## Leading with Equity

## Centering Equity in Public Investments The Whole Family Approach



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Sponsored by: Private Practice Division November 3, 2021

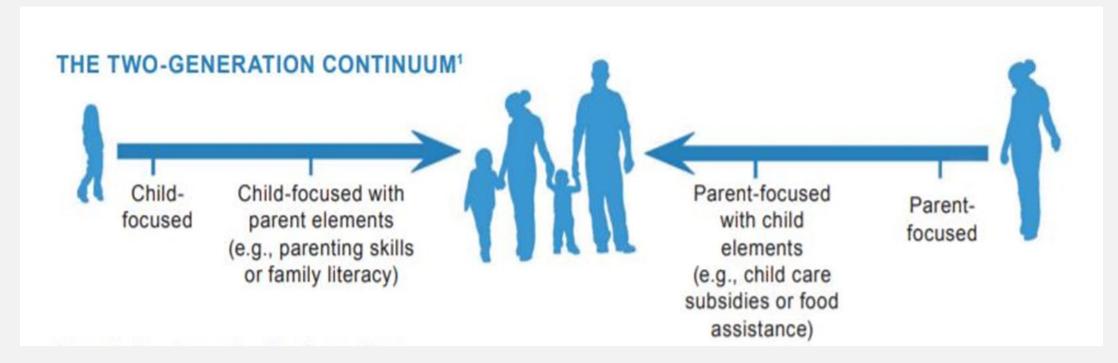
## **Benefits Cliff**





## Advancing Children and Families Together:

### **The Two-Generation**

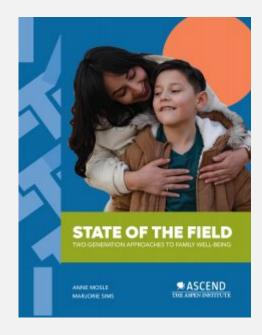


### The Six Key Components

toxic stress



Aspen Institute releases:
State of the Field report June 2021



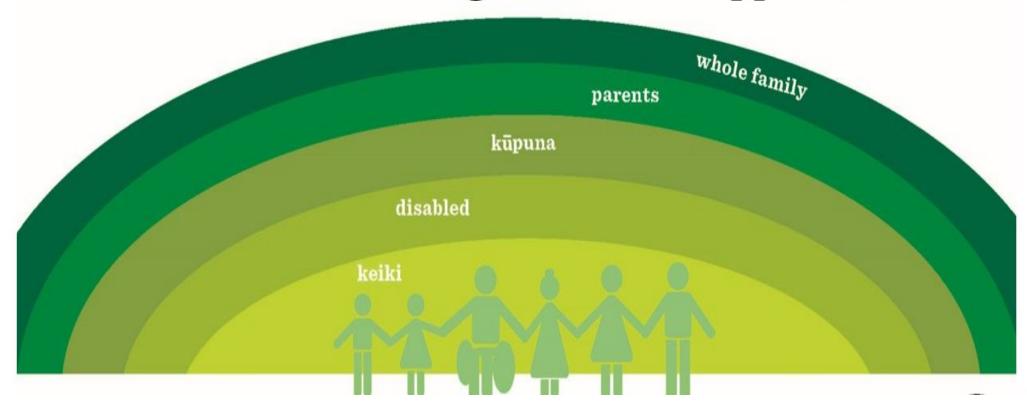
#### **A Recommendation**

Work more effectively and equitably within and across agencies

## **'OHANA NUI:**



Hawai'i multi-generational approach



`OHANA NUI IS HAWAII'S APPROACH TO DELIVERING HUMAN SERVICES THAT
FOCUSES
EARLY & CONCURRENTLY ON WHOLE FAMILIES

## 'OHANA NUI FRAMEWORK

### 5 Pillars of 'Ohana Nui

'Ohana Nui focuses on the five pillars or social determinants of health that include housing, food & nutrition, health & wellness, education & economic stability, and social capital.

Housing

Food & Nutrition

Health & Wellness

Education & Economic Stability **Social Capital** 













**OHANA NUI APPROACH IS THE LAW** 

"The department shall administer programs through an integrated and multigenerational approach designed to improve the social wellbeing, economic security, and productivity of the people of the State to reduce the incidence of intergenerational poverty and dependence upon public benefits."

Section 26-14, Hawaii Revised Statutes, Governor David Y. Ige signed Act 82 (SLH 2019) that amended DHS' enabling statute.

## Pre-Pandemic Strategies

- Mission, Vision, Core Values
- Department-wide Strategic Plan
- Encouraged staff wellness and self-care
- Professional Development
- Organizational Change

• Knowledge transfer of seasoned staff to new staff

 Initiate institutional shift from a transaction and compliance posture to relational and integrated approach

• Streamlined processes

Investment in Workforce

Business Process Transformation

IT Modernization

- Migrate to cloud-based applications
- Modernize IT systems, incorporating AI and ML
- Use IT solutions to determine eligibility

Leadership Directives

- Generate new partnerships
- Mindset change to "yes, and"
- Freedom to explore possibilities

## Lessons gleaned from the Pandemic

- Prioritized staff and client health & safety
- Increased internal communication
- Proactively engaged with media

Leadership

## Flexibility

- Migrated to telework with VDI and already existing cloudbased applications
- Provided PPE to staff, clients, and providers
- Maintained client access to benefits and services
- Obtained federal waivers

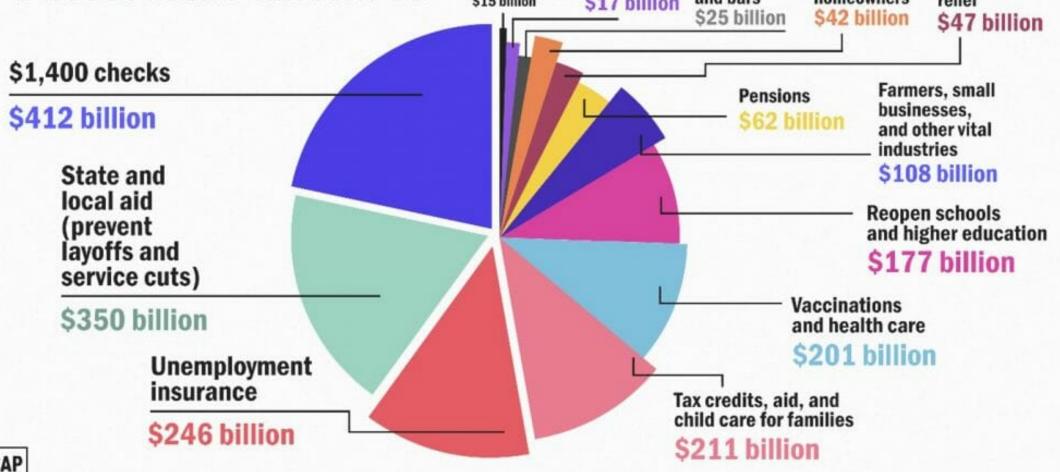
- Maintained revenue for providers
- Participated in national webinars for lessons learned
- Facilitated ESF 6 and internal emergency management
- Partnered and collaborated with other state agencies and community-based organizations

Partnerships

Who does the American Rescue Plan help?

American families

Additonal COVID-19 response \$17 billion \$17 billion \$25 billion \$25 billion \$25 billion \$47 billion \$48 billion \$4





Source: Congressional Budget Office, "Estimated Budgetary Effects of the Senate Amendment in the Nature of a Substitute to the American Rescue Plan Act of 2021" (March 4, 2021).

## Resources



#### **American Planning Association**

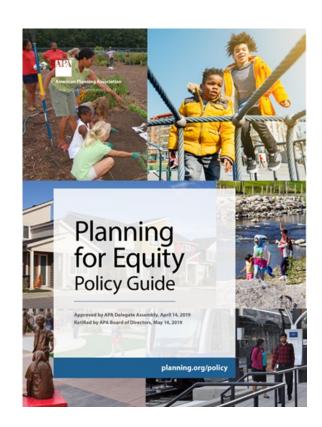
Creating Great Communities for All

#### APA Policy Guides

Policy Guides represent APA's official position on critical planning issues and arm planners with the tools to advocate for policies.

More than 25 policy guides on a wide range of issues, including new guides on Hazard Mitigation, Planning for Equity, Housing, and Surface Transportation:

https://www.planning.org/policy/guides/



SPEAKERS: UP NEXT

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  Lecturer & Undergrad Program Coordinator
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## Equity Across Generations: Collaboration for all ages, rural and urban

APA Webinar - November 3, 2021

Leading with Equity –
A more effective way to frame Age-Friendly Approaches

Mildred E. Warner, Professor, City and Reg. Planning

Cornell University

mwarner@cornell.edu

www.mildredwarner.org

Funding from USDA - NIFA and Engaged Cornell



### **Land Acknowledgement**

- Cornell University is located on the traditional homelands of the Gayogohó:no' (the Cayuga Nation). The Gayogohó:no' are members of the Haudenosaunee Confederacy, an alliance of six sovereign Nations with a historic and contemporary presence on this land.
- The Confederacy precedes the establishment of Cornell University, New York State, and the United States of America.
- We acknowledge the painful history of Gayogohó:no' dispossession, and honor the ongoing connection of Gayogohó:no' people, past and present, to these lands and waters.



## Multigenerational Framework

Build equity across generations

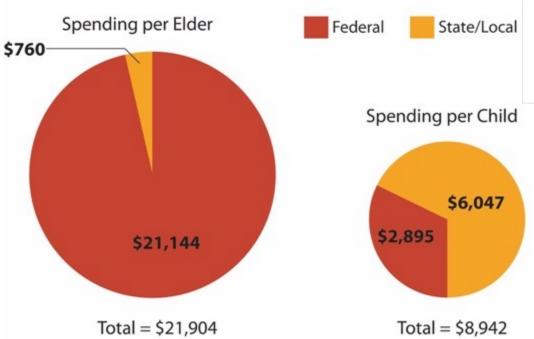
## **Common Vision**



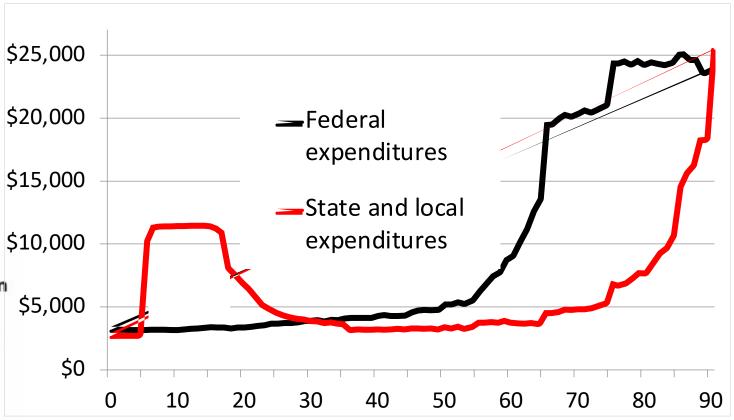
#### The Equity Challenge

Service needs greatest for children and seniors, but federal spending focused on seniors





Data Source: Isaacs, Julia, 'How Much Do We Spend on Children And The Elderly?' Urban Institute, 2009. Figure constructed by Mildred Warner.

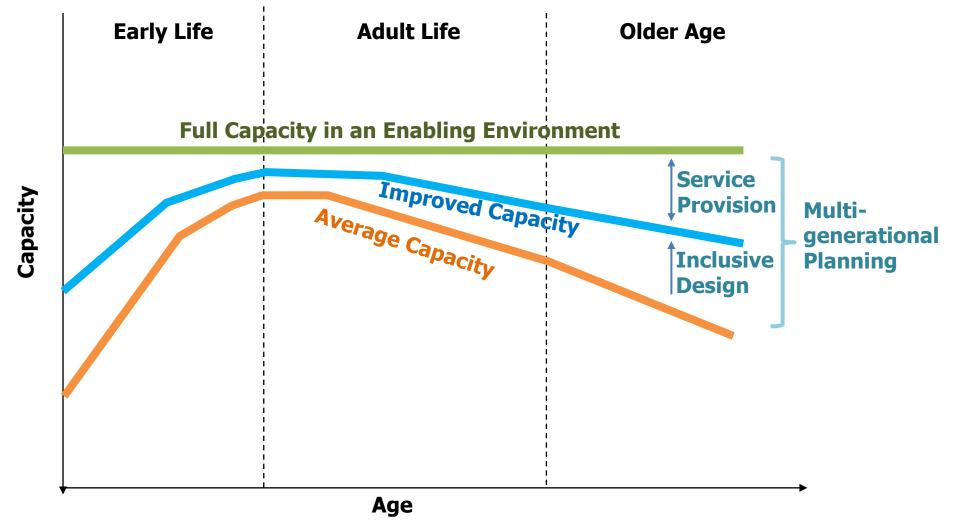


Based on estimates by Edwards, Ryan D. 2010. Forecasting Government Revenue and Expenditure in the U.S. Using Data on Age-Specific Utilization, Working Paper no. WP10-01.

Multigenerational programs promote equity and fiscal efficiency



## Promoting Equity Across the Life Cycle: A Multi-generational Planning Approach



• Warner, M. E., Homsy, G. C., & Morken, L. J. (2017). Planning for aging in place: Stimulating a market and government response. Journal of Planning Education and Research, 37(1), 29-42.

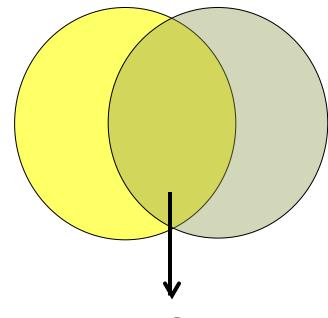


## Core Principles Physical Design + Participation



## Child-Friendly Cities

Basic Services
Safe Water
Safe Streets
Opportunity to Play
Civic Participation
Family Support
Protection from
Exploitation

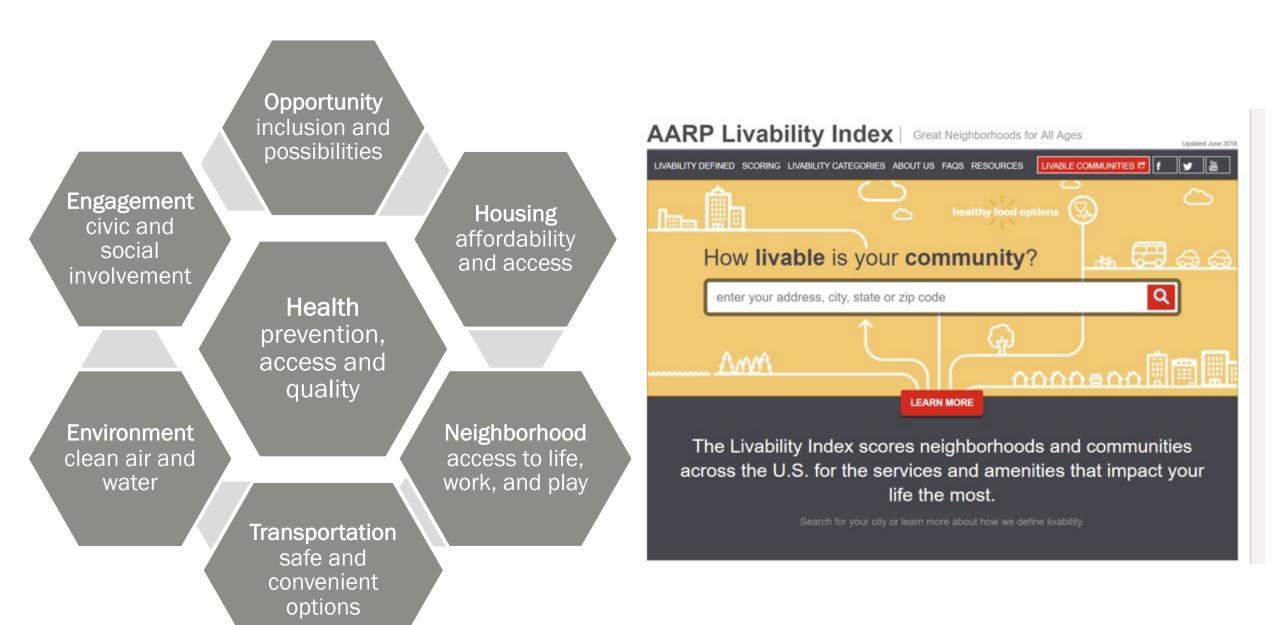


Many Common Elements



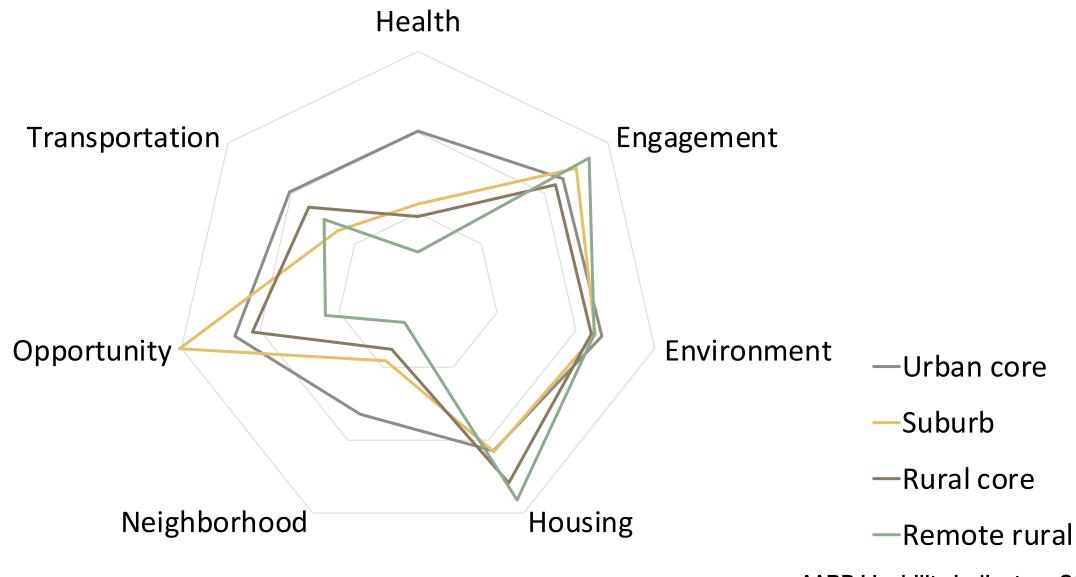
## Age-Friendly Cities

Housing
Transportation
Services (Health)
Outdoor Spaces
Communication
Civic and Social
Participation
Respect



Data: <a href="https://livabilityindex.aarp.org/">https://livabilityindex.aarp.org/</a>

### Rural counties lag on health, transportation, built environment

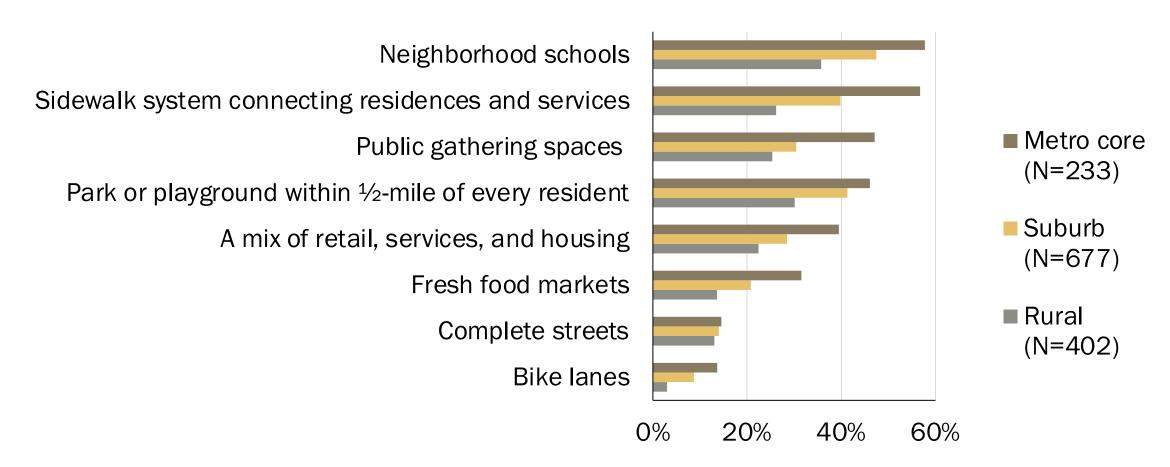


AARP Livability indicators 2018



### Planning Across Generations Survey, 2019 1312 city managers responding

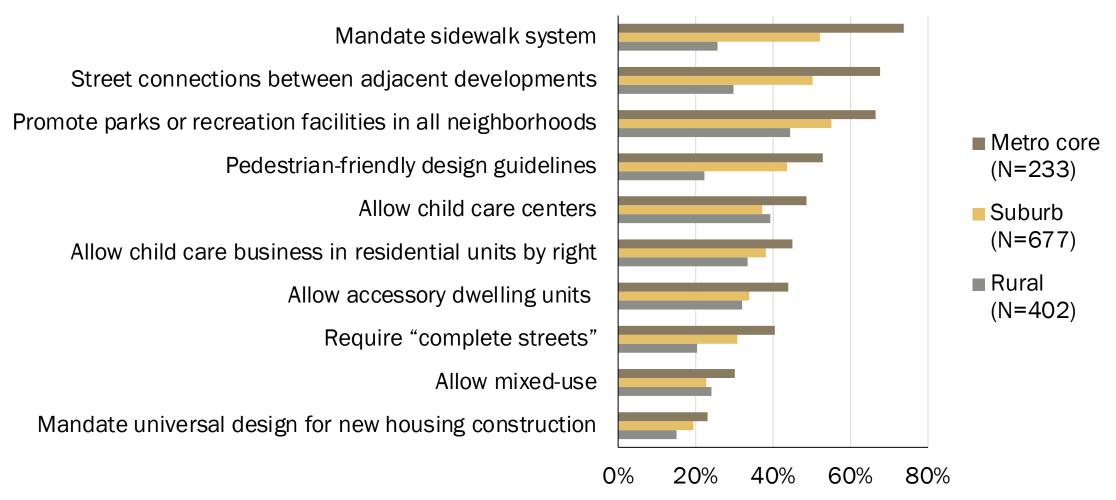
## Rural lag in built environment



Percent of communities where >50% of community has this feature

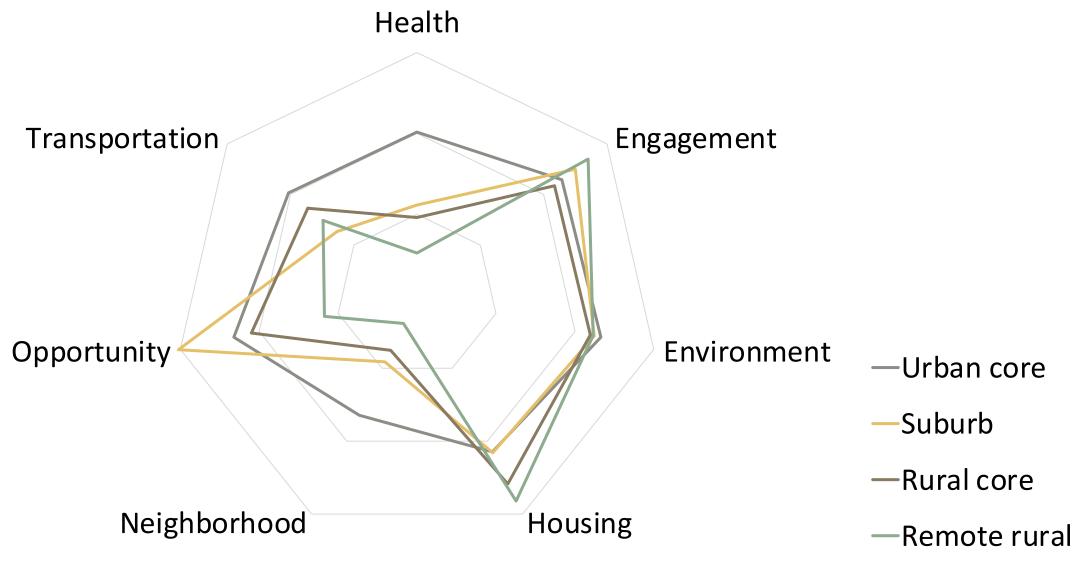
#### Planning Across Generations Survey, 2019 1312 city managers responding

## Rural lag in zoning



Percent of communities where >50% of community has this feature

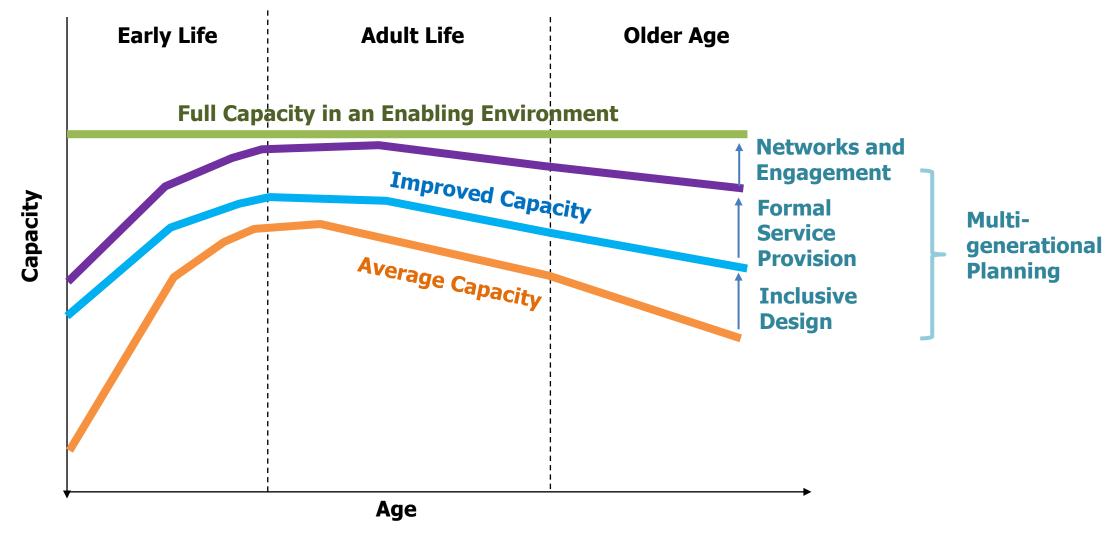
### Rural counties lead on engagement



AARP Livability indicators 2018



## Need a Multi-generational Planning Approach Design + Services + Engagement







### Equity for All Ages, Rural and Urban

### Tompkins Co NY

- Task force with broad representation
- All ages children and seniors
- Inclusive Framework
- Study of local plans and service access
- COVID-19 response
- Cross Agency Collaboration

## **Age Friendly Domains**

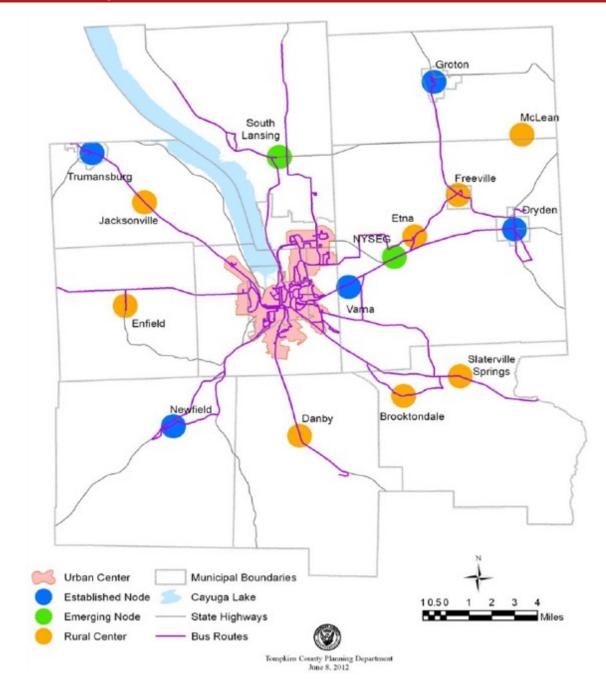
- COMMUNITU Education Housing Cross-Health Services Agency Neighborhood Allt Environment) Recreation
- Civic and Social Engagement
  - Communication and Information
  - Respect, Inclusion and Trust
  - Business and WorkOpportunities

- Education
- Health Services
- Childcare
- Other Services
- Transportation

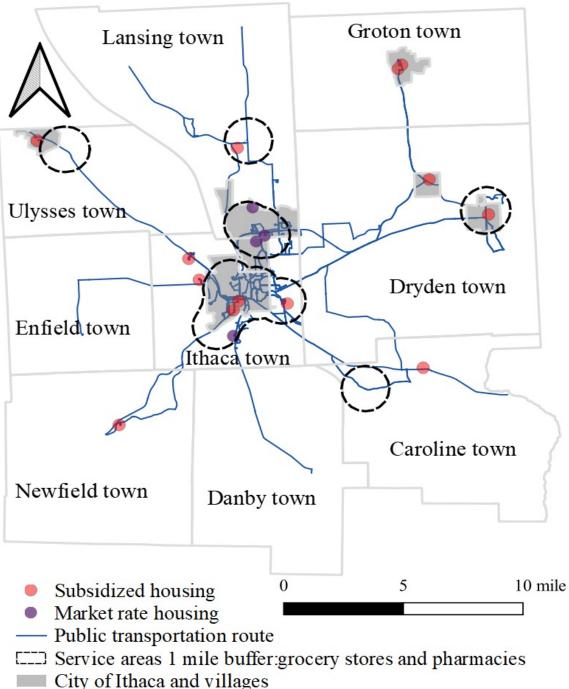
- Housing
- Neighborhood
- Built Environment
- Open Spaces
- Recreation

## Planning Challenges Limits of Smart Growth

- Nodal Development primary focus
- Increased housing density could create opportunities to build agefriendly attributes into physical planning
- Hamlets and Villages are urbanized locations that can integrate land use and services
- Rural Transit is limited
- Services & broad community cohesion are essential for agefriendly living in rural areas



Cornell University



## **Inequitable Access to Services**

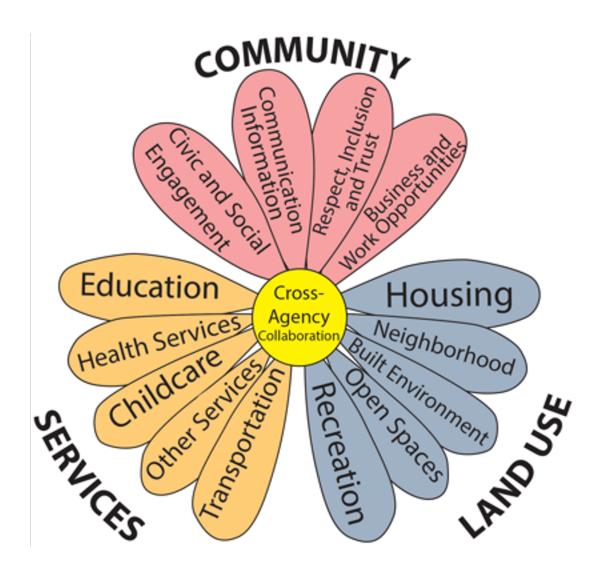
Market Rate Senior Housing is more likely to be near groceries and amenities than rural Subsidized Senior Housing

Transit routes connect – but schedules focused on commuters and bus stops lack benches or shade structures

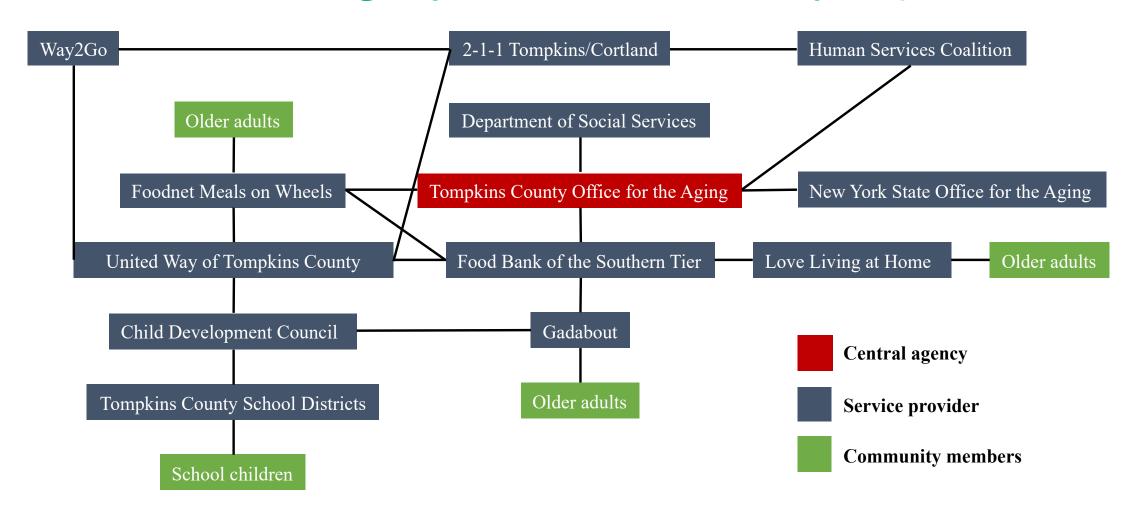
Need to promote delivery of pharmacy and groceries to ensure access

Add Economic Developers to the Age-Friendly Task Force

## Importance of Cross Agency Collaboration



### Multi-Agency COVID-19 Food Security Response



Broad Community Collaboration
Innovation: Paratransit and school buses used to deliver food

## **Centers of Cohesion Schools, Fire Halls, Libraries**

Libraries, Fire Departments and School Districts provide:

- Space for community programming
- A hub to connect people to programs

Libraries are "Yes" organizations

- Libraries are key in cross-agency collaboration
- Few secular civic hubs in rural areas



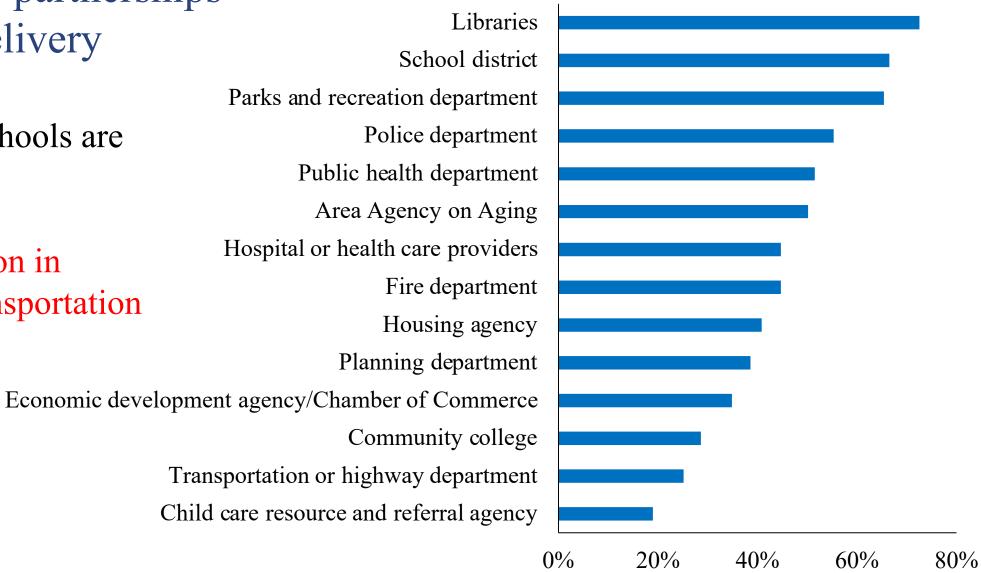
Community Cohesion and Identity is important to

- Ensure a sense of trust
- Create open communication and information

Cross-agency partnerships for service delivery

Libraries and Schools are key partners

Less collaboration in Planning or Transportation



Planning Across Generations Survey, 2019, 1312 city managers responding

## Resources

Warner and Zhang, 2021. "Age-Friendly Planning: Are We Making Progress," CSA Journal. <a href="https://cdn.ymaws.com/www.csa.us/resource/resmgr/docs/journals/journal-82/Warner.pdf">https://cdn.ymaws.com/www.csa.us/resource/resmgr/docs/journals/journal-82/Warner.pdf</a>

Xu, 2020. "MULTIAGENCY RESPONSE TO FOOD INSECURITY DURING THE COVID-19 PANDEMIC", Best Practices Report. Tompkins County Age Friendly Center for Excellence, <a href="http://cms.mildredwarner.org/p/315">http://cms.mildredwarner.org/p/315</a>

Warner and Zhang 2020. "Healthy Places for Children: the critical role of engagement, common vision and collaboration," *International Journal of Environmental Research and Public Health*, 17(24), 9277; <a href="https://doi.org/10.3390/ijerph17249277">https://doi.org/10.3390/ijerph17249277</a>

Zhang, Warner and Wethington, 2020. Can age friendly planning promote equity in community health across the rural-urban divide? *International Journal of Environmental Research and Public Health*, 17(4): 1275-91. <a href="https://doi.org/10.3390/ijerph17041275">https://doi.org/10.3390/ijerph17041275</a>

<u>mwarner@cornell.edu</u> <u>www.mildredwarner.org</u>

Funding from USDA - NIFA and Engaged Cornell

# Financing Cross-Generational Services and Needs Across the Life Cycle

Presentation to ICMA

Laura M. Keyes, Ph.D., AICP



## Role of Local Governments in Age Friendly Implementation

- Government closest to the people; influential in shaping lives of residents
- Responsibility to meet the needs of most vulnerable (across the age span)
- Leadership in comprehensive planning for land use, transportation, housing, etc.
- Legal obligations for zoning, infrastructure, and neighborhood development
- Administrative responsibility for provision of services



## Leveraging Senior Center Investments

- Centers provide necessary services to support health and independence of older people (Schneider et al., 2014; Choi et al., 2020)
- Senior center is an essential mark of an age friendly community (Fang et al., 2016)
- Municipal departments for senior services typically lead on age friendly policy action (Greenfield et al., 2015; Urban, 2018)
- Senior center alone is a narrow policy action for becoming age friendly (Markwood, 2013)
- Planning coordination across municipal departments captures value of broader public amenities for all ages



# San Antonio Case Study, Senior Center Research

- Survey of senior center members measures current service usage
  - N=846
- 10 Comprehensive Centers
  - Participant attributes include being younger and white and having a higher level of educational attainment and higher level of income.
- 8 Specialized centers
  - Participants are on average older, diverse, and lower income
- Service preference findings highlight opportunities to optimize interdepartmental resources



# Findings from Senior Center Research City of San Antonio, Texas (N=846)

Combined Service Usage	N	%
1eal program	774	89.27
ames	589	67.94
xercise classes	566	65.28
ealth screenings	458	52.85
ield trips	437	50.40
ance	356	41.06
rts and crafts	298	34.37
olunteer	256	29.53
ocial Services	243	28.03
omputer	225	25.95
brary	206	23.76

Service Usage by Center Type	Comprehensive Center		Specialized Center	
Top 4 Services Used	N	%	N	%
Meal Plan	400	90	300	90
Games	400	80	200	90
Health Screenings	300	75	200	85
Exercise	400	75	200	80
Example for Comparison				
Library	200	25	100	50

- Duplication of services at each center type
- Under usage of services at each center type
- Opportunities to optimize other public amenities and increase access to more people

# Center Consumer Types by Preferences for Services

- 1. Multi person activities (i.e. recreation, games)
- 2. Government programs (i.e. health programs)
- 3. Individual activities (i.e. art, library, computer)
- Social interaction matters for participation in senior center activities
- Closer friendships at the senior center increases participation in multiperson activities, as well as health screening, arts and exercise
- Integrating social activities into programming may facilitate relationship building and increase overall participation in under used services
- Diversity of center members raises importance of culturally competent programming that fosters relationship building opportunities

(Keyes, Li, Collins, and Rivera-Torres, 2020)



# Opportunities for Service Optimization

- Eliminate some services at certain centers
- Combine services with other center facilities
- Collaborate with other public services and amenities
  - Capture value through use of broader set of public amenities available in the community
  - Create programming opportunities to facilitate social interaction
    - i.e. using the public library system provides opportunities for equity access and connections to support lifelong learning and civic participation for all older people.
    - Create multi-generational recreational programming with parks and recreation facilities
  - Coordinate among city departments in identifying areas for age friendly action



# Utilization Rates and Market Potential for

Services

Darker shading - number of survey respondents using a senior center amenity within a 5-mile radius as a percentage of the total 60+ population within that area

Green circles indicate the amenity is available. Circle size indicates the 60 plus population within 5 miles such that larger circles represent greater market potential.



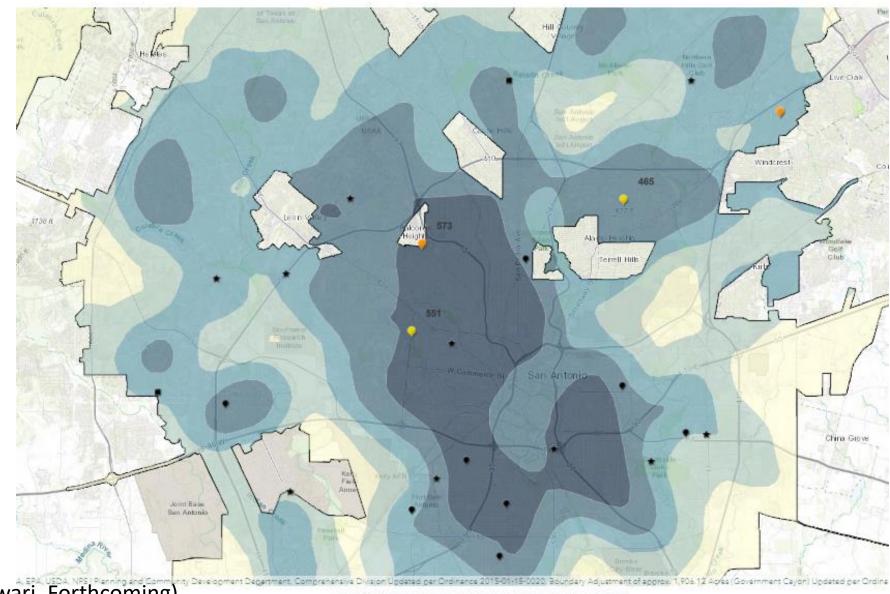


# Possibilities for Future Public Amenity Locations

Attractiveness Index – identifies locations in the city deficient or rich in age friendly features

Suggests optimal placement of future senior centers

Areas beyond darker shading important for understanding gaps in locations throughout the city where age friendly features are lacking or not emerging





(Keyes, Collins, Tao, and Tiwari, Forthcoming)

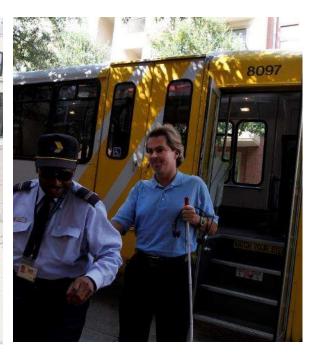
# Practical Applications for City Managers

- Policy action not limited to administrative divisions of senior services
- Survey senior center participants to gauge demand for services
- Optimize demand information to provide more equitable access and use of public investment
- Use other vehicles for delivery of services such as parks and recreation and library system
- Age friendly policy implementation plans should span across work programs for most municipal departments









## **Leading with Equity**

An APA Private Practice Division Webinar

Jana Lynott, AICP Senior Transportation Policy Advisor AARP Public Policy Institute Twitter: @JanaLynott



## **Defining Equity**

This is equity: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

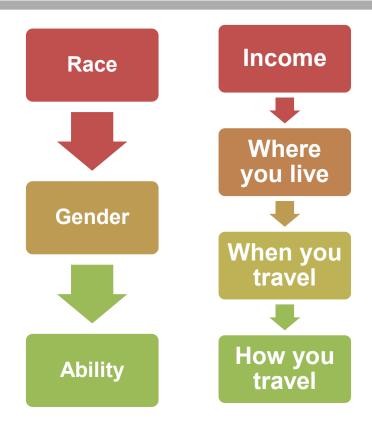
Excerpt from, Equity Manifesto, available at <a href="http://www.policylink.org/about/equity-manifesto">http://www.policylink.org/about/equity-manifesto</a>

## Getting to Equity: The Curb-cut Effect



Transportation Equity

Influenced by...

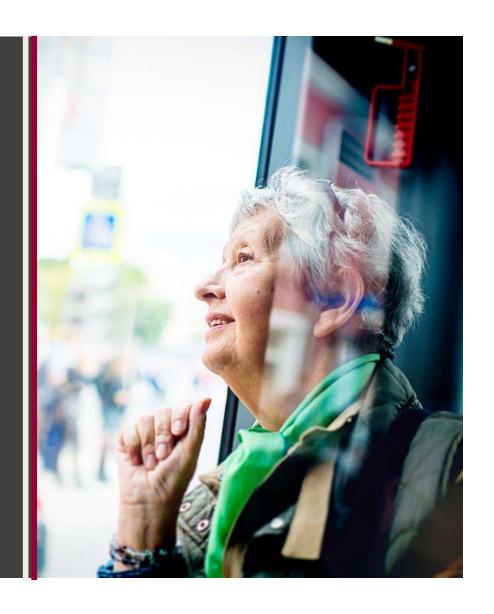




For the past 60 years, communities have developed around motor vehicles as the principal form of transportation.

# 1/3 of Americans do not drive

- 1 in 5 people 65+
- Many w/disabilities
- Many low-income
- Children
- Others by choice



#### **EQUITY & JUSTICE FRAMEWORK**

#### **Distributive Justice:**

Who has physical access to the street, park or trail?

#### **Procedural Justice:**

Who has influence over the design, operations, and programming?

#### **Interactional Justice:**

What makes people feel welcome or unwanted in the space?

#### **Representational Justice:**

Do people feel their experience and history is represented n the space?

#### Care:

How do people demonstrate their care for the space and other people in it?

Citation: Setha Low, Director of the Public Space Research Group, University of New York Social Justice as a Framework for Evaluating Public Space A chapter in Companion to Public Spaces https://www.routledgehandbooks.com/doi/10.4324/9781351002189-6

## **Distributive Justice**

Who has physical access to the street, park, trail, vehicle, app?



Photo courtesy National Complete Streets Coalition

## **Procedural Justice**

Who has influence over the design, operations, and programming?



Photo courtesy WALC Institute

## **Interactional Justice**

What makes people feel welcome or unwanted in the space?



Photo courtesy National Complete Streets Coalition

## **Representational Justice**

Do people feel their experience and history is represented in the space?



Photo by Chris Narisi

## Care

How do people demonstrate care for the space and the people in it?



#### **EQUITY & JUSTICE FRAMEWORK**

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