A project funded by the Mother Cabrini Health Foundation

PATHFINDER VILLAGE COHOUSING

PROJECT FINAL REPORT

Grant Period: January 2020-June 2021
Pathfinder Village Strategic Vision 2020 - 2023

“...that each life may find meaning.”

**Mission:** Pathfinder Village will promote a healthy, progressive environment that respects the individual, supporting a life of value and independence.

**Core Values**

- Inherently, every person has equal worth.
- Honesty and transparency are paramount to forming and enriching relationships.
- Valuing individual differences promotes growth and understanding.
- Trust is essential for success and an environment open to improvement.

**Vision** “Building community, one person at a time.”
PATHFINDER VILLAGE COHOUSING PROJECT

PROJECT TEAM MEMBERS:

Helen E. Stepowany, MS, Project Coordinator
Paul C. Landers, President and CEO, Pathfinder Village
Michael O’Reilly, PE
Altonview Architects
Lori Grace, Director of Development, Pathfinder Village
Rebecca Langbein, OTD

Pathfinder Village
3 Chenango Road
Edmeston, New York 13335-2314
https://pathfindervillage.org
607-965-8377
The Pathfinder Village Story

As described in its 20th anniversary journal, the Pathfinder Village story “isn’t a story about buildings or even a great plan. It’s a story about people. Good people. Interesting people,” and the belief that a Village could be created for individuals with Down syndrome “so that each life may find meaning” (Marian Mullet, founding President and Chief Executive Officer, Pathfinder Village). From its inception more than 40 years ago through today, Pathfinder Village has been guided by this belief which was the cornerstone for diverse, nationally regarded programs, services and community partnerships that now characterize this inclusive planned community supporting children and adults with intellectual and developmental disabilities.

One of the major catalysts for the rebirth of the former Otsego School into Pathfinder Village in 1977 was a national demand for changes in disability services from institutional care to community supports. This demand and the vision and work of Pathfinder Village leaders resulted in the creation of the Pathfinder Village community and Pathfinder School. Trends from 2010-2020 have been characterized by increased longevity among adults with Down syndrome, and the accompanying demand for services across the lifespan. As the life expectancy for adults with disabilities increased from 30 years in the 1970’s to 60+ years today, so did the need for extensive and expert aging services and healthcare supports. Through partnerships with such organizations as Bassett Healthcare, the National Task Group on Intellectual Disabilities and Dementia Practices, and Thomas Jefferson University, Pathfinder Village has evolved to become a unique community supporting older adults with disabilities, including those with dementia. And as adult children with disabilities outlive their parents, often adult siblings have become key decision makers for these older adults with intellectual and developmental disabilities, leading to the need to renew and expand the national role of Pathfinder Village’s outreach, research, and education center, the Kennedy Willis Center on Down Syndrome.
Shifts in public policy at the state and federal levels from 2009 to 2015 emphasized the importance of person-centered planning in service design and delivery. Once again, Pathfinder Village was already at the forefront of change, through a reframed vision that focused on new and varied opportunities for teens and adults with Down syndrome and related disabilities. These opportunities included:

- Camp Pathfinder (2011)
- “Grant’s Field” (2012)
- Pathfinder Produce (2013)
- Otsego Academy (2014)
- Adult Day Services (2016)
- Pathfinder Mobile Market (2018)
- Self-Directed Living Supports (2018)
- The Kennedy Willis Center on Down Syndrome Incorporation (2019)

The outlook for Pathfinder Village is a positive one, but our work is not complete. Recognizing the link between housing and social determinants of health, as well as the alignment between the mission, vision and values of Pathfinder Village and livable community models as described by AARP, in 2019 Pathfinder Village submitted a proposal to the Mother Cabrini Health Foundation requesting funding of the Pathfinder Village Cohousing Project, Phase I.

We are pleased to present the following report which summarizes the Cohousing Project Phase I goals, activities, and results during the project period, January 2020-June 2021.

Paul C. Landers
President and Chief Executive Officer
Pathfinder Village, Inc.
I. Pathfinder Village Cohousing Project Overview

Housing is a major social indicator of health and well-being for children and adults, and cohousing models provide vulnerable populations with social connections, access to needed resources, and important in-home supports. Neighborhood pathways and resources that enhance quality of life have been shown to have a significant impact on population health outcomes. Such resources include safe, affordable quality housing, access to health care, air and water quality, and nutritious food availability. Cohousing models in rural areas have also been shown to positively influence social determinants of health.

The Pathfinder Village Cohousing Project was intended to be the first step in the development of expanded residential options at Pathfinder Village for people with and without disabilities who may benefit from a livable community model. The project study examined the needs for supportive housing in Otsego County and sought to quantify that need by demographics as well as economic and geographic factors.

Several research questions guided the work of this project. These included:

• What are the levels of housing needs for various demographic groups within a six-county region surrounding Otsego County?
• What types of housing models have been shown to positively impact health, economics, and quality of life for people living in rural communities?
• What state and local legal and operational structures should be considered in expanding residential options at Pathfinder Village?
• What regulatory and/or funding implications and opportunities exist for residential expansion models for adults with disabilities at Pathfinder Village?
• How do the characteristics of “livable community” models align with the culture and current design of Pathfinder Village?

By thoroughly examining regional housing needs, as well as benchmarking state and national best practice rural housing models, Pathfinder Village leaders believed that the Village would be well-positioned to meet the current and future needs of a variety of current and future residents with and without disabilities of varying age demographics.
II. **Project Goals**

The Pathfinder Village Cohousing Project addressed several specific goals:

- To complete a comprehensive housing needs assessment in a six-county region of central New York state.
- To benchmark several best practice housing models (cohousing, multi-generational housing, livable community models), and similar housing models serving both people with and without disabilities.
- To complete a comprehensive housing study document for Pathfinder Village.
- To propose one or more model design options for potential housing expansion at Pathfinder Village.
- To summarize the legal, financial, and regulatory implications associated with the proposed models.

III. **Housing and Social Determinants of Health**

“Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. Conditions (e.g., social, economic, and physical) in these various environments and settings (e.g., school, church, workplace, and neighborhood) have been referred to as ‘place.’ In addition to the more material attributes of ‘place,’ the patterns of social engagement and sense of security and well-being are also affected by where people live. Resources that enhance quality of life can have a significant influence on population health outcomes. Examples of these resources include safe and affordable housing, access to education, public safety, availability of healthy foods, local emergency/health services, and environments free of life-threatening toxins.” ([www.healthypeople.gov/2030](http://www.healthypeople.gov/2030))

The Health Foundation of Western and Central New York highlighted the challenges faced by older adults in setting forth its strategic priorities for older populations in New York state. As noted in its strategic plan, “Many older adults living in the community, as well as family caregivers, are at risk of experiencing social isolation and/or loneliness. Social isolation refers to objectively fewer social contacts and fewer social relationships, while loneliness is the subjective emotional experience of feeling alone. Social isolation and loneliness can occur in tandem, or separately, and both are associated with worse physical and mental health.” ([www.HFWCNY.org](http://www.HFWCNY.org))

Additionally, HFWCNY summarized data reported by the National Academies of Sciences, Engineering, and Medicine. The National Academies report that about 24 percent of people
over 65 years of age living in the community are considered to be socially isolated, and 43 percent of adults over 60 years old report feeling lonely. Loneliness increases a person’s likelihood of early mortality and is associated with depression, sleep problems, impaired cognitive functioning, hypertension, physiological and psychological stress, as well as other mental and physical health problems.

Several specific health risks are associated with loneliness and social isolation:

- Socially isolated adults have a 50 percent increased risk of developing dementia.
- Heart failure patients who are lonely are nearly four times as likely to die, 68 percent more likely to be hospitalized, and have 57 percent greater risk of repeated emergency department visits.
- Older adults with poor social relationships have a 29 percent increased risk of coronary heart disease and a 32 percent increased risk of stroke.
- Both social isolation and loneliness can heighten a person’s risk of depression, and for depressed individuals, loneliness and a lack of belongingness can increase their risk of suicidal ideation.

Building upon its 40-year history as a planned, intentional community for people with intellectual disabilities, the Pathfinder Village project team examined the relationship between how people of all ages experience “place” and the impact of “place” on health. A significant volume of published research has been directed to the topic of how housing design, function, and access impact various social and physical determinants of individuals’ health. As the Pathfinder project progressed over the 18-month project period, key issues of design, accessibility, community access, linkages to the broader neighborhood, and enhancement of social connectivity for residents of the greater Pathfinder Village community were determined as “must haves” for any residential expansion.

IV. Housing Trends for Individuals with Intellectual and Developmental Disabilities and their Families

Housing trends for individuals with disabilities have changed significantly over the past 50 years. From institutional care, to certified or licensed group homes and ICFs, supportive housing, and family care, recent housing trends for individuals with intellectual and developmental disabilities now include home ownership, shared living models, and inclusive housing (rentals, ownership) for people with and without disabilities. Legislative initiatives such as the Americans with Disabilities Act and federal Home and Community Based Waiver have led to housing model innovation, increased funding availability, and an
emphasis on person-centered options for people with disabilities consistent with a lifespan approach to planning. As a result, housing options for people with disabilities are now more consistently reflective of housing options for people without disabilities, and there is a renewed appreciation of the value of livable communities for all population groups and ages.

*The Housing Resource Guide* (2012, 2020 revised) by Maltby J. et al. (2021), presents a broad historical review of the evolution of housing for people with disabilities and offers extensive resources and guidance to a range of housing options for people with disabilities in New York state.

V. National Livable Community Housing Models

An examination of national and international housing models helped to inform underlying concepts and foundational assumptions that aligned with Pathfinder Village’s mission, values, and 40+ years of direct experience in supporting community living experiences for people with developmental and intellectual disabilities. In particular, the project team focused upon the structure and philosophical components of cohousing models, livable communities, and multi-generational housing models.

**Cohousing Models**

The Cohousing model was created in Denmark in the early 1970s as an innovative form of collective housing that later spread to other northern European countries and to the United States. *Cohousing* is defined as a cluster of private homes with a shared community space. In recent years, Cohousing has re-emerged in the U.S., Europe, Australia, New Zealand, and Japan. This re-emergence has been associated with a growing desire for a sense of belonging, to experience more connection with the community consistent with the concept of “livable community” models.

The cohousing model has also attracted the attention of public health agencies. The driving motivation is to provide evidence of the increased quality of life among people living in cohousing, which is often an objective of cohousing projects. From the point of view of health promotion, the expansion of this model is related to the need to respond to social isolation through community-based housing models that promote healthy built environments and foster social connections. Furthermore, the cohousing model is also credited with the ability to improve the affordability of housing.
Livable Community Models
With a mission to empower people to choose how they live as they age, AARP has directed focus and resources to examining how community design and function can improve the quality of life for people across the lifespan. AARP describes a livable community as “one that is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services.” The resources of livable communities not only enhance independence among their residents, but also can enable people to remain in their homes as they age. As depicted in the graphic below, AARP has identified eight specific domains as characterizing true livable communities:

Communities can be designed to promote physical independence, dignity, and opportunities for community engagement and choice as the population ages. The eight domains (outdoor spaces and buildings; transportation; housing; social participation; respect and social inclusion; work and civic engagement; communication and information; community and health services) support these core aspects of livable communities for all people. However, proper planning is needed.
People of varying physical abilities can live more independent and meaningful lives through innovative design and modifications as well as technological advances. Accessibility features, types of activities, facilities, housing, road design, walkability, transportation, and supportive services all affect whether and for how long people can remain in their community as they age.

**Multi-generational Housing Models**

According to a 2016 analysis by the Pew Research Center, an increasing number of U.S. residents are choosing to live in *multi-generational households*, with more than 20 percent of the nation’s adult population living in multi-generational homes and communities. The reasons for this increase include adult children returning home, senior adults who are living longer and want to age in place, and economic efficiency factors. The benefits of such multi-generational housing options typically are mutual support among people of varying ages and abilities, while maintaining independence and choice in daily living. Multi-generational housing models and communities offer flexible supports for older adults with health challenges as well as opportunities for continued socialization and community involvement.

The Pathfinder project team found that the benefits and advantages of all three models aligned with the current Pathfinder Village community and should be considered in any subsequent expansion of residential options for people with and without disabilities.
VI. Market Analysis

As part of the Phase I project, the firm of Newmark Knight Frank, LLC was engaged to conduct a Preliminary Market Analysis (PMA) related to potential new housing options at the Pathfinder Village campus in the town of Edmeston, Otsego County, (see Appendix for a listing of project reports). The purpose of the 2020 analysis was to update a previous report issued in 2016, identify current housing needs, and propose recommendations based upon the current housing market.

Main objectives of the updated market study were to:

• Provide an update to the 2016 study related to the housing needs of the community, considering a range of housing types, options, and income qualification thresholds.
• Establish achievable rent thresholds for the local market.
• Establish the maximum number of units per product type that would be supported by households within the PMA. The Supportive Housing population and corporate relocations applied different geographical areas and assumptions, while a summary of demographics provided additional analysis related to out of market support.
• Evaluate demographics in the market and provide commentary on trends related to employment, economic development, and make recommendations on future actions in concert with potential for housing development.

Market Analysis Findings

The results of the updated market analysis indicated support for three different housing types in a residential expansion at Pathfinder Village. While the updated analysis indicated support for larger scale development as outlined below, Pathfinder Village projects a smaller scale expansion as detailed later in this report. Market analysis showed support for the following types of housing:

• A market rate development with up to 40 apartments in a garden style building or patio home design offering one and two-bedrooms.
• An affordable development with a mix of one, two and three-bedrooms offering a range of rent tiers and income qualification thresholds. The market analysis showed support for up to 184 apartments with income levels that range from 30% to 80% area median income (AMI). This included families, with some contribution from one-person, senior (age 62+) renters.
• An affordable, age restricted (ages 55+), elevator-serviced building with support for up to 66 apartments, offering a mix of mostly one-bedroom and some two-bedroom units.
VII. **Employer Housing Needs Survey**

As part of the project, a survey of employee housing needs was developed and disseminated to 33 major employers in Otsego, Chenango, Oneida and Broome counties in November and December 2020. The survey asked specific questions regarding the general housing needs of their employees, availability of local housing options for new employees moving into the region, barriers to housing access for employees of local businesses, and types of rental housing that employees typically seek. Fifteen employers completed the survey. Of the responses, eight employers indicated interest in further discussion and possible collaboration in any future housing initiative.

**General Demographic Information**

Of the surveys completed, respondents represented the following business categories:

- Non-profit: 43%
- Education: 14%
- Health Care: 7%
- Government: 7%
- Service Industry: 7%
- Other Business Types: 22%

Sixty-seven percent of the businesses that responded employ fewer than 500 people.

**Housing Needs**

- 60% of the survey respondents indicated a moderate need for housing options among their employees.
- The majority of employees represented live within 100 miles of their place of employment.
- 75% of respondents indicated that employees sometimes or often have finding affordable, quality housing within a reasonable commuting distance.
- Preferred housing options of employees are homes or apartments to purchase or rent.

**Housing Access and Barriers**

- Fewer than 50% of the businesses surveyed stated that their employees “have access to affordable, quality housing.”
- 71% of the businesses surveyed identified a limited supply of rentals as a barrier for their employees in securing housing.
- 64% indicated that lack of affordable housing is a barrier for their employees.
• 57% indicated that a limited supply of residential homes for sale is a barrier for their employees.
• 29% indicated that poor quality housing presents a barrier for their employees in locating and securing housing.

The housing needs survey results were shared with the regional employers in January 2021 via a written summary report from the Pathfinder Village President and CEO.

VIII. Pathfinder Village Site Plan and Model Designs

As described in a 2006 report by the Center for Universal Design at North Carolina State University, universal design is "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.” The intent of the universal concept is to simplify life and to make more housing usable by more people at little or no extra cost. While accessible or adaptable design requirements are specified by codes or standards for only some buildings and are aimed at benefiting only some people (those with mobility limitations), the universal design concept is focused on “all people of all ages, sizes, and abilities.”

The site plan, model designs, and accessibility considerations proposed for a residential expansion project at Pathfinder Village will incorporate such universal design elements. The following list explains terms commonly referenced in discussions of universal design considerations.

**Voice assistant:** Tools like the Amazon Alexa and Google Home can be connected to wireless devices such as smartphones and tablets. Related to home technology, voice assistants may be connected to other devices so that users may offer voice prompts such as, “Alexa, turn the thermostat up one degree” to activate other home appliances. The voice assistant is required to maximize the use of the following technological upgrades:

**Smart thermostat:** A digital thermostat that can be connected to a voice assistant, allowing residents to alter the temperature using their voice, and without having to interact with buttons or complicated dials.

**Remote door locks:** Locks that may be controlled via smartphone, tablet, or voice assistant. Such door locks may be activated by residents or caregivers (if given access) to promote safety and reduce the need for the management of keys.
**Smart doorbell:** A doorbell that may be connected to a smartphone, tablet, or voice assistant, allowing a resident to see and speak with a visitor before granting them access to the home. This promotes safety and makes it easier for individuals with mobility challenges to answer the door.

**Visual and auditory alarms:** Alarms that use both visual and auditory methods to signal emergencies are widely accessible for residents with diverse needs, ensuring that those with vision or hearing impairments are appropriately alerted in emergency situations.

**Clearly marked appliances:** Appliances with clear, large markings promote independence for residents with diverse needs. Appliances with simple-to-read buttons with high contrast, low-effort buttons, and easy-to-open doors allow individuals with disabilities to participate in cooking safely and effectively.

**Automatic shutoffs for heated appliances:** These include timers that can be connected to appliances such as stoves and ovens, so that if left unattended, these heated appliances will shut off after a certain time interval. This reduces the risk of fire and ensures safety in the home.

The project team researched and discussed a variety of considerations related to universal design, accessibility, and technology for expanded residential development at Pathfinder Village. The following features were identified as key to residential expansion and meeting the needs of seniors or persons with disabilities:

- Residential accessibility from parking areas, with specific, identifiable walking paths and sidewalks
- Zero-step entry to homes with motion activated lighting and illuminated doorbells
- Interior room and hallway lighting with motion sensor activation
- Zero-step shower access in bathrooms
- Non-slip flooring
- 5-foot turning radius to facilitate toilet access
- Doorway widths to accommodate wheelchairs or caregiver assistance
- Voice-activated technology such as *Amazon Alexa* or *Google Home* to manage lighting, maintain schedule reminders or daily prompts, and control entertainment such as music sources, television, photos, etc.
- Smart thermostats
- Energy efficient kitchen appliances that are accessible and easy to use
- Safety sensors that detect water, moisture, or HVAC malfunction
Two specific documents, *General Universal Design Considerations* and *Residential Smart Technology Considerations*, are available upon request as part of this report’s appendices.

IX. Project Limitations

The work, timeline and project goals of Pathfinder Village Cohousing Project were notably impacted by the SARS COVID-19 pandemic and related travel, work restrictions and economic impacts which rapidly unfolded shortly after the project was initiated in January 2020. For Pathfinder Village, critical risk management of its residential, educational and day services populations (more than 200 children and adults with intellectual and developmental disabilities) became the immediate priority. Assuring the health and wellbeing of the people with disabilities supported by Pathfinder Village professional and support staff, as well as the restructuring of day-to-day operations to meet rapidly changing state, federal and local health department guidance, took precedence for the organization.

The COVID-19 pandemic also limited the availability of some subject matter experts/resources in the areas of housing and local government and presented travel restrictions to potential benchmark housing models.

As the pandemic unfolded in upstate New York and throughout the U.S., the project team revised its work plan and timeline for the original project, while proceeding to complete extensive research and conduct preliminary activities. Key actions completed included an update of local market needs, the regional housing availability survey of employers, as well as site plan development, model design, and identification of universal design and technology components to be included within any residential expansion.

X. Project Summary and Recommendations

A. Project Goals and Objectives

The Pathfinder Village Cohousing Project proposed several specific goals for the project. These included: completion of a housing needs assessment; benchmarking best practice housing models; preparation of a study document to guide residential expansion at Pathfinder Village; and the identification of associated legal, financial, and regulatory implications for future residential expansion.
### B. Phase I Project Activities Summary and Status

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Status</th>
<th>Additional Explanation/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Update/Housing Need Survey</strong></td>
<td>✓ Initial employer housing survey and market need analysis completed in Phase I.</td>
<td>Updates to 2020 Phase I Market Study and Employer Housing Need Analysis with pertinent new information and additional key specifics will be completed as part of Phase II of the project.</td>
</tr>
<tr>
<td><strong>Residential Site Plan, and Model Design</strong></td>
<td>✓ Proposed Site Plan including models for 3 types of residential units was completed in Phase I. See appendices to this report.</td>
<td>Refinement, approval of proposed site plan and models will be included in expanded residential development final plan to be completed as part of Phase II of the Project.</td>
</tr>
<tr>
<td><strong>Identify Potential Collaborative Partners</strong></td>
<td>✓ 33 major employers were surveyed in Fall 2020 as part of Phase I of the project. Of those contacted, several potential collaborative partners were identified.</td>
<td>Phase II activities will engage select potential collaborative partners who indicated further interest in their responses to the PV Fall 2020 Employer Housing Need Survey. Partners who indicated interest in further discussion and information included: Bassett Healthcare; Edmeston School District.</td>
</tr>
<tr>
<td><strong>Legal, Fiscal, Regulatory Implications</strong></td>
<td>✓ Activities in these areas were deferred to Phase II due to COVID-19 impact and restrictions, as well as due to associated changing requirements.</td>
<td>Clarification of legal, fiscal, and regulatory requirements will be addressed in Phase II of this Project. See Section C.</td>
</tr>
</tbody>
</table>
C. Recommendations

The work completed in Phase I of the Pathfinder Village Cohousing Project laid a solid foundation for expanded residential development at Pathfinder Village. The 2020 market survey completed by Newmark, Knight, Frank, LLC confirmed a need for high quality, accessible and affordable housing for three specific target groups: individuals with disabilities; older adults with and without disabilities; and working adults who live or work in the greater Otsego County region. Major employers surveyed noted a lack of quality, affordable housing for current and future employees in their responses to the Pathfinder Village 2020 Employer Housing Need Survey.

Phase II activities should proceed to nine components of pre-development work, including identification of legal, fiscal, and regulatory requirements associated with this expanded residential development, as well as an update of the market study information obtained through Phase I activities. Active engagement of key community partners whose support and involvement will assure success of the project will also be addressed in Phase II.

As the Pathfinder Village organization continues with further development of this project, these major components are recommended for completion in Phase II of the proposed Pathfinder Village Cohousing Project including:

1. Architectural Design & Development  
2. Site Plan Review  
3. Market Study Update  
4. Project Financing  
5. Regulatory Requirements  
6. Engineering Analysis  
7. Environmental Analysis and Wetland Studies  
8. Geo-technical Review  
9. Local Planning Review

Pathfinder Village Cohousing Project Listing of Related Project Reports/Documents

Note: These documents are available upon request. Please contact President & Chief Executive Officer Paul C. Landers or Director of Development Lori Grace for electronic copies of these supporting documents.

- Newmark Knight Frank, LLC, Pathfinder Village 2020 Market Survey Report
- 2020 Pathfinder Village Employer Housing Needs Survey w/Report
- General Universal Design Considerations Report
- Residential Smart Technology Considerations Report
PROJECT REFERENCES AND RESOURCES

Site Visits/Meetings/Interviews
1. Acacia Village, A. Falvo, Utica, NY, 2020
2. Finger Lakes CP, Inc., P. Cunningham, Rochester, NY, 2020
4. NYS Association for Rural Health, S. Wall-Bollinger, 2020
5. Otsego Rural Housing Assistance, Inc., T. Peters, 2020
6. Otsego County Planning Department, K. Sullivan, 2020
7. Otsego NOW, Jody Zavresky, 2020

Reports/Studies/Publications
1. AARP Livability Index, AARP Public Policy Institute, 2020-2021
2. AARP Network of Age Friendly Communities, AARP Public Policy Institute, 2021
3. Annual Report 2020, Community Foundation of Otsego County
5. The Effects of Cohousing Model on People’s Health and Wellbeing, Carrere et al., Public Health Review, 2020
6. General Universal Design Considerations, R. Langbein, OTD, 2020
7. Housing as a Hub for Health, Community Services and Upward Mobility, Brookings Institution, 2018
9. Housing Market Analysis/Pathfinder Village, Newmark-Knight-Frank, 2020
10. Integrated Needs and Opportunities Study, Otsego County, 2009
11. 2021 Annual Report, Mohawk Valley Regional Economic Development Council
12. Otsego County Employer Housing Needs Survey, Pathfinder Village, 2020
13. Residential Smart Technology Considerations, R. Langbein, OTD, 2020
14. Socially Inclusive Design, Evergreen Housing Action Lab, Ontario, Canada
15. Social Isolation and Related Behavioral Health Issues Among Older Adults, Strategic Plan 2020-2025 (Goal 3), Health Foundation for Western and Central New York, 2021
16. 2018 Housing Survey, Otsego Rural Housing Assistance, Inc., 2018