

Sunnyvale Age-Friendly Action Plan



City of Sunnyvale

Executive Summary

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



member of the Age-Friendly network, the City has developed an action plan encompassing its values and vision. By implementing this action plan, the City is taking steps to build a stronger community, keep people engaged and informed, and most importantly, utilizing older adults as an asset to help the City grow in a sustainable way.

The Library and Community Services Department is responsible for leading the Age-Friendly initiative. The action plan aligns to the eight domains WHO has identified that are known to influence the quality of life of older adults. The domains often overlap and cover both the social and built environment of a city.

Listed below are the Age-Friendly domains followed by specific goals that will be addressed in more detail later in this action plan.

1) Outdoor Spaces and Buildings

Promote Sunnyvale as a safe and accessible city for all ages.

2) Transportation

Provide access, resources, and opportunities for older adult mobility options

3) Housing

Promote existing and develop new resources that enable older adults to stay in their current housing.

4) Social Participation

Create opportunities within the community for social participation through new partnerships and services.

Maintain and increase access to technology, helping older adults stay connected in the community.

5) Respect and Social Inclusion

Provide program and service opportunities leading to decreased social isolation among older adults.

Explore adapting our current services and programs to support older adults with disabilities.

6) Civic Participation and Employment

Connect older adults with volunteer and employment opportunities.

7) Communication and Information

Promote Senior Center diversity through culturally appropriate programs and communication strategies.

8) Community Support and Health Services

Increase health and wellness services and programs for older adults.

Increase awareness of and inclusion of older adults in emergency preparedness planning.



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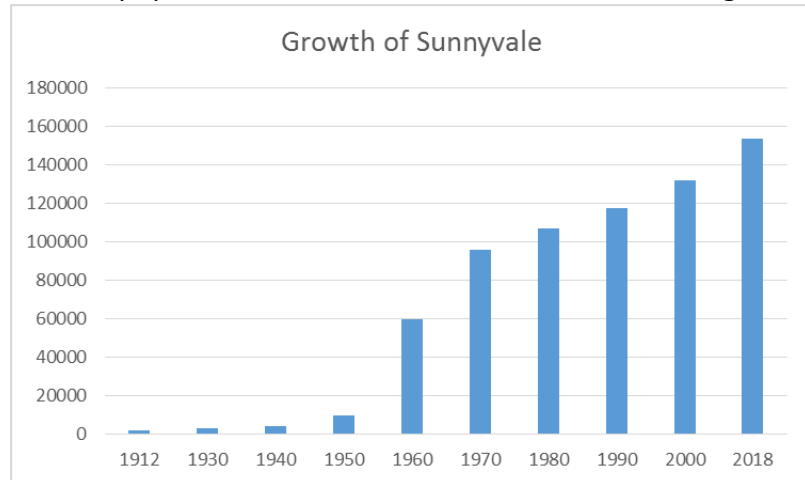
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Community Analysis

Introduction to the City of Sunnyvale

The City of Sunnyvale was incorporated in 1912, when its population was 1,800 residents. Sunnyvale is considered the “Heart of Silicon Valley” and is the seventh most populous city in the San Francisco Bay Area. Its current population of 153,656 makes it the second largest city in Santa Clara County

(World Population Review, 2019). Sunnyvale’s first industries were the Hendy Ironworks and Libby Cannery, but during World War II, the city became more focused on the defense and aerospace industries. In the 1950s and 1960s, almost 65% of the City’s housing was built



along with 50% of the industrial buildings; the population increased to 96,000. In the latter part of the Twentieth Century, Sunnyvale attracted more technology companies and its population continued to grow. This growth slowed in the early 2000’s with the recession, but the economy of Sunnyvale has continued to rebound after 2005 with the development of new industries and jobs (Sunnyvale General Plan, 2011).



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

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

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

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

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



In September 2018, the City Council began a discussion about whether to proactively address California Voting Rights Act (CVRA) concerns by submitting a Charter amendment to Sunnyvale voters that would change the electoral system to district-based voting. The City of Sunnyvale is currently exploring changing to a district-based electoral system for selecting City councilmembers. By City Charter, Sunnyvale currently has “at-large” elections for seven Council seats representing the entire city (as opposed to seats that represent defined geographic districts). It operates under a council-manager form of government. The City Manager is appointed by the Council and is responsible for providing leadership, strategic direction and guidance for the City. Under the City Manager, there are 10 departments that comprise the City’s services and structure.

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

Overview of Sunnyvale’s Demographics

Demographic Profile of Sunnyvale Residents

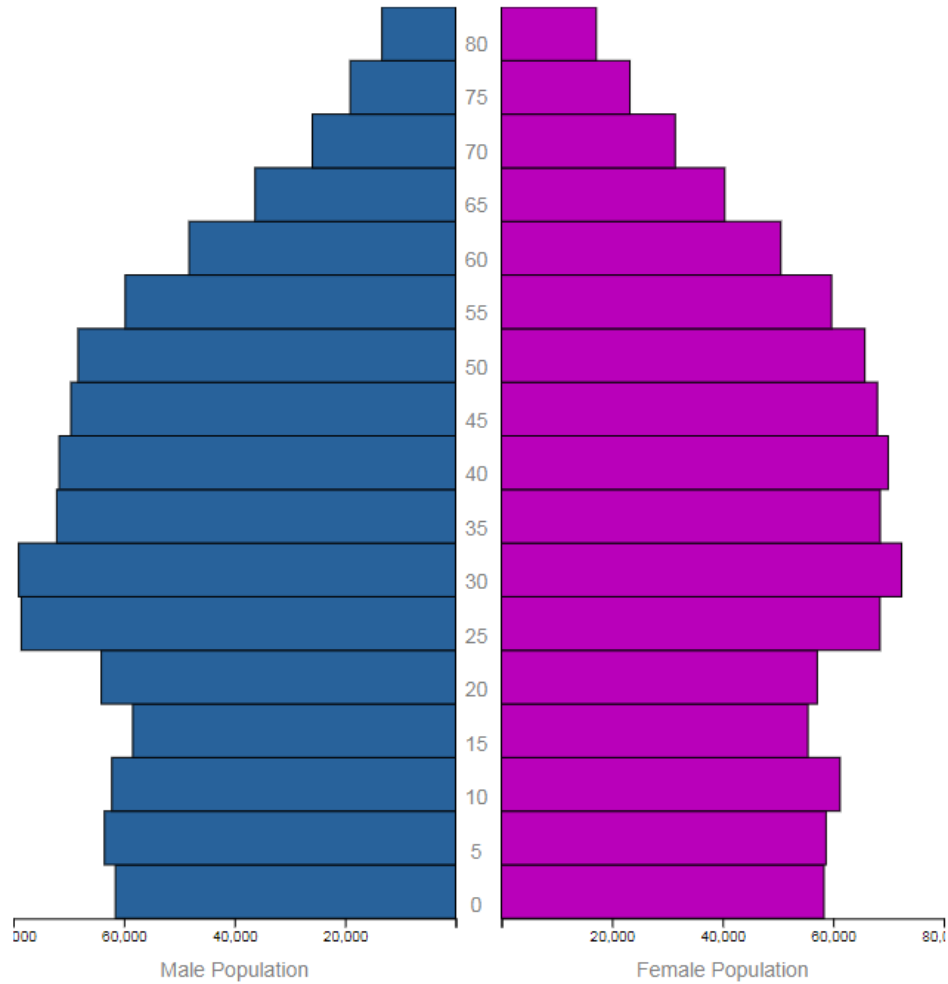
The median age of all Sunnyvale residents is 35 years, with 68% between the ages of 15-64, 12% over 64 years and 20% under 14 years old. Sunnyvale’s population is 33% White, 43% Asian and 18% Hispanic (ACS, 2012-2016). Approximately 44% of Sunnyvale’s residents were foreign born. This is nearly 4 times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

Demographic Profile of Older adults 65+ in Sunnyvale

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

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

Santa Clara County, California Population Pyramid 2019



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

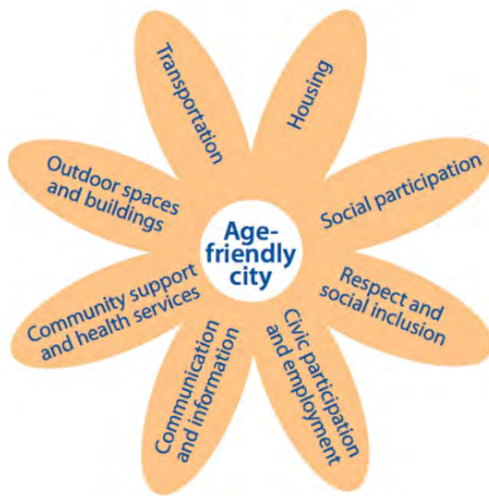
Sunnyvale’s changing population mirrors that of Santa Clara County, which has spurred the development of the Age-Friendly initiative. During the 2011 County of Santa Clara’s Board of Supervisor’s State of the County Address, a Seniors’ Agenda was formed to start addressing how the County and its Cities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

Overview of Age-Friendly

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



WHO Global Network
for Age-friendly Cities
and Communities



WHO Eight Domains of Livability

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

These domains often overlap. For example, without adequate transportation, social participation opportunities can be limited. Likewise, lack of adequate communication can impact social inclusion.

WHO supports cities and counties through the WHO network of age-friendly cities. Once jurisdictions make a commitment to enable people of all ages and abilities to be part of their community (WHO, 2007) they can submit their initial application. They then have two years to submit a three-year action plan to WHO and then continually evaluate and adjust progress.

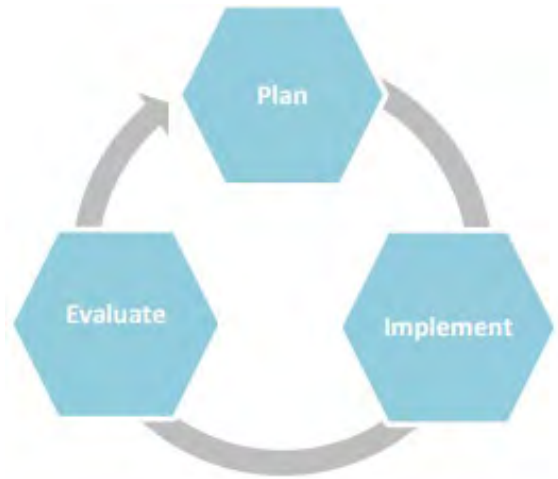
Alongside WHO, AARP also supports this work through their network of Age-Friendly Communities. AARP assists cities by facilitating their enrollment in the WHO and AARP network and provides assistance navigating through the assessment and implementation process (AARP, 2014). When cities or counties apply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



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

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

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



Background

On March 28, 2017, the City Council approved a study issue to explore the feasibility of obtaining an age-friendly city designation from the World Health Organization's Global Network of Age-friendly Cities and Communities (GNAFCC). Following this study, Sunnyvale applied for and received designation as an Age-Friendly City in September 2017. The Department of Library and Community Services Senior Center is leading this initiative. This is an opportunity for the City of Sunnyvale to develop a plan providing for continuous improvement that adjusts with changing demographics. The age-friendly initiative provides a platform for evaluating how well the City is doing and for identifying opportunities for future growth. The Senior Center is also using this as an opportunity to assess partner programs and identify gaps in operational efficiency.

Senior Center staff have years of experience working and building relationships with the community and county partners, helping to move this work forward. This three-year action plan focuses on the steps the Department of Library and Community Services plans to take to make progress in each domain.



The purpose of Age-Friendly Sunnyvale is to:

- 1) Leverage the activities of all City Departments to maximize Age-Friendly outcomes.
- 2) Share data from assessments with other City Departments' to use in General Plan implementation or Study Issues.
- 3) Provide a framework the Senior Center can use to implement Age-Friendly initiatives.
- 4) Re-frame the City's perspective on its aging population.
- 5) Promote resource sharing to support livability for all ages.



Introduction to the Action Plan

Sunnyvale's Age-Friendly Process

Senior Center staff utilized a variety of assessments to inform development of an action plan:

- 1) Age-Friendly Community Survey
- 2) Focus groups conducted throughout the community
- 3) Meetings with representatives from each City department
- 4) Review of the City's AARP Livability Index

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

General Highlights of the Age-Friendly Community Survey:

The Age-Friendly Community Survey was conducted between March and May of 2018. The survey was distributed by the staff of the Senior Center and was made available online through the City of Sunnyvale's OpenGov system. The survey was based on AARP's Livable Community Survey, meant to capture feedback regarding the eight domains of livability (AARP Community Survey, 2019). The survey included 49 questions; 388 community responses were collected.

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

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

While more than half of the respondents have lived in Sunnyvale for more than 25 years, the same number said it was either somewhat likely, very likely or extremely likely that they will move to a different home outside the city. The expense of homes and maintenance, needing a home that will help them live independently and needing more access to public transportation were cited as reasons.

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

Largely, older adults in Sunnyvale are very active and utilize open spaces and parks. While this survey demonstrated the need for projects that may be more complex, such as increasing the amount of affordable housing, it also identified smaller projects the City's Senior Center can undertake immediately to start improving livability and engaging more residents. These smaller projects comprise the goals addressed in this action plan.

Focus Groups Findings

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

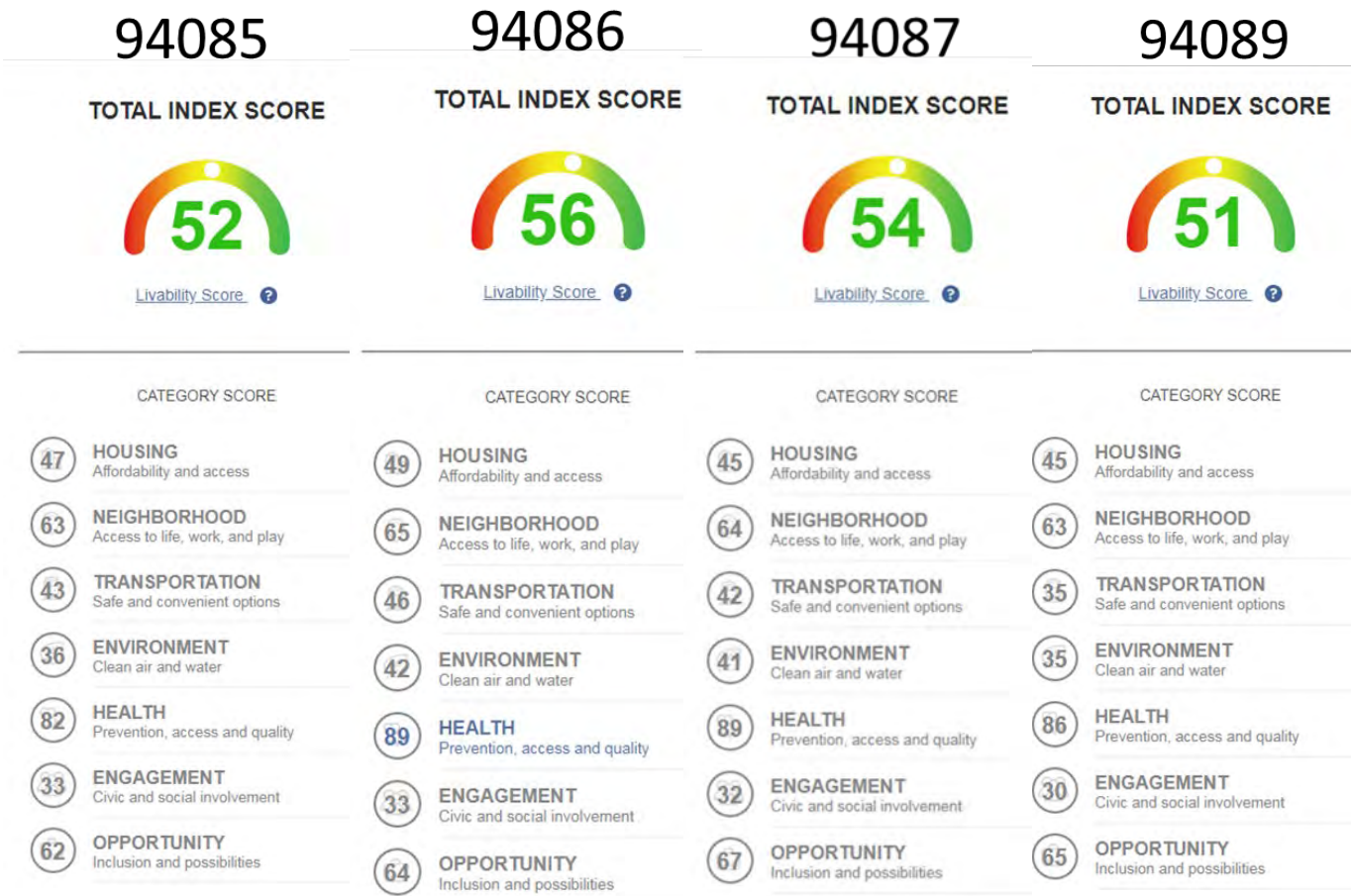
Focus Group Summary

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

Sunnyvale's Livability Index

Another way to understand the needs of older adults in Sunnyvale is to utilize the AARP Livability Index. The Livability Index is a signature initiative of the Public Policy Institute used to measure the quality of life in American communities across multiple dimensions. The Livability Index allows users to compare communities, adjust scores based on personal preferences and learn how to act to make communities more livable. Sunnyvale's average score across zip codes was 53.25 out of a possible 100. While that may seem low, Berkeley, one of the top ten livable cities, has a score of 64 (AARP Livability Index, 2018).

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



Overview of Current Age-Friendly Efforts

Information about current age-friendly practices and future plans was gathered from City Departments. This assessment was very positive, as the City is already working toward serving a community for all ages.

Library and Community Services:

The Library and Community Services Department is one of the few combined departments in the state with a goal of providing a continuum of library, recreation and community services. The Department of Library and Community Services (LCS) is responsible for services enriching the quality of life for Sunnyvale residents by fostering life-long learning, promoting opportunities for play and leisure, and ensuring access to information, materials and community engagement activities. The Department is comprised of two Divisions—the Sunnyvale Public Library and the Sunnyvale Community Services Division

The Library sees between 1,700-1,800 visitors a day and provides a range of services and workshops for patrons of all ages. In addition to linking patrons to information and resource materials, the Sunnyvale Public Library offers a robust variety of programs and services promoting literacy, learning and life-skills. The Library strives to create an environment fostering 21st century skills like collaboration, creative problem-solving, communication, technology, cross-cultural understanding and critical thinking. The Library provides high-speed internet and computer access, a digital learning lab, access to technology-related programs such as 3D printing and virtual reality, music and art programs, ESL classes, maker space programs, and special events celebrating the diversity of the Sunnyvale community.

The Sunnyvale Community Services Division provides access to programs and services in the areas of health, wellness, arts, recreation, and education. Programs are offered at the Sunnyvale Community Center complex which includes the Sunnyvale Recreation Center, the Sunnyvale Senior Center, the Indoor Sports Complex, the Sunnyvale Theater and the Creative Arts Center. The Community Services Division partners with a variety of non-profits, neighborhood associations, community groups and local schools to offer expanded services such as sports camps, parent education, food distribution, after-school sports, outdoor movies, mobile recreation, volunteer opportunities and community grants. The division manages the Columbia Neighborhood Center—a joint use facility between the City of Sunnyvale and the Sunnyvale School District that serves as a hub for recreation, education, and health services for the Columbia Middle School neighborhood. The Community Services Division is responsible for



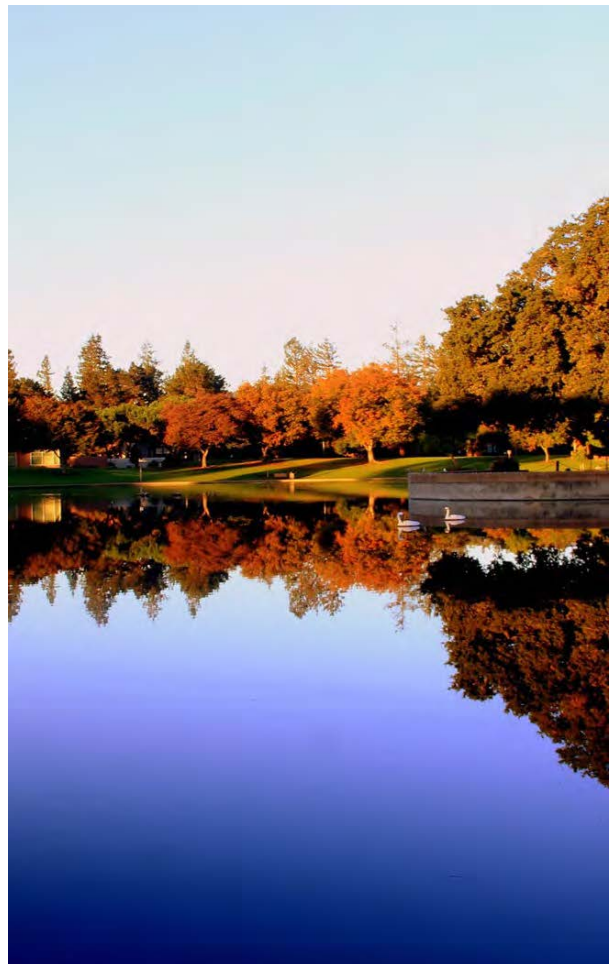
the day-to-day programming of City parks and recreation facilities, working with the Public Works Department on the City's parks capital improvement program. The division is responsible for providing staff support to two City Commissions – the Arts Commission and the Parks and Recreation Commission.

Within the Community Services Division, the Special Populations Unit oversees services for older adults including recreation and fitness classes, drop in activities, special events, lifelong learning, health services and care management services. Therapeutic recreation programs are also provided to enhance quality of life for individuals with disabilities. Staff in Special Populations utilize in-house and partnered programming and manage operations of the Senior Center. Most recently, grant funding has been secured to implement a variety of evidence-based programming and augment the City's care services for adults. This unit is responsible for the coordination of the Age-Friendly Initiative and provides support to the Senior Center Advisory Committee (Adopted Budget 2018-2019).

Community Development:

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

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



Environmental Services:

This department manages the City’s environmental utility services, such as water and waste and leads coordination of the City’s sustainability initiatives. Two age-friendly services are rear yard collection and annual household hazardous waste service. A major project is the development of the Climate Action Playbook, which identifies specific actions the City and community can take to implement climate action priorities (Environmental Services, 2019). This includes a goal reducing the number of vehicles on the road and encouraging use of alternative transportation options, such as transit, walking or biking – with major age-friendly benefits.

Finance:

The Finance Department is responsible for planning the City budget, managing contracts and bids, and utility billing. This department serves a high number of calls or walk-in visits from older adults. This department is aware of services and resources for older adults and others who may have challenges paying their bills and refer them to the City’s Care Management Program (Finance, 2019).



Human Resources:

This department manages recruitment of employees, supports employee engagement and wellness programs, and provides training and development of employees and general volunteer recruitment and placement. Human Resources has recently provided employee training opportunities on working within a multi-generational workplace. The Human Resources Department also manages the recruitment and processing of all volunteers within the City, playing a vital role in civic engagement (Human Resources, 2019).

NOVA Workforce Services:

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

Department of Public Safety:

Public Safety Officers are cross-trained as police officers, firefighters and emergency medical technicians. Their role inherently involves community engagement; they are active in providing

services and training to community members. Training for adults includes: personal emergency preparedness, community emergency response team, crime prevention, and volunteer opportunities. Officers are very knowledgeable about the services and supports that community members can access through the Senior Center and other community organizations (Department of Public Safety, 2019).

Public Works:

Public Works has five divisions: Engineering Services; Public Works Operations; Parks, Golf and Trees; Transportation, Traffic and Administration; and Property Management (Department of Public Works, 2019). Through this department, a Vision Zero Plan is being developed to eliminate traffic fatalities and severe injuries. Another project, the Fair Oaks Park Renovation, will create a Magical Bridge Playground, with an all-inclusive design to engage users of all ages and abilities. The Transportation Division is also preparing a comprehensive Active Transportation Plan that aims to address bicycle, pedestrian and Safe Routes to School needs throughout the City. Additionally, a Branch Library and Learning Center in partnership with the



Sunnyvale School District is being developed to create more access in an isolated area.

Replacement of the Washington Community Swim Center will also improve access with a zero-depth entry pool and increase therapeutic opportunities (Top 30 Project Summaries, 2019).

“We need more benches for people with disabilities who want to walk but have no place to rest for the next leg for their exercises”

Development of action plan:

The action plan is grounded in data gathered from the Age-Friendly Community Survey and focus groups. These assessments were done by Senior Center staff. Best practices from AARP’s Age-Friendly Resource Guide, Action Plan Template, WHO checklist of essential features of Age-Friendly Cities and its publication, Global Age-friendly Cities: A Guide were also used to help guide the action plan.



While the City is already taking an overall approach to creating a livable community through the actions of the departments noted above, Library and Community Services is leading the development of specific age-friendly initiatives laid out in this plan. Other Library and Community Services staff will support the implementation of these action items and the management and tracking of the plan will be done within the Senior Center.

The active involvement of older adults has been a priority: most of the feedback utilized in the action plan came from older adults in the community, and the plan includes an ongoing Age-Friendly Advisory Group, which will help refine the action plan, implement action items and track progress. Following approval by the City Manager, the action plan will be reviewed with the Center’s Advisory Group as well as with the City’s Parks and Recreation Commission before being presented to the City Council.

Action Plan

This plan creates livability goals promoting opportunities for older adults to be engaged in each of WHO’s age-friendly domains. The plan addresses current barriers older adults face and takes action toward decreasing these barriers so all ages enjoy equitable access to quality of life in Sunnyvale. The action plan is broken down into eight domains with 11 goals and corresponding objectives.

Following the action plan is an implementation strategy summarizing the goals and identifying the potential community partners, approximate funding required, metrics staff will use to measure success, and a timeline.

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

1) Outdoor Spaces and Buildings

Goal: Promote Sunnyvale as a safe and accessible city for all ages.

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

Priorities identified from the Age-Friendly survey respondents showed that:

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

Objectives:

- 1) Promote pedestrian safety among older adults in the community.
 - a. Work with community partners to provide educational seminars on pedestrian safety.
 - b. Develop walking groups that include pedestrian safety components.
 - c. Partner with Department of Public Safety to provide pedestrian safety workshops and recruit pedestrian advocates.
- 2) Provide a forum for older adults that promotes walkability, safe transit options and information sharing among providers.
 - a. Work with other departments to gather input on transportation plans such as Vision Zero or the City's Active Transportation Plan.
 - b. Utilize pedestrian advocates to assess walkability in different areas of Sunnyvale.
 - c. Provide information to older adults on how they can share their concerns regarding streets and sidewalks.
- 3) Utilize parks to promote exercise and programming opportunities.
 - a. Encourage the inclusion of age-friendly equipment when building new parks (Magical Bridge).



- b. Identify park buildings in North and South Sunnyvale that are in the proximity of higher density senior housing to increase older adult programming opportunities.
- 4) Educate local retailers in age-friendly practices.
 - a. Create and provide a short guide of age-friendly recommendations that retailers such as grocery stores, banks or pharmacies, can implement.
 - b. Invite local retail staff to a community workshop on best practices for providing customer support to older adults.

2) Transportation

Goal: Provide access, resources, and opportunities for older adult mobility options.

Older adults in Sunnyvale are highly reliant on their cars and value their independence. Almost 8,000 older adults in Sunnyvale are over 75 years old, an age at which, per a 2017 Insurance Institute for Highway Safety report, older adults are less likely to have a driver’s license or have decreased the amount they drive. Developing information and resources for alternative older adult mobility options is key to keeping older adults engaged in the community.

The Age-Friendly Community Survey found that:

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

Objectives:

- 1) Develop a transportation guide for older adults to encourage use of alternative mobility options.
 - a. Identify transportation resources and providers in Sunnyvale.
 - b. Provide training opportunities for utilizing public transit, including but not limited to VTA and paratransit services.
- 2) Continue offering driver safety classes.

“The community should provide transportation, either free or very low cost, for aging seniors not able to drive to appointments...doctor, hair, etc.”

- 3) Library and Community Services staff will conduct a feasibility study on the development of a pilot transportation program.
 - a. Define the area and needs to be served.
 - b. Hold focus groups to propose solutions.
 - c. Identify potential partnership opportunities with transportation providers.
 - d. Identify cost and funding source.
- 4) Library and Community Services staff will study the potential of Senior Safety Zones around the Senior Center and other senior housing facilities.

3) Housing

Goal: Promote existing and develop new resources that enable older adults to stay in their current housing.

Lack of affordable housing and the high cost of living in Sunnyvale is one of the major issues for older adults. The Community Development Department is currently creating a Housing Element study to identify possible solutions related to the concerns mentioned in our survey and focus groups – the need to preserve mobile home parks, lack of affordable housing and need for age-friendly features in housing.

Additionally, the Age-Friendly Survey also revealed:

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

Objectives:

- 1) Promote visibility of available housing resources.
- 2) Provide education on home safety and home modifications programs.
- 3) Provide workshops on existing housing programs, including home safety and modifications. (e.g., affordable home repair programs).

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

4) Social Participation

Goal: Create opportunities within the community for social participation through new partnerships and services.

Per WHO's Global Age-friendly Cities Guide, social participation and strong social supports are important to health and well-being. Areas to consider include accessibility of activities, affordability and the range of opportunities meeting the needs of a culturally diverse community (WHO, 2007).

Priorities identified from the Age-Friendly survey respondents showed that:

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

Objectives:

- 1) Explore partnerships with local community-based organizations to address gaps in services offered at the Senior Center.
- 2) Explore providing membership or program scholarships.
- 3) Expand programming to alternative sites throughout the City.

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

Goal: Maintain and increase older adult access to technology, helping older adults stay connected with the community.

Technology is rapidly evolving in today's environment. While more older adults are using technology now than in the past, barriers still exist, such as isolation, income and language. Additionally, technology is increasingly used to support older adults aging in place. Being able to keep up with the changes and provide ongoing support is important to stay connected to the community.

Objectives:

- 1) Promote digital literacy among older adults through partnerships with the Library and other community partners.
- 2) Provide workshops and classes to educate older adults on current technology advancements.
- 3) Maintain the Senior Center computer lab with current technology and assistance.

5) Respect and Social Inclusion

Goal: Provide program and service opportunities leading to decreased social isolation among older adults.

AARP released findings from a national survey of adults 45 and older regarding loneliness and social connections. Key findings revealed that, among adults age 45 and older, 1 in 3 report being lonely. Older adults with lower incomes are at greater risk (AARP Research, 2018). Along with increasing social connections, improving the public image of aging is important. A recent NY Times article highlighted a study from the World Health Organization that showed older people who have a positive view of aging are more likely to recover from a disability than those who believe negative aging stereotypes (Span, 2019). Loneliness is likely to be a problem faced by older adults in Sunnyvale as over 40% of Sunnyvale's seniors live alone. Addressing social isolation poses more challenges for seniors that live alone and have limited incomes.

Objectives:

- 1) Explore intergenerational opportunities within the Library and Community Services Division and local agencies.
- 2) Expand programs to reach isolated or homebound older adults.
 - a. Partner with the Library on their homebound delivery service to identify participants that could use additional resources.
 - b. Explore the development of a volunteer program to increase the number of social opportunities for homebound/isolated older adults.

Goal: Explore adapting our current services and programs to support older adults with disabilities or disabling conditions.

The National Council for Therapeutic Recreation defines therapeutic recreation as activity-based interventions to address the needs of individuals with illnesses and/or disabling conditions to improve their psychological and physical health, recovery and overall well-being. The City of Sunnyvale currently provides therapeutic recreation programs for children and young adults, but has not yet incorporated therapeutic recreation programs for older adults. In a Centers for Disease Control Fact Sheet, 61 million adults in the United States live with a disability and 2 in 5 adults 65 years and older will have some type of disability (CDC Fact Sheet).

Objectives:

- 1) Increase programming opportunities for older adults with disabilities.
 - a. Assess current services offered in Sunnyvale and the surrounding area.
 - b. Develop, promote and implement appropriate programs or services based on identified needs in the community.
- 2) Increase awareness of dementia-friendly practices in the Community Center.
- 3) Develop an inclusion strategy.

“I cannot participate in classes because of a hearing loss....even with hearing aids and “so called” microphones, I cannot hear and it is very frustrating.”

6) Civic Participation and Employment

Goal: Connect older adults with volunteer and employment opportunities.

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

When asked about civic engagement and employment, the Age-Friendly Community Survey highlighted the following:

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

Objectives:

- 1) Promote job opportunities and provide employment workshops / trainings for older adults.
 - a. Dedicate a space at the Senior Center to post job and volunteer opportunities.
 - b. Partner with local agencies to provide employment workshops at the Senior Center or other locations throughout the City.
- 2) Promote volunteer opportunities and provide volunteer trainings.
 - a. Evaluate current volunteer opportunities.
 - b. Identify new volunteer opportunities within the Department of Library and Community Services or through community partners.
 - c. Develop and implement a plan to market volunteer opportunities.



“I took care of an elderly father who passed away a couple of years ago, and a mother that had severe dementia who passed away last year. It is important that the community have a clear understanding of the issues and challenges involved in dealing with the elderly. In addition, the community needs to be more cooperative with facilities that care for elderly – unfortunately, more and more will be needed as the population ages and we need to work with them and not provide roadblocks against them or make it difficult for them to operate within the community”

8) Community Support and Health Services

Goal: Increase health and wellness services and programs for older adults.

Community support and health services are important to older adults’ ability to maintain their health and independence (WHO, 2007). The Age-Friendly Community survey showed that access to doctors who listened, who were respectful and who provided affordable care were important aspects of care. When it came to overall health and exercise, the survey found that:

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

Objectives:

- 1) Assess current health and wellness services provided within the Senior Center, local hospitals, and/or community health organizations.
 - a. Identify gaps in services and resources.
- 2) Offer targeted programs, with a focus on evidence-based programs (EBP’s) to meet specific needs of older adults’ health conditions. Identify alternative caregiver programs and services that could be offered through partner organizations or the Senior Center.
 - a. Assess current caregiver programs and services to identify needs and gaps.
 - b. Implement new support groups for caregivers within the Senior Center.
 - c. Identify ways to provide additional caregiver support within the care management team at the Senior Center.

IMPLEMENTATION STRATEGY

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

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

0=Staff Time or existing resources / += \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
	Other City Departments			
2) Transportation				
Goal: Provide access, resources, and opportunities for older adult mobility options.				
1. Develop a transportation guide for older adults to encourage use of alternative mobility options.	County of Santa Clara, VTA, Heart of the Valley	0	Senior Center Staff 1) Number of guides distributed 2) Number of people surveyed that demonstrated they would be more willing to use public transit after travel training.	Mid Term
2. Continue offering driver safety classes.	CHP, CHP Volunteers, AARP	0	Senior Center Staff 1) Number of participants served by driver safety classes.	Short Term
3. Conduct a feasibility study on the development of a pilot transportation program.	Heart of the Valley, West Valley Community Services	+++	Library and Community Services 1) Pilot program identified.	Mid Term
4. Study the potential of Senior Safety Zones around the Senior Center and other senior housing facilities.	County of Santa Clara, California Walks	0	Senior Center Staff 1) Area to place a Senior Safety Zone is identified.	Long Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,,+,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
3) Housing				
Goal: Promote existing and develop new resources that enable older adults to stay in their current housing.				
1. Promote visibility of housing resources.	Rebuilding Together, Housing Department, County of Santa Clara	0	Senior Center Staff 1) Number of workshops held 2) Number of attendees	Ongoing
2. Develop a system and list of reliable home repair providers.	Rebuilding Together, Heart of the Valley	0	Senior Center Staff 1) Number of repair providers vetted 2) Number of referrals provided	Mid Term
3. Provide workshops on existing housing programs, including home safety and modifications. (e.g., affordable home repair programs).	Rebuilding Together, Community Development Department, County of Santa Clara	0	Senior Center Staff 1) Number of workshops and attendees. 2) Number of older adults surveyed who demonstrate increased knowledge of housing policies.	Mid Term
4) Social Participation				
Goal: Create opportunities within the community for social participation through new partnerships and services.				
1. Explore partnerships with local community based organizations to address gaps in services offered	Volunteer Organizations, Local Non-Profits	0	Senior Center Staff 1) Number of community based organizations reached out to	Short Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
at the Senior Center.				
2. Explore providing memberships or program scholarships.	Library and Community Services	+++	Library and Community Services 1) Number of subsidies provided	Long Term
3. Expand programming to alternative sites throughout the City.	Local churches, Non-Profit Agencies, Mobile Home Parks, Senior Housing	+	Senior Center Staff 1) Number of alternative sites utilized	Mid Term
Goal: Maintain and increase older adult access to technology, helping older adults stay connected with the community.				
1. Promote digital literacy among older adults through partnerships with the library and other community partners.	Library, Local Volunteer Groups, Local Businesses	0	Senior Center Staff 1) Number of technology programs increased.	Ongoing
2. Provide workshops and classes to educate older adults on current technology advancements.	Local Businesses, Technology Companies, Other Senior Centers	0	Senior Center Staff 1) One technology fair will be held per year. 2) Increase in workshops that specialize in gerontechnology.	Long Term
3. Maintain the Senior Center computer lab with	Information Technology Department	++	Senior Center Staff 1) New equipment and classes offered.	Mid Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
current technology and assistance.				
5) Respect and Social Inclusion				
Goal: Provide program and service opportunities leading to decreased social isolation among older adults.				
1. Explore intergenerational opportunities within the Library and Community Services Division and local agencies.	Library and Community Services, Local Schools, Community Volunteers	0	Senior Center Staff 1) Number of intergenerational programs provided.	Ongoing
2. Expand programs to reach isolated or homebound older adults.	Library and Community Services, Sunnyvale Community Services	++	Senior Center Staff 1) Increase in the number of isolated older adults reached.	Mid Term
Goal: Explore adapting our current services and programs to support older adults with disabilities or disabling conditions.				
1. Increase programming opportunities for older adults with disabilities.	Local Community Colleges, Hospitals	0	Senior Center Staff 1) Increase in the number of therapeutic programs.	Mid Term
2. Increase awareness of dementia friendly practices in the	County of Santa Clara, Alzheimer's Association	0	Senior Center Staff 1) Number of City employees trained to be Dementia Friends	Mid Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,,+,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
community center.				
3. Develop an inclusion strategy for older adults.	Other City Therapeutic Providers	0	Senior Center Staff Inclusion strategy is developed.	Mid Term
6) Civic Participation and Employment				
Goal: Connect older adults with volunteer and employment opportunities.				
1. Promote job / volunteer opportunities and provide employment workshops / trainings for older adults.	Human Resources, NOVA	0	Senior Center Staff 1) Increase number of employment workshops provided. 2) Create a volunteer recruitment board at Senior Center	Short Term
2. Promote volunteer opportunities and provide volunteer trainings.	Human Resources, Community Organizations	0	Senior Center Staff 1) Number of different volunteer opportunities created.	Mid Term
7) Communication and Information				
Goal: Promote Senior Center diversity through culturally appropriate programs and communication strategies.				
1. Ensure that all program and service information is available across multiple formats and culturally accessible.	Library and Community Services, Translation Services	++	Senior Center Staff 1) Number of documents translated into alternative languages.	Short Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,,+,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
2. Work with Communications to identify and explore strategies to improve usability of Senior Center website.	Library and Community Services, CMO	0	Senior Center Staff 1) Increase in the number of social media posts 2) Increase in the number of followers.	Short Term
3. Coordinate information sharing about culturally diverse programs for older adults among community partners.	211, Local Non-Profits, Oder Adult Housing, Mobile Home Parks	0	Senior Center Staff 1) Increase in partnerships	Mid Term
8) Community Support and Health Services				
Goal: Increase health and wellness services and programs for older adults.				
1. Assess current health and wellness services provided within the Senior Center, local hospitals and/or community health organizations.	Local Hospitals, Other Senior Centers, Community Health Providers	0	Senior Center Staff 1) Number of new programs developed through partnership.	Mid Term
2. Identify alternative caregiver programs and services that could be offered through partner	Local Hospitals, Community Providers, Care Managers	+	Senior Center Staff 1) Increase in number of caregiver programs provided.	Mid Term

0=Staff Time or existing resources / + = \$1-\$1,000 / ++ = \$1,001-\$5,000 / +++ = \$5,001 or more				
Strategies	Community Partners	Fiscal Impact (0,+,++,+++)	Metrics / Responsible Department	Timeframe Short Term:0-1 Mid Term: 1-2 Long Term: 2-3 Ongoing
organizations or the Senior Center.				
Goal: Increase awareness of and inclusion of older adults in emergency preparedness planning.				
1. Identify and partner with local agencies to provide emergency preparedness trainings for older adults throughout the City.	County EMS, Red Cross, Department of Public Safety	0	Senior Center Staff 1) Number of programs offered. 2) Participants surveyed who felt they were more prepared in case of emergency.	Ongoing
2. Develop a plan to address potential service gaps for isolated older adults in an emergency.	County EMS, Red Cross, Department of Public Safety	0	Senior Center Staff 1) Final plan developed.	Mid Term

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