

GOAL 1: PROMOTE HOUSING, DEVELOPMENT PATTERNS AND COMMUNITY DESIGN FEATURES TO MAKE DENVER A LIVABLE COMMUNITY FOR PEOPLE OF ALL AGES AND ABILITIES, ESPECIALLY OUR ELDERS

Recommendation 1: Provide affordable, appropriate, accessible housing.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Promote and expand current programs that provide home modifications, home repairs, energy assistance, home chores/yard work, snow removal and other services that enable older adults to remain in their own homes.	X			
Provide incentives to landlords who incorporate universal design elements into rental property remodels.			X	
Remove zoning and building code barriers that inhibit innovative models of housing, such as Elder Cottage Housing Opportunities, accessory dwelling units, and house sharing.	X			
Remove zoning and building code barriers that inhibit the development of high density, mixed-use universally accessible neighborhoods.		X		
Provide incentives to developers of transit-oriented developments to include more housing stock that is affordable and universally accessible, rental and for sale.			X	
Partner Denver Office on Aging and Denver Office for People with Disabilities with local builders, architects, designers and city agencies to develop a standard for certification of a "Lifetime Home"- a universally designed home for people of all ages and abilities.	X			
Partner Denver Office on Aging and Denver Office for People with Disabilities with local builders, architects and designers to promote one or more "Denver Lifetime Homes" (single-family or multi-unit) in a Denver-based Parade of Homes.	X			
Provide property tax credits and/or other incentives to builders for building more universally designed homes.			X	
Partner Denver Office on Aging with local HUD officials, Denver Housing Authority and nonprofit organizations to proactively plan and build for future housing needs of a rapidly aging population, particularly service-enriched, independent living housing environments.	X			
Define and Implement universal design guidelines that are supported across the city agencies, including zoning, community planning and development, public works and building inspection.		X		

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Recommendation 1 (cont.): Provide affordable, appropriate, accessible housing.

Support universal design principles and accessibility as an inherent part of the design and planning of re-developments to avoid the need for “special construction” or devices.		X		
Consider how currently owned city/country properties, including schools, offices and historic buildings could be retrofitted as senior and/or affordable and accessible housing.			X	
Consider how infill/refill properties could provide senior and/or affordable and accessible housing.			X	

Recommendation 2: Adjust the physical environment for inclusiveness and accessibility.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Street furniture, traffic and direction signs, bollards, plants, trees, shop awnings and advertising signs can be potential obstructions, and therefore should either be placed outside the path of travel or should be easy to detect, and if possible, should be placed along one continuous line.		X		
Promote programs for builders, developers, architects, urban planners, etc., as continuing education on American Disability Act (ADA) compliance that includes sensitivity training and the difference between the spirit and the letter of the law with regards to ADA.		X		
Design parks, public buildings and other public spaces to maximize use and enhance the experience for all users, regardless of age or ability.		X		

Recommendation 3: Ensure accessible, affordable, reliable, safe transportation.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Increase publicity about existing specialized transportation services, such as RTD Access-a-Ride, RTD Cultural Connections (sightseeing and educational trips) and RTD Senior Ride/Saturday shopper.		X		
Improve access, convenience and safety of public transportation stops, for example, more covered benches and enclosed waiting areas.		X		

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Recommendation 3 (cont.): Ensure accessible, affordable, reliable, safe transportation.

Increase investment in conventional service as well as specialized transit, and improve transit services in targeted areas of high-growth residence areas for retirees.		X		
Establish a system of “senior escorts” for RTD and the light rail to assist elders getting on and off. This service would allow older adults to feel more secure and therefore utilize the public transportation system more. It would also provide an opportunity for older volunteers to partner in education and orienting their peers about the bus and/or light rail system.	X			
Provide transportation assistance to caregivers, such as resource link-up, ridesharing, support groups and respite options.		X		
Develop a ride-share “volunteer bank” initiative or tie into an existing one like the Independent Transportation Network.		X		
Distribute information about transportation services as part of hospital and medical office patient registration.		X		
Support pedestrian-oriented facilities and services.		X		
Enhance community walkability by providing complete streets, sidewalks, narrowed street crossings, manageable curb cuts, increased crosswalk signal timing, medians as midway stopping points, traffic-calming measures and pedestrian-friendly access to transit facilities.		X		

GOAL 2: PROMOTE HEALTHY BEHAVIORS AMONG OLDER RESIDENTS OF DENVER IN ORDER TO REDUCE THEIR RISK OF DISEASE AND DISABILITY, IMPROVE THEIR MENTAL AND PHYSICAL FUNCTIONING AND EMPOWER OLDER ADULTS TO STAY ACTIVE AND ENGAGED IN COMMUNITY LIFE

Recommendation 1: Increase physical activity.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Partner with professionals and organizations (e.g., YMCA, Denver Athletic Club, Parks & Rec) in the community who can serve as resources for information and assistance to programs and groups working in the area of aging and physical activity.	X			
Establish an easy-to-use visual rating system (e.g., Steamboat Springs, CO Aging Well program) that enables individuals to assess whether the physical activity is suitable for their ability.	X			
Coordinate culturally sensitive exercise programs.	X			
Increase access to places for physical activity (well-designed sidewalks, bike lanes/paths, walking trails and parks).	X			
Provide bike racks and flex time to allow for physical activity before or during the work day; create signs to encourage people to use the stairs instead o the elevator or escalator; support employee walking groups.			X	
Provide employee benefit packages that include coverage for physical activity, such as a gym membership.			X	
Use existing parks and recreation centers, community centers and senior centers to establish Senior Wellness Centers that feature programs such as tai chi, yoga, gentle yoga, fitness classes, Feldenkrais, support groups, nutrition classes, massage, foot care, and acupuncture.	X			
Coordinate “portable Senior Wellness Centers” to reach out to frail elders by bringing the most popular services to elder housing communities.		X		
Coordinate and market exercise programs designed to reduce and prevent falls by increasing strength and balance.		X		

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Recommendation 2: Promote affordable, nutritious food.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Provide nutrition education and cooking classes at outreach locations such as local schools, libraries, community centers, etc., that are tailored to different age and cultural groups.		X		
Provide healthy food and drink choices in vending machines and cafeterias.		X		
Promote community gardens for individuals as well as schools, congregate meal sites, etc., to provide fresh fruits and vegetables.		X		
Support innovative food assistance/nutrition programs, such as food cooperatives, meal packaging programs and community gardens.		X		
Train peer counselors and caregivers about oral disease prevention, provide fluoride varnish at clinics serving low-income seniors and provide assistance to seniors who need help accessing dental care (if you can't chew, you can't eat).			X	

Recommendation 3: Provide health information and outreach.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Train peer counselors to provide support and outreach to other seniors who face natural age-related issues, such as change of living arrangement, grief and loss, isolation, and illness.		X		
Provide booklets and information fact sheets on chronic diseases, mental health issues such as grief and loss, weight loss programs and other common conditions in doctor offices, pharmacies, congregate meal sites, faith-based organizations and other places seniors frequent.		X		
Use GIS technology to map high density senior housing and health facilities to better coordinate service delivery and identify gaps.	X			

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Recommendation 3 (cont.): Provide health information and outreach.

Partner with local hospitals, blood banks, laboratories and other public/private partners to provide mobile tests and screenings in high-density senior housing, meal sites and other locations.		X		
Partner with local community organizations, businesses and nonprofit organizations to host health fairs that feature health screening.		X		
Partner with community health to launch a social marketing campaign aimed at encouraging healthy behaviors (e.g., Five a Day).	X			

Recommendation 4: Educate local health care professionals about senior health issues.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Disseminate information on physical activity guidelines and best-practices to the medical community.		X		
Develop partnerships between medical professionals and the community to facilitate patient referrals to local physical activity resources.		X		
Develop resources for clinicians to use in making personalized physical activity recommendations/prescriptions for their patients.		X		

Recommendation 5: Promote opportunities for lifelong learning, creativity and social engagement.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Ensure equal access to senior audit programs at colleges and universities.		X		
Sponsor book clubs and salons at local libraries, cafes and bookstores.		X		
Provide incentives to regional arts organizations, state arts agencies and local arts agencies to expand the definition of arts education beyond K-12 to lifelong learning.		X		
Support and partner with nonprofit organizations and other public/private partnerships to enable frail and low-income elders access to arts, cultural and educational opportunities (e.g., Circle of Care Project in Boulder, CO).	X			

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Recommendation 5 (cont.): Promote opportunities for lifelong learning, creativity and social engagement.

Collaborate with K-12, higher education and community organizations to develop a mentorship program between older artists and students.	X			
Provide grants to local libraries to purchase educational materials geared to older adult learners. Items such as Bi-Folkal Kits, designed for reminiscence programming with older adults, can be adapted to serve audiences with very diverse skills, educational levels and educational goals, but can be expensive if each senior center, nursing home, retirement community and library attempts to purchase them.		X		
Invest directly in programs and leverage other private and public dollars to advance access to the arts for older Americans.		X		

GOAL 3: ADDRESS WORKFORCE CHALLENGES BY SUPPORTING A VARIETY OF INNOVATIVE STRATEGIES TO ENCOURAGE EMPLOYERS TO RETAIN, RETRAIN AND HIRE OLDER WORKERS, AS WELL AS INCENTIVES TO ENTICE OLDER EMPLOYEES TO REMAIN LONGER IN THE WORKFORCE

Recommendation 1: Take stock of employee profile.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Develop awareness of who will be retiring in the next five or ten years.	X			
Develop awareness of the larger demographics within a given field (for example, urban planners, civil engineers and attorneys).	X			

Recommendation 2: Work toward age diversification.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Strive for age diversity, as well as racial, ethnic and gender diversity.		X		
Endeavor for a range of ages across positions.		X		

Recommendation 3: Establish mentoring relationships.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Pair senior managers with junior employees, so each can mentor the other in different areas.		X		

Recommendation 4: Develop systems of knowledge transfer.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Develop strategies to harvest the vast amount of professional experience, knowledge and wisdom that older employees near retirement carry.		X		
Foster ways to capture organizational history and key relationships inside and outside the company, such as databases, manuals, books and reports that employees can individually study.		X		
Encourage communities of practice and detailed interviewing to benefit from more experienced employees.		X		

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Recommendation 5: Create alternative work arrangements.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Offer flexible work arrangements such as part-time hours, telecommuting, job sharing and seasonal schedules.		X		

Recommendation 6: Develop a plan for phased retirement.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Gradually reduce employee work hours as they approach retirement without jeopardizing pensions or benefits.		X		
Create emeritus positions between full employment and retirement.		X		

Recommendation 7: Provide opportunities for career development and advancement.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Provide opportunities for employees to improve job skills and advance within an organization.		X		
Encourage on-and-off site One-Stop Career Centers which provide a variety of employee services such as onsite training, retirement planning seminars, internal-mobility counseling and career-mapping tools.		X		

Recommendation 8: Target benefits to an older population.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Provide unique benefits to attract and retain valuable older workers, such as grandparent leave or other time off to care for dependents beyond that required by the Family and Medical Leave Act (FMLA), 401(k) "catch-up" contributions, dependent-care spending accounts focused on eldercare, long-term care insurance and retirement pensions in a lump sum.		X		

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Recommendation 9: Formulate new recruitment strategies to reach midlife and older workers.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Reward current employees for helping to secure/recruit new employees.		X		
Tap into user groups, professional associations and trade shows.		X		

Recommendation 10: Redesign the health and safety.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Think of “the easier way” to accommodate physical changes that occur as people age (most people tend to lose muscle mass and flexibility-a 15-20 percent decrease in strength by age 60 is common).		X		
Increase direct lighting- a 60-year-old employee requires eight times the amount of light to see as clearly as a 20-year-old.		X		
Reduce background noise.		X		
Install nonskid flooring.		X		
Incorporate universal design features such as multiple-height countertops and levered-door handles.		X		
Provide information sessions and training programs that can help prevent age-related conditions such as carpal tunnel syndrome, back injuries and tendonitis.		X		
Promote healthy choices and disease prevention strategies to City employees. This could include providing incentives to stay healthy: free weight watchers classes, time for physical activity during the work day, additional breaks, and opportunities to join in prevention classes.		X		X

GOAL 4: EDUCATE THE PUBLIC ABOUT PLANNING FOR RETIREMENT AND LATE LIFE ISSUES, INCLUDING FINANCIAL, LONG-TERM, HEALTHCARE, LEGAL, END-OF-LIFE, PERSONAL, AND OTHER IMPORTANT MATTERS

Recommendation 1: Provide education, opportunities and incentives for all employees to save for retirement.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Educate employees about the market and investing in stock and bonds by starting an office investment club.		X		
Tie in key anniversaries of service with a bonus for retirement funds and a free review of retirement plan.			X	
Design and advertise retirement plans that are sensitive to different ages, cultures and ethnicities (segment the market- one size does not fit all).			X	
Teach employees how to “find” money to save (e.g., eat out less often, buy in bulk, clip coupons, pack a lunch).		X		
Automate saving and investments via payroll direct deposit and electronic banking.		X		

Recommendation 2: Provide opportunities to learn about life planning and retirement planning as it relates to housing, lifestyle, health, relationships and volunteer and civic engagement opportunities.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Host a lifelong planning and retirement fair.		X		
Sponsor retirement planning clubs.		X		
Provide a resource room for retirement and lifetime planning.		X		
Sponsor retirement and lifetime planning workshops.		X		
Offer a one-year “countdown to retirement” calendar that includes important dates, to-do list, etc.		X		
Conduct a field trip to various types of senior living environments.		X		
Offer a class on Medicare and supplemental health coverage.		X		
Provide a life and retirement planning book tailored to city employees.		X		
Provide a class about relationships and identity issues after retirement.		X		

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Recommendation 2 (contd.): Provide opportunities to learn about life planning and retirement planning as it relates to housing, lifestyle, health, relationships and volunteer and civic engagement opportunities.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Write a regular column on retirement planning for Insight.		X		
Provide a class on sustainable, simpler and less-expensive lifestyles.			X	
Provide information and workshops on the new retirement volunteer opportunities and civic engagement initiatives.	X			
Form a new volunteer program/civic engagement initiative comprised of retired Denver employees.		X		
Establish credit of voucher programs that cover the transportation costs of seniors who volunteer.		X		
Develop a Denver needs and assets inventory to match the skills and talents of residents with programs that need help to better serve the community.	X			
Foster “aging in community” neighbor networks, such as Community without Walls, Inc., and Neighbors Helping Neighbors.	X			

Recommendation 3: Provide opportunities to learn about legal and financial planning.

Action Step	Lead Efforts	Support Efforts	Drop Recommendation	Add Recommendation
Provide a class on how to calculate financially what an employee will need to retire for a given lifestyle.		X		
Offer a class on how to “catch up” financially for retirement.		X		
Provide a class on how to monitor or create a financial portfolio.		X		
Provide a financial planning book tailored to city employees.		X		
Provide workshops on how to pay off debt.		X		
Offer seminars in starting a small business.		X		
Provide a workshop on how to make the most of an inheritance.		X		