



GERRY FRANK | SALEM ROTARY AMPHITHEATER

# Cases for Age-Friendly Planning And Policy

**Bryan Webster**  
Report Author • School of Planning, Public Policy and Management

**SPRING 2024**  
**SALEM**

**Alex Li**  
Visiting Associate Professor • School of Planning, Public Policy and Management

PPPM 407/507: SEMINAR PLANNING FOR ALL AGES | COLLEGE OF DESIGN



## **Acknowledgments**

The authors wish to acknowledge and thank those at Center 50+ who supported this class and project. Thank you to the City of Salem and the following city staff for their insight and guidance:

**Marilyn Daily**, Director, Center 50+

**Courtney Knox Busch**, Chief Strategy Officer

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Salem. Text and images contained in this report may not be used without permission from the University of Oregon.

# Contents

<b>4</b>	<b>About SCI</b>
<b>4</b>	<b>About SCYP</b>
<b>5</b>	<b>About City of Salem</b>
<b>6</b>	<b>Course Participants</b>
<b>7</b>	<b>Course Description</b>
<b>7</b>	<b>Executive Summary</b>
<b>8</b>	<b>Introduction</b>
<b>9</b>	<b>Takeaways</b>
<b>13</b>	<b>Conclusion</b>
<b>14</b>	<b>References</b>
	<b>Student Case Studies</b>
<b>15</b>	<b>Appendix A: Adrianna Renee Yazzie</b>
<b>30</b>	<b>Appendix B: Bryan Webster</b>
<b>40</b>	<b>Appendix C: Jadelin Castellaw</b>
<b>51</b>	<b>Appendix D: Celeste Griffiths</b>
<b>62</b>	<b>Appendix E: Corrin Hoyer</b>
<b>71</b>	<b>Appendix F: Robert Chan-Il Grisso</b>

## About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

**1. Our Sustainable City Year Program (SCYP)**, a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to

provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## About City of Salem

The City of Salem is Oregon's second largest city (179,605; 2022) and the State's capital. A diverse community, Salem has well-established neighborhoods, a family-friendly ambiance, and a small town feel, with easy access to the Willamette riverfront and nearby outdoor recreation, and a variety of cultural opportunities.



The City is known for having one of Oregon's healthiest historic downtowns, hosts an airport with passenger air service, and is centrally located in the heart of the Willamette Valley, 47 miles south of Portland and an hour from the Cascade Mountains to the east and the ocean beaches to the west.

State government is Salem's largest employer, followed by the Salem-Keizer School District and Salem Health. The City also serves as a hub for area farming communities and is a major agricultural

food processing center. A plethora of higher education institutions are located in Salem, ranging from public Western Oregon University, private Willamette and Corban universities, and Chemeketa Community College.

Salem is in the midst of sustained, steady growth. As a "full-service" city, it provides residents with services such as police and fire protection, emergency services, sewage collection and treatment, and safe drinking water. Salem also provides planning and permitting to help manage

growth, as well as economic development to support job creation and downtown development. The City also provides 2,338 acres of parks, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

Salem's vision is a safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all. The City's mission is to provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of the environment and neighborhoods, and support the vitality

of the economy. The City is in the midst of a variety of planning efforts that will shape its future, ranging from climate action planning and implementation, a transportation system plan update, as well as parks master planning.

This SCYP and City of Salem partnership is possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending. With additional funding from the city, the partnership will allow UO students and faculty to study and make recommendations on city-identified projects and issues.

## Course Participants

Adrianna Renee Yazzie, Architecture Undergraduate

Bryan Webster, Planning, Public Policy and Management Undergraduate

Celeste Griffiths, Women, Sexuality and Gender Studies Undergraduate

Corrin Hoyer, Planning, Public Policy and Management and English Literature Undergraduate

Jadelin Castellaw, Planning, Public Policy and Management Undergraduate

Robert Chan-Il Grisso, Planning, Public Policy and Management Undergraduate

## Course Description

### **PPPM 407/507: SEMINAR PLANNING FOR ALL AGES**

Planning for All Ages (PPPM 407/507) students researched and analyzed age-friendly transportation, housing, and interagency collaborations to conduct a case study to help Center 50+, the City of Salem's largest senior center, advance their aging-related services and activities.

## Executive Summary

The City of Salem and its largest resource for older people, Center 50+, are in the process of planning for a momentous shift in the City's demographic composition: citizens are getting older. Salem's rapidly aging population necessitates a comprehensive approach to creating and maintaining an age-friendly city. This seminar class was tasked with finding, researching, and evaluating successful cases in age-friendly planning and public policy. By learning from programs that have made other cities more accessible for their older population, Salem can ensure that it does the best it can for its older community members.

The student research highlights the critical importance of fostering independence and community engagement among older residents. By prioritizing these areas, Salem can significantly enhance the quality of life for its older residents and solidify its position as a welcoming community for all ages. Across the students' research and resulting case studies, key themes arose:

- The need to support aging in place through accessible and affordable housing, robust transportation options, and information environments that work for older people

- Effective collaboration among government, non-profit organizations, and community members
- Methods to effectively maximize finite volunteer hours
- Outreach that meets older people where they are both physically and technologically

This report synthesizes the lessons from student analysis of successful cases into takeaways for the City of Salem and its citizens. By implementing the recommendations from this course and utilizing the analysis to shape ongoing programs targeted toward older people, Salem can support its aging population and become a thriving age-friendly city.

## Introduction

Salem has a large and growing population of older people. In 2017, 20% of the population was 60 or older. The City expects a 33% increase in people over age 60 by 2030, and the share of older people is projected to continue rising faster than the population. (City of Salem, 2018) To accommodate these changing age demographics, Salem has been working to become a city where older people can thrive, age in place, and independently live out their golden years.

Center 50+ is Salem's largest senior center and an important part of the City's age-friendly network. The Center connects those age 50 and older with food, transportation, health care, and other essential needs, as well as providing social and educational opportunities for the community.

For this course, each student conducted a case study to help Center 50+ advance their aging-related services and activities. Students toured the Center and talked with staff about focus areas that would be most beneficial to Salem's age-friendly planning. Then, students researched successful program cases that addressed specific aspects of age-friendly communities to include:

- Supporting affordable public housing for low-income older adults and homeless population in Phoenix, Arizona.
- Utilizing volunteer capital to provide transportation for older adults after driving cessation in Pomona County, California.

- Reducing ageism and social isolation by increasing technological skills in intergenerational programming in Rhode Island.
- Preparing older adults for wildfire-related disasters in Jackson County, Oregon.
- Supporting collaboration and interagency activities of health and wellness programming for older adults in Santa Fe, New Mexico.
- Learning from best practice examples such as the Jockey Club Age-Friendly City Project, a non-profit initiative with a ground-up, wholistic approach to planning for older people's needs and abilities in Hong Kong, China.

Each case was researched, analyzed, and distilled to key takeaways from the successes of existing programs. This report is a synthesis of the six case studies in the class, with a focus on lessons for age-friendly planning and policy in Salem. For more detailed information, each student's full case study can be found in the appendix to this report.

## Takeaways

### AGING IN PLACE

One of the City of Salem's values for creating an age-friendly community is support for older people to age in place. This requires supportive physical and social structures from housing to civic engagement. Creating livable communities for older adults allows them to continue to live in beloved homes and neighborhoods, allowing continuity of community and location during the aging process. Aging in place requires older people to continue to have easy, independent access to all day-to-day needs. This includes the stage of life after driving cessation, limited mobility, and

lack of access and use of technology. It also includes considerations of the built environment, such as accessible housing design.

Several programs students evaluated in their case studies illustrated ways that Center 50+ and the City of Salem could support aging in place. During a 2018 analysis, Salem identified eight livability domains for age-friendly cities. (City of Salem, 2018) The following topics align with three of these domains: housing, transportation, and information and technology.

**FIG. 1**

Friends gather in a community space



## HOUSING

To age in a home they love, older people must have access to safe, accessible, and affordable housing. Two cases focused on housing: one on affordable housing policy in Phoenix, Arizona, and the other on a wildfire preparedness program in Jackson County, Oregon.

The Phoenix case (Renee Yazzie, 2024) provides lessons for Salem on housing affordability, such as targeted funding and partnerships for housing vulnerable populations, zoning changes, and public land banking. Phoenix approved \$9 million in federal grant funding for six affordable housing projects, five of which were targeted specifically toward older adults. The City changed its zoning code to allow for accessory dwelling units (ADUs) and implemented inclusionary zoning to include affordable housing in market-rate projects.

All of these policies aim to increase housing stock and are significant steps in addressing housing affordability in Phoenix according to Renee Yazzie's analysis. These policies could be implemented in Salem to improve affordability for older people.

In Jackson County (Hoyer, 2024), wildfire preparedness programs like Woody Vegetation Disposal Days provide community support for older homeowners to keep their property as protected as possible from wildfires. Vegetation disposal would normally have a financial barrier, but the program in Jackson County relies on volunteers to put on a yearly event for homeowners to freely dispose of dry vegetation that can fuel fires. This is especially important at the Urban-Wildlife Interface, where Salem and Jackson County are comparable—interactions between developed and natural land, and therefore conditions for wildfire risk, are similar.



FIG. 2

Man shares his garden with his granddaughter

**FIG. 3**

Woman in wheelchair is supported by transportation service



## TRANSPORTATION

One case centered around a volunteer driver program in California's Pomona and Los Angeles Counties. (Webster, 2024) Serving as an alternative option to paratransit, AgingNext connects volunteers with older and disabled people who need help with door-to-door transportation. A diverse range of transportation options is vital for a robust network of connections for older people to age in place. After driving cessation, traditional metrics of walkability and bikeability may fail older adults who have mobility issues.

Center 50+ is beginning a pilot for a version of this program. The Salem pilot will begin with just ten volunteer drivers to test the organizational logistics and

insurance coverage. Based on AgingNext's success as well as Pomona's planning context, the student case recommends Center 50+ utilize a rideshare insurance scheme that covers drivers, passengers, and the organizing firm, now commonly available due to the proliferation of rideshare services. (Webster, 2024) Because AgingNext operates in areas with a much larger population than Salem, it achieves an economy of scale that allows it to provide greater service at a low cost compared to Salem. To account for cost, it is suggested Center 50+ organize the program in a concentrated area around their facility. Focusing on getting older people to and from the Center can facilitate older people's daily needs after driving cessation while minimizing cost and organizational capital.

## INFORMATION AND TECHNOLOGY

One case focused on a Rhode Island program called “CyberSeniors” which connected high school students with older people for technology lessons. (Griffiths, 2024) CyberSeniors had teens teach lessons on technology to older people to reduce ageism and increase tech literacy. Older participants received iPads and could ask youth questions about smartphones, social media, or any other technological issue they were having.

Older adults often struggle with quickly changing technology, especially keeping up with important information frequently communicated virtually. Never has this been more apparent than during the

COVID-19 pandemic, during which the CyberSeniors program was running. Older participants reported an increase in general technology competency after participating in the program.

Based on the Rhode Island case, Griffiths recommends connecting Center 50+ with local high schools and community colleges to create similar programming in Salem. Working with schools would have minimal costs as students could earn credits or volunteer hours through the program. Center 50+ currently has a technology support desk, but working with students would have the added benefit of improving intergenerational relationships.



**FIG. 4**

Woman helps an older man navigate his smartphone

## **INTERAGENCY COLLABORATION**

Every successful case relied on the cooperation between multiple government agencies or between government and non-government organizations. Because age-friendly planning and policy fall in so many diverse sectors of local governmental structure, collaboration is vital to supporting older people in Salem.

Hong Kong's Age-Friendly City Project is a shining example of an age-friendly policy that can only be enacted via public-private partnership. (Chan-Il Grisso, 2024) The City's Jockey Club initially invested \$191 million into the program, which engages all 18 districts and over 70 non-governmental organizations. The program partners with the World Health Organization as well as the government for age-friendly policy and urban design. According to student analysis, the grassroots quality of the Age-Friendly City Project created an atmosphere of trust and engagement, leading to community groups like neighborhood associations being key stakeholders in the age-friendly planning process. Chan-Il Grisso recommends empowering neighborhood associations and similar community groups to achieve the same level of input and engagement in Salem.

Several cases relied on partnerships to be successful. Pomona's volunteer driver program is funded by two local transit agencies as a supplement for paratransit services. (Webster, 2024) Phoenix's affordable housing initiative requires for-profit and non-profit developers to build, as well as non-profit land banks. (Renee Yazzie, 2024) Santa Fe's health and wellness programming is the result of senior centers partnering with the local public health agency. (Castellaw, 2024) In each of these cases, the partnership connects the expertise of one group with the resources of another to fully capitalize on each organization's strengths.

## **VOLUNTEER CAPITAL**

Currently, Center 50+ operates via the time and effort of hundreds of volunteer hours per week. These volunteers are largely older people who themselves utilize the services available at Center 50+. Operating with a stringent budget, Center 50+ looks to maximize the effectiveness of its volunteers to best serve its function in the community while minimizing cost. Several cases are similarly driven by volunteer engagement and can provide insight into successful practices for organizing volunteer-led programs.

**FIG. 5**

Woman reads a library book to young girl

In Santa Fe, health and wellness classes are taught at the City's three senior centers. (Castellaw, 2024) These classes end by certifying the participants to teach the class, creating a cycle of sustainability for health and wellness communication. This model is not limited to health courses and could be implemented in any of the many educational offerings at Center 50+.

Jackson County's wildfire preparedness programs utilize older volunteers for peer-to-peer lessons, outreach, and disaster response. (Hoyer, 2024) Programs that rely on older volunteers can provide added benefit by serving as a connecting social experience, going to places they otherwise wouldn't go, and meeting people they

otherwise wouldn't meet. Jackson County's program includes lessons in elementary schools—a chance for intergenerational connection. Similarly, in Rhode Island, the technology lessons connect students and older people who benefited not only from the information but the social aspect of the program.

Volunteer structures should be organized so that getting in the door is easy and becoming more involved is even easier. This lesson comes from Pomona's volunteer driver program, where riders can recruit their own volunteer drivers for trips, and once those drivers are certified they can easily increase their involvement and drive others. (Webster, 2024)

## OUTREACH

Three cases focused on the specific needs of older people when it comes to outreach and communication. Outreach around programs for older people must be tailored to their technological and social needs—specifically, important information must be communicated in a way that considers the lack of access to technology and technological prowess among older people. According to student analysis in these three cases, effective outreach programs in successful cases include older adults as active participants and partners.

Rhode Island’s technology literacy program aims to improve older people’s ability to navigate digital information. (Griffiths, 2024) This improves outreach efforts for other age-friendly programs, especially during the COVID-19 pandemic when much of the fast-changing and extremely important health information was largely communicated virtually.

To communicate important information to older populations, two cases describe programs going above and beyond. In Hong Kong, the widespread and hyper-local support system (largely neighborhood organizations) facilitates workshops, talks, and community events centered around creating a more age-friendly city. (Chan-Il Grisso, 2024) That locality and ground-level outreach is a key component of the political success of Hong Kong’s Age-Friendly City Project.

In Jackson County, older volunteers spend time educating their communities on wildfire preparedness and prevention. (Hoyer, 2024) The program’s outreach involves school visits and engaging at community events. Face-to-face contact, which meets seniors where they are and doesn’t rely on technology, works for older people in conjunction with other forms of communication. Jackson County’s wildfire program shows that for important information, using a diversity of forms of communication that includes face-to-face is vital.

**FIG. 6**  
Friends view  
smartphone together



## Conclusion

Salem's growing population of older adults makes planning for an age-friendly city more important than ever. This report analyzed six successful cases, highlighting key takeaways for Center 50+ and the City of Salem. Key findings emphasize the importance of:

**Supporting aging in place:** Affordable housing, accessible transportation options, and technology training all contribute to enabling older adults to remain in their homes and communities.

**Interagency collaboration:** Effective age-friendly policies require cooperation between governmental and non-governmental organizations. This maximizes expertise and resource allocation.

**Volunteer capital:** Many successful programs rely heavily on volunteers.

Center 50+ can create sustainable models by fostering a culture of volunteerism and implementing innovative strategies such as peer-to-peer education and intergenerational connection opportunities.

**Tailored outreach:** Reaching older adults requires a multi-pronged approach that considers the technological limitations that come with age and social preferences. Utilizing a combination of methods face-to-face interaction and training older adults to communicate vital information is recommended.

By adopting these strategies and following the takeaways from successful practices highlighted in this report, Salem can create a city where older adults can thrive, age in place, and enjoy an independent and fulfilling life.

## References

Castellaw, Jadelin. 2024. The Importance of Interagency Activities to Make Healthy Older Adults: A Case of Santa Fe, New Mexico.

Chan-Il Grisso, Robbie. 2024. The Jockey Club Age-Friendly City Project: A Case in Hong Kong, China.

City of Salem. 2018. Age-Friendly Salem Assessment 2018.

Griffiths, Celeste. 2024. Reducing Ageism and Social Isolation: Increasing technological skills in intergenerational programming.

Hoyer, Corrin. 2024. Wildfire-Related Disaster Preparedness Methods for Older Adults in Jackson County, Oregon.

Renee Yazzie, Adrianna. 2024. Affordable Public Housing for the Older Low-Income and Homeless Population in Phoenix, Arizona.

Webster, Bryan. 2024. Helping Hands on 10 and 2: Utilizing Volunteer Capital to Provide Transportation for Older Adults After Driving Cessation.

# **Appendix A:**

## **Affordable Public Housing for the Older Low-Income and Homeless Population in Phoenix, Arizona**

Adrianna Renee Yazzie

# Affordable Public Housing for the Older Low-Income and Homeless Population in Phoenix, Arizona

## **TOPIC**

Affordable Housing Developments, Housing Assistance, Aging in Place

## **TIMEFRAME**

2017-2023

## **AUTHOR**

Adrianna Renee Yazzie

## **LEARNING GOALS**

- Understanding the importance of affordable housing for the older community
- Analyzing the accessibility of housing programs for Phoenix's older population
- Highlighting the importance of community collaborations to provide affordable housing for older people

## **PRIMARY AUDIENCE**

Students in urban planning, public policy, housing development, architecture, and non-profit management; local government officials and affordable housing agencies; advocates for affordable housing and aging in place initiatives

## **SUMMARY**

This case study goes over Phoenix, Arizona's affordable housing situation for its older low-income and homeless population. Phoenix has gone through many initiatives to improve its accessibility to affordable housing for its vulnerable older population. However, its growing population has made the city's efforts

extremely difficult. This is an extremely critical problem because as more older adults struggle with paying rent while living on fixed income, they sacrifice other essential things like food or healthcare in order to pay rent which cause them to live a life filled with financial worry. If these older adults can't pay rent then they join the 35% of older adults that make up Phoenix's homeless population thus increasing this percentage (Lockhart 2022). This case will be looking at potential solutions offered to solve this problem, those like the use of Accessory Dwelling Units (ADUs), the solutions that were implemented, like new affordable housing developments, and how they were implemented and their results. As well as analyze the likelihood of the success these solutions have in the city.

### **Definition of the Problem**

Phoenix, Arizona, faces a significant challenge with providing affordable housing for its older low-income and homeless population. The city has experienced an increase in its older population, many of whom are on fixed incomes and struggle to afford housing costs that are consistently rising as years go on. This demographic shift, combined with escalating rents and a limited supply of affordable housing, has aggravated Phoenix's housing crisis for its older population.

Phoenix's homeless population stands at approximately 7,500 individuals, with more than 2,000 of them being older adults ages 55 and older (Arizona 2022). The increase of older adults ending up living on the streets also increases their chances for heat-related illnesses because the Phoenix area is known for its heat wave, especially during the summertime, in the past year alone two-thirds of the 500 caused by heat stroke in the homeless populations were older adults ages 50 or older (Boehm 2023). The increase in older adults living in homelessness in the Phoenix area has reflected broader national trends where more older adults find themselves unable to secure stable housing due to insufficient retirement savings, high medical expenses, and a lack of social support systems. Many of these older individuals face unique challenges, including physical disabilities and chronic health conditions, which make the quest for affordable, suitable housing even more pressing.

The demand for affordable older adult housing continues to outstrip Phoenix's supply for them. Phoenix has allocated over \$25 million in federal and local funds towards affordable housing projects for older adults in the past decade, resulting in the creation of more than 1,200 units (City of Phoenix 2021). However, this investment has not been sufficient to keep pace with the increasing need. With the average rent cost being \$1,500 and the availability of affordable units remains limited, many older adults are forced to live in precarious conditions or face homelessness (U.S. Census 2022).

Phoenix's struggle with providing affordable housing for its older low-income and homeless population highlights a critical issue that requires sustained attention and investment. Addressing this issue is not only a matter of providing shelter but also ensuring the well-being of Phoenix's aging population.

### **Potential Solutions**

Phoenix has offered multiple solutions on how to aid Phoenix's lack of affordable housing for its older low-income and homeless population. Two of these solutions being an increase in Accessory Dwelling Units and more local government funding programs.

Accessory Dwelling Units (ADUs) present a promising solution to Phoenix, Arizona's affordable housing crisis for older adults. ADUs, which are smaller, secondary housing units built on the same lot as a primary residence, offer a flexible and cost-effective way to increase the housing supply. In Phoenix, the adoption of ADUs could significantly improve the housing pressure that is put on its older low-income and homeless population. According to the City of Phoenix, implementing ADUs could potentially add up to 10% more housing units to the Phoenix area. This would provide older adults with affordable living options that allow them to age in place while maintaining close to family and community. ADUs can be designed with accessibility features to meet the specific needs of older adults. The city's zoning reforms have made it easier for homeowners to build and install ADUs, and with an estimated cost of \$100,000 to \$150,000 per unit, they are more affordable compared to traditional housing development. ADUs also

offer a way to maximize land use efficiency in a city. This approach will promote intergenerational living arrangements, encouraging a supportive community environment for older adults.

Another potential solution would be more local grants which can significantly aid older adults in Phoenix, Arizona, by providing direct financial assistance for housing costs, thereby reducing the economic burden on low-income and homeless older adults. Grants can also support the creation of ADUs. Home modifications and essential repairs, funded by grants, can make existing homes safer and more accessible for older adults. Through calculated allocation, local grants can create a supportive and affordable housing environment for Phoenix's older residents, ensuring they have access to safe, comfortable, and sustainable living arrangements.

### **Solution and Implementation**

The most obvious solution to Phoenix's problem of lack of affordable housing is to provide housing developments specifically for older low-income and homeless adults. This is the solution that seems to be the most implemented by the City of Phoenix.

The City of Phoenix's Council has implemented several programs to provide more affordable housing developments for its older adults by approving a \$9 million in federal grants. This funding was awarded to six different developers five of which are specially for low-income older adults. These five units are the Garfield III, Kazan Apartments, Memorial Towers, Resilient Living at Sunnyslope, and Osborn Pointe.

the Native American Connections' Osborn 3rd Building. This development will offer 50 new affordable housing units specifically designed to support the local Native American population, including older adults. This project emphasizes culturally appropriate housing and services, which is crucial for fostering a supportive community environment.

Another notable development is the Resilient Living at Sunnyslope, a 40-unit new build. This project will provide housing options that cater to older adults, integrating community services that facilitate aging in place. By focusing on creating a supportive living environment, this development aims to help older adults maintain their independence while having access to necessary amenities and healthcare services. The project's location in the Sunnyslope neighborhood is strategic, as it leverages the existing community infrastructure to support its residents effectively.

The Memorial Towers project is also pivotal in enhancing housing options for older adults. This 153-unit rehabilitated building is designed to provide stable, affordable housing with improved accessibility features tailored for older adults. The renovation of this building includes modern amenities and safety enhancements, ensuring that older residents can live comfortably and securely. This project, located near Pima Street and 7th Avenue, also plans to offer on-site services to assist residents with their daily needs.

The Kazan Apartments will contribute to the affordable housing landscape with two locations near Thomas Road and 43rd Avenue, offering 72 new units. These apartments are expected to provide a mix of housing options suitable for older adults, featuring designs that prioritize accessibility and ease of movement. By including units that cater to lower-income older adults, the Kazan Apartments aim to reduce housing insecurity among the older population in Phoenix.

The Garfield III project, consisting of 60 new units near 16th and Roosevelt Streets, will also play a crucial role. This development focuses on creating affordable housing options for various demographics, including older adults. By incorporating community spaces and services, the Garfield III aims to foster a sense of community and support among its residents.

The city of Phoenix has committed substantial resources to these projects, with funding from federal grants and investments from local and state agencies. For example, the Phoenix City Council recently

approved \$9 million in federal grant funding to support these developments, reflecting a strong commitment to addressing housing needs. This funding is part of the larger Housing Phoenix Plan, which aims to create or preserve 50,000 units by 2030, with a focus on low-income and vulnerable populations.

## **Results**

The recent housing developments in Phoenix aim to provide much-needed affordable housing for the older community, addressing a critical need in the area. However, there are limited results to be provided given that these developments are fairly new projects, so they are yet to be finished in construction.

These developments although not built yet will not only provide physical housing for these older adults in need but also create supportive environments where older adults can thrive with health well-beings. By integrating community services, healthcare access, and social support, these projects aim to enhance the quality of life for older adults in Phoenix, ensuring they have safe, stable, and affordable housing options.

These developments will go through an application process to see which older adults will be provided a housing unit but it is unknown how the developers will go about selecting the older people to receive a unit.

Overall, these housing projects represent a significant step towards addressing the housing crisis for older adults in Phoenix, providing them with the resources and support they need to live independently and with dignity in the long-term.

## **Evaluation and Analysis**

As mentioned earlier, Phoenix, Arizona has undertaken various initiatives to address the affordable housing crisis for older adults. Evaluating the overall effectiveness of these solutions requires a careful analysis of how well the problem was defined, the success of the implemented solutions, and the modifications or changes that occurred during their implementation.

The problem of affordable housing for older adults in Phoenix is well-defined: the rising costs of living, fixed incomes of older adults, and the limited availability of suitable housing. The identification of key issues such as accessibility, proximity to services, and the unique health and mobility needs of older adults provided a solid foundation for targeted solutions. It is a big step in the right direction to solution the problem but these developments while they have positives still come with negatives.

One of the most significant positives of these developments is the provision of affordable housing specifically designed for older adults. Projects like the Native American Connections' Osborn 3rd Building and Resilient Living at Sunnyslope offer housing options that cater to the needs of older adults. These developments are strategically located near essential services, healthcare facilities, and public transportation, ensuring that residents have easy access to necessary amenities, which is crucial for maintaining their independence and quality of life.

Another positive aspect is the integration of supportive services within these housing developments. For example, the Memorial Towers project not only provides affordable housing but also includes on-site services that assist residents with their daily needs. This rounded approach helps older adults maintain their independence while offering support that enhances their overall well-being. Similarly, the Kazan Apartments are designed with accessibility features that prioritize ease of movement, making them suitable for older adults with mobility issues.

These developments contribute to the broader community by addressing the critical need for affordable housing. The Garfield III project aims to foster a sense of community among its residents by incorporating community spaces and services. This approach not only helps in creating a supportive environment for older adults but also strengthens community ties, which can be beneficial for the overall social fabric of the area.

Although these housing developments are a good thing they still have negatives associated with them. One major concern is the capability of the number of units being developed. While these projects collectively add hundreds of affordable units, the demand for such housing far exceeds the supply. For instance, the Phoenix City Council's approval of \$9 million in federal funding to develop over 400 affordable units is a significant step, but it still falls short of meeting the high demand for affordable housing in the city. This disparity between supply and demand can leave many older adults without the housing they need.

Another negative aspect is the potential strain on existing community resources. As more housing units are developed, there may be increased pressure on local healthcare facilities, public transportation, and other essential services. This can lead to longer wait times and reduced accessibility for residents, including older adults who rely heavily on these services. Additionally, the integration of supportive services within these housing developments requires substantial funding and resources, which can be challenging to maintain in the long term.

The focus on specific demographics, such as Native Americans or veterans, while beneficial for those groups, may inadvertently exclude many other older adults in need. This targeted approach, as seen in projects like the Native American Connections' Osborn 3rd Building, may leave gaps in housing availability for other vulnerable populations, creating an uneven distribution of resources and support.

To conclude, the recent housing developments in Phoenix present a mix of positives and negatives. While they provide much-needed affordable housing and supportive services for older adults, the overall supply remains insufficient to meet the high demand. The potential strain on community resources and the targeted focus of some projects may lead to unintended exclusions and challenges in sustaining these initiatives. Balancing these factors is crucial to ensuring that the housing needs of all older adults in Phoenix are effectively addressed.

## **Lessons Learned**

The housing crisis in Phoenix, Arizona, particularly for older adults, has necessitated innovative approaches to ensure that housing remains affordable and accessible. Three critical takeaways are important strategies in helping the housing situation for older adults living in the city of Phoenix: assistance in funding for housing, zoning reform, and the use of land banks to create affordable housing with low-cost materials and universal designs. These strategies, if effectively implemented, could significantly alleviate housing challenges for the older population in Phoenix.

Assistance in funding for housing is a cornerstone for creating affordable housing options. The availability of funds, especially from federal, state, and local governments, can significantly reduce the financial burden on developers, thereby lowering the overall cost of housing. In Phoenix, the City Council's recent approval of \$9 million in federal funding is a step in the right direction. This funding is part of a larger effort to support the development of affordable housing units, which is crucial for meeting the needs of the city's growing older population (North Central News 2023). These projects provide not only affordable housing but also essential supportive services, thereby enhancing the quality of life for older residents (North Central News, 2023).

Another important aspect of funding assistance is the role of non-profit organizations and private sector partnerships. Organizations like Native American Connections have been pivotal in securing funding for projects that address the housing needs of specific demographics, including older adults. Their Osborn 3rd Building project is a prime example, showcasing how targeted funding can support culturally appropriate and affordable housing solutions for older Native American adults in Phoenix (Axios 2023). By fostering collaborations between public and private entities, Phoenix can harness additional resources and expertise, thereby expanding the scope and impact of affordable housing initiatives.

Zoning reform is another critical strategy that can facilitate the development of affordable housing. Traditional zoning regulations often pose significant barriers to the construction of affordable housing, especially in urban areas where land is scarce and expensive. By reforming zoning laws to allow for

higher density developments and mixed-use projects, cities can optimize land use and create more housing units within the same footprint. In Phoenix, zoning reforms have already begun to show promise. The city's efforts to ease regulations and permit the construction of accessory dwelling units (ADUs) have opened up new avenues for affordable housing. ADUs, often referred to as "granny flats" or "in-law suites," provide a practical solution for older adults who wish to live independently yet remain close to family and support systems (Phoenix New Times 2023).

Moreover, zoning reform can also support the development of inclusive housing models that integrate affordable units within market-rate projects. This approach not only increases the supply of affordable housing but also promotes social integration and reduces the stigmatization of low-income residents. By adopting inclusionary zoning policies, Phoenix can ensure that new developments contribute to the city's affordable housing stock, thereby addressing the needs of older adults who are often on fixed incomes and vulnerable to housing insecurity.

The use of land banks to create affordable housing with low-cost materials and universal designs represents a third strategic approach. Land banks are public or non-profit entities that acquire, manage, and repurpose vacant, abandoned, or underutilized properties for redevelopment. In Phoenix, the establishment of a land bank could play a transformative role in addressing the housing crisis. By strategically acquiring and holding land, the city can control the timing and nature of its redevelopment, ensuring that it meets the needs of its most vulnerable populations, including older adults (National Community Stabilization Trust, 2023).

Utilizing low-cost materials and universal designs in these developments can further enhance affordability and accessibility. Universal design principles ensure that housing is usable by all people, regardless of age, disability, or other factors, without the need for adaptation. This is particularly important for older adults, who may face mobility challenges or other health issues. By incorporating features such as step-

free entrances, wider doorways, and accessible bathrooms, housing can be made safer and more comfortable for older adults (Centers for Disease Control and Prevention 2023).

Innovative construction methods and materials can significantly reduce building costs. For example, modular construction and the use of sustainable materials can lower expenses while also minimizing environmental impact. These savings can be passed on to residents in the form of lower rents or purchase prices. In Phoenix, the implementation of such cost-effective building practices in land bank properties could dramatically increase the availability of affordable housing for older adults (Affordable Housing Finance 2023).

The integration of funding assistance, zoning reform, and the strategic use of land banks can create a robust framework for developing affordable housing for older adults in Phoenix. Funding from federal, state, and local sources, coupled with private sector partnerships, can provide the necessary financial support for these initiatives. Zoning reform can remove regulatory barriers and promote higher density and inclusive housing developments. The establishment of land banks, combined with the use of low-cost materials and universal designs, can further enhance the affordability and accessibility of housing. Together, these strategies can help ensure that Phoenix's older adults have access to safe, affordable, and supportive housing, thereby enhancing their quality of life and overall well-being.

The City of Salem and its Center 50+ can draw valuable lessons from the case study to address the need for affordable housing for their older low-income and homeless population. By implementing strategies such as the securing local and federal funding, fostering community collaborations, and creating targeted affordable housing projects, Salem can significantly improve the living conditions for its older citizens.

Securing local and federal funding is crucial for the success of affordable housing initiatives. Phoenix allocated over \$25 million in federal and local funds towards affordable housing projects for older adults, resulting in the creation of more than 1,200 units. Salem can similarly pursue federal grants and

collaborate with state and local governments to secure funding for housing projects. The city can also explore partnerships with non-profit organizations, private developers, and philanthropic entities to leverage additional resources. By establishing a dedicated fund for affordable housing, Salem can provide direct financial assistance for housing costs and finance essential home modifications and repairs to make existing homes safer and more accessible for older adults.

Community collaborations play a pivotal role in addressing affordable housing challenges. Phoenix's success in developing affordable housing for older adults was largely due to its partnerships with local developers, non-profit organizations, and community groups. Salem's Center 50+ can act as a central hub for coordinating these collaborations. By bringing together stakeholders from various sectors, the older adult center can facilitate the sharing of resources, expertise, and best practices. For instance, Salem can work with local builders to develop housing projects that integrate supportive services such as healthcare, transportation, and social activities. These projects can be designed to promote intergenerational living, where older adults can interact with younger residents, fostering a sense of community and mutual support.

Creating targeted affordable housing projects specifically for older adults is another effective strategy. Phoenix's experience highlights the importance of developing housing that caters to the unique needs of older residents. Projects like the Resilient Living at Sunnyslope and Memorial Towers in Phoenix provide housing options that include on-site services and amenities tailored for older adults. Salem can replicate this approach by identifying suitable locations for new housing developments and rehabilitating existing buildings to include modern amenities and accessibility features. By prioritizing proximity to healthcare facilities, public transportation, and community centers, Salem can ensure that older residents have easy access to essential services.

Salem can incorporate innovative design principles and sustainable building practices to enhance the affordability and livability of housing for older adults. Using low-cost materials and universal design

features can make housing more accessible and comfortable for older adults. Modular construction and the use of sustainable materials can reduce building costs and minimize environmental impact, making housing projects more financially viable. These savings can be passed on to residents in the form of lower rents or purchase prices, thereby increasing the affordability of housing for older adults in Salem.

Salem's Center 50+ can also play a crucial role in advocating for policy changes and raising awareness about the housing needs of older adults. By conducting outreach and education campaigns, the older adult center can engage the broader community and build support for affordable housing initiatives.

Additionally, the center can provide information and resources to older residents about available housing options, assistance programs, and legal rights, empowering them to make informed decisions about their housing needs.

In summary, the City of Salem and its Center 50+ can leverage the lessons learned from Phoenix, Arizona, to develop a comprehensive strategy for providing affordable housing to their older low-income and homeless population. By securing local and federal funding, fostering community collaborations, and creating targeted housing projects, Salem can create a supportive and sustainable housing environment for its older citizens. Through these efforts, Salem can ensure that its older residents have access to safe, affordable, and comfortable housing, thereby enhancing their quality of life and well-being.

## **References**

- City of Phoenix Housing Department. "Housing Phoenix Plan." City of Phoenix. 2019. Accessed June 2, 2024. <https://www.phoenix.gov/housingsite/Documents/Housing%20Phoenix%20Plan.pdf>.
- "City of Phoenix Recovery Plan State and Local Fiscal Recovery Funds 2021 Report." n.d. Accessed June 3, 2024. <https://www.phoenix.gov/citymanagersite/Documents/SLFRF-Recovery-Plan-Performance-Report-2021.pdf>.
- "Human Services Homeless Information." n.d. Www.phoenix.gov. Accessed June 3, 2024. <https://www.phoenix.gov/humanservices/homelesshelp#:~:text=This%20year%207%2C419%20people%20experiencing%20homelessness%20were.>
- Lockhart, Emma. 2022. "Advocates Say More Seniors Becoming Homeless in Phoenix." <https://www.azfamily.com>. April 12, 2022. <https://www.azfamily.com/2022/04/12/advocates-say-more-seniors-becoming-homeless-phoenix/>.
- "Phoenix Approves Funding for Hundreds of Affordable Homes." 2024. 12news.com. May 1, 2024. <https://www.12news.com/article/news/community/more-affordable-housing-valley/75-d6d81b1f-aa4b-4745-a2c1-508065e000e9>.
- "Phoenix Elderly Homeless Population Exceeds 7,500." n.d. Arizona PBS. <https://azpbs.org/horizon/2022/04/the-homeless-elderly/>.
- "Planning and Development Adu." n.d. Www.phoenix.gov. Accessed June 3, 2024. <https://www.phoenix.gov/pddsite/Pages/adu.aspx>.
- "NLIHC Releases the Gap 2023: A Shortage of Affordable Homes." 2023. National Low Income Housing Coalition. March 16, 2023. <https://nlihc.org/news/nlihc-releases-gap-2023-shortage-affordable-homes>.
- "The unhoused and elderly are extremely vulnerable in Phoenix heat wave" - axios phoenix. Accessed June 9, 2024. <https://www.axios.com/local/phoenix/2023/07/14/extreme-heat-homeless-elderly-phoenix-heat-wave>.
- U.S. Census Bureau quickfacts: Phoenix City, Arizona; United States. Accessed June 9, 2024. <https://www.census.gov/quickfacts/fact/table/phoenixcityarizona,US/PST045222>.
- U.S. Department of Housing and Urban Development. 2023. "Phoenix-Mesa-Chandler, Arizona." n.d. Accessed June 3, 2024. <https://www.huduser.gov/portal/publications/pdf/PhoenixMesaChandlerAZ-CHMA-23.pdf>.

# **Appendix B:**

## **Helping Hands on 10 and 2: Utilizing Volunteer Capital to Provide Transportation for Older Adults After Driving Cessation**

Bryan Webster

# Helping Hands on 10 and 2: Utilizing Volunteer Capital to Provide Transportation for Older Adults After Driving Cessation

Bryan Webster<sup>1</sup>

University of Oregon, SCYP 2024

## Abstract:

As America's population ages, supporting older adults who can no longer drive becomes increasingly important. I argue that volunteer driver programs are a vital lifeline for senior citizens. When older adults lose their ability to drive, they often face social isolation, difficulty accessing medical care, and a decline in overall well-being. Volunteer driver programs can mitigate these issues by connecting older people to their daily needs.

I analyze a successful program in Pomona by the non-profit AgingNext, drawing lessons from the implementation and success of the program. I suggest prioritizing ease of volunteering to grow the program, insurance schemes that best protect the organization, and offer a “wheel and spoke” model of organization that reduces administrative burden.

This case, intended specifically for Salem but applicable to other cities and non-profits, provides valuable insights for communities seeking to leverage volunteers to bridge the transportation gap for their aging residents.

Overview.....	2
Learning Objectives.....	2
Timeframe.....	2
Problem.....	2
Key Stakeholders.....	3
Possible Solutions.....	3
Implementation.....	4
Results.....	4
Evaluation.....	4
Lessons learned.....	6
Conclusion.....	7
Materials.....	9

---

<sup>1</sup> Bryan Webster is an undergraduate student at the University of Oregon studying Planning, Public Policy, and Management with a focus on transportation planning. His past research includes bike share program implementation and bike/ped oriented street design.

## Overview

The United States is reckoning with an aging population. The country will soon have more people over the age of 65 than under 18, a line that once we pass we will never go back. (US Census Bureau) As Americans live longer into old age, more time in the average person's life will be spent unable to drive. Currently, our nation's built environment is not suitable for most to meet their daily needs without driving, so the lack of ability to drive (especially when coupled with other mobility issues that people develop as they age) significantly harms people's quality of life.

Salem's Center 50+, to help meet the transportation needs of older people, is looking to create a volunteer driver program that uses the wealth of dedicated volunteers at the Center to provide transportation for those unable to drive. This case is meant to help that endeavor. I found one of the few successful examples of this type of program, a nonprofit operating in Pomona and Los Angeles County, and studied it to reveal what makes it successful, and how other organizations can replicate that success. Below is the background of AgingNext, information about the program's implementation and results, analysis, and three key lessons learned.

## Learning Objectives

I'm writing this case study to help non-profit and public organizations that serve older people shape their own volunteer driver programs. Below, I look to share:

- ❖ Why volunteer driver programs are an important part of a healthy, age-friendly city.
- ❖ Why partnerships between volunteer driver programs and public transit services are beneficial to both parties.
- ❖ How to structure a program with limited capital or organizational resources.

## Timeframe

AgingNext was established in 1975 as a Pomona community volunteer driver program. That program grew in both size and scope over the decades to become a more all-encompassing senior service provider. This case discusses the introduction, implementation, and lessons of the Driver Reimbursement program, known as Ride and Go, which was introduced in 2011.

## Problem

Older people who lose their ability to drive or own a car can strand them, and they can lose access to social interaction (Levassuer *et al.*, 2020). This is called "driving cessation." Being in a community and having frequent social experiences is one of the key parts of healthy aging (Rowe & Khan, 1997). In the U.S., cities are built poorly for elderly people and those with disabilities, making losing a car an exceptional challenge to day-to-day life (Chen & Feng, 2024).

Many organizations look to provide community to older adults, with over 11,000 senior centers in the US (Administration for Community Living, 2021). However, because of the built environment, older people who can no longer drive have difficulty engaging socially and getting to these centers. In Pomona, AgingNext was created to address this problem. Over time, the organization has evolved to care for older people in a variety of ways, but transportation is still a core part of what they do. Programs that specifically provide transportation options and support for older people can mitigate the negative health impacts of driving cessation.

## Key Stakeholders

- ❖ AgingNext, which facilitates the transportation service.
- ❖ Local transportation services Metro (LACMTA) and Omnitrans—financial partners that are helped by the existence of the program.
- ❖ Riders, who rely on the program for transportation.
- ❖ Volunteer drivers, who rely on the program for cost reimbursement and training.
- ❖ Age-specific destinations, from community centers that serve older people to gerontologists, which require older people to have adequate transportation options.

## Possible Solutions

The stakeholders, especially local public transportation agencies that partner with AgingNext, had a small selection of options to support older people's transportation needs.

### **Continue relying on private social networks.**

Many older people rely on others to meet basic transportation needs. As the baby boomer generation ages, the majority of whom live in low-density suburban or rural areas, driving cessation will become a more pressing issue. If the transit agencies continue to allow the transportation needs of aging people to be picked up by their friends and family, that burden will increase as more people lose the ability to drive.

Currently, this is how many older people get transportation to their day to day needs. This status quo option is the fail case for a local government or public transportation agency, not meeting their citizen's needs and requiring the financial and time burden to be put on individuals.

### **Typical Transit**

Public mass transportation systems (buses, BRT, light rail) typically have lower fares for older riders and those with disabilities, including Metro (almost 60% fare reduction) and Omnitrans (55%). While these fare reductions are good for those on a fixed income and people who rely on the bus because they can't drive, investing in mass transit is not the right transportation solution for older people.

Even a fully funded and robust fixed-line transit system has the last mile problem, wherein those with mobility issues need to get from their origin to the transit stop, and from the transit stop to their final destination. No reasonable amount of funding will make a transit service that fully meets the transportation needs of a spread-out, aging nation.

### **Public Paratransit**

An economic study of paratransit services found that although the benefit exceeds the cost, largely because “people who depend on paratransit have few alternatives for moving from one place to another.” (Nguyen-Hoang *et al*, 2010) While paratransit is a valuable service—and required by the ADA (NADTC)—the lack of other options is what keeps non-drivers reliant on this imperfect system. Most paratransit systems, including those in the area AgingNext serves, have long wait times and require scheduling over 24 hours in advance. This lack of flexibility makes a third-party volunteer program a valuable alternative option to invest in, working towards meeting the transportation goals of LA and Pomona counties.

### **Implementation**

AgingNext’s implementation tries to balance ease/flexibility with cost. The Ride and Go program is coordinated by one employee solely in charge of managing transportation and assisted by a full-time volunteer coordinator.

AgingNext’s volunteer program is split into two categories: Driver Reimbursement and its Volunteer Fleet. In the prior, older people in need can coordinate with AgingNext to develop a reimbursement system for a loved one to be paid a small amount for eligible trips, mitigating the cost of helping with necessary transportation. In the latter, volunteers have scheduled times in which they are told where to go and who to pick up, like a one-on-one paratransit system.

To become a driver for either program, one must be 25 or older, pass a background check, and complete volunteer training. By having the same necessary training to drive for either program, it’s easier for a volunteer to transition from reimbursement to full volunteer, making it easier to grow the system while ensuring passenger safety and reducing program liability.

### **Results**

In 2022, AgingNext provided 130,000 trips for 500,000 miles. Most of these trips are for older people, meeting AgingNext’s goals for connecting older people to resources specific to their needs. Riders had an easier time accessing community centers, and easier transportation options mitigated the problems of driving cessation highlighted above. Ride and Go also provided an alternative to traditional paratransit, allowing greater flexibility for riders.

The average AgingNext volunteer driver trip is 3.8 miles, an extremely short distance. By contrast, the average ride service ride is around 7 miles. (Henaio *et al*, 2019) This shows that older people need assistance with shorter trips that for younger people may be easier to bike or

walk. These are trips for which a typical public transportation system is not set up to support, and mobility issues limit the ability of older people to walk or ride where they need to go. Private volunteer transportation programs can be an important tool to fill that gap for older people.

## Evaluation

### **Partnership with public transportation providers.**

The mission of transportation services like Omnitrans in Pomona County and LACMTA in Los Angeles County is first and foremost to meet the transportation needs of the people in their service area. These services are required to provide paratransit as mentioned above, but a program like AgingNext's fills in gaps for those outside the service area, or whose transportation needs are better met either with trusted loved ones.

### **Smooth driver experience.**

AgingNext ensures that driving for the program is as easy as possible, which allows the program to grow as much as it has. Additionally, riders are empowered to recruit their own drivers, which is a key part of the organization's success. Currently, many older Americans are being driven to meet their daily needs by family and friends as loved ones fill in the gap in transportation services. AgingNext provides financial support for those rides that were already happening in order to stabilize older people's transportation options and mitigate the harms of driving cessation.

After drivers undergo the onboarding process for the driver reimbursement program, they have very low barriers to expanding their role and providing rides for many more people through the volunteer fleet. This is how the program has expanded to the scale it has.

### **Positive community impact.**

The goal of the program, even when it looked so different 50 years ago, has remained the same for all of AgingNext's existence. Now, AgingNext also operates a community center and other programs that help older people and connect them with resources. As the organization has changed, its goal to help older people meet their daily needs hasn't changed, and the program is still organized in a way that prioritizes those needs.

The program also helps older people age in place with dignity, allowing aging adults to stay in their homes while still having access after driving cessation to needs that can only be met by car. AgingNext's transportation services are a valuable part of their community's age-friendly landscape.

### **Sustainable costs.**

The program has two main costs. The first is operational, with a transportation coordinator and a full-time volunteer coordinator responsible for scheduling volunteer rides and handling reimbursement mechanisms.

Operational costs are relatively small for a program that provides so many rides. While Center 50+ doesn't have a full-time volunteer coordinator, with far fewer drivers, riders, and trips, the complexity will be significantly reduced and won't require a full-time position to function.

The second is the hard costs. Driver reimbursement, insurance, training. In a cost-sensitive context like Salem, these are the more significant costs. As a successful program grows, so too will the hard costs. However, these costs are comparable to those of transit and paratransit systems—this is why local transit agencies are such important partners, as both organizations' missions are served.

## Lessons learned

Because the context of Pomona and L.A. is so different from Salem, many of the specifics of AgingNext's program will not be applicable. However, some of the broad lessons still apply to any program that utilizes volunteers to transport older people. Below are three takeaways, derived from my analysis and research, that I believe should shape the Center 50+ volunteer driver program.

### **Protect drivers, passengers, and the city.**

To have a transportation program that is facilitated by volunteers, those private vehicles need to have enhanced insurance for legal liability reasons. This insurance has the potential to be the most expensive part of the program, given that the more drivers and the more trips taken, the higher the cost goes. This is unavoidable.

Liability is a huge worry for transportation systems that rely on private vehicles. AgingNext requires a background check and training for drivers to begin volunteering. The proliferation of rideshare apps like Uber and Lyft has made personal rideshare insurance a more common offering from car insurance companies, and likely a larger-scale organization like Center 50+ could easily find the right insurance scheme for this program. Working out the issues in your ongoing pilot program will reveal what the best liability structure is for Salem and Center 50+.

### **Make volunteering easy.**

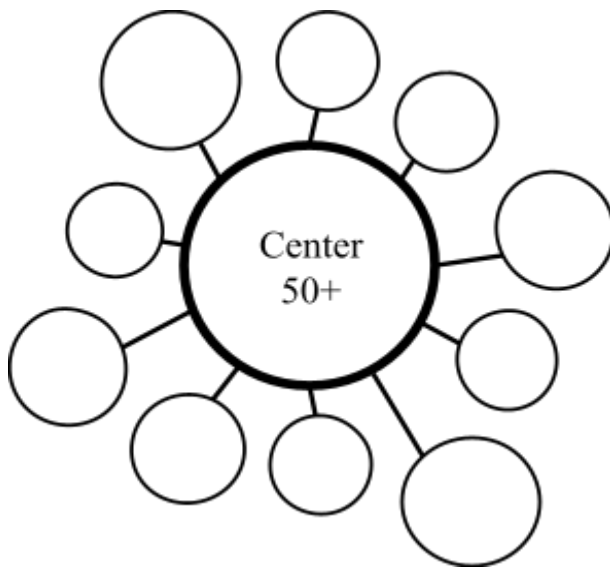
The core of AgingNext's program is the volunteer drivers who provide private vehicles and hours of their lives. One way to ensure the success of a similar program in Salem is to follow AgingNext's model of a two-part structure. I discussed above why this is so successful: the ease of transition between the two facilitate's growth of the program. This reflects a horizontal form of growth, wherein expansion is not larger vehicles to transport more passengers per trip (as is the case with mass transit) but rather more drivers recruited into the program, giving more rides.

The bisected structure also allows riders to recruit their own drivers and help caretakers with the bare-bones cost of driving. While the driver reimbursement program is not necessary to

the volunteer driver fleet that Center 50+ is currently working, it both helps grow the volunteer capacity via rider recruitment and helps those struggling with the finances of providing for an aging loved one, helping to fill the gap in care for older people.

### Center the Center.

AgingNext’s program allows riders to get trips from any origin to any destination in the service area. They emphasize this in their literature, advertising it as an “important service for older adults and the disabled who ... need a way to get to medical or personal appointments.” (AgingNext, Transportation Brochure) However, AgingNext benefits from a very large scale and has access to specialized software and a full-time employee coordinating every trip. For Salem, I recommend setting up the program using a wheel and spoke system.



*Figure 1: Wheel and Spoke Diagram. By originating all trips at Center 50+, the program is easier and less expensive to coordinate.*

Under this system, every trip either originates or ends up at Center 50+. For a trip to the Center, a driver checks in at the Center, gets their destination, picks up the rider, and brings them back. For a trip to another location, the process is just as simple. Drivers always check in at the center, with the person in charge of the program (be it staff or volunteer) to get their next driving assignment. The Center is the hub, or spoke, to which all trips are attached.

This model greatly reduces the organizational complexity of the volunteer driver program. Salem’s pilot program has only ten drivers, but as the program is officially begun and grows over time, keeping it streamlined and simple to manage is vital for easing the strain on the staff and capacity of the Center.

The wheel and spoke system sacrifices much of the flexibility of AgingNext’s model, but I believe that this type of organization is the best functional model for a shoestring budget.

I would like to highlight that by design, Center 50+ caters to the daily needs of older people. This includes medical services, social interaction, and affordable food most importantly, but also other needs like tech support, help filing taxes, a gym, and every other program that the staff and volunteers at the Center work so hard to put on.

## Conclusion

Older people need more support than they currently get in our political and, more specifically, transportation system. When adults age out of the ability to drive, our social support systems need to provide transportation services that meet their unique needs. In Pomona, AgingNext has been an example of how to do this well. They leverage the passion of volunteers to help older people who would be seriously struggling with the effects of driving cessation without this program.

In Salem, a similar program needs to make some changes to the system, but can also learn many lessons. This case study provides those lessons and recommends those changes, toward the goal of creating better results for the city's aging population.

## Materials

Administration for Community Living. “Modernizing Senior Centers Resource Center,” 2021.

<https://govtribe.com/file/government-file/hhs-2021-acl-aoa-ppsc-0080-dot-pdf>

AgingNext. “Transportation.” <https://agingnext.org/our-programs/ride-and-go/>

AgingNext Form 990. *IRS*, 2022.

[https://apps.irs.gov/pub/epostcard/cor/953100466\\_202206\\_990\\_2023060921426906.pdf](https://apps.irs.gov/pub/epostcard/cor/953100466_202206_990_2023060921426906.pdf)

AgingNext. “Transportation brochure.”

[https://agingnext.org/wp-content/uploads/2019/09/AgingNext\\_Ride\\_and\\_Go\\_2019.pdf](https://agingnext.org/wp-content/uploads/2019/09/AgingNext_Ride_and_Go_2019.pdf)

Chen X. and Feng S. “Age-Friendly Transportation Policies and Practices in the U.S. and China:

A Comparative Study.” *Sustainability*, Jan 2024. <http://dx.doi.org/10.3390/su16020921>

Henao A., Marshall W., and Janson B. “Impacts of Ridesourcing on VMT, Parking Demand, Transportation Equity, and Travel Behavior.” March 2019.

[https://afdc.energy.gov/files/u/publication/dot\\_42496\\_DS1.pdf](https://afdc.energy.gov/files/u/publication/dot_42496_DS1.pdf)

Hosford K., Pitman B., Winters M. “Facilitators and barriers to the implementation of community-based transportation services for older adults: Evidence from six case studies,” *Transportation Research Interdisciplinary Perspectives*, Volume 24, 2024,

<https://doi.org/10.1016/j.trip.2024.101062>.

Levasseur M, Naud D, Bruneau J-F, G n reux M. “Environmental Characteristics Associated with Older Adults’ Social Participation: The Contribution of Sociodemography and Transportation in Metropolitan, Urban, and Rural Areas.” *International Journal of Environmental Research and Public Health*, 2020.

<https://doi.org/10.3390/ijerph17228399>

Metro. “Fares.” <https://www.metro.net/riding/fares/>

NADTC. “ADA and Paratransit.”

<https://www.nadtc.org/about/transportation-aging-disability/ada-and-paratransit/#:~:text=In%20general%2C%20ADA%20complementary%20paratransit,the%20regular%20fixed%20route%20fare.>

Nguyen-Hoang, Phuong, and Yeung. “What Is Paratransit Worth?” *Transportation research. Part A, Policy and practice* 44.10 (2010): 841–853. Web.

<https://doi.org/10.1016/j.tra.2010.08.006>

Omnitrans. “Fare and Passes.” <https://omnitrans.org/buy-a-pass/fares/>

Rowe, J. W., & Kahn, R. L. (1997). “Successful aging.” *The Gerontologist*, 37(4), 433–440.

<https://doi.org/10.1093/geront/37.4.433>

United States Census Bureau. “Older People Projected to Outnumber Children for First Time in U.S. History.” 2018,

<https://www.census.gov/newsroom/press-releases/2018/cb18-41-population-projections.html>

# **Appendix C:**

## **The Importance of Interagency Activities to Make Healthy Older Adults: A Case of Santa Fe, New Mexico**

Jadelin Castellaw

## **The Importance of Interagency Activities to Make Healthy Older Adults: A Case of Santa Fe, New Mexico**

### **TOPIC**

Interagency Activities, Older person physical and mental health, Community, Affordable activities, Volunteers

### **TIMEFRAME**

2014-2024

### **AUTHOR**

Jadelin Castellaw

Undergraduate Student, School of Planning, Public Policy, and Management, University of Oregon

### **LEARNING GOALS**

- Understand the flexibility that coordinators centers for older people can encounter when finding and running activities.
- Understand how the objectives of interagency activities provide older adults physical and mental maintenance.
- Understand how organizations are succeeding in the implementation of the activities.
- Evaluate strategies for implementation and development of interagency activities from a physical and mental health perspective.

### **PRIMARY AUDIENCE**

Students in urban planning, public policy, and non-profit management; activities directors and managers of centers for older people; local government officials; non-profit organizations related to older person health;

### **PREREQUISITE KNOWLEDGE**

None.

### **SUMMARY**

This case presents the issue of lack of older person activities in the community centers and how they can be implemented using the city of Santa Fe, New Mexico as an example and analyzing the cities implementation practices. The city of Santa Fe shows the successful ability to provide activities that are older person exclusive that also promote healthy living. There are three main older person centers are analyzed in this case that are run through the Santa Fe Senior Services Division that provide several different weekly activities. These centers include: the Lisa Center,

Pasatiempo Center, and the Mary Esther Gonzales (MEG) Center. This project is a case of the different options for activities that one successful older person community center has implemented and creates new visions for other centers to use.

### **Definition of the Problem**

At the end of 2014, the Santa Fe Senior Services Division proposed a five-year strategic plan improve and expand programs for adults 60+ years of age in Santa Fe County. (Santa Fe Senior Services Division) With over 23% of Santa Fe, New Mexico's population being over 65, it has one of the largest older adult populations in the state and makes it on the list for the United States being the 11th-highest rate in the country. (Daily Times) Also, desirable weather, history and culture, and lifestyle make the city an attractive place for someone to retire to. Santa Fe also has affordable and accessible healthcare, which is also desirable for retirees. However, with that comes the large influx of older adults aged 65+. According to the Santa Fe Senior Services Division (SSD), the city will average 1,000 residents turning 65 each year, however with already limited staffing older adult community centers are not currently prepared to provide sufficient services for and influx of that magnitude.

Santa Fe Senior Services Division has worked to address ways to promote healthy, independent lives for older adults. (Santa Fe Senior Services Division) As was mentioned before, social isolation is a major concern for older adults, especially for those with limited mobility, language barriers, cultural differences or mental impairments. Often, programs and event planners struggle to connect with these vulnerable populations, and older adults are typically unaware of available programs in their area or are hesitant to seek help and could miss out on valuable resources. According to The National Resource Center for Engaging Older Adults states that social engagement for older adults is a "national effort through expanding and enhancing the Aging Networks capacity to offer social engagement." (Santa Fe Senior Services Division)

According to a 2011 study, older Americans on average have multiple chronic conditions such as arthritis (49%), hypertension (41%), heart disease (31%), and diabetes (18%) (AOA). Additionally, older adults are also found to have some sort of mild cognitive impairment without dementia and around 27% are considered obese. Facilitating activities to get older adults moving can help maintain these conditions, as well as interacting with those younger than them to have brain-stimulating conversations. There is one other issue that comes with this, and that is funding, including staff and trips to various facilities.

As society is still recovering from the effects of COVID-19, it is important to note that during the pandemic social isolation was at an all-time high, interactions were almost non-existent, and staff were also quitting due to "pandemic exhaustion." (Moe) Older adults are already at a higher disadvantage than younger people when it comes to the necessity of interactive activities, when there is a lack of this it can lead to premature death. Although the pandemic unveiled what planning is needed for future outbreaks, it also uncovered the areas that needed more attention in older adult care and community centers; it is about the need for connection and the overall well-

being, even as an older adult. Interagency collaborations can aid in funding, more programming and staffing ultimately lowering the rate of feeling isolated and lonely.

The goal of interagency activities as older adult services is to create a coordinated and comprehensive system of care for older adults. Different agencies often provide various services crucial for older adults, such as healthcare, nutrition assistance, transportation, or mental health support. Interagency activities aim to bridge the gaps between these services, ensuring older adults have access to everything they need without getting lost in a bureaucratic maze. It also creates an environment for agencies to share resources and streamline processes. This leads to a more efficient use of public funds and ultimately allows to serve more older adults effectively and on a greater scale from facility to facility.

### **Possible Strategies and Solutions**

The initial proposal for improved and expanded programs for adults 60+ from 2014 proposed many new health programs to be implemented, but they also need to be sustainable and affordable. The program development included evidence based Tai Chi programs, new aerobic classes (example, chair aerobics), organizing day trips, and piloting a walking club. (SSD) These programs fall in line with the Health and Human Services Strategic Framework for National Plan on Aging, a policy plan to create a national set of recommendations for progress in healthy aging and age friendly communities. (Department of Health and Human Services)

The city of Santa Fe then began to start their 5-year strategic plan of implementing these programs into their community centers.

### **Solution and Implementation:**

Santa Fe has chosen three (3) population impact indicators for the health of their older adults being:

1. Percentage of adults who consume five (5) or more fruits and vegetables a day (Indicator identified in Community Health Action Plan, Data Source BRFSS)
2. Percentage of Fall-related Unintentional Injury Death Rates Among Adults 65+ Years of Age (Indicator identified by CSD/SSD, Data Source, NM DOH - IBIS)
3. Percentage of adults who meet physical activity recommendations (Indicator identified by CSD/SSD” (Santa Fe County Strategic Plan)

Focusing on the second and third indicators, in 2016 the Santa Fe SSD implemented various programs in the older adult community centers to encourage fall prevention. This section will focus on the programs that are now existing and the context as to why they were implemented, as well as why they work long term.

#### *Volunteer-Run Programs and Achieving Low-Cost Activities*

In the Santa Fe community centers there is a major focus on retainment of volunteers not only to cut costs but also for combating social isolation and loneliness, when an organization depends on

volunteer work, aiming to retain them is important. Some strategies that Santa Fe utilized to keep volunteers engaged and motivated are showcased below:

Santa Fe put a focus on meaningful roles, the older adult centers' coordinators worked with their volunteers to best match skills and interests. This was aided in the fact that each volunteer came to the center with something unique apart from one another. There were many activities suggested that offered diverse opportunities such as computer assistance, line dancing, haircuts, evening card games, guitar classes, oil painting, book clubs, and wood carving. (SSD)

This worked for the centers because they recognized to have a program that works, first they needed to assess each volunteer's skills and interests to find them a role that aligns with their strengths and passions. This makes the experience more fulfilling and increases the likelihood of them staying. It also provides a variety of volunteer roles that caters to the different interests and abilities of each volunteer.

Santa Fe's older adult community centers also leveraged collaboration with other agencies to create engaging and low-cost interagency activities for older adults. The agencies that were partnered with included government agencies and colleges in the surrounding area. The Government Agencies included: AmeriCorps Members and AmeriCorps Senior Volunteers who helped create Santa Fe's Retired Senior Volunteer Program (RSVP); Alzheimer's Association who help sponsor health fairs and provide information about Alzheimer's and other neurodegenerative diseases; New Mexico Aging and Long-term Services Department developing programs in the community surrounding health, legal rights and community involvement for older adults as well as building partnerships; Legal Resources for the Elderly a statewide helpline for New Mexico residents aged 55 and older; The local college in the area Santa Fe State University (SFSU) which provides a free nutrition program.

The final implementations in the Strategic Plan included the addition of Tai Chi programs, Nutrition classes through the Santa Fe State University, and various hobbies/skill and learning activities. These were a result of the various collaborative efforts that the Senior Services Division built as well as working with the city's New Mexico Aging and Long-term Services Department to supplement these programs. The programs are discussed briefly below:

*Contracting with Tai Chi instructors (creating a program that executes evidence-based research.)*

One of the more successful programs Santa Fe Senior Center is the idea behind the Tai Chi Fall Prevention Program in which it creates community-based fall prevention programs, and their measurables for keeping track of how "successful" the program is through creating a process where the older person "completes" the program, providing a measurable framework for the center to continue or rescind the activity. They offer two styles: Short form (formally known as Yang Style) and Qigong and the goal of these practices is to provide strength, flexibility and balance. They are adaptable for nearly all fitness levels, do not require equipment and can be performed anywhere. (Piedmont Health)

*Nutrition Classes*

Santa Fe County is a supporter and active participant of the Food Policy Council, providing healthy food consumption and information/programs for older adults to get their nutritional needs met. One program that is offered is the Ideas for Cooking and Nutrition (ICAN) class, a free New Mexico State University Cooperative Extension class offered by the Santa Fe County Extension Office. (Senior Services Division) This class educates older adults on how to choose low-cost nutritious foods; prepare quick and nutritious meals; eat more vegetables, fruits and grains; and maintain a healthy weight. These classes are offered once a week to each of the centers in Santa Fe on different days.

### *Hobbies and Leisure Activities/Skills and Learning*

Providing such activities and/or classes like guitar lessons, knitting, and oil painting provides several benefits that affect cognitive abilities, have physical benefits, and social and emotional benefits. Providing older adults with hands-on activities aid in promoting dexterity and coordination, improving fine motor skills. Engaging in creative activities can lower stress levels and improve overall well-being. Lastly, participating in group classes or workshops fosters social interaction and combats loneliness.

Because of these collaborative efforts to engage interagency activities and the volunteer programs, the Senior Services Division was able to expand not only the number of programs, but also the amount of older people served in their communities. The centers were able to do this through 1. Decentralization of Services – “This revenue neutral strategy will enhance efficiency and provide more “on-site” presence where it is needed most – at our most utilized Senior Centers. 2. Reorganize Senior Center Services – The optimal alignment of food preparation staff will provide those Senior Centers with the lowest congregate meal demand with sufficient resources to meet the demand with the additional benefits of greater staff flexibility and potential cost savings.” The second point was brought in to show that by collaborating with other older adult centers other agencies can share resources and facilities to offer a wider range of activities without duplicating efforts, this reduces overall costs.

### **Results:**

To preface this section, there has been no significant results that were gathered from these community centers qualitative or quantitative, however there are no implications that it has not been successful within the community.

However, some of the programs and opportunities that were developed through the solutions and implementations that the city of Santa Fe advanced includes the ability to develop mutually beneficial activities such as skill-sharing workshops where older adults share their skills including cooking, guitar lessons, or knitting with their peers. Santa Fe also partnered with health agencies to organize health fairs offering free screenings, educational booths, and fitness demonstrations. The city also included partnerships with agencies to invite speakers on topics like health, finance, or local history at the centers as well as at health and at the wellness fairs. This offers valuable information for older adults at minimal cost. They also partnered with community colleges to offer free or low-cost workshops on meeting dietary needs in the lifecycle. Santa Fe also organizes nature walks in parks, gardens, and hiking trails. These provide exercise and connection with nature at no cost.

By employing these strategies, older person centers can create a rich array of interagency activities that promote socialization, learning, and well-being for older adults, all at minimal expense. The focus should be on collaboration, shared resources, and leveraging the strengths of each agency to create a vibrant and enriching program for older adults.

Santa Fe's efforts through their county wide Senior Services Division shows they are set to improve the lives of older New Mexicans through interagency activities that increase physical activity such as Tai Chi for injury prevention, provide opportunities for older adults to participate in more meaningful time with community through hobbies and learning, and a chance to learn about diet and healthy eating. Through reviewing the cities Strategic Plan for the Senior Services Division, as well as their "Senior Scene" overview for the month of May 2024 there are showcases of which steps the program has taken from the events that were mentioned in the 2016-2020 Strategic Plan.

However, a few of the challenges that are apparent are the actions taken to manage the retention of volunteers, the gathering of data, and the understanding where they get their resources outside of state funding. One recommendation that can be made is to require the center in their monthly reports include the feedback or data to measure the success of their programs. This could potentially attract new members to join in on the activities. One further recommendation is that the services could include more community-based activities that can and should include looking out for each other in neighborhoods. This takes away the need for specific programmatic money as it is community based. For example, in California there is a program called Neighbor Connect. Which includes a packet full of colored cards that indicate if someone is doing well or needs help for non-emergency situations. Also, it would be helpful for the centers to document interactions with agencies and report quantifiable data for how to keep track of their program and how useful it is. Overall Santa Fe has a succinct number of services for older people that work very well for its areas and the people they are serving.

### **Analysis and Evaluation:**

#### *Volunteers to Reduce Costs*

Santa Fe has implemented a program in which older adults (aged 55 and older) can volunteer “to serve 20 hours a week as companions and caregivers for lonely/isolated/frail homebound elderly and offer emotional support to seniors with disabilities” (Santa Fe New Mexico Volunteer Services). The activity centers offer older people volunteer opportunities to assist with activities, programs, and administrative tasks. Also, older adult volunteers are more likely to understand what their peers would be interested in participating or want facilitated more often.

Santa Fe highlights the importance of matching volunteer skills and interests with specific needs within the older adult center. This approach helps retain volunteers and ensures that they have a fulfilling experience.

#### *Interagency Collaboration for Cost-effective Activities*

Santa Fe also showcases how collaboration between older adult centers and other agencies can expand activity offerings without a significant increase in costs. They showcased the ability to Partner with public health departments to offer workshops on nutrition, chronic disease

management, or medication safety, collaborate with the SFSU to offer lectures on nutrition and diet, and partner with parks and recreation departments to organize group walks.

By effectively recruiting volunteers and collaborating with other agencies, older adult community centers can reduce operational costs and offer a wider range of activities for a wider range of interests and abilities, leverage the expertise and resources of partner agencies, enriching the learning experience for older adults and foster a sense of community by connecting older adults with other organizations and volunteers.

### **Lessons learned:**

Three main takeaways that were learned through talking to the city of Salem Oregon and its older adult community center, *Center 50+*, were the need for qualitative data, areas of funding, as well as facilitation of such services. Santa Fe has a lack of specific qualitative data and does not specifically state areas of funding, however there are many activities that are being successfully completed without the major need for funding or data. These aspects are important to keep track of for future endeavors, such as applying for grants, expanding their resources and programs, as well as creating new partnerships. These solutions combat the issue of funding and provide outside thinking for the implementation of new programs.

#### *Promoting health and wellness is effective in continuing to be able to age in place*

Center 50+ in Salem also has a Tai Chi class with the same goals of fall and early death prevention however for the class to be sustainable it can be structured like a program, and when an older adult finishes the program, they can be certified. Santa Fe facilitates collaboration with Tai Chi trainers through various channels to promote the practice's benefits for overall health and well-being, particularly for older adults. This collaborative approach helps ensure that the community has access to qualified instruction and can experience the positive impact of movement, also with the creation of a program through an activity promotes a goal-based learning it promotes long-term healthy choices.

#### *Utilizing older adults as volunteers and maintaining activities is affective*

It is worth noting that Salem also has volunteer opportunity programs. Salem has a form to sign up for their "Friendship Brigade" which is a volunteer form that allows the person signing up to choose an activity to host. However, this is one of the aspects that is impairing their effectiveness, as instead of it being an activity that is weekly or daily, it can happen at random/ whenever the volunteer is available to. Retaining volunteers and keeping similar activities on the calendar can be a difficult task, however there are many ways this can be successfully done. One way Santa Fe keeps their volunteers is through a diverse variety of opportunities.

#### *Utilizing partnerships through government agencies and local colleges helps with funding*

Santa Fe works with various agencies around them, one worth noting is the collaboration with the local college in the area that provides a nutrition program free to older adults. Salem could also potentially utilize the local college Chemeketa Community College in their area to promote

a similar program surrounding food and nutrition, or even creating other programs such as technology and computer assistance.

*Additional Suggestions:*

Areas such as Salem and Santa Fe run similarly to nonprofits in that they are often understaffed and must find ways to provide funding for their organization. The retainment of volunteers is also highly utilized in nonprofits, so older adult centers can look at successful nonprofits in the way that their structure is established. In the book *Nonprofit Management: Principles and Practices* by Michael Worth, he gives suggestions into volunteer management. He breaks it down into three main areas:

**Volunteer Recruitment:** Developing strategies to attract volunteers with skills and interests that match the organization's needs is crucial. (Worth, Chapter 9)

**Screening and Training:** Screening ensures volunteers are qualified and suited to their roles, while training equips them with the knowledge and skills to perform effectively. (Worth, Chapter 9)

**Volunteer Engagement and Retention:** Providing meaningful tasks, opportunities for growth, and recognition helps keep volunteers motivated and engaged. Offer flexible schedules and volunteer opportunities to accommodate different needs and preferences. You can also provide opportunities for volunteers to learn new skills and gain professional development through workshops or training sessions. Lastly, acknowledge and celebrate volunteers' anniversaries and achievements to show appreciation for their long-term commitment. (Worth, Chapter 9)

By understanding these concepts and implementing effective staff and volunteer management practices, organizations can create a strong team environment that contributes significantly to the overall success of their organization.

## References

Aging and Long-Term Services Department. (n.d.) About Us. <https://aging.nm.gov/>

Alzheimer's Association. (n.d.) About Us. <https://www.alz.org/newmexico>

AOA. A profile of older Americans (2011). Washington, DC: USDHHS; 2011. Available at: <https://files.eric.ed.gov/fulltext/ED278800.pdf>

Center 50+ Age Friendly Assessment Team (2019) What Does a City for All Ages Look Like to You? Available at: <https://www.cityofsalem.net/community/seniors-and-center-50/outreach-and-home-help/age-friendly-initiative>

Center for Disease Control and Prevention (2021) Loneliness and Social Isolation Linked to Serious Health Conditions. Available at: <https://www.cdc.gov/aging/publications/features/lonely-older-adults.html>

Chemeketa Community College. (n.d.) Food Management. <https://www.chemeketa.edu/programs-classes/program-finder/nutrition-food-management/>

City of Salem. (2024) Center 50+: Program Guide. <https://www.cityofsalem.net/home/showdocument?id=22827&t=638499971146019470>  
<http://www.santafehealthcarenetwork.com/wp-content/uploads/2022/01/SANTA-FE-FCG-2022-FINAL.pdf>

Kahl, Sue Carter. (2021) Volunteer Commons. Volunteer Purpose: Low-Cost Labor, Value-Added Partners, or More? <https://www.volunteercommons.com/2021/02/17/volunteer-purpose/>

Moe, Alexandra. (2022) Politico Magazine: The Crisis Facing Nursing Homes, Assisted Living, and Home Care for Americas Elderly. Available at: <https://www.politico.com/news/magazine/2022/07/28/elder-care-worker-shortage-immigration-crisis-00047454>

New Mexico Government. (n.d.) Aging and Long Term Services. <https://www.nm.gov/departments-and-agencies/aging-and-long-term-services/>

Piedmont Health. (n.d.) The Difference Between Tai Chi and Qi Gong. <https://www.piedmont.org/living-real-change/the-difference-between-tai-chi-and-qi-gong>

Santa Fe County Senior Services (n.d.) Strategic Plan 2016-2020. Available at: <https://www.santafecountynm.gov/media/files/SeniorServicesStrategicPlanFinal.pdf>

Santa Fe Senior Services (n.d.) Senior Services. Available at: [https://santafenm.gov/document\\_center/document/5066](https://santafenm.gov/document_center/document/5066)

State Bar of New Mexico. (n.d.) Legal Resources for the Elderly Program.  
<https://www.sbnm.org/For-Public/New-Mexico-State-Bar-Foundation-Programs-For-The-Public/Legal-Resources-for-the-Elderly>

The National Resource Center for Engaging Older Adults: engaged (n.d.) About.  
<https://www.engagingolderadults.org/blog/2023/11/6/social-engagement-in-rural-communities-takeaways-from-the-2023-usaging-annual-conference>

Worth, Michael. (2021) Nonprofit Management: Principles and Practice. Sixth Addition.

# **Appendix D:**

## **Reducing Ageism and Social Isolation: Increasing Technological Skills in Intergenerational Programming**

Celeste Griffiths

## **Reducing Ageism and Social Isolation: Increasing technological skills in intergenerational programming**

**TOPIC:** Intergenerational programming, older populations, ageism, loneliness, COVID-19, technology education

### **TIMEFRAME**

2016-2022

### **AUTHORS**

Celeste Griffiths

University of Oregon student, Women's, Gender and Sexuality Studies major, Spanish and Public Policy minors

### **LEARNING GOALS**

- Understand how COVID-19 exacerbated existing issues including social isolation, ageism, and the digital divide for older populations.
- Understand how COVID-19 impacted the application of intergenerational technology education programming between college age students and older adults in Rhode Island, United States.
- Analyze how the intergenerational program pivoted to an inclusive, accessible outlet using technology to adhere to U.S. federal guidelines in the pandemic.
- Analyze the limitations of qualitative strategies utilized in this case that impacted data collection and ultimately strength of policy or funding requests to private and public institutions.

## **PRIMARY AUDIENCE**

The directors of Center 50+, located in Salem, Oregon. Other students in the public policy planning and management course Aging and Accessibility.

## **PREREQUISITE KNOWLEDGE**

None.

## **Abstract**

This case study describes intergenerational programming efforts organized in Rhode Island, by Rhode Island University in South Kingstown and other local actors, from 2016 to 2022. Their program, CyberSeniors, aimed to pair college age students as technology teachers with local older adults. The program aimed to reduce COVID-19 exacerbated ageism, promote civic engagement for university students in an aging society, and to improve social connectedness and enhance technology skills for older adults in Rhode Island (Jarrot et al, 10). While programming was initially conducted in person, the global COVID-19 pandemic starting in March 2020 disrupted the existing structure. Ultimately, older adult participants had significant improvements in digital competency, quality of life, and reduced social isolation as a result of the program, reflecting the effectiveness of intergenerational programming even through an online format. The overall results are indeterminate due to poorly structured data collection methodology. This case shows the application challenges caused by the COVID-19 pandemic but also the successes, and how to pivot programming to keep the older population safe from increased health risks.

## **Definition of the Problem**

According to the United Nations, “From 2019 to 2050, the population of older adults will nearly double from 9% to 16% representing 1.5 billion of the total 9.4 billion global population” (WHO, 2). With the large increase of an older population, analyzing problems facing this demographic and testing preventative measures is important to match the societal shifts that will occur. According to the 2022 U.S. Census, South Kingstown, RI has a total population of around 31,931, with 22.2%, or 6,769 people aged 65 or older. However the older population is increasing and is projected to double according to the U.N.’s data. Some of the prominent issues facing older adults include social isolation, lack of technology literacy, and ageism. Ageism can cause negative effects on one’s health. WHO’s 2021 global report on ageism found that “A total of 50 (96%) of the 52 studies that investigated the impact of ageism on physical illness found a link. Physical illness was measured by functional impairment, the presence of chronic conditions and the number of acute medical events and hospitalizations.” (WHO, 75). This linkage between mind and body is crucial in understanding the pressing need to reduce ageism in older populations through targeting those who perpetuate this discrimination, or younger people. Additionally, the U.S. is an individualistic culture rather than community based, which can be detrimental to older populations, causing severe social isolation. For the older demographic, “...mitigating loneliness is already challenged by the often-irreplaceable nature of lost social contacts in later stages of life (e.g., death of a spouse), feeling trapped at home alone if chronically ill” (Bennet and Victor). With the COVID-19 pandemic having not only fatal effects for this population but also increasing health issues for older adults, it’s important to find safe outlets to connect them with the community and reduce loneliness.

The COVID-19 pandemic also highlighted ageism as an institutionalized form of discrimination that has implications on one's mental and physical health. The COVID-19 pandemic exacerbated already existing stereotypes of older people as vulnerable, weak, and not worthy of protection from illness. In March 2020, "...the hashtag #BoomerRemover began circulating on Twitter. A sample analysis of 18,128 tweets from mid-March 2020 showed that almost one-quarter of these tweets had ageist comments including jokes or derision, while 20 percent downplayed the relevance of COVID-19 and/or implied that the lives of older people were less valuable" (Jimenez-Sotomayor, Gomez-Moreno, Soto-Perez-de-Celis). As the COVID-19 pandemic disproportionately negatively impacts the health of older adults, these tweets are extremely concerning and reflect a lack of empathy for the wellbeing of this population. Furthermore, the lack of urgency about COVID-19 is alarming and can translate into discrimination through lack of vaccination, lack of masking, disparaging comments whether online or in public, as well as a lack of altering programming to be more inclusive and accessible. According to the CDC, their Bridge Access Program has been providing free COVID-19 vaccines to adults without health insurance and adults whose insurance does not cover all COVID-19 vaccine costs, but this program will end in August 2024, reflecting the government's unstable public health prevention measures. The rapidly changing mask protocols and restrictions on vaccine access ultimately affect the population aged 65 and older disproportionately. In 2020, COVID-19 death rates in 2020 varied widely by state, with the highest rates for adults aged 65 and over found in New Jersey, South Dakota, North Dakota, New York, Connecticut, and Rhode Island (CDC).

### **Possible Strategies and Solutions**

**Work with a private organization and pay to hire technology instructors to teach the older demographic.** This solution would get technology education to older adults efficiently and would require less technology training and professionalism training for college age students.

### **Solution and Implementation**

The goals of the Cyber-Seniors program were stated clearly, “...to alleviate social isolation in the at-risk older adult population and combat COVID-exacerbated ageism (Buffel et al., 2020) by offering this programming to support older adults’ continued learning...” (Jarrot et al, 11).

Pre-pandemic in 2016, the Cyber -Seniors Program commenced in person organized by Rhode Island University, funded through the Rhode Island Office of Healthy Aging. The partnership provided iPads, internet connection through Hotspots for 1 year, and technology support to older adults from communities hardest hit by COVID-19. The Cyber-Seniors program partnered with five local community organizations to recruit and support 200 English and Spanish speaking adults between the ages of 53 and 95 years old. As an incentive to keep their iPads and to retain internet connection throughout the year, “Older participants [were] required to meet their assigned student mentor regularly for 2–3 months and complete pre/post surveys and an interview,” (Jarrot et al, 11). Rhode Island University recruited between “...20–60 students each semester, and students can satisfy requirements of various classes or programs—helping via phone, Zoom, or in-person” (Jarrot et al, 11). These three different options (phone, Zoom, in person) reflect the changing protocols due to the COVID-19 pandemic. Finding an option that works best for both the students and the older adults can be worked out through these options. Students can earn class credit for volunteering their time which is an incentive for them to work

with older adults. A main focus of the initiative was to combat ageism of college students towards older adults.

## **Results**

Ultimately, the study's "Preliminary analysis from Spring 2021 indicated significant improvements in older adult participants' technology use, digital competency, quality of life, and social isolation" (Jarrot et al 11). The program's pivot to online provision of technological education to older adults during the COVID-19 pandemic reflect a swift responsiveness to the mass-disabling global pandemic and a provision flexibility that other programs serving older adults should still utilize.

## **Analysis and Evaluation**

The study did find increased engagement among the college-age demographic in terms of recruitment for technology teaching positions between Spring 2020 to Fall 2021. However, a major limitation is the lack of concrete evidence and data supporting the effectiveness of the program. In the future, I would select a case study with stronger data collection methodology and clearer presentation of results. Students completed "...the Attitudes towards Aging Psychology Growth Sub-Scale and responded to prompts: 'Older adults are: \_\_\_\_' (with five adjectives), and 'Has your perception of older adults and aging changed after volunteering? If so, how?'" (Jarrot et al, 12). While this information is helpful, there was no analysis of assessment results, which is detrimental to the entire case. Additionally, the data collection structure utilized isn't very strong, as it is quantitative versus qualitative. The adjective based survey isn't accessible and doesn't account for diverse cultural contexts or languages and different interpretations of the same

words. Furthermore, another limitation of the Rhode Island study is related to the racial and ethnic demographics, as around 85% of the total population in South Kingstown is white. This makes the programming less applicable to more culturally diverse contexts.

## **Lessons Learned**

### **Intergenerational engagement through volunteerism can diversify the volunteer**

**demographic.** As a majority of the volunteer demographic at Center 50+ is within the age range of those who are clients, implementing college age students or high schoolers in the area to volunteer would be a strong opportunity to diversify the volunteer demographic and the overall client demographic, by age, gender, and race. The directors asserted that they would be interested in pivoting to engage a younger demographic of students through volunteerism, which is an unexplored connection in the context of Center 50+. They explained that specifically with high school students, they have little to no access to that group, but this means that there could be a structure established in the future. High schools near the Center 50+ site include South Salem High School, Sprague High School, and McKay High School. The intergenerational model can be applied to many activities outside of technological assistance - including and not limited to crafts, book clubs, and outdoor activities. The directors emphasized that technological needs are very quickchanging for older adults and are often focused on completing daily tasks, for example, logging into a bank account, facetimeing, etc, which high school students may not be interested in or have enough experience to advise. However, to match the abilities of high school students, they could teach more basic skills or they can spend time with older adults in a less hierarchical relationship.

**Intergenerational engagement through volunteerism can reduce costs for program**

**planners.** Similar to the credit efforts implemented in the study, students could earn time for the volunteer service hours requirement for their high school, which are often required to graduate. As seen with the Rhode Island case, incentivization through school credit retains and increases student involvement in the program. An issue presented to make the initiative happen is with funding, as the Center 50+ directors confirmed that they are already limited in financing their existing programs. This brings us to high school students being a better demographic to target to recruit volunteers, which hopefully means less cost but still with mutual benefit. With the high school and Center 50+ relationship, there would ideally be less time and effort put into finding funding to run the program because it is volunteer centered. Additionally, prioritizing forming connections with other local actors aside from schools, like local libraries, is a strategy the Center 50+ directors are utilizing. They are developing a partnership with a library building off of a pre-existing technology loaning program, hoping to recruit teenage age participants to volunteer as assistants.

**Analyze other efficient and targeted data collection efforts to mitigate the lack of clear**

**results.** Center 50+ directors emphasized that they were not satisfied with the data collection methodology of this case. They are seeking a method to accurately and efficiently identify how much older adults learned if students were teaching a skill. One director suggested incorporating both qualitative and quantitative methods, for example, recording the numbers of hours students and older adults spent together and then how much the older adult learned. One way to assess client experience is through personal interviews, which also challenge the simplified survey college students took in Rhode Island listing only adjectives about their experience. More details

are always useful. In the context of ageism, both younger and older people should be asked about their perceptions of the opposite demographic before and after the interactions take place to assess attitude shifts caused by the intergenerational programming.

## Citations

- (2022). Populations and People: South Kingstown town, Washington County, Rhode Island. *United States Census Bureau*. Available at:  
[https://data.census.gov/profile/South\\_Kingstown\\_town,\\_Washington\\_County,\\_Rhode\\_Island?g=060XX00US4400967460#populations-and-people](https://data.census.gov/profile/South_Kingstown_town,_Washington_County,_Rhode_Island?g=060XX00US4400967460#populations-and-people)
- Bennet K.M., Victor C. (2012). 'He wasn't in that chair': What loneliness means to widowed older people. *International Journal of Ageing and Later Life*. Available at:  
<https://ijal.se/article/view/1218>
- Jarrot et al (August 2022). Intergenerational programming during the pandemic: Transformation during (constantly) changing times. Available at:  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9537804/pdf/JOSI-9999-0.pdf>
- Jimenez-Sotomayor, Gomez-Moreno, Soto-Perez-de-Celis (2020) Coronavirus, Ageism and Twitter: An Evaluation of Tweets about Older Adults and COVID-19. Available at:  
<https://pubmed.ncbi.nlm.nih.gov/32338787/>
- Kramarow, Tejada-Vera, (2020). COVID-19 Mortality in Adults Aged 65 and Over: United States, 2020. *Centers for Disease Control and Prevention*. Available at:  
<https://www.cdc.gov/nchs/products/databriefs/db446.htm>
- World Health Organization (2021). Global Report on Ageism. Available at:  
<https://iris.who.int/bitstream/handle/10665/340208/9789240016866-eng.pdf?sequence=1>

# **Appendix E:**

## **Wildfire-Related Disaster Preparedness Methods for Older Adults in Jackson County, Oregon**

Corrin Hoyer

## **Wildfire-Related Disaster Preparedness Methods for Older Adults in Jackson County, Oregon**

**Author:** Corrin Hoyer

**Author bio:** Corrin Hoyer is a third-year student at the University of Oregon majoring in Planning, Public, Policy, and Management and English Literature with a minor in Legal Studies.

**Abstract:** The effects of wildfires pose significant harm to both individuals and communities, which places an importance on disaster preparedness. There are many challenges to educating the public on disaster preparedness, among them being engaging specific populations, such as older adults. With an ever-growing population of older adults, it is important to understand how to best engage and empower them in the face of the dangerous effects of wildfires. This case looks at the educational actions taken and programs implemented by Jackson County, Oregon as they are in a prime spot of an aging population and high fire risk. This case will reveal information about the best methods for educational communication, the benefits of communication through volunteerism, and specific targeted educational topics for older adults.

This case will look at how Jackson County engages older adults in disaster preparedness by analyzing their strategies and outcomes for educational methods, educational topics, and volunteerism impacts.

### **I. Definition of the Problem**

The Pacific Northwest, due to the adverse effects of climate change, experiences detrimental and severe wildfires during the summer and fall seasons. Wildfires are particularly harmful due to their ability to negatively affect air and water quality, and thus cardio-respiratory processes, and long-term adverse impacts on the landscape and ecosystem (WFCA). While wildfires affect everyone regardless of identity, communities of color, young children, and older adults experience the most adverse effects of these disasters. Many older adults are vulnerable to natural disasters because of factors such as social isolation, chronic health issues, or mobility challenges yet, most age-friendly communities and residential facilities do not emphasize disaster preparedness, as the daily wants of older adults/residents have taken precedence over long-term planning. Studies revealed that aging-in-place efforts and public health departments do not collaborate much, and it seems that partnering between these two figures would help better address disaster preparedness efforts. Furthermore, many older adults need specialized information to be well-equipped for a disaster, particularly education surrounding the adverse effects of smoke, medication preparedness, and information about special needs disaster support registry.

Despite older adults comprising a large portion of the population, there is an overrepresentation of educational programming designed for young people to help prepare them for disaster. Many information campaigns take place in online spaces or use technologies unfamiliar to those who did not grow up in the digital age. Furthermore, in the realm of disaster risk reduction, there have been movements that center schools as a place to generate knowledge around disaster preparedness. (Mutch). Centering young people in disaster resilience is important, but it often leaves older adults out of the conversation and with a large knowledge gap. It is important to utilize the most efficient communication methods and educational structures possible to maximize the investment of time and resources and to ensure that the information is retained and utilized in the face of a disaster.

Disaster preparedness often needs to be a community-wide effort, but is not. Without mobilized volunteers who hold a diverse array of identities, the public is less likely to be invested in disaster preparedness. Older adults typically have more time, knowledge, and a desire to contribute to their communities which can make them an asset when it comes to both community education and older adult peer education. Many older adults feel isolated and disempowered in their communities, a feeling that can only be exacerbated by outreach not being designed by and for older adults.

This case will cover the response of Jackson County from 2017 to the present day. 2017 was the year that the Rogue Valley Integrated Community Wildfire Protection Plan (RVICWPP) was introduced, and between then and now there have been significant fires in Jackson County, of particular note is the 2020 Almeda Drive Fire which razed much of the towns of Phoenix and Talent, Oregon. This timeline will reveal the initial outreach education programming and look at the success and evaluation of the outlined programs after experiencing such devastating fires

Jackson County is located in southwestern Oregon with a mountainous-basin terrain. In 2015, the population of Jackson County was 212,567, with 20% of the population over the age of 65. Generally, Jackson County has an aging population and a high dependency ratio. This region also encounters the highest rate and risk of wildfires in Oregon and navigates addressing fire disaster management with the limited resources of a large area with a small and concentrated population. The combination of an aging population and the adverse effects of wildfires applies to many communities across the western coast of the United States and western Canada.

Jackson County, Oregon has a larger older adult population and extreme risk and history of wildfires, making it a prime location to monitor and analyze to better understand educational outreach in disaster preparedness for older adults.

This case will focus on fire-related disaster preparedness education and communications for aging populations. The target audience of the case includes city managers, disaster management officials, and those who work with older adults, such as community center leadership and residential facilities managers, as all of the people who work together seamlessly work to create awareness of disasters in their shared communities. The audience also specifically includes the City of Salem, as this case was designed to glean applicable lessons for the city, as Jackson and Marion County have similar population densities and Wildland-Urban Interfaces (WUI), which provide a comparable context for necessary disaster response. This case will illuminate three elements for fire-related disaster preparedness outreach education for aging populations: (1) what methods are effective for communicating educational materials to older adults; (2) how volunteerism through Community Emergency Response Teams (CERT) or similar programs can empower people to be more prepared; and (3) what educational topics are most impactful for the health and safety of older adults.

## II. Possible Strategies and Solutions

Due to the many specific needs of older adults to create effective and efficient disaster resilience programming, there are multiple approaches and solutions that should be implemented in order to address the issues holistically. The primary issues that need to be addressed are:

- Improving the accessibility and relevance of media forms that have information about disaster response.
- Creating relevant and engaging education is designed for a population that tends not to engage in long-term planning.
- Preparing methods of communication for vulnerable populations during the event of a disaster.
- Utilizing the time and knowledge of older adults in creating community-wide disaster preparedness awareness.

While many of these issues intersect with other issues, when discussing and planning for community safety, it is important to center the needs of older adults and meet them where they are, to ensure that no one gets “left behind” in the collective effort to build safe and resilient communities.

*A possible strategy and solution to address concerns around educational outreach is to utilize non-digital mediums.* Using news media such as radio, billboards, fliers, and other printed resources can better reach older adults who have not yet crossed the digital divide. This potential strategy of making fire safety more visible in communities for all who live in them. Adapting educational outreach mediums to better suit the habits of older adults could help address informational access inequities.

*A possible strategy and solution to address creating relevant education for older adults is to conduct outreach targeted and designed around specific activities.* Accessing ways to make fire safety education relevant and tangible to older adults generates higher levels of “buy-in” that do not occur when educational strategies focus on longer-term planning and safety. Utilizing hobbies and normal day-to-day activities to integrate fire safety practices could be effective in fostering higher levels of engagement.

*A possible strategy and solution to ensure that the most vulnerable are protected during a disaster is to implement a disaster registry.* Having a database and specific plans to help and

communicate with older adults, people with disabilities, and others who might need more assistance during a disaster would be an impactful way to minimize the disproportionate impacts of disasters on the previously outlined population segments.

*A possible strategy and solution to better utilize older adults' time and knowledge is to create volunteer programs that spread information about disaster readiness.* Older adults tend to have higher rates of free time, longer historical memories, and knowledge that make them a perfect volunteer force for spreading education about fire preparedness. A volunteer team of older adults dedicated to disaster preparedness has the potential to make older adults feel more connected, valued, and engaged in the larger community as well.

### **III. Solutions and Implementation**

The actors involved in the Rogue Valley Integrated Fire Plan created many programs to address outreach and education in Jackson and Josephine Counties. Of particular note and relevance to older populations are: Woody Vegetation Disposal Day, the Spring Wildfire Awareness Campaign, the Disaster Registry, and the Volunteer Fire Prevention Team.

*Woody Vegetation Disposal Day* is an annual event that has been occurring since 2005. It invites community members to a central community location to dispose of their land debris for free. This disposal of community members' vegetation is designed to minimize the available tinder that could encourage the spread of a wildfire and to bring education about wildfires to event participants. An important element of this event is its lack of a monetary barrier, with past survey participants stating that they would not have participated in this event if it had cost money (Resource Innovations). Furthermore, past results from this program demonstrate that many were not concerned about fire risk when bringing their vegetation to dispose of (Resource Innovations). This led to the opportunity to make this highly attended event a touch point for wildfire education.

*The Spring Wildfire Awareness Campaign* spans the length of a few weeks, timed before the beginning of the summer fire season. The campaign utilizes many forms of media to spread prevention information, including radio, newspapers, event leaflets, fliers, and more. The goal of the campaign is to encourage community members to think about fire prevention well before fires start. This awareness campaign is part of a larger statewide movement to spread awareness through participation in Wildfire Awareness Month, which is in May. In 2023, the theme of this awareness month was to create defensible space (Shaw). Information about what defensible space is and how to create/maintain it was distributed through the modes described previously.

*The Disaster Registry* is a system that collects the names, contact information, and location of people who need assistance during an emergency, and then disperses that information to emergency responders in the case of a disaster. The registry is relevant for people who need help leaving their homes, would be in harm's way if they were left without assistance for three or more days, or if there is a need for special notification about evacuation stages due to a disability or impairment. The disaster registry system also offers education about disaster preparedness for older adults and people with disabilities, targeting specific needs that they might face in the event of a disaster. The disaster registry serves both Jackson and Josephine counties and is part of a larger effort to ensure that everyone is assisted in the event of a disaster.

*The Volunteer Fire Prevention Team* is a volunteer team of dedicated individuals who conduct a broad range of activities in the community related to promoting fire prevention. The team

organizes physical forms of outreach, such as billboard design and pamphlet distribution, engages in elementary classroom outreach, conducts surveys, and develops many other forms of programming that are distributed throughout the community. The team is mostly comprised of older adults, due to their increased time availability and desire to be involved in the community.

#### **IV. Results**

Below are the outlined results of the programs implemented by the Rogue Valley Integrated Wildfire Prevention Plan.

##### *Woody Vegetation Disposal Day*

This program, in making homes more protected from wildfire, contributes to efforts to help older adults age in place, promoting the longevity of their homes. This program is effective in engaging people from across the county, and those who have not engaged with wildfire education previously, effectively and efficiently creating an easily accessible entry touchpoint to wildfire education for older adults.

##### *Spring Wildfire Awareness Campaign*

The agencies involved in the Rouge Valley Integrated Wildfire Plan conducted a 'Spring Wildfire Awareness Campaign' that involved "radio announcements, mailing, TV public service announcements, and tabletop displays...at local events" (161). It is difficult to measure the success of this result due to challenges in quantifying the impressions and people reached, but it is logical to assume that increases in the visibility of wildfire preparedness lead to increasing awareness and presence in community cultural safety habits.

##### *Disaster Registry*

After being developed in 1997, the disaster registry is currently comprised of about 630 Jackson or Josephine County residents (AARP). For each disaster event, about 5-20 registrants are contacted, based on their proximity to dangerous areas. Relevant information is maintained by a team of 10 volunteers who call all of the registrants a few times a year. This program is incredibly successful and is considered a flagship model for disaster response in the state.

##### *Creation of a Local Fire Prevention Team*

The Outreach and Education committee for the Rogue Valley Fire Prevention Plan spearheaded the creation of a local fire prevention team. This team organized billboard messaging, distributed handouts, taught classrooms, conducted regional surveys around outreach, tabled at public events, worked with nurseries to promote fire-resistant plants, designed fire-wise landscaping programming, and much more. The work of this team is hard to measure in tangible ways, but their effect is felt in the community and overall, promoted a cultural consciousness around disaster resilience safety.

#### **V. Analysis and Evaluation**

##### *Woody Vegetation Disposal Day*

One of the Rouge Valley Integrated Fire Plan's most impactful community program offerings was when "the Outreach and Education Committee coordinated a free Woody Vegetation Disposal Day in each county" (161). This program is particularly effective because it engages more rural residents, who tend to have a higher concentration of older adults than in urban areas. The end results of this event led to a higher awareness of wildfire risks and a tangible way to promote community safety. Furthermore, this event was effective in creating touch points in the community with those who might not typically engage in fire safety concerns. However, the weaknesses of this program lie in its limited scope. The impact is relatively small and might be made effective in tandem with other agricultural/landscaping programming.

### *Spring Wildfire Awareness Campaign*

The agencies involved in the Rouge Valley Integrated Wildfire Plan conducted a 'Spring Wildfire Awareness Campaign' that involved "radio announcements, mailing, TV public service announcements, and tabletop displays...at local events" (161). These communication strategies are well-designed to engage and target older adults. Using the radio, mail, and TV announcements is particularly effective in engaging older adults in education and awareness around fire safety. This is a refreshing strategy with proven effectiveness and the awareness campaign does not emphasize a digital presence which allows older adults to engage more with the educational content. While the methods of communication are well suited for older adults, there needs to be a revision of the educational topics promoted. Topics should expand beyond home preparation for wildfires and also include information about resources after a disaster, which is disproportionately under-utilized by older adults (AARP).

### *Disaster Registry*

The disaster registry is an overwhelming success. This program created a paradigm shift in how the local first responders engaged with and protected older adults and people with disabilities. The model they use has been approved and venerated by AARP which has standards around disaster responses designed to protect and assist older adults. The only way that this program could be made stronger is by expanding outreach about the program, to ensure that all who might need it, know it exists, and what it does.

### *Creation of a Local Fire Prevention Team*

This active team is effective because of its dual-prong approach. This program engages older adults in outreach methods that engage them through community events and also empowers older adults to work on committees and teams that promote wildfire resilience knowledge. Older adults who work on this team are likely to design programming that engages them, overall creating a chain effect of older adults engaging their peers. Peer education models are effective at all stages of education, and are often underutilized when attempting to educate older adults. This team also worked to engage people through their hobbies, such as gardening and landscaping, which also engages older adults effectively. Utilizing older adults as volunteers in wildfire resiliency education empowers older adults and encourages them to remain engaged in the community and share their generational knowledge.

## **VI. Lessons Learned**

### *Promoting home wildfire resiliency is effective in continuing to be able to Age in Place*

As seen in the Woody Vegetation Disposal Days, it's important to make people's homes wildfire-resilient to prevent the loss and destruction of property. Being able to age in place is highly dependent on the longevity of people's homes and property.

Salem and the urban areas of Jackson County have similar Urban-Wildlife Interfaces (UWIs), meaning that the interactions between developed land and natural areas are similar, creating similar circumstances that create fire risks for people on the edges of cities. The ability to make homes safer by hosting events where people can dispose of their woody vegetation, preventing their homes from being surrounded by threatening tinder, is critical in ensuring wildfire safety for the home.

Furthermore, events like these are visible in the community, which overall contributes to a culture of caring and educating about wildfire resilience. Targeting more rural groups is significant, both because of the higher concentration of older adults and their positionality as a geographically more vulnerable group.

*Best forms of communication for older adults*

Jackson County's approach to its awareness campaign highlights more analog methods of communication and outreach. They worked closely with radio stations and on print media resources. Using more traditional methods of media engagement makes education and notification more accessible for older adults when digital methods can have an isolating effect. This creates an opportunity to work with local radio stations and print media to discuss wildfire resiliency for older adults, by older adults. There are also opportunities to analyze what topics are being communicated with older adults to ensure that there are no large gaps of information surrounding resources post-disaster.

*Utilizing older adults as outreach volunteers is effective*

The local fire prevention team would be an effective model to draw inspiration from. The peer-to-peer aspects seem effective, as well as the presence at community events and focus on hobby-related education. While the City of Salem has a CERT team that utilizes older adults during disaster response, there is ample space to empower older adults to work on the prevention and educational side of wildfire safety. Using older adults to connect wildfire education to things their peers care about and engage in was effective in contributing to a larger awareness around fire safety.

This team also opened the door to intergenerational interactions and education through their work with the elementary schools, creating learning for people on both ends of the spectrum.

Overall, activities that are specific to things that older adults engage with (whether it is a hobby or a form of media) are effective at empowering them to engage with wildfire safety, educating themselves, their peers, and younger generations.

## References

- De Fries, Carson et al. "THE IMPACTS OF WILDFIRES ON OLDER ADULTS: A SCOPING REVIEW." *Innovation in Aging* vol. 6, Suppl 1 620–621.
- Gibson, Allison, et al. "Improving Communication for Older Adults during Disaster Events." *Innovation in Aging*, vol. 4, no. Supplement\_1, 1 Dec. 2020, pp. 693–693, <https://doi.org/10.1093/geroni/igaa057.2425>.
- "Innovation by Design: So. Oregon Disaster Registry." *Oregon*, 21 Apr. 2020, [states.aarp.org/oregon/innovation-by-design-so-oregon-disaster-registry](https://states.aarp.org/oregon/innovation-by-design-so-oregon-disaster-registry). Accessed 11 June 2024.
- Jackson County Emergency Management. *Jackson County, Oregon Emergency Operations Plan*. May 2011.
- Mutch, Carol. "How Schools Build Community Resilience Capacity and Social Capital in Disaster Preparedness, Response and Recovery." *International Journal of Disaster Risk Reduction*, May 2023, p. 103735, <https://doi.org/10.1016/j.ijdr.2023.103735>.
- Shaw, Renee. "Kick-off Wildfire Awareness Month by Creating Defensible Space." *Rogue Valley Magazine*, 19 May 2023, [roguevalleymagazine.com/2023/05/19/24926/](https://roguevalleymagazine.com/2023/05/19/24926/). Accessed 10 June 2024.
- Shih, Regina A., et al. "Improving Disaster Resilience among Older Adults." *Rand Health Quarterly*, vol. 8, no. 1, 2 Aug. 2018, [www.ncbi.nlm.nih.gov/pmc/articles/PMC6075802/](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6075802/).
- Shih, Regina, et al. *Boosting Disaster Resilience among Older Adults*. RAND Corporation EBooks, 1 Jan. 2018. Accessed 15 Apr. 2024.
- US EPA, OAR. "Which Populations Experience Greater Risks of Adverse Health Effects Resulting from Wildfire Smoke Exposure?" *Www.epa.gov*, 13 Aug. 2019, [www.epa.gov/wildfire-smoke-course/which-populations-experience-greater-risks-adverse-health-effects-resulting#adults](https://www.epa.gov/wildfire-smoke-course/which-populations-experience-greater-risks-adverse-health-effects-resulting#adults).
- "Wildfire Smoke Linked to Increased Risk of Dementia, Study Says." *Washington Post*, 22 Aug. 2023, [www.washingtonpost.com/health/2023/08/22/wildfire-smoke-dementia-risk-increase/](https://www.washingtonpost.com/health/2023/08/22/wildfire-smoke-dementia-risk-increase/). Accessed 15 Apr. 2024.
- Wildland Fire Associates. *Rogue Valley Integrated Community Wildfire Protection Plan*. June 2017.
- WFCA. "5 Negative Effects of Wildfires." *WFCA*, 16 Aug. 2022, [wfca.com/wildfire-articles/negative-effects-of-wildfires/](https://wfca.com/wildfire-articles/negative-effects-of-wildfires/).

# **Appendix F:**

## **The Jockey Club Age-Friendly City Project: A Case in Hong Kong, China**

Robert Chan-Il Grisso

## **The Jockey Club Age-Friendly City Project: A Case in Hong Kong, China**

### **TOPIC**

Age-friendly planning, Cross-sector collaboration, Bottom-up participation

### **TIMEFRAME**

2015-2024

### **AUTHORS**

Robert Chan-II Grisso

Undergraduate attending the University of Oregon studying public policy, planning, and management

### **LEARNING GOALS**

- Understand the key features of an age-friendly city with the eight domains of an urban life established by the World Health Organization (WHO).
- Understand how and why the Jockey Club Age-friendly City Project (JCAFC ) came to be.
- Understand why cross-sector collaboration and bottom-up participation are so integral in promoting an age-friendly city for all.
- Evaluate the success of the project and identify initiatives created by the project that can directly benefit Center 50+.

### **PRIMARY AUDIENCE**

Students studying public policy, planning, and management; Center 50+; Salem city government, universities, district councils, business sectors, community organizations, and media

## **PREREQUISITE KNOWLEDGE**

None.

## **SUMMARY**

With the aim of building an age-friendly city which can cater to the needs of all ages and promote healthy ageing in Hong Kong, The Hong Kong Jockey Club approved donations of Hong Kong 191 million dollars to fund the Jockey Club Age-friendly City Project (JCAFC) since 2015. The project covers 18 districts in Hong Kong. All of them have completed baseline assessment reports and final assessment reports on assessing community age-friendliness and identifying areas for improvement. They have all joined the World Health Organizations Global Network for Age-Friendly Cities and Communities (WHO GNACC). The project identified good practices of age-friendly city programs through more than 70 non-government and community organizations, and also engaged with 4 different universities. The project has aroused public awareness and community engagement with engagement through publicity and public education activities nearing almost 4 million people. On top of this, nearly 200 companies and organizations joined the JCAFC City Partnership Scheme to adopt age-friendly practices (JCAFC, 2024b). This project demonstrates not only how its plethora of resources are being utilized to push Hong Kong towards a fully age-friendly city. It also demonstrates the importance of collaboration, and how the JCAFC is using that collaboration to plant seeds of an age-friendly city into Hong Kong.

## Definition of the Problem

Hong Kong holds the title of the longest life expectancy in the world. This is why age-friendliness is still particularly relevant to Hong Kong. With lower fertility and longer life expectancy, population ageing is a global issue, yet Hong Kong will age at a faster pace in the coming decades. The proportion of older people aged 65 or older in the total population of Hong Kong was 18 percent in 2019 and projected to be 39 percent two decades later. Which means by 2039, about one in three people will be aged 65 or above (Census & Statistics Department, 2024). This rapid ageing population will heavily effect the ratio of non-working population over the age of 65 and working population under the age of 65. This implies a constant decline in labor force in Hong Kong. In order to continue to remain at the highest standard for public health, and accommodate this rapid trend in ageing population, Hong Kong (and more specifically the JCAFC) has drawn upon the various global initiatives established by the World Health Organization (WHO).

An age-friendly city (AFC) encourages active and healthy ageing by optimizing opportunities for health and participation in order to enhance quality of life as one ages. An AFC is not just “elderly-friendly”, but friendly for all ages. An age-friendly city is necessary for so many reasons, especially for a rapidly ageing city such as Hong Kong. It enhances intergenerational solidarity. It enables people to live actively with dignity. It also prepares cities for a demographic change. These are concepts that are necessary in order to combat Hong Kong’s ageing predicament. In 2007, a document entitled *Global Age-friendly Cities: A Guide* was published by the WHO, which provides in depth reference to define age-friendliness as eight AFC domains. Namely outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and

community support and health services (WHO, 2007). These serve as guiding principles when implementing an AFC, and are all necessary to be included so that the needs of an ageing population are met within an urban context.

The Hong Kong Jockey Club is a world-class racing club that acts continuously for the betterment of our society. The club was founded in 1884. Today, the club uses its unique integrated business model to generate economic and social value. Over the past decade, The Hong Kong Jockey Club Charities Trust has donated an average of Hong Kong 5 billion dollars a year to the community (HKJK, 2024). In recent years, donation followed certain strategic areas considered of top importance to Hong Kong society. As an amazing example of lateral public health, the Jockey Club complements gaps that may exist in services provided by separate government departments. Due to rapid population ageing, amount of funding, and societal partners, the Charity Trust is in the unique position of testing strategies that contribute to healthy ageing in Hong Kong.

### **Possible Strategies and Solutions**

Since 2013, life expectancy at birth in Hong Kong has been the highest in the world. 88.1 years for women and 82.7 years for men. Interestingly enough, Hong Kong has massive income inequality along with one of the highest population densities in the world. Plus, Hong Kong kept its health expenditure as a fraction of the gross domestic product at just 5.9 percent (University of Hong Kong, 2022). It's air quality is also relatively poor compared to the rest of the world. Then how do they have the longest life expectancy?

Successful Tobacco control appears to be the main reason why Hong Kong's life expectancy has surpassed all other populations. Hong Kong had the lowest mortality for cardio-vascular diseases among high-income regions and one of the lowest mortalities for cancer in women; which are both linked to smoking. Only about 10 percent of Hong Kong people smoke, versus 28 percent in France, 20 percent in South Korea and 16 percent in the US. Smokers die 10 years earlier than non-smokers do on average (University of Hong Kong, 2022).

While longer life expectancy can be seen as a positive when first presented, it obviously presents challenges further down the road. A larger proportion of the population continuing to live as a cause of not developing cancer is something that many countries wish they could have. However, now Hong Kong needs to take care of all these older people that end up continuing to live on and have needs as a result. Transforming Hong Kong into an AFC through the Jockey Club Age-friendly City Project (JCAFC) has proven to meet these needs and enhance age-friendliness throughout Hong Kong.

### **Solutions and Implementation**

With the goal of creating an AFC that can cater to the needs of all ages and promote healthy ageing in Hong Kong, the JCAFC has adopted a three stage model by the WHO to complete the age-friendly journey in all 18 districts of Hong Kong since 2015. A bottom-up approach to foster the abilities of older people in the community. Cross-sectoral collaboration and actions on building and age-friendly city. Lastly, campaigns for tackling ageism in society.

The bottom-up approach emphasizes empowering older people to play a part in making age-friendliness possible in their community. This demonstrates the shift in the view of older people

in the community. They are no longer seen as recipients of service, but rather as stakeholders in creating an age-friendly community and city. The JCAFC Project has launched the Ambassador Scheme since 2015 to recruit and provide training to older people to be AFC Ambassadors (JCAFC, 2024b). The Ambassador Scheme aims to enhance older peoples capability to spread AFC knowledge and skills to spread AFC messages in the community and encourage bottom-up community participation by providing them with various opportunities for active participation in building an AFC. Older adults participating in the scheme feel empowered with knowledge, which leads to a perspective change. There are three stages in the scheme. In the first stage, older people are recruited to be AFC Ambassadors through a series of training activities, workshops, and talks. They learn basic concepts of AFC and its relationship to their daily life and community, as well as being equipped with the skills to voice age-friendly messages. In the second stage, AFC Ambassadors assist in conducting age-friendly assessments in their respective districts, supporting AFC implementation. Their participation also raised their sense of belonging in their community. In the final stage, AFC Ambassadors are able to share their input on AFC issues to key stakeholders, such as being a guest speaker at an event. The sustainable participation of AFC Ambassadors is significant for continuing the AFC movement in the long run.

The JCAFC Project utilized the Jockey Club Charity Trust's strong network and philanthropic role to inspire cross-sectoral collaboration and mobilize different sectors to join the AFC movement in the long run. The project collaborated with four gerontology research institutes of local universities to promote AFC movements throughout the city. It engaged the local administration in all 18 districts to improve age-friendliness at the district level, and joined the WHO Global Network for Age-friendly Cities and Communities. It organized the Jockey Club

Age-friendly City Partnership Scheme and industry-focused publicity campaigns to encourage public and business sectors to adopt age-friendly practices. The project connected with over 70 non-government and community organizations for implementing 140 age-friendly programs across the 18 districts of Hong Kong (JCAFC, 2024b). It also importantly partnered with different media such as radio stations and television to promote age-friendly messages.

To facilitate the long term sustainability of AFC, an online resource called “Age-friendly Port” was developed under the JCAFC project (JCAFC, 2024b). It contains manuals, guidebooks, videos and useful resources of all kinds such as district profiles and good AFC practices in Hong Kong and worldwide. This valuable hub of information is not only for older people, but other members of the community and different stakeholders to encourage collaboration and advancement in building Hong Kong into an age-friendly city.

A really effective implementation utilized by the JCAFC Project through collaboration is the Jockey Club Age-friendly City Partnership Scheme. This has been organized every two years in 2018, 2020, and 2022. This scheme engaged stakeholders including businesses and government departments to adopt age-friendly practices and provide age-friendly products and services in Hong Kong. Eligible companies and organizations receive a set of age-friendly certificates and stickers to recognize their efforts and inform the public of their contribution to promote an age-friendly city. Over 380 companies and organizations from different sectors have joined hands in introducing age-friendly products and services. Special awards have been designed under the scheme to recognize companies or organizations with outstanding performance. They are included but not limited to; the Age-friendly Employer Award, the Age-friendly Facilities Award, the Age-friendly collaborator award and the Our City’s Story Award (JCAFC, 2022b).

Combatting negative perceptions of ageing and raising public awareness of AFC is crucial to create a fully age-inclusive society. The JCAFC Project has launched a series of publicity and public education initiatives through diverse channels and formats in promoting age-friendly messages to the wider public of different ages and with different backgrounds. Radio is an important channel to reach the wider public, especially older people who rely on this traditional form to receive information. Various types of publicity events like ceremonies, and outreach activities like road shows were organized under the JCAFC project. The project has also collaborated with various online media to promote age-friendly messages to a wider audience.

## **Results**

18 districts completed baseline assessment reports and final assessment reports on assessing community age-friendliness and identifying areas for improvement. This was Hong Kong's first time to carry out a large-scale AFC survey covering all districts with a total of more than 19,800 completed questionnaires and more than 180 focus group interviews to collect views of older people and other community members. 18 districts joined the WHO Global Network for Age-friendly Cities and Communities (WHO GNACC). All of these districts prepared and completed three-year action plans that set out action items for improving age-friendliness. More than 2,500 AFC Ambassadors were trained and are now specialized with knowledge on AFC concepts.

Through the JCAFC Project, 140 district-based programs were organized. More than 70 non-government and community organizations and four universities were engaged. More than 114,000 older people were directly benefited. Numerous age-friendly walking routes of community maps in order to promote healthy ageing were created. Over 1000 households

occupied by older people benefited from home modification services. 5 e-books and a website were created to promote civic participation. Almost 4 million people of the general public have been engaged through publicity and public education activities. 180 companies and organizations joined the City Partnership Scheme to adopt age-friendly practices (JCAFC, 2024a).

### **Analysis and Evaluation**

The project has made the following achievements: built community capability, aroused public awareness on AFC concepts, strengthened cross-sectoral collaboration networks, and gained international recognition (JCAFC, 2022a).

All 18 districts have joined the WHO GNACC, showing commitment to enhancing the community's age-friendliness. The project successfully opened the dialogue with district councils and district offices and drew their attention to the importance of building an age-friendly community. A sustainable framework has been built in district councils and offices, incorporating AFC into community agenda and motivating the district to continue AFC work. With AFC capabilities and framework built into district councils and offices, their efforts can be observed over the last few years through allocating resources to support age-friendly initiatives, and collaborating with other community stakeholders. Much appreciation was given by older participants to the implementation of AFC programs. The direct services provided in the AFC programs truly met the needs and aspirations of older people, addressed their concerns, and improved their well-being.

However, it should be noted that a regular change in local leadership may cause the disruption of the commitment to address the age-friendly agenda. Currently, older people have representation

in district council committees in some districts, but not all. Out of those of which have included older people in these committees, it is uncertain whether participation remains at the “tokenism” level, rather than that of an active or influential level. It should also be noted that of these limited older members of district councils, there are predominantly women. It is unclear how the needs of older men are represented in these committees, and should be something the JCAFC takes into account.

Throughout the project, age-friendly messages have been promoted to different sectors and different groups of people through the Jockey Club Age-friendly City Partnership Scheme and a series of publicity and public education programs using different channels and formats. The project has drawn industry attention to put higher priority on elderly needs and aroused the public awareness on age-friendliness. The message that AFC is a business of everybody and every sector is heavily emphasized (JCAFC, 2022a). The project has built up capabilities of different stakeholders and cultivated an age-friendly culture among sectors in the community, which laid down a foundation for fostering collaboration among multiple stakeholders. The project has identified the unique roles of key stakeholders and leveraged their expertise, resources, and network to play a part in the building of their AFC. Building relationships and trust with districts and establishing network with industries were not easy. AFC served as good ground work for stakeholders to share common interests and visions to start the dialogue and make a connection. The project has infused AFC elements into the community agenda, plans of businesses, as well as individuals’ daily lifestyle. Cross-sectoral efforts are of the utmost importance for the success of building an AFC.

The JCAFC project has successfully built age-friendly city initiatives into the agenda of the government and local administrations that responds to the needs of an ageing population. The

project not only gained support from local stakeholders, but also with global scholars and experts. The JCAFC Project was presented at the Global Solutions Forum of the UN's Sustainable Development Solutions Networks in 2020 as one of the eight best sustainable solutions in the world through local initiatives (JCAFC, 2024b).

### **Lessons Learned**

The eight domains created by the World Health Organization can be applied to Salem in every aspect. To use a couple examples, the first being social participation, a variety of accessible and affordable social activities must be available to cater to older people's diverse interests. Older people's participation in leisure, social, cultural educational and spiritual activities fosters their continued integration in society. When it comes to civic participation and employment, an age-friendly city and community provides ample opportunities of voluntary work and paid employment, and encourages civic participation for older people so that they can continue to their communities after retirement.

Cross-sector collaboration often starts from the bottom because grassroots initiatives and local communities are usually the first to identify and respond to problems that cut across different sectors. These communities possess intimate knowledge of local challenges and resources, enabling them to develop context-specific solutions. Bottom-up collaboration harnesses the power of diverse stakeholders, to pool their expertise and recourses efficiently. Moreover, initiatives that begin at the grassroots level can build trust and engagement among participants, fostering a sense of ownership and accountability that top-down approaches might lack. This

ground-level synergy not only addresses immediate issues more effectively but also paves the way for sustainable solutions in building an age-friendly city.

Cross-sectoral collaboration significantly contributes to building social capital by fostering networks of trust and shared values among diverse groups. When different sectors such as private businesses, academic institutions, non-profits, and local communities come together to address common challenges, they create opportunities for meaningful interactions and partnerships. These collaborations enhance mutual understanding and respect. The relationships formed through these efforts extend beyond immediate projects, creating a web of connections that can be used for future initiatives.

Salem must focus on educating and empowering the community about the importance of AFC through workshops, seminars, and public campaigns. This helps with building up broader community support and participation. They must establish strong partnerships across different sectors, including government, businesses, and non-profits to leverage resources and networks for AFC initiatives. I believe organizations like neighborhood associations and the chamber of commerce are great places to start. Salem must ensure to actively involve older adults in decision-making processes, moving beyond tokenism to meaningful participation. Lastly, there must be an increase in public awareness about age-friendliness using diverse channels and formats, emphasizing that AFC is a shared responsibility. By adopting these strategies and focusing on holistic, inclusive, and sustainable approaches, Salem can effectively enhance its age-friendliness and improve the quality of life for its older residents.

## References

Census and Statistics Department, Hong Kong Special Administrative Region Government. (2024). *Hong Kong Population Projections 2020-2069*. Available at: <https://www.censtatd.gov.hk/en/>

City of Salem. (2024). *Government*. Available at: <https://www.cityofsalem.net/government>

Chui, Lu, Chan, et al. (2023). *Universities as Intermediary Organizations: Catalyzing the Construction of an Age-Friendly City in Hong Kong*. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10082544/>

Hoof, Kazak, Peek, et al. (2018). *The Challenges of Urban Ageing: Making Cities Age-Friendly in Europe*. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6266083/>

Jockey Club Age-friendly City. (2021). *Final Assessment Report Yuen Long District*. Available at: [https://www.districtcouncils.gov.hk/yl/doc/2020\\_2023/en/dc\\_meetings\\_doc/20248/dc\\_paper\\_2021\\_93.pdf](https://www.districtcouncils.gov.hk/yl/doc/2020_2023/en/dc_meetings_doc/20248/dc_paper_2021_93.pdf)

Jockey Club Age-friendly City. (2022a). *Age-friendly City Guidebook*. Available at: [https://jcafc-port.hk/wp-content/uploads/2021/12/P171\\_Age-friendly-City-Guidebook.pdf](https://jcafc-port.hk/wp-content/uploads/2021/12/P171_Age-friendly-City-Guidebook.pdf)

Jockey Club Age-friendly City. (2022b). *Jockey Club Partnership Scheme 2022*. Available at: <https://jccitypartnership.hk/>

Jockey Club Age-friendly City. (2024a). Available at: <https://www.jcafc.hk/en/index.html>

Jockey Club Age-friendly City. (2024b). *Age-friendly Port*. Available at: <https://jcafc-port.hk/>

The Hong Kong Jockey Club. (2024). Available at:

<https://www.hkjc.com/home/english/index.aspx>

The Hong Kong Polytechnic University. (2010). *How serious is Hong Kong's Ageing Problem?* Available at: <https://www.polyu.edu.hk/cpa/Excel@PolyU/2011/11/viewpoint.html>

The University of Hong Kong. (2022). *Living Long, Despite the Odds*. Available at:

<https://bulletin.hku.hk/research/living-long-despite-the-odds/#:~:text=HKU%20researchers%20have%20revealed%20why,development%20and%20successful%20tobacco%20control>.

World Health Organization. (2007). *Global Age-friendly Cities: A Guide*. Available at: [https://iris.who.int/bitstream/handle/10665/43755/9789241547307\\_eng.pdf?sequence=1](https://iris.who.int/bitstream/handle/10665/43755/9789241547307_eng.pdf?sequence=1)

World Health Organization. (2024a). Available at:

<https://www.hkjc.com/home/english/index.aspx>

World Health Organization. (2024b). *Age-friendly World*. Available at:

<https://extranet.who.int/agefriendlyworld>

## **SCI Directors and Staff**

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Zoe Taylor	Report Coordinator
Ian Dahl	Graphic Designers
Danielle Lewis	