



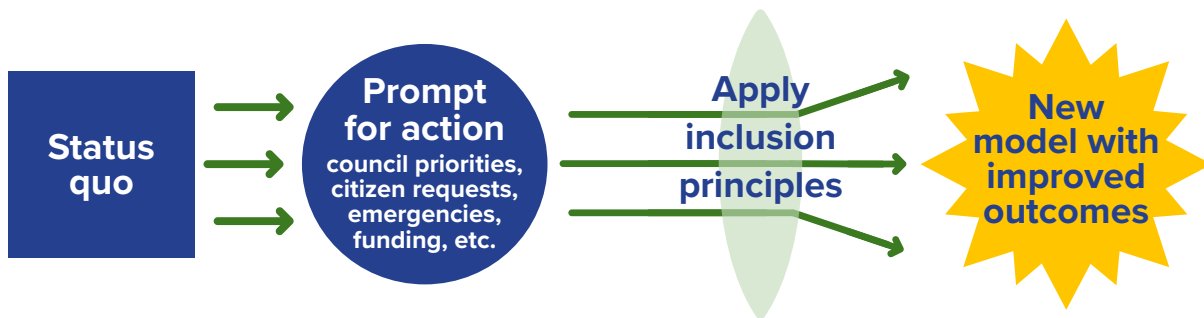
This tool is designed to maximize inclusion in local government service delivery impacting older adults. The prompts and strategies provided are intended for use in strategic planning, internal working groups, community engagement processes and individual-level decision-making.

Opportunities for Inclusion in Local Government Operations

- Major plan creation and updates   Goal setting
- Bid document creation   Budget development
- Calls for applications   Staff onboarding and training
- Contract renewals   Infrastructure replacement and maintenance

The Inclusion Lens Difference

Opportunities for progress come in various forms — from major planning efforts to small everyday decisions. Staff that is empowered with an inclusion “lens” will use these opportunities as a chance to improve services.



Central Inclusion Questions

As you prepare to make big and small decisions, start by filtering your ideas through these central questions:

- 1 Have we considered the impact of this decision on our older residents?
- 2 Have we asked our older residents about their needs?
- 3 Are there challenges to accessibility that we should address?
- 4 Are we ensuring our outreach methods are inclusive of all ages and abilities?
- 5 Have we filtered the language and images we are using through a lens of inclusion?

Five W’s Model

When you dedicate time for collaboration and broader brainstorming, reviewing key issues from all angles is the best way to expand impact. Some questions to consider:

- WHO** have we been serving? Who has been excluded or silent?
- WHAT** can we change to expand the benefits of this effort?
- WHEN** did we get it right? When did we know we could do better?
- WHERE** are others doing more?
- WHY** are we doing this? Is there data to support our approach?

Three Steps for Creative Thinking

Finding time to think big can be challenging in a busy workday with competing priorities. Take a few minutes of time — in a staff meeting, on a call with a colleague or in a public meeting — to use these prompts to encourage creative thinking, and to remind team members and stakeholders about our work’s purpose and potential.



- 1 **Imagine the BEST model.** What does success look like for the audience we are trying to serve? If we can’t achieve that, how can we get closer?
- 2 **Align ideas with other priority efforts.** For example: sustainability initiatives, diversity and inclusion goals, development of activity centers, transportation connectivity, and preservation of natural resources.
- 3 **Check in with assumptions maintained by the status quo.** If we propose alternatives that challenge the status quo (the way we’ve always done things), can we measure the impact?

Communities for All Ages Values

The Communities for All Ages program is organized around five categories touching all aspects of work in local government. Use this guide to quickly reference or communicate the key values of each category:

Public outdoor spaces and buildings	Design: accessibility, ramps, handrails, seating, signage, safety	Proximity: activity centers, walkability, co-location
Housing and commercial development	Variety: type, cost, family make-up, Universal Design, land use	Stability: tax relief, code enforcement, safe living conditions, affordability
Transportation and mobility	Safety: sidewalks, transit stops, bike lanes, trails	Information: ride share, bus routes, paratransit, microtransit, connectivity
Social inclusion, communication and contribution	Representation: photos, engagement, activities, services, emergency response	Involvement: employment, volunteering, civic participation, community building
Community and health services	Availability: immunizations, food access, health screenings	Partnerships: public health department, health clinics, elder abuse prevention agencies

Pathways for Implementation

The path from a great idea to implementation often involves frontline staff closest to the issue. Here are some best practices to inform your daily operations and long-term planning efforts to ensure staff at all levels are engaged and invested in this work:

INTERNAL

- Discuss inclusion values within work groups.
- Celebrate success across departments.
- Engage all staff in inclusion brainstorming.
- Spotlight inclusion in your staff meeting.

EXTERNAL

- Post resources and values on website.
- Develop phone scripts with current information.
- Display signage in public spaces.
- Conduct consumer satisfaction surveys.
- Share success with the public.