apartment buildings. For five months, the game night ran on the last Friday of the month, engaging roughly 80 people of all ages in gaming and getting to know their neighbors. It was through these neighborly connections that the Be a Good Neighbor campaign idea emerged. The action planning cycle was also used to combat vandalism at the Howard Homes. While this effort yielded little resident engagement, it did succeed in bringing together the New York City Housing Authority (NYCHA) and the Police Department (NYPD) to address, and ultimately reduce, vandalism in the area.



Interorganizational Collaboration: Brownsville Partnership staff has continued in their efforts to keep Community Solutions staff apprised of AFC-related efforts. Community Solutions CEO Rosanne Haggerty has attended AFC organization gatherings and BP staff, under the direction of Brownsville Partnership Director, Rasmia Kirmani-Frye⁶, wrote several internally focused blog posts on AFC-related project activities. In addition, BP staff has engaged in team calls and staff retreats with Community Solutions staff, with the most recent focused on Community Solutions' 5,000 Jobs Campaign with a planned launch in the fall of 2014 and described below.

Recognizing jobs as an important issue in the community, Community Solutions is launching a 5,000 Jobs Campaign (the "Campaign"). The goal of the Campaign is to place 5,000 Brownsville residents into jobs by the end of 2017. Brownsville Partnership Director, Rasmia Kirmani-Frye, invited Dorian Block, former Age-Friendly NYC Project Manager at the New York Academy of Medicine and an AFC-USA supporting partner, to attend a large public convening associated with the campaign. Through her participation, Ms. Block was able to connect some meeting participants to resources targeting seniors. Until the public meeting and Ms. Block's participation, Ms. Kirmani-Frye describes the campaign as having been focused exclusively on young and middle-aged people and job training. Through Ms. Block's participation, the scope of the program has expanded, recognizing that there are all kinds of people in the community seeking employment, and that some of these may be older adults. Ms. Kirmani-Frye points to the 5,000 Jobs Campaign as an example of how their partner organizations have begun to apply an "age-friendly lens" to other parts of their work.

Similarly, both Ms. Haggerty, and Ms. Kirmani-Frye described Community Solutions' efforts currently underway in Hartford as having adopted an "age-friendly lens" that was not evident before. Coordinated by Community Solutions and supported by a broad base of partners and residents, the Northeast Neighborhood Partnership (NNP) is working in Northeast Hartford, CT to improve health and economic security among residents and improve physical conditions of the neighborhood. NNP is also seeking to increase intergenerational connections and seniors' participation in ongoing programs.

Interestingly, Ms. Kirmani-Frye also noted that BP's partner organizations have begun to adapt their own language regarding age-friendly communities. For some of these organizations, whose programmatic focus is more on youth, adopting the language of "intergenerational" or "all-age-friendly" has been more useful than language focused explicitly on seniors. This is true even when engaging seniors because so many of the seniors view creating opportunities for youth in the neighborhood as chief among their concerns for their communities.



⁶ At the time of this report, Ms. Kirmani-Frye was slated to transition to Director of Strategic Partnerships in the fall of 2014.



What to Watch

Community Solutions and the Brownsville Partnership view sustaining the AFC-USA work in a variety of ways. Primarily, they feel strongly that empowering seniors to become influential, confident and engaged actors in creating community change has become a vital element in their strategy development and selection within the new Neighborhood Initiatives Department. Given this, the AFC-USA agenda will live on within Community Solutions. Furthermore, the organizations point to the continued existence of the Intergenerational Advisory Council as a vehicle for elevating seniors' voice in community change efforts. Ms. Haggerty cited the creation of the Friends of Betsy Head Park as an illustration of how seniors will continue to be active, engaged and empowered in Brownsville.

In terms of funding, Community Solutions does not anticipate seeking specific 'age' related funding. Rather, as the Brownsville Partnership continues its work with support from a variety of funding sources, its AFC-related efforts will continue because the principles are rooted in the way they are doing the work.

Impact on Seniors

In 2013, Brownsville Partnership distributed its senior survey to the members of the Intergenerational Advisory Council and asked each of them to complete the survey and use it to conduct one-on-one interviews with other seniors within the community. The 28 completed surveys provided the Brownsville Partnership with a profile of respondents, including seniors who are active and engaged with their community, appear to be well-rooted and act as supportive community members. Additionally, seniors that responded to the Brownsville Partnership's survey are not connected electronically. When asked how often they used a variety of electronic communication tools, 67 percent said they 'never' used the Internet and 64 percent said they 'never' used email and 'never' texted on a cell or smart phone.

During the spring of 2014, Brownsville Partnership had intended to collect additional data with the Organization Civic Engagement Tool (Senior Survey) but they determined that conducting a census-like 'registry' of tenants in the NYCHA buildings was of higher priority. This effort left no capacity to undertake a second round of data collection with the senior survey in 2014.

Chicanos Por La Causa

Phoenix, AZ

Organization Highlights

At the start of the AFC-USA project, Chicanos Por La Causa (CPLC), a large-multiservice organization active in the public policy arena throughout the state of Arizona, was already serving a sizable, predominantly Hispanic population of seniors within its four subsidized senior housing complexes and a number of multifamily affordable housing communities in the state. However, CPLC had no formalized programs to engage seniors and was concerned that seniors' voices and needs were not being captured in the organization's community assessments. CPLC worked within its already successful business model and leaned on existing organizational structures, developed to facilitate communication across the organization's pillars of service and between the organization and the community it serves, as important levers for disseminating age-friendly principles throughout the organization. As a first step in raising the profile of seniors' voices in the organization's program planning, CPLC formed an Advisory Workgroup to help guide its AFC-USA project and aimed to increase seniors' civic engagement in three of its senior housing complexes within the first year of the project.

Evidence of the progress that Chicanos Por La Causa has made on embedding AFC principles within its organization include cross-pillar programming resulting in a youth-senior mentorship program to teach youth gardening skills and seniors computer skills. Additionally, CPLC has seen successful spinoff projects result from its Seniors Empowerment for Quality of Life (SEQOL) leadership training program, including a community garden at Casa Primavera and a seniors walking group. CPLC has leveraged data and communications to demonstrate the importance of age-friendly programs to both staff and board leadership and has plans to continue its AFC-USA initiatives by seeking additional partnerships and resources focused on expanding affordable housing options for seniors.

Organizational Background

Chicanos Por La Causa, Inc. (CPLC) is a community development corporation (CDC) committed to building strong and healthy communities. Since its inception in 1969, it has grown to be one of the largest CDCs in the state of Arizona and was ranked the third largest Hispanic nonprofit in the country in 2013 by Hispanic Business Magazine. CPLC serves over 125,000 individuals annually, of which approximately 65 percent are low-income and 90 percent are Latino. The organization offers a range of integrated programs and services across four major program areas called “pillars of service,” listed below:

- Economic Development
- Education
- Community Development (Housing)
- Health and Human Services

CPLC fulfills its mission by making good on the “promise of opportunity” for low-income individuals and families: the opportunity to obtain or maintain a home, to raise a healthy and happy family, and to achieve economic self-sufficiency. CPLC provides the opportunity for low-income people to learn the skills and develop the resources necessary to fulfill their potential, provide for their families, and fully participate in community life.

Currently, CPLC has 52 program sites throughout Arizona. While CPLC’s core competency is in serving the Latino community, the agency helps any at-risk and underserved individual, regardless of age, ethnicity, sexual orientation, or religious affiliation. CPLC operates four subsidized senior housing communities in the Phoenix metro area that provide over 350 housing units to low-income seniors. The organization also operates nine other multifamily affordable housing properties in urban and rural communities statewide.

In Phoenix, CPLC operates a Senior Center co-located onsite with senior housing at Casa De Primavera. The Senior Center is funded by the local Area Agency on Aging and provides congregant meals onsite as well as home-delivered meals in the community. The Senior Center also provides social and recreational opportunities for seniors in the community and serves approximately 200 low-income seniors each year.

Before we fully engaged in the AFC-USA project, we thought we would make aging a fourth ‘pillar’ in our advocacy agenda. What we learned, was that to really embrace the true AFC model, we had to infuse age-friendly principles into our existing agenda pillars. Our challenge is to keep that front and center when the Latino population is so focused on youth.

Edmundo Hidalgo - President and CEO
Chicanos Por La Causa, Inc.

CPLC’s Approach to AFC-USA

Historically, traditional Hispanic families are large and multi-generational with elderly family members living with their children, grandchildren, and other family members. CPLC understands this role of the extended family and that, for Latino seniors, an “age-friendly” community is most likely to be a “family-friendly” community. Based on this understanding, CPLC embarked on the first year of the AFC-USA project believing that there was a largely invisible population of Hispanic seniors within its housing complexes whose specific needs and voices were not adequately reflected in the needs assessment data

being analyzed by the organization. Part of its AFC approach has been to raise the profile of seniors of color so that their needs could be better understood and included in planning.

CPLC identified a few unique organizational structures that were already in place as important to embedding AFC principles throughout their organization, including:

- a management rotation program;
- intentional “strategic conversations” among senior-level staff;
- board and volunteer advisory councils and workgroups; and
- a formal approach to identifying community needs and conducting assessments.



Each of these structures was instituted to help close the communication gaps that can often arise within organizations that are broad and far reaching. CPLC saw these structures as well-suited vehicles for incorporating AFC principles beyond the senior housing complexes because they would ensure connections among management and senior staff across the organization’s pillars of service, through which AFC principles could be disseminated and provide formal avenues for community input to the organization.

As an initial step to implementing its approach, CPLC formed an AFC Advisory Workgroup during the first year of the AFC-USA project, which helped CPLC become more active in several aging-related efforts. The AFC Advisory Workgroup mirrored the organization’s pre-existing council concept and was formed to help guide the AFC-USA project, provide direct connections between seniors and the project, and support leadership among seniors. Notably, CPLC’s Director of Healthy Aging, Ariel Carlos, became involved with the City Leaders Institute (CLI), a Maricopa Association of Governments (MAG) coalition with a focus on aging issues, as well as a statewide Healthy Aging Arizona board. Additionally, CPLC aimed to expand civic engagement opportunities for individual seniors and focused its efforts in the first year of the AFC-USA project within three of its subsidized senior housing properties in Phoenix, as well as several multifamily affordable housing developments where seniors may live with family members; CPLC hoped to expand to other communities in the second and third years of the AFC-USA project.

By the second year of the AFC-USA project, CPLC was already showing evidence of embedding the AFC practices using these structures, and rethinking its approach to embedding its AFC work within its statewide advocacy initiatives, which it carried through to the third and final year of the project.



Evidence of Embedded AFC Practices

Encouraging and expanding senior leadership

In the first year of the AFC-USA project, CPLC created an AFC Advisory Workgroup through which it aimed to address the issue of senior leadership development, create an avenue for seniors to provide input into CPLC's AFC-USA project, and connect seniors to CPLC's board of directors. In the second year of the project, the Advisory Workgroup membership achieved its goal of expanding to include residents from CPLC's senior housing complexes. The Advisory Workgroup was instrumental in identifying senior leadership training as a core issue and, following seniors' participation in a city-led leadership academy in 2013, pursued the development of a similar in-house leadership academy at CPLC. CPLC struggled to keep workgroup members motivated and

engaged over the year, and, as of the time of this report, the workgroup was no longer active. However its members were instrumental in the successful development and launch, in 2013, of a program called SEQOL – Senior Empowerment for Quality of Life – which has functioned as a senior leadership training program around issues of health and wellness. The program encourages seniors to set goals for themselves and to take action to improve their own quality of life. The establishment of a community gardening program at Casa Primavera, led by a senior resident, is one example of a project resulting from SEQOL. Another senior resident started a walking group through participation in SEQOL. Graduates from the 2013 SEQOL session have now assumed leadership roles in other efforts; a second session is slated for fall 2014. A number of previous graduates also plan to attend the 2014 session to speak about their experiences taking on leadership roles in their communities.

Improved relationships with property management

CPLC leadership highlights the community garden as an illustrative example of improved relationships between residents and property management at Casa Primavera. In previous years, property management were unsupportive of the idea of allocating space to a community garden resulting in complaints from seniors that management was unresponsive to their needs and requests in this regard. However, when a group of seniors approached management more recently, they agreed to allocate the space and CPLC leadership has pointed to this as one of the ways in which the AFC-USA project has helped to both improve civic engagement among seniors as well as increase management's responsiveness to engaged residents.

Cross divisional program implementation

At the start of the AFC-USA project, CPLC identified "cross pillar" programming as a core objective for their work to embed AFC principles and practices within their organization. Over the past year, evidence of cross pillar programming has confirmed the impact of their efforts, occurring in two ways. The Casa Primavera community garden, which a number of seniors help to maintain, was intended to help beautify the space as well as foster community and engagement among seniors. Meanwhile, a number of youth at the Carl Haden Community Center in Phoenix leveraged an ongoing health and fitness initiative, supported by a grant from Blue Cross Blue Shield, to establish a community garden. The youth, who knew little about gardening, were recruited to provide labor at the Casa Primavera garden in exchange for the seniors teaching them skills to apply to the care and maintenance of their own garden. The seniors later visited the youth garden and, during these visits, showed interest in gaining access to the computers available at the youth center. CPLC seized this as an opportu-

nity to formally connect the seniors and youth: the seniors would teach the youth about gardening and the youth would teach the seniors about online social networking, which many were hoping to use to keep in touch with their grandchildren.

In addition to the matched mentor program, a few senior tenants at the San Marino family housing units have been volunteering to help facilitate an after-school program at the property's family learning center. Both of these exchanges are illustrative of CPLC's goals to create more intergenerational and cross-divisional programming, particularly since the youth center program is operated by a different division of CPLC than the one leading the AFC-USA work. In addition, staff at the youth center have adopted age-friendly principles by stressing in their communications the importance of making their programs at the youth center accessible, interesting and beneficial to people of all ages.

Leveraging data and communication

Frank Gallardo, Vice President of Family Empowerment Services and one of the CPLC leads for the AFC-USA project, attributed CPLC's progress in embedding age-friendly principles in part to the organization's internal communication. Mr. Gallardo expressed the importance of staff consistently reporting out and sharing stories on AFC-USA projects with other staff as key to embedding AFC principles. Additionally, CPLC leadership had tasked the organization's evaluation division with mining their internal data to identify areas where CPLC, through its existing programs, was already serving a senior population (defined as over the age of 55). The evaluation team's investigation was helpful in facilitating dialogue across divisions on the importance of AFC principles and practices, highlighting the ways in which CPLC was already serving seniors as a means to demonstrate the need for and importance of age-friendly programs.

What to Watch

CPLC leadership has begun to address possibilities for sustaining their AFC-USA related work after the life of the grant, focusing primarily on housing. CPLC has recognized that much of its existing senior housing is independent living and that many seniors may soon need care that extends beyond what families can provide. The organization is considering adding assisted-living housing to its portfolio and is exploring possibilities for financing and managing this initiative. Additionally, CPLC intends to investigate potential for new partnerships and sources of financing that might arise through the implementation of the Affordable Care Act as another avenue through which to continue their AFC-related work. Finally, CPLC is also looking into the possibility of engaging national networks, for example, the National Association of Latino Community Asset Builders, in a conversation about financing options to support additional affordable housing for seniors.

CPLC has recognized board support as critical to sustaining its AFC-USA work beyond the life of the grant. The evaluators' conversations with CPLC AFC-USA leadership, Frank Gallardo, Edmundo Hidalgo,

CPLC's President and CEO, and Ariel Carlos, Director of Healthy Aging, have focused on how important it has been to connect the well-being of seniors to the well-being of youth in order to garner support for the age-friendly work. The CPLC board, consistent with the Latino culture, is very youth focused, and the AFC project leads often remind the board that while youth are disproportionately represented among U.S. Latinos, seniors too are a growing demographic that warrant attention. Mr. Gallardo has stressed that the intergenerational approach to CPLC's age-friendly work has been an important factor in gaining and maintaining board support.

Impact on Seniors

In March and April of 2013, CPLC collected 23 senior surveys, predominantly from residents at Casa Primavera with a handful from residents at other CPLC complexes. While small in sample size, the survey helped to capture a baseline profile of seniors affected by CPLC's AFC-USA programming; it provided information on how a small sample of the seniors which CPLC serves experience their lives and communities and gave some insight into challenges seniors face that might hamper their ability to become more involved.



Key findings showed that these seniors:

- relied on their communities for most of the help they need (83 percent);
- felt respected by their friends and family (78 percent), enjoy learning new things (83 percent);
- were frequently challenged when affordability limited their ability to become involved with their community (22 percent ‘usually’; 57 percent ‘sometimes’);
- identified transportation ‘usually or sometimes’ as a challenge (52 percent).

The 2013 survey also assessed civic engagement, finding that the seniors surveyed were not regularly involved in civic engagement activities. More than half of the respondents had never participated in any of the civic engagement activities named, such as attending a public meeting, reaching out to friends or neighbors about a community issue or contacting a government official regarding an issue.

In February 2014, CPLC again took on data collection with a small number of seniors, mostly from Casa Primavera. At this time, 29 surveys were collected which included 15 seniors who had participated in the survey during 2013. Again the survey sample was small, so no generalizations can be made about how seniors overall have benefitted from CPLC’s work. Yet, among these 29 there are a few interesting trends, described below.

- A larger percentage of seniors (93 percent) in 2014 relied on their family, friends, and neighbors for support than in 2013 (53 percent); yet fewer (69 percent) in 2014 said they could “rely on local resources and my community for most of the help” they need, than in 2013 (83 percent).
- The percentage of respondents who reported feeling respected by their friends increased slightly (from 78 percent in 2013 to 83 percent

in 2014); while the percentage that reported having opportunities to learn new things saw a larger increase (from 65 percent to 83 percent) in the same time period.

- In 2014, seniors reported fewer barriers to getting involved with their community than in 2013. Across the categories of transportation, personal mobility, and health and affordability, the number of respondents indicating these issues were ‘never’ a challenge increased by 9 percent (personal mobility and health), 18 percent (transportation) and 34 percent (affordability).


Some of the most interesting changes in survey responses related to the manner in which seniors were becoming involved in their communities. The survey lists seven ways in which people can be civically engaged ranging from attending a public meeting to contacting media about an issue. In 2014, the number of respondents reporting their engagement ‘once or twice’ or ‘three or more times’ increased across all participatory methods from 2013. Notably, respondents who reached out once or twice to friends or neighbors about an issue increased from 35 to 55 percent between 2013 and 2014; and respondents who organized a meeting about a community issue once or twice increased from 13 to 62 percent.

Additionally, in 2014, anecdotal evidence collected through CPLC staff and AFC-USA evaluators’ conversations with seniors indicates improvements to seniors’ civic engagement, particularly at Casa Primavera. Seniors engaged in AFC-related programs, such as the SEQOL training, community gardening and volunteering, report feeling that their quality of life has improved as a result of being able to really express themselves, pursue and execute an idea, have a sense that they were being heard by others, and building capacity to influence their own lives.

East Bay Asian Local Development Corporation


Oakland, CA

Organization Highlights



The East Bay Asian Local Development Corporation (EBALDC) is an established community development corporation with an impressive track record integrating affordable housing development and community services for low-income populations in parts of the East Bay and northern California. In the first year of the AFC-USA project, EBALDC leveraged three important organizational efforts to infuse AFC principles throughout its work: a strategic focus on a small geographic area - the San Pablo Avenue Corridor; the deployment of a new Healthy Neighborhoods Initiative emerging from a 2013 strategic plan; and an integrated approach to real estate development and neighborhood revitalization. EBALDC had an established presence among senior residents in three properties along the corridor and aimed to equip these seniors with the tools and services they need to improve the circumstances of their communities. In the first and second years of the project, EBALDC concentrated on working with partner organizations focused on vulnerable populations, including seniors, and facilitated avenues for engaging residents in redevelopment and redesign efforts along the corridor that the organization intended to track over time. EBALDC also hosted an Age-Friendly Summit that brought together residents and nonprofits focused on creating an “age-friendly,” healthy corridor along the Avenue, and senior leadership played instrumental roles in articulating age-friendly principles within the organization’s newly adopted social determinants of health framework.

In its third and final year of the AFC-USA project, EBALDC’s new CEO and COO continued to demonstrate a strong commitment to adopting an age-friendly lens and were instrumental in promoting AFC work and supporting its integration with the organization’s Healthy Neighborhoods initiative. Furthermore, EBALDC seized an opportunity to build off its 2013 Age Friendly Summit by establishing a mini-grant program that has encouraged seniors’ leadership and provided funds for seniors to pursue neighborhood and community programs. Over the past year, EBALDC also welcomed the completion of the 137-unit California Hotel and has implemented other physical improvements along the San Pablo Corridor, a key pilot site of the Healthy Neighborhoods Initiative.



Organizational Background

East Bay Asian Local Development Corporation (EBALDC) is a community development corporation that develops affordable housing and community facilities with integrated services for tenants and neighborhood residents, with emphasis on Asian Pacific Islander communities and the diverse low-income populations of the East Bay. EBALDC integrates housing, community services, and community development by developing, preserving, and managing high-quality and affordable rental and owner-occupied homes, retail properties, and community centers, while fostering increased economic opportunities for residents of the East Bay. The organization's mission is to create community change on multiple levels for all low- and moderate-income people, regardless of racial background or ethnic heritage, in Oakland and throughout the northern California counties of Alameda and Contra Costa.

Founded in 1975, EBALDC has invested more than \$200 million in assets, creating lasting physical and social impacts in the community. It has developed a wide range of housing options, including single-room-occupancy residences, single-family homes for ownership, and mixed-use senior and family rental communities that are affordable in the culturally and ethnically rich and low-income neighborhoods in the East Bay. With 24 high-quality housing communities, the organization has developed and preserved 2,000 quality affordable homes, including 158 owner-occupied homes and 1,850 rental apartments. Programs serve more than 5,000 low-income people annually, through resident services at its buildings, financial education and counseling, youth and senior programming, and free tax preparation and assistance.

The AFC-USA project allowed EBALDC to be ahead of the curve in terms of recalibrating the work of community development. It goes beyond real estate development: it is fundamentally about engaging the people who live in the neighborhood and elevating their ability to lead change. The demographic trends are clear in terms of the aging of our communities and EBALDC is positioned to further engage seniors as important leaders in turning around their communities.

Joshua Simon - Executive Director
East Bay Asian Local Development Corporation

EBALDC'S Approach to AFC-USA

While EBALDC works throughout the northern California counties of Alameda and Contra Costa, the work outlined for the AFC-USA Project is geographically focused on a 1.5 mile portion of San Pablo Avenue in West Oakland. The San Pablo Avenue Corridor target area is physically defined by two freeways to the south, east, and north (I-980 and I-580). In the 1960s and 70s, West Oakland experienced devastating changes from urban renewal programs and large transportation projects, including the I-980 and I-580 freeway, and the Bay Area Rapid Transit (BART) system. Hundreds of families were displaced, the community was physically split, and commercial activity along major streets such as San Pablo Avenue was weakened.

EBALDC originally saw the AFC-USA Project as an opportunity to “go deeper” in this distressed neighborhood, where it had already established a presence with older adults through three properties it owns in that area:

- The San Pablo Hotel (a single-room-occupancy building for 145 older adult residents);
- Avalon Senior Housing (affordable apartments for 90 older adult residents);
- The California Hotel (a historical site whose redevelopment, completed in May 2014, provides 137 newly renovated affordable homes; the majority for older adults).

EBALDC aimed to transform the San Pablo Avenue corridor into an age-friendly, healthy neighborhood in which residents feel empowered to make decisions in their lives that will bring about positive change. EBALDC looked to ensure that accessible tools, products, and services were available to assist older East Bay adults in improving the social, health, economic, physical and environmental circumstances of their communities.

Furthermore, a new strategic plan endorsed in 2013 created a new vision for the organization, called Healthy Neighborhoods, and provided a framework for EBALDC to map its work to neighborhood factors affecting health. EBALDC seized the opportunity presented through the AFC-USA Project to place the San Pablo Avenue Corridor target area as one of two pilot neighborhoods for the emerging Healthy Neighborhoods approach.

EBALDC also identified operating procedures that facilitate collaboration across departments as important to embedding AFC principles in their work. EBALDC’s Real Estate Development and Neighborhood & Economic Development departments work together effectively, including holding frequent

cross-departmental meetings, the involvement of staff focused on service provision in the pre-development process, and interdisciplinary debriefs once a development project is completed to capture “lessons learned.”

Thus, in the first year of the AFC-USA Project, EBALDC identified these three organization-wide approaches to further infuse AFC principles into the organization’s work:

- a deliberate focus on a small geographic area (San Pablo Avenue Corridor) to show evidence of the organization’s impact;
- a Healthy Neighborhoods initiative which directly addresses the social determinants of health; and
- a current operating practice that integrated neighborhood revitalization and real estate development.

These approaches remained relevant and in use through the second and third years of the project. EBALDC’s senior leadership have adopted and integrated an age-friendly lens; the organization has supported seniors’ leadership development; and physical conditions along San Pablo Avenue have substantially improved since the start of the project.



Evidence of Embedded AFC Practices

Organizational Leadership: In April and May of 2013, EBALDC underwent significant leadership transitions, putting in place a new CEO, Joshua Simon, and COO, Charise Fong, who had both formerly worked at EBALDC and were familiar with the organization's work. Upon assuming their new roles, both individuals demonstrated a strong commitment to embedding AFC principles in the organization. Prior to becoming COO, Ms. Fong had been part of the team who wrote the original AFC-USA proposal for funding from Atlantic Philanthropies in 2011. Mr. Simon identified the role that the AFC-USA project played in helping to launch the organization's Healthy Neighborhoods work in the San Pablo Corridor. He also attended the 2nd Annual International Age-Friendly Communities Conference in Quebec, in September 2013. Both Mr. Simon and Ms. Fong have continued to play significant roles in embedding AFC principles and furthering the organization's age-friendly efforts. Most importantly, they have embraced the language of AFC in their communications and have worked to infuse this throughout the Healthy Neighborhoods initiative.

Connection to Healthy Neighborhoods: In conversations with an AFC evaluator in August 2014, Mr. Simon reported that the organization's language and structure across departments has been greatly impacted by its AFC work. Instead of thinking in terms of providing "senior services," the organization thinks of being "all-age-friendly," and describes its work in the San Pablo Corridor as "creating an age-friendly community." For example, Mr. Simon has focused on framing the responsiveness of businesses to the needs of seniors (e.g. incorporating areas for seniors to sit down and rest) as an important element of understanding overall community needs in terms of goods and services. Additionally he emphasized fostering connections between seniors and youth, since so many

seniors see themselves as caretakers of youth or are fearful of youth because of a lack of connection. Mr. Simon articulated building connections across groups as a means of breaking down barriers, reducing fear, and fostering healthier communities. Mr. Simon also acknowledged ways in which EBALDC's board leadership have embraced AFC principles by not differentiating the AFC approach from the way the organization conducts its overall business.

Furthermore, EBALDC has been looking to expand its Healthy Neighborhoods initiative as a means of enabling seniors to share their wisdom and experience throughout their communities. They have identified another neighborhood to possibly expand the program and are considering the "economies of scale" that adding a third neighborhood to the program could provide. In the final year of this grant, EBALDC has taken the work done under AFC to the next level by pursuing a "collective impact approach," conducting outreach to funders and other organizations in the area that serve and engage seniors with whom EBALDC's programming may overlap in the community.

Progress on the San Pablo Corridor: In 2012, EBALDC's AFC-USA Project along the San Pablo Corridor gained significant momentum, including organizing and engaging seniors to become active in community change and progress in physical development in the corridor. Seniors began advocating for transportation and housing needs, safer streets, better food access and more public spaces. In the fall of 2013, EBALDC moved its offices to San Pablo Avenue, and in 2014, the completed renovation of the California Hotel made a positive impact on the corridor with EBALDC having successfully leased all 137 residential units.

Additionally, in July 2013, EBALDC hosted an "Age-Friendly Summit" where more than 100 seniors, partners, nonprofits and neighbors gathered to bring age-friendly improvements to San Pablo Avenue. As



a result of this event, EBALDC began accepting mini-grant applications from seniors to fund some of the ideas that had been shared.

Leadership Development and Advocacy: One of the core priorities for EBALDC in developing senior leaders along the corridor was to ensure that individuals had the tools necessary to make changes in their own lives. To this end, EBALDC partnered with a local housing advocacy agency, the East Bay Housing Organization (EBHO), to train seniors on the basics of public speaking, communication, and pathways to policy change. Three trainings were held from 2013 to 2014, including one for new residents at the California Hotel. These have led to seniors attending more city council and other public meetings to voice their opinions on local decision-making. They have also led to the Seven Second Campaign, a successful push from the residents of the San Pablo Hotel to have their crosswalk signal time changed from just seven seconds to twenty-three seconds. Today, residents are leading community meetings and hosting neighborhood gatherings with little back-end support from staff, and continue to inspire others to take on leadership roles.

Age-Friendly San Pablo Corridor Mini-Grant Program: Since the 2013 summit, the mini-grant application program has flourished as a means of empowering seniors to take leadership roles in positively impact-

ing their own lives and environment. For example, one organization, who planned a “seniors on a road trip” program, worked with the parks department to obtain a van to take seniors on trips to nearby parks in and around the Oakland area, reported feeling empowered by coming up with an idea and then finding others who agreed and were willing to support it. Another senior, who later took over leading the road trip program, shared how empowering it was for her, as a relatively new resident in the community, to socially connect with others. These anecdotes help demonstrate how recognizing and supporting seniors’ leadership capacity benefits not only those individuals, but also other participants in the programs.

EBALDC awarded four grants, totaling \$5,000 in the first round of the program, which took place between July and December 2013. As of August 2014, EBALDC had received six applications for the second round of grants; three will be awarded, totaling \$4,500, slated to occur between September and December 2014. In April 2014, a focus group was held to inform changes to the 2014 grant process. Thirty-six individuals who had either already applied to the program, planned to apply, or were considering doing so, attended the group hosted by Mary Keger at the University of California San Francisco. The focus group provided an opportunity for participants to identify topics of interest and resources that could support proposed programs; address challenges to completing the application process and identify when and what type of assistance would be helpful; convey their experiences working to develop and carry out proposed programs; and provide feedback on their overall experience. The focus group yielded important impacts of participation in the mini-grant program, including increased self-esteem among participants, and provided useful feedback for EBALDC to consider moving forward, for example, providing leadership and project management skills training to future applicants and organizations.

What to Watch

EBALDC identifies its AFC work as having been integral to its progress and impact in the San Pablo Corridor and a cornerstone to its receiving its Partners in Progress (PIP) grant from the Citi Foundation and the Low-Income Investment Fund in December 2013. EBALDC joined one of 13 organizations nationally to receive the award and will leverage it to strengthen its cross-sector and coalition-building efforts in the Corridor. Together, EBALDC's AFC-USA and PIP work have helped the organization re-evaluate and change the way it views its work, an approach that they are calling "Community Development 2.0." EBALDC is carrying through an "all-age-friendly" and "healthy community" lens in engendering a more holistic approach to its work, beyond physical improvements, and questioning how to realize better health conditions and outcomes for all residents in order to have more intentional neighborhood impact. Furthermore, EBALDC is examining the potential of augmenting its business model to include providing consulting services to other organizations or leveraging partnerships that can scale their "collective impact" as a means of securing alternative funding sources.

Impact on Seniors

In April/May 2013, EBALDC collected 64 senior surveys from tenants in their buildings along San Pablo Avenue providing a baseline profile of these seniors. In May 2014, EBALDC collected 88 surveys from senior tenants.

The 2013 baseline data indicated that many seniors were civically engaged and the 2014 data show a continued increase in engagement. For example, respondents reporting active involvement in addressing community issues increased from 33 percent in 2013 to 42 percent in 2014. Furthermore, respondents reporting participation in specific civic engagement activities at least once, increased by at least 10 percent in this same time period. Examples include:

- respondents attending a public or community meeting increased from 73 percent in 2013 to 83 percent in 2014;
- respondents reaching out to friends or neighbors about a community issue increased from 61 percent in 2013 to 83 percent in 2014; and
- respondents leading a group working to solve a neighborhood or community problem increased from 34 percent in 2013 to 45 percent in 2014.

Seniors surveyed were also asked about key perceptions of themselves and their communities. Survey results show that between 2013 and 2014, an increasing number of seniors felt respected and enjoyed opportunities to learn new things. In 2013, 83 percent of respondents agreed that their friends and family treated them with respect, while in 2014, 87 percent felt respected. Similarly, 76 percent of seniors in 2013 reported having opportunities to learn new things and 81 percent reported having enjoyed learning new things, while in 2014, 90 percent reported having these opportunities and 97 percent reported having enjoyed them.

The Resurrection Project

Chicago, IL

Organization Highlights

For well over 20 years, The Resurrection Project (TRP) has served Chicago's southwest side as a community-based organization focused on neighborhood revitalization, financial literacy, civic engagement and community organizing, with a variety of programs focused on health, housing, education, safety and comprehensive immigration reform at the local, state and national levels. TRP embarked on the AFC-USA project already having experienced the valuable role seniors played in supporting the organization's policy advocacy and community programs. Casa Maravilla, a 73-unit affordable housing development serving area residents 55-years and older, was the result of an organizing strategy that rallied seniors and other stakeholders in the Pilsen neighborhood to address a lack of affordable housing in the community. This development exemplifies an age-friendly approach with its intentional siting adjacent to a family housing development and immediately next to a medical clinic that provides primary care services, as well as inclusion of a computer room and a city-run senior center which provides meals and a gym. The project, though developed prior to TRP's involvement with AFC-USA, embodies all AFC domains. In the first year of the AFC-USA project, TRP leveraged its new strategic plan focused on "replicating successful community development models" in its decision to anchor its AFC-related efforts in its community organizing, engagement and advocacy programs. TRP assigned its lead organizer to work with residents at Casa Maravilla to identify issues they would like to address and then supporting them in taking the lead to move their ideas forward.

In its third year of the AFC-USA project, TRP underwent a significant internal restructuring that has helped to further infuse AFC principles and practice. The AFC project served as a catalyst for establishing community organizing as its own department which, in turn, has infused an age-friendly lens into other areas of TRP's programming. The organization has seen its AFC work strengthen its public profile and relationships with the community. TRP has continued to promote and grow seniors' leadership roles in community initiatives, including an inter-parish health education program and neighborhood physical improvement projects; seniors have also been instrumental in the organization's immigrant advocacy work. Furthermore, TRP is working to integrate AFC into its "Imagine More" campaign, an effort to raise \$12 million in donor funds slated to coincide with the organization's 25th anniversary.



Organizational Background

The Resurrection Project (TRP) is a community-based nonprofit that serves Chicago's southwest side through its neighborhood revitalization efforts, including affordable housing for rental and ownership, financial literacy, community organizing and civic engagement, and a variety of programs addressing youth, education, safety, and health. Established in 1990 by a coalition of neighborhood leaders and local churches, TRP is now one of Chicago's largest community development organizations.

The six founding parishes each contributed \$5,000 in seed money to start an organizing effort to improve the community, TRP has turned that initial \$30,000 into more than \$250 million in community investment including:

- development of more than 600 quality affordable homes to help families obtain stability, and more than 150,000 square feet of space for quality learning initiatives;
- financial education and counseling to help 12,000 families build wealth, achieve sustainable/affordable homeownership, or avoid foreclosure;
- empowerment and education for thousands of families and youth through leadership development, and after-school enrichment; and
- acquisition and reopening of Second Federal Credit Union which operates jointly with Self-Help Federal Credit Union; the acquisition of this community development financial institution (CDFI), which tailors products to community needs, kept the FDIC from auctioning off roughly 1,100 mortgage loans and prevented a much feared wave of foreclosures.

TRP offers these services within its target neighborhoods of Pilsen, Little Village, and Back of the Yards, and is beginning to expand its services throughout the Chicago region.

AFC-USA was a catalyst for our renewal of organizing. We chose to invest in our capacity to organize – through the AFC-USA project – rather than building our development or service delivery capacity. Our work with building senior leadership in advocacy helped put us on the map and allowed us to leverage other opportunities. Ultimately, it made a difference for our community.

Raul Raymundo - CEO
The Resurrection Project

Approach to Embedding AFC-USA

Over the past 20 years, community seniors have been some of TRP's strongest supporters, consistently attending actions that TRP has organized around the issues impacting the community, such as immigration, housing, safety, health, civic engagement, and education.

The AFC project for TRP builds on successful organizing methods to engage seniors as one of the most vulnerable populations in its neighborhoods, as well as to help challenge the dominant paradigm of thinking toward immigrant groups. TRP believes that as seniors emerge from the shadows to work directly with elected officials and others in power, they will raise awareness that investment in lower income Latino communities is not charity, but an investment in the socio-economic future of communities.



In the first year of the AFC-USA project, TRP identified two factors that would help aid its approach to embedding AFC principles within the organization: a strategic plan that is well-aligned with AFC approaches and TRP's intentional positioning of its AFC-USA work within its organizing team, which is fundamental to TRP's community development approach. Given the fact that both the organization's strategic direction and its cornerstone community development approach are well-aligned with AFC principles, the effort to embed the work demonstrated the potential to be more effective for the organization.

This was still true during year two, despite challenges which included a leave of absence taken by primary senior organizer, Erendia Rendon, to focus on a special project. These challenges initially slowed intended progress on building senior outreach through additional parishes. However, in year three, it was evident that TRP had leveraged the AFC-USA grant and reinvested in its organizing efforts, restructuring

community organizing and engagement as its own department headed by Ms. Rendon. Formerly, TRP's organizing was carried out under the umbrella of its New Communities Program, an initiative supported by funding from the Local Initiatives Support Corporation (LISC).⁷ TRP's parental engagement and health outreach work are now conducted within this department and, in a separate department, TRP has recently hired a new staff to focus on after-school programming. This represents a significant advancement in TRP's efforts to embed the AFC-USA practices because the age-friendly lens, which was formerly relegated to organizing, is now firmly embedded within the entire organizing and engagement department and Ms. Rendon's voice is part of management level meetings with multiple department heads.

⁷ The New Communities Program is a long-term initiative of the Local Initiatives Support Corporation/Chicago to support comprehensive community development in 16 Chicago neighborhoods. The 10-year effort seeks to rejuvenate challenged communities, bolster those in danger of losing ground, and preserve the diversity of areas in the path of gentrification. Source: <http://www.newcommunities.org>. Accessed September 9, 2014.



Evidence of Embedded AFC Practices

Seniors organizing

TRP initially aimed to embed AFC practices by conducting outreach to and organizing seniors within each parish in its geographic area of focus. While these efforts were met with initial success, particularly in St. Agnes parish, work in other parishes proved less effective due to the varied organizing capacity of each parish. TRP then refocused its organizing efforts: rather than focusing on organizing seniors within a targeted geography, they instead aimed to engage seniors by organizing around specific issues areas. This has yielded more promising results as evidenced by the increased input by seniors through their engagement in numerous programs. Seniors stressed the importance of including grandparents in breakfast and lunch congregant meals served to families; informed the organizing team of the physical challenges they face in participating in actions across TRP's various legislative efforts, which the organizing team is currently working to address; and have taken a leadership role in an integrated cross-parish health

program, ELLAS, which provides support for female cancer patients and survivors. Furthermore, TRP has recently acquired a credit union which has required significant effort to ramp up online and mobile banking technology. However, seniors' input has helped TRP recognize the importance of putting resources toward maintaining the face-to-face point of service offered by tellers, which seniors prefer and are more likely to use.

Progress on age-friendly designation

TRP played an instrumental role in the city of Chicago's 2011 designation as an Age-Friendly Community, joining the ranks of the World Health Organization's growing Global Network of Age-Friendly Cities. Over the past year, the Chicago Department of Family and Support Services (DFSS) has been working on developing a series of assessments of the age-friendliness of Chicago that will be used, in collaboration with other city departments, to inform a citywide action plan. TRP remains involved and has participated in public meetings and interviews associated with the assessment. TRP was also appointed a seat on the Age-Friendly Chicago steering committee, which is convened by Northwestern University's Buehler Center on Aging, Health & Society and includes about 25 stakeholder organizations from across Chicago, to oversee implementation of the city's AFC designation. Staff plans to use the assessment results, once completed, as a means to raise awareness of issues faced by seniors in the Latino community.

Expanding senior leadership roles

TRP currently runs a leadership training program in partner parishes and schools which has, to date, been well-suited to seniors' participation. Senior graduates of TRP's leadership development program have gone on to fulfill leadership roles within their communities. Several examples of senior leadership are evident in

TRP's ongoing programs. For example, many seniors have become deeply involved in TRP's inter-parish health education program, ELLAS, which first began as a support group for breast cancer survivors and has since grown to address other forms of cancer and offers a monthly support group for members to learn from one another's experience. The program also includes health education workshops and free mammogram clinics available to the public. Evaluators heard testimony from engaged seniors who shared stories of promoting the free mammogram clinic at neighborhood churches, organizing hair donation campaigns, and getting involved with a local hospital helping to develop culturally competent practices and increase the number of interpreters available to limited-English proficiency patients. Evaluators also heard testimony from seniors engaged in TRP's immigration advocacy work in a number of parishes. TRP's training helps raise community members' awareness of how they are affected by an issue, what they stand to gain, and empowers them to tell their story and get others involved.

Seniors have also engaged in cooperative efforts with non-senior residents that have been instrumental to neighborhood change and physical improvement initiatives at the community level. For example, seniors participated in efforts to get lights installed in a residence parking area plagued by numerous auto thefts and have since requested security cameras for this area. Some are working on getting a nearby vacant lot allocated and prepped for a green space and have successfully gotten the city to undergo contamination remediation. The residents are hoping to get pet waste removal signs put up while seniors and other residents are also working to get the city to repave and install speed bumps and a bus shelter at the housing development.



Housing Development

TRP is currently working on a housing development project that will yield 45 ADA⁸-compliant units. While TRP does not see these units as optimal for senior occupancy, due to location, they are potential housing options for seniors because they will be accessible, quality affordable rental units. Housing development done by TRP illustrates the AFC-USA principles by considering all-age-friendly issues such as multigenerational households and single-person households. TRP hopes that future housing developments that specifically target seniors will have similar proximity to support services as its Casa Maravilla model, which is next door to the bilingual-run Alivio Medical Services that provides healthcare for underinsured residents, and houses a Senior Satellite Center of the City of Chicago Department on Aging.

8 Americans with Disabilities Act.



Staffing

The establishment of the organizing department has played a significant role in further embedding AFC principles throughout TRP's staffing structures. Raul Raymundo, Chief Executive Officer, attributes the ramping up of TRP's organizing to the AFC funding and focus. In particular, in her role as Lead Organizer, Ms. Rendon's increased capacity has been key to infusing an age-friendly lens through connections with other departments. The investment in organizing, through its age-friendly work, has been a catalyst in raising TRP's public profile as a whole and has deepened and strengthened TRP's relationships with residents and the community. TRP has been active in voter registration advocacy, as well as an effort to support a statewide campaign to promote drivers' licenses for undocumented persons. Ms. Rendon led the campaign while a senior community member became a spokesperson in support of the campaign.

What to Watch

TRP has already begun explorations to raise funds to sustain its AFC work beyond the life of the grant. TRP Vice President of Resource Development and Marketing, Julio Guerrero, is hopeful that TRP's AFC-USA related work can link to several fundraising opportunities. His view is that fundraising needs flexibility and that TRP's AFC-USA related work is flexible in that it is an approach that transcends 'programs' and overlays multiple areas of the organization's work. This flexibility will allow TRP to highlight their AFC-USA work with different funders, for example, the Retirement Research Foundation or funders that target Catholic lay people, or position their efforts as Leadership Development to other funders. Additionally, TRP offers training on its fundraising process to older adults and engages them as a part of every appeal when new funders visit the organization. One of the more salient fundraising en-

deavors is TRP's "Imagine More" campaign, an effort to raise \$12 million in donor funding to provide investment capital and operating funds for the organization. TRP is leveraging its organizing work through AFC to help drive the campaign, which is slated to coincide with the organization's 25th anniversary.

Impact on Seniors

TRP experienced significant delays in administering its senior survey in 2013, in part due to the AFC-USA project lead, Erendia Rendon, having been away on special assignment for a number of months. Additionally, TRP staff were at first uncertain how to administer the survey within given staff time and capacity constraints. However, a round of surveys was completed in January/February of 2014 which provided TRP with baseline data about seniors involved in advocacy efforts. A total of 52 surveys were completed from seniors living at Casa Maravilla, involved with the ELLAS program or that were part of the leadership training.

These data show that TRP seniors have a solid support network of family and friends, with 88 percent stating that they can rely on family, friends and neighbors for support; additionally, 77 percent report relying on local resources and their community for most of the help they need. TRP's heavy emphasis on civic engagement is evident in that 66 percent of the respondents stated that they are currently actively involved in addressing issues in their community. There are also 46 percent who report either serving now, or having served in the past, in a leadership role in community action to address community issues. The data show strong involvement among residents (participating at least once) in specific types of civic engagement, including:

- 87 percent, that attended a public meeting on an issue of importance;
- 81 percent, who reached out to friends or neighbors about a community issue (with 48 percent having done so three or more times);
- 48 percent having spoken up or provided testimony at a public or community meeting; and
- 48 percent who contacted an official of government or other institution.

Additionally, this group of seniors responded affirmatively to: feeling they've been treated with respect (94 percent); having opportunities to learn new things (96 percent); and enjoying learning new things (98 percent). Barriers to their civic participation include transportation (32 percent) and personal mobility (24 percent).



Conclusion

Over the course of three years, the AFC-USA project aimed to create a strong cadre of community-based organizations working in low-income communities that could organize and support seniors to have a voice in policies and practices that affect them, and to establish a peer-learning network focused on age-friendly communities in the U.S. linked to global efforts. The project was carried out at a critical time in the community development field when many community-based and nationally focused organizations are taking stock of demographic and economic changes and what they mean for building strong, healthy communities today. Chief among these changes is a drastic increase in the senior population and a reassessment of the resources needed to care for them as they age in place.

Across the AFC-USA project efforts, seniors demonstrated their capacity as agents of change and served as dedicated leaders working to improve their own lives and the lives of others, playing instrumental roles in numerous neighborhood improvement projects, organizing and advocacy, youth development, and health and wellness programs. Furthermore, while some organizations initially focused on establishing new entities or program areas specifically aimed at senior leadership and participation, these efforts often provided only short-term program specific outcomes. Engaging seniors as part of each organi-

zations' core way of doing business and integrating seniors into existing projects and programs, or within already successful structures and procedures, proved a more effective strategy for sustaining the AFC-related work over time. This integration also often contributed to more robust programming that engaged other community members as well. Engaged seniors reported improvements to their physical and mental well-being as a result of leading and participating in numerous activities; felt respected and empowered by being encouraged and supported to develop and lead community initiatives; and enjoyed improved relationships and intergenerational exchanges among family and community members of all ages.

The AFC-USA project contributed to a new and growing body of work aiming to apply an age-friendly lens to the field of community development, particularly in underserved, underrepresented neighborhoods. The program's strengths included recognizing that the wisdom and experience of senior community members are valuable resources to be harnessed and leveraged to pioneer and bolster projects and programs that are led by community members and that respond to a community's most pressing needs, as well as supporting the growth and development of a learning community among AFC-USA project leads as a means of sharing what works and lessons learned. The project leads stressed the importance of the project structure – including monthly calls, organiza-

tion-hosted site visits and annual gatherings, and participation in the international community – as critical to their own professional development as well as the strength of their respective AFC-related endeavors. Furthermore, organizations collectively report that participation in the AFC-USA project was catalytic to undergoing a strategic reevaluation of their organization's programmatic focus and approaches, consistently leading to the development and embodiment of a more inclusive "all age" and "intergenerational" approach that embraces the collective well-being of the families and communities they serve.

Appendix

AFC-USA Organization Civic Engagement Tool (Senior Survey)

Participant Name:_____

Name of program/event (if applicable):_____

Date:_____

I'd like to hear about your networks of family, friends and neighbors.

1. I am going to read several statements. Please tell me if you feel each of them is mostly true or mostly not true.

	Mostly true	Mostly not true
a. If I needed to, I can rely on my family friends, neighbors and other people I know for support.	<input type="checkbox"/>	<input type="checkbox"/>
b. The people in my network of family, friends and neighbors change frequently.	<input type="checkbox"/>	<input type="checkbox"/>
c. I can rely on local resources and my community for most of the help I need.	<input type="checkbox"/>	<input type="checkbox"/>

Next, I have a few questions about the things you do for others.

2. Please tell me how often, when needed, you do each of the following. Would you say often, sometimes, rarely, or never? When needed, how often do you ... ?

	Often	Sometimes	Rarely	Never	Not Needed
a. Care for and help your relatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Care for and help your friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Care for and help your neighbors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Care for and help other people in your community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Now, I have some questions about your involvement with your community.

3. I am going to read you a list of statements about your activities with community issues, please indicate the degree to which you agree with each statement.

	Agree	Neither Agree or Disagree	Disagree
a. I am currently actively involved in addressing issues in my community as a volunteer, staff person or elected or appointed member of an organization board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. In the past, I have been involved in community efforts to address community issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I have served, or serve now, in a leadership role in community action to address a critical issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I am not currently involved but would like to become involved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you "agree" with 3d, please let us know how you would like to become more involved:

4. The following is a list of some of the different ways people attempt to influence individuals or institutions. Please indicate whether and how often you have taken any of these actions in the past year.

	Three or More Times	Once or twice	Never	Not Applicable
a. Attended a public meeting on a issue of importance to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Reached out to friends or neighbors about a community issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Organized a meeting about a community issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Led a group working to solve a neighborhood or community problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Spoken up or provided testimony at a public or community meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Contacted an official of government or other institution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Contacted local media about a community issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To finish up, I am going to ask you a few questions about you.

5. Please read the following statements and score how strongly you agree or disagree with them.

	Agree	Neither Agree or Disagree	Disagree
a. My friends and family treat me with respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I have opportunities to learn new things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I enjoy learning new things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Do you use any of the following communication tools?

	Usually	Sometimes	Not usually	Never
a. Email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Texting on cell/smart phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. In general, would you say that your current health is?

Excellent	Very Good	Good	Fair	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Are any of the following things a challenge for you that limits your ability to get involved with your community?

	Usually	Sometimes	Not usually	Never
a. Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your personal mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. In what year were you born? _____

10. What is your gender?

Male	Female
<input type="checkbox"/>	<input type="checkbox"/>

