



# STRATEGIC PLAN

November 28, 2017



**For questions regarding this plan, visit:**  
[www.agefriendlycolumbus.org](http://www.agefriendlycolumbus.org)

## A MESSAGE FROM THE MAYOR



### OFFICE OF THE MAYOR

November 21, 2017

Dear Residents,

In February of 2016, Age-Friendly Columbus embarked on a community-wide journey to make our city an even better place for residents of all ages and abilities. Knowing that central Ohio's population of 65 years or older is expected to double in the next 35 years, our Age-Friendly Columbus initiative provides an excellent opportunity to assess the age-friendliness of our city and identify needs and concerns. We want to ensure that our community's older adults remain in their neighborhoods, living independently and with access to services, amenities and opportunities for community engagement.

As a result of our outreach, Age-Friendly Columbus heard from nearly one thousand residents across the city, and in our neighborhoods, about their daily concerns and challenges. We took the information we learned and worked with our residents to create solutions to meet the identified needs. The Age-Friendly Columbus Strategic Plan is the culmination of our inclusive-planning efforts over the past two years and outlines how we are responding to the critical input from our older residents.

Our work going forward includes engaging with our city departments, incorporating an aging lens into our daily work. We will look at our public spaces, buildings, and parks to ensure they are meeting the needs of everyone. We will look at our restaurants, shops, museums, and other entertainment venues to pave the way for inclusive entertainment. Working with employers, we will empower our older workers, strengthening the entire workforce by creating intentional cross-generational connections and mentorship.

Over the next three years, I invite you to join us as an advocate, ambassador, or volunteer. Together, we will continue working with our community's older adults to honor and respect them and help to ensure for them an active, safe and healthy lifestyle.

Thank you.

Sincerely,

A handwritten signature in blue ink, reading "Andrew J. Ginther".

Andrew J. Ginther  
Mayor

THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR

90 W. Broad Street | 2nd Floor | Columbus OH 43215 | T (614) 645.7671 | F (614) 645.5818 | 311@columbus.gov

## A MESSAGE FROM THE CO-CHAIRS



November 21, 2017

Dear Neighbor,

In March of 2016, together with Mayor Ginther, and under the leadership of the Mid-Ohio Regional Planning Commission, Columbus City Council spear-headed the launch of Age-Friendly Columbus.

Through the support of The Osteopathic Heritage Foundation, The Columbus Foundation, Franklin County Office on Aging, Central Ohio Area Agency on Aging, The Ohio State University College of Social Work, National Church Residences, and AARP Ohio, and under the direction and leadership of the Mid-Ohio Regional Planning Commission, this initiative, supported by eight topic-specific sub-committees and the Age-Friendly Residents Council, focuses on enhancing the lives of the aging population in Columbus.

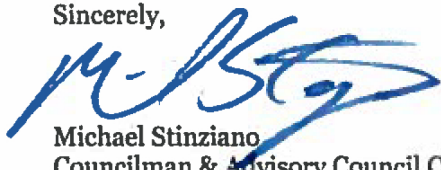
Extensive collaboration, concentrated on particular issues related to the aging community, with advocates and experts from various entities led to the creation of the Age-Friendly Columbus Strategic Plan. The Plan is a comprehensive blueprint outlining the city's goals and strategies to shape Columbus into an age-friendly community for decades to come.

Through comprehensive research, the city continues to identify barriers towards independent and safe living for seniors such as: accessibility of affordable healthcare, transportation, and housing, as well as the availability of age-friendly public facilities and outdoor spaces.

We are proud of the growing and ongoing support of Age-Friendly Columbus initiatives, and we recognize the commitment individual residents have made to support the aging community, including caregivers of elders, community leaders and Columbus older adults whose feedback help guide the Council's work. With Columbus's growing elder population, it is essential that the city and its residents continue to support the age-friendly community through these various initiatives.

We, along with the Columbus City Council, the Age-Friendly Columbus leaders, and the Mayor's Office, will continue supporting Columbus's aging community in order to create a city where citizens of all ages can flourish, and through the Age-Friendly Columbus Strategic Plan, we strive to provide a safe and supportive community to all residents.

Sincerely,



Michael Stinziano  
Councilman & Advisory Council Chair



Fran Ryan  
Advisory Council Vice Chair



## PARTNERS

The Mid-Ohio Regional Planning Commission served as the project leader.

Age-Friendly Columbus is supported by the Osteopathic Heritage Foundation, the Central Ohio Area Agency on Aging, Franklin County Office on Aging, The Columbus Foundation, National Church Residences, the Ohio State University College of Social Work, and AARP Ohio.



## ACKNOWLEDGMENTS

The Age-Friendly Columbus Strategic Planning Process was an inclusive planning process that engaged people from throughout the community to contribute to the plan. We would like to thank the following for their contributions to the plan:

### **Mayor of Columbus**

Andrew Ginther

### **Co-Chairs**

Councilman Michael Stinziano  
Senior Advocate Fran Ryan

### **Advisory Council**

### **50+ Residents Council**

### **Domain Sub-Committees**

### **Strategic Plan Working Group**

### **MORPC**

William Murdock, AICP, Executive Director  
Kerstin Carr, PhD, Director of Planning and Environment  
Amelia Costanzo, AICP, Planning Manager  
Katie White, Age-Friendly Coordinator  
All other MORPC team members

### **Consultant**

Planning NEXT

### **Special thanks to:**

AARP Ohio, New York, and Livable Communities  
Age-Friendly NYC  
Lifecare Alliance  
The Wells Barn

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Appendices

- Appendix A: Implementation Plan
- Appendix B: Best Practices Review (under separate cover)

A group of people, mostly older adults, are seated around a table in a rustic room. In the background, there is a large stone fireplace and wooden walls. The scene is dimly lit, with a warm, cozy atmosphere. The people are engaged in conversation and looking at a document on the table.

# 1

# INTRODUCTION

*“Columbus has been focusing on the younger generation lately. It is good to see that older people are being considered as viable.”*

*— Age-Friendly Columbus participant*



Central Ohio's 65+ population is expected to double in the next 35 years. This poses a great opportunity for the region to ensure that as people age or their abilities change, Columbus is able to provide easy access to services, amenities, and opportunities.

This project assesses the Age-Friendliness of Columbus and sets forth a three-year city-wide action plan. It is also intended to be a resource to strengthen quality of life for people of all ages across Franklin County and Central Ohio.

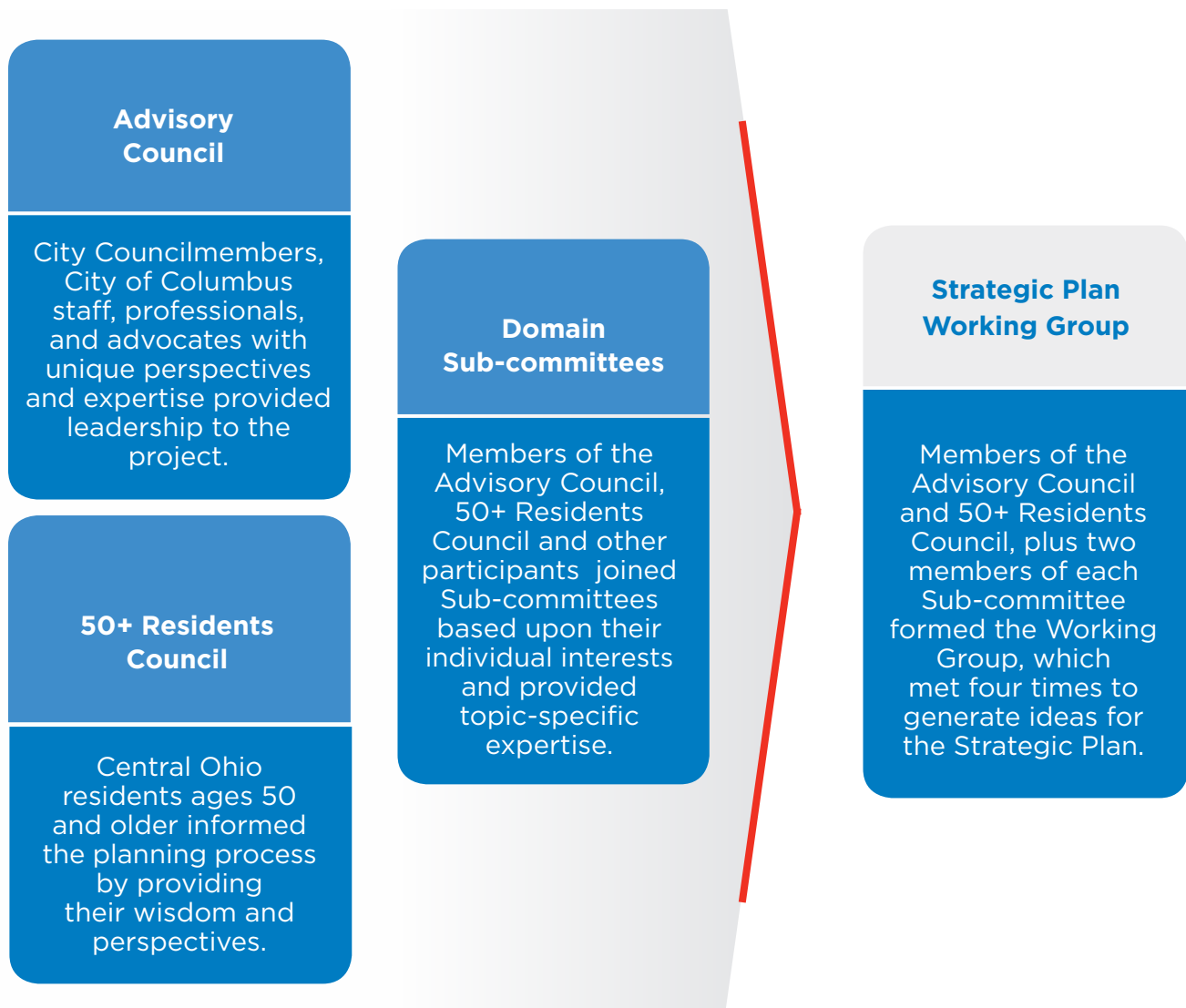
### WHAT IS AGE-FRIENDLY COLUMBUS?

Age-Friendly Columbus is a member of the World Health Organization and AARP Network of Age-Friendly Communities. In 2016 Columbus Mayor Andrew Ginther, Columbus City Council, and the Mid-Ohio Regional Planning Commission (MORPC) launched the Age-Friendly process, committing the City to a five-year process to improve livability for people of all ages.



### LEADERSHIP STRUCTURE

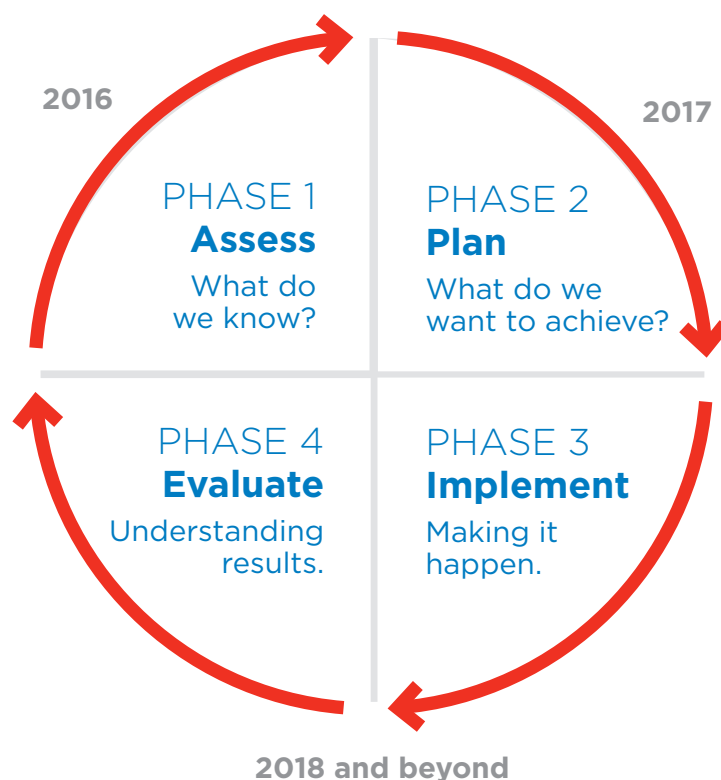
Over 125 individuals were directly engaged in the Age-Friendly Columbus initiative to provide input and guidance on the direction of the plan. These individuals served on three different groups to ensure that Age-Friendly Columbus is planning with, not for, the older adult community in Columbus: the Advisory Council, eight Domain-related Subcommittees, and the 50+ Residents Council. In addition, members from each of these groups came together to form the Strategic Plan Working Group. Together, all of these groups are known as the Age-Friendly Columbus Leadership Team.





## PROJECT TIMELINE

The Age-Friendly Columbus process consists of four stages of inclusive planning. The process is intended to be a continual five-year cycle.



### Phase 1: Assess

Undertaken in 2016, this phase used research, field work, and outreach to evaluate the current conditions for Age-Friendliness in Columbus. The summary and results of Phase 1 were published in February, 2017 in the Age-Friendly Columbus Findings Report, which can be found at [www.agefriendlycolumbus.org](http://www.agefriendlycolumbus.org).

### Phase 2: Plan

The inclusive strategic planning process was carried out between February and September of 2017, and resulted in 17 objectives organizing 54 actions to be implemented over the next three years.

### Phase 3: Implement

The Age-Friendly Columbus Strategic Plan will be implemented from 2018 through 2020 in collaboration with the partners and according to the timelines named in the Implementation Plan.

### Phase 4: Evaluate

Interim reports will be made at the end of Years One and Two of the implementation phase to document progress toward that year's indicators. The indicators for the following year will be set at this time. At the end of the three year implementation phase (2020), plan accomplishments will be evaluated and reported upon in a Final Report, and a new strategic planning process will be undertaken.

## 1. INTRODUCTION

### PHASE 1: ASSESSMENT

The recommendations in this plan are based upon what was learned during the first year of the Age-Friendly process. During this process, the equity, quality, and effectiveness of various policies, systems, and environmental conditions for older adults was evaluated. The assessment was achieved through five methods:

- > Review of existing research
- > Establishment of Advisory Council
- > Survey
- > Focus groups
- > Pilot Neighborhoods/Walk Audits

As a result of this year of research, the Age-Friendly Columbus Findings Report was published in February 2017. The full report can be found at [agefriendlycolumbus.org](http://agefriendlycolumbus.org).

The Findings Report outlined key strengths and weaknesses as identified by Columbus' older adults, as follow.

#### Strengths

- > Older residents find the city to be a good place to age
- > Columbus has many options for long-term services and supports
- > Older residents want to be engaged as partners for making Age-Friendly improvements
- > Columbus has a strong network of neighborhood-based grass-roots organizations, such as Villages, Settlement Houses, and Neighborhood Pride Centers, that support aging-in-place and intergenerational connections

#### Concerns

- > Older residents are concerned about the fast-paced growth of the city and the potential negative effects it could have on affordable and accessible housing
- > Resources and safety-related disparities exist across neighborhoods
- > Mobility challenges and reliance on personal vehicles need to be addressed
- > There is a perception of ageism and negative stereotypes of older adults in the community
- > There is a lack of preparation for individuals' changing needs and preferences over time



**Age-Friendly participants complete a neighborhood walk audit during Phase 1 of the Age-Friendly process.**

## ORGANIZATIONAL STRUCTURE OF PLAN

The World Health Organization and AARP Livable Communities established eight domains or focus areas to organize the work of making a community more Age-Friendly.

Age-Friendly Columbus' plan follows the domain structure with slight modification. Age-Friendly Columbus combined two domains, "Social Participation" and "Respect and Inclusion", into one domain, and also added an additional domain, "Safety and Emergency Preparedness". With input from the Advisory Council, a goal was established for each domain.

During the planning process it became clear that many of the findings and possible strategies relate to multiple domains. As a result, the strategic plan is not organized by domain. Rather, in Chapter 4 ("Strategies") of this plan, the icons below are placed next to each strategy to indicate which domain(s) it most directly addresses.

### Domains



**Outdoor Spaces and Buildings**



**Transportation**



**Housing**



**Safety and Emergency Preparedness**



**Social Participation, Respect, and Inclusion**



**Employment and Civic Participation**



**Communication and Information**



**Community Support and Health Services**

# 2

## PROCESS

4



*Age-Friendly Columbus is planning with, not for, older adults.*



**FINDINGS REPORT**  
Age-Friendly Columbus



February 2017  
[www.agefriendlycolumbus.org](http://www.agefriendlycolumbus.org)

Age-Friendly Columbus championed a robust inclusive planning process in order to ensure that it was planning with, not for, older adults. It engaged members of the Leadership Team, residents over fifty, members of the immigrant community, service providers and other members of the public to gather input and expertise on how to go about promoting Columbus' strengths and addressing its weaknesses to help make Columbus a great place to live—at any age.

### STRATEGIC PLAN PROCESS

The strategic planning process consisted of several phases of research and engagement which resulted in a robust list of strategies. These efforts are outlined in this section:

#### Inclusive Planning Inputs

- > Working Group Meetings
- > 50+ Residents Council Meeting
- > Public Workshop

#### Other Inputs

- > Peer Exchange
- > Partner Meetings
- > Best Practices Review

Members of Age-Friendly Leadership participate in the strategic planning process.





### THE INCLUSIVE PLANNING PROCESS: AT-A-GLANCE

Age-Friendly Columbus conducted a series of events in order to gather input from the Leadership Team, local experts, and members of the public.

Since the release of the Findings Report in January 2017, Age-Friendly Columbus has given 26 presentations to nearly 600 people, conducted three Working Group meetings, and facilitated one Public Workshop.

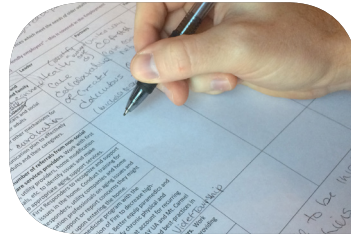
#### Working Group Meeting 1

All members of the Leadership Team were invited to the first Working Group meeting of the strategic planning phase. At the meeting participants reviewed and commented on the Age-Friendly Columbus vision and goals and brainstormed strategies.

56 attendees

#### Working Group Meeting 3

Participants reviewed previous work and continued to add new ideas and information, and prioritized the most important strategies.



2017

Feb.

Mar.

Apr.

May



#### Working Group Meeting 2

Participants added new ideas to the list and shared their knowledge in order to identify potential partners and funders with whom to collaborate.

44 strategies discussed





### Public Workshop

Over 100 participants attended the Public Workshop to talk about their experience as older adults in Columbus and provide feedback on the draft plan strategies.

3 sessions  
100+ attendees



Jun.

Jul.

Aug.

Sep.



### Strategic Plan Press Release

The final strategic plan was launched to the public with a press conference and launch event on November 28, 2017.

## 2. PROCESS

### INCLUSIVE PLANNING INPUTS

#### Working Group Meetings

Members of the Working Group attended three working meetings. Building off of the Findings Report, they were responsible for validating the vision and goals, and for suggesting and vetting objectives and actions. They also made recommendations on partners, funding sources and other important resources.

The process was iterative; following each meeting, the Planning Team reviewed and revised the input gathered to ensure cohesiveness, then presented the revised material back to the Working Group for further development.

#### 50+ Residents Council Meetings

The 50+ Residents Council met independently of the Working Group, in order to receive updates and provide feedback on the planning process.



Members of the Working Group discuss plan strategies, actions, funders and partners.



### Public Workshop

A public workshop was held on May 25, 2017 to test some of the potential strategies devised by the Working Group. Over 100 people attended the public workshop across three sessions, including adults of all ages. Members of the Working Group volunteered to facilitate the table conversations. Attendees gathered in small groups to review, and validate or modify, draft actions in order to assess their reactions to and level of support for the proposed strategies.

The table groups were asked to discuss eight potential strategies. These were identified by the Working Group as ideas they particularly wanted to test with the older adult public. For each, the table facilitator explained the data and findings that had informed the creation of that strategy; explained the proposed strategy; and asked for specific feedback. Participants could express their level of support, discuss their concerns, and provide additional ideas for approaching the strategy.

Overall, feedback on the proposed strategies was positive. It was also clear that there were differences in preference based on the participants' age groups, neighborhoods and other factors. The compiled inputs were analyzed by the Planning Team to assist in refining and prioritizing the list of strategies and actions.



**Workshop attendees review potential strategies at the Public Workshop on May 25, 2017.**

### ADDITIONAL INPUTS

#### Peer Exchange

Members of a Central Ohio delegation visited New York City for three days in August 2017 to meet with Age-Friendly New York leadership, providing an opportunity to learn about strategies implemented as part of the Age-Friendly NYC Strategic Plan of 2010, and how they might relate to efforts in Columbus.

Leaders discussed a variety of issues and best practices. "The elected leadership of New York City made Age-Friendliness and livable communities a priority," Columbus Councilmember Michael Stinziano said. "I am encouraged by the work accomplished by Age-Friendly NYC and look forward to Columbus strengthening efforts to embrace an Age-Friendly society."

Key lessons learned from the visit were:

- > Age-Friendly Cities provide important tangible benefits, but equally important are the intangible social and support systems created by the constant commitment to improving the quality of aging.
- > Much of the leadership in neighborhoods can be carried out through a strong volunteer "ambassador" program.
- > The Age-Friendly NYC initiative is successful because it has a city-wide vision with neighborhood efforts. This diverse approach, combined with strong leadership and centralized accountability, has ensured sustainability and continued success.
- > A University-based Age-Friendly effort is a strong approach because they offer students, faculty, research, and public space.

"This peer exchange highlighted once again the need to work on Age-Friendly commitments from all levels. Creating a strong housing and transportation infrastructure is as important as having accessible social and support systems in place," said Katie White, Age-Friendly Columbus Coordinator. "I'm excited to continue our work to ensure that Age-Friendliness becomes a core value in the region."

The Central Ohio delegation consisted of 18 Central Ohio leaders representing Columbus City Council, Columbus Departments of Development, Public Service and Recreation and Parks, The Ohio State University College of Social Work, COTA, The Columbus Foundation, Franklin County Office on Aging, the Osteopathic Heritage Foundation, the Mid-Ohio Regional Planning Commission, and AARP Ohio.



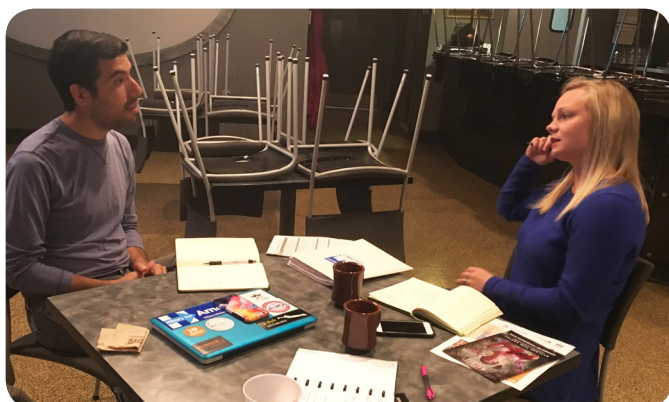
During the Peer Exchange, delegates learn about Age-Friendly initiatives already in place in New York's neighborhoods.



### Partner Meetings

Based on ideas gathered during the strategic planning process, the Planning Team met with 22 potential partners to discuss the draft strategies. The goal of these meetings was to identify strategy leaders, establish measurable objectives, and consider funding options. Conversations focused on potential intersections with existing programs and projects, connecting the dots between collaborators, and identifying reasonable timelines for implementation.

### The Greater Columbus Network of Villages Directors meet to discuss participation as strategy leaders.



### Gateway Film Center, the first Age-Friendly Business in Columbus, paves the way for inclusive entertainment.

### Best Practices Research

In order to understand the work being undertaken by other members of the Network of Age-Friendly Communities, the Planning Team reviewed the action plans of five peer cities:

- > Washington, D.C.
- > Cleveland, OH
- > Atlanta, GA
- > Auburn Hills, MI
- > New York City, NY

The five plans reviewed were chosen for a combination of factors, including the size and context of the peer cities, comparability to Columbus, innovations made in the plans, and the year of publication.

The domains, vision, plan structure, innovations, funding and public processes were evaluated to understand best practices for the organizational structure of an Age-Friendly Strategic Plan.

The strategies established by peer cities also gave working groups some examples from which to start to brainstorm Columbus-relevant strategies.

The best practice plan review can be found in Appendix C.





# 3

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# VISION AND GOALS

*“When you give input, you want to see change.”*

*— Age-Friendly Columbus participant*



## VISION

The vision statement captures the broadest aspirations for Age-Friendly Columbus and serves as a touchstone for the rest of the plan. The vision was generated by the Planning Team, and tested and refined by the Leadership Team at the first Working Group meeting.

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*Age-Friendly Columbus is a place that is **vibrant** and **livable** for all ages, where daily life is **healthy, safe** and **comfortable**. People are **well-connected** via transportation options, a variety of communication methods and plentiful social activities. The community is enriched by the **wisdom of the experienced** and the creation of **intergenerational** relationships.*

## GOALS

Eight goals describe the future conditions envisioned for an Age-Friendly Columbus. The vision and goals were drafted during the Assessment phase of the process as descriptions for each domain. They were later refined and then tested by the Working Group before being revised into these final versions.



### **Outdoor Spaces and Buildings**

A variety of safe and accessible outdoor and indoor community spaces with well-maintained infrastructure for older adults to safely socialize, learn, and recreate.



### **Transportation**

An accessible, efficient and dependable transportation system that allows older adults to get to where they need to go using a variety of modes in a safe and affordable manner.



### **Housing**

Affordable, accessible and safe housing options that ensure older adults can age comfortably in homes and neighborhoods of their choice.



### **Safety and Emergency Preparedness**

A comprehensive plan utilizing a cross-section of organizations to ensure the safety and reassurance of older adults in the event of a personal or large-scale emergency.



#### **Social Participation, Respect and Inclusion**

A respectful culture that honors all older adults by offering opportunities and encouraging participation in the community.



#### **Employment and Civic Participation**

Plentiful employment and volunteer opportunities to ensure that older adults can utilize their skills and interests to be an actively engaged, fulfilled and relevant participant in their community.



#### **Communication and Information**

Communication methods in a variety of forms which serve to connect older adults and their families to programs, services and the larger community to ensure a high quality of life.



#### **Community Support and Health Services**

Accessible, affordable and high quality community and health services which meet the needs of older adults and contribute to their overall well-being.

# 4

## STRATEGIES

*"I love my neighborhood and neighbors. I have been here 3 years, others have been here more than 50 years and we all watch out for each other."*

*— Age-Friendly Columbus participant*

Throughout the planning process the Working Group and Planning Team developed a set of 17 strategies to achieve the stated goals. The strategies organize 54 actions, which are each concrete programs, policies or projects.

This section describes the overarching list of strategies and actions. Further detail on how these will be achieved, including potential partners, objectives, timeframes, and indicators can be found in the Implementation Plan in Appendix A.

### INPUTS

The strategies were developed throughout the Planning phase using a number of inputs.

1. Research from the Assessment phase provided data and context of what issues needed to be addressed by the plan. Data was drawn from:
  - > The Age-Friendly Columbus Findings Report
  - > "The Columbus and Franklin County Affordable Housing Challenge: Needs, Resources and Funding Models". Affordable Housing Alliance of Central Ohio
  - > Older Road User Action Team Meetings, Ohio Department of Transportation Strategic Highway Safety Program
  - > Central Ohio Older Adult Needs Assessment, Franklin County Office on Aging and Central Ohio Area Agency on Aging
  - > "Meeting the challenges of an aging population with success", Kirwin Institute for the Study of Race and Ethnicity and The Ohio State University College of Social Work
2. Review of strategies from peer Age-Friendly Cities' plans provided a background and potential strategies to consider.
3. Working Group members suggested objectives and initiatives, which were consolidated and streamlined by the Planning Team.
4. The Planning Team met with potential partners working in the field to obtain input on the draft strategies and to modify them to align with programs already in place by partners.

## 4. STRATEGIES

### Strategies and Actions

### Domain

**Y1** *Actions that will be undertaken during Year 1 of the implementation process are indicated with this icon.*

#### Strategy 1. Encourage Columbus businesses to become more Age-Friendly.












- Y1 1a** **Develop an Age-Friendly Business Checklist** that works with older adults to review businesses.
- Y1 1b** **Pilot the Gateway Film Center** as the first Age-Friendly Business.
- Y1 1c** **Educate employers about Age-Friendly best practices** for hiring and employing older adults.
- Y1 1d** **Develop an Age-Friendly Business Directory.**

#### Strategy 2. Adopt inclusive and accessible practices and standards across City Departments, buildings and spaces.



- Y1 2a** **Adopt a checklist** by which to evaluate public spaces, both indoor and outdoor.
- Y1 2b** **Evaluate outdoor spaces** for Age-Friendliness according to the adopted standards.
- Y1 2c** **Evaluate indoor spaces for Age-Friendliness** according to the adopted standards.
- 2d** **Work with public and private entities** to educate about and increase appropriate seating in priority areas.
- 2e** **Facilitate planning efforts inclusive of all generations** within City and County Departments.



Strategies and Actions	Domain
<b>Strategy 3. Increase the walkability of sidewalks and streets.</b>	  
<b>Y1 3a Research and design “Safe Routes for All” program</b> to assess, report upon and map safe routes in neighborhoods with a dense population of vulnerable older adults.	
<b>Y1 3b Pilot increased crossing times at crosswalks near major activity hubs</b> residing in the identified pilot neighborhoods of Beechwold, Linden, Near East Side and Hilltop.	
<b>3c Create a “future safe streets” map</b> as an advocacy tool to highlight areas for improvement and advocate with the City to improve conditions in the highlighted areas.	
<b>3d Ensure safe connections to public transportation</b> by analyzing last-mile connections in vulnerable population neighborhoods.	
<b>Strategy 4. Encourage the use of multi-modal transportation options.</b>	  
<b>Y1 4a Pilot a free “senior circulator”</b> to provide transportation to hubs in Clintonville and Beechwold.	
<b>4b Promote transit training programs and educational resources</b> about multi-modal transportation options available.	
<b>4c Serve on the Ohio Department of Transportation’s Older Road User Committee.</b>	
<b>4d Promote training programs and resources</b> to educate on safe driving.	
<b>Strategy 5. Empower older adults to prepare their homes to safely age in place.</b>	  
<b>Y1 5a Provide training for professionals and older adults</b> on housing insecurity, evictions, and how to maintain stable housing.	
<b>5b Research best practices</b> to increase proactive home modification.	
<b>5c Secure additional funding</b> to assist older adults and individuals with disabilities in finding trusted contractors to make home modifications.	

## 4. STRATEGIES

### Strategies and Actions

### Domain

#### Strategy 6. Increase access to programs and information that allow older adults to age in community.



- 6a Inventory current housing stock** by zip code to understand accessibility housing gaps.
- 6b Increase the number of Villages** operating in Greater Columbus.
- 6c Develop methods to connect people** looking for roommates.
- 6d Research additional options for creating intentional communities** and develop a plan for implementation of best-practices.

#### Strategy 7. Prepare older adults and first responders to react effectively in case of a public emergency.



- 7a Develop a voluntary registry** to help emergency managers and responders better assist and evacuate the Transportation Needs Population (TNP).
- 7b Address gaps in medical care services** provided by emergency shelters and hospitals and transportation of individuals from shelter to hospital and vice versa.
- 7c Identify and map emergency shelter sites in each neighborhood**, with specifics on what sites take animals, and identification of transfer/pick up points.
- 7d Develop neighborhood phone trees or buddy systems** to ensure that older adults are in communication in case of an emergency.
- 7e Provide funding and/or information** for older adults to prepare or purchase emergency kits.

## Strategies and Actions

## Domain

**Strategy 8. Prepare older adults and first responders to react effectively in case of a personal emergency.**

- 8a Provide “Files of Life”** and educate the public and first responders on their use.
- 8b Coordinate with the Columbus Division of Fire** to promote the installation of more “Knox Boxes” through increased funding.
- 8c Pilot a paramedicine program** with the Columbus Division of Fire to decrease high-volume EMS users by better equipping paramedics and firefighters to identify chronic physical and mental health issues that account for recurring EMS needs.
- 8d Conduct training for First Responders**, utility companies and home modification professionals on aging issues and how to support or report concerns they might encounter upon entering the home.

**Strategy 9. Encourage public and private events to accommodate guests of all ages.**

- 9a Create an Age-Friendly Event Planning guide** to help reduce barriers to attendance for older adults and individuals with disabilities.
- 9b Advocate for the Age-Friendly Event Planning guide to be incorporated** into policy documents of local governments and other community events.

## 4. STRATEGIES

### Strategies and Actions

### Domain

#### Strategy 10. Promote intergenerational civic participation, cooperation and inclusion.



**10a Partner with PreK-12 schools** to increase intergenerational volunteering and learning.

**10b Promote senior programs at colleges and universities** to encourage life-long learning.

**10c Work with existing awards programs** to include an award recognizing older adults' contributions to the community.

**10d Work with existing awards programs** to include recognition awards for Age-Friendly businesses.

#### Strategy 11. Increase access to information on employment, training, and volunteer opportunities.

**11a Secure funding to build capacity of organizations** providing employment services for older adults.



#### Strategy 12. Increase access to information through a variety of communication channels.

**12a Launch Next Avenue Cbus newsletter** to aggregate fresh content from multiple local and national sources.



**12b Increase distribution of older adult-oriented publications** including the "Senior Guide" and "Senior Times".

**12c Quantify the positive outcomes of the Senior Services Roundtable** through research on number of requests, referrals, and connections made.

**12d Promote programs for older adults to gain access** to the internet in their home at an affordable price.

**12e Create neighborhood-based phone, text, and email "trees"** to reduce isolation and help older adults find out about interesting events or important information.

Y1

## Strategies and Actions

## Domain

**Strategy 13. Make online information more user-friendly for all ages.**

**13a Adopt and disseminate a toolkit of guidelines** for making city and community-wide websites more Age-Friendly with regards to functionality, font and color choices, font size and intuitive navigation.

**13b Use the Age-Friendly Website as a "front door" online portal** to provide periodic updates to the Age-Friendly Columbus Strategic plan, house resources, and provide links to other web sites and resources.

**Strategy 14. Shift negative stereotypes around aging.**

Y1

**14a Utilizing the Frame Works Institute "Gaining Momentum: A Communications Toolkit,"** create and launch a positive aging campaign documentary series.

**14b Present to students of all ages** to promote aging studies and inspire and empower the next generation of leaders in aging.

**Strategy 15. Simplify access to quality healthcare and social services.**

**15a Increase promotion of and connection to existing health care and social services systems** available for older adults and family caregivers.

**15b Work with first responders, utility providers, home modification professionals, etc.** to increase the number of referrals to appropriate aging support services from non-social and health care services providers.

4. STRATEGIES

Strategies and Actions

Domain

Strategy 16. Support grandparents raising grandchildren.



- 16a Conduct an environmental scan to identify gaps in resources, education and support for grandparents raising grandchildren.
- 16b Work with service providers to promote and offer additional support to a growing population of older adults raising grandchildren.

Strategy 17. Educate adults of all ages about planning for long life.



- 17a Communicate and distribute training and materials on planning for long life through employers, senior centers, libraries and other community organizations.



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# GLOSSARY

## GLOSSARY OF TERMS

- > *Action*: A concrete program, policy or plan to achieve a strategy.
- > *Domain*: A focus area for Age-Friendly work; a given strategy may fall into more than one domain.
- > *File of Life*: A file containing a person's essential emergency and medical information, stored in an easily accessible place so that paramedics may quickly access in case of an emergency.
- > *Goal*: An envisioned future condition.
- > *Implementation Plan*: An outline of how the plan will be monitored and implemented, including a matrix showing strategies, actions, indicators, and partners for each year of the plan.
- > *Indicator*: A measurable target outcome to be achieved within a given time frame.
- > *Intentional Community*: Groups of people living together and sharing resources on the basis of one or more common value.
- > *Knox Box*: A secure lock box that emergency responders can access in order to enter a home in case of an emergency without having to break down doors.
- > *Leadership Team*: All members of the Advisory Council, 50+ Residents Council, and Domain Subcommittees.
- > *Multimodal Transportation*: Transportation by means of multiple modes, including biking, walking, public transit, car sharing, etc.
- > *Planning Team*: MORPC staff (including the Age-Friendly Coordinator) and the consultant Planning NEXT.
- > *Strategy*: An overarching objective to achieve an Age-Friendly goal.
- > *Village*: Membership organizations that offer reciprocal, person-centered opportunities for older adults to feel more confident aging in their community. This holistic approach utilizes a strong social support network and a fun way to stay connected to your community. A Village connects neighbors with neighbors to assist with minor home maintenance, transportation and other service needs.

# APPENDIX A

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# IMPLEMENTATION PLAN

November 28, 2017

The Age-Friendly Strategic Plan presents a list of strategies and actions for realizing the community's vision for the future. The success of the Strategic Plan will be determined by the committed, ongoing implementation of its actions. The plan can only be achieved through the collaborative efforts of the community.

### ADMINISTERING

The Ohio State University College of Social Work (OSU CSW) will act as the administrative arm and collaborative partner for the Age-Friendly Columbus (AFC) initiative during the 2018-2020 implementation period. The College will employ and supervise AFC staff, including the AFC Director; it will also manage the fiscal operations of the program. Continued funding will be provided by the Franklin County Office on Aging, the City of Columbus, AARP, the Columbus Foundation and other funders to be determined.

The AFC initiative aligns with the OSU CSW's commitment to supporting diversity, innovation, and collaboration. Through educational and research opportunities, OSU CSW will lead the interdisciplinary efforts at The Ohio State University in the AFC initiative to improve the well-being of people of all ages living in the community.

Each strategy within the plan is assigned to a Strategy Leader who is responsible for the implementation of the strategy and its sub-actions. AFC will also act as the strategy leader for a number of projects. AFC staff will provide support to each partner and communicate with them on a regular basis.

### MONITORING

The Age-Friendly Columbus Strategic Plan should be monitored on a regular basis. Each year, progress towards the stated yearly indicators will be monitored by AFC staff in communication with the Strategy Leaders by means of quarterly meetings. At the end of each year, indicators for the following year will also be established. At the end of the three year implementation phase, the entire plan will be evaluated and a new three-year strategic plan devised.

Plan progress will be communicated to the public through the program website, [www.agefriendlycolumbus.org](http://www.agefriendlycolumbus.org). Newsletters will be sent out on a quarterly basis with updates on plan achievements.



### ENGAGING

It is expected that the members of the Leadership Team, who were integral to the development of this plan, will stay engaged with the program. Progress reports will be sent to the Leadership team on an annual basis following the annual evaluation.

Members of the Leadership Team, along with any new community members, will also be engaged to participate in the plan implementation as volunteer Age-Friendly Columbus Ambassadors. Ambassadors will participate in a variety of activities such as reviewing businesses, performing walk audits, and conducting research. They will provide an older adult perspective to important decisions throughout the plan implementation.

### UPDATING

The Implementation Plan is a working, living document representing a snapshot in time of the Age-Friendly Columbus process. It will be continually updated as strategy leaders are secured and indicators identified. Updates will be tracked and updated on the [www.agefriendlycolumbus.org](http://www.agefriendlycolumbus.org) website.

While most strategies are intended to be achieved during the 2018-2020 implementation period, some will continue to be implemented in the longer term beyond 2020. These strategies will be identified by means of the monitoring process described above and updated accordingly.

#	Strategy Actions	Strategy Leader	Year	2018 Indicator(s)
<b>1</b>	<b>Encourage Columbus businesses to become more Age-Friendly.</b>			
<b>1a</b>	Develop an Age-Friendly Business Checklist that works with older adults to review businesses.	Age-Friendly Columbus Greater Columbus Network of Villages Gateway Film Center	1	Checklist created.
<b>1b</b>	Pilot the Gateway Film Center as the first Age-Friendly Business.	Greater Columbus Network of Villages Gateway Film Center	1	Monthly program created with equitable access component. Baseline data created.
<b>1c</b>	Educate employers about Age-Friendly best practices for hiring and employing older adults.	Employment For Seniors	1	Education program for employers created and tested with one business.
<b>1d</b>	Develop an Age-Friendly Business Directory.	Age-Friendly Columbus	1	Inventory system created.
<b>2</b>	<b>Adopt inclusive and accessible practices and standards across City Departments, buildings and spaces.</b>			
<b>2a</b>	Adopt a checklist by which to evaluate public spaces, both indoor and outdoor.	Age-Friendly Columbus and the Greater Columbus Network of Villages	1	Checklist created.
<b>2b</b>	Evaluate outdoor spaces for Age-Friendliness according to the adopted standards.	The Center for Disability Empowerment	1	Evaluation and improvement recommendations for 5 locations selected by older adults and individuals with disabilities.
<b>2c</b>	Evaluate indoor spaces for Age-Friendliness according to the adopted standards.	The Greater Columbus Network of Villages	1	Evaluate and submit report for 25 restaurants and venues (museum, theater, etc) and inventory in the age-friendly business system.
<b>2d</b>	Work with public and private entities to educate about and increase appropriate seating in priority areas.		2 or 3	
<b>2e</b>	Facilitate planning efforts inclusive of all generations within City and County Departments.	Age-Friendly Columbus and The Center for Disability Empowerment	1	Coordinate 5 inclusive planning meetings between older adults, individuals with disabilities, and varying Columbus Departments.
<b>3</b>	<b>Increase the walkability of sidewalks and streets.</b>			
<b>3a</b>	Research and design “Safe Routes for All” program to assess, report upon and map safe routes in neighborhoods with a dense population of vulnerable older adults.	Safe Routes to School National Partnership	1	Implement and test program through a tactical urbanism project in one pilot neighborhood.
<b>3b</b>	Pilot increased crossing times at crosswalks near major activity hubs residing in the identified pilot neighborhoods of Beechwold, Linden, Near East Side and Hilltop.	Columbus Department of Public Service, Division of Traffic Management	1	Pilot increased crossing time at one signalized intersection through inclusive-planning in one of the Age-Friendly Columbus pilot neighborhoods
<b>3c</b>	Create a “future safe streets” map as an advocacy tool to highlight areas for improvement and advocate with the City to improve conditions in the highlighted areas.		2 or 3	
<b>3d</b>	Ensure safe connections to public transportation by analyzing last-mile connections in vulnerable population neighborhoods.		2 or 3	

#	Strategy Actions	Strategy Leader	Year	2018 Indicator(s)
<b>4</b>	<b>Encourage the use of multi-modal transportation options.</b>			
<b>4a</b>	Pilot a free “senior circulator” to provide transportation to hubs in Clintonville and Beechwold.	Clintonville Community Resources Center & the Greater Columbus Network of Villages	1	Circulator in operation Baseline data created
<b>4b</b>	Promote transit training programs and educational resources about multi-modal transportation options available.		2 or 3	
<b>4c</b>	Serve on the Ohio Department of Transportation’s Older Road User Committee.	Age-Friendly Columbus	1	Serve as Team Leader for Active Transportation within the Ohio Department of Transportation's Older Road User Implementation Plan
<b>4d</b>	Promote training programs and resources to educate on safe driving.		2 or 3	
<b>5</b>	<b>Empower older adults to prepare their homes to safely age in place.</b>			
<b>5a</b>	Provide training for professionals and older adults on housing insecurity, evictions, and how to maintain stable housing.	Columbus City Council Age-Friendly Columbus	1	Complete four workshops
<b>5b</b>	Research best practices to increase proactive home modification.		2 or 3	
<b>5c</b>	Secure additional funding to assist older adults and individuals with disabilities in finding trusted contractors to make home modifications.		2 or 3	
<b>6</b>	<b>Increase access to programs and information that allow older adults to age in community.</b>			
<b>6a</b>	Inventory current housing stock by zip code to understand accessibility housing gaps.		2 or 3	
<b>6b</b>	Increase the number of Villages operating in Greater Columbus.	Greater Columbus Network of Villages	2 or 3	
<b>6c</b>	Develop methods to connect people looking for roommates.		2 or 3	
<b>6d</b>	Research additional options for creating intentional communities and develop a plan for implementation of best-practices.	Central Ohio Chapter Transition Network	2 or 3	

Strategy				
#	Actions	Strategy Leader	Year	2018 Indicator(s)
7	Prepare older adults and first responders to react effectively in case of a public emergency.			
7a	Develop a voluntary registry to help emergency managers and responders better assist and evacuate the Transportation Needs Population (TNP).		2 or 3	
7b	Address gaps in medical care services provided by emergency shelters and hospitals and transportation of individuals from shelter to hospital and vice versa.		2 or 3	
7c	Identify and map emergency shelter sites in each neighborhood, with specifics on what sites take animals, and identification of transfer/pick up points.		2 or 3	
7d	Develop neighborhood phone trees or buddy systems to ensure that older adults are in communication in case of an emergency.		2 or 3	
7e	Provide funding and/or information for older adults to prepare or purchase emergency kits.		2 or 3	
8	Prepare older adults and first responders to react effectively in case of a personal emergency.			
8a	Provide “Files of Life” and educate the public and first responders on their use.	COAAA		To be established by COAAA
8b	Coordinate with the Columbus Division of Fire to promote the installation of more “Knox Boxes” through increased funding.	COAAA		To be established by COAAA
8c	Pilot a paramedicine program with the Columbus Division of Fire to decrease high-volume EMS users by better equipping paramedics and firefighters to identify chronic physical and mental health issues that account for recurring EMS needs.	COAAA		To be established by COAAA
8d	Conduct training for First Responders, utility companies and home modification professionals on aging issues and how to support or report concerns they might encounter upon entering the home.	COAAA		To be established by COAAA
9	Encourage public and private events to accommodate guests of all ages.			
9a	Create an Age-Friendly Event Planning guide to help reduce barriers to attendance for older adults and individuals with disabilities.		2 or 3	
9b	Advocate for the Age-Friendly Event Planning guide to be incorporated into policy documents of local governments and other community events.		2 or 3	



Strategy		Strategy Leader	Year	2018 Indicator(s)
#	Actions			
10	Promote intergenerational civic participation, cooperation and inclusion.			
10a	Partner with PreK-12 schools to increase intergenerational volunteering and learning.		2 or 3	
10b	Promote senior programs at colleges and universities to encourage life-long learning.		2 or 3	
10c	Work with existing awards programs to include an award recognizing older adults' contributions to the community.	Employment For Seniors	2 or 3	
10d	Work with existing awards programs to include recognition awards for Age-Friendly businesses.		2 or 3	
11	Increase access to information on employment, training, and volunteer opportunities.			
11a	Secure funding to build capacity of organizations providing employment services for older adults.		2 or 3	
12	Increase access to information through a variety of communication channels.			
12a	Launch Next Avenue Cbus newsletter to aggregate fresh content from multiple local and national sources.	WOSU Next Avenue Cbus	1	Newsletter, distribution, and baseline data systems created
12b	Increase distribution of older adult-oriented publications including the "Senior Guide" and "Senior Times".		2 or 3	
12c	Quantify the positive outcomes of the Senior Services Roundtable through research on number of requests, referrals, and connections made.		2 or 3	
12d	Promote programs for older adults to gain access to the internet in their home at an affordable price.		2 or 3	
12e	Create neighborhood-based phone, text, and email “trees” to reduce isolation and help older adults find out about interesting events or important information.		2 or 3	

Strategy #      Actions		Strategy Leader	Year	2018 Indicator(s)
<b>13    Make online information more user-friendly for all ages.</b>				
13a	Adopt and disseminate a toolkit of guidelines for making city and community-wide websites more age-friendly with regards to functionality, font and color choices, font size and intuitive navigation.		2 or 3	
13b	Use the Age-Friendly Website as a "front door" online portal to provide periodic updates to the Age-Friendly Columbus Strategic plan, house resources, and provide links to other web sites and resources.		2 or 3	
<b>14    Shift negative stereotypes around aging.</b>				
14a	Utilizing the Frame Works Institute "Gaining Momentum: A Communications Toolkit," create and launch a positive aging campaign documentary series.	Age-Friendly Columbus	1	Produce two "Positive Aging Campaign" documentaries and survey viewers. 75% of viewers report a positive change in their attitudes about aging.
14b	Present to students of all ages to promote aging studies and inspire and empower the next generation of leaders in aging.		2 or 3	
<b>15    Simplify access to quality healthcare and social services.</b>				
15a	Increase promotion of and connection to existing health care and social services systems available for older adults and family caregivers.		2 or 3	
15b	Work with first responders, utility providers, home modification professionals, etc. to increase the number of referrals to appropriate aging support services from non-social and health care services providers.		2 or 3	
<b>16    Support grandparents raising grandchildren.</b>				
16a	Conduct an environmental scan to identify gaps in resources, education and support for grandparents raising grandchildren.		2 or 3	
16b	Work with service providers to promote and offer additional support to a growing population of older adults raising grandchildren.		2 or 3	
<b>17    Educate adults of all ages about planning for long life.</b>				
17a	Communicate and distribute training and materials on planning for long life through employers, senior centers, libraries and other community organizations.		2 or 3	