



City of Lancaster Pennsylvania

Age-Friendly Action Plan

December 2021

Submitted by:

City Of Lancaster

Prepared by the Age-Friendly Lancaster City Leadership Team:

City of Lancaster

Landis Communities

Lancaster Downtowners

Age2Age Consulting

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Mr. William Armbruster

Senior Advisor, AARP Livable Communities

Dear Mr. Armbruster,

On behalf of the City of Lancaster, I am excited to present to AARP the Age-Friendly Lancaster City Action Plan. The City of Lancaster is a vibrant and welcoming community for residents of all backgrounds and generations; home to over 59,000 people, nearly 10% of whom are over the age of 65. With the knowledge that our population of older residents will continue to increase, our Age-Friendly Lancaster City Action Plan outlines collaborative opportunities for Lancaster to build an even stronger inter-generational community and ensure that we are meeting the needs and desires of all of our citizens.

This plan represents an approach unique to our community, and I extend particular thanks to the leadership of Landis Communities and the Lancaster Downtowners, who led this process alongside the City of Lancaster. As part of Age-Friendly Lancaster City's approach, we are aligning this plan with the City of Lancaster's Comprehensive Planning process and look forward to continued engagement.

We are looking forward to participating in information exchange with municipalities around the world to learn and share our experiences building resources required for older residents to remain integrated in our community, and to collaborating with community partners on the local level. I am especially grateful for the leadership of the Lancaster County Office of Aging, Lancaster Recreation Commission, and United Way of Lancaster County for their leadership moving forward within our Age-Friendly Action Teams.

We are excited to move forward within AARP's network of Age-Friendly Cities and Communities and work towards making our city more livable and accessible to all. It is with enthusiasm that I endorse this effort and acknowledge the strong support of our City departments, non-profit agencies, businesses, community groups and individual citizens as we submit our Age-Friendly Action Plan.

Sincerely,

A handwritten signature in black ink that reads "Danene Sorace". The signature is written in a cursive, flowing style.

Danene Sorace
Mayor of the City of Lancaster

We Gratefully Acknowledge the Perspective and Expertise Contributed by the Lancaster City Age-Friendly Advisory Committee



July 28, 2021 Photo Courtesy Age2Age

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		Kevin Ressler	United Way of Lancaster County
		Cindi Sawicki	Willow Valley Communities

**Members Not Pictured*

Executive Summary

Age-Friendly Lancaster City is an opportunity to bring people of all ages together to rethink our neighborhoods and take action to make them more inclusive and respectful of every generation. By aligning with the World Health Organization's (WHO) Age-Friendly Cities and Communities' Framework, Lancaster is joining forward focused cities across the United States and around the world.

In the next two decades, the number of residents ages 65 and older in Lancaster will increase dramatically. Meeting the needs of an older population certainly comes with challenges, but as more of our residents live longer, it means our region has a new, growing resource—people with buying power, career expertise, lived experience, and diverse skills and interests.

By joining the Age-Friendly Network, the city committed to WHO's 5-year Cycle of Continual Improvement.

Thanks to the generous support from the City of Lancaster, Landis Communities, and the Lancaster Downtowners, Age2Age Consulting has been engaged to guide our action planning process.

Lancaster City's Age-Friendly Action Plan was established through a variety of community engagement opportunities, building upon one another, to culminate in the meaningful, achievable actions included in this plan.

Lancaster appreciated the guidance from AARP's Livable Communities team to focus our Age-Friendly plan to best fit our deepest needs with available resources. Through our early planning process, three priority areas were identified, each touching on one or more of the domains.

With the onset of the COVID-19 pandemic, Age-Friendly Lancaster City began to simultaneously plan and implement relevant responses within the priorities already identified. A collaborative COVID-19 Needs Survey was disseminated by four organizations in April 2020 to determine gaps. One of the significant findings was concern about social isolation and mental health in respondents ages 60+. As a response, Age-Friendly Lancaster City developed and facilitated ZTutors, a virtual reading program that connected isolated older adults with elementary students via Zoom. Volunteers and students had regular, purpose-filled interactions during a time when education and community support were interrupted.

In 2021 the City of Lancaster began a new Comprehensive Planning process, which will involve multiple WHO domains. We took this opportunity to combine the Age-Friendly Action Planning with the City's overall comprehensive plan, and specifically will be focusing on interweaving the Age-Friendly lens into Housing and Outdoor Spaces & Buildings. During this process, community stakeholders identified 13 projects for consideration in those domains and others, categorized into the three priorities already identified. The Age-Friendly Advisory Committee, representing over 40 Lancaster City organizations, workshopped these 13 projects. The four projects that garnered the most cross-sector support became Lancaster City's Action Plan Projects:

Lancaster City Age-Friendly 4 Action Plan Projects in 3 Priority Areas

<i>Age-Friendly Domains</i>	4 Action Plan Projects in 3 Priority Areas
<ul style="list-style-type: none"> • <i>Communication & Information</i> • <i>Community Support & Health Services</i> • <i>Transportation</i> 	<p>Access to Services Priority</p> <p>1. Communication Coordination & Outreach</p>
<ul style="list-style-type: none"> • <i>Social Participation</i> • <i>Respect & Social Inclusion</i> • <i>Civic Participation & Employment</i> 	<p>Purpose & Meaning Priority</p> <p>2. Promoting Intergenerational Connection</p>
<ul style="list-style-type: none"> • <i>Housing</i> • <i>Outdoor Spaces & Buildings</i> 	<p>Housing & Public Spaces Priority</p> <p>3. Housing Creation and Preservation</p> <p>4. Vision Zero & Public Space Design</p>

Age-Friendly Lancaster city connects people and possibilities to ensure city residents can continue to live in healthy homes and neighborhoods as they age. This initiative builds on what Lancaster already does well for older adults and will continue to make Lancaster an attractive place for all ages to thrive.

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Community Profile:

While outsiders may first think of bucolic farmland when considering Lancaster County, Pennsylvania, the City of Lancaster, nestled in the center of that county, is a compact and bustling urban center that has steadily been gaining attention. With a network of diverse neighborhoods centered around a growing arts, food, and business scene, the City of Lancaster is becoming a popular destination for people seeking a walkable, lively lifestyle.

Demographics

According to the Lancaster County Office of Aging's Four Year Area Plan, in Lancaster County the proportion of individuals over 60 years old has been rising gradually for 15 or more years, and will continue to do so through 2060, due in part largely to the aging baby boomer population.

Lancaster City, ranking eighth in population among the cities of Pennsylvania, has a population of 58,981 people, as of the 2020 census; 9.8% of residents are ages 65+. According to Lancaster City Alliance, there were 22,409 households, with an average of 2.54 persons per household, and 12,162 families residing in the city. The racial makeup of Lancaster is 59.8% White, 38.3% Hispanic or Latino, 17.2% African American, 4.4% Asian, 0.2% Native American, 0.1% Pacific Islander, and 6.7% from two or more races. The estimated per capita income in 2019 was \$23,309; 39.2% of housing is rented and the remaining 60.8% is owned housing.

Lancaster resettles around 300 refugees per year and takes in 20 times more refugees per capita than the rest of the United States. Also called America's refugee capital, Lancaster received the status of a Certified Welcoming city in 2019. Lancaster has a multitude of resources and partners in the certification that contributes to its success in the large number of refugees resettled in the city. Local organizations partner with Church World Service to provide health care, education, English tutoring, and job training for the refugees. Additionally, the history of Lancaster plays a huge part in the resettlement of refugees, as the value of welcoming people in the need of new homes has remained through time.

History

Located in the southeast corner of Pennsylvania with the mighty Susquehanna River to its west, Lancaster is one of the oldest inland cities in the United States. Originally known as "Hickory Town", the first to settle in the area in 1709 were German immigrants, known as Pennsylvania Dutch. Native John Wright renamed the city to Lancaster after the English city of Lancaster, where he had previously lived. The city's symbol of the red rose also comes from Lancaster, England. Lancaster was laid out by James Hamilton and incorporated as a borough in 1742 and later as a city in 1818. Lancaster was an important munitions center during the Revolutionary War. On September 27, 1777, Lancaster was Nation Capital of the American colonies for a day

after the Continental Congress fled Philadelphia, which had been captured by British forces. From 1799 to 1812, Lancaster was the capital of Pennsylvania.

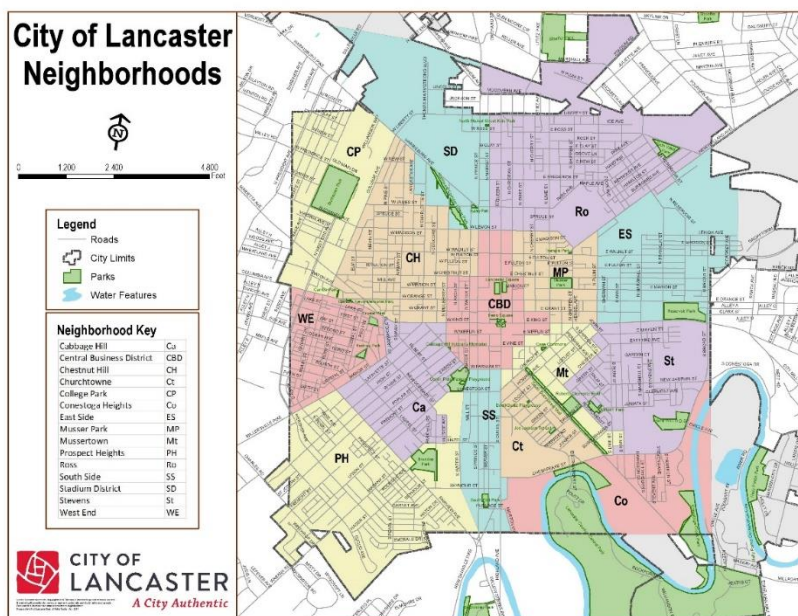
Today, Lancaster is a lively community with a never-ending list of places to explore, shops to browse, food to taste, and historic places to visit. With over 300 merchants, services, restaurants, and cultural attractions, there is a wide variety of splendors to tour in the historic city.

Asset Inventory

Demographic trends and historical frameworks are the foundation of the community-based assets in the City of Lancaster that support its growth and the well-being of residents. Lancaster has four colleges, the nation's 22nd busiest Amtrak station, and America's oldest continuously operating municipally owned farmer's market; there is never a shortage of attractions within the city. With 23.3% of the city under 18 years and 9.8% of the city 65 years or older, the city offers a variety of programs and services to accommodate the wide spread of community members. Following is a sampling of characteristics, organizations, and recognitions that have directly or indirectly supported the formation of the Age-Friendly Lancaster City Action Plan.

U.S. News and World Report Best Places to Retire: In its 2020-21 Best Places to Retire list, U.S. News and World Report ranked Lancaster number five among the best places to retire in the United States. Lancaster has been in the Top Five for several years, including reaching the number one ranking in 2019. This ranking is based on an overall retirement score calculated on six indexes: housing affordability, happiness, desirability, retiree taxes, job market, and health care quality. Lancaster's overall retirement score is a 7.4/10.

According to the **AARP Livability Index**, Lancaster has a Livability Score of 57 out of 100. This is determined by averaging the scores from seven livability categories: housing - score 68, neighborhood - score 59, transportation - score 73, environment - score 41, health - score 53, engagement - score 54, and opportunity - score 53. Lancaster has an average walk score of 81 with 59,322 residents and is somewhat bikeable, with a bike score of 59. The most walkable neighborhoods in Lancaster are Lancaster Central Business District, Musser Park, and Chestnut Hill.



Vision Zero Action Plan: In 2020, Lancaster adopted the Vision Zero Action Plan that joined cities across the world in efforts of eliminating traffic-related deaths and serious injuries. It is planned to achieve this goal by 2030 which will make living in the city less dangerous and more enjoyable.

The **Neighborhood Leaders Academy** is a six-week training and grant program that empowers community leaders and allows them to plan projects for the city. The participating residents imagine, develop, test, and realize projects that celebrate the community as well as make life better for all people with positive outcomes.

The Lancaster Downtown Investment District Authority (DID) has made a positive impact on the community and its living conditions. Property owners, civic leaders, and area businesses support DID programs to ensure downtown Lancaster is safe, clean, attractive, and vital. Another organization that is dedicated to making downtown Lancaster beautiful every season is **Lancaster's Economic Action for Downtown's Success (LEADS)**. The mission of this volunteer non-profit is to make the city downtown an attractive place through beautification initiatives that will draw in visitors, residents, and businesses.

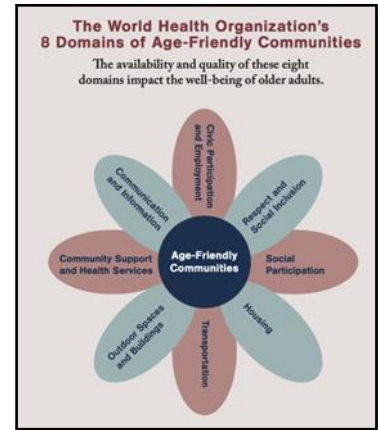
The **Lancaster LGBTQ+ Coalition** is also an organization focused on building a supportive community within the city and is committed to creating opportunities for LGBTQQIA+ individuals, creating a more inclusive Lancaster County, and connecting to all populations within the city.

In addition to all the city organizations and resources, Lancaster has multiple college campuses spread throughout the city. **Franklin and Marshall, Millersville University, Lancaster Theological Seminary, Pennsylvania College of Art & Design, Thaddeus Stevens College of Technology**, and other campuses in the city all have programs that connect the schools' students, faculty, and staff to the community through internships, volunteer and job opportunities.

With a particular focus on the large older population, **Lancaster Downtowners** is a village-model non-profit that supports the independence, learning, and social connection of the elderly population to the community of Lancaster. The members within the organization provide seniors with access to services and social networks that work to enhance the quality of life while encouraging independent living for seniors. Programs and organizations such as these are what keep the lively community of Lancaster a welcoming and intriguing place to live, work, and enjoy.

History of Age-Friendly Work in Lancaster

In 2016, sixteen members of Lancaster Area Senior Services (LASS) – all CEO’s of Lancaster County retirement communities – collaborated to engage Age2Age Consulting to introduce the Age-Friendly Program to the City and County of Lancaster. They recognized the relevance and importance of WHO’s Eight Domains of an Age-Friendly Community, and they knew that the collaborative aspects of the program were a natural fit for Lancaster. Throughout the Spring and Summer of 2018, the LASS Age-Friendly Task Force conducted informational meetings throughout the County. Each of the cross-sector leaders recognized the value of the initiative, but no Lancaster County organization had the bandwidth to be the champion.



As soon as the concept was presented to Lancaster City’s Mayor, Danene Sorace, she brought the opportunity to her executive team and then to the City Council. On October 9, 2018, a resolution was unanimously adopted by the Lancaster City Council endorsing the City’s application to join the World Health Organization’s (WHO) Global Network of Age-Friendly Cities and Communities. And, in December, the City’s application was approved enrolling Lancaster City in WHO’s Global Network of Age-Friendly Cities and Communities, becoming the 313th member of the National AARP Network of Age-Friendly Cities and States. By joining the Age-Friendly Network, the City committed to WHO’s 5-year Cycle of Continual Improvement.

Planning began with a Discovery Phase in 2019. Though COVID-19 disrupted planning in 2020, rapid response Age-Friendly implementation included a housing symposium, the launch of an intergenerational reading program, and a virtual Age-Friendly Lancaster Summit that drew over 90 attendees. Planning resumed in 2021 with the development of the Age-Friendly Advisory Committee and the draft of this Action Plan. With the accommodation of extensions to complete the written plan, Age-Friendly Lancaster City has continued its 5-year Process of Continual Process Improvement plan by interspersing the planning with implementing.

How the Plan Was Developed

2019 Planning – Year One: Discovery Phase – Collecting Information and Identifying Priorities

Experience around the world has demonstrated that “Age-Friendly” is a magnet that attracts the right people, businesses and organizations. This proved true here, and in Lancaster tradition, planning for Age-Friendly Lancaster City began with a collaborative partnership. The “Launch Team” was comprised of:

- Danene Sorace, Mayor, City of Lancaster

- Melissa Ressler, Executive Director, Lancaster Downtowners
- Evon Bergey, Vice-President of Community Initiatives, Landis Communities
- Chris Kennedy, Advisor, Age2Age Consulting

Since the Age-Friendly Program was brand new to Lancaster City, the Launch Team needed to explore where and how it fit into the fabric of this community. If the right people and organizations were to be attracted to launch the program, they needed the opportunity to look at their community and organizations through the “Age-Friendly Lens.”

Over a six-month period, we conducted more formal information interviews and engaged in several additional conversations. Every conversation endorsed the Age-Friendly concept and each person welcomed the opportunity to participate in a collaborative meeting to keep the conversation growing. These conversations, detailed in the Discovery Report and summarized below, played a key role in gathering ideas, building momentum, and opening new directions for the initiative.

Information Interviews: The Launch Team developed a list of the “Top Ten” Organizations to initially include in our Age-Friendly Lancaster City Exploration. Within three months, we held in-depth information interviews to introduce the Age-Friendly program and explore the intersection of this initiative with the missions and values of ten key stakeholder organizations. These one-on-one conversations each added new facets that encouraged and expanded our exploration.

Millersville University Environmental Scan: The Social Work Faculty from Millersville University were inspired by the spark of “Age-Friendly.” They embarked on a bold endeavor to engage their students, in collaboration with the Geography Department, to conduct and map an environmental scan. This detailed report identified social services and population data, with a particular focus on access for older people. This process identified that Lancaster is rich with resources, and gaps exist in accessing those services due to transportation, accessibility, and awareness.

2019 Age-Friendly Summit: In collaboration with the City of Lancaster, Landis Communities, the United Way of Lancaster County and the Lancaster Downtowners, Age2Age produced the Age-Friendly Lancaster Summit on June 12, 2019. This key stakeholder workshop used human-centered-design to gather ideas towards a vision and values for Age-Friendly Lancaster.

After learning about WHO’s 8 Age-Friendly Domains and some of the impacts and opportunities that our aging demographics present, participants engaged in facilitated dialogue, sharing what they found surprising, what things seemed important to their respective organizations, and suggesting ways that Lancaster might consider becoming more Age-Friendly.

These “Insights and Observations” contributed by participants were synthesized into these three priority areas:

1. Access to Services
2. Purpose & Meaning in Later Life
3. Housing

Each of these priority areas touched on one or more of the Age-Friendly Domains, as depicted in Figure 1.

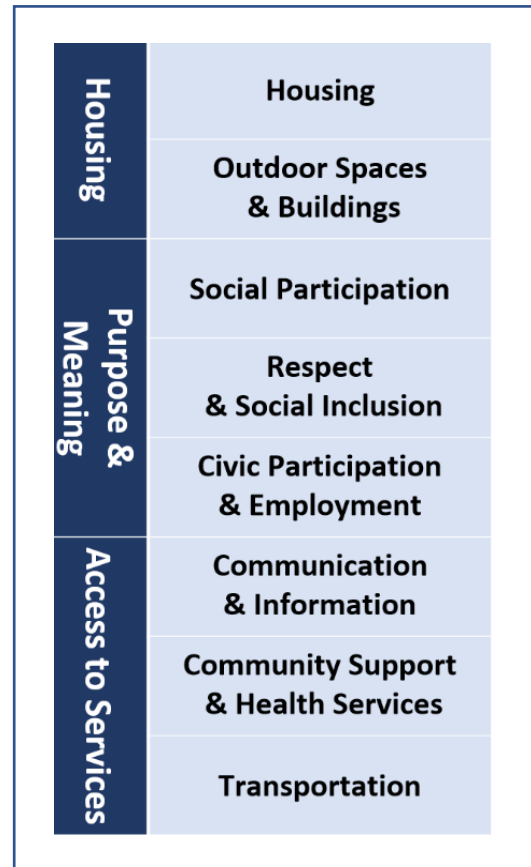


Figure 1

2020 Planning Year Two: Developing the Mission Statement, Adjusting to COVID-19 Realities, & Implementing Age-Friendly Projects

Having established the priority areas, the City didn’t want to wait to begin! In January of 2020, Age-Friendly Lancaster City hosted a Housing Symposium and began holding Focus Groups to develop the Mission Statement for Age-Friendly Lancaster City.... And then... along came COVID.

Housing Symposium: To garner cross-discipline support and explore opportunities related to a potential Age-Friendly Housing Program, the Leadership Team hosted a seminar in January 2020 titled “Healthy Rowhouse Project: An Innovative, Microlending Approach to Affordable Housing.” Leaders from Lancaster’s financial industry, housing industry, and older adults attended the seminar, facilitated by Karen Black - who brought expertise from such programs in Philadelphia and other cities with historic infrastructure. Follow-up conversations with stakeholders were conducted by Mayor Danene Sorace.

Mission Statement Focus Group:

In February 2020, residents ages 50+ were invited to a Mission and Vision Workshop. During this meeting, nine participants reviewed the information gathered during Lancaster's Discovery phase, evaluated other Age-Friendly communities' mission and vision statements, and identified key words and phrases that best define the City of Lancaster's aspirations. These findings were collected and synthesized by the Age-Friendly Leadership team and developed into the Mission Statement and methods below.



MISSION STATEMENT

Age-Friendly Lancaster City connects generations, organizations and resources to enhance the lives of older adults and ensure an inclusive community where all ages flourish.

Age-Friendly Lancaster City connects people and possibilities to ensure city residents can continue to live in healthy homes and neighborhoods as they age. This initiative builds on what Lancaster already does well for older adults, and will continue to make Lancaster an attractive place for all ages to thrive.

We do this by:

- Collecting Information
- Convening Conversations
- Collaborating with organizations and citizen leadership
- Planning and Piloting
- Leveraging programs and funding sources

In March 2020, Age-Friendly Lancaster City reacted to the reality of the COVID-19 pandemic by suspending formal planning and moving into action to identify and respond to emerging needs that fit the established priorities and mission of the initiative.

COVID-19 Pandemic Survey: With the onset of the COVID-19 pandemic, Age-Friendly Lancaster City planning pivoted to incorporate immediate response alongside long-term planning. A digital and mailed survey was disseminated by United Way of Lancaster County, Meals on Wheels of Lancaster, Lancaster County Office of Aging, Lancaster Downtowners, and other partners of Age-Friendly Lancaster City in May of 2020. The survey garnered 167

responses from older residents in the community. The majority of respondents had access to food, access to housing, no significant change in income due to the pandemic, and access to necessary personal protective equipment. Survey results indicated that the highest priority during that phase of the pandemic was mental health; 64% of respondents reported increased depression or anxiety.

Piloting a Response: ZTutors

Alongside the establishment of the Mission Statement, Age-Friendly Lancaster City (AFLCity) defined operations of the initiative in our community, with activities falling within the scope of: Collecting Information, Convening Conversations, Collaborating with organizations and citizen leadership, Planning and Piloting, and Leveraging programs and funding sources. Age-Friendly Lancaster City tested this model in response to the findings of the COVID-19 Survey.

Funded by two separate grants from the LancasterCARES fund (a rapid response fund facilitated by the Lancaster County Community Foundation and the United Way of Lancaster County), AFLCity launched ZTutors. ZTutors is an intergenerational program that virtually connects older volunteers with School District of Lancaster elementary students to provide regular, 1:1 reading support. The program provided an opportunity for elders and youngers, who were all isolated from their typical school and community-based settings due to the pandemic, to come together on a weekly basis and enjoy the mutual benefit of intergenerational support. The program grew throughout the year as a pilot, and in 2021 transitioned to a permanent home within the Lancaster Partnership for Learning Equity.



2020 Age-Friendly Summit 2: In December 2020 over 90 stakeholders - including community leaders, government representatives, and older residents - participated in the virtual Age-Friendly Lancaster Summit, again hosted by the United Way of Lancaster County and facilitated by Age-Friendly Lancaster City. Participants heard updates from the year, and engaged in facilitated breakout room discussions based on the priority areas identified throughout the Discovery and Planning Process. These breakout discussions provided cross-sector connections for participants galvanized by a specific area, and further explored collaborative initiatives and cheerleaders for the developing Age-Friendly Lancaster City Action Plan.

2021 Planning Year Three: Resume Planning, Building the Advisory Committee, and Leveraging New Partnerships

With the complications of COVID-19 under consideration, and the emerging needs response facilitated by the Age-Friendly Lancaster City Leadership Team, an extension on submitting the Action Plan was requested from and granted by AARP, to extend planning into 2021. This timing also allowed for the alignment of Age-Friendly planning with the City of Lancaster's Comprehensive planning process.

City of Lancaster’s Comprehensive Plan:

As the Age-Friendly Leadership Team engaged to write the plan in 2021, the City of Lancaster was also embarking on the process of updating the city’s comprehensive plan, last written in 1993. The comprehensive plan is a wide-ranging set of goals and standards on which future land-use rules and infrastructure projects will be based – today’s blueprint for what Lancaster city will look like in 2040. The planning process will include forming five advisory committees with different community stakeholders, a Comprehensive Plan committee of 18 residents with varying backgrounds and perspectives, conducting online surveys, holding “pop-up engagement” events in various outdoor locations in the city and attending meetings of civic groups and local organizations to get feedback.

The City of Lancaster will incorporate the Age-Friendly Action Plan and process into the vision and final blueprint of the Comprehensive Plan. In particular, the Housing Priority will fall under the purview of the City of Lancaster, and will be expanded as the Comprehensive Plan comes together through 2023. Additionally, it was during this time that our Housing Priority was expanded to become “Housing and Outdoor Spaces”; this incorporated the City of Lancaster’s Vision Zero goals into the identified priorities as an important contribution to the overall well-being, health, and safety of residents of all ages.

City of Lancaster Online Engage Platform:

In 2021, the City of Lancaster utilized the online platform Engage to survey Community Priorities of participating constituents. The options were congruent with possible target areas for Community Development Block Grant funds. Within this survey, housing was identified as a priority for all ages, with emphasis on the following focuses:

1. Maintain affordable, good quality housing
2. Increase affordable housing opportunities
3. Promote Neighborhood Quality of Life

This survey further informed and reinforced the Projects and Strategies identified in the Housing Priority Action Plan.

Age-Friendly Advisory Committee:

Building the Age-Friendly Advisory Committee (AFAC) began early in 2021.

Older people, and community stakeholders from various sectors, including those outside traditional aging service providers, were invited to join and are recognized in the acknowledgments.

The AFAC met virtually in June 2021 to review the Action Plan process, learn the summarized findings thus far, and initiate discussions on goals and projects to address within the identified priority areas. Following the introductory meeting, AFAC members responded to a series of weekly inquiries that invited additional input on: additional opportunities and challenges; ongoing projects in their organizations that impact or could be elevated to impact the priority

areas; additional perspectives and persons to include in the process. From these inquiries and previously distilled information, the AFLCity Leadership Team identified thirteen possible Projects spanning the Priority Areas, included in the following chart.

Age-Friendly Lancaster City 13 Proposed Projects in 3 Priority Areas

Age-Friendly Domains	13 Priority Area Projects Workshopped by Age-Friendly Advisory Committee, July 28, 2021
<ul style="list-style-type: none"> • Communication & Information • Community Support & Health Services • Transportation 	Access to Services Priority
	1. Age-Friendly Health Systems
	2. Alternative Transportation Modes
	3. Communication Coordination
	4. Communication Outreach
<ul style="list-style-type: none"> • Social Participation • Respect & Social Inclusion • Civic Participation & Employment 	Purpose & Meaning Priority
	1. Addressing Ageism
	2. Employers & Business Community
	3. Long-Life Learning & Age-Integration of Higher Education
	4. Promoting Intergenerational Connection
<ul style="list-style-type: none"> • Housing • Outdoor Spaces & Buildings 	Housing & Public Spaces Priority
	1. Communication: Alternative Housing Options
	2. Housing Accessibility
	3. Housing Creation and Preservation
	4. Home Sharing
	5. Vision Zero & Public Space Design

The AFAC met in person on July 28, 2021 at City Hall, and participated in one of four focus groups to further define for each Project: if it should be considered; what are the obstacles; how can obstacles be overcome; who are possible partners; steps/actions to explore, initiate, or support. The feedback and insight from the AFAC on each Project within each Priority Area was

synthesized by Leadership. The Project and strategies from each Priority Area that garnered the most support were defined and lead partner organizations were invited to facilitate the collaborative Action Team that will address that Project over the course of the plan. The final projects are identified in the following chart.

Lancaster City Age-Friendly 4 Action Plan Projects in 3 Priority Areas

<i>Age-Friendly Domains</i>	4 Action Plan Projects in 3 Priority Areas
<ul style="list-style-type: none"> • <i>Communication & Information</i> • <i>Community Support & Health Services</i> • <i>Transportation</i> 	<p>Access to Services Priority</p> <p>1. Communication Coordination & Outreach</p>
<ul style="list-style-type: none"> • <i>Social Participation</i> • <i>Respect & Social Inclusion</i> • <i>Civic Participation & Employment</i> 	<p>Purpose & Meaning Priority</p> <p>2. Promoting Intergenerational Connection</p>
<ul style="list-style-type: none"> • <i>Housing</i> • <i>Outdoor Spaces & Buildings</i> 	<p>Housing & Public Spaces Priority</p> <p>3. Housing Creation and Preservation</p> <p>4. Vision Zero & Public Space Design</p>

As the City of Lancaster moves forward in Comprehensive Planning, adjustments will be made to the Age-Friendly Action Plan if warranted to best meet the needs of the community.

Key Limitations of Assessment and Data

Age-Friendly Lancaster City was launched with a significant amount of in-kind support. There was not a marketing budget, and thus survey and assessment were disseminated through partners, which means that data reflects the opinions and needs of people who were already known by an organization and/or connected to platforms for engagement. COVID-19 further limited opportunities for meaningful engagement. There are many residents who would not have participated due to language, digital or other access needs. These are limitations that will be addressed within the Action Plan, to enhance engagement over the next three years building into the next cycle.

Synopsis of Lessons Learned

The City of Lancaster is a vibrant community, with many opportunities and services available for older residents.

Other collaborative efforts are common in Lancaster, such as Hunger Free Lancaster, Homelessness Coalition, and Coalition to Combat Poverty; these collaborations are well-received and successful in addressing overarching community needs. However, community leaders and stakeholders are not in regular conversation together regarding subjects that impact all generations. Inviting our community to look at our city through the lens of aging has been both challenging and rewarding.

Age-Friendly Lancaster City is a necessary and well-received initiative that will galvanize and further educate and engage a cross-sector committee of stakeholders. We believe this will be accomplished in our collaborative goals, as well as by amplifying and elevating the projects and programs that support the Age-Friendly mission and are already ongoing in the City of Lancaster

Age-Friendly Lancaster City will be integrated into the City’s Comprehensive Planning activities, which will be ongoing through 2022. Within that process the City will be identifying community values. Age-Friendly Lancaster City will help to shape values along with our residents and leadership.

Managing the Plan

The City of Lancaster, Landis Communities and the Lancaster Downtowners were the founding organizations (the Launch Team) for Age-Friendly Lancaster City. Guided by Age2Age Consulting, representatives from these organizations have become the Leadership Team that has managed the age-friendly projects and the planning to create this Action Plan. This same Leadership Team will manage the implementation of the Action Plan, with Landis Communities as the lead organization.

The management structure is viewed as concentric circles.



An Age-Friendly Advisory Committee (AFAC) will guide the Leadership Team. The AFAC represents a cross-section of relevant organizations, individuals, city residents and includes older adults, will meet monthly. Organizations represented include:

- Age2Age
- Brightside Opportunities Center
- City of Lancaster
- Department of Community Planning & Economic Development
- City of Lancaster
- Department of Public Works
- City of Lancaster
- Mayor, City of Lancaster
- Mayor's Office of Neighborhood Engagement
- City of Lancaster
- Public Art Community Engagement
- HDC MidAtlantic
- High Foundation
- Lancaster City Alliance
- Lancaster City Housing Authority
- Lancaster County Community Foundation
- Lancaster Downtowners
- Lancaster Public Library
- LancasterREC
- Landis Communities
- LGBTQ Coalition
- Millersville University
- Moravian Adult Day
- Lancaster County Office of Aging
- Pennsylvania College of Art & Design
- RGS Associates
- Tenfold
- United Way of Lancaster County
- Willow Valley Communities

On a project-by-project basis, AFAC members will form **Action Teams**. **Action Team Leaders** will project manage the four **Action Plan Projects** that garnered the most cross-discipline support from the Age-Friendly Advisory Committee. A memorandum of understanding with the Action Team Leaders' organization will outline the organization's commitment to the project. Action Teams will meet monthly, with four of the annual meetings coinciding with the Advisory Committee.

In order to provide continuity and oversight for the Age-Friendly Lancaster City Action Plan, an Age-Friendly Project Coordinator will be appointed by The Leadership Team.

Resources to Support the Action Plan: Funding to engage Age2Age Consulting for the development of this plan has been provided by the City of Lancaster and Landis Communities. Lancaster Downtowners has contributed extensive in-kind staff time. The Age-Friendly Lancaster Summits have been sponsored by multiple organizations, with major support coming from the Lancaster County Community Foundation and United Way of Lancaster County.

All members of the AFAC have committed to support the Action Plan with in-kind time commitments, connections, and/or sponsorship funds. An appeal to the members of the AFAC for funding to support the plan will be made.

ACTION PLAN

Project: Communication Coordination and Outreach

Priority Area: Access to Services

Age-Friendly Domains: Communication & Information; Community Support & Health Services; Transportation

Project Title:	Communication: Coordination and Outreach
Priority Area:	Access to Services
Goal:	Providers and older residents are aware of and have easy access to available services and opportunities for older adults.
Lead:	Age-Friendly Advisory Committee/Priority Action Team
Key Activities:	<p>January 2022-June 2022:</p> <ul style="list-style-type: none"> • Identify preferred communication channels for providers • Identify preferred communication channels for older residents • Coordinate a meeting between 211 staff, city staff, and OoA staff to align referrals and recommendations <p>June 2022-December 2022</p> <ul style="list-style-type: none"> • Prioritize and compile services information literature in preferred formats • Identify and activate trusted persons (faith communities, PCPs, Neighborhood Leadership Academy) to disseminate service information • Facilitate dissemination of service information through current media outlets <p>January 2023-December 2023</p> <ul style="list-style-type: none"> • Evaluate 2022 process to determine method and process for 2023 • Continue regular dissemination of service information to providers and older residents
Baseline Metric	Partners do not meet regularly or collaborate on this type of communication.
Target Metric	Collaborative and coordinated information dissemination will be created; outreach to older residents via current methods will increase in frequency by at least 2 times annually; outreach by new trusted persons will increase, reaching at least 50 older adults, via new initiative established by the Action Team.

Project: Promote Intergenerational Connections

Age-Friendly Domains: Social Participation; Respect & Social Inclusion; Civic Participation & Employment

Project Title:	Promote Intergenerational Connection
Priority Area:	Purpose & Meaning in Later Life
Goal:	Increase support and opportunities for intergenerational experiences.
Lead:	Age-Friendly Advisory Committee/Priority Action Team
Key Activities:	<ul style="list-style-type: none">• January 2022-June 2022: Inventory volunteer needs, volunteer skills, and creative enrichment intergenerational opportunities among AFAC organizations and by utilizing LancasterREC survey.• June 2022-December 2023: Pilot response intergenerational programs based on inventory• June 2022-June 2023: Explore, identify partners, and pilot universal volunteer training• June 2022-June 2023: Explore, identify partners, and pilot system to share volunteers• June 2023-December 2023: Explore and pilot shared clearances portal
Baseline Metric	Baseline of opportunities and participation for older residents connecting with younger residents will be established at the conclusion of the inventory in the first 6 months of the action plan.
Target Metric	Increased support and opportunities will be demonstrated by growth in the number of intergenerational programs by at least 1 and older volunteers in participating organizations by at least 10%.

Project: Housing Creation and Preservation

Priority Area: Housing & Public Spaces

Age-Friendly Domains: Housing; Outdoor Spaces & Buildings

As an aging city with a very limited stock of age-friendly housing, we need goals and policies that support the development of age-friendly housing.

To address this need, the Age-Friendly Housing Creation and Preservation Action Plan will assure that the needs of our city’s older adults are considered in future housing and policy plans. The City’s upcoming Comprehensive Plan is one such important opportunity, especially because the last plan of this kind was completed in 1993. The following Key Activities also build on the City of Lancaster’s Interim Housing Strategy (adopted by City Council, October 12, 2021) to assure the voice of aging is heard in the development of equitable housing goals and age-friendly housing-related policies.

Project Title:	Housing Creation and Preservation
Priority Area:	Housing & Public Spaces
Goal:	Assure that older residents are represented in equitable housing goals and housing-related policies to afford current and future generations the ability to age in place, within a supportive and vibrant community.
Lead:	Action Team Lead: Douglas Smith, Chief Planner, Lancaster City
Key Activities:	<ul style="list-style-type: none">• Assure that the needs of the 9.8% of Lancaster’s residents that are over 65 are considered during the Comprehensive Plan process, as we will build upon and refine the Interim Housing Strategy over the next one to two years.• Include at least one older adult in the Comprehensive Plan Committee and in each of the five Comprehensive Plan Advisory Committees.• Designate one or more Comprehensive Plan Committee members to be members of the Age-Friendly Housing Creation and Preservation Action Team.• Review the Center for Regional Analysis’ initial study of affordable housing to suggest any additional analysis in order to consider older adult needs.

	<ul style="list-style-type: none"> • Review the Interim Housing Strategy and identify goals that will improve housing options for older adults and intergenerational/multi-generational families such as: <ul style="list-style-type: none"> ○ Protect, maintain, and improve the quality of existing housing to help keep households safe and affordable. ○ Innovate by exploring emerging housing design types, which may facilitate lower-cost housing units. Possibilities may include Home Sharing and Community Living Models, Accessory Dwelling Units, Tiny Homes, and Reduced Parking Requirements. • Use inclusive phrases such “older adults,” “people of all ages and abilities,” “intergenerational/multi-generational families,” and “across the life course” in housing and design-related goals and policies. • Review the Age-Friendly Housing Practices highlighted by the WHO on the Age-Friendly World Website, focusing particularly on the cities in the United States. • Review Comprehensive Plans from other cities that specifically address the needs of older adults. • Gather input from Lancaster City’s older adult population using the “Meeting in a Box” kits developed by the City’s planning team and other strategies. • Disaggregate key data sets by age. • Incorporate older adults into any implementation committee structures after the plan’s adoption.
<p>Baseline Metric</p>	<p>The Comprehensive Planning process is a new opportunity to include the aging lens in Lancaster City’s housing goals and housing-related policies</p> <p>The Comprehensive Planning process includes starting a Comprehensive Plan Committee of 18 city residents, and five Advisory Committees.</p> <p>City of Lancaster’s Interim Housing Strategy references older adults two times.</p>
<p>Target Metric</p>	<ul style="list-style-type: none"> • One or more older adults will be among the 18 members of the Comprehensive Plan Committee • One or more Comprehensive Plan Committee members will also serve as members of the Age-Friendly Housing Creation and Preservation Action Team. • One or more older adults will be members of each of the five Comprehensive Plan Advisory Committees.

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| | <ul style="list-style-type: none">• Components of the Comprehensive Plan that build on Lancaster’s Interim Housing Strategy will include phrases such “older adults,” “people of all ages and abilities,” “inter-generational/multi-generational families,” and “across the life course” in housing and design-related goals and policies.• At least 2 community meetings using the “Meeting in a Box” kit, focused on Housing Creation and Preservation, will be hosted during the community input phase of the comprehensive planning process.• Demographics and other key data sets will be broken down by age.• Older adults will be represented in any implementation committee structures after the plan’s adoption. |
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Project: Vision Zero

Priority Area: Housing & Public Spaces

Age-Friendly Domains: Housing; Outdoor Spaces & Buildings

Project Title	Vision Zero
Priority Area:	Housing and Public Spaces
Goal:	Increase safe use of public spaces, including roadways and sidewalks, for older city residents.
Lead:	City of Lancaster
Key Activities: (2022-2024)	<ul style="list-style-type: none">• Review Vision Zero plans from other cities that specifically addressed the needs of older adults• Include an older adult on the Vision Zero Implementation Steering Committee• Data analysis to identify senior focus areas<ul style="list-style-type: none">○ Identify location of older adult housing, service activities, etc○ Review crash data to determine where and to what extent older adults are impacted by serious injury and fatal crashes• Create communications materials for drivers, pedestrians and bicyclists. Target various demographics including older adults.• Prioritize Vision Zero funding and investments in low-income communities, communities of color, and/or low mobility communities.
Baseline Metric	Statistics on crashes, fatalities, and serious injuries, including impacts to older adults
Target Metric	<ul style="list-style-type: none">• Outreach and communications materials published targeting older adults• Number and status of implementation projects in the areas most impacting older adults;• Improved statistics on crashes, fatalities, and serious injuries, including impacts to older adults