



Community *for a* Lifetime

Columbia Association's
Comprehensive Plan
for Serving the
Older Adult Community

May 2014

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On April 26, 2014, the Columbia Association Board of Directors approved this plan as the guiding framework for CA's ongoing efforts to continuously enhance programs and services for Columbia's growing older adult community. Progress on implementation will be reported annually.

Table of Contents

Executive Summary	ES1	Technical Appendix <i>Available online at ColumbiaAssociation.org/OlderAdults</i>
Chapter 1: Introduction	1	
Why is the Plan Needed?	1	A. Demographic Trends
What is the Plan’s Role?	1	B. Howard County Health Survey Results
Plan Horizon	4	C. Mason-Dixon Survey Results
Report Organization	4	D. Small Group Discussion Input
Who is an Older Adult?	4	E. Public Meetings Input
What Demographic Change is Occurring?	4	F. Leadership Howard County Community Impact Project
Howard County Health Survey	8	G. 50+EXPO Survey Results
What are the Needs of Older Adults?	8	H. CA Older Adult Services, Programs and Facilities
How are Older Adults Participating in Columbia Association Programs?	11	I. CA Membership Information
Chapter 2: Planning and Engagement Process	13	J. CA Older Adult Marketing and Communication Strategies
How was the Plan Developed?	13	K. Howard County and Other Services, Programs and Facilities
How was the Public Engaged in the Process?	15	L. Strengths, Weaknesses, Opportunities and Threats Analysis
Chapter 3: Goals, Objectives and Recommendations	17	M. Criteria for Successful Aging Cities
Our Commitment	17	N. Older Adult Plan Work Team Chapter
Goals	17	
Objectives	18	
Identified Needs and Associated Recommendations	18	
1. Mobility	19	
2. Helping Older Adults Age in Place	20	
3. Social/Cultural & Educational Activities ...	22	
4. Programing — A Community for All Ages	23	
5. Facilities — Design and Location	24	
6. Rates and Fees	25	
7. Partnering and Cooperation	26	
8. Information, Training, Community Engagement and Coordination	27	
9. Health Promotion and Services	28	
Chapter 4: Implementation	29	
Implementation Matrix	30	
Relationship to CA’s Strategic Plan	34	

Executive Summary

Americans overall — and Columbia, Maryland residents specifically — are enjoying longer and healthier lives. The majority of Columbia's older adults plan to remain in Columbia, the place many of them have lived for decades. Columbia, like other communities, will have to adapt to serve this maturing population.

Planning is critical to ensure that Columbia Association is ready for the challenges and opportunities presented by changes in Columbia's population. The role of this plan is to focus on serving a portion of the community, older adults.

Columbia Association provides facilities, services and programming for the wide range of age groups in the community. This plan will facilitate Columbia Association's efforts to continue to evolve its programs, services and facilities as they relate to the older adult community. Does this mean that Columbia Association will be orienting its programs solely for older adults? No. It means that this is one segment of the community that requires a special focus given the growing numbers of older adults. How can Columbia Association best serve the needs of Columbia's growing older adult population now and in the future? This plan is the response to that important question.

Older Adults

In this plan, recommendations are focused on the segment of the population that is 55 years old and above. This represents a large age range of people with an equally large variety of interests, abilities and skills.

In 2010, 11 percent of Columbia's population consisted of those at or above traditional retirement age (those 65 years old and above). Howard County's rate was similar at 10 percent and close to the national rate of 13 percent. In addition, those approaching retirement, the 55 to 64 year old segment, accounted for 13 percent of Columbia's population as compared to approximately 12 percent for Howard County and the U.S. Together, these older adults (aged 55 years and over) accounted for approximately one-quarter of Columbia's population (24 percent).

From 2010 to 2020, Howard County's demographic landscape will continue to change, with the number of adults aged 55 and over forecast to grow by 47 percent as compared to the overall population growth of 12 percent during the same timeframe.

Needs and Associated Recommendations

During the planning process, Columbia Association used a number of different avenues to identify older adult needs in Columbia. An analysis of all the areas of input identified the most frequently cited needs. As a result, nine needs surfaced as the most prevalent issues and the plan's recommendations are organized around the needs:

- Transportation
- Helping Seniors Stay in their Homes
- Social/Cultural and Education Activities
- Programming
- Design and Location of Facilities
- Rates and Fees
- Partnering and Cooperation with other Agencies/Government
- Information, Training, Community Engagement and Coordination
- Health Promotion and Services

This plan has a ten-year horizon. It includes 50 recommendations that identify ways Columbia Association can better serve older adults through facilities, programs and services. In addition, the plan identifies initiatives and recommends areas where Columbia Association should advocate for or partner with other organizations to provide desired services, program or facilities in support of older adults that our beyond the scope and mission of Columbia Association.

Plan Priorities

The plan identifies priority recommendations. These include:

- Designate an Older Adult Subject Expert (Recommendation 8, G.)
- Implement a Home Repair Clearinghouse (Recommendation 2, E.)
- Assist The Village in Howard (Recommendation 2, G.)
- Expand Training for Columbia Association Team Members
(Recommendation 8, E.)
- Bolster Advocacy for Expanded Transportation Options
(Recommendation 1, A.)
- Introduce Group Hikes and Walks (Recommendation 4, D.)
- Explore Opportunities to Introduce Additional Park Furnishings
to Serve Older Adults (Recommendation 5, F.)
- Coordinate with Howard County's Office on Aging as it Develops
its Master Plan for Older Adult Facilities and Services (Recommendation 7, B.)
- Include Programs for Older Adults at CA's Haven on the Lake
(Recommendation 9,C.)

Chapter 1 Introduction

Why is the Plan Needed?

Americans overall — and Columbia, Maryland residents specifically — are enjoying longer and healthier lives. The majority of Columbia’s older adults plan to remain in Columbia, the place many of them have lived for decades. Columbia, like other communities, will have to adapt to serve this maturing population.

Planning is critical to ensure that Columbia Association is ready for the challenges and opportunities presented by changes in Columbia’s population. The role of this plan is to focus on serving a portion of the community, older adults. Older adults represent the fastest growing

The majority of Columbia’s older adults plan to remain in Columbia, the place many of them have lived for decades. Columbia, like other communities, will have to adapt to a serve this maturing population.

segment of the U.S. population and that of Howard County. This and other demographic trends are signals to consider new ways of serving the Columbia community.

Columbia Association provides facilities, services and programming for the wide range of age groups in the community. This plan will facilitate Columbia

Association’s efforts to continue to evolve its programs, services and facilities as they relate to the older adult community. Does this mean that Columbia Association will be orienting its programs solely for older adults? No. It means that this is one segment of the community that requires a special focus given the growing numbers of older adults. How can Columbia Association best serve the needs of Columbia’s growing older adult population now and in the future? This plan is the response to that important question.

What is the Plan’s Role and Relationship to Government Services?

The plan identifies ways Columbia Association can better serve older adults through facilities, programs and services. In addition, the plan identifies initiatives and recommends areas where Columbia Association should advocate for or partner with other agencies and organizations to provide

desired services, program or facilities in support of older adults.

Howard County's Office on Aging is part of the Howard County Department of Citizen Services. Its mission is to "promote a full and dignified life for older people in Howard County." The Office on Aging provides a full range of government services and assistance to Howard County residents. These include providing information and assistance through the Maryland Access Point (MAP); nutrition and other programs at Senior Centers; home modification/fall program; educational workshops and assistance with Medicare; volunteer services; Alzheimer's support; and health and wellness programs, among others. These and other services are outlined in the county's *Resource Guide*, published annually.

In addition to the Office on Aging, Howard County and Maryland state government agencies provide a range of services to residents that are used by and benefit older adults. Other agencies and non-governmental agencies also provide services and assistance to older adults.

Figure 1 illustrates the types of programs and services that state and local government provide and those provided by Columbia Association and other organizations. This plan focuses on enhancing Columbia Association's services and facilities to better serve the older adult community. For services that are governmental in nature or best provided by others, this plan identifies ways Columbia Association can advocate on behalf of its community members to enhance services and programs provided by others or partner with other organizations. Columbia Association already has extensive partnerships with agencies and organizations.

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Figure 1: Services Provided by Organization Type



- Services Provided by the County and/or State
- Services Provided by Other Organizations
- Services Provided by Columbia Association

Overlapping colors indicate services provided by multiple sources

Plan Horizon

This *Comprehensive Plan for Serving the Older Adult Community* has a ten-year horizon. The implementation of its recommendations will be dependent on both human and financial resources. However, there are a number of recommendations that can be initiated in the short-term, defined in this plan as by 2015. All the recommendations are included in the implementation chapter and are assigned a suggested implementation timeframe. It is recommended that the plan progress be tracked and reported annually.

Report Organization

This report is presented in four chapters and is supplemented by a technical appendix.

Chapter 1 introduces the plan, its role, why it is needed and how it is organized.

Chapter 2 describes the planning and engagement process.

Chapter 3 presents the goals, objectives, and identified needs and associated recommendations for Columbia Association to serve older adults.

Chapter 4 identifies steps for implementation for each plan recommendation, includes an implementation matrix, and illustrates how the recommendations relate to Columbia Association's Strategic Plan.

Who is an Older Adult?

An "older adult" can generally be defined according to a range of characteristics including chronological age, change in social role and changes in functional abilities. Assessed individually, each person is different.

Older adults represent the fastest growing segment of the U.S. population and that of Howard County.

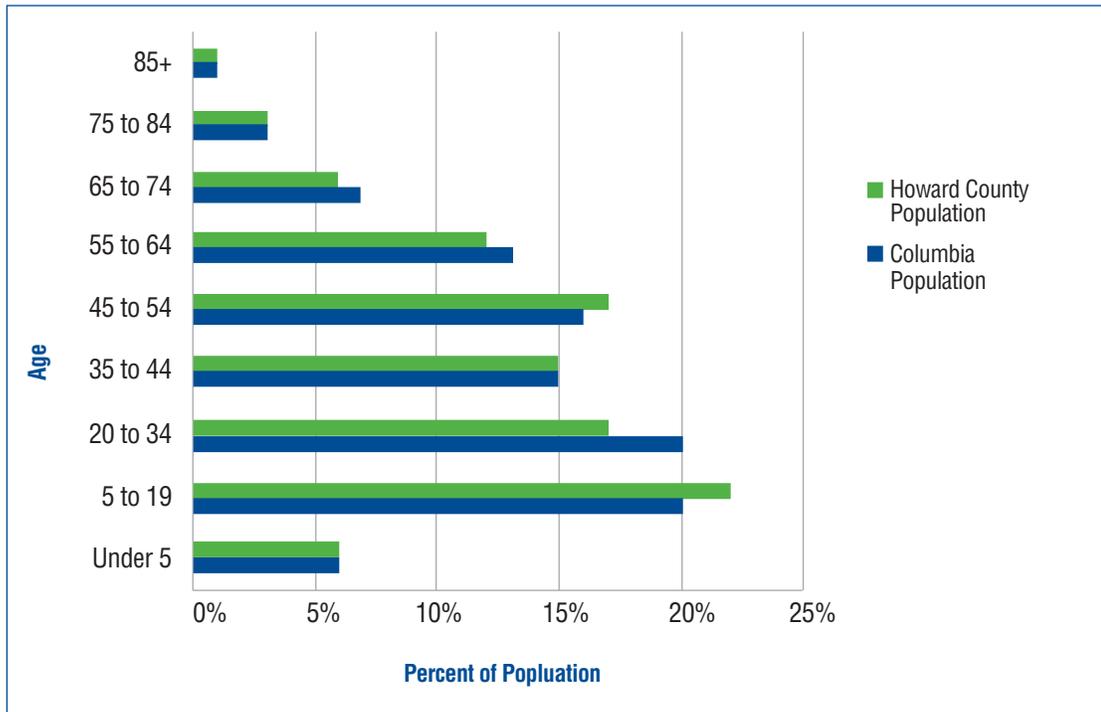
In this plan, recommendations are focused on the segment of the population that is 55 years old or above. This represents a large age range of people with an equally large variety of interests, abilities and skills. The recommendations of this plan are focused on expanding opportunities for this diverse population.

What Demographic Change is Occurring?

In 2010, 11% of Columbia's population consisted of those at or above traditional retirement age (those 65 years old and above). Howard County's rate was similar at 10% and the national rate in 2010 was 13%. In addition, those approaching retirement, the 55 to 64 years old segment, accounted for 13% of Columbia's population as compared to approximately 12% for Howard County and the U.S. Together, these older adults (aged 55 years and over) accounted for approximately one-quarter of Columbia's population (24.1%).

It is also important to highlight that while Columbia's older population is growing, the population at the other end of the age pyramid is also significant with more than one quarter (26.3%) of the total population comprised of children

Figure 2: Age Distribution in Columbia and Howard County (2010)



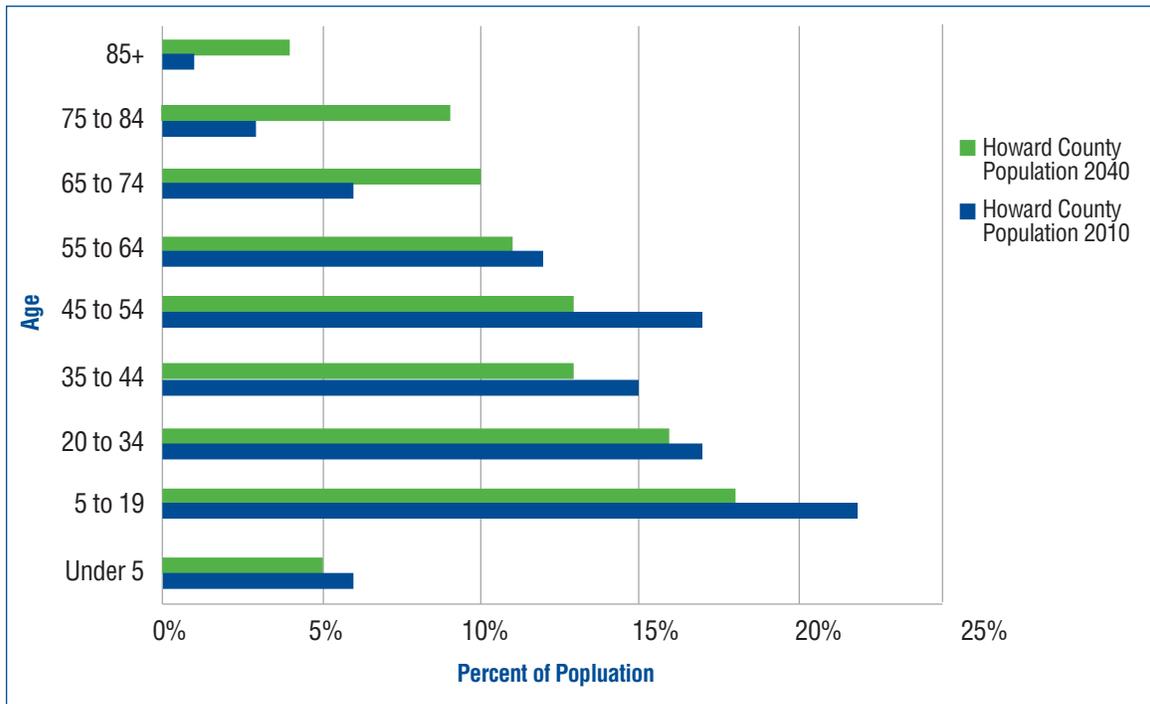
Source: U.S. Census Bureau, Census of Population and Housing, 2010, Summary File 1

Figure 3: Age Distribution in Columbia and Howard County (2010) — Tabular Format

Age	Columbia Population 2010		Howard County Population 2010	
All ages	90,316	100%	287,085	100%
Under 5	5,725	6%	17,363	6%
5 to 19	17,703	20%	63,360	22%
20 to 34	17,970	20%	50,088	17%
35 to 44	13,141	15%	42,873	15%
45 to 54	14,013	16%	49,585	17%
55 to 64	11,725	13%	34,771	12%
65 to 74	6,244	7%	17,616	6%
75 to 84	22,607	3%	8,277	3%
85+	1,186	1%	3,152	1%

Source: U.S. Census Bureau, Census of Population and Housing, 2010, Summary File 1

Figure 4: Projected Age Distribution, Howard County (2010, 2040)



Source: Maryland Department of Planning

Figure 5: Projected Age Distribution, Howard County (2010-2040) — Tabular Format

Age	2010	2020	2030	2040	Growth	% Change
0 to 4	17,363	18,964	21,254	18,513	1,150	7%
5 to 19	63,360	63,187	64,333	63,156	(204)	0%
20 to 44	92,961	101,791	106,526	101,809	8,848	10%
45 to 54	49,585	43,612	42,026	46,984	(2,601)	-5%
55 to 64	34,771	45,114	40,179	38,942	4,171	12%
65 to 74	17,616	29,624	38,287	35,382	17,766	101%
75 to 84	8,277	14,502	23,875	31,319	23,042	278%
85+	3,152	4,559	8,036	13,995	10,843	344%
Total	287,085	321,353	343,349	350,100	63,015	22%

Age	Percent of Population			
0 to 4	6%	6%	6%	5%
5 to 19	22%	20%	19%	18%
20 to 44	32%	32%	31%	29%
45 to 54	17%	14%	12%	13%
55 to 64	12%	14%	12%	11%
65 to 74	6%	9%	11%	10%
75 to 84	3%	5%	7%	9%
85+	1%	1%	2%	4%
Total	100%	100%	100%	100%

Source: Maryland Department of Planning

and youth below the age of 19. Figure 2 charts the 2010 age distribution for Columbia and for Howard County. Figure 3 shows the information in a tabular format. Columbia Association strives to serve all of these age segments.

Population forecasts for Howard County find that the proportion of the population 55 years and older will increase rapidly between 2010 and 2020; growing by almost 50%. Looking farther out into the future, the portion of the Howard County population 55 years of age and older is forecast to increase by 87% by 2040 over 2010 numbers. The largest absolute growth is projected for the 75 to 84 age category. See Figures 4 and 5.

Figure 6: Columbia, MD Population by Race and Ethnicity, 2010

Race and Ethnicity	Number	Percent of total
Total Population	90,315	100.0%
White	51,150	56.6%
Black or African American	22,201	24.6%
American Indian & Alaska Native	368	0.4%
Asian	9,955	11.0%
Native Hawaiian & Other Pacific Islander	29	0.0%
Some Other Race	2,579	2.9%
Population of Two or More Races	4,033	4.5%
Hispanic or Latino	7,146	7.9%
Non Hispanic or Latino	83,170	92.1%

Source: U.S. Census Bureau, Census of Population and Housing, 2010, Summary File 1

Also, see Appendix A, online at ColumbiaAssociation.org/OlderAdults, for additional demographic information. Columbia has a high degree of racial and ethnic diversity, as illustrated in Figure 6. James Rouse’s vision of Columbia as an open community — a diverse community in today’s parlance — appears to have prevailed over the nearly five decades since the founding of Columbia. As of 2010, nearly 57% of Columbians identify themselves as white and almost 25% as African American. Asians, numbering almost 10,000 in 2010, account for another 11% of the total. Further reinforcing the diversity of the community are the more than

4,000 people who identify themselves as members of two or more races. Of all Columbians, 8% identify themselves as Hispanic or Latino, and may be of any race.

Howard County Health Survey

In 2012, Howard County in partnership with Columbia Association, the Horizon Foundation and Howard General Hospital commissioned the first county-wide, statistically-valid health survey. The survey results found that overall, county residents are healthier than the US population. But with that said, there are areas where Howard County residents could improve their health as it relates to chronic diseases and healthy lifestyles. Data for Howard County’s older adults show that a large proportion are overweight or obese (57% of those age 50-64 and two-thirds of those 65 and over). In addition, 35% of the individuals 50 to 64 years of age and almost 60% of those 65 and older have high blood pressure. Another finding is that significant proportions of older adults have been told they have Type 2 diabetes. While most Howard County residents report that they do participate in physical activities to improve their hearts, only half of them do so at recommended intensity levels and only 10% participate in the recommended amount of muscle building activities. More details on the results of the survey can be found at *HowardCountyHealthSurvey.com*. A brief summary of the study methodology and findings for older adults can also be found in the technical appendix to this plan at *ColumbiaAssociation.org/OlderAdults*.

What are the Needs of Older Adults?

Columbia Association used a number of different avenues to identify older adults’ needs in Columbia. The three main methods for determining needs were: community input and events; expert interviews; and a statistically-valid telephone survey. An analysis of all the areas of input identified the most frequently cited needs. The needs were also compared across research methods. As a result, nine needs surfaced as the most prevalent issues. These are highlighted below and listed with the most frequently mentioned need first.

Transportation — the desire for enhanced transportation choices was widely expressed in all the various avenues used during the planning

From 2010 to 2020, Howard County’s demographic landscape will continue to change, with the number of adults age 55 and over forecast to grow by 47 percent as compared to the overall population growth of 12 percent during the same timeframe.

process to identify older adults' needs. The most prominent response in this area of need was for more transportation options through development or expansion of partnerships. Door-to-door alternatives to the private car were desired. The destinations most frequently mentioned included cultural events, Columbia Association facilities and medical facilities.

Helping Seniors Stay in their Homes — the need was expressed in several categories: caregiver support; aging in place supportive services including house maintenance assistance and referral services; and seniors helping seniors.

Social/Cultural and Education Activities — the need was expressed in terms of the desire for older adult social clubs; daytrips and leisure travel; game get-togethers; book clubs; Columbia Art Center programs; seminars; and other lifelong learning opportunities.

Programming — the desire for programs specifically geared for older adults was expressed mostly in terms of fitness and wellness programming. These included fitness classes designed for older adults such as classes for people with specific medical conditions (e.g., osteoporosis); those for older adults with more limited physical abilities; and facilities with time programmed solely for older adults. Another thread expressed was the idea that older adults are a diverse group, and services and programs need to be differentiated to meet the broad range of needs including programs at various times of the day. In contrast to the desired need for programs only for older adults, there was also a desire for multi-generational programming and the need to address all community age groups. The desire for hiking and walking programs as well as parks and park amenities was also expressed during the planning process.

Design and Location of Facilities — the needs identified through the public meetings and other outreach opportunities mainly focused on ideas for classes or activities to be at facilities other than Columbia Association's fitness clubs. Findings from the statistically valid telephone survey on this issue provide some additional views on this issue.

In the past full fiscal year (FY13), 33% of all group exercise classes were designed to be attractive to older adults and those classes attracted over 83,000 participants.

Rates and Fees — during the planning process and associated outreach and engagement, there was an expressed desire for reduced fees for Columbia Association programs for older adults based on their long-tenure in the community. There was also a desire expressed for more information on income-qualified memberships. More options for access to CA facilities and programs were also desired.

Partnering and Cooperation with other Agencies/Government

The need for partnering was expressed most frequently in relation to providing transportation services such as enhanced transportation shuttle services. Also mentioned was the need to coordinate services with Howard County and the need to partner with health and service providers to provide wellness classes. Less frequently mentioned is a desire for information or classes on nutrition, supplements and health assessments.

Information, Training, Community Engagement and Coordination

During the community engagement as part of the planning process, there was an expressed desire for more information about older adult services and programs. One idea included establishment of a clearinghouse for information related to older adults (events and activities as well as services). There was also an expressed desire for a Columbia Association staff coordinator position for older adult services and programs. Also mentioned but less frequently was a need for additional computer training and additional on-line or CA-TV programming that would help older adults participate in on-line programming or more easily know how to get information they need from the convenience of their computers. Also mentioned was the need to enhance communication with foreign-born older adults.

Health Promotion and Services — another need also expressed, although less frequently, was related to the need for coordination assistance related to medical care. That it is not more prominently mentioned as a need may reflect the high level of medical insurance coverage, plentiful medical services, and overall high income levels in the community. Also mentioned was the need for assistance coordinating out-patient services and also a desire for information or classes on nutrition, supplements and health assessments.

How are Older Adults Participating in Columbia Association Programs?

Older adults actively use Columbia Association's facilities and participate in programs both in the Sport and Fitness facilities as well as in various other programs. Currently 4,175 adults 65 years and old have memberships to one or more of the Sport and Fitness facilities. That is 6.8% of all members. In addition, approximately 7,700 adults between the ages of 55 and 64 have Sport and Fitness memberships. That represents 12.5% of all members. Together, almost 20% of Sports and Fitness members are 55 years or older. Although these older adult members use a wide range of Sport and Fitness facilities, the facility most used by this age group is the Columbia Athletic Club.

Group exercise is the most popular program for the older adult community. Over the past fifteen years, Columbia Association has added group exercise classes that are attractive to older adults. These classes include: Ai Chi; Basic Aerobics; BodyVive; Joints in Motion; Restorative Yoga; Qigong; Tai Chi; Women, Weights & Osteoporosis (WVO); and a number of others. In the past full fiscal year (FY13), 33% of all group exercise classes were designed to be attractive to older adults and those classes attracted over 83,000 participants.

Columbia Association's two introductory exercise programs: WINN (When if not Now) and Fit Beginnings (a physician referral program) attract primarily older adults. In FY13, approximately 400 community members participated in these programs.

The hot water therapy pool attracts many older adults to Columbia Athletic Club. When the therapy pool opened in 2006, Columbia Association offered six classes a week. In 2013, Columbia Association offered 15 group exercise classes a week in the therapy pool, which are primarily attended by older adults. These classes included Aqua Arthritis, Ai Chi and Hydro Pilates.

Those age 55 years and older comprise 28% of tennis players at CA facilities; 10% are 65 years or older. Columbia Association's tennis clubs offer senior (50+), super senior (60+) and super-duper senior (65+) leagues for men, women and mixed doubles. Approximately 600 older adults participated in these leagues in FY13.

Over 40% of those who play golf at Columbia Association's clubs are age 55 years or older; 18% are 65 years or older. There are weekly senior men's and senior women's leagues at both clubs and over 500 older adults participate in those senior leagues.

Columbia Association also offers a wide range of services and programming. Older adults are very actively participating at Columbia Art Center where approximately 60% of the participants in all classes are 50 years and older. Most of the Columbia Community Exchange members, a time banking program, are also over 50 years old and one-third of the members are over 60 years old. And the Columbia Archives has proactively taken its lecture series to retirement homes and 55+ communities. Over 300 older adults attended these Archives programs last year. See Appendices H and I, online at ColumbiaAssociation.org/OlderAdults, for additional information on programs and memberships.

Chapter 2 **Planning and Engagement Process**

How was the Plan Developed?

Columbia Association created and chartered a work team in July 2012 to develop this plan. The work team was comprised of Columbia Association team members from across the organization, members of Columbia Association's Senior Advisory Committee and one village manager from the Village Community Associations.

The plan development process was conducted in three major phases: documenting existing conditions; identifying needs, best practices; and analyzing findings, and development of the plan. This process is shown in Figure 5, and explained below.

Documenting existing conditions included demographic and health trends, current Columbia Association, Howard County, and other agency facilities, programs and services for older adults; and current marketing and outreach efforts related to these programs and services.

Identifying needs and best practices included conducting local, regional, and national benchmarking interviews; soliciting community input via small group discussions, community wide meetings, a Leadership Howard County qualitative survey and reviewing a variety of relevant studies and reports on older adults needs. In addition, Columbia Association undertook a SWOT (strengths, weaknesses, opportunities, and threats) analysis. Columbia Association also commissioned a statistically valid survey by Mason-Dixon that was administered in fall 2013. All of these avenues helped Columbia Association to understand the needs of the community.

The final planning phase included the plan's development undertaken by the work team based on all of the previous work and analysis. A public review draft plan was the basis of public meetings held in January 2014. Based on comments received on the public review draft, changes were

Columbia Association
**Comprehensive Plan
 for Serving Older Adults Work Team**



Figure 5: Planning Process

made and the revised plan was prepared for review and approval by the Columbia Association Board of Directors. In April 2014, the Board of Directors approved this plan to serve as the guiding framework for CA's ongoing efforts to continuously enhance programs and services for Columbia's growing older adult community. Progress on implementation will be reported annually.

A concerted effort was made to make the development of this plan as transparent as possible. All of the meetings of the work team were open to the public and the agendas and notes of these meetings were available to the community on the project webpage, *ColumbiaAssociation.org/OlderAdults*. The progress of the work team was also reported in Columbia Association's "Presidents Report."

How was the Public Engaged in the Process?

Columbia Association used a number of different avenues to identify the needs of Columbia's older adults. The three main methods were community input and events; expert interviews; and a telephone survey. Ideas and input was obtained from throughout the community with a focus on adults 45 years and above, the older adults of tomorrow.

Community Input and Events

Focus Groups: Columbia Association sponsored two focus groups that were facilitated by professionals from the Maryland Conflict Resolution Center. One focus group was comprised of representatives of Columbia Association's advisory groups and the other included Columbia's village managers.

Public Meetings: The first community open houses on the older adult planning process were held in May 2013. Two sessions were held — one in the afternoon and one in the evening — and nearly 150 people participated. The purpose of the open house events was to make the community aware that Columbia Association was working on a plan for serving older adults; to share the plan's purpose and process; to provide some background information as part of the first phase of the study; and solicit ideas from the participants. Columbia Association held a second set of public meetings in January 2014 to discuss the draft plan and solicit ideas and enhancements prior to the preparation of the final plan.

Approximately 180 people participated in those meetings.

Leadership Howard County's Serving Older Adults Community Impact Project: Columbia Association partnered with Leadership Howard County and its Premiere Program to develop and administer a survey of more than 500 older adults in spring 2013. This was an intercept survey and was also administered through SurveyMonkey.

50+EXPO: Columbia Association surveyed participants in 2012 and again in 2013 at this well-attended annual event. Hundreds of surveys were completed (See Appendix G online at ColumbiaAssociation.org/OlderAdults).

2012 Howard County Health Survey: Columbia Association, The Horizon Foundation, Howard County's Health Department and Johns Hopkins University partnered to undertake this first-ever telephone health survey of Howard County residents. Results for Columbia and for older adults were analyzed.

Columbia Association used a number of different avenues to identify the needs of Columbia's older adults. Together these sources provided a wide perspective on the needs of older adults.

Review of Other Sources: In addition to these recent efforts, Columbia Association also reviewed comments and input from previous community events and research efforts including focus groups completed by CA's Senior Advisory Committee in 2006, and the Opting For Independence case study reports (Coordinating Committee, 2011, 2013).

Expert Interviews: As part of the Leadership Howard County's Community Impact Project, that team interviewed local, national and international experts to understand key trends, issues and initiatives in programming and facilities focused on serving older adults.

Telephone Survey: Columbia Association commissioned a statistically valid telephone survey of the community, which was conducted in fall 2013. This was administered by Mason-Dixon Polling & Research. A total of 800 adult residents of Columbia (age 45+) were interviewed by telephone from September 23 through October 3, 2013. Those interviewed were randomly selected, utilizing a cross-section of Columbia telephone exchanges and a Columbia-matched cell phone list. The margin for error is plus or minus 3.5 percentage points. This means that there is a 95% probability that the "true" figure would fall within that range if all adults in Columbia aged 45+ adults were surveyed. While this plan focused on those ages 55 years and older, the survey was administered to those adults 45 years and older. This younger 45 to 54 age group was surveyed to better understand the anticipated needs of future older adults.

Together these sources provided a wide perspective on the general status and articulated needs of the older adult population. Details and additional information on the information gathered from these various sources as part of the plan's development is included in the technical appendix to this plan (See Appendices B,C,D,E and F, online at ColumbiaAssociation.org/OlderAdults).

Chapter 3 **Goals, Objectives & Recommendations**

Columbia Association Strategic Plan

This plan for serving older adults is in alignment with Columbia Association’s Strategic Plan, which defines the organization’s mission, vision, values and goals. The full strategic plan is available at *ColumbiaAssociation.org*. The mission and vision of Columbia Association are highlighted here. These set the strategic framework for this plan and its recommendations.

Mission: Working every day in hundreds of ways to make Columbia an even better place to live, work and play.

Vision: Making Columbia the community of choice — today and for generations to come.

For a listing of how this plan’s recommendations relate to and advance the Strategic Plan goals, please refer to Figure 6 on page 34.

Our Commitment

Columbia Association has a strong commitment to advance the well-being of the Columbia community, including that of its older adults. Columbia Association demonstrates this commitment to support older adults by working together with other non-profit community organizations and the Howard County government to:

- Plan, coordinate and provide services and programs that address the needs of older adults.
- Engage with the community about Columbia Association programs and services.
- Advocate for public policies, services and facilities that enhance the quality of life of the older adult population.
- Forge and enhance strategic partnerships with other agencies and government to advance public policies, services and facilities that enhance the quality of life of the older adult population.

Goals

1. Ensure that Columbia Association’s programs and services continue to evolve in a way that well serves Columbia’s older adult community.
2. Promote healthy aging, physical fitness and the social inclusion of Columbia’s older adults.

3. Assist older adults who want to age in place in Columbia by providing or facilitating access to programs and services.
4. Enhance older adult quality of life by providing active living and lifelong learning opportunities.

Objectives

1. Provide programs, services and facilities that address the age, ability and cultural diversity of older adults in Columbia.
2. Create and enhance partnerships with other agencies and organizations to improve the lives of older adults.
3. Focus on healthy lifestyles and in providing healthy choices for older adults.
4. Engage the older adult community to enhance their active participation in Columbia and harness their knowledge and expertise.
5. Explore and advocate for expanded transportation options to serve Columbia and older adults.

Identified Needs and Associated Recommendations

Columbia Association used a number of different avenues to identify older adults’ needs in Columbia. Needs were identified in nine categories. For each of these categories, the need is explained, relevant data from the statistically valid telephone survey of Columbia’s older adults is explored, and associated recommendations for action are presented.

Findings related to transportation from the Fall 2013 telephone survey

The telephone survey found that 90% of older adults said driving was their primary means of transportation.

Only 5% said they use Howard Transit and 1% use Neighbor Ride.

An overwhelming 96% of respondents said they were physically able to drive.

When asked to think ahead, 69% said that a future inability to drive would be a major concern. This future issue was of a higher concern for the 45-54 year-old and 65-75-year-old respondents (76% and 74% respectively) and surprisingly, a lower percentage (46%) for those aged 75 or more. If unable to drive, half of older adults indicated that they would rely on family and friends to get them to important places such as shopping, and medical appointments.

Only among those 75 years or older was there a drop-off in driving and being physically able to drive. Among these oldest residents, 20% did not primarily drive their own car and 15% are physically unable to.

A very large majority of older adult drivers still drive at night (96%), in bad weather (95%), and drive long distances (96%).

1. MOBILITY

Identified Needs

The desire for enhanced transportation choices was widely expressed in all the various avenues used during the planning process to identify older adults' needs. The most prominent response in this area of need was for more transportation options through development or expansion of partnerships. Door-to-door alternatives to the private car were desired. The destinations most frequently mentioned included cultural events, Columbia Association facilities and medical facilities.

Recommendations

A. Expand Transportation Options

Bolster advocacy with the Howard County government related to expanding transportation options in addition to the private automobile for all ages as part of the regional transportation system.

B. Transit Travel Training and Guide

Advocate for Howard County government to provide travel training for older adults. The travel training would be similar to that offered by Portland's Tri-Met "Ride Wise" program (RideConnection.org/Ride/Services/RideWise.aspx). This free service provides training on transit travel as well as group travel. Use Columbia Association's various communication methods and outlets to let the community know about this service as well as expanded transportation facilities and services as they become available.

C. Senior Events Shuttle

Continue the Senior Events Shuttle and seek partners to assist in funding and expanding the service.

D Neighbor Ride Support

Continue to support Neighbor Ride and explore and advocate for potential enhanced financial support from Howard County's medical and business communities.

E. Transit Routing

Encourage Howard County to assess popular older adult destinations and to provide bus routes and frequency levels that make areas of the Columbia community with hubs of older adult services and destinations more accessible. Partner with the Howard County government to produce a "Getting Around Columbia Guide."

F. Intersection Safety

Advocate for the installation of additional countdown walk signals at signalized intersections to improve pedestrian safety.

See also the recommendation on ADA accessibility under the heading "5. Facilities — Design and Location."

Findings related to aging in place from the Fall 2013 telephone survey

61% of older adults said they are generally inclined to stay in Columbia while 35% said they are likely to leave. However, current age is a significant factor.

Those younger than 65 are equally split whether to stay or not.

Among 65 years and older, 83% said they are likely to stay in Columbia.

On a related question regarding plans to staying in their existing home, 61% of older adults said they are likely to stay in their current home rather than leave.

Again, those younger than 65 years are evenly split on whether they will stay in their current home or leave.

80% of those 65 years or older plan to stay in their current home.

Aging in place in their current home is of major concern to only 10%; moderate concern to 30% and of little or no concern to 60% to older adults. The 75+ group were more concerned than the younger groups with about half of those aged 75+ (53%) expressing “moderate concern.”

Less than half (41%) of older adults have planned for aging in place.

The majority of those 65 years and older have at least partially planned, while only 25% under 65 years old have at least partially planned.

The majority of older adults have no difficulty maintaining the exterior (85%) or interior (87%) of their home; more than 50% knew where to get assistance if maintenance becomes an issue.

Those that expressed difficulty (15%/13% exterior/interior) stated that it was primarily because they are too busy, (24%), help is too expensive (23%) or they are overwhelmed (27%).

Approximately one-quarter (27% of older adults have heard of “The Village in Howard” concept; 37% said they would be willing to join and pay for services.

82% of older adults are not aware of Columbia Association’s Time Banking program.

2. HELPING OLDER ADULTS AGE IN PLACE

Identified Needs

Need was expressed in several categories: caregiver support; aging in place supportive services including house maintenance assistance and referral services; and seniors helping seniors.

Recommendations

A. Home Repair and Modification Program

Increase publicity about and continue to contribute grant funding in support of Howard County’s Home Repair and Modification program. Explore a more formal collaboration with Howard County government for a co-branded program that would focus on Columbia residents.

B. Village Architectural Guidelines

Work with and encourage village associations to develop residential architectural guidelines for home modifications related to ramps or other changes to provide barrier free access.

C. Revitalization

Advocate for increased participation by other non-profits and Howard County government to identify areas of need and the required funding and grants to assist with neighborhood revitalization, particularly home repairs.

D. Housing Options

Advocate for a variety of housing options in Columbia to allow residents to remain in Columbia as they age.

E. Home Repair Clearinghouse

Develop a clearinghouse (e.g., website) of information associated with home repair and remodeling services typically required by older adults but also helpful for Columbia community members in general. The clearinghouse would have information on home repair contractors and other services. This would be similar to Angie’s List but with contractors vetted by Columbia Association and pre-established pricing information determined through an open solicitation process managed by Columbia Association. The objective would be to inform and empower older homeowners to effectively maintain their homes to support aging in place. Explore and develop a referral program for pre-screened contractors for home repair and upkeep.

F. Informational Program

In collaboration with the Howard County Office on Aging, develop an informational program on “Aging Successfully in Columbia: What you Need to Know and Do.”

The Village in Howard

What is The Village In Howard (TVIH)?

The Village In Howard is a grassroots effort to build a community of like-minded seniors that want to age in place in their community.

How Would it Work?

By creating a paid, membership organization supported by paid staff that can respond to member requests, organize the volunteers, and collaborate with community resources to make sure that everyone’s resources are used efficiently. This way, TVIH would add value to the community and build on the programs already in existence.

TVIH will be able to offer a combination of volunteer services, personal linkages to what the community

has to offer, and vetted services from businesses that make it easier to live in the homes and neighborhoods where they want to be.

Is the Organization Up and Running?

Much work has been done to get organized. The group filed for incorporation in Maryland and this winter plans to file for non-profit status with the IRS.

How Long Will it Take Before TVIH Serves the First Person?

Most villages take about two years to get up and running because they have to build the right foundation first before offering services. TVIH’s goal is to have 100 members before “opening the doors.”

Source: The Village In Howard Newsletter, Oct., 2013

G. The Village in Howard

Once The Village in Howard organization gains its 501c3 designation, offer technical assistance such as volunteer training and access to the Volunteer Center Serving Howard County and Columbia Association's Time Banking Program. Consider awarding a start-up grant to The Village in Howard once it gains its 501c3 designation.

3. SOCIAL/CULTURAL & EDUCATIONAL ACTIVITIES

Identified Needs

The need was expressed in terms of the desire for older adult social clubs; daytrips and leisure travel; game get-togethers; book clubs; Columbia Art Center programs; seminars; and other lifelong learning opportunities.

Recommendations

A. Village Association Cultural Events

Encourage and support the village community associations so that they can continue to provide festivals and special events that appeal to the older adult community.

B. Informal Village Association Program Opportunities

Encourage the village community associations to enhance events such as drop-in or scheduled game centers (e.g., Scrabble, Bridge, Trivial Pursuits), drop-in coffee klatches, book clubs, afternoon movies and other social activities at village community centers that are attractive to older adults.

C. Village Association Workshops/Classes

Partner with and encourage the village associations to offer workshops on home repair, computers, social media, technology skills, and other topics of interest to older adults. In addition, encourage the village associations to enhance offerings for older adults at village community centers, particularly in those villages with higher proportions of older adults (for example, Wilde Lake and Town Center)

D. Lifelong Learning

Partner with Howard Community College to expand and more widely promote their Senior Adult Summer Institute (SASI). Also help publicize that the college provides free tuition for students of ages 60 and above, as space allows.

E. Peer-to-Peer Learning

Encourage peer learning to provide older adults a sense of ownership over their learning. Columbia is a community of people with high educational levels and expertise. There is great potential to tap into that resource to have seniors train seniors in new skills.

Findings related to social/cultural/education activities from the Fall 2013 telephone survey

Movies, festivals, theatre performances and music concerts are the most popular among older adults.

Social activities are primarily through their religious congregations and friends.

The majority of village community association programs have low older adult participation, with the exception of festivals or special events (39%).

45% of older adults volunteer, yet 64% are unaware of the Volunteer Center Serving Howard County.

F. Golden Opportunities

Publicize and encourage participation in Howard County Public School system's Golden Opportunities program (hcpss.org/news/golden.shtml). Golden Opportunities offers older adults opportunities to volunteer in schools, share their expertise, advocate for educational excellence and receive discounts (ages 65 years and over) to attend student performances and athletic events.

G. Groups and Outings

Offer day trips to natural, recreational, cultural and educational destinations of interest to older adults to complement trips offered by Howard County Recreation and Parks. Expand Columbia Art Center's day trip Program (Off the Beaten Path).

4. PROGRAMMING – A COMMUNITY FOR ALL AGES

Identified Needs

The desire for programs specifically geared for older adults was expressed mostly in terms of fitness and wellness programming. These included fitness classes designed for older adults such as classes for people with specific medical conditions (e.g., osteoporosis); those for older adults with more limited physical abilities; and facilities with time programmed solely for older adults. Another thread expressed was the idea that older adults are a diverse group, and services and programs need to be differentiated to meet the broad range of needs including programs at various times of the day. In contrast to the desired need for programs only for older adults there was also a desire for multi-generational programming and the need to address all community age groups. The desire for hiking and walking programs as well as parks and park amenities was also expressed during the planning process.

Recommendations

A. Intergenerational Programming

Focus on inter-generational programming (programming suitable for a wide range of age groups) to provide opportunities for various older adult age groups and younger generations to participate together.

B. Programming Change within Existing Facilities

Continue to change and evolve older adult programming in existing facilities.

C. Off-Peak Programming

Explore and initiate a pilot project to test alternative use of an existing Columbia Association facility for targeted programming during down times so that programming could be added to facilities during their off-peak times. This would provide additional options for retired, older adults and would

make productive use of existing facilities. (See also “Program Schedule” recommendation related to prime-time programming for older adults.)

D. Group Hikes and Walks

Introduce outdoor exercise and programs that would be attended by groups of older adults such as nature walks and hikes using pathways and open space. These activities would be managed by Columbia Association and led by either Columbia Association team members or volunteers. Also continue to work with other community partners to offer outdoor activities.

E. Program Schedules

To accommodate older adults who are still working, test pilot additional older adult programming in the prime time hours (early morning and late afternoon/early evening) at select Columbia Association fitness and wellness facilities to accommodate those older adults who are still working. If warranted based on pilot results, expand prime time programming at Columbia Association facilities. As the percentage of population 55 years or older increases, a balance must be found between the different age groups so the needs of all age groups and abilities continue to be met.

F. Program Monitoring

Monitor program offerings to determine which programs are well-liked and well-used by the various segments of the older adult population. Using this information, Columbia Association should continue to adjust programs to best meet the needs of the community.

5. FACILITIES — DESIGN AND LOCATION

Identified Needs

Needs identified through the public meetings and other outreach opportunities mainly focused on ideas for classes or activities to be at facilities other than Columbia Association’s fitness clubs. Findings from the statistically valid telephone survey on this issue provide some additional views on this issue.

Findings related to programming from the Fall 2013 telephone survey

On the question of participation of whether they preferred older adult only classes or multi-generation ones, 55% said they preferred classes open to all; 30% preferred older adults only. For the age groups younger than 65 (45-64) more were willing to participate in open class programs (+60%).

66% are satisfied or somewhat satisfied with local programs and services offered to meet the older adult needs; only 11% were not satisfied (23% don’t know).

Walking/hiking was the most popular exercise for older adults (48%) in the past year.

Those 65-74 years, the pathways are the most popular (21%); overall 13% of older adults reported they used the pathways most often (2nd only to use of the Supreme Sports Club).

Currently, very few older adults participate in indoor swimming (10%), water aerobics classes (7%), group fitness classes (9%), personal training (4%), consultations (6%), Yoga/Pilates (9%), or other special programs (6%) and the majority say that they are not likely to participate in the future.

More than 60% of those 65 years and older participate in exercise, sports or fitness; and participation decreases with age.

Recommendations

A. Facility Activity Hubs

Cluster programming to decrease transportation challenges and reinforce Columbia Association facilities as “hubs” of activity where older adults as well as other community members can conveniently participate in multiple types of programming at one location.

B. Universal Design

Employ universal design principles to the greatest extent possible for new facilities and outdoor amenities.

C. Casual Meet-up Space at Villages

Develop a pilot project when renovating one of Columbia Association’s community center buildings to redesign the lobby or central area to serve as a casual meet-up space for drop-in coffee and activities. (See related programming recommendation under the heading Social/Cultural and Educational Activities,” “Informal Village Association Program Opportunities.”)

D. Walkable/Livable Communities

Promote and advocate for walkable and livable communities and neighborhoods.

E. ADA Accessibility

Develop and implement a Columbia Association ADA Accessibility Plan. To ensure that Columbia is a community for all, it is important that Columbia Association develop an ADA Accessibility Plan and implement it over the ten-year horizon of this *Plan for Serving the Older Adult Community*.

F. Park Furnishings to Serve Older Adults

Explore the opportunity to introduce selected, additional outdoor equipment and furnishings at Columbia Association’s parks or open spaces to serve older adults.

6. RATES AND FEES

Identified Needs

During the planning process and associated outreach and engagement, there was an expressed desire for reduced fees for Columbia Association programs for older adults based on their long-tenure in the community. There was also a desire expressed for more information on income-qualified memberships. More options for flexible facility packages were also desired.

Findings related to facilities from the Fall 2013 telephone survey

32% of older adults stated that they preferred to exercise at large facilities (this is the highest of all responses for older adults); followed by community center (24%). Those under 65 (ages 45-64) preferred to exercise at larger facilities, those over 65 preferred to exercise at community centers (village centers).

Nearly a fifth has used the Hot Water Therapy Pool at Columbia Athletic Club.

Supreme Sports Club is the most utilized facility for older adults, but only in the 45-54 and 55-64 age ranges.

The 75 years and older group have a high level of non-use (45%) of facilities, but Columbia Athletic Club is most popular among them (18%).

33% of older adults stated that they had used a non-Columbia Association fitness facility in the past year.

Recommendations

A. Access to Facilities and Programs

Continue to experiment with a range of facility and program access fee options to meet the needs of various segments of the community while maintaining Columbia Association's short- and long-range fiscal sustainability. On a regular basis, analyze how various facility and program access fee options are used by older adults including the proportion of older adults who take advantage of Columbia Association's income qualified memberships. Also explore why seniors use or do not use CA programs and services.

B. Financial Assistance

Continue to offer and publicize financial assistance via Columbia Association's income qualified programs to CA residents, including older adults, who meet income guidelines to participate in Columbia Association programming.

Findings related to rates and fees from the Fall 2013 telephone survey

54% of older adults in Columbia are not aware of the senior discount.

The Six Class Pass is used by only 1% of older adult population and 80% have never heard of it.

7. PARTNERING AND COOPERATION

Identified Needs

The need for partnering was expressed most frequently in relation to providing transportation services such as enhanced transportation shuttle services. Also mentioned was the need to coordinate services with Howard County and the need to partner with health and service providers to provide wellness classes. Less frequently mentioned is a desire for information or classes on nutrition, supplements and health assessments.

Recommendations

(See also other partnering recommendations under the subheadings Mobility; Helping Older Adults Age in Place; Facilities; Information, Training, & Community Engagement; and Health Promotion.)

A. Enhance Partnering

Enhance partnering and cooperation with other agencies and the Howard County government that share a stake in improving the lives of older adults.

B. Office on Aging

Coordinate with the Howard County Office on Aging as it undertakes a facilities and services master plan for older adults and to assure that the interests of Columbia's older adults are represented and reflected in the master plan.

C. Educational Classes

Advocate for an increase in the number of educational courses provided by others and geared towards older adults through partnerships with community providers. Encourage local professional businesses to offer educational classes including nutritionists, doctors, dentists, pharmacists, eye care professionals, lawyers, financial providers, etc.

8. INFORMATION, TRAINING, COMMUNITY ENGAGEMENT AND COORDINATION

Identified Needs

During the community engagement as part of the planning process, there was an expressed desire for more information about older adult services and programs. One idea included establishment of a clearinghouse for information related to older adults (events and activities as well as services). There was also an expressed desire for a Columbia Association staff coordinator position for older adult services and programs. Also mentioned but less frequently was a need for additional computer training and additional on-line or CA-TV programming that would help older adults participate in on-line programming or more easily know how to get information they need from the convenience of their computers.

Relevant findings from the Fall 2013 telephone survey

Columbia Association Activity Guide (24%), county publications (22%), and Columbia Association website (21%) are the top three sources where older adults receive their information.

Use of Columbia Association website is lower in the older age groups. It is the top information source for those 45-54 (32%), while for those 75+ it is the least utilized resource (9%).

63% of older adults found it easy to find out which services and programs are available to meet the needs of older adults; 27% reported that it was not. For those 75+, the percentage who found it easy increased to 73%; not easy for this group was 14%.

Recommendations

A. Ease of Information Access

Increase ease of access to information related to Columbia Association services, programs and facilities. Promote and provide coordinated information and a person-centered approach to providing information on Columbia Association programs, services and facilities for older adults.

B. Older Adult Guide

Continue to publish a guide of Columbia Association's older adult services, facilities and programs.

C. Website

As Columbia Association continues to enhance its new website, enhance the older adult webpage with dedicated information resources for older adult residents.

D. Video and Live Streaming

Initiate live streaming of public meetings and other events of interest so people can watch online from home as an alternative to attending the meetings, which are often held in the evenings. Continue to video public meetings and events.

E. Training

Expand training of Columbia Association's customer-facing team members to understand and respond to the variety of older adult needs and physical abilities. Ensure that instructors are qualified to assist those with disabilities and to be able to address the needs of older adults.

F. Community Engagement

Engage with the older adult community through small group discussions, surveys and other interactive means to assess needs and ways that Columbia Association can continue to evolve its programs and services for older adults.

G. Older Adult Subject Expert

Designate an older adult subject matter expert who would be Columbia Association's in-house resource. This person would be well-informed about issues related to programming and facilities for older adults and play a role in training and education of Columbia Association team members who interact with the public. It is recommended that this staff member develop a relationship with UMBC's Erikson School – Management of Aging Services, which could serve as a resource/educational partner related to how Columbia Association can enhance its coordination and delivery of service for older adults and implement this plan.

H. English Learners

Enhance engagement with foreign-born older adults and those with limited English language skills.

9. HEALTH PROMOTION AND SERVICES

Identified Needs

During the community engagement as part of planning process, there was an expressed desire for partnerships with health and service providers and interest in wellness classes and general health promotion and assessments.

Recommendations

A. Health and Wellness Partnerships

Expand partnerships with health, medical and wellness agencies such as the Horizon Foundation, Howard County's Office on Aging, Howard County Hospital, the Howard County Health Department and medical providers to pursue community-based programs focusing on health promotion and outreach opportunities that are in alignment with Columbia Association's mission.

B. Healthy Lifestyles

Promote healthy lifestyle strategies through classes and programs and facility offerings that help individuals make healthier choices to prevent illness.

C. Mind Body Wellness

Include programs suitable for older adults in Columbia Association's new mind body wellness facility, Haven on the Lake.

D. Medical Advisory Board

Consult with Columbia Association's medical advisory board including gerontologist Dr. Kevin Carlson regarding Columbia Association's health promotion programming and services and recommended enhancements aimed at the older adult community. Coordinate these recommendations with the Senior Advisory Committee.

E. Encourage Exercise

Promote the benefits of exercise for older adults and strive to increase older adult participation in regular cardio-vascular exercise and muscle-building exercise.

Chapter 4 **Implementation**

This chapter includes an implementation matrix on pages 30-33, which compiles all recommendations in this plan. The matrix will be monitored and updated over time and plan implementation and progress will be reported annually. The implementation matrix includes:

- The type of action required;
- The Columbia Association division or bureau responsible — or in the case of partnerships — the organizations, governmental agencies or other bodies that have responsibilities for carrying out the recommendations; and
- The recommended timeframe.
- Priority recommendations are highlighted with a priority symbol. **P**

Within each of the nine topics areas, the implementation recommendations are listed in this chapter with on-going items first, followed by those recommended to commence during calendar years 2014 and 2015, followed by those in 2016 or 2017. Some of the items initiated in these timeframes may take several years to complete or become on-going activities as new programs, services and practices are established.

On-going actions are continuous activities that are occurring now and are recommended to continue on a regular basis into the future. A number of these recommendations call for enhancement of existing activities or practices.

Note: The recommendations in the implementation matrix have been abbreviated. The full text of each recommendation can be found in Chapter 3.

Implementation Matrix *(Listed by Topic and Sorted by Anticipated Timeframe)*

Topic	Recommendation*	Type of Action	Lead Organization	Anticipated Timeframe	
1. Mobility	A. Expand Transportation Options	Advocacy/Encouragement	CA-Advocates to Howard County	On-going	P
	C. Senior Events Shuttle	Financial Support; Partnership	CA Community Services Division; Community Partners	On-going	
	D. Neighbor Ride Support	Financial Support; Advocacy/Encouragement	CA Community Services Division; Community Partners	On-going	
	F. Intersection Safety	Advocacy/Encouragement	Howard County government	On-going	
	E. Transit Routing	Advocacy/Encouragement	Howard County government	2014-2015	
	B. Transit Travel Training	Advocacy/Encouragement	CA-Advocates to Howard County	2016-2017	
2. Helping Older Adults Age in Place	A. Home Repair and Modification Program	Financial Support; Partnership	CA Revitalization Bureau	On-going	
	C. Revitalization	Advocacy/Encouragement	CA Revitalization Bureau; Community Building and Open Space Bureau	On-going	
	D. Housing Options	Advocacy/Encouragement	CA Community Building and Open Space Bureau	On-going	
	B. Village Architectural Guidelines	Advocacy/Encouragement	Community Service Division; Village Covenant Advisors	2014-2015	
	E. Home Repair Clearinghouse	New Service/Program	CA Revitalization Bureau	2014-2015	P
	F. Informational Program	Partnership	CA Community Services Division	2014-2015	
	G. The Village In Howard	Financial Support; Technical Assistance	CA Revitalization Bureau	2014-2015	P

*Please see Chapter 3 for the full description of each recommendation.

Implementation Matrix *(Listed by Topic and Sorted by Anticipated Timeframe)*

Topic	Recommendation*	Type of Action	Lead Organization	Anticipated Timeframe
3. Social/Cultural & Educational Activities	A. Village Association Cultural Events	Financial Support; Advocacy/Encouragement	CA Community Services Division; Village Associations	On-going
	C. Village Association Workshops/Classes	Partnership	CA; Village Associations	On-going
	B. Informal Village Association Program Opportunities	Advocacy/Encouragement	Village Associations	2014-2015
	D. Lifelong Learning	Partnership	CA Community Services Division; Howard Community College	2014-2015
	G. Groups and Outings	New /Expanded Service/ Program	CA Life Services Bureau; Art Center	2014-2015
	E. Peer-to-Peer Learning	Advocacy/Encouragement	CA Volunteer Center Serving Howard County	2016-2017
	F. Golden Opportunities	Advocacy/Encouragement; Communications; Marketing	CA Communications; Advertising/Sales Divisions	2016-2017
4. Programming: A Community for all Ages	A. Intergenerational Programming	Expand Existing Program/Service	CA Divisions	On-going
	B. Programming Change within Existing Facilities	Expand Existing Program/Service	CA Divisions	On-going
	F. Program Monitoring	Plan/Analysis	CA Divisions	On-going
	C. Off-Peak Programming	Plan/Analysis	CA Divisions	2014-2015
	D. Group Hikes and Walks	New Service/Program	CA Community Building & Open Space Bureau; Sports and Fitness; Community Services; Volunteer Center	2014-2015 

*Please see Chapter 3 for the full description of each recommendation.

Implementation Matrix *(Listed by Topic and Sorted by Anticipated Timeframe)*

Topic	Recommendation*	Type of Action	Lead Organization	Anticipated Timeframe
	E. Program Schedules	Expand Existing Program/Service	CA Divisions	2014-2015
5. Facilities - Design and Location	B. Universal Design	Facility	CA Revitalization Bureau; Community Building & Open Space Bureau	On-going
	D. Walkable/Livable Communities	Advocacy/Encouragement	CA Community Building & Open Space Bureau	On-going
	E. ADA Accessibility	Plan/Analysis	CA General Counsel; CA Divisions	2014-2015
	F. Park Furnishings to Serve Older Adults	Plan/Analysis; Facility	CA Community Building & Open Space Bureau	2014-2015 
	A. Facility Activity Hubs	Expand Existing Program/Service	CA Divisions	2016-2017
	C. Casual Meet-up Space at Villages	Facility	Village Associations; CA Revitalization Bureau	2016-2017
6. Rates and Fees	A. Access to Facilities/Programs	Membership; Plan/Analysis	CA Advertising & Sales Division	On-going
	B. Financial Assistance	Membership	CA Advertising & Sales Division	On-going
7. Partnering and Cooperation	A. Enhance Partnering	Partnership	CA Divisions	On-going
	B. Office on Aging	Partnership	CA Community Services Division	On-going 
	C. Educational Classes	Advocacy/Encouragement	CA Divisions	2014-2015

*Please see Chapter 3 for the full description of each recommendation.

Implementation Matrix Implementation Matrix *(Listed by Topic and Sorted by Anticipated Timeframe)*

Topic	Recommendation *	Type of Action	Lead Organization	Anticipated Timeframe	
8. Information, Training, Community Engagement and Coordination	B. Older Adult Guide	Marketing	CA Advertising & Sales Division	On-going	
	E. Training	Expand Existing Program/Service	CA Training/Organizational Development Division	On-going	P
	F. Community Engagement	Communications	CA Divisions	On-going	
	A. Ease of Information Access	Communications; Marketing	CA Communications & Public Relations Division	2014-2015	
	C. Website	Communications	CA Communications & Public Relations Division	2014-2015	
	D. Video and Live Streaming	Communications	CA Communications & Public Relations Division	2014-2015	
	G. Older Adult Subject Expert	New Service	CA Life Services Bureau	2014-2015	P
	H. English Learners	Communications; Marketing	CA Communications & Public Relations Division	2014-2015	
9. Health Promotion and Services	A. Health & Wellness Partnerships	Partnership	CA Life Services Bureau	On-going	
	B. Healthy Lifestyle	Expand Existing Program/Service	CA Fitness Division; Life Service Bureau	On-going	
	C. Mind-Body Wellness	Expand Existing Program/Service	CA Fitness Division	On-going	P
	D. Medical Advisory Board	Expand Existing Program/Service Program	CA Life Services Bureau	On-going	
	E. Encourage Exercise	Encouragement	CA Communications; Sports and Fitness Divisions	2014-2015	

*Please see Chapter 3 for the full description of each recommendation.

Relationship to Columbia Association’s Strategic Plan

Figure 6 below shows the relationship of the plan’s recommendations to Columbia Association’s Strategic Plan.

Figure 6: How Recommendations Relate to Columbia Association’s Strategic Plan Goals

Topic/Recommendation	Strategic Plan Goals				
	Quality of Life	Environmental Stewardship	Columbia Vision	Communication & Engagement	High-Performing Organization
Mobility					
A. Expand Transportation Options		●	●		
B. Transit Travel Training and Guide	●	●	●		
C. Senior Events Shuttle	●	●	●		
D. Neighbor Ride Support	●	●	●		
E. Transit Routing		●	●	●	
F. Intersection Safety		●	●	●	
Helping Older Adults Age in Place					
A. Home Repair and Modification	●		●		●
B. Village Architectural Guidelines			●		
C. Revitalization	●		●		
D. Housing Options			●		
E. Home Repair Clearinghouse	●				●
F. Information Program				●	
G. The Village in Howard			●		
Social/Cultural & Educational Activities					
A. Village Association Cultural Events	●		●	●	
B. Informal Village Association Program Opportunities	●		●		
C. Village Association Workshops / Classes	●		●	●	
D. Lifelong Learning	●			●	
E. Peer-to-Peer Learning	●			●	
F. Golden Opportunities	●				
G. Groups and Outings	●			●	
Programming: A Community for All Ages					
A. Intergenerational; Programming	●				
B. Programming Change within Existing Facilities		●			●
C. Off-Peak Programming		●			●
D. Group Hikes and Walks	●	●	●		
E. Program Schedules					●
F. Program Monitoring					●

Figure 6: How Recommendations Relate to Columbia Association’s Strategic Plan Goals *(continued)*

Topic/Recommendation	Strategic Plan Goals				
	Quality of Life	Environmental Stewardship	Columbia Vision	Communication & Engagement	High-Performing Organization
Facilities – Design and Location					
A. Facility Activity Hubs	●	●	●	●	
B. Universal Design	●		●		●
C. Casual Meet-Up Space at Villages	●		●		
D. Walkable/Livable Communities	●	●	●		
E. ADA Availability	●				●
F. Park Furnishings to Serve Older Adults	●	●	●		
G. Access to Facilities and Programs	●		●		●
H. Financial Assistance	●		●		●
Partnering and Cooperation					
A. Enhance Partnering	●		●	●	
B. Office on Aging			●	●	●
C. Educational Classes	●		●		
Information, Training, Community Engagement and Coordination					
A. Ease of Information Access				●	
B. Older Adult Guide				●	
C. Video and Live Streaming				●	●
D. Training					●
E. Community Engagement				●	
F. Older Adult Expert	●				●
G. English Learners	●		●		
Health Promotion and Services					
A. Health and Wellness Partnerships	●		●		
B. Healthy Lifestyles	●		●		
C. Mind-Body Wellness	●		●		
D. Medical Advisory Board	●		●		
E. Encourage Exercise	●				



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