

SAGE's Housing Development Toolkit

Strategies for Housing Developers and Nonprofits/CBOs in Developing LGBTQ-Affirming Affordable Elder Housing



Purpose/Mission of Toolkit

Naming the Need

LGBTQ+ people face disproportionate rates of discrimination and poverty, including a shared history of community trauma involving both interpersonal and systemic discrimination. This has impacted LGBTQ+ elders in a myriad of ways around disparate health outcomes and unequal access. This might manifest in compounded isolation due to the absence of support from family of origin; increased vulnerability for elder abuse, caretaker abuse, intimate partner violence, and service provision exclusion; and decreased access to economic stability and wealth accumulation, which highlights the social disparities elders are living with based on their histories of discrimination.

Toolkit will Address this Need By

- Providing best practices based on SAGE's housing development process, as well as leading trailblazers across the country
- Helping to imagine your goals, identify necessary parts of the process, and provide a roadmap to get there with unique attention to your specific location and community need
- Identifying common challenges and temper expectations to inform planning and holistic preparedness
- Sharing worksheets and planning tools to break the process down into manageable steps

Background of SAGE and NHI

Mission: SAGE leads in addressing issues related to lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ+) aging. In partnership with its constituents and allies, SAGE works to achieve a high quality of life for LGBTQ+ older people, supports and advocates for their rights, fosters a greater understanding of aging in all communities, and promotes positive images of LGBTQ+ life in later years.

SAGE's National LGBTQ+ Elder Housing Initiative addresses the challenges of housing affordability, emotional and physical safety, and aging with dignity in community on several fronts by:

 Building LGBTQ-friendly housing in New York City

- Advocating nationally against housing discrimination
- Training eldercare providers to be LGBTQ+ culturally competent
- Educating you about your housing rights
- Helping builders across the U.S. replicate LGBTQ-affirming housing

Context of Affordable Housing

One housing intervention for LGBTQ+ older people is the creation of LGBTQ-affirming affordable elder housing. While available to anyone meeting the housing community's criteria, regardless of sexual orientation and gender identity, these affordable developments are designed specifically to meet the needs of LGBTQ+ older people. The goal of this housing model is to create inclusive communities where any sexual orientation and gender identity is embraced, and diversity is celebrated, focusing on creating LGBTQ-affirming and inclusive environments with LGBTQ+ culturally competent staff and LGBTQ-focused programming. For more contextual information on LGBTQaffirming affordable elder housing, please see SAGE's "Understanding the Affordable Housing Development Process Primer."

This toolkit was made possible with the generous support of The Harry and Jeanette Weinberg Foundation.



The Harry and Jeanette Weinberg Foundation

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SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 1: Community Outreach, Engagement, and Involvement: Buy-in Strategy

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1 Section 1: Community Outreach, Engagement, and Involvement: Buy-In Strategy

One key first step is developing buy-in from the community and political leaders. Buy-in simply means to support and believe in an idea or concept. To do this, think about the following:

Identify and speak to existing relationships:

- Elected officials
- Community boards
- Community residents
- Community organizations

Develop and nourish new relationships.

Assess the neighborhood and become and remain involved with the community.

Engage with established communities, with reverence to today's economic and political context:

- Engage with and reach out to communities of color, LGBTQ+ residents, and long-term residents
- Center intersectionality, and take into account
 the historical context of space and displacement
- Identify who you can sign linkage agreements for your own capacity and to nurture partnerships
- Identify who is already doing work you can uplift without reproducing or co-opting

Outreach strategy: Where do people you want to reach congregate? Go to them! (Places of worship, community centers, political convenings, etc.)

Outreach strategy: Host public information sessions as well as feedback sessions to both inform and be informed by the community.

Outreach strategy: Engage with community leaders at the very beginning across various sectors/roles.

HELPFUL TIP

In conducting outreach, keep detailed outreach and presentation logs

Be methodical about documenting outreach attempts for transparency and solid outreach strategy, but also to report to city and elected officials who will need to know and ask who, how, and when people were reached. Elected officials will ask you for this information many times throughout the process

Documenting allows you to see where you are NOT reaching people, so draw a map. Reflect the community you are building in, and then you can reach out to areas you haven't yet reached.

Archive your work for outreach purposes, but also for evidence to community partners and elected officials.

Keep detailed records of WHO was reached and how, how many times, and how to contact folks.

Think about how to remain in contact for relationship-building and to strategically reach a larger base of people—keep folks informed along the way!

APPENDIX TOOL

Analytical Problem-Solving Worksheet

Think about your long and short-term goals, and strategies to get there. Is this feasible?

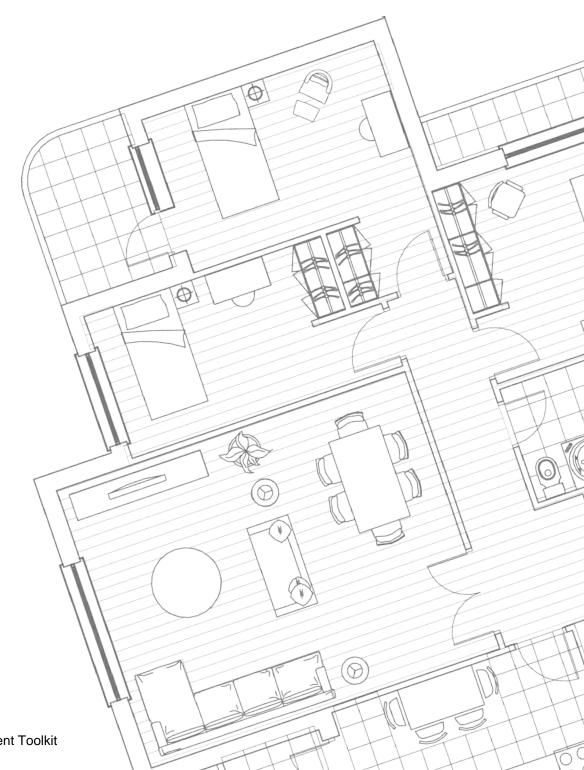
Under federal Fair Housing Law, government agencies, banks, and elected officials need to know this information of where you are doing outreach, how, and to whom, so chronicle it

- How many people in a city, borough, community board, or in an elected official's district did you reach?
- Chronicle demographics by address, not by race or ethnicity— people may fear discrimination

APPENDIX TOOL

Power Map

A power map is a simple organizing tool to identify stakeholders with interest, stakeholders with decision-making power, and who to bring in accordingly.



APPENDIX TOOL: Analytical Problem-Solving Worksheet

Step	Remember	Notes
Environment of the problem Nature of the problem to solve, underlying issues	Why is this a problem? Why do we care? Name goals!	
Stakeholders Who is involved?	Identify relevant/current stakeholders, who is a player and what is their role? Be exhaustive.	
Central Issue Central Problem/Issue	How can you work to address or solve this issue, or a piece of this issue? Name goals and objectives through exploring the problem!	
Identify Alternatives Options, interventions, and choices—what are your range of options to solve the problem? Take organizational capacity into account.	Research what is relevant, hone in. Name constraints (legal, costs, etc.). Acknowledge underlying issues while sticking to the larger goal. If your plan is not feasible, that's ok and an important conclusion to recognize!	
Identify Criteria Develop 3-5 (typically) criteria to evaluate each alternative solution.	Develop measures to assess, i.e.: dollars, feasibility, time, efficiency, staff labor, # of stakeholders supporting, etc. Then measure your options quantifiably.	
Analysis Apply criteria to each alternative solution, project outcomes and probability	<i>Alternative 1:</i> Measured by Criteria 1, 2, and 3 <i>Alternative 2:</i> Measured by Criteria 1, 2, and 3 Etc	
Decision & Next Steps	Base this on detailed, quantifiable analysis, what is the final plan?	

APPENDIX TOOL: Power Map

Most Decision-Making Power

Strongly Oppose Your Objective Strongly Support Your Objective

Least Decision-Making Power

SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 2: Community Outreach, Engagement, and Involvement: Reaching Tenants in Need



2 Section 2: Community Outreach/Marketing, Engagement, and Involvement: Reaching Tenants in Need

Reaching LGBTQ+ elders in need of affordable housing requires intentionality, creativity, and planning.

Develop a plan of how you are going to reach the people who may be underserved and can benefit most from this housing and meet them where they are at.

Map out a detailed and structured outreach/marketing strategy from the beginning through the lease-up process and don't forget to include a budget for designing assets, posting ads, and printing materials.

Use a variety of platforms to provide information accessible to LGBTQ+ elders:

- Use print materials don't just focus online. Make sure you budget for advertising in local newspapers, interest magazines, flyers, postcards and other mailers.
- Cater to the spectrum of how people connect across age groups to create successful reach (website, Facebook, emails, robo-calls, text messages, etc.).
- In-person community forums/workshops (see below).
- Create an email newsletter and have interested participants sign-up to receive updates and information on the application process.
- Create different outreach plans for each population you are trying to reach. For example, concentrated outreach to transgender and gender-nonconforming elders will look different than to Spanish-speaking elders.
- Create a dedicated webpage with information on the project and an email sign-up form for folks to sign-up for updated information.

In-person outreach: Go to the communities you will build in and the demographics you aim to serve

HELPFUL TIP

First-Come First-Serve Tenant Applications

When you go live on application day, be READY and have a multi-pronged outreach strategy (social media, emails, phone calls and texts). Think about hosting an in-person application day (via RSVPs) with volunteers assisting on computers and tablets. Make sure applicants know what information they need to provide well in advance of application day.

- Provide easy to understand presentations with lots of details, including photos of the project, financial requirements, and amenities included.
- Create brochures with information about the residences that showcase positive imagery of aging elders.
- Design postcards or flyers with a simple form for people to fill out during in-person outreach and make sure they opt-in to emails (if they have an email address). That way you can communicate with them regularly about the building's progress and also important information about the application process.
- Design large posters with an easy-to-read typeface with information and a sign-up link for potential applicants.

Outreach strategy: Tenant Engagement Tactics

Where do you reach prospective tenants?

- Community Forums
- Religious and social groups
- Community organizing leaders—people with deep connections to local community

- Aging and medical institutions
- Community centers

Outreach strategy: Tenant Engagement Framing Questions

Keep these questions in mind as you conduct tenant outreach.

- Who are you reaching and how are you reaching them?
- Where can you reach folks you are not?
- How does your mission impact who you are housing?
- What draws people in or shuts them out?
- How do you maximize diversity and reach deeply vulnerable communities?

Outreach strategy: Tenant Communications

Here are some ways to communicate with prospective tenants along each step of the way, including once they are housed.

- Embody transparency to tenants from the start, through lease-up and once they are housed:
- Clarity on unit size, amenities, building regulations
- Clarity on guest protocols
- Define "LGBTQ-affirming," "LGBTQ-friendly," "LGBTQ-inclusive" and other terminology used in communications
- Create avenues for internal tenant communication and community building:

- o Online forums
- Lobby community boards
- Tenant associations
- Ensure economic and community expectations defined in tenant onboarding meetings:
 - Outline of financial obligations (rent, utilities, security deposit) explained
 - Signed community agreements around safety, behavior, and antioppression
 - Cultural competency infused throughout the building – library books available, art in the building, rainbow or transgender flags in offices, etc.

APPENDIX TOOL

Outreach Strategy Worksheets

Documenting your work is a critical component of outreach, methodology, and community accountability. Use these simple frameworks to help map and archive your work.

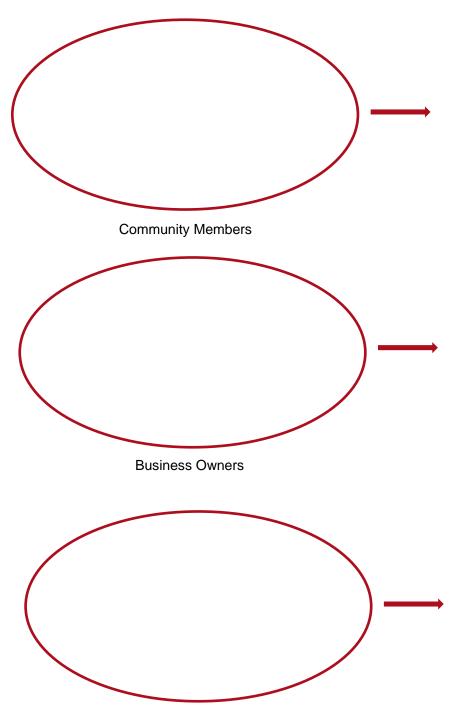
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APPENDIX TOOL: Outreach Strategy Worksheets

Where do people you want to reach congregate? Map it out. *Identify who you may be missing, with equity in mind*

Where and how to reach them...



Social, Religious, and Community Institutions

APPENDIX TOOL: Outreach Strategy Worksheets

Community Leader Outreach Log

Date	Name & Title	Email/Phone	Notes/Next Steps

APPENDIX TOOL: Outreach Strategy Worksheets

Public Information Session Log

(Session	Title.	Date.	Location)
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Name	Address	Email

SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 3: Marketing and Press Plan

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Section 3: Marketing and Press Plan

Your marketing and press engagement require research of the community landscape, data on where you need to reach folks, and framing based on your intended audience – which you should have done in Section 2. In essence: know and map out your audience before promoting any assets and include them in the process, when applicable. Publicizing your project with intentionality will align with your mission and demonstrate an accountability to the community and to future tenants.

Marketing

As mentioned in Section 2, mapping out a detailed and structured outreach strategy from the beginning through the lease-up process is key – and marketing plays a large role in that outreach. In addition to the strategies in Section 2, take note of:

> **Broader outreach.** Keep in mind, advertising the residence might be required in a variety of publications due to other agencies involved. Be sure to take note if this is required and plan/budget accordingly.

Fair Housing Regulations. Take a look at our "Helpful Tips" for marketing ideas under Fair Housing Regulations. Most developments can't say it's LGBTQexclusive or it would violate fair housing laws.

Press Engagement

In addition to marketing your housing to the applicants, it is important to place your facility and its crucial story in the public eye. This will provide "earned media" or free marketing for the residence. Engaging with reporters who cover housing or LGBTQ+ issues, social issue media outlets (both online and print), as well as local papers, will provide increased awareness in your project. Think about conducting media events linked to the groundbreaking, topping-out and your grand opening.

HELPFUL TIPS

Marketing Under Fair Housing Regulations

How to create intentional community that is not exclusive:

- Explicitly communicate in marketing that this is an oppression-free space
- Use visual representation and indicators in marketing, forms, and physical infrastructure (flags, photos of LGBTQ+ community leaders, etc)
- If possible, include LGBTQ+ elder-affirming programming in marketing
- Marketing in LGBTQ-centered spaces and publications, as well as the broader community
- Appropriately train all staff involved in press or marketing work in order for them to understand the implications of the Fair Housing Act

Make sure you have:

- Talking points about the project. Include basic information about the facility and its amenities, but also the larger need for LGBTQ-friendly housing, and any statistics on LGBTQ+ older people in your area. This will help you easily create media advisories and press releases, as well as educating potential spokespeople and stakeholders.
- Visuals. Having a variety of architectural renderings, photos of project milestones, and completed photos of the building and its spaces are helpful for both marketing materials and members of the press. Short videos highlighting the space and

construction are also useful for online marketing and press outlets.

 Spokespeople. Utilizing key staff and experts who are familiar with both the project and LGBTQ+ issues are key when trying to obtain earned media. Additionally, utilizing LGBTQ+ elders who are seeking housing or those who have been admitted are your strongest storytellers. Their lived experience is invaluable when pitching stories to the media.

A note on tokenization in the media:

Develop ways to ethically engage with vulnerable communities in marketing and publicity strategies

- While having spokespeople available to talk about their excitement in applying for housing is key, a person's housing cannot be, or appear to be, contingent on speaking to press or being featured in marketing materials
- Housing security should be established and confirmed before asking tenants to speak to the press for your agency

 Visibility of diverse communities is always important when matched with accountability and empowerment each step of the way

Make sure to Understand the Fair Housing Act in Marketing Materials

- Gender identity and sexual orientation are not explicitly protected classes under fair housing regulations
- Federally protected classes include race, color, national origin, sex, religion, familial status, and disability
- Work has been done to establish LGBTQbased discrimination as illegal under "sex" classification
- Use language such as "affirming" or "friendly" to denote LGBTQ+ competency without breaching fair housing regulations
- Market to LGBTQ-centered spaces and publications, with attention paid to geographic, racial, and cultural diversity

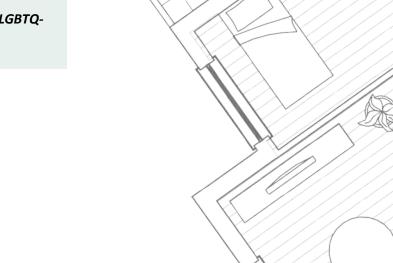
APPENDIX TOOL

Personal Identity Wheel Exercise

Engage in personal reflection around the privileged or oppressed identities you bring to this work, helping to inform your own equity lens.

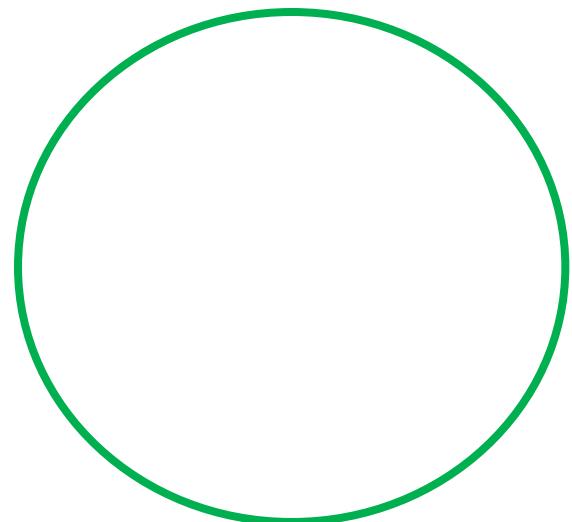
APPENDIX TOOL

SAGE's marketing communications for LGBTQwelcoming elder housing in NYC



APPENDIX TOOL: Personal Identity Pie

- 1. Write down all of the identities you hold, trying to be as exhaustive as possible (i.e. your race, ethnicity, abilities, gender, place of origin, sexual orientation, etc.)
- Categorize each identity as: *Oppressed (O):* An identity that is the target of oppression/discrimination *Privileged (P):* An identity that is privileged
- 3. Using the circle below, create a pie chart that shows your identities, with the size of each pie piece relating to how aware you are of each identity *on a daily basis.*



Writing and Discussion Prompts:

- 1. Which identities were you more aware of? Why do you think this is?
- 2. Which identities are missing from the pie, or may be taken for granted? Why do you think this is?
- 3. From this exercise, can you identify one or two identities in which you need to work on being more aware of?

4. Think about how this informs your own community engagement and how it can benefit or hinder your outreach strategies and content.

APPENDIX TOOL: SAGE's Housing Marketing: LGBTQ-friendly communities

SAGE conducted focus groups with its members before creating the final ad series for both of its LGBTQ-welcoming elder housing. The ads featured different language choices, color schemes, building imagery, and real-life SAGE members. The ads below were the two chosen by the SAGE team after focus group testing. These ads were used in print outlets, digital media, and printed as postcards and in large poster size for placement at SAGE Centers across New York City. A dedicated webpage existed for people to sign-up to learn more about both housing opportunities and receive time-sensitive information about the housing process.



APPENDIX TOOL: SAGE's Housing Marketing: General audience

In addition to SAGE's outreach to LGBTQ-welcoming communities and SAGE members, SAGE was required to place full-page ads in a variety of community newspapers for a specific amount of time, so be sure to set aside a budget and create a proper timeline for ad creation, approval and placement. When working with different partners, especially city or town agencies, keep in mind requirements for recruiting interested tenants. This could include unit information, income eligibility, household size, application information, and more. Below is a sample of a fullpage ad SAGE placed for its Crotona Pride House.

and Services

Affordable Housing for Rent



This building is a SARA program of the New York City Department of Housing Preservation and Development and New York Homes and Community Renewal.

Who Should

Individuals or households who are 62 years or older meet the income and household size requirements listed in the table below may apply. Qualified applicants will be required to Preference for a percentage of units of the table of meet additional selection criteria. Applicants who live in New York City receive a general preference for apartments.

 Mobility-disabled applicants (10%)
 Vision/Hearing-disabled applicants (4%). Preference for a percentage of units goes to:
 Residents of Bronx Community District 6 (50%) Municipal employees (5%)

CROTONA SENIOR HOUSING: Featuring a Lesbian, Gay,

57 NEWLY CONSTRUCTED UNITS AT 771-775 Crotona Park North, Bronx

Amenities: A state-of-the-art, inclusive, LGBT-friendly senior center offering services and programs related to the arts and culture, timess, lood and nutrition, health and wellness operated by SAGE (Services Adviceacy for Lesbian, Gay, Biesouti and Transpervice Elders), a non-profit advocacy and services organization with a focus and expertise on serving the LGBT senior community. Onside residential services, also provided by SAGE. The available to all interested instructs, For more information on SAGE, with their website at <u>times/advacesy.</u> The residential soluting contains a community Const. Disk storage, landby, and a Community Siting area on each floor.

and Transgender (LGET)-FRIENDLY Senior Center

AVAILABLE UNITS AND INCOME REQUIREMENTS

Transit: 2/5, Bx17, Bx19, Bx40, Bx42 No application fee • No broker's fee • Smoke-free building

Unit Size	MEDIAN M) UNITS	Units Available	Household Size¹	Annual Household Income ² Minimum – Maximum ³
studio	E (A)	30	1 person	\$ 30,060 - \$37,350
-	NW A	COM	1 person	\$ 32,220 - \$37,350
1 bedroom	25	27	2 people	\$ 32,220 - \$42,700

¹ HouseHold size Instates everyone who will live with you, including parents and children. Subject to coopancy ortistia, I HouseHold samings includes calary, houry woges, tips Social Security child support, and cher mozme income guidelines Minimum income telesicities not and apply to applicable two Sections of our calaffing intertial subdified. Addet Immis Socio apply. nes subject to citange.

How Do You Apply? Apply online or through mail. To apply online, please go to <u>nyc.powhousingconnect</u>. To request an application <u>by mail, send a self-addressed envelope to: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. Only send one application per development. Do not submit duplicate applications. Do not apply online and also send in a paper application. Applicants who submit more than one application may be disqualified.</u> When is the Deadline?

is must be postmarked or submitted online no later than FENTER DEADLINE DATEL Late applications will not be considered What Happens After You Submit an Application?

After the dealine, applications are selected for review through a lottery process. If yours is selected and you appear to qualify, you will be invited to an appointment of eligibility to continue the process of determining your eligibility. Appointments are usually scheduled from 2 to 10 months after the application dealine. You will be asked to bring documents that verify your household size, identity of members of your household, and your household income.

- Presente una solicitud en línea en m<u>o porhousingconnect</u>. Para recibir una traducción de español de este anuncio y la solicitud impresa, envie un sobre con la dirección a: HELP Crotona Park LLC, 116 East 13th Street, New York, NY 10003. En el verso del sobre, escriba en inglis la paladita: STPANISH'I. Las solicitudes se deben enviar en línea o con sello postal artise de <u>ENTER DA TE NS-ANISH</u>. Español
- 访问 nys.gow/housingsonnest 在线申请、包要获取本广告及书面申请表的简体中文策。请将您的同能值封着送至、HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. 信封背面请用英语注明"CHINESE"。必须在以下日期之前在线视交申请或服务书面申请 简体中文 IENTER DATE IN CHINESEI.
- Чтобы подать заплиение через интернет, зайдите на сайт: <u>typ, gov/housingconnect</u>. Дни получения данного объявления и заплиения на русским пъине отправъте конверт с обратным адрессим по адресу. HELP Crotona Park LLC, 115 East 12th Street, New York, NY 10003, ны задней сторове конверта налишите славо "RUSSIAN" на загивится выше, Заяки доличы быть поданы инайн или отправлены по почте (солысов, дате на почтозки штемплен) не поддике [ENTER DATE IN RUSSIAN]. Русский
- upc.cov/housingcompet 에서 온라인으로 신용하십시오. 이 광고량과 신용서에 대한 하국에 범행분을 밝아보시려면 비송을 봉투를 HELP Chrobna Park LLC, 115 East 1356 Street, New York, NY 10003.22 로 비유수시요. 봉투 뒷빈에 "NOREAN" 이라고 영어로 작아주십시오. [PHTER CATE NA NOREANIYA] 문란의 신용사 등 계층까지나 소인이 파란 신용서를 보내다 됩니다. 한국어
- Aplike sou enténét sou sitwéb nyo <u>ovkhousingsonnect</u>. Pou reserva yon tradiksyon anons sa a nan lang Kreyöl Ayisyen ak aplikasyon an sou papye, voye anviop ki gen adrés pou rebounen li nan: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. Nan deyé anviop ki ekir mo "HATIAN CREOLE" an Anglé. Ou dwe remét aplikasyon yo sou enténét oswa ou dwe tenbre yo anvan dat (<u>ENTER</u> DATE N HATIAN CREOLE). Kreyòl Ayisyien
- تقدر نظب عن طريق الاتر تناخل الافريق الافريق (<u>Reported Sported</u>). الحصول على ترجمة باللمة الربية لونا الاخلان ولسوري الطلب الوركي، أرسل مطر يحمل سمالة رعومالة الى: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. و "ARABIC". يحب إرسان علاج الطلبات عن طريق الاعراب أن هنمها بحد البرية غل (ARABIC). ernor Andrew Coomo 4 Mayor Bill de Blasio + HPD Commissioner Maria Torres-Son



Homes and Community Renewal

SAGE'S HOUSING DEVELOPMENT TOOLKIT

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Section 4: Data as Evidence: When Met with Resistance, Use Data



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Section 4: Data as Evidence: When Met with Resistance, Be Prepared

Data compels people with power to listen and invest, and it is necessary to support your case. Here are a few facts to do so.

- While the lack of a national probability study makes it impossible to know the size of the LGBTQ+ older adult population with precision, it is estimated that by 2030 there will be approximately 7 million LGBTQ+ people in the U.S. who are 50 and older.
- LGBTQ+ older people are more likely to live in poverty than their non-LGBTQ+ peers are and experience higher rates of physical and mental health disparities.
- 44% of LGBTQ+ older people are very or extremely concerned that they will have to work well beyond retirement age just to have enough money to live, as compared to 26% of non-LGBTQ+ older people¹
- 40% of LGBTQ+ older adults say their healthcare providers do not know their sexual orientation²
- 48% of same-sex older adults say they have experienced housing discrimination³
- 1 in 4 transgender older adults reports discrimination when seeking housing⁴

TALKING POINTS: AFFINITY SPACES

- We aim to integrate LGBTQ+ people into every realm of society, and separation is not ideal but building LGBTQ-affirming housing is still needed in our current social environment to protect people against harm.
- Affinity space and LGBTQ-affirming housing is not "special treatment," but an act of developing housing with equity at the forefront.

HELPFUL TIP

Know Your Audience

Remember the power map (Module #2 Appendix) and be strategic with your energy. Some people can be brought in, and some people will not.

- Affordable LGBTQ-affirming elder housing is an important way to create safety and affirming community for elders who experience intensive isolation and the threat of discrimination in spaces that are not LGBTQ-affirming.
- Affinity spaces help people connect to one another with shared lived experiences, breaking isolation and improving long-term health outcomes and cognition.

TALKING POINTS: DISCRIMINATION'S IMPACT

- Financial and health disparities make it doubly important that LGBTQ+ older people have access to safe and affordable housing.
- LGBTQ+ older people need space to build relationships in ways they tend not to in mainstream society, rooted in fears of coming out and the risk that has posed to them throughout most of their lives.
- SAGE trains the aging and housing sectors on these specific needs and barriers, but there is still an unmet need for safe, affordable housing that protects people against discrimination.

¹ "Out and Visible: The Experiences and Attitudes of Lesbian, Gay, Bisexual and Transgender Older Adults, Ages 45-75." Robert Espinoza.

² "Health Disparities Among Lesbian, Gay, and Bisexual Older Adults: Results From a Population-Based Study." Karen I. Fredriksen-Goldsen, PhD, Hyun-Jun

Kim, PhD, Susan E. Barkan, PhD, Anna Muraco, PhD, and Charles P. Hoy-Ellis, MSW

³ Espinoza, 2014.

⁴ Espinoza, 2014.

- LGBTQ+ elders face disproportionate rates of poverty, housing and economic instability, loss of support due to HIV and loss of family of origin, less access to competent caretakers, and even disproportionate rates of cognitive decline, demonstrating trauma's impact on cognitive functioning.⁵
- LGBTQ+ elders have a different reference point towards identity and risk, based in historical discrimination and oppression.
- Vigilance around privacy and "coming out" is specific to generational experiences, presenting different cultural norms than may exist for some LGBTQ+ youth.

TALKING POINTS: COMPOUNDED VULNERABILITY

 Transgender elders still face deep levels of poverty and have been historically barred from "legal" employment avenues, social services, and shelter settings. Transgender elders also face economic marginalization at majorly disproportionate rates.

APPENDIX TOOL

Supplemental Data Works Cited and Research

Historical invisibility and discrimination mean that data collection on LGBTQ+ elders is still lacking. Here is some supplemental data to help build your case from research leaders in the field. Amongst our LGBTQ+ aging communities, specific vulnerability exists for transgender elders and elders of color, again showing the present-day impact of oppression and intersectionality that mandates this type of housing as not just ideal, but a critical necessity for many people aging in our communities.

TALKING POINTS: FRAMING THE NEEDS

- Data helps dispel the myth that LGBTQ+ elders are predominantly white, cisgender, and middle-upper class.
- LGBTQ+ elder invisibility in aging and housing demonstrates an overlooked need and a fast-growing market.
- LGBTQ+ elders came of age at a time when there was great prejudice and violence against LGBTQ+ people, and the medical label of "mental disorder" validated these prejudices.
- Community trauma may make people less willing to be open about their LGBTQ+ identity.
- Politics, laws, policies, and social norms were different 20 years ago, and even moreso 50+ years ago—we must remember this when we address specific elder needs.
- The perception of risk in medical settings, social services, employment, and other public arenas may be escalated for elders who choose not to come out even in spaces that aim to be affirming, reiterating the impact of discrimination on current protective factors for LGBTQ+ older people.

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⁵ "Correlates of Subjective Cognitive Decline in Lesbian, Gay, Bisexual, and Transgender Older Adults." Jason D. Flatt, Julene K. Johnson, Stephen E. Karpiak, Liz Seidel, Britta Larson, Mark Brennan-Ing.

APPENDIX TOOL: Supplemental Data Literature Review

AARP. <u>"Maintaining Dignity: Understanding and Responding to the Challenges Facing LGBT Older</u> <u>Americans.</u>" May 2018.

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SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 5: Vetting Partners: Mission Alignment in Choosing Your Developer, Property Management, and Service Provision Teams



Section 5: Vetting Partners: Mission Alignment in Choosing Teams

Know your mission and know the mission of every partner involved.

Trust the experts:

- Experienced nonprofit developers serve as a resource
- Talk to people who have worked with potential partners for feedback on the partnership
- Consult with experts who can lead on new initiatives if this is new terrain—Should you hire a Project Lead?
- Make sure the mission of the project is in line with what the needs of the community and the local government expectations
- *Example:* Crotona Pride House developer HELP USA
 - Know what problems can present in these types of buildings, such as work quality, architect portfolios, and subcontractor relationships

Choose partners based on the mission, skills, and portfolios

- Look at the track record of developer and of property manager
 - Have they worked with low-income people and/or are they committed to the mission?
 - Have they worked with people of color? LGBTQ+ people? Older adults?
- Work with a developer and property manager who understand and are in line with the mission, understand the community you are working with, and are committed to stabilizing low-income tenants in their housing
- Who are your partners' contractors and subcontractors? What are their track records?
- Talk with people who have worked with each entity involved, especially if they have worked with low-income people and are committed to working with low-income people

HELPFUL TIP

Building a Senior Center from the Ground Up

Most senior centers are in church basements or established nonprofits. Building from the ground up is a process in itself! Don't be afraid to consult experts in aging

on what LGBTQ+ elders need in both home and shared community spaces.

• Choose an architect who is familiar with aging in place and the needs of senior centers; remember the importance of intentional design!

REMEMBER: The work of your partners will directly impact your agency's reputation and the lives of tenants—your partnerships result in the faith people will have in you.

Know every community and business partner's mission

- Mission and values in both theory and practice must guide the developer and property management vetting
- As linkage agreements and other service provision are established, ensure service providers are in line with mission, demonstrated in their work
- For-profit vs nonprofit housing developers
 - What is the difference?
 - o Develop pros/cons of each model

REMEMBER: Center cultural competency in each partnership, and train every partner on the specific needs of LGBTQ+ aging communities in housing and service provision.

Role definition: What is expected from each party?

- Clearly articulate the social service provider role in the development, lease-up, and ongoing work once the building is running
- Ensure all partnerships maintain communication throughout the entirety of the development process, as well as the lease-up, residence upkeep, and ongoing residential functioning
- Establish weekly or biweekly team meetings between social service team, property management, and security team to ensure clear and transparent communications and ongoing role definition
- Map out roles of service provision team, property management team, developer, and any other ongoing partners who will work with tenants
 - Rent collection and other logistical duties require clear protocols and cultural competency
 - Tenants will often go to the super or security guard for something more relevant to clinical staff—it is ok to redirect with a humancentered approach
 - Role expectations and support for service provision staff are essential in guiding the nonprofit's role in general functioning and community wellness of the building
 - Ensure your direct service staff have capacity and support infrastructure set in place before the lease-up process begins—including equitable salaries and reasonable workloads

HELPFUL TIP

To build trust and connection in the neighborhood, identify your community allies and who CAN be allies based on respective missions.

Build relationships with these groups.

- Establish residential policies and procedures before the lease-up process begins, through the lens of the shared mission
 - Incident reports
 - Eviction protocols
 - Contingency and disaster planning
 - Visitor policies
 - Social service safety planning (Cognitive decline, DV, interpersonal conflict, police presence, etc.)
- Ensure your social service team has appropriate support, guidance, and role definition
 - o Clinical staff? Tenant advocates?
 - o Caseload size and parameters of work?
 - Will service provision staff serve the entire Senior Center, or only building residents?

Partners' impact on residents and nonprofit staff—think about the following:

- The huge impact on the community both in the residence and externally
- Transparent financial processes (such as responsibility for security deposits)
- Sustainability of the work, directly impacted by partnership culture
- Staff sustainability, support, burnout; Vicarious trauma in this setting requires established support and care

APPENDIX TOOL

Trauma Response Chart One-Pager Working in housing can present challenges. Understanding trauma and the impact on staff and tenants will help center mission alignment in policies, procedures, and partnerships. It will help develop a trauma-informed environment across partnerships and cultivate a supportive work environment for direct service and property management staff.

APPENDIX TOOL: Vicarious Trauma One-Pager

Copyright: Laura van Dernoot Lipsky. <u>Trauma Stewardship: An Everyday Guide to Caring for Self While</u> <u>Caring for Others.</u> 2007.



SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 6: Defining Roles and Expectations



6

Section 6: Defining Roles and Expectations

Clear expectations of ALL partners are critical for your reputation and for the wellness of the communities you are serving. Partners should be in line with the mission, community, and commitment to stabilizing LGBTQ+ elders in their housing. Mission commitment is bolstered by evidence and practice.

- Choose your partners wisely—namely, the developer, property manager, and service provider
- Partners influence your agency's reputation, public confidence, and the lives of tenants
- Make sure to review portfolios, websites and any public-facing news of potential partners

Ensure you discuss funding and costs with the developer exhaustively, including the funding availability and need to build a senior center or community space in the residence.

PARTNERSHIP CONSIDERATIONS

- Have they worked with low-income people?
- Are they committed to the mission?
- Have they worked with people of color, LGBTQ+ people, or older adults?
- What is the track record of contractors and subcontractors?
- Is the architect familiar with aging in place or senior centers?

STAFFING

Know how much staffing you'll need internally, and clearly define all staff roles. Consider:

- Which staff will be involved in this project?
- What expertise is needed along the way?
- Who will be working with the developer, construction, finances, and communityengagement teams? What about other important roles?

HELPFUL TIP

Capacity: Don't bite off more than you can chew!

Contain the work based on the organization and community capacity.

• Where do we need further expertise, and who can we engage for external support?

TIMELINE

Map out all steps of the process and partner roles:

- For each development stage, outline the work and roles chronologically
- Include the role of elected officials, government entities, local rules and regulations, and what might shift along the way
- Allow some wiggle room for shifts in approval process, communications, or other changes

ROLE DEFINITION

Know how much ownership each partner will have in the development, lease-up, and daily building activity:

- Clearly define capacity and roles of the service provision team, property management team, developer, and any other ongoing partners who will be working with tenants, rent collection, or other ongoing duties
- Set up routine check-in meetings with all parties involved
- Create and sign MOUs to make sure commitments and expectations are met

Example: If designing ADA compliant apartments, ensure ADA compliance is at highest quality and name who is responsible for completion?

HELPFUL TIP

Train all stakeholders in cultural competency

Cultural competence is a set of behaviors, attitudes, and policies fostered in a system or agency that address the various needs of community members, staff, tenants, or other stakeholders to equitably and effectively work together across diverse identities and cultures.

(For more information on cultural competency, see toolkit module #8).

ANCHOR AGENCY: Identifying a social service partner

An anchor organization is usually a communitybased organization or nonprofit providing services, programming, or aging care for LGBTQ+ elders.

- Can help find a site or prime location through political leverage, community relationships, and longevity in an area
- Working with a social service provider from the beginning creates cohesion and efficiency
- An anchor organization can help access resources and financing from local and state agencies
- An advocate group can help move the project along, gain political buy-in, and build acceptance

REMEMBER

This is a long-term relationship! Establishing cohesion, trust, and efficiency amongst partners helps cultivate the same for the tenants of the building.

ESTABLISH MISSION-DRIVEN POLICIES AND PROCEDURES

Expectations and tenant support must be defined from the beginning of the journey. Develop clearly articulated and available processes before lease-up begins for the following:

- Incident reports
- Eviction protocols or prevention funding
- Financial processes like security deposits, rent arrears, or moving cost support
- Contingency and disaster planning
- Community agreements and behavioral expectations
- Visitor policies

Social service safety planning, addressing issues such as cognitive decline, domestic violence, interpersonal conflict, police presence in the building, or other safety concerns

REMEMBER: CHOOSE PARTNERS WISELY

This is a long-term relationship! You will be working with your partners for the next few decades. Considering these factors, keep the following in mind:

- Know your mission, and know the mission of every partner involved
- Experienced nonprofit housing developers can serve as a resource, so don't hesitate to speak with them
- Train all partners in cultural competency
- In new terrain, don't be afraid to consult with experts—this might involve hiring an experienced Project Lead
- Make sure the project is in line with what the local or municipal government expects and the communities you are aiming to reach
- The end goal is to support, affirm, and cultivate healthy living and aging environments for the residents of the development

SAGE'S HOUSING DEVELOPMENT TOOLKIT Section 7: Building Design, Physical Infrastructure, and Safety



Section 7: Building Design, Physical Infrastructure, and Safety

How can physical space create safety?

- Affirming space through visible cues
- Affirming and appropriate intake forms, meeting both identify and holistic health needs
- Visible representation
 - Art representing the diversity of identities residing in the building
 - Community agreements, outlining behavioral expectations and share values of the residence
 - Affirming signage, such as rainbow flags, transgender flags, or flags representing other community identities

Design and architectural considerations for LGBTQ-specific aging needs:

- Choose an architect familiar with traumainformed design
- Consider warm colors, soft lighting, plants, and other factors that make hallways, common spaces, and apartments feel less "institutional"
- Consider fine motor, physical, and cognitive health needs in long-term design planning
- Geographic location
 - Grocery stores and essential staples
 - o Transportation
 - o Walkability, mobility, and walker access
- Community environment
 - Senior Center or community room size
 - o Office space
 - o Number of apartment units

HELPFUL TIP

Always consider the lobby design

Fielding calls and guests, waiting for transportation, neighbor interactions, mailroom infrastructure, and building security can all happen in the lobby. Consider the range of purpose for this space!

Identify potential safety concerns and respective safety plans that can occur in a residence:

- Domestic Violence or Elder Abuse
- Racism
- Hate Violence
- Police Violence

Neighborhood connection and police familiarity may help reduce violence, including police violence:

- Connect with local aging, LGBTQ+, and other social or community affinity groups
- Build relationship with the neighborhood officer/policing team
- Engage with members of the police force who engage in trauma-informed neighborhood policing or mental health training with social workers

APPENDIX TOOL

Design Considerations Checklist

Think about the following details in the space, as it can be specific to the specific building populations.

APPENDIX TOOL: Design Considerations Checklist

NATIONAL LGBTQ+ ELDER HOUSING INITIATIVE

Design Consideration Checklist

THINK ABOUT THE FOLLOWING DETAILS IN THE SPACE, AS IT MAY BE UNIQUE TO THIS SPECIFIC POPULATION

- Seographic location:
 - Access to transportation
 - Near essential staples and fresh food
 - Community environment and relationships
- Community room or kitchen to cultivate community and address food scarcity, combined with intentional programming and funding for food service provision
- Size of the Senior Center or the community rooms—How many people should the space fit without it feeling institutional?
- Traditional multi-desk office spaces vs. smaller, intimate therapy rooms and visually comforting social service settings (through wall color, natural light, etc.)
- Science Community size impacts success, and sometimes smaller buildings can cultivate closer community

- S Physical infrastructure must address full accessibility:
 - Emergency alerts in common spaces
 - Terrace garden raised beds for easier access
 - Brick and doorway design preventing falls
 - Plumbing systems must consider aging and health needs
 - Restrooms on the ground floor
 - · Restrooms near the laundry facility
 - Lighting: Well-lit for visual accessibility without florescent or institutional lighting, including well-lit hallways
 - Chair size and fabric, considering fabric cleaning, bed bugs, or other wear and tear
 - Space layout, from hallways to outdoor space to unit kitchens and restrooms:
 - High ceilings for art and sharing public information
 - Lobby seating

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DESIGNS 4 DIGNITY: DESIGN JUSTICE CHECKLIST

- Think about spatial layout: Spaces with clear sightlines and few barriers create a sense of safety and calmness.
- Create visual interest with detail but not overcrowding. An appropriate quantity of objects, symmetry and regularity in their arrangement alleviates stress and promotes well-being.
- Avoid deeply hued warm colors that may arouse negative emotions. Cool colors have a calming effect.
- Furniture should be durable and easy to clean, and its arrangement should enhance safety and promote a positive relationship with staff and other beneficiaries at the organization.
- Natural light makes rooms appear less crowded, and lower levels of illumination mitigate perceived crowding and the resulting stress and discomfort.
- Plants perform an important biophilic function by connecting occupants to the natural world, which has been found to reduce stress and pain, and to improve mood.

Citation: Designs 4 Dignity. (2021). designs4dignity.org

DESIGN CONSIDERATION CHECKLIST CONTINUED

- S Apartment unit accessibility and safety, with consideration for aging in place for a range of cognitive abilities:
 - Life alert or emergency pulls
 - Shower bars or seats
 - Kitchen sink ledges, preventing water spillage which may cause fall risks
 - Apartment size—downsizing can be traumatizing, and two-bedrooms are important for visitors, family, or other people of support
- Community engagement and isolation considerations:
 - Warming kitchen vs. full kitchen for units and community rooms
 - Front desk location and proximity to community space, understanding a community center receptionist might serve a different role than a front-desk or security greeter, considering fielding calls, greeting visitors, and maintaining building security:
 - For example, can a tenant have a visitor enter/get signed in privately if they are having an overnight guest if they don't want rumors to start up because they had to walk right past the community room?



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SAGE'S HOUSING DEVELOPMENT TOOLKIT

Section 8: Cultural Competency in Cultivating Safer Community Spaces



Cultural Competency in Cultivating Safer Community Spaces

CULTURAL COMPETENCY: Why is it important?

This residence might be one of the first places where a tenant feels physically and mentally safe in their housing. Affirming community can help build a safer environment that is reflective of the population.

KEY TERMS

8

- **Gender identity:** The gender you identify with and feel you are on the inside
- **Sexual orientation:** Primary physical, romantic, or emotional attraction to other people
- Lesbian: A woman whose primary physical, romantic, and/or emotional attraction is to other women
- **Gay:** Term describing anyone who has primary physical, romantic or emotional attraction to someone of the same gender
- **Bisexual:** Term describing a person who is physically, romantically, or emotionally attracted to both men and women. Bisexual people may also describe themselves as being attracted to people regardless of gender identity. You may also hear the term pansexual, meaning attraction to people of many genders
- **Transgender:** An umbrella term for people whose gender identity and/or gender expression differs from the sex they were assigned at birth
- Queer: An umbrella term used to describe a sexual orientation, gender identity or gender expression that does not conform to dominant norms; once a slur, some elders may still feel uncomfortable with this term

MORE KEY TERMS

- Cisgender: A term for people whose gender identity or gender expression do align with their assigned sex
- Gender non-conforming (GNC): A term describing a person whose behavior or appearance does not conform to prevailing cultural and social expectations of gender. GNC people may or may not be transgender

HELPFUL TIP

Establish Community Agreements

These can be collective guidelines via signed agreement in the tenant onboarding process or signs posted in shared community space, which may include expectations around:

- Interpersonal respect and privacy
- Bias or hateful language/behavior
- Expectations around cleaning and shared space
- Diversity and respect of identity and culture
- Community events and meetings
- Mediation and accountability protocols
- Same Gender Loving (SGL): A term most often used by people of African descent for lesbian, gay, and bisexual people, adapted as an alternative to Eurocentric LGB identities which may not culturally affirm or engage Black people in the community
- Intersex: A term used for a variety of conditions in which a person is born with a reproductive, sexual, or chromosomal characteristics that don't seem to fit the typical definitions of female or male; there is growing social awareness on the harmful, non-consensual medical and psychological procedures performed on intersex people

TERMS TO AVOID

 Avoid "sexual preference" and "alternative lifestyle," as these terms make it seem like sexual orientation or gender identity are a choice or abnormal Avoid the term "homosexual" especially with older adults, as the word still carries stigma and fear around pathologizing LGBTQ+ people medically or psychologically

REMEMBER: LANGUAGE IS NOT UNIVERSAL

Language is unique to every individual and community based on age, region, race, class, language, and other parts of culture and identity.

- Mirror the language a person uses for themselves—a term of empowerment for one person might feel like a slur to others
- Not everyone accepts the reclamation of certain words, and generational context is important (see the word "queer" above)
- These terms are also NOT exhaustive, and there are many other identities to learn about

LGBTQ+ ELDER CONTEXT

Why are some LGBTQ+ older people still uncomfortable disclosing their sexual orientation or gender identity?

- *Generational:* Elders came of age when there was great violence against LGBTQ+ people
- *Prejudice:* Interpersonal and validated by scientific and medical professionals who labeled homosexuality a "mental disorder," as well as systemic institutions and public policy.
- *McCarthyism and Lavender Scare:* People could have been fired, arrested, or institutionalized
- *Executive Order 10450:* In 1953, President Eisenhower codified sexual perversion as cause for employment termination

For many people, this led to denial of their feelings and, at times, a belief or hope that they had a sickness that could be cured. This can be at the root of many anxieties for LGBTQ+ elders.

RACISM COMPOUNDS BARRIERS

- LGBTQ+ people of color deal with racism in addition to anti-LGBTQ+ bias
- Racism has been instrumental in housing policy, criminalization, employment discrimination, and

other historical and current forms of systemic violence

 Racism might be a more prevalent barrier for elders than homophobia, which must be recognized for those living at these intersectional identities

ROLE OF HOUSING STAFF: PROVIDE AN AFFIRMING ENVIRONMENT

- Affirm every resident's gender identity and expression has the right to express their gender in whatever way they choose
- Consider grief, trauma, and the impact of violence on trust-building
- Recognize a need for privacy and safety, considering previous experience
- Consider affirming language and language not to use
- Challenge assumptions: We all have them!

TOOLS FOR STAFF AND PROGRAMMING

- LGBTQ+ art, signs, and programming reflective of the residential community
 - Culturally affirming holiday celebrations
 - Libraries include writers of color or community leaders
 - Visual representation: Rainbow and trans flags indicate affirming environment
- Policies and procedures
 - Anti-discrimination statements readily available at intake, on the website, and in agency policies
 - Community agreements define behavioral expectations and antioppression values (See helpful tip box)
 - Create clear feedback and reporting processes for responding to bias, including anonymity
- Affirming intake forms reflect many sexual orientations and gender identities

APPENDIX TOOL

"How to Be an Ally to Transgender Older Adults: Advice for Allies." *Forge, SAGE National Resource Center on LGBTQ+ Aging, 2021.*

APPENDIX TOOL: How to Be an Ally to Transgender Older Adults: Advice for Allies

How to be an Ally to Transgender Older Adults

Advice for Allies

We have made many suggestions for how allies can help with various issues or problems that may come up, as well as ideas about how to create and celebrate joyful experiences. Here we summarize advice that should serve you in any situation.

1. LISTEN.

Nonjudgmental listening is both rare and a true gift. Most everything feels more bearable after someone hears our story, so don't feel like you need to "fix" anything.

2. CHEERLEAD.

Most of us can also use a friend who is positive and hopeful, who reassures us that we can handle the things we are facing.

3. EMPOWER.

Wherever possible, encourage people to make their own choices.

4. FIND AND CONNECT TO RESOURCES.

Many trans people spend their whole lives thinking they are "the only one." Even those who know the trans community has grown may be shocked at what's now available to them. Help them connect to what is out there.

5. ACCOMPANY.

Just like being listened to helps with most everything, having accompaniment can make almost any situation less scary. Consider offering to go with.

6. ADVOCATE FOR THE INDIVIDUAL.

Find out what the trans older adult wants you to do when you're both in public and someone disrespects them. Some people appreciate being spoken for, and others don't.

7. ADVOCATE FOR THE COMMUNITY. Whenever you can, speak positively about trans people. Whenever you have the opportunity, advocate

for more inclusive policies and

8. BE OPEN TO LEARNING.

procedures.

No matter how much you know about trans people, there is more to learn. For one thing, we keep inventing new concepts and experiences.

9. ENCOURAGE MOVEMENT.

Literally! Most of us don't move our bodies as much as we should for optimal physical, mental, and emotional health. Create reasons to move.

10. ENCOURAGE JOY.

Being trans in Western society can be hard. All the more reason to create reasons to feel joy!

SAGE'S HOUSING DEVELOPMENT TOOLKIT

Section 9: Tempering Expectations: Challenges Met with Solutions



9

Section 9: Tempering Expectations: Challenges Met with Solutions

All types of challenges are inherent to the affordable housing development process.

This requires flexibility and pivoting to meet the shifts as they arise. Start prepared, knowing that changes are inevitable. It's a part of the journey.

CHALLENGE: Unexpected changes in workflow, partnerships, press, community support, staffing roles, and other aspects of the process will create unforeseen delays that require flexibility.

- SOLUTION: In order for this project to be successful and sustainable, long-term, investment from leadership is necessary through the entirety of the process, including after the building is open. This means challenges can be problem-solved not only by individuals working in respective roles, but as a team with direct input and decision-making across all levels of leadership and decision-making.
- *In short:* Remember your partnerships and make sure everyone is communicating around challenges and developing problem-solving strategies, from ideation through lease-up.

CHALLENGE: Financing, fundraising, and making ends meet: Even if you feel financially solid, you may need to raise money with shifting government priorities and allocations for things like remaining construction or outfitting costs, community centers, or landscaping.

- **SOLUTION:** Pre-emptive planning: Have clear conversations with the developer about financing every step, including the construction of a Senior Center or community space.
- Research fundraising opportunities for community-based organizations and explore how to run a capital campaign if it will be needed.
- Can your project be entirely funded by government support and a few foundations?

- Could you develop a "naming" campaign for the building?
- Is there a fund to support ongoing services in the building? Can different lobbies or rooms be named in honor of funders to create large gift of restricted support to fill funding gaps?

CHALLENGE: Because affordable housing is in high demand, outreach can be a heavily politicized issue. This is particularly true in gentrifying areas of historical displacement where communities of color are being pushed out.

HELPFUL TIP

Remember That Tensions May Arise

SAGE's Stonewall House development had to cap off housing applications at 2,000 people. In the first hour of applications, there were 1,600 applicants.

- Competition for units may result in political tension, as elected officials want to be accountable to their constituents and prove that constituent needs are their priority.
- Housing scarcity can cause conflict in the community, especially if there is a great need.
- Stonewall House was the first LGBTQ-affirming affordable development in New York City and State. Such an inaugural project can create tension regarding community prioritization.
- These challenges are common and can be met with process transparency.

- **SOLUTION:** Communication & Outreach: Maintain consistent communication with all community members. Continue to check in with elected officials and community leaders throughout the entire process.
- Offer a building tour for elected officials before • the opening to share information and nourish relationships.
- **SOLUTION**: Be a Good Neighbor: From the beginning, identify opportunities to step out and support the local community to demonstrate organizational commitment to the neighborhood, with the ultimate goal of residents being embraced and welcomed. This will help build relationships and reduce community tension.
- SOLUTION: Address Competition: In early development phases, reach out to organizations who might consider LGBTQ-affirming elder housing as competition to their services. This might be other senior centers, elder service providers, or LGBTQ+ organizations.
- Negotiate with government agencies that have local jurisdiction as needed.
- Make efforts to reach and house residents that have historically lived in the neighborhood and may be facing displacement (See toolkit module #2).

CHALLENGE: Federal Fair Housing Law: You must adhere to mandates of housing lottery systems and

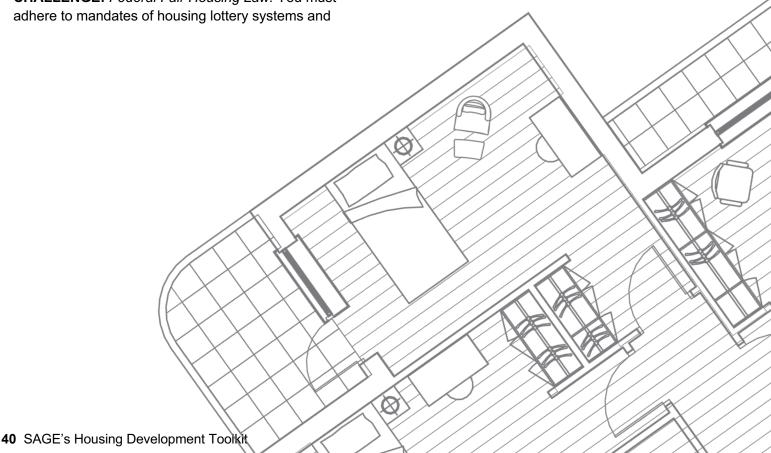
legal requirements. Government entities are safeguarding the city and state from lawsuits, so how do you ensure LGBTQ+ elders are getting into the building?

SOLUTION: Develop and stay aligned to a robust outreach and marketing plan that both adheres to regulations and reaches LGBTQ+ elders (For more information on community outreach and marketing, see toolkit modules #2 and #3).

CHALLENGE: TIMING: Delays are inevitable!

- **SOLUTION:** Map out your timeline from the beginning, knowing it may shift, and plan for the shifts.
- Cushion some time, and plan that the plan will change.
- **Remember:** Flexibility is key, and trust-building • takes time.

Refer to your timeline, and make sure you develop an MOU agreement between all partners from the very beginning to ensure adherence to shared timeframes.





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