

Robert McNulty

Partners for Livable Communities

Let me just provide an overview of Partners for Livable Communities, our relationship to this issue of aging, our relationship to community planning, and importantly, to economic development. Partners was founded in 1977 out of the National Endowment for the Arts, a very strange birthmother. Nancy Hanks, a unique woman, was a long-term associate of three of the Rockefeller Brothers and I was the assistant director of the architecture and design program, giving grants to communities and schools to use the design as a community asset. Nancy thought that after seven years of giving out grants that we should form a collective of the best talent in America that would help communities use designing and planning and landscape to create more livable communities.

In 1977 some 32 national organizations, including the American Society of Landscape Architects, AIA [American Institute of Architects], Norton Planning Association, American Society of Planning Officials, came up with the name Partners for Livable Places, and we became a colleague of the endowment. We tried to let communities know about the talent available that could help create a pleasant community through landscape planning and design that related to goals that most often transcend pleasantness: jobs, equity of opportunity, sustainability, regional cooperation and leadership. We're the group that took the tools that you frequently use to teach and put them to work as a frontline resource dealing with the problems that communities face.

About every decade a community faces a new challenge. In the 1970s, Chattanooga, Tennessee, was the most polluted city in America in terms of water. Twenty years later it was a model of sustainable development for the United Nations. So no matter what your problem is, given one decade you can turn it around. No matter how bad you are, you can turn it to success. Or no matter how good you are, you can fail in the next 20 years if you are not on top of issues.

We were the group hired to train the new leadership agenda. So Partners is a civic group. We changed our name in 1993 from Places to Communities because we were approached by a very colorful politician in Tennessee, a white populist who was elected by the black vote of Memphis, Elvis Presley's best friend, who said, "Bob, you need to deal with the other half of livability for people where the glass is half empty, and in Memphis we are the perfect laboratory. We have the highest adult illiteracy rate in America, we're the second poorest urban area, and Dr. King was assassinated in our community."

So therefore you could call Memphis, and these are his words, "dumb, mean, and poor." And what can you do for dumb, mean, and poor people in a livable community? So we decided at a retreat in Memphis during an international barbeque cook-off, which was a good reason to get everyone on our board to come to Memphis, that we would redefine livability around "people plus place equals community." We would look at the people who felt they had been left out of opportunity: by discrimination, lack of educational opportunity, chronic poverty, poor health or other issues.

Today we are funded principally by the banking industry, although they are in a bit of a recession right now. We're funded by the Ford Foundation; we have a major contract with the Ford Foundation on Asset-Based Community Development, its former rural poverty program. We use amenities to design landscape quality of life as assets to build up communities and individuals. We also have a joint venture with Northwestern University's Asset-Based Community Development Institute [ABCD]. Some of you may know John McKnight and John Kretzmann [ABCD co-directors]. Their philosophy of asset development has basically changed the way that the World Bank, United Way, community foundations help communities move forward.

What are we involved with in aging? In 1994 we had a retreat funded by the Lilly Endowment that asked the question: What are the issues that would severely affect the livability of America? Our colleague Lane Marshall, who was the long-term Dean of the School of Landscape Architecture at Texas A&M, wrote a book in 1983, for which he asked me to write the forward, about demographic economic shifts in American society that influenced the professional landscape. I urge all of you to find that book because I just reread it about two weeks ago and he

predicted the aging demographic shift that would test landscape architecture professionals as to whether they were up to the challenge of reinventing their relationship to their [clientele]. Not a single word on design, but a 150 pages of demographic changes that the American community should anticipate and how design professionals should readjust to their constituency. It's called *Action By Design*.¹

So, in 1994 we had a retreat sponsored by the Lilly Endowment at the IUPUI [Indiana University–Purdue University Indianapolis] campus in downtown Indianapolis. We were advised that the greatest challenge to livability in America would be the aging of our population, and that Partners, as a group that had never done anything on aging, but that had a broad livability group of mayors and governors and county execs on our board, should take up the cudgel saying, “America, it’s time that you retrofit and rethink your definition of livable community to support the continued desire to live independently as long as possible in homes, neighborhoods and communities.” So we immediately announced that and thought that we were very brave, and no one paid any attention.

The health care and aging community said, “Who are you? You’ve never done anything. You’re not qualified to participate in this arena.” The architects and designers said, “This is not an issue because it’s not yet on our radar screen for profit.” Not a single local government official said, “This is not one of the top five issues confronting my electorate, and I got re-elected every two to four years; therefore I’m not going to get out in front on an issue that has no constituency.”

So about every three years we put out a proclamation that livability was being challenged by a demographic shift. That it would take 20 years to readjust your community. That it is a long march but let us start with a simple journey. And almost every three to four years no one paid a hoot. We finally got a break through a health care conversion foundation in Howard County, Maryland. We entered a joint venture with a national association of area agencies on aging and did a preparatory conference [on the question of whether or not] there a blueprint for aging in place for the American community. We had the Secretary of State of Florida, Linda Hood, serve

¹ Marshall, Lane L. 1983. *Action By Design: facilitating design decisions into the 21st century*. Washington, DC: American Society of Landscape Architects.

as our keynote speaker and she was immediately attacked by someone in the audience who claimed that Florida's health care budget for mental illness was inadequate and she was unqualified to speak, which shows the divisiveness of our political agenda.

We persevered and we came to a relationship with AARP, which is truly the giant resource that is changing this field. We came to the attention of our long-term colleague, the National Association of Area Agencies on Aging, which suggested that we do some ground work. We advertised for 10 communities that wanted to re-invent themselves around livability by defining "aging in place" as a key element of a livable community, rather than a set-aside for people with disabilities or for minority concerns. We recruited 10 communities, worked for four years with them, and tried to take this into the broader arena, so that the publisher of the newspaper, the chairman of the bank, the head of the community foundation, and the United Way saw this as a community issue and not a health care issue. Then we came to the attention of the MetLife Foundation, which asked us to be its national partner and gave us more grants. [In that role] we traveled across America doing workshops every two months, alerting the American community that the older citizen is a valuable asset to the future of our communities. We told people that it is time we addressed removing any barrier so that older citizens could fully participate, as long as they choose, in the political, social, economic and cultural life of the community.

So that's why we, as a non-health care group, a livability group, after a torturous journey, are now standing on top of your issue.

There are five key elements that hat brought elder issues to the forefront of the discussion about livable communities. One, obviously, is **AARP**. Mr. [Bill] Novelli [AARP chief executive officer] will be leaving perhaps in a year or two. AARP will be a multi-billion dollar enterprise with the largest membership in America. It is truly a benevolent resource that is doing its best to inform, through its livable community agenda for the state coordinators, that there's opportunity—not difficulty—but opportunity ahead to retrofit and rethink that ability to eliminate barriers.

The second element is that the **disabilities movement** is finally beginning to realize that they can establish a joint venture with the aging-in-place lobby to create a united front that removes barriers for housing and sociability and visibility and opportunity. I think technology will be creating smart buildings that will allow you to monitor your mother's health 2,000 miles away to make sure she takes that pill and gets out of bed; you will know that she turns the stove or the heat off. There will be a whole new wave of technology in buildings that will support not only people with disabilities, but our older relatives who need to be monitored regularly.

Of course the **demographic shift of the world** is a factor. America is not alone in the aging of population. Japan probably has the highest average age and they are now beginning to discuss opening up their immigration patterns or rely on robotics for health care. And that is a topical debate. It's probably going to go to robotics. In China, a German firm is building 60,000 units of elder housing in downtown Shanghai. The Chinese are now aware that with their one-child policy, there is not a family to go to. A whole configuration of elder housing is going to be needed for the new middle class in China. And obviously every European community is faced with the dilemma of immigration, citizenship and an older population. Italy and Spain, particularly, are below sustainable reproduction rates that will even keep their populations at current levels. So we are in a global agenda of aging.

[This demographic shift] will affect urban planning, health care delivery, almost every aspect of life. You know that it's becoming a popular issue when Tim Russert goes on TV and talks about what it takes to keep Big Russ active in the community in Buffalo, and when Anne Curry documents the loss of her father and what it took to keep him active in Portland, Oregon.

The Wall Street Journal has discovered profit. The boomer generation is now being defined as the healthiest, wealthiest, wisest, longest-lived people on the face of the earth. True? Who knows, but The Wall Street Journal is selling supplements every quarter; it's doing special retirement issues. It is advising us on how to spend our wealth and suddenly there are products. Where once the social service side of aging was seen as the least important portfolio, now suddenly it is becoming the greatest profit incentive imaginable for creating goods and services.

There is still a divide south of Orlando. There are 35 new gated communities where no one under 19 is allowed to spend more than one month a year and everyone is in golf carts, versus the husband and wife in their mid-70s who are principal economic development consultants around the country. The Wall Street Journal just did a profile on this couple, who sold their house in the East Bay, moved into the South Market area, live in a condo, and say it's fantastic. They claim, since they are consultants for housing developers, that the housing developer does not know the market for housing for older, upper-income and middle-income people in America. They are still building single-family homes or gated communities when they should be building urban clusters in urban settings.

So there is a great divide between the wisdom of the housing developer, who really uses models from the past without taking any risk, and our need collectively to help create new visions of housing in clusters within existing centers, which allow for sustainability, green development, mobility without automobiles, and pedestrian access to culture, business, health, commerce and a variety of other things. Transit development has been looked at by some, but that takes a fairly dense infrastructure to develop.

The last the one, that most people forget, is **the truly vulnerable elderly person.** The poster child for that, who is coming of age, is the Vietnam veteran with mental health, alcohol and drug problems. That's going to be the homeless person on the street who is going to be the elderly poster child for the abused and the neglected, and the person whom no one is dealing with.

These, for me, are the five movements that are making this a key element of civic life—no longer just aging life, no longer health care life, but civic life. There are some interesting opportunities. Most of you have probably heard of Richard Florida and the Creative Economy.² Michigan Governor Jennifer Granthome has embraced it under her Cool Cities Program. There are hot cities and there are cool cities. But the whole idea is how we attract the young, the restless, the talented the people to move to a community and be part of this hubbub of creativity

² Florida, Richard. 2002. *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life.* New York: Basic Books.

and e-commerce. Richard totally left out people over 50 with creativity; he never mentioned anyone other than the 18–34 set.

A headline in *The New York Times* from Saturday, May 31, 2008, reads: “Job Surplus Grows in Iowa, Workers Are in Short Supply.” OK, what are we doing about the creative economy? What are we doing to attract talented older people to move to Iowa? What are we doing in terms of all the chambers of commerce and business development and manufacturing associations that paid Richard Flora \$50,000 to talk about the young and restless, when we should be talking about the old, mature and reliable as a value system? Are you looking at how you can eliminate barriers to drawing a full pension after retiring from one job, while continuing to work? Maybe have flex time or job sharing to continue working? If the new 70 is 50, then there should be the opportunity to work for another 25 years, instead of mandatory retirement at age 65.

One of the top magazines in America read by government leaders is called *Governing Magazine*, which is owned by the *St. Petersburg Times*, which also publishes the *National Journal*. Peter Harkness, editor and publisher of *Governing Magazine*, is vice chairman of my board, and he’s being forced to retire next month because they have a mandatory retirement age of 65. Isn’t that insane? Why do we have mandatory retirement ages in a time when there are shortages of talent both in the government and in the private sector? The National Association of Manufacturers is now attempting to get its membership to come up with flex and job-sharing plans so that they don’t lose the talent, particularly in this critical shortage of skilled labor.

So there is a whole host—the medical community, wellness, health, health care, anything that we can do that promotes wellness. Just last week, the American College of Sports Medicine released a study of the major areas in America where there are indices for wellness and fitness.³ It’s funded by WellPoint/Anthem Blue Cross and Blue Shield Foundation as a preventive way of saving their resources.

³ The complete report, titled ACSM American Fitness Index: Actively Moving America to Better Health, is available for download at: <http://www.americanfitnessindex.org/report.htm>.

There is a huge movement that would relate to walkability, complete streets, diet, and the anti-obesity agenda that fits into the partnership in terms of aging. Some health care facilities are going through asset-based community development. They are going through redesign with a group called Project for Public Spaces PPS founded by Fred Kent, who worked as one of William H. Whyte's research assistants on the Street Life Project, a very influential study done in the 60s. These facilities want to become wellness centers rather than illness centers. They want to have public markets that promote quality foods. They want to have arts councils in them. Tuscaloosa, Alabama, has a cancer facility [DCH Cancer Treatment Center] that has its own arts council with performing arts programs inside the cancer facility.

It's time for re-imagining different institutions. The Atlantic Philanthropies is a major funder. The profits from all the Duty Free Shops in the world go to one individual, and he set up a major fund, which he is liquidating the corpus of in 10 years. He just gave \$4 million to a group call Libraries for the Future to reposition every library as a hospitality center for the older citizen to meet younger people and have technology transfer, so that I can learn how to take cell phone pictures of my grandkids. Is a library for growing people or shelving books? There are five library systems now that are building affordable elder housing adjacent to or on top of the library, so that the library can become a social center. Think of every institution in your community, be it a museum, a YMCA, a library, a community college or a university, that could re-imagine itself as the most hospitable place in town, accommodating the needs of older individuals and fostering their sense of socialization, stimulation, health and wellness, business leadership. Just think of the challenges of getting those institutions to re-imagine themselves as hospitality centers of excellence that relate to the older citizen. Is it still seen as a valued asset in the social, political and economic life of that community?

Let me focus a bit more on the economic issue. I was in Mississippi in 1964. I'm from Berkeley, California, so you can imagine what my image of Mississippi is. You can imagine it was my first visit and I was scared to death. But Governor Haley Barber said Mississippi's future is to attract retirees to the new automobile jobs. He said that two retirees are equal to one high-rate auto manufacturing job. He identified three elements of Mississippi's future: town centers that are historic, attractive and have a rich arts council that animates them and creates vitality and

activity; attractive design and entryways so that people know they are coming into an interesting community; and a lake in every county with a boat ramp so people can go fishing. Now I don't know if you need the lakes, but imagine this is Mississippi, with all its difficulties, with all its poor health standards, all its low-wage jobs, and the governor just got re-elected saying two retirees are equal to one auto job in a major manufacturing facility. And what we need to hold those retirees, attract them from other states is attractive town centers, rich arts and culture, gateways and recreation.

Utah currently has the lowest age demographics of any state. They thought they were recession-proof, but because of the recent downturn and the fact that so few retirees have gone there—unlike Wyoming, Idaho and Nevada—their economy is suffering. So the governor formed a new cabinet to attract retirees to Utah. Retirees are a steady income. They bring resources that don't vary as much through an economic downturn. Therefore, you need retirees to balance your economy so that you are diversified, just like the governor of Mississippi said.

As I mentioned, the National Association of Manufacturers created a task force to explain that the mature worker is a valuable worker, and we need to redefine work, work standards and work hours. We need to restructure so there is no penalty against drawing your pension and still working full time. Maybe Iowa be a leader in taking a look at work. How do you remove barriers to continue to have talented people work as long as they choose?

Your whole retail mix. Wake Forest Business School did a study in which they found that America's population 20 year from now will be exactly the same in terms of age as Lakeland, Florida. What change to the retail mix change will facilitate adjusting to an older population? They found out that if a community could understand and support that retail mix change, then it would not experience the boom and bust cycles in the downtown with an older population. You would be able to anticipate what sorts of goods and services would be in demand as the population ages.

Perhaps business schools or Extension programs could look at the demographics of a community to determine just what changes to the retail mix would allow you to perhaps anticipate some stimuli or some incentives needed to keep abreast of those issues as your population ages.

The metro region today is seen as the competitive brand around the world. It's no longer the state; it's no longer the nation. It's the Stuttgart area of Germany competing or complementing the greater Indianapolis area in terms of automobile manufacturing and technology. The chairman of my board [Richard C.D. Fleming] is the [president and chief executive officer] of the St. Louis Regional Chamber and Growth Association (RCGA), which covers counties in Illinois and Missouri. He said that the overall brand of the region is the focus of the marketing agenda, which is to attract not only talent but capital, by convincing graduates from the higher education systems to stay in the area after graduation and raise a family and prosper there.

I'm convinced that the overall brand of a region in a changing world will be: Can we remove barriers to a livable community that impede anyone from feeling that they have been aged out of or aged into full participation in the life of that community? So talent for design, talent for planning, and talent for economic development will begin to create a definition of the St. Louis area. That's what my board chairman wants: the best community in America to live your full span of lifetime activities. This community can support the young person being nurtured, the educational goals of a person from primary to graduate school, the working family, the mature family, and the end of life. And that that brand will be a marketing strategy that will bring capital and talent from around the world.

[Gene Deprez], the head of business development for IBM [Global Location Strategies] is on the Partners board. He has just taken a position in Sheffield England to manage the creation of a new London in northwest England. It would be anchored in Sheffield, where they want to create three million new jobs that will take the pressure off the southeast. What's he looking at? He's looking at arts and culture, design, heritage, and accommodating youth and older people in a way that becomes a marketing message that something unique is happening in the Sheffield area.

Last year working, Mankato, Minnesota, was working with Minnesota State to develop a vision of the future. They had the Mayo Clinic, which is a health care provider, and the university sit in to discuss the possibility of becoming the most attractive community in this part of America, including Iowa and Minnesota., with an offer of life learning and wellness and re-inventing institutions such as libraries, the YMCA, and museums as great places. That's the definition of their 20/20 vision. [The community formed] a joint venture with the university, with the health care community, and with their institutions to make [Mankato] the hub of intellectual ferment, talent, pleasantness and good design that would welcome you to move there. So I'm here to market Mankato and urge that you all leave this town and move there for your retirement years.

Every town that has a college. Whether it's a community college like in Larami, Wyoming; whether it's a small town with an extraordinary school like Grinnell [College, Grinnell, Iowa] or Coe [College, Cedar Rapids, Iowa]; or whether it's a university, you have the best anchor for the community that can put aging to work in an economic development strategy. If The Wall Street Journal is right [about the baby boomers], I'm 68 so I'm part of that generation that is healthier, wealthier, and wiser than any group in the history of the world. I'm still working. I'm traveling. I'm a consumer. I'm still learning. I want to be connected to talented young people, education, stimulation, diversity, interesting groups and that can all be found, more than anywhere else in America, in college towns. I don't care whether it's a community college, a small private liberal arts school or a great university, a college is the natural magnet that forms a joint venture with the municipality to do a strategic plan that opens enrollment, provides athletic tickets, builds housing options, and encourages diversity. To me, that's going to be the future of retirement opportunities for any community that has a community college. I use the term community college because I worked in Cheyenne with Senator Sampson, who said, "Bob, the community college is our education institution. It's the one common thing we have. It is our anchor." So a community college, as well as a four-year college can become that institution.

I am going to close with this: Right now, Iowa is in the midst of the immigration problem, along with [the rest of] America. The immigration problem, if we solve it, is our greatest asset. If we could solve the immigration issue, any community that offers hospitality, any community that offers learning opportunities—through its library, its community college, its museums, its

YMCA—to help immigrants to speak English, to understand how to do a business plan, and to help them gain assets to go into business, is going to be a growth community.

The Brookings Institute did a projection of population growth in America over the next 30 years and showed that most of the growth will be going to the high-growth areas of which Iowa is not one. However, it said that any community that went out of its way to receive newcomers and help them into the economy and the culture just might have that stake of their future, because 60 percent of all new small businesses in America in the next 30 years will be formed by people who weren't born in this country. Three of the Fortune 50 firms in America were formed by immigrants. It's projected that six of the next Fortune 50 firms in the future will be formed by people who came to this country as immigrants. If you help them and support them, perhaps they will power your economy. So if immigration is a question now, think of it as America's longest-term asset. Communities that use their cultural resources, their arts councils, their libraries, their chambers of commerce, and their colleges to ameliorate some of the challenges and the "us-versus-them" feelings, are going to be creating an infrastructure of value.

Q&A Session

Rand Fisher: Bob, given what you said about college towns, are there some examples across the country where you think they've gotten it right or are on the cusp of that?

Robert McNulty: Let me use a few. Clemson University of South Carolina. Clemson University has a university partnership with a health care provider with a full spectrum of independent living, dependent living, nursing home, and hospice on campus with buses to athletic games, tickets to the best football and basketball games, access to the library, and open enrollment for all the courses. The goal is to have these individuals so enamored of Clemson that when they pass away, Clemson replaces their existing alma mater as the source of their donation for the endowment fund, which is a very valid thing.

Boden College in Maine has built retirement housing on the edge of its campus with the same structure. So think of what your options are. San Jose, California, decided to build its new public library on the campus of San Jose State University to symbolically take down the walls between the university and downtown and to make their citizens see the campus as part of their life, not just where young people go. Anything you can do that diffuses the gap between us and them and changes “us” into “we” is going to be a tremendous asset.

Ohio State University has a nonprofit that provides business subsidies to keep traditional businesses alive so they don't go under because of student pressure for fast foods or liquor stores or other things. Michigan State at one point tried to move its museum off campus into the downtown so that it could create a destination in the downtown. Unfortunately, that was overruled by the chancellor—I think foolishly.

In Waterloo, Ontario, the University of Waterloo goes to communities and says “We have faculty that we are willing to move into your downtown as a major tenant, for veterinary medicine, law, and optometry. Then they ask, “Could we put together a joint venture and see if we can get economic development [support] from our central government or our provincial government to help us take over two blocks of your downtown as our veterinary medical school? Very few American universities have shown the creativity of decentralizing part of their campus and moving it into a historic town center of a region to add vitality and life to the educational process, which leads to housing, which leads to small business, which leads to jobs, which leads to a story in *The New York Times* saying this is a great place to visit, which leads to someone deciding that maybe they can retire there.

In Battle Creek, Michigan, we worked with Calhoun County to come up with a way in which the vacant buildings and the economic development in downtown Battle Creek could, in fact, with investment in accessible elevators that were amortized over a ten-year period, become elder housing that would re-anchor the population in downtown Battle Creek. Northwest Michigan College University Center in Traverse City, Michigan, is wired in so that you can attend every university in Michigan from one location in Traverse City.

I work in Marquette, Michigan. Marquette is this wonderful community that has more snow per capita than any city in America in terms of inches. It used to say that its cold climate was its negative, but we pointed out that Finland had as cold a climate, but they are the cell phones innovators of the world, and therefore coldness had nothing to do with talent. Marquette is now using all of its resources and say that it is the greatest place to grow a business and a family, and that Northern Michigan University is a superb school that won the NAA State Hockey Championship some years ago. So it's up to your creativity. What could you put together?

Bill Morain: One of the other areas that people talk about to make livable communities is the need for a vibrant gay community. We also know that that a less tolerant group in the population toward the gay community is the elderly. Do you see a conflict here in communities that are trying to be all inclusive with respect to the cluster housing and so forth?

Robert McNulty: I'm working with a gay and lesbian housing developer in Santa Fe and in Florida, and she is developing inclusive communities for the gay community without barriers to the non-gay community in certain settings. So she has come up with a structure, and the first community opened in Santa Fe. I would say that the days of that being a difficulty are fading fast, the more we see the creative economy. Richard Florida's creative economy concept, which has gained the adherence of most of the business leaders in the world, says that the key component in the creative economy is the gay index, the acceptability of diversity rather than a factor of prejudice within the community. The creative economy preached by Richard Florida has a key component of tolerance to gay values as a lifestyle that's important to the future competitiveness of communities around the world.

Bob Bourne: The thing I heard here earlier is about the middle class retiree that you're trying to attract. I was wondering if you've done any work with the service workers, and blue collar employees who are paid below-average wages. They don't have a lot of resources. Do you see them staying where they are or moving, or communities catering to them, or what?

Robert McNulty: I mentioned the poster child for the truly vulnerable elderly was the aging Vietnam vet. On *The Wall Street Journal* side the truly rich and product-driven elderly are the

boomers. The people in the middle are left out in terms of those two extremes. Generally housing price is the major factor. Let's say I come from Westchester County, New York, and I want to leave my acre and a half. Westchester County has the highest property taxes in the state of New York and the highest land values, particularly close to the Long Island Railroad or New Haven Railroad stops. Where am I going to want to move to? I'm probably going to want to move to a quality-of-life community that has lower land costs than I am used to, so that I can afford a type of a lifestyle. There are a number of areas such as Mississippi. Mississippi is not exactly a high land cost location. That's why Governor Barber says we need town centers, we need recreation, we need rich arts and cultural lives to attract you to move from higher land cost areas with your retirement. Let's hope the housing market recovers in five years; then people could move to Mississippi with a lot lower investment.

Bob Bourne: There are people living in-home in Iowa and Mississippi. Do you see them moving in retirement?

Robert McNulty: Well, they might move to places with a lower land cost. For the first time ever, out-migration of elders to the Sunbelt areas has stopped. People are moving away from high land cost areas to low land cost but they are going to states adjacent to Westchester County; they are moving to Vermont or New Hampshire. They are not going to Florida. How you retain those individuals with what support or subsidies or values is really your own decision in each community. There is a new concept called worker housing. Once the worker stops working, what incentive do you have to support [his or her] ability to stay in your community? That's your individual goal to decide.

I work in Australia a fair amount, in Queensland. We're taking those sugar towns that are no longer sustainable because the sugar harvesting technology has moved to the third world, we are taking the old clinic that served the sugar workers, and we're doing Extension programs through the University of Queensland. We are attracting retirees from more expensive communities in Melbourne and Sydney to move into these sugar towns, because there is good health care, there's life learning, the climate's good, and the land is about one-fifth the cost of where they are coming from in terms of housing.

The question is: What are you willing to do to help those individuals of modest means continue to be a vital part of your community?

Peter Butler: From working with the two communities for the past few weeks, the question that arises is moving from the single family residential to the nursing home. There's nothing intermediate there for a person of potentially lower means. So is that community initiative to develop housing that's not public housing or low-income housing as we have it today, but is another option where people could live independently before moving into that next step of the nursing home? In Polk City yesterday, we heard about the condominiums, which would be great intermediate-type housing in Polk City but they're way too expensive for a middle class person to afford so there aren't those options now.

Robert McNulty: Let me give you one twist on this that is innovative. Pasadena, California, built elder-friendly subsidized housing, but the criteria to get in were you had to be an artist over 65 and they had to review your portfolio. Now artists are normally, unless they are famous, living in fairly modest means. Most of them have never been able to buy their own facility. Therefore, wouldn't it be a unique way of getting national attention, if you say that downtown next to the library—with the library re-imagined as the intergenerational gathering place in our community—we are going to have an elder artist housing with work space adjacent to it. Now that's the sort of synergy that design and planning talent creates product which creates a buzz which creates a visibility which creates people saying I have to go see this place.

Rand Fisher: Your comments this morning left me in a little bit of a quandary as to this notion of a cradle-to-grave region, if you will, and aging in place versus this notion that we are a country on the move. People are told they are going to move seven times, they are going to have nine jobs in four different career arenas or occupations. You often see that we are a nation on the move. So how do we square that?

Robert McNulty: I think we are moving less.

Rand Fisher: So you think there's a sea change coming?

Robert McNulty: There's a metaphor that I heard above Traverse City, where a woman said, "I want to walk across the street to see my grandchildren. Not spend carbon miles flying in an airplane over 3,000 miles." If energy, family, and intergenerational relationships can be restored, it would predicate that we hope to move less. Pennsylvania has a great educational factory, but it has the fewest students going to school there who ever come back to work there. Almost every state that has that problem asks: How do we get people to stay in the communities where they went to school so we can create jobs and opportunity?

Pittsburgh Medical Center just recently [started a program in which it puts up a \$100 million in support for any graduate of the public school system in Pittsburgh who goes to college and comes back to take a job in Pittsburgh. That program was begun in Kalamazoo. Communities are doing whatever they can to say, "If you like it here, there's no reason you shouldn't be able to afford a home here or not be able to get a job here. Why don't we welcome you back in some way so that you can stay here if you want and you have that growth potential of opportunity that would allow you to be a long term citizen rather than a frequent flyer?"

Becky Groff: One of the other things, and I don't know if it's an opportunity to scale, but I think it's a consideration, is that because of housing here and because of the relative low cost of long-term care, when people who live on a coast are looking at a parent being here, they talk about moving them. It's not feasible to move a parent there; they can't get the care. People come back here to provide care to aging family members who are people of some means with some mobility and some intellectual capital to be able to invest in a community. I think of one of our new volunteers in Rock Rapids, Iowa, who has a PhD and came at first to care for her mom and then her dad had a stroke. She said, "I love it here and I forgot how wonderful the state is, but what am I going to do with a PhD in Rock Rapids, Iowa? I don't know how many of those. I know there's a bunch of them down in Lamoni.

It's another way to think about an asset, how our aging is an asset. We're inviting people to come back and go to work in Iowa. There's going to be a big thing at the Kennedy Center next week to

bring what you call the young, vital and edgy back. How can we bring reliable people of economic means back in terms of meeting some of that kind of need? Maybe it's too much of a major movement, but it is a consideration in terms of marketing and appeal to coming back to Iowa.

Robert McNulty: I think you said it better than I did that the older individual is an asset if you make it in every aspect of our life, whether it's social service, health care, economic development, transportation planning needs to do a strategic plan say how can we imagine using this talent as an asset. The easiest example I use is the arts council. Almost every community has an arts council. The state of Iowa has an arts council. None of them in America have a strategic plan on how they can reach the fastest growing audience, which is the older person. What services do they have to adjust to reach the fastest growing audience, the older person so that that talent of the artist, that socialization of the arts event, that mental stimulation relates to the quality of life of that audience, which is the fastest growing segment of their entire population. Not a single one has done a strategic plan—you see, this is a value. They bemoan the loss of the younger audience and not congratulate the gain of the older audience. It is stupidity of that is amazing.

Tim Borich: When you talked about less movement, I think the classic idyllic lifestyle viewed by many seniors is Arizona, Florida, more isolated, with a separation of the generations. You would be living in a community of people like you, your age and background. And now in Traverse City and in some of the other communities you mentioned, do you see this as a movement of what I call intergenerational retirement being more of a broader community as opposed to being isolated within your age group?

Robert McNulty: There still is a segment of the market that will find the gated community, no people under 19 allowed to spend more than 30 days a year there, golf cart-led, segregated lifestyle valuable. I'm saying that's a declining percent of the population and that that market will shrink and shrink. There is a great need for housing choices and settlement options for the percent of the population that is over 50 and does not want that as part of their life.

Peter Butler: You mentioned the lack of developers' vision, still thinking about that single family home or apartment buildings. Have you seen any movement with that?

Robert McNulty: I did a workshop two weeks ago with the National Association of Home Builders and AARP in New Orleans, and there wasn't a single developer there presenting anything other than age restricted communities. It was all age-restricted communities. It is amazing. So I would say that any form of urban combination of stimulation and education that attracts some shopping and walkability to some medical services is going to be a product that can attract a growing number of people who still see their lives as John Gardner said: "When you turn 65 you still have one-third of your life ahead of you. What are you going to do with that one-third of your life?"

John McCauley: Robert, I have a comment I would like to say about aging. In our conversations yesterday I was starting to hear and see and feel some things that I had a hard time articulating. It seems to me that we have a sense here that we have an "if we build it, they will come" mentality in our conversations about attracting and keeping older adults in communities in Iowa. And to me, there's also a build it or retrofit it and they will stay strategy in which we build on what we already have, and that has to be a vital part of our strategy. If Dr. Mary Yearnis [professor, Iowa State University Department of Human Development and Family Studies] were here she would talk about retrofitting houses to help older adults remain independent, and then connecting them with the existing network of services so they don't have to move, and so they continue to contribute to their communities economically through vitality, volunteerism and so forth.

Robert McNulty: That's exactly what we are preaching. You should have the choice to stay as long as you choose in your own home, in your own neighborhood, in your own community. If for some reason, by finance, ability or disability, or loss of a loved one, you need to leave that traditional home, there should be other options within the community that will allow you to stay as long as you so choose. And when you are going into that final phase, you may wish to move a thousand miles away and be close to your daughter or your son.

John McCauley: The community design has to be holistic then. We need to think in terms of strategies for a lifetime.

Robert McNulty: The full life span, the full life span. And retrofitting is the right word because it doesn't take major capital. It takes restructuring of our mind set to see what small elements allow for retrofitting. I was working in Rochester, New York. We had an EPA grant to try to relate aging to smart growth. We had a workshop in a low-income, African-American neighborhood. There were two ladies from the neighborhood who said that the senior center was across a six-lane road. They had never gone to the senior center because the cross street with a traffic light was a quarter mile down the way. Therefore, they could never walk fast enough to jaywalk and they could never walk the half a mile or so in their strolls. They have never gone to the senior center. Now things like that need to be solved on a small scale.

Rand Fisher: Bob, your comments I think were really helpful to this group because I think you have taken us beyond design to an array of policy. When you mentioned the college community, it wasn't that they just put up a welcoming residential design; they reinvented every policy and procedure of the university to be welcoming and encouraging. I think as important as physical design can be—we all work at being attractive, there is something well beyond that that needs to be open in terms of communities being friendly or unfriendly.

Robert McNulty: Well again you've said it better than I could. I've always preached that design is the demonstration project and that once you've got people committed to an open discussion of how a community can remove barriers, the demonstration program, which keeps the momentum going, involves a talented designer to take a place and to make that place or that center friendly, so that everyone says, "My God, that's what we are talking about. We need to do this in more places and we need to engage the talent of more designers to make our community a good place."

When I was picked up yesterday by Peter [Butler], I told him that the successor to William H. Whyte, who wrote *The Social Life of Urban Spaces*, is a small nonprofit called Project for Public Spaces in New York City. They have this model called Powers of Ten, and I told him maybe we

should lower it down to Powers of Five. Each community could do a strategic plan to eliminate the barriers to the older person for a full life, then select five institutions and bring in the design and landscape talent to retrofit those institutions both inside and outside to create centers of excellence as a demonstration of their commitment to be a great community for everyone. That Power of Five could be the library, the museum, the college, the city hall and the police station, which you could use as demonstrations that we do care and we will use the talent to show that we care.

John McCauley: Yesterday I was struck by our conversation after we took a short tour of Grimes and some of the observations about the sidewalks, for example, as something that could be repaired, extended and so forth. Disconnect [exists] between low-income housing and the downtown, even though they are only a couple of blocks apart. I think those are smart things. In rural America, our finances are stretched. A small town like Grimes is lucky because they are border community of a larger city and they have some economic growth. What about the towns that have a stretched tax base and can't increase property taxes, and every time you put something on the ballot, the older voters are the ones who shoot it down? We talk about the economics. The urban planning is smart and makes a lot of sense, but where is the money coming from?

Robert McNulty: There are those of what we call "curmudgeonly communities" that have an older population and any deem any improvement to recreation, schools or certain transportation services as a tax increase on them and therefore, they will vote it down. Then you have other communities that have only school-age kids and families. The school systems are broke. What you need a balanced community that has some retirees and some active young families, so that you don't have everyone going to school in one generation and don't have everyone retired in one generation, so that everyone has a sense of a common future in that community being a living, vital place with people coming in and out of the system. In Martinsville, Virginia, and in the tri-state areas of Kentucky we did some focus groups among these curmudgeonly elderly who voted down all these school things. They said, "Well, nobody asked us. Why can't the school be a community school where there is an elder fitness center in the school? We might vote for that. Why doesn't everyone do strategic planning about what *we* need as opposed to

what *you* need, so we can work together to come up with a bond issue that we were part of setting.” So, again, it goes back to a plan that has multiple benefits that is done cooperatively, rather than a levy, which makes older people feel once again that the school district is taking their resources and not engaging them in any way in the benefits of their work.

Unknown Speaker: I’m glad you brought up the educational aspect. I sat in on the governor’s task force about the impending labor shortage and one of the big concerns there was losing our young people and not having high paying jobs and having wage erosion. So I’m wondering if education should not play a huge role to promote intergenerational interaction. Getting elderly people involved in the school mentoring students and then economists ...giving our students the idea that there is profit for business opportunity from the aging population. So maybe the entrepreneurial student will stay in the state because now they recognize that they don’t have to leave to earn a good living. So it seems like there has to be more involvement in our educational system starting to promote that interaction between the generations.

Robert McNulty: Certain counties in Indiana, I was the state speaker at their state forum some years ago, require that in primary school that there be a class in local history taught by someone over 65. This is an amateur that comes in and the one that they walked us through was a World War II veteran that was teaching 4th graders about what war was. It was quite moving to the kids and the man. And they said that if formed a bond and a linkage between the generations that was unsurpassed.

Tom Morain: For many years in Iowa, one of the key points was that all children had to learn a list of famous people who were born in Iowa and moved somewhere else.

Robert McNulty: Well maybe that somewhere else could be moved. But anyway you have the greatest writers and programs in the world. There’s got to be some way of weaving the talent that you have that stimulates within young people and old people to learn from each other.