

2019

Age-Friendly Sunnyvale Action Plan



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City of Sunnyvale
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Executive Summary

In September 2017, the City of Sunnyvale was formally designated an Age-Friendly City by the World Health Organization and AARP. This designation marked the beginning steps in Sunnyvale's Age-Friendly journey. The City of Sunnyvale prides itself on strategic and smart planning. As our commitment to be a part of the Age-Friendly network, we are developing an action plan that



encompasses our values and vision and provides for sustainable growth. While we recognize that an Age-Friendly City is truly a city for all ages, we hope that by implementing this action plan we are taking steps to build a stronger community, keep people engaged and informed and most important, utilize older adults as an asset to help our City grow.

Below are the 11 goals developed for this first three year action plan. Although the Library and Community Services Department is primarily responsible for this project, we will engage with other City partners to expand our reach as we make progress toward these goals, which are:

1. Create a safe, accessible city for all ages to utilize.
2. Improve mobility options for older adults.
3. Provide resources that support older adults aging in place and provide an avenue for input on future housing policies and projects.
4. Increase the variety of opportunities and programs that meet the diverse needs and culture of our community.
5. Decrease the stigma of aging and ensure that older adults remain engaged in the community.
6. Promote and increase opportunities that utilize the contributions and skills of older adults in impactful ways in the community.
7. Improve communication strategies that will increase dissemination of information to more residents.
8. Provide a continuum of services and programs that support older adults' ability to age in place.
9. Ensure that older adults are aware of and included in emergency preparedness operations.
10. Ensure access and adapt our services and programs to support the changing needs of our population.
11. Increase access and use of technology that keeps seniors engaged and supported in the community.



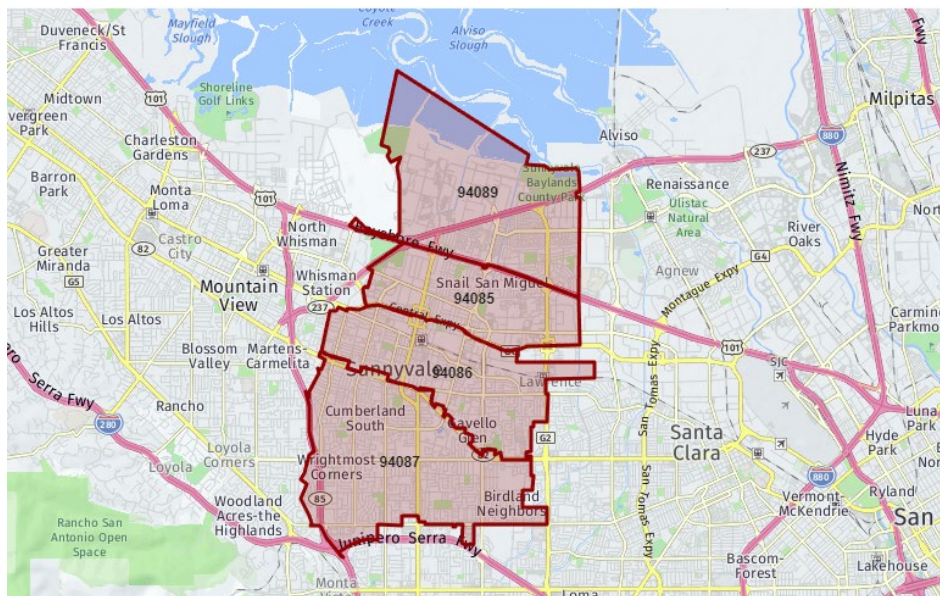
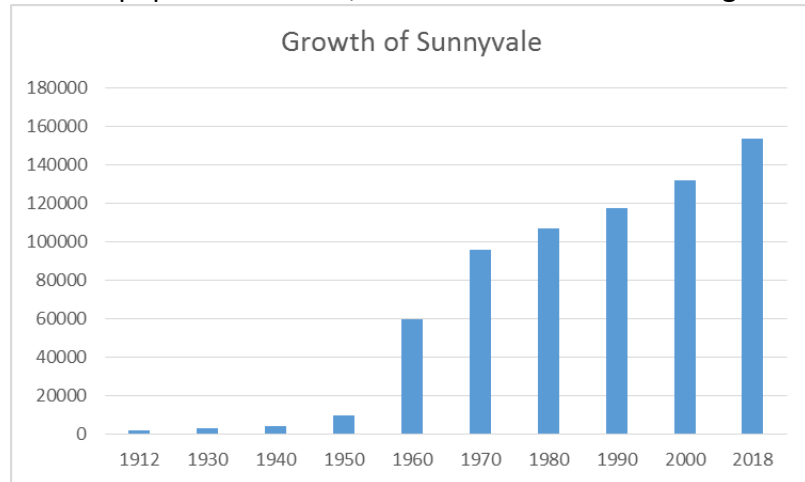
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Community Analysis

Introduction to the City of Sunnyvale

The City of Sunnyvale was incorporated in 1912, when its population was 1,800 residents. Sunnyvale is considered the “Heart of Silicon Valley” and is the seventh most populous city in the San Francisco Bay Area. Its current population of 153,656 makes it the second largest city in Santa Clara County (World Population Review, 2019). Sunnyvale’s first industries were the Hendy Ironworks and Libby Cannery, but during World War II, became more focused on the defense and aerospace industries. In the 1950s and 1960s, almost 65% of the City’s housing was built along with 50% of the industrial buildings; the population increased to 96,000. In the latter part of the Twentieth Century, Sunnyvale attracted more technology companies and its population continued to grow. This growth slowed in the early 2000’s with the recession, but the economy of Sunnyvale has continued to rebound after 2005 with the development of new industries and jobs (Sunnyvale General Plan, 2011).



Sunnyvale is 22.69 square miles and lies between the cities of Santa Clara, Cupertino, Los Altos and Mountain View. Residential properties encompass 52% of the land use while industrial and office account for 26%, along with open space at 8%. (Community Development Department, 2006). Sunnyvale has been known for its long-range planning, which has kept the City sustainable through years of recessions and other fiscal challenges. Per research from SmartAsset, Sunnyvale was ranked as one of the safest cities in America in 2018 (Wood, 2019). The Department of Public Safety has the distinction of being one of the few departments that integrates police, fire and emergency response.

The City of Sunnyvale updated its General Plan in 2011. The General Plan is the tool that provides long-term goals and policies for the next 10-20 years along with information about the community. The goals are broad targets that describe the outcome, whereas the policies identify ways to achieve the goals. Some of the assets of Sunnyvale listed in the General Plan are its mild climate, central location, and quality public education, high level of public safety, innovative businesses, a diverse population, a responsive government, and quality parks, playgrounds, library and community centers. Some of the issues include a lack of an active downtown, lack of affordable housing, limited fiscal resources to meet a growing demand for public services, limited participation of many minority and foreign-born residents, lack of access to public and private services for those in northern areas and limited transportation options. One of the future challenges called out related to the aging population was around how the City will need to change its future method and delivery of services for older adults to meet the growing population (Sunnyvale General Plan, 2011).

Sunnyvale Values (Sunnyvale Community Vision, 2011): Sunnyvale is an attractive, safe, environmentally-sensitive community which takes pride in the diversity of its people, the innovation of its businesses and the responsiveness of its government.

Sunnyvale's Vision Statement: It is the aspiration of the people of Sunnyvale to build upon the attributes which the City currently enjoys, so that Sunnyvale of the future will become:

- A strong, diverse community.
- A community with a vibrant and innovative local economy.
- A regional leader in environmental sustainability.
- A safe, secure and healthy place for all people.
- A city managed by a responsible and responsive government.
- A community with a distinctive identity.



The City has seven councilmembers who are elected at large by voters. It operates under a council-manager form of government (City Governance). The City Manager is appointed by the Council and is responsible for providing leadership, strategic direction and guidance for the City. Under the City Manager, there are 10 departments that comprise the City’s services and structure.

Sunnyvale Community	
City Council	
City Manager / City Attorney	
Department of Community Development	Department of Public Safety
Department of Public Works	Department of Environmental Services
Department of Finance	Department of Human Resources
NOVA	Department of Library and Community Services
Office of the City Manager	Department of Information and Technology

Overview of Sunnyvale’s Demographics

Demographic Profile of Sunnyvale Residents

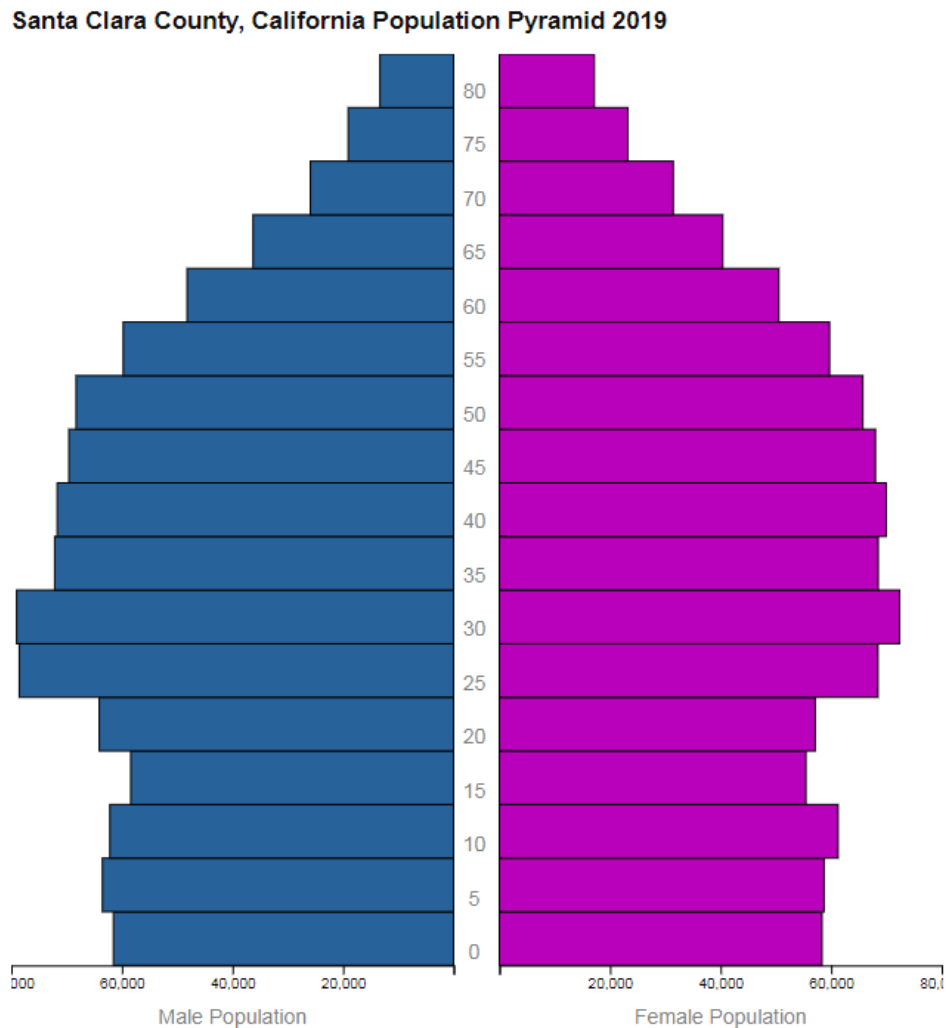
The median age of all Sunnyvale residents is 35 years, with 68% between the ages of 15-64, 12% over 64 years and 20% under 14 years old. Sunnyvale’s population is 33% White, 43% Asian and 18% Hispanic (ACS, 2012-2016). Approximately 44% of Sunnyvale’s residents were foreign born. This is nearly 4 times higher than the U.S. average and speaks to the diversity of the City. When it comes to language, almost 50% of households speak a language other than English. Approximately 11% of the population’s income falls below 150% of poverty level (US Census Bureau, 2005).

Demographic Profile of Seniors 65+ in Sunnyvale

The primary races for this age group are 60% White, 34% Asian and 8% Hispanic. Approximately 42% speak a language other than English, with 28% speaking English less than “very well”. Of this age group, approximately 15% have incomes at 149% of the federal poverty level, or less. While this may seem like a relatively low percentage, if you compared the income of seniors to the Elder Index, which measures how much income an older adult needs to live in Santa Clara County, this percentage increases to 30% (Elder Index, 2018).

The median age for this group is 74 years, with 6% between 65 to 74 years, 4% between 75 to 84 years and 2% over 84. Although the proportion of seniors in Sunnyvale is comparatively low right now, it is projected to increase over time.

If you look at the Population Pyramid below, you can see that within the next 20 years, the population of older adults will be steadily increasing.



This pyramid also highlights how Santa Clara County is expected to increase its population of ages 60+ by more than 200% from 2010-2060 with most of the growth occurring between 2010-2030. Within the 85+ age group, growth is expected at 605%, with most of the growth between 2030-2040. (Santa Clara County Population, 2019)

Sunnyvale’s changing population mirrors that of Santa Clara County, and this change is one reason that the Age-Friendly initiative started to develop in Santa Clara County. During the 2011 County of Santa Clara’s Board of Supervisor’s State of the County Address, a Seniors’ Agenda was formed to start addressing how the County and its Cities were preparing for the changing demographics. In 2015, the Seniors’ Agenda recommended that Santa Clara County pursue designation as an Age-Friendly County, with each city also pursuing designations as Age-Friendly (County of Santa Clara, 2017).

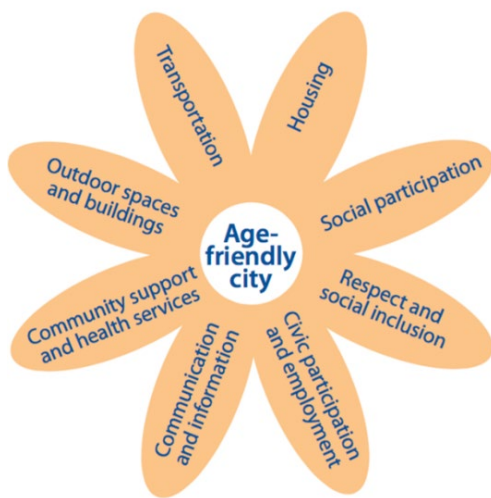
Overview of Age-Friendly

Purpose of Age-Friendly

The concept of Age-Friendly cities initiated from a study that the World Health Organization (WHO) developed to address two major global trends – rapid aging and increasing urbanization. From this study, WHO identified eight domains that are at the core of age-friendly cities and then further developed a checklist that cities could use to assess their “age-friendliness” (WHO, 2007).



WHO Global Network
for Age-friendly Cities
and Communities



WHO Eight Domains of Livability

1. Outdoor spaces and buildings
2. Transportation
3. Housing
4. Social participation
5. Respect and social inclusion
6. Civic participation and employment
7. Communication and information
8. Community support and health services

It is important to note that these domains often overlap each other. For example, if you don't have adequate transportation, that can affect social participation opportunities. Likewise, if there is not adequate communication, that can impact someone's social inclusion in the community.

From this work, WHO developed a process where cities and counties could apply to be part of the WHO network of age-friendly cities and make a commitment to take steps towards enabling people of all ages and abilities to be part of their community (WHO, 2007). Once cities submit their initial application, they have two years to develop a three year action plan to WHO and then continually evaluate and adjust progress.

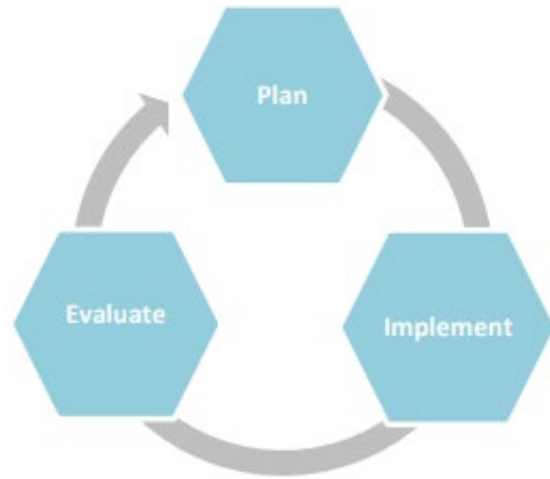
Alongside WHO, AARP also supports this work through their network of Age-Friendly Communities. AARP assists cities by facilitating their enrollment in the WHO and AARP network and provides assistance navigating through the assessment and implementation process (AARP, 2014). When cities or counties apply for an age-friendly designation they



are making the “commitment to actively work toward making their city or county a great place to live for people of all ages” (AARP Livable Communities).

AARP provides a four step framework for a five year age-friendly program cycle: (AARP Network, 2015)

1. City enters a network
2. Planning phase (year 1-2) – assessments/action plan developments
3. Implementation and evaluation (year 3-5)
4. Continuous improvement (year 5+)



Purpose of Age-Friendly Sunnyvale

Sunnyvale was designated as an Age-Friendly City in September 2017. The Department of Library and Community Services, under which the Sunnyvale Senior Center is housed, has taken ownership of this initiative. For the Sunnyvale Senior Center, this was an opportunity to develop a plan that provided room for continuous improvement. With the changing demographics, the way the Senior Center delivers its services is changing and age-friendly initiatives provided the platform to evaluate how well the Center is doing and opportunities for future growth. The Senior Center is also using this as an opportunity to assess what partners or programs are in our community and learn where there is duplication or identify gaps to be more efficient in our operations.

The advantage of the Sunnyvale Senior Center taking ownership of this initiative is that staff have years of experience working with the community and have built up a lot of relationships with community and county partners to move some of this work forward. For this reason, this three-year action plan mainly focuses on the steps that the Department of Library and Community Services plans to take around each domain.



The purpose of Age-Friendly Sunnyvale is to:

- 1) Be aware of what other departments in the City are doing as it relates to Age-Friendly
- 2) Use the information learned from the assessments to help inform other City departments as they update or implement items in the City's general plan or specific City study items.
- 3) Provide a framework that the Department of Library and Community Services (LCS) can use in implementing Age-Friendly initiatives.
- 4) Re-frame the City's perspective of an aging population and share resources among the community to support livability for all ages.



Introduction to the Action Plan

Sunnyvale's Age-Friendly Process

Senior Center staff utilized the four following assessments to help inform development of an action plan.

- 1) Community survey of older adults
- 2) Focus groups conducted throughout the City
- 3) Meetings with representatives from each department
- 4) Review of the City's Livability Index

The following sections provide an overview of these efforts and a summary of the findings from each area. Additionally, a copy of this report and updates on the status of Age-Friendly Sunnyvale will be posted to the Age-Friendly Sunnyvale website at <https://sunnyvale.ca.gov/news/topics/agefriendly/default.htm>.

General Highlights of the Community Survey Results:

The community survey for Sunnyvale was done between March and May of 2018. The survey was distributed by the staff of the Senior Center and was also made available online through the City of Sunnyvale's OpenGov system. The survey was based off AARP's Livable Community Survey, meant to capture feedback in regards to the eight domains of livability (AARP Community Survey, 2019). The survey included 49 questions and 388 community responses were collected from the survey.

As the survey was only printed in English, the survey results are not entirely reflective of the community. About 82% of the respondents identified as White or Caucasian, 15% as Asian and 3% as other races. Many the respondents, 94%, spoke English at home. In future surveys, the recommendation would be to have the survey printed in other languages as to be more inclusive.

Below, some of the general findings from the community survey are presented, with a more in-depth review of the community survey covered in the analysis of each domain later in this report.

Overall, many the people that responded to the survey felt that their City was a good place to live as they age and 92% responded that it is either very important or extremely important to be able to live independently in their home as they age.

While more than one-half of the people have lived in Sunnyvale for more than 25 years, the same number said it was either somewhat likely, very likely or extremely likely that they will move to a different home outside of their city. The following factors contributed to this: the expense of homes and maintenance, needing a home that will help them live independently and needing more access to public transportation.

Transportation and housing were two of the higher ranked concerns. Transportation issues included walkability of the City and the concern of having affordable and reliable transportation options for when older adults can no longer drive themselves. When it comes to housing, affordability was one of the key concerns, but also identified, was the need for resources that allow people who own homes, to stay in them for as long as they can.

Largely, older adults in Sunnyvale are very active and utilize the open spaces and parks. While the survey demonstrates the need for some higher-level projects that may be more complex, such as increasing the amount of affordable housing, it also identified smaller projects that the City can take to start improving its livability and engaging more residents.

Focus Groups Findings

Twelve different focus groups were conducted throughout the City during May and June of 2018. Focus groups were held at mobile home parks, senior living facilities and other sites throughout Sunnyvale. Translators were used to garner feedback from residents who spoke Chinese or Spanish and notes were taken for each group. Positive feedback was heard around the quality of the City’s parks, the services that the library and senior center offer and the Department of Public Safety. The below table of the focus groups summary, highlights the more commonly heard themes throughout the groups:

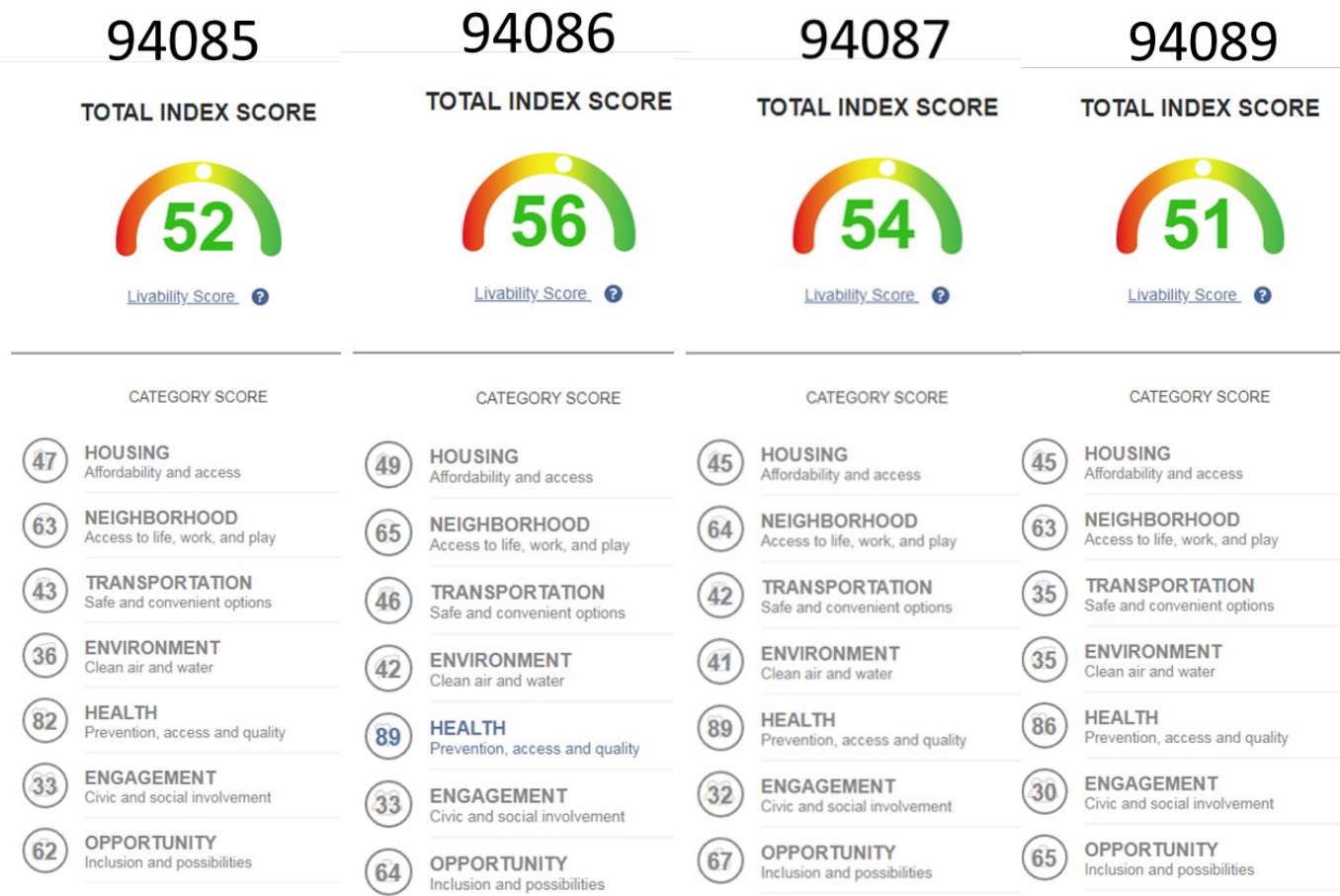
Focus Group Summary

Outdoor Spaces and Buildings	<ul style="list-style-type: none"> • Improve streets/signage/sidewalks/lighting • Improve sharing of sidewalks and pathways with bicyclists and other non-motorized transportation • More outdoor seating options • Safety of intersections
Transportation	<ul style="list-style-type: none"> • Education on transportation services • Affordability • Bus stops that are too far away • Increased transportation support as the last mile is an issue
Housing	<ul style="list-style-type: none"> • Lack of affordable housing and increasing rents • Preservation of mobile home parks • Lack of senior communities or long waitlists • Housing modifications – need more information and consider changing income qualifications
Social Participation	<ul style="list-style-type: none"> • Affordable and accessible (alternative locations) activities • Increase access to technology • Opportunity for intergenerational activities
Respect and Social Inclusion	<ul style="list-style-type: none"> • Provide senior discounts • More awareness for businesses to be age-friendly • Inclusion of seniors in the community
Civic Participation and Employment	<ul style="list-style-type: none"> • Increase awareness of volunteer opportunities • Highlight part time work opportunities for older adults • Council meetings that are held at night
Communication and Information	<ul style="list-style-type: none"> • Improve the city’s website • Provide more printed information • City’s answer point only available during the day
Community and Health Services	<ul style="list-style-type: none"> • Some neighborhoods have more support than others • Not enough services for caregivers or those with dementia • Some areas of the city are isolated due to transit options and locations, makes it hard to access services

Sunnyvale's Livability Index

Another way to understand the needs of seniors in Sunnyvale is to utilize the AARP livability index. You can type in your zip code and it provides you a score based on seven areas. The Livability Index is a signature initiative of the Public Policy Institute to measure the quality of life in American communities across multiple dimensions. The Livability Index allows users to compare communities, adjust scores based on personal preferences and learn how to take action to make their own communities move livable. Sunnyvale's average score across zip codes was 53.25 – while that may seem low, Berkeley, which is one of the top ten livable cities, has a score of 64 (AARP Livability Index, 2018).

The livability index highlighted that overall health and access to health rated fairly high across all Sunnyvale zip codes. Transportation, environment, housing and engagement were lower than the other areas and identified area of improvement.



Overview of Current Age-Friendly Efforts

As part of the assessment process, information was gathered from the various departments within Sunnyvale to identify some current age-friendly practices and future projects that relate to the age-friendly effort. This assessment was very positive in that overall, most of the City's Departments are taking steps to serve a community for all ages.

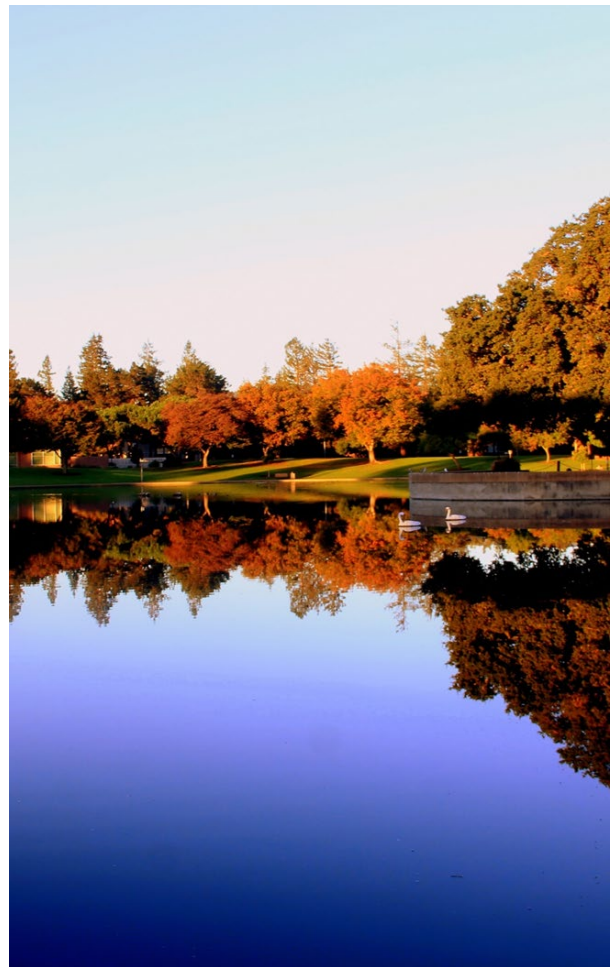
Community Development Department:

This department has four main programs: Building Safety, Planning, Housing and Community Development Block Grants (CDBG) and Department Administration. Sunnyvale has several home improvement programs for lower-income residents that include home access grants, exterior paint grants, emergency grants and housing rehabilitation loans. Through CDBG funding, grants are given to community based organizations that help finance senior housing projects and support senior programs such as congregate meal services, meal delivery, adult day services and legal services.

Sunnyvale is in the beginning phases of developing a Housing Strategy that will include an analysis of rent stabilization programs for mobile home parks, age-friendliness of housing, strategies to increase the affordable housing supply and strategies to help with the demand for affordable housing (Community Development, 2019).

Environmental Services:

This department manages the City's environmental utility services, such as water and waste and leads the coordination of the City's sustainability initiatives. Two direct age-friendly services they provide are rear yard collection and annual household hazardous waste service. One of their major projects is the development of the Climate Action Playbook, which identifies specific actions that the City and community can take to implement climate action priorities (Environmental Services, 2019). This can have an age-friendly benefit as one of their main projects is reducing the number of vehicles on the road and encouraging the use of alternative transportation options, such as transit, walking or biking.



Finance:

The Finance Department is responsible for planning the City budget, managing contracts and bids and sending the utility bills. What was interesting to note from the discussion with this department is the high number of calls or walk-in visits that they receive from seniors in the community. This department is aware of services and resources that they can provide to seniors and others who may have challenges paying their bills and refer them to the City's Care Management Program when needed (Finance, 2019).

Human Resources:

This department manages recruitment of employees, supports employee engagement and wellness programs, and provides training and development of employees and general volunteer recruitment and placement. In regards to age-friendly practices, while Human Resources provides services for all ages, they have recently provided employee training opportunities on working within a multi-generational workplace. The Human Resources Department also manages the recruitment and processing of all volunteers within the City so they play a vital role in the civic engagement area (Human Resources, 2019).

NOVA Workforce Services:

NOVA is a nonprofit, federally funded employment and training agency that is based within Sunnyvale. NOVA is a unique service in that its services support seven cities in northern Santa Clara and all of San Mateo, but is housed in the City of Sunnyvale. They provide a variety of services to job seekers and employers. More than 70% of the customers they serve are above the age of 45. One of their more recent programs focused on individuals over 50 and is titled Mature Worker Job-Coaching Program that provides one on one coaching, peer groups and specialized workshops that address financial topics, professional appearances and working in a multi-generational workforce (NOVA, 2019).

Department of Public Safety:

Public Safety Officers are cross-trained as police officers, firefighters and emergency medical technicians. Their role inherently involves community engagement; they are active in providing services and training to community members. Some of the trainings they offer for adults are a personal emergency preparedness program, community emergency response team, crime prevention along with a variety of volunteer opportunities. Officers are very knowledgeable about the services and supports that community members can access through the Senior Center and other community organizations (Department of Public Safety, 2019).

Public Works:

Public Works has five different divisions: Engineering Services, Public Works Operations, Parks, Golf and Trees, Transportation and Traffic and Administration and Property Management (Department of Public Works, 2019). Through this department, a Vision Zero Plan is being developed to eliminate traffic fatalities and severe injuries. Another project, the Fair Oaks Park Renovation, will create a Magical Bridge Playground, which will have an all-inclusive design to allow for users of all ages and abilities. The Transportation Division is also preparing a comprehensive Active Transportation Plan that aims to improve safety, mobility within transportation options and encourage transportation alternatives to cars. Additionally, Parks and Facilities is exploring the idea of building Lakewood Branch Library and Learning Center in partnership with the Sunnyvale School District that would create more access in an area that has been identified as isolated in services. One other project to note is the replacement of the Washington Community Swim Center, which will improve access into the pool with the zero depth entry and provide therapeutic opportunities (Top 30 Project Summaries, 2019).



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Library and Community Services:

The Library and Community Services Department is one of the few combined departments in the state with a goal of providing a continuum of library, recreation and community services. This Department is responsible for managing the Public Library, the City's Community Centers (including the Senior Center, Columbia Neighborhood Center and Theatre and Performing Arts Center) and providing a variety of recreation classes and activities throughout the City (Library and Community Services, 2019). The Library sees almost 2,000 visitors a day and provides a range of services and workshops for patrons of all ages. One of the issues noted in the City's General Plan was around incorporating the range of needs for senior recreation services in the current services and how to plan for multiple generations and people with differing needs (Sunnyvale General Plan, 2011).



Development of action plan:



The action plan was developed in response to the information obtained in the aforementioned assessments. Assessments were done by Senior Center staff and there was no additional funding other than staff time used to develop the plan. Senior Center staff utilized tools from AARP's Age-Friendly Resource Guide, Action Plan Template, WHO checklist of essential features of Age-Friendly Cities and its publication, Global Age-friendly Cities: A Guide.

While this plan involves all City Departments, it will be managed by the Senior Center Staff. Other Library and Community Services staff will support some of the action items, but the management and tracking of the plan will be done within the Senior Center.

The active involvement of seniors has been a priority: most of the feedback utilized in the action plan came from older adults in the community, and the plan includes an ongoing Age-Friendly Advisory Group, which will help refine the action plan, implement action items and track progress. The action plan will be shared for review with the Senior Center's Advisory Council as well as with the City's Parks and Recreation Commission.

Action Plan

This plan aims to create goals that promote opportunities for older adults to be engaged in each age-friendly domain. The plan addresses some of the current barriers older adults face in the community and takes some small steps towards decreasing these barriers so that there is equitable access for all ages to enjoy the same quality of life in the city that they live in. The action plan is broken down into eleven domains, with a brief overview of some survey findings or statement of need, followed by a goal and then strategies to take to reach the goal.

Following the action plan is an implementation strategy that summarizes the goals and identifies the potential community partners, approximate funding required, metrics staff will use to identify success and a timeline.

“I am currently 68 and highly independent but watched what my parents went through once they were in their 80s. It was scary to watch. I have no one who could take care of me, so I'm eager to have Sunnyvale be a good place for aging!”

Outdoor Spaces and Buildings

When it comes to outdoor spaces and buildings, many areas received high ratings in the community survey. The survey and focus groups found that while people enjoy having parks and community buildings in their area, access could be improved through the creation of safer walking paths for pedestrians and development of businesses that are responsive to the needs of older customers.

- 80% felt it was either very important or extremely important to have well-maintained and safe parks within walking distance.
- 95% indicated the importance of sidewalks that are in good condition, free from obstacles and are safe and accessible.
- 87% responded that it was very important or extremely important to have well-maintained public building and facilities that are accessible.

Goal: To create a safe, accessible city for all ages to utilize.

Strategies:

- 1) Promote pedestrian safety among older adults in the community.
 - a. Work with community partners to provide educational seminars on pedestrian safety.
 - b. Develop walking groups that include pedestrian safety components.
 - c. Partner with Department of Public Safety to provide pedestrian safety workshops and recruit pedestrian advocates.
- 2) Provide a forum for seniors that promotes walkability, safe transit options and information sharing among providers.
 - a. Work with other departments to gather input on transportation plans such as Vision Zero or the City's Active Transportation Plan.
 - b. Utilize pedestrian advocates to assess walkability in different areas of Sunnyvale.
 - c. Provide information to older adults on how they can share their concerns regarding streets and sidewalks.
- 3) Utilize parks to promote exercise and programming opportunities.
 - a. Encourage the inclusion of age-friendly equipment when building new parks (Magical Bridge).
 - b. Identify park buildings that can be utilized for older adult programming and expand services.
- 4) Engage local businesses in age-friendly practices.
 - a. Create a short guide of recommendations of age-friendly practices that businesses could utilize.
 - b. Host a series of workshops to invite local business members to attend.

Transportation

Seniors in Sunnyvale are highly reliant on their cars and don't want to ask others for assistance. This shows the importance of developing alternative options to promote mobility that seniors are not afraid to use. Almost 8,000 seniors in Sunnyvale are over 75 years old, an age at which, per a 2017 Insurance Institute for Highway Safety report, seniors are less likely to have a driver's license or have decreased the amount they drive.

In the area of transportation, the survey showed the following:

- 93% of those surveyed drove themselves – followed by walking, using taxis or Uber, biking, accessing public transit and then lowest was asking others to drive them.
- 83% felt it was very important or extremely important to have affordable, accessible and convenient transportation along with special transportation services for those with disabilities.
- 89% surveyed noted it was either very important or extremely important to have safe and reliable public transportation, including safe stops and waiting areas.
- Over 90% of those surveyed felt the following was very important or extremely important: well-maintained streets, easy to read traffic signs, enforced speed limits, well-lit streets and safe intersections.

Goal: To improve mobility options for older adults.

Strategies:

- 1) Develop a transportation guide for older adults and encourage the use of available transit options.
 - a. Identify other transportation providers in Sunnyvale.
 - b. Provide travel training opportunities for utilizing public transit.
- 2) Continue to offer driver safety classes and expand to other community locations.
- 3) Look for ways to partner with other transportation providers to combine services.
- 4) Implement a pilot transportation program.
 - a. Define the area to be served.
 - b. Hold community meetings to propose solutions.
 - c. Identify cost and funding source.
- 5) Research the potential of Senior Safety Zones.



Housing

Affordable housing, along with the high cost of living in Sunnyvale, is a major issue for seniors. In the City of Sunnyvale, the Community Development Department is currently undergoing a Housing Element study to identify some of the concerns that were mentioned in our survey and focus groups – preservation of mobile home parks, affordable housing and age-friendly features of housing. Other items of interest that the survey and focus groups revealed are that:

- 90% of the respondents felt it was very important or extremely important to have home repair contractors who are trustworthy, do quality work and are affordable.
- 80% noted it was very important or extremely important to have a home repair service for low-income and older adults that helps with repairs.

Goal: To provide resources that support older adults aging in place and provide an avenue for input on future housing policies and projects.

Strategies:

- 1) Increase awareness of available housing resources.
 - a. Provide education on home safety and home modifications programs.
 - b. Provide workshops on City of Sunnyvale’s housing programs.
- 2) Develop a list of trusted handyman / repair providers.
 - a. Create a system to identify reliable repair providers.
 - b. Accept applications and review provider qualifications.
- 3) Provide a forum to ensure that older adults are considered in future planning and housing strategies.
 - a. Provide workshops with planning department or housing so that older adults can provide input and learn about how planning strategies are developed.
 - b. Provide information on how older adults can share input on the City’s Housing Element.

“Affordable housing for low-income seniors is getting harder and harder to find. Many senior complexes which used to provide a supportive, active community for seniors have been bought by other companies that seem to have no interest in their residents other than for income. The "senior community" aspect of these complexes has vanished.”

Social Participation

When it comes to social participation and community information the following areas were identified:

According to WHO's Global Age-friendly Cities Guide, social participation and having strong social supports is important to health and well-being. Areas to consider in this area include the accessibility of activities, their affordability and increasing the range of opportunities that meet the growing diversity of the cultures (WHO, 2007).

- 65% or more of those surveyed felt it was very important or somewhat important to have activities specifically geared for older adults, activities that offer senior discounts and activities that involve young and old people together.
- 77% indicated that it was very important or extremely important to have accurate and widely publicized information about social activities.
- 81% felt it was very important or extremely important wanted activities that are affordable to all residents.

Goal: To increase the variety of opportunities and programs that meet the diverse needs and culture of our community.

Strategies:

- 1) Increase partnerships with local community based organizations to strengthen programming.
 - a. Identify other recreation and leisure services within the City for older adults and determine duplications or gaps in service.
- 2) Explore providing subsidized activities or scholarships.
 - a. Identify a funding source to provide subsidies.
 - b. Develop an application or process to determine eligibility.
- 3) Expand programming to alternative sites throughout the City.
 - a. Identify partner agencies that would be willing to host programs.
 - b. Identify a way to recruit more instructors.

“Other neighboring senior centers do not charge membership fees or fees to access certain activities (fitness center, computers) in their senior center facilities as Sunnyvale does. Sunnyvale Senior Center should adopt the same principles and not charge a membership fee or other access fees.”

Respect and Social Inclusion

Loneliness is likely to be a problem faced by seniors in Sunnyvale. Recently, AARP released findings from a national survey of adults 45 and older regarding loneliness and social connections. Some of their key findings revealed that among adults age 45 and older, 1 in 3 report being lonely and older adults with lower incomes are at greater risk (AARP Research, 2018). Along with increasing social connections, improving the public image of ageing is important. A recent NY Times article pointed out that older people who have a positive view of aging are more likely to recover from a disability than those who believe negative aging stereotypes (Span, 2019).

Goal: To decrease the stigma of aging and ensure that older adults remain engaged in the community.

Strategies:

- 1) Increase intergenerational opportunities.
 - a. Work with Recreation Center staff to determine intergenerational opportunities within their youth and teen programs.
- 2) Expand programs to reach isolated or homebound seniors.
 - a. Partner with the library on their homebound delivery service to identify participants that could use additional resources.
 - b. Develop a volunteer friendly visitor program that can help support the City's care management program.
- 3) Re-frame the perception of aging in the community.



Civic Participation and Employment

The Corporation for National and Community Service (CNCS) did a study in 2015 to look at the health benefits of volunteering as an older adult. The study found that two-thirds of the volunteers reported a decrease in their sense of isolation along with fewer symptoms of depression (Hayes 2016).

When asked about civic engagement and employment, the surveys and focus groups highlighted the following:

- More than 70% surveyed felt it was very important or extremely important to have: a range of volunteer activities to choose from that are easy to find, have adequate volunteer training and have the opportunity for older adults to participate in decision making bodies.
- Of the 41% that were still employed in some manner, 58% said it was very likely or extremely likely that they would continue to work for as long as possible.
- Having a range of flexible job opportunities and job training opportunities was very important or extremely important to 58% of the respondents.

Goal: To promote and increase opportunities that utilize the contributions and skills of older adults in impactful ways in the community.

Strategies:

- 1) Promote job opportunities and provide employment workshops / trainings for older adults.
 - a. Dedicate a space at the senior center to post job and volunteer opportunities.
 - b. Partner with local agencies to provide employment workshops at the center or other locations throughout the City.
- 2) Increase awareness of and the range of volunteer opportunities.
 - a. Evaluate current volunteer opportunities.
 - b. Identify new volunteer opportunities either through community partners or volunteer interest.
 - c. Develop a plan to market volunteer opportunities.
- 3) Provide census trainings to increase older adult participation and count.
 - a. Ensure staff are trained to assist older adults in filling out their census forms.
 - b. Work with County and local census workers to offer trainings within our center

Community Support and Health Services

Community support and health services are an important component in older adults' ability to maintain their health and independence (WHO, 2007). Many of the people in the community surveys felt that having access to doctors who listened, who were respectful and provided affordable care was important.

When it comes to community support and health services the survey also found the following:

- In general, 93% of those surveyed rated their health as either good, very good or excellent when compared to peers their age and 98% felt that it was important to remain physically active for as long as possible..
- 88% indicated that they exercise more than one time a week, with 35% exercising every day.
- 80% or more felt that it was very important or extremely important to have the following: conveniently located health and social services, information easily available on health and supportive services, well-trained and affordable home health providers, affordable assisted living facilities and respectful and helpful hospital or clinic staff.

Goal: To provide a continuum of services and programs that support older adults' ability to age in place.

Strategies:

- 1) Increase partnerships with local hospitals and community based organizations.
 - a. Identify other support and health services and resources that older adults can utilize.
 - b. Offer targeted programs to meet specific needs of older adults' health conditions.
- 2) Increase amount of evidence based programs (EBP's), including Falls Prevention programs, throughout the City.
 - a. Expand the number of locations that EBP's are offered.
 - b. Collaborate with other cities and hospitals to partner in the delivery and coordination of EBP's.

“There is almost no advertisement on reliable resources for older adult care in my community. I have no idea where to go for advice on financial planning for my parents, what resources are available to them, or how to help them.”

- 3) Increase the number of caregiver programs and services.

Therapeutic Recreation

Therapeutic recreation utilizes recreation and other activity-based interventions to address the needs of individuals with illnesses and/or disabling conditions to improve their psychological and physical health, recovery and overall well-being (NCTRC, 2019). The City of Sunnyvale currently provides therapeutic recreation programs for children and young adults, but has not yet incorporated therapeutic recreation into the planning of older adults.

Goal: To ensure access and adapt our services and programs to support the changing needs of our population.

Strategies:

- 1) Increase programming opportunities for older adults with disabilities.
 - a. Identify available programs in the area and determine gap.
 - b. Recruit partners or instructors to provide programming.
- 2) Increase awareness of dementia friendly practices in the community.
 - a. Encourage City staff to be trained as dementia friends.*
- 3) Develop an inclusion strategy for older adults.

Technology

Technology is rapidly evolving in today's environment. While more older adults are using technology now than in the past, barriers in accessing technology remain. These include isolation, income and language barriers. Additionally, technology is being increasingly used to support older adults' aging in place. Being able to keep up with the changes and provide ongoing support will be important.

Goal: To increase access and use of technology that keeps seniors engaged and supported in the community.

Strategies:

- 1) Increase access to technology through resources and programs.
 - a. Coordinate and promote technology programs with the library.
- 2) Provide a forum that educates older adults on current technology advancements.
 - a. Partner with local businesses and organizations to host technology fairs.
 - b. Engage in workshops that provide information to older adults about gerontechnology products.
- 3) Senior center to utilize technology to improve operations and user friendliness.
 - a. Research software for the Care Management program to improve their services and coordination of care.
 - b. Explore how to engage older adults in utilizing online registration platforms.

IMPLEMENTATION STRATEGY

The implementation strategy summarizes the goals from each domain and identifies potential community partners, anticipated fiscal impact of the projects, who will be responsible for the collection of metrics and the timeframe. The initial analysis was done by City staff and then will be reviewed by the Age-Friendly advisory group along with the associated departments on an annual basis.

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Outdoor Spaces and Buildings				
Goal: To create a safe, accessible city for all ages to utilize.				
1. Promote pedestrian safety among older adults in the community.	Department of Public Safety, California Walks, County of Santa Clara	0	Senior Center Staff 1) Number of participants attending educational seminars. 2) Number of walking groups and workshops.	Short Term
2. Provide a forum for seniors that promotes walkability, safe transit options and information sharing among providers.	Department of Public Works, Community Volunteers, California Walks	0	Senior Center Staff 1) Number of participants that provide input.	Short Term
3. Utilize parks to promote exercise and programming opportunities.	Library and Community Services, Neighborhood Groups	+	Senior Center Staff 1) Number of programs placed in park buildings	Mid Term
4. Engage local businesses in age-friendly practices.	Chamber of Commerce, local businesses, other City Departments	+	Senior Center Staff 1) Number of businesses that receive training.	Long Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Transportation				
Goal: To improve mobility options for older adults.				
1. Develop a transportation guide for older adults and encourage the use of available transit options.	County of Santa Clara, VTA, Heart of the Valley	+	Senior Center Staff 1) Number of guides distributed 2) Number of people surveyed that demonstrated they would be more willing to use public transit after travel training.	Mid Term
2. Continue to offer driver safety classes and expand to other community locations.*	CHP, CHP Volunteers, AARP	0	Senior Center Staff 1) Number of participants served by driver safety classes.	Short Term
3. Look for ways to partner with other transportation providers to combine services.	LCS Executive Staff, Technology Companies that use shuttle (Google)	+++	Library and Community Services 1) Number of providers reached out to	Mid Term
4. Implement a pilot transportation program.	Heart of the Valley, West Valley Community Services	+++	Library and Community Services 1) Pilot program identified.	Mid Term
5. Research the potential of Senior Safety Zones.*	County of Santa Clara, California Walks	++	Senior Center Staff 1) Area to place a Senior Safety Zone is identified.	Long Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Housing				
Goal: To provide resources that support older adults aging in place and provide an avenue for input on future housing policies and projects.				
1. Increase awareness of available housing resources.	Rebuilding Together, Housing Department, County of Santa Clara	0	Senior Center Staff 1) Number of workshops held 2) Number of attendees	Ongoing
2. Develop a list of trusted handyman / repair providers.	Rebuilding Together, Heart of the Valley	+	Senior Center Staff 1) Number of repair providers vetted 2) Number of referrals provided	Mid Term
3. Provide a forum to ensure that older adults are considered in future planning and housing strategies.	Community Development Department, County of Santa Clara	0	Senior Center Staff 1) Number of workshops and attendees. 2) Number of older adults surveyed who demonstrate increased knowledge of housing policies.	Mid Term
Domain: Social Participation				
Goal: To increase the variety of opportunities and programs that meet the diverse needs and culture of our community.				
1. Increase partnerships with local community based organizations to strengthen programming.	Local churches or Volunteer organizations, Local Non Profits	0	Senior Center Staff 1) Number of community based organizations reached out to	Short Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
2. Explore providing subsidized activities or scholarships.	Library and Community Services	+++	Library and Community Services 1) Number of subsidies provided	Long Term
3. Expand programming to alternative sites throughout the City.	Local churches, non-profit agencies, mobile home parks, senior housing	+	Senior Center Staff 1) Number of alternative sites utilized	Mid Term
Domain: Respect and Social Inclusion				
Goal: To decrease the stigma of aging and ensure that older adults remain engaged in the community.				
1. Increase intergenerational opportunities.	Library and Community Services, Local Schools, Community volunteers	0	Senior Center Staff 1) Number of intergenerational programs provided.	Ongoing
2. Expand programs to reach isolated or homebound seniors.	Library and Community Services, Sunnyvale Community Services	+++	Senior Center Staff 1) Increase in the number of isolated seniors reached.	Mid Term
3. Re-frame the perception of aging in the community.	Library and Community Services, City Departments, Community	+	Senior Center Staff 1) Number of community events held that promote healthy aging.	Ongoing

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Civic Participation and Employment				
Goal: To promote and increase opportunities that utilize the contributions and skills of older adults in impactful ways in the community.				
1. Promote job / volunteer opportunities and provide employment workshops / trainings for older adults.	Human Resources, NOVA	0	Senior Center Staff 1) Increase number of employment workshops provided. 2) Create a volunteer recruitment board at Senior Center	Short Term
2. Increase awareness of and the range of volunteer opportunities.	Human Resources, Community Organizations	0	Senior Center Staff 1) Number of different volunteer opportunities created.	Mid Term
3. Provide census trainings to increase older adult participation and count.	County of Santa Clara, Library and Community Services	0	Senior Center Staff 1) Number of staff that attend trainings. 2) Number of trainings provided for older adults.	Mid Term
4. Engage seniors in local government.	Council Members, CMO	++	Senior Center Staff 1) Development of a Civic Senior Program	Mid Term
Domain: Communication and Information				
Goal: Improve communication strategies that will increase dissemination of information to more residents.				
1. Make printed information more accessible.	Library and Community Services, Translation Services	++	Senior Center Staff 1) Number of documents translated into alternative languages.	Short Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
2. Improve utilization of social media to inform the community about programs and services.	Library and Community Services, CMO	0	Senior Center Staff 1) Increase in the number of social media posts 2) Increase in the number of followers.	Short Term
3. Coordinate information sharing among community partners.	211, local non-profits, senior housing, mobile home parks	0	Senior Center Staff 1) Increase in calls to 211 from Sunnyvale residents.	Mid Term
Domain: Community Support and Health Services				
Goal: To provide a continuum of services and programs that support older adults' ability to age in place.				
1. Increase partnerships with local hospitals and community based organizations.	Local hospitals, other senior centers	+	Senior Center Staff 1) Number of new programs developed through partnership.	Mid Term
2. Increase amount of evidence based programs, including Falls Prevention programs, throughout the City.	Stanford, Health Trust, AACI, City of San Jose, County of Santa Clara, Public Health Department	++	Senior Center Staff 1) Increase of evidence based programs offered in the community. 2) Increase in the number of participants served through these programs.	Long Term
3. Increase the number of caregiver programs and services.	Local hospitals	+	Senior Center Staff 1) Increase in number of caregiver programs provided.	Mid Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Emergency Preparedness				
Goal: To ensure that older adults are aware of and included in emergency preparedness operations.				
1. Provide emergency preparedness trainings for older adults throughout the City.	County EMS, Red Cross, Department of Public Safety	0	Senior Center Staff 1) Number of participants surveyed who felt they were more prepared in case of emergency.	Ongoing
2. Develop a plan to address how isolated seniors will be reached in an emergency.	County EMS, Red Cross, Department of Public Safety	0	Senior Center Staff 1) Final plan developed.	Mid Term
Domain: Therapeutic Recreation				
Goal: To ensure access and adapt our services and programs to support the changing needs of our population.				
1. To increase programming opportunities for older adults with disabilities.	Local Community Colleges, Hospitals	+	Senior Center Staff 1) Increase in the number of therapeutic programs.	Mid Term
2. To increase awareness of dementia friendly practices in the community.	County of Santa Clara, Alzheimer's Association	0	Senior Center Staff 1) Number of City employees trained to be Dementia Friends	Mid Term
3. Develop an inclusion strategy for older adults.	Other City Therapeutic Providers	+	Senior Center Staff 1) Inclusion strategy is developed.	Mid Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
Domain: Technology				
Goal: To increase access and use of technology that keeps seniors engaged and supported in the community.				
1. Increase access to technology through resources and programs.	Local volunteer groups, local businesses	0	Senior Center Staff 1) Number of technology programs increased.	Ongoing
2. To provide a forum that educates older adults on current technology advancements.	Local businesses, Technology Companies, other Senior Centers	0	Senior Center Staff 1) One technology fair will be held per year. 2) Increase in workshops that specialize in gerontechnology.	Long Term
3. Senior center to utilize technology to improve registration operations and user friendliness.	Information Technology Department	++	Senior Center Staff 1) New software will be utilized for Care Manager Program 2) Increase in older adults utilizing online registrations.	Mid Term

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