Age Matters in Denver: Needs, Assets and Recommendations

Phase One

OFFICE ON AGING
DENVER HUMAN RIGHTS &
COMMUNITY PARTNERSHIPS

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Dear Friends,

One thing that all Denver residents have in common is that we are all aging. By 2050, the number of adults in Denver that will be 65 years of age and older will nearly double—accounting for almost 20 percent of Denver's population.

As a city, we must be prepared to address this change so that all older adults, regardless of ability, health or income, can thrive and contribute to our community.

To create this desired future, my administration and the Denver Office on Aging, in collaboration with city agencies and community organizations, developed this Age Matters in Denver Phase One report. The steps included in this plan build on current momentum, align with existing city assets and seek to apply an age-friendly lens to initiatives and programs.

Denver's active lifestyle knows no age limit, my administration is committed to investing in affordable and accessible ways to connect older adults with opportunities that meet them with the services necessary to continue to be successful.

By pursuing the recommendations outlined in this report, we believe we will make impactful strides toward addressing the evolving needs of Denver's growing older adult population.

I hope you will join us as we work to create an age-friendly community for all of Denver's residents.

Respectfully,

Michael B. Hancock

Mayor

Between now and 2050, the number of adults ages 65 and over who call Denver home is expected to almost double, making this group nearly 20 percent of Denver's population. With this in mind and in pursuit of fulfilling Denver's promise of becoming "age-friendly" by creating a community in which older adults feel accepted and valued, we must take action now.

In 2015, Mayor Michael B. Hancock and the City and County of Denver took leadership in anticipation of this growth by signing a Letter of Intent to become a member of the World Health Organization's (WHO) Global Network for Age-friendly Cities and Communities program in partnership with AARP. In doing so, the mayor also authorized the development of a needs assessment to ensure that Denver is responding proactively to the changes in demographics.

To address this call for a needs assessment, the Office on Aging spearheaded a two-phased approach.

The Phase One work over the past year has identified current challenges, assets and areas of overlap with existing city initiatives and programs. This work has culminated in the prioritization of recommendations for 2018 that fall under seven focus areas (for the complete list of recommendations, please see the full report):

Housing: An Age-friendly Community demands that all residents have access to safe, affordable and accessible housing as they age. Therefore, recommendations include:

- The application of an age-friendly lens to the city's comprehensive plan, neighborhood plans, housing plans, affordable housing initiatives, and land use and transportation policies
- Continued support for tax credits available to adult homeowners
- Explore the creation of a navigator position for permitting and zoning

Mobility and Access: An Age-friendly Community demands that residents are able to go where they want, when they want, by living in accessible neighborhoods. Therefore, recommendations include:

- Explore hiring of a coordinating mobility manager
- The improvement of existing transportation programming and increase in the accessibility of alternative transportation options
- Support for the implementation of Vision Zero

Workforce: An Age-friendly Community demands that residents can work as they age and there are sufficient well-trained care providers. Therefore, recommendations include:

- The creation of a communications campaign educating Denver employers on the business case for older workers

- Partnerships with colleges, universities and community-based programs to create employee pipelines for in-demand jobs

Safety: An Age-friendly Community demands that the personal and financial wellbeing of older adults is secure. Therefore, recommendations include:

- The expansion of emergency preparedness training to include evaluation protocols for older adults and people who are disabled

- Training of first responders and caregivers to better recognize the signs of abuse and to understand rights and reporting mechanisms

- Improvement in dementia awareness among frontline workers through the promotion of the Denver Regional Council of Governments (DRCOG) Aging and Disability Resource Center
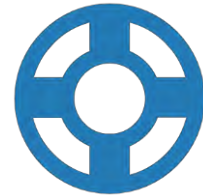
Arts, Culture and Civic Participation: An Age-friendly Community demands that residents have the opportunity to find and to feel meaning and purpose through arts, culture and civic participation. Therefore, recommendations include:

- The application of an age-friendly lens to the new parks master plan

- The cross-promotion of the city's arts, cultural, educational and recreational programs

- The identification and promotion of intergenerational volunteer opportunities

Support Services: An Age-friendly Community demands that residents are able to access the supports and services that will allow them to age in place, should they so choose. Therefore, recommendations include:

- The integration of housing and housing support services

- The expansion of the Financial Empowerment Center

Communications: An Age-friendly Community demands that older adults feel valued, that the city values older adults and that people know what is available and how to access it. Therefore, recommendations include:

- The development and implementation of a multiple-platform, multilingual outreach and communications campaign

- The adoption of age-friendly themes and the incorporation of age-friendly principles in city trainings

It is our belief that through pursuit of the recommendations aligned with these seven areas of focus and in close coordination with the network of partners, Denver will make great strides in truly becoming a world-class city for all its residents.

Age Matters in Denver

As is the case around the world, a dramatic shift in age demographics is occurring in Denver, with people living, working and thriving longer. In fact, Colorado is the second-fastest-growing state in the country for those 65 and over, and the City and County of Denver have the third-highest population of older adults within the state. This number is only expected to grow—almost doubling in the next three decades—with the 65+ age group accounting for nearly 20 percent of Denver's population by 2050 (up from 11.6 percent now).[i]

Furthermore, we know that these older adults want to age in place.[1] According to the Community Assessment Survey for Older Adults (CASOA) conducted in 2015 among adults 60+, the majority of older residents in Denver want to age in place, and almost 90 percent of Denver's older adults say they are likely to remain in Denver when they retire.[ii] To accommodate this future, we need to become an Age-friendly City so that older adults are able to have their needs met and service providers are able to meet those needs. More specifically, an Age-friendly Community should have the eight essential characteristics of an Age-friendly City developed by the World Health Organization (WHO)[iii]:

- Outdoor spaces and buildings (e.g., pleasant and clean environment, places to rest, adequate public toilets, accessible buildings)

- Transportation (e.g., affordable public transportation, priority seating, accessible transportation stops)

- Housing (e.g., affordable housing, accessible housing design, maintenance supports, diverse housing options)

- Social participation (e.g., accessible events and activities, promotion of activities)

- Social respect and inclusion (e.g., respectful and inclusive services, positive and accurate depictions of aging)

- Civic participation and employment (e.g., volunteering options, employment options, training opportunities, accessible workplaces)

- Communication and information (e.g., regular, reliable and accessible information; wide access to computers and the internet)

- Community support and health services (e.g., coordinated services, accessible service facilities, responsive emergency planning)

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[1] Aging in place is defined as the ability to live in one's own home and community safely, independently and comfortably, regardless of age, income or ability level (i.e., an inclusive community).

Denver's Promise: Background

In 2007, the Age Matters Initiative began with then Mayor John Hickenlooper's Summit on Aging, which prompted the creation of a task force that first published an Age Matters Report in 2010. This report was followed by an update in 2015 under Mayor Michael B. Hancock's vision to "deliver a world class city where everyone matters." The 2015 Age Matters Report[iv] was informed by community conversations hosted by the Denver Office on Aging and the Denver Commission on Aging, during which participants were asked to envision a model city for older adults. This work was pushed even more to the forefront upon Mayor Hancock's signing of a Letter of Intent to become a member of the WHO Network for Age-friendly Cities and Communities Program in partnership with AARP.

This declaration cemented Mayor Hancock's and Denver's leadership in becoming an Age-friendly City. Mayor Hancock authorized the development of a needs assessment as a launchpad to ensure Denver can respond proactively to its growing population of older adults and to align with areas in which existing Denver plans, initiatives and programs are working to benefit all Denver residents.

Advancing the Promise

As a means to fulfill Denver's promise, the following report explores the needs, challenges and assets in Denver, providing recommendations in seven focus areas that emerged through the assessment:

- **Housing:** An Age-friendly Community demands that all residents have access to safe, affordable and accessible housing as they age.

- **Mobility and Access:** An Age-friendly Community demands that residents are able to go where they want, when they want, by living in accessible neighborhoods.

- **Workforce:** An Age-friendly Community demands that residents can work as they age and there are sufficient well-trained care providers.

- **Safety:** An Age-friendly Community demands that the personal and financial wellbeing of older adults is secure.

- **Arts, Culture and Civic Participation:** An Age-friendly Community demands that residents have the opportunity to find and to feel meaning and purpose through arts, culture and civic participation, as well as have access to recreational programming.

- **Support Services:** An Age-friendly Community demands that residents are able to access the supports and services that will allow them to age in place, should they so choose.

- **Communications:** An Age-friendly Community demands that older adults feel valued, the city values older adults, and people know what is available and how to access it.

The recommendations under these focus areas reflect the synthesis of input gathered over the past year from a diverse group of stakeholders (see Acknowledgments, page 41) and are grounded in a strong foundation of believing that age matters in Denver.

The following report reflects the completion of the first phase of this needs assessment, led by the Office on Aging. Phase One (Foundation and Integration) focused on actions and recommendations to address in 2018. With the Office on Aging at the helm, these recommendations reflect what we believe we can do to best move the needle over the next year in our work toward making Denver an Age-friendly Community.

The Office on Aging works from two assumptions:

- Older residents are a natural resource whose talents and contributions to the life of Denver are fundamental to its health and vitality.
- Many attributes that make Denver friendlier to older adults will enhance its livability for all ages.

The Phases

Phase One: Foundation and Integration

1

The Phase One recommendations included in this report stem from the immense amount of discovery work conducted over the past year, which was focused on discovering what city agencies and current partners are working on and what issues have already been identified, and on gathering input and buy-in from leaders and stakeholders in Denver. The work has just begun. The recommendations outlined below should serve as a catalyst for effective co-advocacy and action within the extensive network of Denver partners and should prompt future exploration and identification of additional needs for Phase Two.

Phase Two: Exploration and Expansion

2

Building on the previous work conducted in 2010 and 2015 and during Phase One, Phase Two will dig deeper—mapping potential partnerships beyond city agencies and current partners, identifying new opportunities for collaboration and coordination, exploring additional areas of need and setting the standards for outcomes to achieve as Denver becomes an Age-friendly Community. Undoubtedly, new areas will emerge, with new challenges to tackle. Our hope is that Phase One helps illuminate where those needs, gaps and assets might exist.

Guiding Principles

Through the development of Phase One, several guiding principles were used to inform which recommendations to include and which to explore in the future. The three principles used for selection criteria for Phase One are the following:

1) **Prioritize existing movement in the city.** Examine existing initiatives, programs and areas for focus already underway across Denver, and identify implications for Phase One.

2) **Integrate: Do not reinvent the wheel.** Identify city assets and/or other best practices and determine relevance to Phase One.

3) **Use an age-friendly community lens.** Adopt approach and aligned language that helps promote a shift toward the creation of a more age-integrated society (i.e., embrace aging by identifying the new opportunities for growth and contribution that older age brings).[v]

Recurring Themes and Overarching Recommendations

In exploring the seven focus areas, several **overarching recommendations** emerged. These overarching recommendations stem from five themes that are consistent across all the focus areas and are important for the success of an Age-friendly Community; specifically, it is critical to:

- Integrate an age-friendly lens to other initiatives and programs

- Formalize a network of stakeholders

- Develop regular channels for multiway communication among city and community stakeholders and older adults

- Implement cross-sector training designed to educate on what it means to be an Age-friendly Community

- Promote the use of navigators

In light of these themes, we propose the following overarching recommendations.

Table 1: Overarching Recommendations for the City Overall

Recommendation	Partners
Type: Policy	
1.a. Bring city agencies together to create a shared vision across agencies and departments for an Age-friendly Community. Develop citywide understanding of "older adult" age range	Denveright, Citywide departments
1.b. Integrate an age-friendly lens into city plans, opportunities and initiatives	Denveright, Citywide departments

Recommendation	Partners
Type: Program	
1.c. Formalize a network of city agencies, city-funded programs and partners across sectors that provide opportunities, programs, services and resources to this target population [see Supportive Services below]. Network members will agree to: • Set common goals • Share data to forecast caseloads and measure outcomes • Coordinate and leverage resources • Have regular meetings among network members to increase effectiveness • Use a common communications platform with real-time chat that is accessible to both city and community agencies and to private partners (e.g., Slack, Google platforms) • Use Denver Regional Council of Governments (DRCOG) Network of Care	Denver Office of Financial Empowerment (OFE)/Denver Financial Empowerment Center (FEC), Citywide departments
1.d. Use existing community-based services, including: • Handyman and chore programs • Home maintenance and repair • Volunteer programs • Hotlines • Navigator and case management programs • Health services	Denver Office on Aging (OOA), Older adult resource directory through 2-1-1, 311
1.e. Implement use of cross-trained navigators across the network who can connect older adults and their caregivers to the resources, programs and supportive services needed to age in place	OOA
1.f. Explore expansion of Financial Empowerment Center services to include a range of services that will increase the safety and housing and financial security of older adults, including: • Counseling about how to stay in home • Community resources and programs available • Tax credit programs • Rental rebate program • Financial planning targeted specifically at older adults • Consumer fraud protection	OFE
Type: Training	
1.g. Train relevant city staff on Age-friendly Communities[2] principles and standards and on: • Aging • Cultural competency • Unique needs of those living with HIV • **Alzheimer's and** dementia, cognitive disabilities	Denver Office of Human Resources (DOHR), OOA, Community partners
1 h. Provide training to specific categories of staff to help them in their roles (e.g., train 311 staff on older adult programming and services)	DOHR (add to online training)

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[2] This could be integrated into overall city training on cultural competency for all city workers.

SEVEN AREAS OF FOCUS

At the core of this report is the belief that all older adults and their caretakers deserve a community that is proactive and responsive to their needs—the creation of which is led by the City and County of Denver in close partnership with community and other partners.

The following seven areas of focus and corresponding recommendations were developed through stakeholder input and by following the guiding principles (page 9) outlined for Phase One.

Housing

Mobility and Access

Workforce

Safety

Arts, Culture and Civic Participation

Support Services

Communications

VISION

All Denver residents have access to safe, affordable and accessible housing as they age, and are able to age in place in their own communities if they desire.

The Facts: What We Know

The Denver housing market is only getting tighter: 38 percent of households 65+ are adults living alone, contributing to the strain within an already tight housing market.[vi]

Older adults want to age in place, although needs to do so are not being met: Even though almost 90 percent of older adults (65+) surveyed through the CASOA want to stay in their homes throughout retirement, up to two-thirds did not think Denver had affordable housing options for them, one-third reported problems with home and yard maintenance, and one in four did not feel their current housing needs were being met.[vii]

Incomes of older adults are not aligned with the cost of living in Denver: The self-sufficiency standard for an adult living in Denver is $21,916 to cover housing, food, transportation, healthcare and other miscellaneous expenses.[viii] However, the average Social Security check is $16,320.[ix] Those with nothing saved and with an expectation to live 100 percent from their Social Security will face a shortfall. Further, it is estimated that for those in the baby boomer generation, up to 50 percent have very little saved for retirement and will only have income from Social Security.[x]

Homelessness among older adults may be increasing: Approximately one in five people experiencing homelessness is an older adult (55+), and this rate has increased in the past few years, from 19.2 percent in 2016 (696 older adults included in the Denver Point-In-Time) to 22.5 percent in 2017 (749 older adults).[xi]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Housing-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Funding cuts:** Funding for development of affordable housing[3] for older adults is being cut or is at risk of being reduced (e.g., Section 202; cuts to Older Americans Act funding; and cuts to Community Development Block Grants [CDBG], which have been trimmed by 49 percent since 2000 and are a critical funding source for Denver's senior homeowner assistance programs and foreclosure prevention services[xii]).

- **Limited affordable stock:** There is limited subsidized housing available for older adults (e.g., Denver Housing Authority [DHA] has 5,200 rental units, 245 of which are designated for older adults [62+] and 1,234 of which are designated for older adults or individuals with disabilities). This shortage means that older adults may remain in nursing homes even when eligible to transition out.

- **Limited emergency assistance resources:** Homeless shelters and other forms of emergency assistance accessible by older adults are limited.

- **Changing demographics of Denver:** The changing demographics of Denver and the associated gentrification of the city are contributing to higher costs of living.[xiii]

Assets and Opportunities

Despite these challenges, there are significant assets in Denver, with many organizations and city agencies and departments creating opportunities that directly impact the housing challenges facing older adults and the community. Although this list is not exhaustive, key assets and opportunities identified through this work include the following:

- Denver's Dedicated Affordable Housing Fund is expected to raise approximately $150 million over the next 10 years to build and provide housing assistance for 6,000 affordable homes for low- to moderate-income families. City agencies are working with partners to build supportive housing units with healthcare services for the chronically homeless; working with DHA, employers and apartment building owners to open 400 existing, vacant apartments through the innovative rent buy-down fund; proposing policy and financing for accessory dwelling units; exploring use of a navigator in permitting/zoning to answer resident questions; and improving and expanding its Renter Eviction Assistance Program.

- Denveright is a community-driven planning process to share how the community wants to evolve in four key areas: land use, mobility, and parks and recreational resources. This includes the update to Blueprint Denver, the county's integrated land use and transportation plan.

- The Denver Office of Economic Development successfully completed Mayor Hancock's 3X5 challenge of creating, rehabilitating and preserving at least 3,000 affordable units in Denver in July 2017. Additionally, through Denver's JumpStart

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[3] Affordable housing is determined by income thresholds relative to the Area Median Income.

2017, the office is advancing economic prosperity for Denver by focusing on community investments, including housing.

- OFE identifies gaps and implements effective empowerment strategies to address critical program, policy and practice issues that hinder economic mobility for all residents of the City and County of Denver.

- DHA recently received a $30 million grant from the U.S. Department of Housing and Urban Development (HUD) as part of The Choice Neighborhoods Initiative. Through this, DHA and its partners will create mixed-income housing and expand parks and recreation open spaces in the Sun Valley neighborhood.

- Denver's Neighborhood Planning Initiative (NPI) has a long-term commitment to ensure every corner of the city can enjoy the benefits of an area plan by offering local stakeholders the opportunity to inform small area plans through a process that is intentional, equitable and measurable.

- Denver's Road Home is housed in Denver Department of Human Services (DHS) and works with more than 20 community-based service providers to administer coordinated shelter, outreach, job placement and training, as well as other services for people who are homeless or at-risk of homelessness. In coordination with Metro Denver Homeless Initiative (MDHI) and community-based service providers, it housed 995 people who were homeless and sheltered thousands between January 2015 and December 2016.

- Brother's Redevelopment offers specialized assistance to help people navigate nonemergency housing services and resources, including a home maintenance and repair program to repair and refurbish the homes of tens of thousands of individuals with disabilities and older homeowners.

- Colorado Division of Housing created a 2017 Affordable Housing Guide for local officials.

- Denver Urban Renewal Authority (DURA) provides an array of programs from helping lower-income residents with necessary home repairs to urban renewal.

- Habitat for Humanity works with lower-income residents to complete critical home repairs, allowing residents to live in safe and affordable homes.

- Mile High Connects links various organizations that are committed to increasing access to housing choices, good jobs, high quality schools and essential services via public transit.

- Volunteers of America (VOA) provides housing services to support aging in place and offers emergency assistance to older adults in need.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 2: Recommendations for Housing

Recommendation	Partners
Goal 1. There is a sufficient supply of housing that is safe, affordable and accessible for older adults in Denver. (Please note: The Affordable Housing Advisory Committee is providing advice and recommendations in regard to the planning and implementation of City programs and services to preserve and increase the supply of affordable housing in the City; the following recommendations are under offered for its consideration.)	
Type: Policy	
Apply an *Age-friendly Community lens* to the city's housing plans and affordable housing initiatives by potentially: ▪ Seeking use of universal design[4] in development (e.g., through establishing priority points) ▪ Encouraging that a certain portion or percentage of specific housing initiatives from the affordable housing fund go to accommodate older adults being able to age in community ▪ Encouraging a percentage of rental buy-back units for units with universal design that can accommodate older adults	Integrate OFE/FEC (for all areas within housing), HOPE, DHA, Denver Office of Economic Development (OED)
Recommend policy and Denver *zoning changes*[5] as part of the Blueprint Denver update to allow a variety of housing options throughout the city, including: ▪ Expanding the allowance of accessory dwelling units (ADUs) to more parts of the city ▪ Revisiting sections of the Denver zoning code, including ADU setback requirements, household definitions, and primary uses allowed, to support home sharing, co-housing and other innovative housing models throughout the city	Denver Sheriff Department (DSD) – transitions from jail to shelter/housing, HOPE, DHA, DHS, Denver Department of Community Planning and Development (CPD)
Integrate Age-friendly Community principles into the planning processes for the city's **Neighborhood Planning Initiative,** including: ▪ Creating an Age-friendly Community toolkit for neighborhood planners and residents ▪ Creating a brief assessment of age-friendly features in neighborhoods to use as part of the planning process. Include the Commission for People with Disabilities in creating the brief assessment	CPD, DRCOG, Denver Office of Disability Rights (DODR), OOA

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[4] Universal design refers to housing that is accessible, usable and marketable to everyone, including older adults.

[5] Conversation to include impacts on transportation and emergency management, among other areas.

Recommendation	Partners

Support tax credits available to older adult homeowners by:
• Increasing marketing and community awareness of the Homestead Act **and the city's Senior and Disabled Property Tax Rebate programs**
• Recommending advocacy on the state level to:
    ▪ Preserve the Colorado Senior Property Tax Exemption
    ▪ Eliminate the 10-year requirement for the property tax exemption, which makes it difficult for older adults to downsize and age in place
    ▪ Track data on the Colorado Senior Property Tax Exemption program to measure success in reaching goal of supporting aging in place on a fixed income
	Denver Commission on Aging, Assessor's Office, OFE, OOA

Advocate for funding in the 2019 budget to place cross-trained navigators in the Office on Aging and in other agencies that receive the highest volume of support service requests	OOA
Type: Program	
Formalize a network of city agencies, city-funded programs, and partners across sectors that provide opportunities, programs, services and resources to this target population [see Support Services below]. Include in the network organizations that provide home modification and repair, as well as other resources that allow older adults to age in place	OOA
Promote home-sharing programs in accordance with national best practices	OOA
Connect older adults whose homes are found to have code violations with a navigator to access appropriate services	HOPE/CPD
Seek to establish a navigator in Permitting/Zoning with expertise in alternative housing options and an understanding of age-friendly communities, to answer resident questions	HOPE/CPD
Improve and expand Renter Eviction Assistance Program	HOPE/OED/DHS
Promote and expand home preservation programs in neighborhoods that are gentrifying	HOPE/OED
Investigate options within emergency shelters to accommodate older adults with medical issues	OOA, HOPE/DHS
Type: Training	
Train neighborhoods in best practices for age-friendly communities	Registered Neighborhood Organizations (RNOs)

VISION

All Denver residents will be able to go where they want, when they want, and will live in accessible communities without risk of isolation.

The Facts: What We Know

There is a need for alternative public transportation options: According to the CASOA survey, 16 percent of adults over age 65 do not drive at all.[xiv] Further, the Colorado Commission on Aging projects that between 2011 and 2020, the number of older adults in Colorado will increase by 54 percent, dramatically increasing the need for transportation options.[xv]

Denver is rated as somewhat walkable, and the transit system as fair: The average walkability score in Denver is 61 (out of 100; which means Denver is "somewhat walkable"); the transit score is 47, and the bike score is 71.[xvi] However, it is likely that actual walkability (i.e., access) is much lower for older adults.

Driving affects access to services, resources and social connection: A research study noted that, compared with their driving peers, nondriving Americans over 65 make 15 percent fewer trips to physicians, 59 percent fewer trips to shop or eat out and 65 percent fewer trips to visit friends and families.[xvii]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Mobility and access-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Inflexible and/or inefficient public transportation:** Older adults are challenged by inflexible and/or inefficient options for public transportation, including lack of access to alternative options.

- **Sidewalk conditions:** Accessing public transportation options is made all the more difficult by poor sidewalk conditions.

- **Translation issues:** There is a lack of available information on transit and transportation options in Spanish and other languages.

- **Awareness of options:** There is an awareness gap between available transportation options and knowledge of those options (e.g., Medicaid provides transportation services that many older adults do not know about).

Assets and Opportunities

Despite these challenges, there are several assets and opportunities in Denver to build upon to improve mobility and access. Although an not exhaustive list, key assets and opportunities identified through this work include the following:

- Denver Moves is creating a 20-year transit vision and implementation plan for Denver.

- Denver's Mobility Action Plan intends to accelerate safety improvements and is pursuing Vision Zero; and is working to deliver a multimodal network that encourages mode shift; embrace innovative policies, technologies and strategic partnerships; protect the climate and improve public health; and improve funding, planning, organizational structure and public involvement.

- Vision Zero focuses on eliminating fatal crashes by mapping specific objectives and strategies related to education, enforcement and improvements in Denver's transportation system. The goal is zero traffic-related deaths and serious injuries by 2030.

- Denver's U.S. Department of Transportation (USDOT) Smart City was awarded a $6 million federal grant to deploy technology that will address traffic congestion and safety.

- A Little Help is a nonprofit that helps older adults thrive by connecting volunteers to older adults with a variety of needs, including transportation, yardwork and minor home repair.

- Blind Institute of Technology (BIT) developed a partnership with Uber Colorado to offer free rides for job interviews to those who are blind or have other visual impairments.

- Denver International Airport qualifies as an age-friendly airport because of the programs and services it offers (e.g., visual paging, fatigue relief, expedited boarding, wheelchair transport and electric carts, etc.).

- Denver Regional Mobility and Access Council (DRMAC) is the regional coordinating council focused on transit and developed a comprehensive Getting There Guide (also available in Spanish) designed to identify a variety of transportation options and help citizens with mobility challenges live as independently as possible.

- The Regional Transportation District (RTD) offers programming critical for older adult transportation needs, including Access-A-Ride and Senior Shopper.

- Seniors' Resource Center provides accessible and affordable transportation options.

- Advocacy groups working toward a vision of making Denver the most walkable city in the country, including WalkDenver and the Pedestrian Advisory Committee.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 3: Recommendations for Mobility

Recommendation	Partners
Goal 1. Older adults have access to affordable and accessible transportation.	
Type: Policy	
Require and incentivize the participation of older adults in mobility planning efforts and committees through third-part facilitation of focus groups	OOA, CPD, HOPE, PW
Type: Program	
Conduct a study of transportation needs of older adults and people with disabilities that is specific to Denver	DRCOG, DRMAC, Denver Department of Public Works (PW)
Explore hiring a coordinating mobility manager for the city (e.g., one click-one call)[6]	PW, DRCOG
Reactivate the local coordinating council (in process)	DRCOG
Improve transportation programming for older adults (e.g., RTD's Access-A-Ride and Senior Shopper)	RTD
Coordinate with Denver Moves: Transit plan	PW, RTD
Use navigator program and communications campaign to inform older adults and their caregivers of appropriate public transportation and other community-based options (e.g., Transportation Fair programs at libraries and community organizations)	OOA, DRCOG, DRMAC
Promote alternative transportation options (e.g., on-demand ride sharing)	DRCOG
Incentivize reduced fares for older adults, as well as drivers who can accommodate older adults	RTD, Nonprofits, Lyft, Uber, OOA, DRCOG
Type: Training	
Provide training on use of public transit and ride sharing, including required technology, in Denver libraries and recreation centers, and through Denver Connects	Denver Parks and Recreation (DPR), Denver Public Library (DPL)

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[6] AARP. *One call – one click: Transportation services toolkit.* Retrieved from http://www.aarp.org/livable-communities/act/walkable-livable-communities/info-12-2012/one-call-one-click-transportation-services-toolkit.html

Recommendation	Partners
Goal 2. Denver's mobility infrastructure is age-friendly.	
Type: Policy	
Support the implementation of *Vision Zero's* action items that support an age-friendly community (e.g., lengthening walk times at intersections where appropriate, creating safer speeds)	PW
Examine the various options for sidewalk repair and maintenance, including but not limited to: ▪ Funding through grants ▪ Using marijuana money ▪ Developing subsidized programs ▪ Increasing enforcement (being mindful of harmful effects on adults with fixed income; please note this is anticipated to occur in 2018) ▪ Or, a hybrid approach	WalkDenver, OOA, PW
Integrate the Living Streets into Blueprint Denver to increase sidewalk mobility	OOA, PW, CPD
Alter *Walk Friendly Communities* and *Denver Moves: Pedestrian and Trails* plans to be more inclusive of older adult populations	WalkDenver, PW, OOA
Type: Program	
Promote to general public the use of mobile apps to report broken and uneven sidewalks	PW, OOA
Type: Training	
Provide training on Age-friendly Communities to city staff involved in mobility infrastructure	DOHR, AARP, OOA

VISION

Denver residents can continue to work as they age, both for meaning and purpose, as well as to contribute to their financial security; and there are sufficient, well-trained care providers.

The Facts: What We Know

The "longevity economy" is real: Given their wisdom and experience, aging Coloradans are a tremendous resource in innumerable ways, and they also play a critical role in the state's economy. Coloradans ages 50+ accounted for 45 percent of the state's gross domestic product (GDP) in 2013 ($131 billion) and supported 48 percent of the jobs (1.6 million), 42 percent of employee compensation ($67 billion) and 45 percent of state taxes ($12 billion).[xviii] Nevertheless, it is important to note that as the population ages, Denver will experience a growth in the number of older adults not in the workforce, potentially leading to a reduction in taxable expenditures.[xix]

Employees are working longer: The Bureau of Labor Statistics projects that by 2022, 31.9 percent of older adults ages 65 to 74 will be in the labor force, up from 26.8 percent in 2012.[xx] Furthermore, the average retirement age has climbed to 61, up from 57 two decades ago.[xxi]

Many older adults do not have substantial amounts saved for retirement: Currently, 28 percent of Americans over 55 have no retirement savings, and an additional 17.3 percent have less than $10,000,[xxii] only increasing the need to develop opportunities for employment for adults over the age of 65.

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Workforce-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Limited number of qualified care providers:** There is a growing number of jobs in healthcare, largely to meet the needs of older adults, yet there is a lack of qualified providers (i.e., personal care aides, home health aides and nursing

assistants are occupations estimated to have the highest growth between 2012 and 2022).[xxiii]

- **Few programs focusing on older adults:** Many existing programs focus on workforce development opportunities for youth, not older adults (e.g., within Jumpstart 2016).

- **Skills gap:** Older adults can struggle with maintaining and/or attaining relevant skills for existing employment (i.e., the technology gap).

Assets and Opportunities

Despite these challenges, there are several assets and opportunities in Denver to build upon to improve workforce opportunities for older adults. Although this list is not exhaustive, key assets and opportunities identified through this work include the following:

- DHS offers Employment First, which works with Denver residents on job placement and retention.

- DOHR offers employee training through City University.

- DPR's History Corps offers skills training to veterans, the unemployed and the underserved.

- DPL provides computer literacy programming and technology help (e.g., Park Hill Library: North of 50; Plaza Program—teaching branches to do older adult technology training; Blair Caldwell: iPhone training at DHA).

- Colorado Workforce Development Council works to ensure older adults are able to stay engaged in the labor force as long as they want and need. It provides adequate and appropriate access to education and training, increasing workforce opportunities available to older adults and improving perceptions of older adults in the labor force.

- The Workforce Innovation and Opportunities Act allows for adult education and literacy, career and technical education and community college supports, all designed to advance workforce development.

- AARP's Senior Community Service Employment Program (SCSEP) offers paid job training for those 55+.

- Connecting Colorado administers a state- and county-run system to connect talent with opportunity.

- Neighboring communities have also developed best practices programs, e.g., Arapahoe/Douglas Works! Generations@Work Center, which is a full-service center customized for job seekers 50+, providing services such as computer training and customized workshops and job fairs.

- University of Denver Daniels College of Business provides training for retention of older adults in the workforce.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 6: Recommendations for Workforce

Recommendation	Partners
Goal 1. Older adults are active and engaged in the workforce.	
Type: Program	
Create a communications campaign targeted at metro Denver employers on the benefits and business case for older workers	Denver Health, Denver Office of Strategic Partnerships (DOSP), OFE/FEC
Add older adult-specific offerings to current city and county workforce services (e.g., coaching, job club, technology skills) to establish a program such as Arapahoe/Douglas Works' Generations@Work	OED, North Denver Cornerstone Collaborative (NDCC), OFE/FEC
Partner with 4-year and community colleges that are offering 50+ programs to create pipelines for in-demand jobs	Metropolitan State University of Denver (MSU), Community College of Denver (CCD), Arapahoe Community College (ACC), OOA
Partner with community-based programs such as AARP's Senior Community Service Employment Program and Boomers Leading Change to create pipelines	AARP, OOA
Market availability of OED workforce programs and business development services to 50+ population	OED, OOA
Actively recruit older adults to OED workforce programs and business development programs	OED, OOA
Identify flexible, part-time roles and phased retirement options for city employees to keep them in the workforce as they age	DOHR, OOA
Type: Training	
Train city staff on the benefits of older-adult workers and creating age-friendly workplaces	DOHR
Goal 2. The metro Denver region has an ample supply of skilled workers in healthcare, assisted living, case management and community-based living to support residents as they age.	
Type: Program	
Partner with educational systems to promote careers working with older adults	Emily Griffith Technical College (EGTC), NDCC, Mi Casa, OOA

VISION

The personal and financial wellbeing of older adults is protected and secure.

Facts: What We Know

Older adults are targets for financial fraud: Older adults account for 18 percent of Denver's population but represent 30 percent of the cases handled by the Denver District Attorney's Economic Crimes Unit. Older adults are frequent targets of telemarketing frauds and sweepstakes scams. One study revealed that fraudulent telemarketers directed 56-80 percent of their calls at older customers.[xxiv]

Elder abuse is too common: Approximately one out of every 10 individuals over the age of 60 has experienced some type of elder abuse, but studies suggest that only about one out of every 14 cases is actually reported.[xxv]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Safety-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Elder abuse is too common:** Denver's Adult Protective Services (APS) received just over 1,800 reports of suspected mistreatment in 2016; 60 percent of those reports pertained to victims over the age of 70.

- **Lack of informed public**: Both older adults and their support networks may not know what constitutes elder abuse.

Assets and Opportunities

Despite these challenges, there are several assets and opportunities in Denver to build upon to improve safety for older adults. Although not an exhaustive list, key assets and opportunities identified through this work include the following:

- DHS, Adult Protection Services, investigates reports of abuse and neglect of both at-risk seniors and at-risk adults who have a diagnosis of an intellectual or developmental disability.

- Denver Department of Safety, including Denver Police Department (DPD), DSD and Denver Fire Department (DFD), devote resources to ensuring all Denver residents are safe and secure.

- The Denver District Attorney's Office has consumer protection web resources and a consumer hotline devoted to rooting out and prosecuting white-collar crimes—especially those impacting older adults.

- Denver Office of Behavioral Health Strategies (OBHS) is working to connect individuals to resources and promote coordination and collaboration between providers and with residents.

- Denver Office of Emergency Management (OEM) leads Denver's emergency management efforts to cultivate safe, prepared and resilient communities, including the newly created Emergency Preparedness Training for Older Adults.

- OFE was one of the first local government initiatives in the nation aimed expressly at educating, empowering and protecting those with low incomes from falling into poverty, including older adults. OFE has emerged as a national leader in the field of municipal financial empowerment and a model of local government offering residents financial empowerment.

- OBHS and DPD launched a co-responder program, which pairs mental health professionals with police officers.

- Kavod and mpowered will provide 12 one-and-a-half-hour financial education classes to 240 community seniors and residents at Kavod Senior Life over the next 12 months; residents will also have access to a financial coach at one of the Office of Financial Empowerment's Centers.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 8. Recommendations for Safety

Recommendation	Partners
Goal 1. Emergency preparedness accounts for the unique needs of older adults.	
Type: Policy	
Ensure that all emergency plans include strategies and standards by the National Association for Home Care and Hospice to address the specific needs of Denver residents as they age, including evaluation protocols for frail elders and people who are disabled	OEM
Expand emergency preparedness training to older adults by promoting the **OEM's newly** created Preparedness Training for Older Adults	Home healthcare and caregiver agencies, DPL, homeowners' associations (HOAs)
Type: Training	
Partner with community-**based volunteer programs and OEM's home health/** caregiver training to recruit and train volunteers to facilitate emergency preparedness trainings for older adults at libraries, recreational centers and through Denver Connects	OEM, Mi Casa, OOA
Goal 2. Elder abuse is eliminated.	
Type: Training	
Train first responders and caregivers, including home health providers, and other service providers: 　▪ To recognize and help prevent abuse and neglect 　▪ To understand rights and reporting mechanisms 　▪ On emergency preparedness	Denver Department of Public Health and Environment (DEPHE), DPL, DHS, Denver Health and Hospital Authority (DHHA), OBHS, 911, DPD, OEM, DFD, 311, 2-1-1, Community Corrections, District A**ttorney's** Office, OOA
Provide training on guardianship and establish standards and criteria for guardians (first, develop methods for enforcement)	OOA, DHS
Goal 2. First responders and frontline workers are better equipped to handle nonemergency calls.	
Type: Policy	
Develop and implement protocols for nonemergency but urgent calls	OEM

Recommendation	Partners
Type: Training	
Improve dementia awareness among frontline workers by promoting DRCOG's Aging and Disability Resource Center (information and assistance with Aging and Disability Resources for Colorado [ADRC] resources and options counseling)	OEM
Train city's first responders to refer nonemergency calls to navigator system	OEM

> **VISION**
>
> **All Denver residents have the opportunity to find and feel meaning and purpose through arts, culture and civic participation.**

Facts: What We Know

Volunteering and civic engagement benefit older adults and the community: Nationwide, 60 percent to 70 percent of older adults participate in formal or informal volunteer activities. Volunteers reap benefits from their work through increased wellbeing, including fewer health issues and a reduction in feelings of depression, compared with those who do not volunteer. Moreover, volunteering can increase economic productivity and strengthen intergenerational relationships.[xxvi]

Participating in arts can improve health, as can having access to regular physical activity: A landmark study found that older adults who actively engage in arts learning programs are healthier and less susceptible to disease than their less-active peers.[xxvii] Regular physical activity is also vital for healthy aging. It can help delay, prevent or manage many chronic diseases faced by adults 50 and older. Physical activity can also reduce the risk of premature death. Despite these benefits, 31 million adults age 50 or older are inactive.[xxviii]

Denver's older adults are engaged in the community: Results from the CASOA survey reveal that older adults are highly engaged in the Denver community (for example, 89 percent plan to stay in Denver when they retire, and 83 percent report Denver as a great place to live); however, 43 percent report having difficulties finding interesting and accessible recreational and cultural activities.[xxix]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Arts, culture and civic participation-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Lack of communication between providers:** There seems to be a gap in communication between libraries, recreation centers and others about available opportunities.

- **Lack of communication to older adults:** Older adults may not be aware of current opportunities.

- **Unsuitable park equipment:** Park equipment (e.g., seating/bench availability) may not best serve the needs of older adults.

- **Limited organizational capacity:** Organizational capacity is required to onboard/train volunteers for intergenerational opportunities, but organizations may not have the time or resources to do so effectively.

Assets and Opportunities

Despite these challenges, there are several assets and opportunities in Denver to build upon to improve arts, culture and civic participation opportunities for older adults. Although not an exhaustive list, key assets and opportunities identified through this work include the following:

- DPR's Active Older Adults program engages adults ages 50+ in exercise and leisure activities that support healthy aging. Programming includes aquatics, fitness, outdoor day trips, lunch trips, drop-in activities, clubs, arts and crafts, dance lessons and more.

- DPL assets include Denver Arts & Venues (AVD) and DPL dementia-friendly programming, including the Schlessman Family Branch Library's bimonthly Memory Café, the Park Hill Branch Library's North of 50 series, Read Aloud and the Plaza Programs.

- DOSP serves as a bridge between the City and County of Denver and the nonprofit sector, encouraging cross-sector partnerships and collaborative efforts.

- MY Denver PRIME Card will expand free access to recreation centers for all qualifying adults 60+.

- Boomers Leading Change mobilizes, connects and empowers adults 50+ to utilize their skills, passion and energy to create positive, lasting social change.

- Denver Art Museum and the Denver Museum of Nature & Science offer adult lectures and courses related to special exhibitions and studio classes; the Denver Art Museum also conducted a one-day symposium focused on creativity and aging featuring inspirational talks and workshops.

- AVD is in the process of developing a Creative Aging program at the McNichols Building, patterned after a creative arts program at New York's Museum of Modern Art.

- Denver Botanic Gardens stocks wheelchairs to enhance the experience of older adults who may not be able to walk the entire garden areas; it also provides many volunteer opportunities.

- Colorado Senior Lobby focuses on issues and promotes beneficial, responsible legislation for all Coloradans, particularly laws that will positively affect the quality of life for citizens who are 60 years of age and older.

- Metro Volunteers makes volunteerism smarter by providing the connections, tools and trainings needed for effective engagement.

- Neighboring cities have also developed best practice programs (e.g., Lakewood's Clement Senior Center has moved into a new generation with a wide array of programming including a partnership with Centura Health called the "Consortium of Older Adult Wellness"; and Englewood's Malley Center was the 2011 national NuStep Pinnacle Award recipient, recognizing its excellence in older adult wellness programs and its commitment to transforming lives and promoting optimal health and wellness at any age).

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 7: Recommendations for Arts, Culture and Civic Participation

Recommendation	Partners
Goal 1. Older adults have access to arts, culture and recreational programming.	
Type: Policy	
Apply an age-friendly community lens to the new master parks plan	DPR
Expand free access to recreational centers through MY Denver PRIME Card	DPR
Expand community partnerships beyond city agencies for cultural experiences (e.g., Scientific and Cultural Facilities District [SCFD] agencies). Start by inventorying current and past partnerships	AVD
Cross-promote the city's arts, cultural, educational and recreational programming	DPL, DPR, AVD, Denver Art Museum
Create multigenerational physical activity spaces in/near playgrounds	DPR
Type: Program	
Use existing community-based resources, such as Metro Volunteers and council offices, to promote volunteer opportunities within the city and to link older adults with opportunities for civic engagement	DOHR, Metro Volunteers, OOA
Create an age-relevant package of benefits for older adult volunteers at the city's arts, cultural and recreation entities	DOHR
Identify and promote opportunities for intergenerational programming with city-sponsored programs and community-based organizations (e.g., tutoring, mentoring)	DPL, OOA, Mile High United Way (MHUW)
Actively recruit older adults to serve on boards, commissions and task forces, and to address city volunteer needs (e.g., volunteer trainers to facilitate emergency preparedness trainings)	**All agencies, Mayor's Office,** boards and commissions
Goal 2. Denver residents can experience continued purpose as they age through meaningful volunteerism and civic engagement.	
Type: Training	
Build on existing library competencies to provide trainings in areas of emerging interest (e.g., technology training, use of ride share)	DPL, OOA

VISION

All Denver residents can access the supports and services that will allow them better health outcomes as they age, giving them better odds to successfully age in place if they decide to do so.

The Facts: What We Know

Support services are cost effective: Studies on Medicaid long-term care expenditures revealed significant savings in delivering long-term care and supportive services in home and community settings (as opposed to institutions)—between $22,588 to $49,078 annually (depending on age, physical ability and insurance coverage).[xxx]

Home- and community-based supportive services can achieve better outcomes: Research has demonstrated the beneficial impacts of supportive services on health outcomes and rates of admissions to nursing homes.[xxxi]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Support service-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Funding cuts** (e.g., CDBG)

- **Limited affordable and available care for older adults who require support services:** Particularly among those with unique needs (i.e., older Latinos, adults living with HIV), there is a lack of affordable and available service providers able to meet the growing need.

Assets and Opportunities

Despite these challenges, there are several assets and opportunities in Denver to build on to improve supportive services. Although not an exhaustive list, key assets and opportunities identified through this work include the following:

- DHA provides a model of supportive living (i.e., providing case managers and service coordinators on-site).

- OBHS focuses on developing and administering pilot peer-to-peer mental health, engagement, counseling and support programs.

- VOA provides services and programs to promote health and independence for older adults by supporting senior centers and day programs, home repair and homemaker services, information and referral, and Meals on Wheels and group meal programs, as well as by providing transportation, companion services, protection against abuse and neglect and case management services.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 4: Recommendations for Supportive Services

Recommendation	Partners
Goal 1. Ensure older adults have access to the support services that allow them to age in place.	
Type: Policy	
Implement the overarching recommendations to create a formalized network that includes partners to share information and create a navigator system that integrates housing and support services	DHA, HOPE, DEPHE, **Mayor's Office, OOA** DOSP, OFE/FEC
Consider creation of a navigator position within the OOA (this position will also be responsible for monitoring caseloads across key city entities serving older adults; e.g., Ryan White Part A, DHS APS)	Denver Budget and Management Office (BMO) – grants
Type: Program	
Implement the recommendation about expanding the services of the Financial Empowerment Center for fraud and prevention (page 10)	OFE
Implement communications recommendations (page 39) so that older adults and their caregivers understand what is available and how to access the services and resources they need	**Mayor's Office,** Communications and Marketing
Type: Training	
Implement all cross-training recommendations	OOA
Offer cultural competency training to improve access to and quality of services to underserved populations	AARP, Voluntary Agency (VOLAGS), Asian Pacific Development Center (APDC), universities
Provide specific training on community-based resources in the region and use of DRCOG Network of Care	AARP, VOLAGS, APDC, Universities

VISION

The diversity of the Denver community is reflected through communications that are created and delivered with a mindset to cultural sensitivity and intersectionality;[6] ensuring that older adults feel valued, that the city values older adults, and people know what is available and how to access it.

The Facts: What We Know

Awareness impacts access: The DRCOG CASOA results revealed that only 56 percent of Denver survey respondents reported either being "somewhat" or "very" informed about services and activities available to older adults—significantly lower than in other communities. What's more, 65 percent of survey respondents reported that not knowing what services are available to older adults is at least a minor problem.[xxxii]

Language matters: Negative stereotypes about aging can affect everything from how older adults view themselves to their cognitive and physical performance, from ability to recover from disease to decisions to seek medical assistance.[xxxiii]

The Feedback: Identified Challenges, Assets and Opportunities

Challenges

Communications-related challenges and gaps facing Denver, identified through community convenings and feedback, include the following:

- **Negative stereotypes:** Research suggests that negative stereotypes about aging in our culture influence older adults' likelihood of accessing available services and resources and can further affect the ways in which individuals may interact with those that are available.[xxxiv]

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[7] Intersectionality recognizes that all social identities come together to create unique experiences and to shape how each individual is affected by social issues (e.g., the intersection between race/ethnicity, age, education, gender identities).

- **Lack of awareness:** As mentioned above, there is a substantial lack of awareness of available resources and services for older adults; this gap seems to exist among service providers, as well as older adults and caretakers.

- **Misuse of available resources can strain the system:** Nonemergency transit-related calls placed to 911 are a strain on city agencies and take away resources from other areas.

Assets and Opportunities

Despite these gaps and challenges, there are several assets and opportunities in Denver to build on to improve communications. Although not an exhaustive list, key assets and opportunities identified through this work include the following:

- OOA serves the older adults of Denver through advocacy, partnerships and the promotion of enhanced services and empowerment.

- DRCOG's Aging and Disability Resources Center for Colorado is a centralized place providing older adults (60+) and adults with disabilities (18+) access to long-term services and supports designed to enable independence.

- 2-1-1 is a community resource line provided by MHUW, offering information on community-based support services.

- 311 Help Center is the City and County of Denver's resource line, offering information on city-based services or an "accessible way to navigate city services."

- 9News Senior Source is a partnership among 9News, the Colorado Department of Human Services and DRCOG Area Agency on Aging providing education and resources about issues of interest to older adults.

- Denver Connects Van is a proposed concept by Team Aging through the 2017 Governmental Entrepreneurial Leadership Accelerator (GELA) that would act as a mobile resource center from OOA.

Phase One Recommendations

These facts and feedback suggest the need for the following actions.

Table 5: Communications Recommendations

Recommendation	Partners
Goal 1. Older adults and their caregivers know about available opportunities and services and how to access them. **Goal 2.** Community members understand how to best support older adults living in their neighborhoods.	
Type: Program	
Develop and implement a multiple-platform, multilingual outreach and communications campaign, with methods that include: ▪ Direct outreach through proposed Denver Connects van that would include navigators and outreach workers (pending grant funding) ▪ Indirect outreach through communications with healthcare professionals, churches, senior centers, library and recreation centers, and other places frequented by older adults and their caregivers ▪ Social and traditional media (TV, radio, newspapers, newsletters, blogs) ▪ Apps such as Next Door and Denver pocketgov ▪ Refrigerator magnets ▪ Connection and navigation to existing portals and databases, including 2-1-1, 311, 911, DRCOG Network of Care[8] and Senior Source[9] Content will include: ▪ The range of opportunities, programs, resources and supportive services available to older adults across the continuum of aging and their caregivers and how to access them ▪ Educational campaigns and how-to information (e.g., when to use 911 and 311, how to use public transit, cross-**promotion of the city's arts and cultural programs, how to avoid consumer fraud)**	OOA, marketing and communications, citywide agencies
Facilitate a series of focus groups with older adults to inform the campaign, including messaging and outreach/dissemination methods	OOA
Cross-train all agencies on resources available and how to access navigators **so there is "no wrong door"**	DOHR

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Recommendation	Partners
Goal 3. Older adults are viewed in a positive light. **Goal 4.** Older adult programming and services have the full support of the city and the broader community.	
Type: Program	
Develop the business case that shares the benefits of becoming an age-friendly community with city leadership	OOA
Adopt *Reframing Aging* principles and themes in all communications and messaging[10]	OOA
Type: Training	
Provide Age-friendly Communities training and booklets to all city staff involved in implementing these recommendations (this training should include education on the longevity economy and the role that older adults have in supporting Colorado's economic wellbeing)[11]	OOA, DOHR

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Denver Arts & Venues

Denver Botanic Gardens

Denver Commission on Aging

Denver Community Planning and Development Department

Denver Department of Environmental Health

Denver Department of Human Services

Denver Parks & Recreation

Denver Department of Public Works

Denver Department of Safety

Denver District Attorney's Office

Denver Employees Retirement Plan

Denver Housing Authority

Denver Museum of Nature and Science

Denver Office of Children's Affairs

Denver Office of Economic Development

Denver Office of Emergency Preparedness

Denver Office of Human Resources

Denver Office of Sustainability

Denver Police Department

Denver Public Health

Denver Public Library

Denver Sheriff Department

Denver Zoo

Denver's Road Home

DRCOG

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Vision Zero

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WalkDenver

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ADRC—Aging and Disability Resources for Colorado

ADU—accessory dwelling unit

APDC—Asian Pacific Development Center

APS—Adult Protective Services

AVD—Denver Arts & Venues

BIT—Blind Institute of Technology

BMO—Denver Budget and Management Office

CASOA—Community Assessment Survey for Older Adults

CCD—Community College of Denver

CDBG—Community Development Block Grant

CPD—Denver Department of Community Planning and Development

DEPHE—Denver Department of Public Health and Environment

DFD—Denver Fire Department

DHA—Denver Housing Authority

DHS—Denver Department of Human Services

DHHA—Denver Health and Hospital Authority

DODR—Denver Office of Disability Rights

DOHR—Denver Office of Human Resources

DOSP—Denver Office of Strategic Partnerships

DPD—Denver Police Department

DPL—Denver Public Library

DPR—Denver Parks and Recreation

DRCOG—Denver Regional Council of Governments

DRMAC—Denver Regional Mobility & Access Council

DSD—Denver Sheriff Department

DURA—Denver Urban Renewal Authority

EGTC—Emily Griffith Technical College

FEC—Financial Empowerment Center

GDP—Gross Domestic Product

GELA—Governmental Entrepreneurial Leadership Accelerator

HOA—homeowners' association

HOPE—Mayor's Office of Housing and Opportunities for People Everywhere

HUD—U.S. Department of Housing and Urban Development

MDHI—Metro Denver Homeless Initiative

MHUW—Mile High United Way

MSU—Metropolitan State University of Denver

NDCC—North Denver Cornerstone Collaborative

NPI—Neighborhood Planning Initiative

OBHS—Denver Office of Behavioral Health Strategies

OED—Denver Office of Economic Development

OEM —Denver Office of Emergency Management

OFE—Denver Office of Financial Empowerment

OOA—Denver Office on Aging

PW—Denver Department of Public Works

RNO—Registered Neighborhood Organization

RTD—Regional Transportation District

SCFD—Scientific and Cultural Facilities District

SCSEP—Senior Community Service Employment Program

USDOT—United States Department of Transportation

VOA—Volunteers of America

VOLAGS—Voluntary Agency

WHO—World Health Organization

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