

# KEYS TO IMPLEMENTING AGE-FRIENDLY ACTION

## LESSONS FROM AGE-FRIENDLY BOSTON

Developing a strong action plan is crucial to improving the livability and inclusivity of your community for residents of all ages. The content of an action plan paves the road for moving forward, and the process by which it was developed builds a coalition of partners (e.g., residents, municipal departments, and organizational stakeholders). Once a plan has been made, it's time to make things happen!

The Age-Friendly Boston Initiative (AFBI) has been implementing action for three years. In that time, a lot has been accomplished and even more has been learned along the way. As a City of “firsts” and exemplars of progressive social policy, the AFBI is ready to share examples of success and lessons learned about just how exactly to accomplish action laid out in the Age-Friendly action plan. In the pages that follow, we detail examples of successful action and we summarize the “key ingredients” to implementing community change.

**THE AGE STRONG STRATEGY OF IMPLEMENTATION** The Age Strong Commission is the City's unit on aging programs and services and it is leading the AFBI. The Age Strong Commission employs 3 full-time staff positions dedicated to age-friendly and dementia-friendly work. In addition, the Age Strong Commission employs more than 60 people, including those who operate Boston's Area Agency on Aging (AAA).

Upon completion of the action plan in 2017, the Age Strong Commission assigned sections of the plan to teams. Each team included at least one staff member along with representatives from partner organizations (e.g. UMass Boston, AARP, Alzheimer's Association). City staff were responsible for the coordination of essential partners who would be doing the work. Functioning as the hub, the Age Strong staff coordinated partner meetings for each

*“No initiative is going to be successful unless you're engaging residents.”*

—EMILY SHEA,  
BOSTON'S AGE STRONG COMMISSIONER

action item, and met quarterly as a group to report back on challenges and successes.

Based on experiences to date, several important lessons have been learned about how to move from the action plan to implementation. Those lessons are summarized in this document.

**KEEP TRACK.** It can be very exciting to start making things happen—but it's important to establish a way of tracking action before you get too far down the road. The AFBI has a “dashboard” in the form of a shareable spreadsheet. In this dashboard, each action item is listed along with the names of the individuals participating, notes on the progress made to date, and a categorization of “completion”. This dashboard is updated regularly and used to guide the quarterly team meetings about progress and challenges. It also makes reporting progress a breeze! Consider including a column to capture “spillover” action items—additional actions that came as a result of implementation. For example, your task of installing 25 new benches is still being worked on, but because you have created new relationships with the department of public works, and built awareness of the age-friendly initiative, the department is repairing uneven or cracked platforms where benches already exist. This can be key to demonstrating the impact of the initiative, beyond checking items off of the list!

**BE FLEXIBLE.** In Boston, the action plan included 75 specific action items—that’s a lot. In order to avoid being overwhelmed, it can be useful to think of the action plan as a menu rather than a check-list. Each item is an invitation to stimulate discussion and energy around a particular need of the community—and so even if you don’t accomplish the exact thing you set out to do, it is highly likely that just by embarking on the action item, you’ve created change. As a result, you may accomplish action that was not included in your action plan—count it as a success anyway!

**MAKE REASONABLE PRIORITIES.** In most action items, it is necessary to lay out a timeline of accomplishments. Another strategy is to focus on one year at a time—which items would you like to focus on in year 1? Year 2? Year 3 and beyond? This allows you to limit the horizon and keep partners focused on the tasks at hand. Going back to being flexible, it’s important to be aware of opportunity when it arises. For example, in Boston, the action item about mapping public restrooms was designated to be a Year 2 priority, but when another municipal department had an intern gathering GPS coordinates for public spaces, it was an obvious choice to initiate the item before its time.

**BE PATIENT (AND PERSISTENT).** Change is slow; municipal policy change can be even slower. The Age-Friendly movement is built on partnerships and developing stronger networks of policymakers, advocates, providers, and residents to activate change and shift their thinking. In other words, a lot of the “action” or “success” happens organically between people and groups. That kind

of momentum is hard to quantify as “progress”, but it is important. It can make it feel like things are very slow to be achieved and “checked off the list,” but it’s important to be patient and allow these things to unfold. Relatedly, it is not uncommon for individuals or organizations to be resistant to change and sometimes the timing isn’t right, but it’s important not to let threads of your age-friendly initiative drop. Rather, be persistent in going back to items that may have sputtered to get started. People come and go, circumstances change, opportunities arise...so keep with it.

**CELEBRATE SUCCESS.** An age-friendly initiative is a marathon, not a sprint. It’s crucial to maintain momentum and retain productive partners. One way to maintain this momentum is to really savor the progress and success of your work. This kind of celebration also provides opportunities to inform your community about the work and keep residents engaged. Celebration can include events to recognize important people or programs, media attention via news articles or television segments, and can also be embedded in the process through milestones like annual reports to the community or a visit to a state politician to inform them of the initiative’s progress.

*As the Age-Friendly Boston Initiative enters its final year of implementation, it is clear that these lessons learned have positioned the Age Strong Commission and the Initiative for continued progress and success. We, in Boston, wish you the best of luck in developing your age-friendly work.*

**Prepared by:** Center for Social and Demographic Research on Aging  
Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston’s Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:





# SPOTLIGHT ON AGE-FRIENDLY ACTION: ADOPTION OF A NEW DEVELOPMENT CHECKLIST THAT PRIORITIZES ACCESSIBILITY AND INCLUSION

## HOUSING

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** “We will encourage universal design principles and features to allow for aging in place, paying particular attention to the layout of kitchens and bathrooms. We will encourage the development of common areas and shared spaces to reduce social isolation.”

**HOW DID YOU GET STARTED?** Article 80 was adopted by the City in 1996 to make Boston's Zoning Code's development review regulations easier for developers and residents to understand, and for those regulations to be more consistent throughout the City. In 2019, it was revised to include language like “aging in place”, “people of all ages and abilities”, and “age-friendly” into the checklist of items that would be considered during the review of development applications.

**WHAT DID IMPLEMENTATION OF THIS ITEM LOOK LIKE?** This project was inspired by our work with Design for Aging, a subcommittee of the Boston Society of Architects. We proposed various additions to the Disability Commission Article 80 review process. Article 80 is a requirement that all developers building 10 or more unit developments must adhere to. We worked with the Disability Commission to make sure the universal design features were complementary to what already existed. We worked with multiple City departments: the Boston Housing Authority, Assessing, Boston Planning and Development Agency, and Public Works to talk through possible amendments and settle on changes to the article.

**HOW DID IT IMPACT THE COMMUNITY?** New developments will be required to include these age- friendly additions so that residents will be better able to age in place in their homes. For instance, the suggestion for new bathrooms will have the capacity to be upgraded to include a grab bar so that a resident does not have to have a grab bar from the outset but would have the ability to easily and more affordably add one in if needed in the future.

**Prepared by:** Center for Social and Demographic Research on Aging Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston's Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:





# SPOTLIGHT ON AGE-FRIENDLY ACTION: **PUBLIC RESTROOM MAPPING**

## OUTDOOR SPACES AND BUILDINGS

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** “Identify the location of current public restrooms in Boston Main Streets districts and other business areas and determine the best ways to communicate this information to the public.”

**HOW DID YOU GET STARTED?** We created an interactive map of 133 public restrooms in the City of Boston. The map includes information about wheelchair accessibility, family-friendliness, whether or not the bathrooms are gender-specific or unisex, and other pertinent information about using the bathroom.

**WHAT DID IMPLEMENTATION OF THIS ITEM LOOK LIKE?** Partners and interns at the City of Boston's Age-Friendly unit gathered GPS coordinates for all public restrooms that are located in public buildings (e.g., Boston Public Libraries, parks, police departments, and the network of Boston Centers for Youth & Families). In addition to

*“The greatest problem for active Boston seniors is the lack of public bathrooms.”*

—BOSTON RESIDENT

GPS coordinates and information about accessibility, hours of operation are also included. The City's information technology department (DOIT) then developed an interactive web tool that allows residents to access the maps online and via calling 311, Boston's public information hotline.

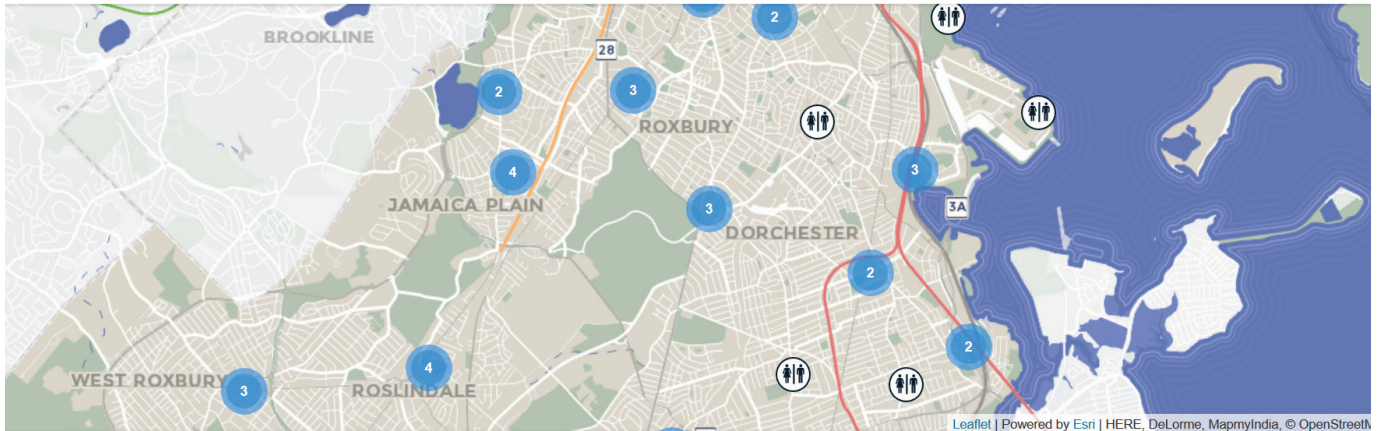
**HOW DID IT IMPACT THE COMMUNITY?**

The maps are publicly available—meaning they benefit the entire City of Boston, not just older residents. Children and families, persons with disabilities, and tourists all have access to this information.


**WHAT ARE THE KEYS TO SUCCESS?** The benefit to residents of all ages was made clear and thus the process of engaging partners that work for all populations was straightforward. Further, by limiting the scope of the action item to only include City-operated bathrooms, accomplishing this item was more feasible than if it included private bathrooms.

## PUBLIC RESTROOMS

Search for an address... 



### DAY

Tuesday 

### FEATURES

Any 

Click on a bathroom icon to find hours.



PUBLIC REST

CAPTION: Screenshot of the public restroom map feature on [www.boston.gov](http://www.boston.gov).

**Prepared by:** Center for Social and Demographic Research on Aging  
Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston's Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:





# SPOTLIGHT ON AGE-FRIENDLY ACTION: SENIOR CIVIC ACADEMY

## CIVIC ENGAGEMENT AND EMPLOYMENT

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** Explore strategies for older adults to be more deeply involved in policy-making and advocacy.”

**HOW DID YOU GET STARTED?** First, we organized a meeting of potential stakeholders. This group included local AARP representatives, senior center directors, and advocates. We identified a shared goal: grow the number of older adult voices in advocacy and policy-making.

**WHAT DID THE IMPLEMENTATION OF THIS ITEM LOOK LIKE?** Together with partners at UMass Boston Gerontology Institute, we assembled a curriculum which included informative content about local government, skill-building activities, and networking with elected officials. The 6-week, 30-hour intensive program informs and empowers older residents to advocate for themselves and their peers about issues related to aging in Boston. The program focuses on channels of advocacy at the city, state, and federal levels and engages

*“It was a fabulous introduction to how the state and city are governed and work together. I learned a lot and am now thinking about becoming politically active, which I have not been before.”*

—GRADUATE OF THE CIVIC ACADEMY

participants to develop skills like public speaking, information gathering, and networking. The content of the course included a number of guest speakers, including Mayor Walsh, and concluded with a graduation ceremony. At graduation, the 24 graduates are required to make a 2-minute advocacy “pitch” for the policy issue of their choice.

**WHO PARTICIPATED IN THE IMPLEMENTATION PROCESS?** The program was co-facilitated by staff from the City and UMass Boston. In addition, a number of guests from places like the state budget office, the City’s department of transportation, and the regional office of the Administration for Community Living, participated in panel discussions and presentations. Various elected officials also participated in educating participants about what makes an effective advocate. On the last day, representatives from nonprofit and advocacy organizations were invited to attend and brief graduates on their work and opportunities for involvement. Space and refreshments were donated.

**WHO PARTICIPATED?** Residents age 50 and older were invited to apply. Applications were reviewed to identify individuals with passion and commitment to improve the City of Boston as a place to grow old. The capacity of the course was 25.

**HOW DID IT IMPACT THE COMMUNITY?**

Evaluation results indicate that participants gained familiarity with advocating at different levels of government. Also, the program substantially increased participants' confidence in public speaking about an issue that is important to them and taking action when they encounter something in their community that they would like to change. Each graduating class of the Senior Civic Academy builds the legion of advocates for issues facing older adults and their families.

**WHAT ARE THE KEYS TO SUCCESS?**

Despite the temptation to take a “come one, come all” approach, the Civic Academy is an intensive program that was designed for a specific audience. Residents aged 50 and older were invited to apply. Applications were reviewed to identify individuals with passion and commitment to improving the City of Boston as a place to grow old. The capacity of the course was 25. We learned that through selective recruitment and developing a panel of application reviewers, the cohorts of participants were motivated and curious. This thoughtful recruitment and application process resulted in high impact for those who participated.



CAPTION: Graduates of the inaugural class of the Boston Senior Civic Academy with Mayor Walsh.

**Prepared by:** Center for Social and Demographic Research on Aging  
Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston's Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:





# SPOTLIGHT ON AGE-FRIENDLY ACTION: AGE- AND DEMENTIA- FRIENDLY BUSINESS DESIGNATION

## RESPECT & SOCIAL INCLUSION

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** “Explore the creation of an ‘Age-Friendly/Dementia-Friendly Business Designation’ in Main Streets districts.”<sup>1</sup>

**HOW DID YOU GET STARTED?** We reviewed documentation from other cities and towns that have created age-friendly business designations and we reflected on the City of Boston’s own prior experiences making businesses inclusive for older residents. We made presentations to the various Main Streets directors, and two directors in particular expressed enthusiasm for the concept and were invited to participate in a pilot-test of the designation.

**WHAT DID THE IMPLEMENTATION OF THIS ITEM LOOK LIKE?** We developed a pilot program including an application process and checklist of requirements for businesses to become designated as Age- & Dementia- Friendly by the City of Boston. We partnered with two Main Streets districts to

*“One of the co-owners of a pizza shop was providing service to an older resident. The person was moving slow, and a line was forming behind them. She was getting impatient and she told me, “I thought back to the training... and remembered that I need to take my time and get this person what they need before moving on.”*

—MAIN STREETS DIRECTOR

assist with recruitment of individual businesses and pilot-test the program. In addition, the owners and staff were required to complete a 1-hour training that focuses on awareness of stereotypes of older people, communication tips to help communicate if there are common changes associated with aging, including residents who may have cognitive decline. This is the same training that is being administered to staff of City Hall, with specific scenarios for businesses. Incentives to participate included: a window decal, publicity in *Boston Seniority* magazine, and listing on the City’s website.

**WHO PARTICIPATED IN IMPLEMENTATION?** Working through the Main Streets directors, approximately 20 businesses applied for, and received,

<sup>1</sup> <https://www.mainstreet.org/home>



the designation in the neighborhoods of West Roxbury and Jamaica Plain. Participating businesses included dental offices, massage therapist practices, convenience stores, restaurants, dry cleaners, pharmacies and banks, among many others. In 2020, we have doubled the number of certified businesses to 40 and expanded to many other neighborhoods in the city. Working through the Main Streets directors, approximately 20 businesses applied for, and received, the designation in the neighborhoods of West Roxbury and Jamaica Plain. Participating businesses included dental offices, massage therapist practices, convenience stores, restaurants, and banks, among many others.

### HOW DID IT IMPACT THE COMMUNITY?

Approximately one year after the program began, an evaluation was completed to assess the impact of the program and develop recommendations for program improvement. Researchers at UMass Boston Gerontology conducted follow-up focus group discussions with participating businesses and results highlighted the impact of the Age- & Dementia- Friendly business designation. The most prominent benefit of the designation was the awareness raised about serving older residents, including people with dementia. In addition, it forged deeper connections between businesses and the City. For example, one Main Streets district later applied for a grant to support temporary ramps, door buzzers, and outdoor seating to improve the outdoor features of the business districts.

### WHAT WERE THE KEYS TO SUCCESS?

Working through known community partners was essential to the success of this initiative. The Main Streets Districts, like chambers of commerce, functioned as a trusted liaison between the City and the business community. Devising a meaningful but manageable process for maintaining the designation also helped business owners and managers understand the value of investing in the process.



*CAPTION: An Age- & Dementia-Friendly business owner in the Jamaica Plain Main Streets district with the new seating he has placed in his business.*

**Prepared by:** Center for Social and Demographic Research on Aging  
Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston's Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:



CITY OF BOSTON  
Mayor Martin J. Walsh





# SPOTLIGHT ON AGE-FRIENDLY ACTION: FRONT-FACING STAFF TRAINING

## RESPECT & SOCIAL INCLUSION

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** “Develop a front-facing staff training for City staff that will educate employees on the unique needs of older adults, including those with dementia, taking into account language and cultural diversity.”

**HOW DID YOU GET STARTED?** A group of staff worked together to develop a 1-hour training called “Communicating with Older Adults: What Really Works”. For example, they reviewed training curricula that had been developed by other organizations. The Commission developed a powerpoint presentation that included information about the changing demographics of the City, addressed stereotypes of older adults, and included activities to aid in communication with persons with dementia or other communication challenges (e.g., vision or hearing impairment).

*“Great way to remind us of the older population we have in Boston and to be more aware of ways to make our older adults feel comfortable in our communities.”*

—TRAINING PARTICIPANT

**WHAT DID THE IMPLEMENTATION OF THIS ITEM LOOK LIKE?** The training was pilot-tested first within the Age Strong Commission before making it was made available to directors of all City Departments that work directly with residents in some capacity.

**WHO PARTICIPATED IN THE IMPLEMENTATION PROCESS?** Over 500 staff at City Hall have been trained, including staff from departments like Tax Assessing, Public Health, and Water and Sewer. Training was administered by Age Strong Commission staff.

**HOW DID IT IMPACT THE COMMUNITY?** The training helped empower City employees in their interactions with older adults, and help older adults receive improved service at City Hall.

**WHAT ARE THE KEYS TO SUCCESS?** This training assumes a zero-knowledge base and includes interactive learning opportunities. Beyond the format of the training, participants are invited to share their experiences working with the public; and this shared learning is a valuable byproduct of

the training. In addition, some departments voluntarily committed their staff to complete the training. In other instances, the Age Strong Commission also recruited departments that have a significant share of “front-facing staff” to complete the training. Their recruitment involved explaining how the training connects with the work of the particular department.



CAPTION: City Hall staff at age-friendliness/dementia-friendliness training.

**Prepared by:** Center for Social and Demographic Research on Aging  
Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
City of Boston’s Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:



CITY OF BOSTON  
Mayor Martin J. Walsh





# SPOTLIGHT ON AGE-FRIENDLY ACTION: RE-BRANDING OUR COMMISSION

## COMMUNICATION & INFORMATION

Boston is a colonial city with a pioneering spirit and its venture as an Age- & Dementia- Friendly City is no different. This initiative has been well supported by the City and has been endowed with a strong academic partner in the UMass Boston Gerontology Institute. The Initiative has created innovative partnerships across sectors and laid the groundwork for a sustainable future. After 3 years of implementing action, it's time to share! As a way of highlighting the successes of the Age-Friendly Boston initiative, we have assembled brief descriptions of action items that have demonstrated impact in the lives and experiences of older people. It is our hope that through sharing, we can spark success in other communities as they seek to make change.

**WHICH ACTION ITEM WERE YOU RESPONDING TO?** “We will develop a strategic Senior Communications Plan that will serve as a roadmap for communications across all channels, including traditional and new media. This plan will pay particular attention to strengthening audience engagement and recognizing and reflecting Boston’s diversity of languages, cultures, neighborhoods, and interests.”

**HOW DID YOU GET STARTED?** The name of the department, “Commission on Affairs of the Elderly,” was no longer resonating with constituents. Before ageism could be addressed by the initiative, the City decided to first choose a new name and rebrand the Commission and the work done by the City of Boston. In addition, the rebranding effort included a new logo, mission statement, values, public education materials, website re-organization, and shuttle design.

### *Tips for others reframing their organizations:*

- Listen to your community.
- Gather your team and continuously bring them along.
- Identify the communication tools you want to leverage.
- Create specific criteria.
- Hone in on your uniqueness. What will resonate in your community?
- Remember: a re-brand process is about longevity, not speed.

**WHAT DID THE IMPLEMENTATION OF THIS ITEM LOOK LIKE?** We reviewed insights from our original age-friendly listening sessions and conducted a name survey with constituents. We also held in-depth interviews with stakeholders, referred to best practices from the FrameWorks Institute, and audited names of similar departments across the country. Throughout this effort, we continuously engaged staff.

**WHO PARTICIPATED IN THE IMPLEMENTATION PROCESS?** The rebranding process was conducted in collaboration with older adult constituents and the Age Strong Commission team, consisting of the Commissioner, the Director of Communications, and a brand advisor from a local college.

**HOW DID IT IMPACT THE COMMUNITY?** We are hearing that constituents feel the name reflects who they are and they feel proud to age in the City. A constituent said, “I embrace the name Age Strong. The name will be a constant reminder of the resiliency and power of all who have contributed to the greatness of the City of Boston.”



Before



After

CAPTION: Images of some of the Age Strong Commission's branded assets.

**Prepared by:** Center for Social and Demographic Research on Aging  
 Gerontology Institute, University of Massachusetts Boston  
[www.umb.edu/demographyofaging](http://www.umb.edu/demographyofaging)

**For:** Age-Friendly Boston Initiative  
 City of Boston's Age Strong Commission  
[www.boston.gov/age-strong](http://www.boston.gov/age-strong)

IN PARTNERSHIP WITH:



CITY OF BOSTON  
 Mayor Martin J. Walsh

