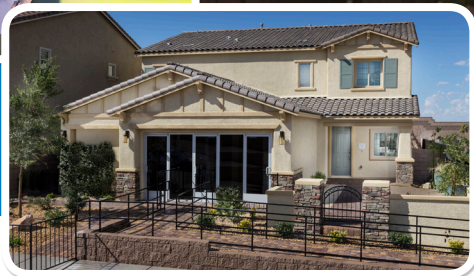


# AGE-FRIENDLY HENDERSON ACTION PLAN



JANUARY 2018



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## ***Acknowledgements***

### **City Council**

Mayor Debra March  
*City of Henderson*

Councilwoman Gerri Schroder, Ward I  
*City of Henderson*

Councilman Dan Shaw, Ward II  
*City of Henderson*

Councilman John Marz, Ward III  
*City of Henderson*

Councilman Dan Stewart, Ward IV  
*City of Henderson*

### **Planning Commission**

Michael Campbell, Chair

Joe Belingheri, Vice-Chair

George Bochanis, Commissioner

Jennifer Lewis, Commissioner

Jerry Mansfield, Commissioner

Jocelyn Holzwarth, Commissioner

Todd Howell, Commissioner

### **Age-Friendly Henderson Stakeholder Advisory Group**

Liz Baldizon, Senior Citizen Advisory Commission

Lois Evora, Henderson resident

Dan Hyde, Senior Citizen Advisory Commission

Bella Meese, Henderson resident

Joyce Nies, Senior Citizen Advisory Commission

Paula Petruso, Citizen's Advisory Committee  
Member

Gus Ramos, AARP Nevada

Bruce Ramsey, EcoHabitat

Favil West, Foundation Assisting Seniors

Jocelyn Holzwarth, City of Henderson Planning  
Commission

Corey Clark, Recreation Services Manager

Susan Bobby, Senior Services Supervisor

Tanya Myers, Recreation Services Supervisor

Stacy DiNicola, Sr Housing Specialist

Stacey Youngblood, Housing Specialist II

Shelly Labay, Senior Planner

## **AARP Nevada**

Maria Dent, AARP Nevada State Director

Barry Gold, Director of Government Relations, AARP Nevada

## **City of Henderson Community Development and Services**

Stephanie Garcia-Vause, Director

Lisa Corrado, Long Range Planning Manager

Shelly Labay, Senior Planner

Brittany Markarian, Sr. Public Engagement Specialist

Annamarie Smith, Planner I

# Age-Friendly Henderson

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Henderson is a great place to call home for nearly 300,000 residents and the City is committed to promoting policies that keep our community welcoming for all ages, including seniors. Similar to other areas within the Southern Nevada region, the population of the City of Henderson has grown older and is projected to continue that trend. The City also recognizes that age-friendly communities are not just for older adults – we are all aging and the features of an age-friendly community benefit all ages and abilities. The City of Henderson desires a livable, accessible community that is welcoming to all.

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### ***What is Age-Friendly?***

*An age-friendly city is an inclusive and accessible urban environment that promotes active aging.*

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### **Community Profile**

Incorporated in 1953, the City of Henderson began as the home site for the plant workers of the Basic Magnesium Plant which supplied magnesium to the United States military during World War II. Originally about 13 square miles in size, the City quickly began to grow and flourish. Today, the City of Henderson has grown to more than 103 square miles and is the second largest city in Nevada. The city’s official slogan “Henderson – a Place to Call Home” reflects a community that enjoys small town values while benefiting from big city efficiencies.

Henderson residents love their city and consider it a great place to live and work. Henderson is home to 290,000 residents – a committed citizenry who value a great public education system,

strong neighborhoods, economic opportunity and reliable transportation. The city possesses many of the critical resources needed to realize a shared vision of success: generally affordable housing stock, ample parks and outdoor recreation opportunities, a strong workforce and a culture of community pride and inclusion.

Henderson has made progress in identifying and responding to trends and challenges that include rapid population growth and a rebounding economy after the Great Recession. Over the past 20 years, Henderson was among the fastest growing cities in the nation and today is home to nearly 300,000 people. Between 2000 and 2010, more than 80,000 people moved to Henderson, an annual average growth rate of 4.7%.<sup>1</sup> Growth is expected to continue in the future, albeit at a slower pace than experienced in the past two decades.

Henderson has a unique demographic profile when compared to other Southern Nevada communities. In addition to having higher median income and educational attainment, Henderson also has a larger percentage of the population over 55. Henderson’s senior population has grown over the last ten years and is projected to continue to increase in the future. Between 2000 and 2010, the percentage of residents who were over age 65 increased from 10% to 14% (Table 2). In addition, Henderson has an older median age of 41 compared with the national median age of 37.

Furthermore, a larger number of Henderson residents receive Social Security income or have a retirement income (30% and 19% respectively) when compared to Clark County as a whole (26.2% and 17.1%, respectively); leading to a relatively high reliance upon fixed income for Henderson residents (Table 3).

**Table 2:** City of Henderson Residents by Age, 2000–2010

| YEAR | UNDER 18 YEARS OLD | 18 TO 24 YEARS OLD | 25 TO 44 YEARS OLD | 45 TO 64 YEARS OLD | 65 AND OLDER |
|------|--------------------|--------------------|--------------------|--------------------|--------------|
| 2000 | 25.0%              | 7.6%               | 33.0%              | 24.4%              | 10.0%        |
| 2010 | 22.6%              | 7.8%               | 27.5%              | 27.8%              | 14.3%        |

Source: U.S. Census Bureau, 2000 Census, 2010 Census

**Table 3:** Median Income and Percent Fixed Income, Clark County and Henderson

|              | MEDIAN HOUSEHOLD INCOME | % WITH SOCIAL SECURITY | % WITH RETIREMENT INCOME |
|--------------|-------------------------|------------------------|--------------------------|
| Clark County | \$52,070                | 26.2%                  | 17.1%                    |
| Henderson    | \$63,830                | 30.5%                  | 19.4%                    |

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

<sup>1</sup> Source: U.S. Census Bureau, 2000 Census, 2010 Census



## Recent Planning Initiatives

The City has recently led and managed the first-ever federally-recognized regional plan – the Southern Nevada Strong Regional Plan – which was adopted in January 2015 and offers outreach results as well as guidance for community collaboration. Additionally, the City recently underwent an update to its Comprehensive Plan, the master plan that guides development within the City. The City took advantage of the recently adopted Regional Plan to update its Comprehensive Plan, Henderson Strong ([www.hendersonstrong.org](http://www.hendersonstrong.org)), leveraging the wealth of data, policy analysis and outreach results and customizing for Henderson’s unique needs and preferences, such as the needs of its aging population.

## Age Friendly Plan Development

In April of 2012, the AARP launched the Age Friendly Community Network – serving as the US Affiliate for the World Health Organization (WHO) program. An age-friendly city is an inclusive and accessible urban environment that promotes active aging<sup>2</sup>. The purpose of the AARP Network is threefold, to:



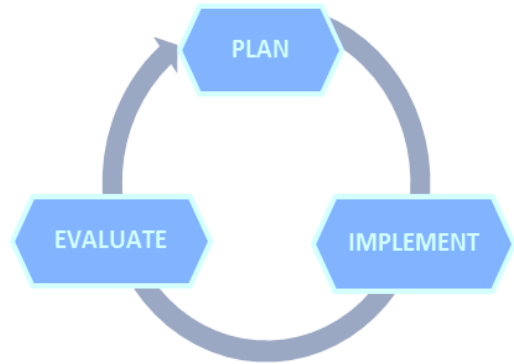
- Serve as a catalyst for educating, encouraging, promoting and recognizing the improvements that make cities more supportive of older residents and people of ALL ages.
- Provide cities with age-friendly resources by tapping into national and global research, models and best practices.
- Leverage and enhance AARP’s existing and extensive work in community outreach, advocacy and livable communities

In July 2015, the City of Henderson was the first city in Nevada to apply for and receive approval into the AARP’s Network of Age-Friendly Communities. Inclusion into the network means that a community’s elected leadership has made the commitment to actively work toward making their town, city or county a great place for people of all ages. Membership in the network, which currently includes 148 communities, involves following a multi-step process of improvement including the following:

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<sup>2</sup> AARP, “The AARP Network of Age-Friendly Communities”, <http://www.aarp.org/livable-communities/network-age-friendly-communities/>

- Acceptance into the member network.
- Planning (Year 1-2): Assessing community needs by gathering baseline information and putting together an action plan.
- Implementation (Year 3-4): Program strategies and implementation tools to take action on plan.
- Evaluation (Year 4-5): Develop and assess an evaluation framework that links back to action plan.



## Community Survey and Outreach Efforts

In February 2016, city staff kicked off the outreach efforts with a presentation to City Council, which included a Proclamation for an Age-Friendly Day for the City of Henderson on February 2 by Mayor Hafen. Maria Dent, AARP Nevada Director and Mary Liveratti, AARP Nevada President, presented City Council with the certificate of acceptance into the program. The Mayor, Councilwoman March and Councilwoman Schroder also participated in a Meet and Greet with local AARP members prior to the presentation.



Additionally, city staff made several presentations to the Senior Citizens Advisory Commission, a city advisory board, tasked with making recommendations to City Council on subjects of particular interest to senior citizens within the City. The purpose of these presentations was to keep the Commission updated on the process as well as solicit feedback on the strategies.

A community survey was conducted from February 1 – March 31 in order to receive feedback from senior residents regarding their community preferences and current satisfaction with city offerings. The survey was available online and was promoted through different venues for seniors with internet and email access. Additionally, city staff surveyed residents in person at senior centers and at a recreational event, Bark in the Park.

The outreach effort was extremely successful and generated 501 responses to the survey, with 94% ranking the City as a good, very good or excellent place for people to live as they age and 92% stating that it's somewhat, very or extremely important to them that they stay in the City

as they age. Other highlights from the survey include:

- 91 percent of respondents felt that the City did somewhat, very or extremely well at offering well-maintained public buildings and facilities that are accessible to people of different physical abilities.
- 82 percent felt that the City did somewhat, very or extremely well at offering separate pathways for bicyclists and pedestrians.
- 78 percent felt that the City did somewhat, very or extremely well at offering entertainment activities that are affordable for all residents.
- 75 percent felt that the City did somewhat, very or extremely well at offering free access to computers and the Internet in public places such as the library, senior centers and government buildings.
- 37 percent felt that accessible and convenient public transportation was provided not-so well or not at all well. Another 25 percent was unsure.
- 45 percent responded that easy-to-find information on local health, personal care and housekeeping was provided not so well, not at all well or they were unsure.



## Community Opportunities and Challenges

Survey responses indicate that senior residents enjoy living in the City of Henderson and are hoping to remain here as they age. Overall, Henderson residents are pleased with the parks,



public buildings and senior recreational services. They also feel there are affordable and interesting entertainment options, computer access, and leisure classes. Residents do cite a need for more transportation options that are accessible and affordable. They also feel that information on care issues can be difficult to find and were not always comprehensive or available to those without internet access.

The following table of key challenges and opportunities for the City of Henderson is based on the results of the outreach and survey responses.

| Challenges  | Opportunities  |
|---|--|
| <p><b>OUTDOOR SPACES AND BUILDINGS</b></p> <p><b>A growing population increases the demands on Parks and Recreation services.</b> Henderson is a desirable community that continues to attract new residents and retirees. However, this continued growth contributes to demands on our current system and facilities and new growth can also lead to incomplete pedestrian connections.</p>              | <p><b>Current parks and recreation system is well received.</b> Residents are extremely pleased with the parks and recreation facilities and the City has the opportunity to maintain current facilities while continuing to grow and expand the system. Additionally, the implementation of “Complete Streets” initiatives in the Comprehensive Plan update should lead to an increased awareness of and response to incomplete pedestrian connections.</p> |
| <p><b>TRANSPORTATION</b></p> <p><b>Auto-focused development.</b> Henderson’s development patterns require residents to have a car to be able to travel easily and efficiently. As our residents age, it becomes more difficult to drive independently and without convenient access to a reliable and affordable public transportation system, many seniors are left with few transportation options.</p> | <p><b>Active and innovative transportation solutions.</b> A growing emphasis on walkable and bikeable communities and an increasing interest in transit (with both public and private providers) shows strong community support for policies and projects that better integrate land use and transportation planning.</p>  |
| <p><b>HOUSING</b></p> <p><b>Limited housing choices.</b> 70% of Henderson’s housing stock (or 82,000 units) is single family; fewer options are available at lower price points or with innovative multigenerational or senior-friendly options.</p>  | <p><b>More housing options.</b> Older residents indicate a growing interest in a wider variety of housing options. New residents also may generate demand for different housing types. Locating higher density, multi-unit buildings near transit can provide these options in a way that reduces traffic impacts and the amount residents have to spend overall on housing and transportation.</p>  |

| Challenges   | Opportunities   |
|--|---|
| <p><b>SOCIAL PARTICIPATION</b></p> <p><b>Social Isolation.</b> Loneliness negatively affects a person’s health and sense of wellbeing. As our residents age, they can lose the independence and mobility to socialize which can develop into the loss of supportive and caring relationships.</p>  | <p><b>Many affordable and fun entertainment options are available, as well as senior programming options</b> Henderson has several popular arts and entertainment venues, both in the downtown (eastside) and Green Valley (westside) areas of town. Additionally, the City has popular senior programming and congregate dining options aimed at reducing isolation. The City can continue to build on these successes and attract more senior friendly events, classes, and entertainment opportunities that are free or discounted for seniors.</p>    |
| <p><b>RESPECT AND SOCIAL INCLUSION</b></p> <p><b>Lack of respect and understanding.</b> The extent to which older people participate in the social, civic and economic life of their city is linked to their experience of inclusion. There can be a clash between generations and mutual misunderstandings and assumptions made about and between generations that can lead to frustration.</p> | <p><b>Multigenerational opportunities.</b> Intergenerational activities offer a great opportunity for the young and old to learn from one another and learn to respect generational differences. The City has one very successful multi-generational recreation center and the opportunity to build more of these prototypes. Additionally, the City’s senior centers have youth outreach programs and are expanding the use of all age events at the senior centers to expand the opportunity for intergenerational events, programs and facilities.</p> |
| <p><b>CIVIC PARTICIPATION AND EMPLOYMENT</b></p> <p><b>Ability to volunteer or work can decline with age.</b> Many older people would like to continue to work part-time or volunteer but cannot find suitable work or do not have dependable transportation to do so.</p>   | <p><b>Increasing activity can better overall health.</b> Working or volunteering enables seniors to continue to contribute to their community and reduces feelings of isolation; and the resulting increase in activity levels leads to better health overall. Additionally, as transportation options improve, there will be greater opportunities for seniors who would like more volunteer and employment choice.</p>  |

| Challenges   | Opportunities   |
|--|---|
| <p><b>COMMUNICATION AND INFORMATION</b></p> <p><b>Availability of information in a useable format.</b> Relevant information on health, social services, financial matters and entertainment is not always readily available to older residents with varying capacities and resources. 45% of City residents surveyed don't feel they have easy access to information on local health and personal care issues.</p>             | <p><b>Expansion of existing city services.</b> The City has the ability to link its own information and disseminate to its older residents in ways that are available to all. The City currently has a reliable resource at the two Senior Centers in Henderson that can disperse information as needed on City issues, as well as direct seniors to other service providers as needed.</p>   |
| <p><b>COMMUNITY SUPPORT AND HEALTH SERVICES</b></p> <p><b>Inadequate access to health care services.</b> Health care and health services can be difficult to navigate once a senior's independence begins to decline. It can be difficult to obtain information on health care options as well as navigating multiple providers, insurance carriers, agencies and other points of contact (city, state, federal programs).</p> | <p><b>Information can be shared through existing city services and outlets.</b> Information is readily available at the City's senior centers, which are well-used by many senior residents. Additionally, healthcare and life sciences are one of the City's economic target industries. As such, the City will continue to work to attract more health facilities and providers through economic development and recruitment.</p> |

## Community Stakeholder Advisory Group

In April 2016, the City convened the Age-Friendly Henderson Stakeholder group, an informal group which met to discuss the issues raised by the Age-Friendly Survey previously described and other feedback. The group formed the strategies and action items which generated the content of this Plan.

Stakeholder group members included city staff members from Long Range Planning, Parks and Recreation/Senior Centers, and

Neighborhood Services/Housing; members of the Senior Citizens Advisory Commission; senior city residents representing multiple geographic areas of Henderson; non-profit leaders from groups representing senior services; a Planning Commissioner and local business owner; and a



volunteer representative from the AARP.

The group met four times between May 2016 and October 2016 to establish the community vision, priority statements and strategies for action. The group also made recommendations for advisory roles post plan adoption. They recommended that the Senior Citizens Advisory Commission receive updates on implementation and action items by city staff, non-profits and others.

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### **Community Vision:**

*An age-friendly city encourages active aging by improving opportunities for health, participation and security in order to enhance the quality of life as people age. The city's landscape, buildings, transportation system and housing contribute to confident mobility, healthy behavior, social participation and self-determination.*

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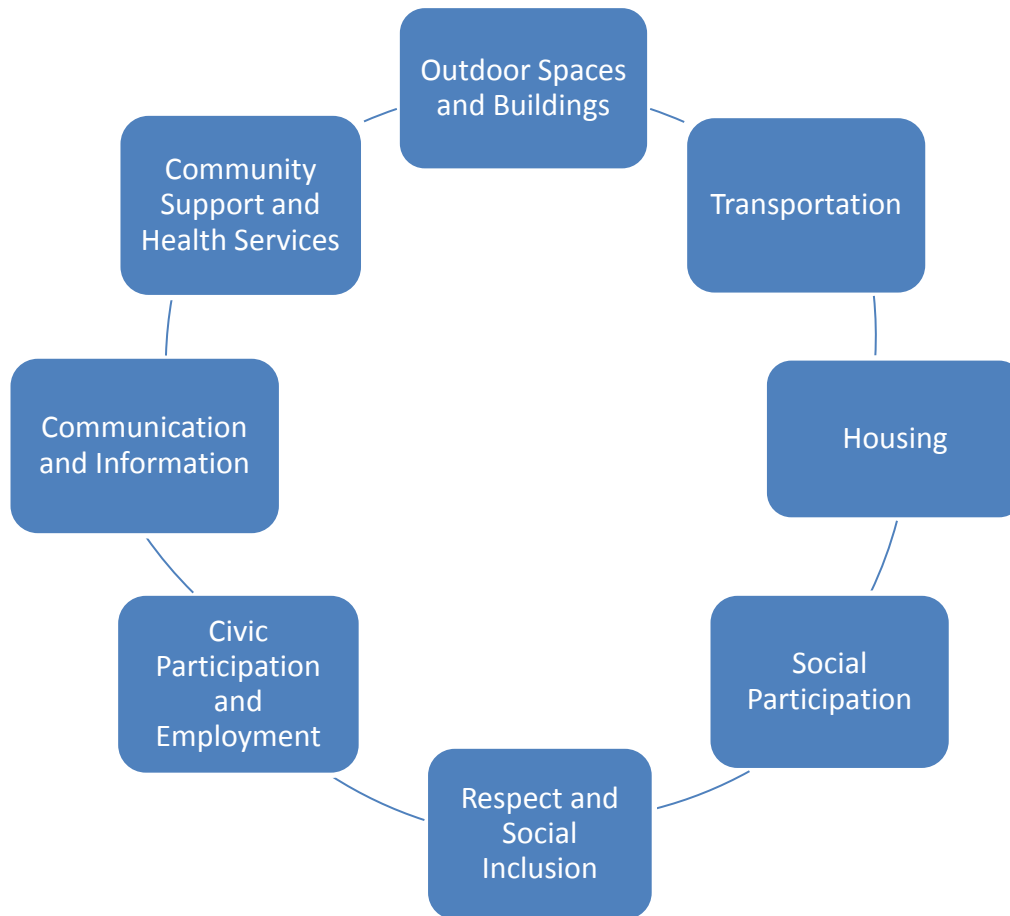
## **Priorities and Strategies**

AARP defines a livable community as “safe and secure, having affordable and appropriate housing and transportation options, and offers supportive community features and services. Once in place, those resources enhance personal independence, allow residents to age in place, and foster their engagement in the community’s civic, economic and social life.”<sup>3</sup>

The City of Henderson embraces the AARP’s definition of livability and the accompanying eight domains: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services. These subject areas are equally important as well as inter-related and the following Age-Friendly strategies are broken down by each domain.

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<sup>3</sup> AARP, “What is a Livable Community?”, <http://www.aarp.org/livable-communities/about/info-2014/what-is-a-livable-community.html>



**THE 8 DOMAINS OF LIVABILITY:**

**Outdoor spaces and buildings**

A thriving community allows for places that people can gather – both indoors and out. Parks, sidewalks, safe streets, outdoor seating and accessible buildings should be used and enjoyed by people of all ages. The outside environment and public buildings have a major impact on the mobility, independence and quality of life of older people and their ability to “age in place”. Clean, safe and well-maintained public areas that are accessible and available are vital for an age-friendly City.





The City of Henderson has a history of providing quality recreational services for all of its residents, and especially for senior citizens with two full-service senior centers. The Downtown Senior Center is a 6,000 square foot facility with a fitness room, wellness area, dining room and activity room. The 29,000 square foot Heritage Park Senior Facility, a offers a wide variety of programming, ranging from art and cooking classes to exercise and dance programs, in addition to social and wellness services designed to meet the needs of Henderson’s active 50+ population. Additionally, senior nutrition services and help with insurance and prescription drug plans are offered and referrals are provided for programs addressing senior housing, utility assistance and senior food programs.

The City has also made parks and trails a priority and has received the National Gold Medal Award for Excellence in Park and Recreation from the National Recreation and Park Association (NRPA) in 2014 and 1999. The Gold Medal Award honors park and recreation agencies throughout the United States that demonstrate excellence in long-range planning, resource management, volunteerism, environmental stewardship, program development, professional development, and agency recognition. Each agency is judged on its ability to address the needs of those it serves through the collective energies of citizens, staff, and elected officials.

Since current public spaces are generally well-received, the City’s major challenge is to maintain current facilities, while growing and addressing any gaps in our current system. Additionally, the implementation of “Complete Streets” initiatives through the Henderson Strong Comprehensive Plan update should lead to increased awareness and response to incomplete pedestrian connections.



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***Priority Statement: Gathering places should be safe, enjoyable, and accessible to all.***

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**Strategies:**

- 1.1 Continue our exemplary senior services and recreation centers and look at needs moving forward including future expansion of services to existing centers.

- 1.2 Remain proactive in high growth and newly incorporated areas to ensure that the senior population is included in the planning of new parks and recreational areas.
- 1.3 Complete pedestrian connections and provide pedestrian access including the upkeep of maintenance for sidewalks and trails. Assess potential safety impediments caused by landscaping issues such as trees and proper root barriers.
- 1.4 Explore the co-locating of COH parks and recreation services near health services and hospitals.
- 1.5 Preserve access to scholarships and subsidized services while continuing to expand parks and recreation services.
- 1.6 Provide universal accessibility in our public buildings, sidewalks, and trails.

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*Complete Streets is a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.*

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## Transportation

Transportation, including accessible and affordable private and public transport, is a key factor influencing active ageing. As our residents age, many will become unable to drive themselves and the ability to move around their city and neighborhood determines social and civic participation as well as access to community and health services. Public transit options can be as expansive as a train system or as targeted as a personal taxi or rideshare service that



provides non-drivers with rides to and from a doctor’s office.

The City of Henderson manages over \$1 million in Community Development Block Grant (CDBG) funds and one of the CDBG Plan goals has been to provide funding opportunities to assist seniors in maintaining self-sufficiency. In 2014 – 2015, through a

partnership with Helping Hands of Henderson, 120 senior citizens were assisted with over 6,000 round-trip rides to help them maintain their independence. This community-based transportation program provides transportation assistance to seniors 60 years and older to and from medical appointments, shopping, and errands and provides assistance and deliveries to homebound clients. Ensuring that all areas are well-serviced by transportation options with adequate and well-connected transport routes within the City and adjacent areas is necessary for older adults who can no longer drive themselves.

The Age-Friendly Survey indicated transportation was one of the major issues we need to improve for our senior residents. Although we received high marks for our trails and pedestrian paths, we have senior residents who need more public and private transit options to access medical care, recreation opportunities, volunteering and mentoring programs, and entertainment venues.



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***Priority Statement: Safe, accessible, convenient, and reliable transportation options should be available for all residents.***

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**Strategies:**

- 2.1 Ensure a variety of transportation options are available and maintain a spectrum of affordable options for all.
- 2.2 Maximize involvement of volunteers to assist in providing transportation options.
- 2.3 Utilize neighborhood services already in existence and look for ways to combine neighborhood or private services with City or RTC services.
- 2.4 Improve the advertisement of existing transportation services.
- 2.5 Raise awareness of ride-sharing programs.

## Housing

Henderson residents expressed a strong desire to remain in their neighborhoods as they grow older. This can be made more feasible if homes are appropriately designed or modified for residents of all abilities and if a community includes affordable housing options for varying life stages. Offering a variety of housing options designed for all ability levels is key to ensuring that seniors can remain safely and conveniently in their homes. The City of Henderson recognizes the need to continue to focus on this issue and increase quality housing choice.



The City has been working on increasing the mix of housing options for our entire population, including the elderly and disabled. The City has worked diligently with private developers to offer our residents affordable active and disabled senior communities as well as affordable



long-term care facilities. The City of Henderson offers a senior public housing apartment complex, managed by the Southern Nevada Regional Housing Authority (SNRHA), 12 private affordable senior apartments and two affordable disabled apartment complexes, managed by non-profit housing providers such as Nevada Hand as well as private developers. Over the next five years, the City aims to increase its supply of affordable senior housing

and ensure quality housing products in desirable neighborhoods. The City also provides CDBG funding to Rebuilding Together, which provides year-round critical home repairs free of charge to low to moderate income homeowners who are senior, disabled or veterans including roofing repairs, HVAC, plumbing, accessibility modification, safety precautions and energy efficiency upgrades.

Through the Age-Friendly survey, we heard that our residents would like more options for

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*Universal design, also known as inclusive design, refers to producing buildings and places that are accessible to all people, including older people and people with disabilities.*

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housing types and designs that could incorporate varying degrees of independence. They would also like more information available on home repair and warranty issues

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## ***Diverse Housing Options***

***By Jocelyn Holzwarth, Planning Commissioner***

***Recent studies have projected a dramatic shortage of housing units with a maximum value of just under \$180,000 by the year 2020. Diverse housing options in the \$150,000 - \$160,000 range are critically important for new homeowners, millennials, singles, empty nesters and seniors who are looking for a variety of affordable housing options located near transit and schools with easy access to shopping, dining, services, parks and recreation.***

***The historic traditional household with two adults and children is changing significantly, and allowing for greater mixed use densities and easing of parking requirements, for example, can help to enable the construction of multiple diverse products. The City of Henderson encourages diverse ‘middle housing’ options especially in infill and redevelopment areas with existing access to transit. Some innovative options include: Bangalow Court, Side by Side and Stacked Duplex, Carriage House, Town House, Courtyard Apartments, Condominiums, Fourplex Units, Small Multiplex and Live/Work Dwellings. Diverse housing options will promote planning across generations and accommodate the real desire of residents to remain in the city for life.***

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***Priority Statement: Allow older residents the independence and quality of life to age comfortably and safely within their homes and existing communities in the City of Henderson.***

---

**Strategies:**

- 3.1 Explore options for different designs and styles of housing that maximize affordability and accessibility while providing lifestyle options that appeal to multiple ages and groups.
- 3.2 Continue to educate stakeholders, residents and community leaders of the benefits of a diverse range of housing types and the need for “missing middle housing” as described in detail in the Diverse Housing Options sidebar.
- 3.3 Examine the current Development Code to ensure that the code allows for the development of new housing options.
- 3.4 Encourage that new residential construction and remodeling of existing housing meet universal and visitability design standards.
- 3.5 Attract the development of more senior transitional housing options, including those called life plan retirement communities, or those that include senior independent living as well as assisted and hospital/hospice care.
- 3.6 Expand services and the advertisement of existing services for home repair issues for seniors (including weatherization, lead, general repairs and retrofitting for safety features).
- 3.7 Encourage private entity, non-profits, and pro-bono/charity organizations to consider offering insurance and home warranty programs for low-income seniors



## Social participation

Social participation and social support are strongly connected to good health and well-being throughout life. Participation in leisure, social, cultural and spiritual activities in the community, as well as with family members or other close relationships, allows older people to continue to exercise their independence, to enjoy respect and esteem, and to maintain or establish supportive and caring relationships.

Additionally, as women's life expectancy exceeds men's, many communities will become primarily populated by women over time—known as the 'feminism of ageing.' As women face lower rates of pay, are less likely to participate in paid work and accumulate less money for retirement, this can lead to financial and



social disadvantages. These women often lose their male partners after a period of care-taking and neglect of their own health issues which may turn into a crisis. Many of these widows face living alone for the first time in their lives upon losing their spouse. Adult children and other family members may live far away, adding to social isolation. Considerations for women are especially important to ensure they do not find themselves isolated, financially burdened, and ill-equipped to meet the challenges of living alone as they age. Practical solutions and social integration are important sources of support.

The City of Henderson has many events and performances which are aimed at diverse audiences of all ages. The City offers three unique venues: Henderson Pavilion, Henderson Events Plaza and the Henderson Convention Center. The Age-Friendly survey indicated our senior residents were mostly pleased with the selection, diversity and affordability of our city events and recreation programs. Additional leadership programs and outreach services could be added to target women and widows.



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***Priority Statement: Regardless of one’s age or gender, citizens should be able to participate in leisure, social, cultural and spiritual activities in the community.***

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**Strategies:**

- 4.1 Continue highlighting multicultural events in COH programming.
- 4.2 Promote intergenerational events and classes in COH run recreation programs as well as partner organizations.
- 4.3 Develop targeted programs, activities and outreach efforts for women and widows.
- 4.4 Consider partnerships with faith based organizations to develop grieving programs and other support groups for widows and widowers.

**Respect and social inclusion**

The extent to which older people participate in the social, civic and economic life of their city is closely linked to their experience of inclusion. There is sometimes a clash in terms of a changing society and behavioral norms, lack of contact between generations, and widespread misunderstanding and assumptions about and between different generations.







Intergenerational activities are a great way for young and old to learn from one another and feel good about themselves.

The Henderson Multigenerational Center and Aquatic Complex is the first of its kind in Southern Nevada. It is designed to bring people of all generations together to enjoy the benefits of recreation. From a demonstration kitchen and jogging track to an adult lounge and dance room, the facility accommodates a wide array of activities, interests and community services. Staff members enjoy working with people of all ages and help educate patrons about the importance of physical fitness. The 84,120-square-foot state-of-the-art facility also features an aquatic complex, including indoor and outdoor pools for casual and serious swimmers.

The Age-Friendly survey indicated that the residents enjoy this amenity and would like more multigenerational recreational opportunities as well as options for mentoring children and young adults.

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***Priority Statement: All citizens should have the opportunity to participate in the social, civic and economic life of the City of Henderson in order to feel respected and included.***

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**Strategies:**

- 5.1 Connect senior volunteers to K-12 schools and other providers of multigenerational and multicultural events such as Reading Week, multigenerational center events and holiday programs.
- 5.2 Look for opportunities to provide senior mentor volunteering activities through CCSD, private and charter schools, CSN, NSC, Touro University and Roseman University, as well as COH recreation facilities.
- 5.3 Rebuild or partner with an existing speakers program to include a wider variety of subjects for seniors.
- 5.4 Consider the unique needs and grieving support for widows and widowers and

additional outreach and encouragement that is needed in the initial stages of losing a spouse or partner.

## Civic participation and employment

An age-friendly community provides ways older people can, if they choose to, work for pay, volunteer their skills and be actively engaged in community life. Many older people would like to continue to work, either out of financial necessity, a desire to give back to their communities, or a desire



to have a focus and feel valued for their contributions. Many continue to provide part-time, unpaid or volunteer work for their families and communities. Not only does this provide workers and vital volunteers for the community but can also decrease isolation and increase activity levels by seniors.

Our community outreach indicated that there was a desire to increase the City's involvement in making connections and information sharing between those who desire employment and volunteering activities and those who need such participants. The City of Henderson currently connects residents to volunteering opportunities in the events centers, recreation centers, and senior centers. Additionally, there are several non-profit and assistance organizations that also provide job training, employment and volunteer opportunities.

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***Priority Statement: Older people in Henderson should be able to work or volunteer their skills if they choose.***

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### **Strategies:**

- 6.1 Promote job boards as opportunities to connect seniors with existing businesses and economic activities and ensure these are provided online as well as through personal connections.
- 6.2 Encourage volunteer options for those who want to participate as well as to outreach organizations that could benefit from volunteers.

- 6.3 Provide support for seniors wishing to offer services to mentor young people and business leaders or to provide help to other seniors with financial, legal, or other matters.



## Communication and information

Age-friendly communities recognize that not everyone has a smartphone or Internet access and that information needs to be disseminated through a variety of means. Lack of communication and information affects every other domain in this document. Relevant information that is readily accessible to older people with varying capacities and resources is vital for staying connected with the community, staying healthy and meeting personal and financial needs.

Senior residents consistently state that being able to have a clear and trusted source of information becomes more important as they age. They have also stated that they feel the City has the ability to be a clearer and more comprehensive information source for residents.

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***Priority Statement: Relevant information that is readily accessible to older people with varying capacities and resources is vital for staying connected with the community, staying healthy and meeting personal and financial needs.***

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### **Strategies:**

- 7.1 Ensure that City of Henderson information that is relevant to seniors is available in all media types (COH website, social media, print, radio, tv, mail, Henderson Happenings, Valley News).
- 7.2 Pursue the City’s use of public station announcements and be more aggressive in finding opportunities to use free and low-cost options to promote City services.
- 7.3 Begin a “Senior Summit” series, or other annual event, in partnership with other regional senior providers, in order to reach out to seniors in our City and

provide timely and necessary information.

- 7.4 Provide complete information on all issues – employment, health, social issues, available services, food services, activities when availability allows.
- 7.5 Expand existing city information services being provided through current recreation centers/ senior services to include more senior issues – employment, health, social and support services, food services, and other relevant senior topics.
- 7.6 Look for opportunities to integrate existing services with County, State, and Federal services and other government programs.
- 7.7 Consider starting a dedicated city phone number for senior services manned by a live individual to direct people to the information they need.
- 7.8 Ensure information is provided in Spanish as well as English for our Spanish speaking residents.
- 7.9 Partner with faith-based organizations to disseminate information that is of interest to seniors.

## Community support and health services

Health and support services are vital to maintaining health and independence for older residents. Local, state and federal agencies all provide supportive health services and it is important that seniors receive timely and accurate information regarding those services, as well as private services and overall healthcare issues.

Access to health care and a range of health services should be available to all residents of all abilities, whether it be a medical office or hospital located conveniently within the community or an in-home health care provider. City residents generally expressed overall contentment with healthcare in the area, however, they felt that information on healthcare issues was sometimes lacking.





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***Priority Statement: Seniors should have access to affordable health and support services, as well as information on health and home care options.***

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**Strategies:**

- 8.1 Establish connections between the City and local health education providers such as Nevada State College, Touro University, and Roseman University of Health Sciences, in order to increase access to health information for our senior residents.
- 8.2 Reach out to hospitals and medical providers to provide access to services and information for low-income seniors.
- 8.3 Investigate programs for individual help navigating the health care system.
- 8.4 Explore opportunities to expand and collaborate with these local health educators on community health services such as health fairs, medical screenings, and reduced cost programs with training professionals.
- 8.5 Partner with faith based organizations in order to advertise community services and support options to a broader audience.
- 8.6 Increase community knowledge and awareness on chronic illness issues common to seniors such pain and medication management.

## Implementation Matrix

| Domain 1:<br>Outdoor Spaces<br>and Buildings  | Community<br>Partners   | Fiscal<br>Impact<br>(0, +, ++,<br>+++) | Metrics and<br>Responsible<br>Department  | Timeframe<br>Short term= 0-2<br>years<br>Mid term = 3-6 years |
|---|---|--|---|---|
| <b><i>Priority Statement: Our City's gathering spots should be safe and enjoyable, while being accessible to all.</i></b>   |   |  |   |   |
| <b>1.1 Continue our exemplary senior services and recreation centers and look at needs moving forward including future expansion of services to existing centers.</b> | COH Parks and Recreation, Planning, Residential and Commercial Developers, HCF (Henderson Community Foundation), AARP, Senior Citizen Advisory Commission | ++                                     | Parks and Recreation<br>1) Parks and Recreation annual survey.<br>2) Report on Master Plan.   | Mid term  |
| <b>1.2 Remain proactive in high growth and newly incorporated areas to ensure that the senior population is included in new parks and recreational areas.</b>         | COH Parks and Recreation, Planning, Residential and Commercial Developers, HCF, AARP, Senior Citizen Advisory Commission                                  | +++                                    | Parks and Recreation<br>1) Ensure that Parks and Recreation Master Plan is taking the current senior population and projected senior population into account. | Long term   |
| <b>1.3 Complete pedestrian connections and provide pedestrian access including the upkeep of maintenance for sidewalks and trails.</b>                                | COH Parks and Recreation, Traffic and Engineering, Planning, Code Enforcement, Neighborhood Services, Private HOA's, Parks Board                          | ++                                     | Community Development<br>1) Increase the overall City of Henderson walkability score.<br>2) Report on changes.  | Short term  |

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| Assess potential safety impediments caused by landscaping issues such as trees and proper root barriers.  |   |                                      |   |  |
| <b>1.4 Explore the co-locating of COH parks and recreation services near health services and hospitals.</b>   | COH Parks and Recreation, Planning, hospital partners, medical partners, AARP                         | +                                    | Parks and Recreation<br>1) Report on future co-location opportunities and include map (Parks and Recreation Master Plan). | Mid term   |
| <b>1.5 Preserve access to scholarships and subsidized services while continuing to expand parks and recreation services.</b>                                      | COH Parks and Recreation, HCF, Senior Auxiliary, Foundation for Assisting Seniors, education partners | +                                    | Parks and Recreation<br>1) Report on scholarship policy.  | Mid term   |
| <b>1.6 Provide universal accessibility in public buildings, sidewalks, and trails.</b>  | COH Parks and Recreation, Traffic and Engineering, Planning, private developers                       | ++                                   | Community Development<br>1) Annual audit.   | Short term   |
| <b>Domain 2: Transportation</b>   | <b>Community Partners</b>   | <b>Fiscal Impact (0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b>   | <b>Timeframe</b><br>Short term= 0-2 years<br>Mid term = 3-6 years<br>Long term= 7+ years |
| <b><i>Priority Statement: Our City should offer safe, accessible, convenient, reliable and timely transportation options with accessible points of entry.</i></b> |   |                                      |   |  |
| <b>2.1 Ensure a variety of transportation options are</b>   | COH Parks and Recreation, Traffic and Engineering,  | + - +++                              | Community Development<br>1) Increase Transit  | Long Term  |

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| <p><b>available and maintain a spectrum of affordable options for all.</b></p>  | <p>Redevelopment/<br/>Economic Development, Planning, RTC, LYFT/UBER, Non-profit transportation organizations, SNTC (paratransit), Foundation for Assisting Seniors</p>   |          | <p>Proximity Rate (% of dwelling units within ½ mile of transit stop).</p>   |                   |
| <p><b>2.2 Maximize involvement of volunteers to assist in providing transportation options.</b></p>   | <p>COH Parks and Recreation, Traffic and Engineering, Planning, AARP, Redevelopment/<br/>Economic Development, Planning, RTC, LYFT/UBER, Non-profit transportation organizations, SNTC (paratransit), Foundation for Assisting Seniors, Henderson Civic Organizations</p> | <p>+</p> | <p>Parks and Recreation<br/>1) Report on new ways to include volunteers in transportation options. Include metrics on recruitment of volunteers and number of rides.</p> | <p>Mid term</p>   |
| <p><b>2.3 Utilize neighborhood services already in existence and look for ways to combine neighborhood or private services with City or RTC services.</b></p> | <p>COH Parks and Recreation, Traffic and Engineering, Planning, Senior Citizen Advisory Commission</p>  | <p>+</p> | <p>Community Development<br/>1) Increase contacts with existing neighborhood transportation services to look for common alliances.</p>                                   | <p>Short term</p> |
| <p><b>2.4 Improve the advertisement of existing</b></p>   | <p>COH Parks and Recreation, Traffic and</p>  | <p>+</p> | <p>Parks and Recreation<br/>1) Increase opportunities</p>  | <p>Short term</p> |



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| <b>transportation services.</b>   | Engineering, Planning, student projects, SCAC, PIO's Office, Local Bike Advocate Organizations, RTC                  |  | to advertise including new methods outlines in this plan (ie. Senior Summit, phone bank, etc.).  |   |
| <b>2.5 Raise awareness of ride-sharing programs.</b>  | COH Planning, Traffic and Engineering, Parks and Recreation, Non-profit transportation organizations, RTC, LYFT/UBER | ++                                       | Parks and Recreation<br>1) Utilizing Parks and Recreation connections, increase number of ways the City is discussing or advertising this topic.                                   | Mid term  |
| <b>Domain 3: Housing</b>  | <b>Community Partners</b>  | <b>Fiscal Impact<br/>(0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b>  | <b>Timeframe<br/>Short term= 0-2 years<br/>Mid term = 3-6 years<br/>Long term= 7+ years</b> |
| <b><i>Priority Statement: Allow older residents the independence and quality of life to age comfortably and safely within their own community in the City of Henderson.</i></b>                 |  |  |  |   |
| <b>3.1 Explore options for different designs and styles of housing that maximize affordability and accessibility while providing lifestyle options that appeal to multiple ages and groups.</b> | COH Planning, Redevelopment and Economic Development, Building and Plans, private developers ,AARP, realtors, SNHBA  | +  | Community Development<br>1) Decrease the percentage of households spending 30% or more on housing.<br>2) Increase the number of different designs added to Development Guidelines. | Short term  |

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| <p><b>3.2 Continue to educate stakeholders, residents and community leaders of the benefits of a diverse range of housing types and the need for “missing middle housing: as described in detail in the Diverse Housing Options sidebar.</b></p> | <p>COH Planning, AARP, realtors, SNHBA</p>   | <p>+</p>  | <p>Community Development<br/>1) Ensure the Development Code allows for a range of “missing middle housing”.</p>   |                   |
| <p><b>3.3 Examine the current Development Code to ensure that the code allows for the development of new housing options.</b></p>  | <p>COH Planning, Building and Plans</p>  | <p>+</p>  | <p>Community Development<br/>1) Number of different designs added to Development Guidelines.<br/>2) Measure the number of development code changes to allow for more options.</p> | <p>Short term</p> |
| <p><b>3.4 Encourage that new residential construction and remodeling of existing housing meet universal and visitability standards.</b></p>  | <p>COH Planning, Building and Plans, private developers, AARP, SNHBA</p>             | <p>++</p> | <p>Community Development<br/>1) Measure the number of development code changes that either encourage or mandate.</p>  | <p>Long term</p>  |
| <p><b>3.5 Attract the development of more senior transitional housing options, including those called life plan retirement</b></p>   | <p>COH Planning, Economic Development, Neighborhood Services, private developers</p> | <p>++</p> | <p>Community Development<br/>1) Measure the number of new senior housing options developed in City.</p>   | <p>Mid term</p>   |

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| <p>communities, or those that include senior independent living as well as assisted and hospital/hospice care.</p>  |   |           |  |                 |
| <p><b>3.6 Expand services and the advertisement of existing services for home repair issues for seniors (including weatherization, lead, energy conversion, general repairs).</b></p> | <p>COH<br/>Neighborhood Services, Energy Companies, Utilities, Non-profits who help with repairs, SNHBA</p> | <p>++</p> | <p>Community Development<br/>1) Increase the number of ways that these issues are advertised within the City.</p>  | <p>Mid term</p> |
| <p><b>3.7 Encourage private entity, non-profits, and pro-bono/charity organizations to consider offering insurance and home warranty programs for low-income seniors.</b></p>         | <p>AARP, HELP of SN, HCF, SCAS</p>  | <p>+</p>  | <p>Community Development<br/>1) Increase the number of contacts made with these groups to offer such programs.</p> | <p>Mid term</p> |

| Domain 4:<br>Social<br>Participati<br>on | Community<br>Partners | Fiscal<br>Impact<br>(0, +, ++,<br>+++) | Metrics and<br>Responsible<br>Department | Timeframe<br>Short term= 0-2<br>years<br>Mid term = 3-6<br>years<br>Long term= 7+ years |
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***Priority Statement: Regardless of one’s age, citizens should be able to participate in leisure, social, cultural and spiritual activities in the community.***

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| <p><b>4.1 Continue highlighting multicultural events in COH lead programming.</b></p>   | <p>COH Events, Parks and Recreation, CCSD and education partners, higher education partners, PIO’s – Community Calendar, Henderson Historical Society, Henderson Library</p>     | <p>+</p>  | <p>Parks and Recreation<br/>1) Measure the number of multicultural events offered by the City.</p>                  | <p>Short term</p> |
| <p><b>4.2 Promote intergenerational events and classes in COH run recreation programs as well as partner organizations.</b></p> | <p>COH Parks and Recreation, COH Events, CCSD and Education partners, Higher Education partners, PIO’s – Community Calendar, Henderson Historical Society, Henderson Library</p> | <p>+</p>  | <p>Parks and Recreation<br/>1) Measure the number of intergenerational events and classes are offered annually.</p> | <p>Short term</p> |
| <p><b>4.3 Develop targeted programs, activities and outreach efforts for women and</b></p>                                      | <p>COH Parks and Recreation, Events, higher education partners, Henderson Library</p>  | <p>++</p> | <p>Community Development<br/>1) Measure the number of new efforts started for women and widows.</p>                 | <p>Mid term</p>   |

|  |   |                                      |   |  |
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| widows.  |   |                                      |   |  |
| <b>4.4 Consider partnerships with faith based organizations to develop grieving programs and other support groups for widows and widowers.</b>   | COH Parks and Recreation, faith organizations, state and county social services   | ++                                   | Community Development<br>1) Measure the number of contacts made.  | Mid term   |
| <b>Domain 5: Respect and Social Inclusion</b>  | <b>Community Partners</b>   | <b>Fiscal Impact (0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b>   | <b>Timeframe</b><br>Short term= 0-2 years<br>Mid term = 3-6 years<br>Long term= 7+ years |
| <b><i>Priority Statement: All citizens should have the opportunity to participate in the social, civic and economic life of the City of Henderson in order to feel respected and included.</i></b> |   |                                      |   |  |
| <b>5.1 Connect senior volunteers to K-12 schools and other providers of multigenerational and multicultural events such as</b>   | COH Parks and Recreation, Events, CCSD and Education partners, Higher Education partners, Communities and Chambers, PIO's | ++                                   | Parks and Recreation<br>1) Measure volunteer activities that contain a multigenerational or multicultural aspect. | Mid term   |

|   |  |           |   |                 |
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| <p><b>Reading Week, multigenerational center events and holiday programs.</b></p>   | <p>office – Community Calendar, Henderson Historical Society, Henderson Library, education non-profits,</p>  |           |   |                 |
| <p><b>5.2 Look for opportunities to provide senior mentor volunteering activities through CCSD, private and charter schools, CSN, NSC, Touro University and Roseman University, as well as COH recreation facilities.</b></p> | <p>COH Parks and Recreation, Events, CCSD and Education partners, Higher Education partners, Communities and Chamber, PIO's – Community Calendar, Henderson Historical Society, Henderson Library, education non-profits</p> | <p>++</p> | <p>Parks and Recreation<br/>1) Measure new volunteering activities achieved through partnerships.</p> | <p>Mid term</p> |
| <p><b>5.3 Rebuild or partner with an existing speakers program within the City to include a wider variety of subjects for seniors.</b></p>  | <p>COH – PIO's office, planning, AARP, Southern Nevada Strong, LV Global Economic Alliance (LVGEA), OLLI</p>   | <p>++</p> | <p>Community Development<br/>1) Measure whether a program has been built or partnered with.</p>       | <p>Mid term</p> |
| <p><b>5.4 Consider the unique needs and grieving support for widows and</b></p>   | <p>COH Parks and Recreation, Events, Community Development &amp;</p>   | <p>++</p> | <p>Community Development<br/>1) Report to Senior Advisory Commission on</p>                           | <p>Mid term</p> |

|   |   |  |                |  |
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| <b>widowers and additional outreach and encouragement that is needed in the initial stages of losing a spouse or partner.</b> | Services, Senior non-profits, Senior Citizens Advisory Commission |  | current state. |  |
|---|---|--|----------------|--|

|   |                           |                                      |   |   |
|---|---------------------------|--------------------------------------|---|---|
| <b>Domain 6:<br/>Civic Participation and Employment</b> | <b>Community Partners</b> | <b>Fiscal Impact (0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b> | <b>Timeframe<br/>Short term= 0-2 years<br/>Mid term = 3-6 years<br/>Long term= 7+ years</b> |
|---|---------------------------|--------------------------------------|---|---|

***Priority Statement: Older people in our City should be able to find employment or volunteer their skills if they choose to be involved.***

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| <b>6.1 Promote job boards as opportunities to connect seniors with existing businesses and economic activities and ensure these are provided online as well as through personal connections.</b> | COH Parks and Recreation, Economic Development, Neighborhood Services, Chamber, Faith Organizations, LVGEA | + | Community Development<br>1) Measure the number of job boards incorporated onto City’s website, senior centers. | Short term |
|--|--|---|--|------------|

|   |   |   |  |            |
|---|---|---|--|------------|
| <b>6.2 Encourage volunteer options for those who want to participate as well as to outreach organizations that could benefit from</b> | COH Parks and Recreation, Economic Development, Neighborhood Services | + | Parks and Recreation<br>1) Measure volunteer options provided by Parks and Recreation. | Short term |
|---|---|---|--|------------|

|  |   |  |   |   |
|--|---|--|---|---|
| volunteering activities.   |   |  |   |   |
| <b>6.3 Provide support for seniors wishing to offer services to mentor young business leaders or to provide help to other seniors with financial, legal, or other matters.</b>   | COH Parks and Recreation, Economic Development, Neighborhood Services, Local and State Bar Associations, Boyd school of Law, Local Business Associations, Chamber | ++                                       | Community Development<br>1) Report on feasibility.  | Mid term  |
| <b>Domain 7:<br/>Communication and Information</b>   | <b>Community Partners</b>   | <b>Fiscal Impact<br/>(0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b>   | <b>Timeframe<br/>Short term= 0-2 years<br/>Mid term = 3-6 years<br/>Long term= 7+ years</b> |
| <b><i>Priority Statement: Relevant information that is readily accessible to older people with varying capacities and resources is vital for staying connected with the community, staying healthy and meeting personal and financial needs.</i></b> |   |  |   |   |
| <b>7.1 Ensure that City of Henderson information that is relevant to seniors is available in all media types (COH website, social media, print, radio, TV, mail, Henderson Happenings, Valley News).</b>   | COH – all departments   | ++                                       | Community Development<br>1) Measure the number of media types used in Senior Centers, Recreational Programs, and Cultural and Arts Programming. | Short term  |



|  |   |           |  |                  |
|--|---|-----------|--|------------------|
| <p><b>7.2 Pursue the City's use of public station announcements and be more aggressive in finding opportunities to use free and low-cost options for City services.</b></p>  | <p>COH PIO's office</p>   | <p>+</p>  | <p>Community Development<br/>1) Research the feasibility.</p>  | <p>Mid term</p>  |
| <p><b>7.3 Begin a "Senior Summit" series, or other annual event, in partnership with other regional senior providers, in order to reach out to seniors in our City and provide timely and necessary information.</b></p> | <p>COH – all departments, non-profits, health and education partners</p>    | <p>++</p> | <p>Parks and Recreation<br/>1) Measure whether the event has taken place.</p>                                      | <p>Long term</p> |
| <p><b>7.4 Provide complete information on all issues – employment, health, social issues, available services, food services, activities when availability allows.</b></p>  | <p>COH – all departments, non-profits, health and education partners</p>    | <p>++</p> | <p>Parks and Recreation<br/>1) Measure the inclusion of this strategy into all information sharing activities.</p> | <p>Mid term</p>  |
| <p><b>7.5 Expand existing city information services being provided through current</b></p>   | <p>COH Parks and Recreation, non-profits, health and education partners</p> | <p>++</p> | <p>Parks and Recreation<br/>1) Measure the inclusion of this strategy into all information sharing activities.</p> | <p>Long term</p> |

|   |   |    |   |            |
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| recreation centers/ senior services to include more senior issues – employment, health, social and support services, food services, and other relevant senior topics. |   |    |   |            |
| <b>7.6 Look for opportunities to integrate existing services with County, State, and Federal services and other government programs.</b>                              | COH – all departments, non-profits, health and education partners | ++ | Parks and Recreation<br>1) Measure the inclusion of integration activities.       | Mid term   |
| <b>7.7 Consider starting a dedicated city phone number for senior services manned by a live individual to direct people to the information they need.</b>             | COH – all departments, non-profits, health and education partners | ++ | Parks and Recreation<br>1) Measure the feasibility.                               | Mid term   |
| <b>7.8 Ensure information is provided in Spanish as well as English for our Spanish speaking residents.</b>   | COH, Latin Chamber  | +  | Parks and Recreation<br>1) Measure the amount of information provided in Spanish. | Short term |
| <b>7.9 Partner with faith-based organizations to disseminate</b>  | COH – Parks and Recreation, Senior Centers                        | +  | Parks and Recreation<br>1) Measure the number of partnerships currently.          | Short term |

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| information that is of interest to seniors.                |                           |  |   |   |
| <b>Domain 8:<br/>Community Support and Health Services</b> | <b>Community Partners</b> | <b>Fiscal Impact<br/>(0, +, ++, +++)</b> | <b>Metrics and Responsible Department</b> | <b>Timeframe<br/>Short term= 0-2 years<br/>Mid term = 3-6 years<br/>Long term= 7+ years</b> |

***Priority Statement: Senior City residents should have access to affordable health and support services, as well as information on health and home care options.***

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| <b>8.1 Establish connections between the City and local health education providers such as Nevada State College, Touro University, and Roseman University of Health Sciences, in order to increase access to health information for our senior residents.</b> | COH Planning, Parks and Recreation, Economic Development, Health partners, Education partners,                   | +  | Community Development<br>1) Measure the number of new connections established. | Short term |
| <b>8.2 Reach out to hospitals and medical providers to provide access to services and information for low-income seniors.</b>   | COH Planning, Parks and Recreation, Economic Development, local non-profits, Health partners, Education partners | ++ | Community Development<br>1) Measure the number of connections made.            | Mid term   |

|  |  |    |  |            |
|--|--|----|--|------------|
| <b>8.3 Investigate programs for individual help navigating the health care system.</b>   | COH, Health partners, Education partners, non-profits, AARP  | ++ | Community Development<br>1) Prepare a report for the Senior Advisory Board.                                    | Mid term   |
| <b>8.4 Explore opportunities to expand and collaborate with these local health educators on community health services such as health fairs, medical screenings, and reduced cost programs with training professionals.</b> | COH Human Resources, Parks and Recreation, Economic Development, Education partners, Health Partners | ++ | Community Development<br>1) Measure the number of new collaborations established.                              | Mid term   |
| <b>8.5 Partner with faith based organizations in order to advertise community services and support options to a broader audience.</b>  | COH, Faith organizations, non-profits  | +  | Community Development<br>1) Measure the number of interfaith collaborations in advertising community services. | Short term |
| <b>8.6 Increase community knowledge and awareness on chronic illness issues common to seniors such pain and medication management.</b>   | COH Parks and Recreation, Faith organizations, non-profits, education partners, health partners      | ++ | Community Development<br>1) Measure the number of times this topic is mentioned in citywide services.          | Mid term   |

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