

MEMORANDUM



TO: RANDY AULER, DIRECTOR OF PARKS, RECREATION
AND FORESTRY

FROM: NANCY COWAN, SUPERINTENDENT OF RECREATION

SUBJECT: 2008-2011 SENIOR SERVICES STRATEGIC PLAN

DATE: DECEMBER 4, 2007

In order to prepare for the growth in the aging senior population, a 2008-2011 Senior Services Strategic Plan has been finalized in conjunction with staff, community focus groups, stakeholders and research and data from national and local resources, including the results from the Community Assessment Survey for Older Adults (CASOA). The plan includes trends, critical issues, an organizational analysis and strategic priorities related specifically to the boomer and senior population. This plan will serve as a roadmap for future development to better serve Novi citizens.

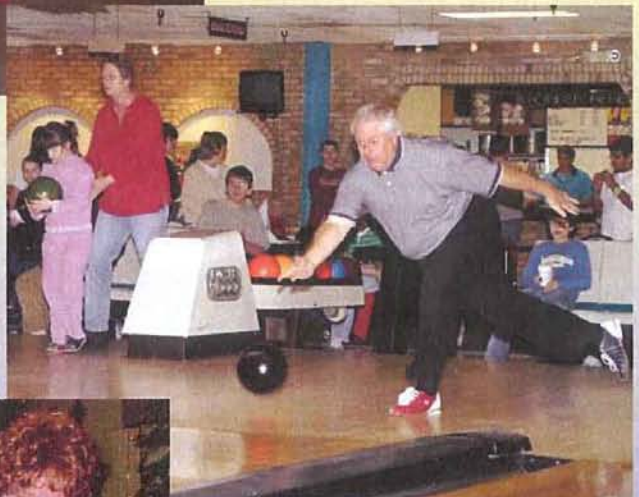
The Senior Services Strategic Plan will be discussed at the Thursday, December 13 Parks, Recreation and Forestry Commission meeting. It is anticipated that the Commission will adopt the plan at the December or January Parks, Recreation and Forestry Commission Meeting, at which time staff can begin to implement the plan.

c: City Council
Parks, Recreation and Forestry Commission
Clay Pearson, City Manager



Novi Parks, Recreation and Forestry

Enriching Lives...Strengthening Community



2008 - 2011
Senior Services Strategic Plan

Introduction

Around the country and around the world, the overall population is aging due to several factors, including increased life expectancy and the aging of the Baby Boomer generation. The same is true in Novi. According to the Southeast Michigan Council of Governments (SEMCOG), in 2005 Novi's 65+ age bracket included 4,564 individuals. This number is expected to increase consistently and is projected to grow to 14,250 by 2030; a 269% increase in this age category alone. The energy and experience of our older adults is a great opportunity we are ready to seize. In order to prepare better for this aging population, the City of Novi contracted with National Research Center, Inc. (NRC) to conduct a Community Assessment Survey for Older Adults (CASOA). This statistically valid survey was conducted in the fall of 2007 to assess the strengths and needs of older residents in our community. The results of this survey, along with research and data from national, regional and local resources and focus groups with key stakeholders in the community, have been utilized in developing this Senior Services Strategic Plan.

A summary of a few key statistics in the survey shows that on a scale of 0 (the lowest rating, e.g. poor) to 100 (the highest rating, e.g. "excellent"), Novi's percentage rating was as follows:

Novi as a Place to Live	78% rating
Community Land Use and Design	76% rating
Health and Wellness Opportunities	71% rating
Opportunities for Productive Activities	63% rating
Novi as a Place to Retire	59% rating
Community Information	50% rating

In addition the survey showed that according to current older adults in Novi, the greatest areas of resident need were civic engagement at 80%, information and planning at 56%, housing at 35% and physical health at 30%. Overall, according to the CASOA, "The City of Novi is doing a good job of providing opportunities for older residents, but there are limitations to continued success that need to be addressed before the full force of the growth in the number of older adults hits." As the senior population begins to grow at such a high rate in Novi, the current resources available to the seniors in Novi will be strained and will not suffice.

The results of the CASOA and our research are conclusive. In order to operate at a high level and meet the needs of the growing senior population, changes must take place: our infrastructure must be modified, services and programs need to be expanded and reconfigured to suit a broad range of seniors, new techniques must be utilized to educate residents about programs and facilities; more effective partnerships must be forged to provide a continuum of care and integrated service opportunities; and community design and land use will need to be considered in the process. Outlined in this plan are the goals and strategies to address these critical needs.

Randy Auler, CPRP

Parks, Recreation and Forestry Director

December 2007





**Novi City Council,
Parks, Recreation & Forestry Commission
and Administrative Staff**

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- Kathy Crawford
- Robert Gatt
- Terry K. Margolis
- Andrew Mutch
- David Staudt

City Manager

- Clay J. Pearson

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- Jay Dooley
- Paul Policicchio
- Christina Radcliffe
- Charles A. Staab
- Harold Wingfield
- Student Commissioner - Ashima Goyal

Parks, Recreation and Forestry Director

- Randy Auler, CPRP

Superintendent of Recreation

- Nancy Cowan, CPRP, CYSA

Senior Services Manager

- Rachel Zagaroli, SDC

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City of Novi Parks, Recreation and Forestry Department Information

Vision Statement

The vision statement describes the preferred future for parks, recreation and forestry services to the community. It serves as a foundation for the department initiatives and outcomes:

*"The Nation's Model of Excellence
in Parks and Recreation Services."*

Mission Statement

The business of the department is contained in our mission statement:

"Enriching Lives...Strengthening Community"

The department achieves our mission by:

- Strengthening community image and sense of place
- Supporting economic development
- Strengthening safety and security
- Promoting health and wellness
- Fostering human development
- Increasing cultural unity
- Protecting environmental resources
- Facilitating community problem solving

Core Values

The department's employees make decisions and act within a framework of shared core values to achieve the department's vision and mission.

The department's core values are:

- Customer Service
- Teamwork
- Communication
- Continuous Improvement

Senior Services Strategic Planning Process



Our Process

The City of Novi Parks, Recreation and Forestry Department's senior services strategic planning process began in Fall of 2007. The process included; staff, focus groups with key stakeholders, consultations with experts in the field and research / data from national, regional and local resources. In addition, the results of a Community Assessment Survey for Older Adults (CASOA) administered by the National Research Center, Inc. were also utilized. The CASOA survey was sent to a 1200 person random sample of Novi residents age 55 and over. A summary of the results from the survey are attached in Appendix H.

The process encompassed three main stages:

Stage 1

Are we doing the right things? Are we doing things the right way?

This phase focused on scanning regional trends and critical issues, obtaining citizen input and identifying opportunities to better serve the growing senior and boomer population.

Stage 2

What do we want to be and do in the future?

We utilized the information gathered in Stage 1 to perform an Organizational Analysis of where we want to be in the future, keeping in line with the department's established vision and mission.

Stage 3

How will we get there?

We developed strategies and priorities specific to senior services that will guide the organization towards the mission of the organization and staff in the development of their work plans and performance measures.

The following pages encompass trends, an organizational analysis, critical issues and strategic priorities related specifically to the boomer and senior population. This document is a guide that will enable our organization to better serve our boomer and senior population.

The following is a summary of the priorities and goals for our organization directly related to senior services. The first three priorities defined are of major importance for our organization to accomplish with excellence in the next three years. Staff is already working towards priorities 4 and 5, listed as additional priorities. However, it is our focus to become even more effective at meeting these priorities in the coming years. Greater detail and strategies for each priority are listed on pages 12 and 13 of this plan.

Senior Service Priorities

Major Priorities

1. Connecting with the Community

Goal: To increase awareness and promote the benefits of our services to the community at large.

2. Expansion and broadening of quality services, recreation programs and events

Goal: To offer a broad variety of services to meet the diverse interests of the senior population, with a focus on developing partnerships.

3. Development of a Comprehensive Volunteer Program

Goal: Establish a comprehensive volunteer program that enhances services and minimizes costs.

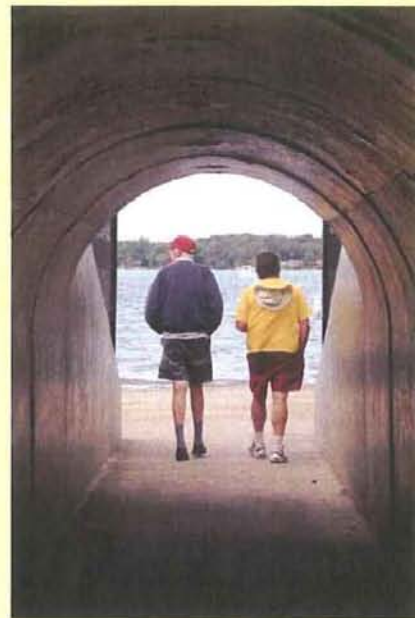
Additional Priorities

4. Enhance Transportation Services Program

Goal: To provide a safe transportation option for seniors to stay active in the community and reach a variety of destinations.

5. Strengthening our Fiscal Management

Goal: To demonstrate fiscal responsibility while enhancing and securing alternative revenue sources.



CURRENT SITUATION

Trends, Implications and Opportunities Analysis

There are several clear trends that describe the current situation in relation to seniors. For each of these, there are implications and opportunities that describe the potential and preferred effects on department services. The department must utilize emerging trend information to proactively develop and implement strategic initiatives, thereby demonstrating our commitment to achieving the preferred future.

Trend 1: The Aging Population

Around the country and world, the median age of the population is rising. On a global scale, for the first time in recorded history, older people (65+) will outnumber children under age five before 2020. As seen in the SEMCOG (Southeast Michigan Council of Government) chart below, this was already the case in Novi by 2000 and the gap will continue to grow.¹

A few major factors in this aging trend are the increase in life expectancy and the aging of the Baby Boomer generation. In 1900, the life expectancy was 47, today it is 75. With advances in technology, medicine and an increased focus on wellness, this trend of people living longer looks to continue in the future. As for the Baby Boom or "boomers", a definition of who they encompass is somewhat arbitrary. However, most agree that the boomers refer to the staggering increase in birth rates between the time periods of 1946 to 1963.² The number of individuals born in this time frame is larger than any before or since. In 2007, the first boomers will turn 60, with the lower end of the generation being at 45 years of age.

In relation to Novi, in 1990 the 65+ population was at 2,641. By the year 2030, this number will increase to an estimated 14,250. This is a 269.6% increase of older adults in this age category.¹ To put this in perspective, per US Census Bureau data in 2005, Florida's current 65+ population was at 16.8% of its overall population. By 2030, Novi's 65+ population is estimated to make up nearly 18% of our overall population.

Implications:

The definition of a "senior" is changing. For the purpose of this plan, the senior population as a whole, includes those 55 and up. Within the larger population are subsets in which boomers will be referred to as those between the ages of 55-60, younger seniors as 61-84 and older seniors as those 84

and up. The variation in needs among the senior population is tremendous and growing by the day. Our boomers and young seniors will be more mobile and healthier than past generations. As they age, their definition of recreation continues to change, becoming progressively more active in physical and intellectual activities. This requires providing programs and services that will range from sports and fitness to computer labs and volunteer programs.³

Older seniors will differ in distinct ways. The current life expectancy in the United States for this group is higher than it has ever been. However, because of chronic disease, they have the highest population levels of disability that require long term care. Therefore, they have a greater need for public services and consume them disproportionately, creating financial challenges on all levels.¹ They still have a need for recreational and social programs. Serving as a central referral / resource center to this group, along with providing meal and transportation programs will also be important to increasing their years of living in their own homes and staying connected to the community.

Opportunities:

Many communities across the country include the recruitment of seniors as part of their economic development strategy. The appeal of retirees to these government entities stems from their potential for stimulating local economies. If 100 retired households come to a community in a year, each with a retirement income of \$40,000, their economic impact is similar to that of new business spending \$4 million annually in the community.

The financial impact of senior housing to accommodate the rise in the aging population is so significant that some communities are beginning to view them as more desirable than business relocations. Novi is experiencing economic benefit as a result of the increasing boomer/senior population. This is evident from such senior living developments as Fox Run and Waltonwoods.

Opportunities to expand public and private programs, services and facilities should be explored. Furthermore, opportunities to create effective partnerships that would expand facility space, while strengthening programs and services should also be explored. Potential partnerships include:

- Government cooperation (library, schools, Oakland County Parks and neighboring communities)
- Not-for-profit agencies (hospitals / medical offices)

SEMCOG 2030 Population Forecast for Novi

	1990	2000	2005	2010	2015	2020	2025	2030	% Change
0 - 4 year olds	2,580	3,506	3,678	3,955	4,160	4,325	4,548	4,815	37.30%
5 - 17 year olds	5,857	9,621	10,378	10,817	11,397	12,202	12,991	13,576	41.10%
18 - 34 year olds	9,930	10,428	11,615	13,116	14,759	15,779	16,525	17,118	64.20%
35 - 64 year olds	12,140	20,168	23,900	26,780	28,211	29,000	29,322	29,505	46.3
65+ year olds	2,641	3,856	4,564	5,694	7,367	9,569	12,021	14,250	269.60%
TOTAL POPULATION	33,148	47,579	54,135	60,362	65,894	70,875	75,407	79,264	66.60%

- Private sector (transportation/travel/colleges/sports organizations)

Trend 2: Shift in Work and Retirement Patterns

In the past half century, attitudes and expectations related to work and retirement have changed considerably. With improvements in health and longevity in the United States, it may have been expected that people would work longer and retire later. However, the opposite was true from 1950 through the 1980's in which participation in the labor force after age 65 decreased notably. Currently, 70% of men and 60% of women in their 50's in the United States work. "By age 65, employment rates among men and women are half of what they were for workers a decade younger."⁴ However, boomers are expected to work longer, creating a possible reversal in the century-long trend to retire early. "As compared to 1992, in 2004, a substantially larger proportion of people in their early to mid-50's expect to work after 65 years of age."⁴ The CASOA survey of Novi, falls right in line, as 72% of respondents expect to work after the age of 65.

Implications:

Boomers and younger seniors are working longer and have saved more than the generation before to prepare for retirement, yet many are still not prepared for their long futures. Overall, there is a wide range of personal situations throughout the older adult population. Many boomers still have young children to care for and less accessibility to benefits being provided to them by their employers. Older seniors' labor rates are much lower. They have received more retirement contributions and pensions from their employers and have saved less of their own money for retirement. They are often forced out of the workforce due to health concerns and skills. There are large variations in the income of those over age 50, ranging from an average in married households ranging anywhere from \$20,000 to \$200,000, while in older households (those age 85+) the range is anywhere from \$13,000 to \$120,000.⁴ Furthermore, there is even more disparity in the area of dollars saved by seniors, even within the same income bracket.

The nature of people's jobs also changes as they age, with the older population working more in a part-time capacity. In addition, with increasing age, the percentage of those in professional/managerial and clerical/sales roles increases, as does those that are self employed. The boomers and younger seniors are more educated and technologically savvy than their predecessors. Due to all these factors, the amount of money and discretionary leisure time available within the senior population varies widely. Therefore, the type of recreation opportunities, as well as when and where they are available, need to be just as diverse in order to meet the demands of the senior population.

Opportunities:

Retaining and attracting seniors can be a good source of development for the City of Novi for several reasons. Seniors spend more locally than any other age group. Additionally, their income generally comes from social security, pensions, investment income and other sources outside the community.

This brings new dollars into the local economy, which are steady and reliable, resulting in less fluctuation in the local economy.

Corporate emphasis on cost containment has led to an increased awareness of the way in which companies allocate resources. Therefore, contract or part-time workers may be more in demand to fill the void of full-time workers within local businesses. In addition, part-time and seasonal recreational workers are needed within Parks and Recreation to perform a wide array of functions. Boomers and younger seniors could be a great source of recruitment for such jobs as they tend to have more of an interest in doing something they like / feel is worthwhile and do not require benefit packages or high salaries that come with full time workers.

Trend 3: Change in Family Structure

Throughout history, families have been important in shaping health and economic outcomes. Families are the central organizing economic support in caring for those physically unable to care for themselves.⁵



Research shows that currently people 50+ are not dependent on families, rather they have children or grand children that still live with them or to which they provide significant economic assistance. The Health and Retirement Study (HRS) also tells us that of those that participated in the survey, 79 percent live in a home they own while only about 50% of those 85 and older live in a home they own, showing individuals are staying longer in their own homes, "aging in place". These numbers are higher than they have been in the past and should stay steady for the next 20 years or so while the boomers age. This aligns with the Novi CASOA, which showed that 73% of those surveyed have lived in Novi for 11 or more years. The availability of family members is a key factor in older adults aging in their homes. A key to an older persons well-being is often related to the care provided by family members.

Implications

The role boomers are currently playing in their families is much different than that of preceding generation. In addition to caring for their own children and grandchildren in some cases, some are also caring for the parents. There are also enormous economic costs associated with providing "informal" care giving to such family members. So much so that it is suggested that devoting time to informally care for older parents may be incompatible with having a full time job in middle age.⁵ In addition, some working adults will feel the financial and emotional pressures of supporting both simultaneously. As older seniors develop more chronic illnesses as they age, family help increases.

Family help is an influential factor in allowing a senior to stay a member of the community rather than enter a nursing home. By 2030, as boomers become older seniors, there will be an even greater influx in the need for personal care. Due

to boomers having fewer kids than the generation before them, the availability of such family members in 20 years or so for boomers is in question but will likely decline. The aging boomers are changing the needs and characteristics of care giving.

Opportunities

A major role of Novi Parks is connecting and strengthening community. The current family structure and scenario shows the importance of this role. Emphasis will need to be placed on developing an outreach system that would allow us to educate all family members on the services available in our community, assisting those caring for family members. In fact, information and planning was shown to be a great need of seniors according to the Novi CASOA. Parks and Recreation has the ability to enhance and maintain quality of life as people age through programming and services. In addition, exploring programs and facility options where all generations can gather and recreate is logical considering this current trend.

Trend 4: Changes in Health Care and Social Services

There are considerable differences in use of the health care system, in health expenditures and in the availability of insurance by ages, race and ethnicity as individuals age.⁴ However, one constant is that ensuring access to health care is crucial for reducing mortality, disability and improving quality of life for boomers. Until a cure is found, incidents of Alzheimer's disease, diabetes, shingles and others will rise in the future. While increasing longevity is sought the cost of caring and treating these individuals will be daunting.⁸ During the 1990's National health care premiums rose by about 53% while spending on health care increased by 57%.⁹ The National Council on Aging (NCOA) reports that in 2003 the median senior living alone spent 12.5% of their income on out-of-pocket healthcare, more than five times the 2.2% share spent by the median younger adult living alone. This is a large portion of money considering many are on fixed incomes. In addition, the 1990's also saw the number of individuals insured decrease by 23%.⁹



There have been many changes in relation to public policy regarding long-term care and other services. Nursing homes have become more specialized and are used for treating those with complex medical conditions. Monetary support for home and community health care services through Medicaid is on the rise. In regards to assisted living, services increased in this area by 49.4% from 1991 to 1999, while use of nursing homes and institutional care has seen little growth.

In regards to social services, Michigan Area Agency on Aging (AOA) 1B has not seen an increase in state or federal funds to support senior programs such as congregate and home delivered meals, adult day care, in-home services and access to services. State budget cuts have also resulted in the elimina-

tion of grants for senior centers and counseling.

Implications:

On the Federal and State level there will be continual struggles on how to increase the availability of quality, affordable healthcare and pharmaceuticals for the ever-growing senior population.⁷ Out-of-pocket costs will continue to grow, along with the gap between what younger and older adults spend due to rising costs in medical care and pharmaceuticals. Socioeconomic and demographic trends are likely to create a consumer driven market in which demand will be placed on higher quality services and quality of life. It is suggested that the demand for long term support services will shift even more towards assisted living and community based services in the next 20-30 years, while long-term support services and institutional service settings will stay steady.

Opportunities:

For the city, actively promoting good health practices and fitness opportunities in our community will play a role in how healthy and active our seniors stay. This in turn can have a positive impact on lessening health claims and chronic disease incidents, lowering out-of-pocket costs for individuals. Providing social services to meet the needs of older seniors with lower or fixed incomes is necessary, even though they tap our financial resources. Meal and transportation programs, along with educational programs and assistance on medical insurance issues, estate planning and others are currently available on a small scale. Expansion in this area is needed. Partnerships with health clubs, hospitals, schools and other agencies should be explored in order to help meet the needs of the seniors in the physical and financial sense. Such partnerships could also serve as a way to increase support for healthy and independent living for seniors in Novi as they age, keeping them healthy, active and in their own homes for more years.

Trend 5: Volunteering and Helping Others

Studies show that aging boomers will seek ways to increase volunteerism at all life stages, as a way to stay productive and connected to society.⁸ Research also shows that volunteer work is associated with maintaining good health and psychological well-being.⁵ In a 1998 survey, those ages 60-69 were most likely to have been involved in volunteer service, with the average number of volunteer hours increasing with age. Specific to Novi, the CASOA Survey showed that 77% of respondents are easily able to find meaningful volunteer work, yet 84% do not act on that information and volunteer in a typical week due to lack of information and awareness on opportunities available. Increasing public awareness about volunteer opportunities and the benefits to the community are critical to increasing the civic engagement of our aging population.



CRITICAL ISSUES

Implication:

Aging baby boomers are increasing in numbers every day. According to David Eisner's report to the Policy Committee for the 2005 White House Conference on Aging, fostering volunteering and civic engagement is key for seniors and different for traditional seniors versus baby boomers. Currently we are not successful in recruiting and marketing towards volunteers from the boomer generation. In our organization, they have been less involved in civic engagement than past generations and younger and older seniors. This is evident with the older seniors at the Novi Senior Center that served 5,697 volunteer hours in 2006. It is a challenge to coordinate a volunteer program that targets boomers and seniors with the lack of staff and finances to do so.

Opportunities:

Older adults in Novi have the ability and time to offer productive paid and unpaid work in the community. According to the CASOA, it is estimated that the value of unpaid contributions alone by older adults in Novi is \$30 million in a 12 month period throughout the community. This is made up of residents volunteering, providing informal help to family and friends, along with more extensive care giving. Yet, we can do better with an additional part time staff person to focus on recruiting boomers and adult volunteers within our recreation programs in the City to maximize community value and hours contributed by volunteers.

Providing a higher level of volunteer options is critical towards recruiting and utilizing the great intellectual wealth and energy boomers and the growing senior population possess. Developing a sound volunteer recruiting and training program to target boomers and seniors of all ages is necessary to keep them engaged and productive. Especially in targeting baby boomers as volunteers to teach programs, educate others, serve as board leaders, donors and activists. A structured volunteer program has the ability to utilize volunteers to address the needs of our community by providing quality programs and services, while maximizing their value to the community.



The following critical issues describe our current situation. Our department is using this information to develop and implement strategic initiatives that enable use to overcome these challenges and achieve a preferred future.

Critical Issue: Public Funding

There has been virtually no growth in the amount of state and federal funds in the past five years to support senior programs through the Area Agency on Aging 1-B (Novi's regional Area Agency on Aging), such as congregate and home delivered meals, adult day care, in-home services, and access services. In addition, State budget cuts have resulted in the elimination of grants for senior centers and counseling. The net effect of inflation and the growth in the senior population have eroded the purchasing power of state and federal service dollars for older adult programs by 18% over the past five years. (Area Agency on Aging 1-B) With the increase of the senior population rapidly expanding, services are and will be even more in demand. Currently, services are funded through the general fund and contracts within the community and help to support services and staff. These factors all lend a greater emphasis on seeking creative solutions to becoming increasingly self sufficient in the senior services area.

Critical Issue: Lack of Staff and Available Program Space

As seen in Attachment A, the organizational structure at the Novi Senior Center includes one full-time Senior Services Manager, a full-time Account Clerk, full-time Social Services Coordinator and part-time staff in the area of transportation. At this time the Manager is the sole person doing the program planning, marketing, coordination of volunteers, forming of partnerships and management of the center, including transportation services. In addition, the Manager oversees Keystone Management, the independent contractor of Meadowbrook Commons Senior Living Community. As a result of this structure, much of the Manager's time is spent on day-to-day issues. The addition of part-time staff to cover daily operations and volunteer responsibilities, would allow the Manager to perform leadership functions, such as strategic planning and resource development, at a higher level.

The Novi Senior Center truly consists of one large room with a maximum capacity of 128 connected to Meadowbrook Commons. The Civic Center is also utilized for senior programming when available. However, the program space and one large room limits the amount and type of programs that can be run at the center. Creative thinking is necessary in order to expand space available for broadening programming offerings and options.

Critical Issue: Lack of Partnerships

Partnerships should be formed with a shared purpose in mind, clarity about who is doing what and be mutually beneficial to all involved. Considering our role in the community,

partnerships must enhance services or programs while reducing costs. Senior programming is notorious for free or low cost programs and services such as transportation and meal programs, leading to losses in revenue opportunities in the area of senior services. Lack of attention to the economics of programs also can lead to lack of focus on the true desires of those being served. Partnerships are vital in lowering agency cost while meeting the needs of the increased demands the aging baby boomers will bring about. In addition, partnerships can lead to a better continuum of service for seniors and less duplication of services among agencies. The partnership opportunities are broad and can exist on a City / community level with entities such as the library and school district, churches and businesses of all types, regional level with Oakland County, area agencies, and health care providers.

Critical Issue: Diversity of Senior Population

The numbers in the senior population are growing rapidly and will continue in the future. In addition, the diversity of this population will also increase. As already discussed, the senior population can be difficult to define but generally can cover an age span of 40 plus years. Therefore, "seniors" cover a wide range; active and independent to functionally disabled and dependent seniors, working to non-working, caregivers to needing care, financially self sufficient to economically challenged, educated to uneducated. Just as this population is diverse, our services, activities and programs must also cover a wide range. To be a high quality, successful senior center we must expand and provide a wide range of social support / social service programs, care giving programs, chronic disease self-management / health programs and fitness programs. In addition, we need to track the ages of those attending our programs to become even more aware of the age markets we are serving.

Critical Issue: Appeal of Traditional Senior Centers

According to the 2005 White House Conference on Aging, "the appeal of senior centers may not be broad enough to attract the next wave of aged Americans or the participation of the community at large". As a result, delegates at the conference adopted the following; Resolution 33: Encourage Redesign of Senior Centers for Broad Appeal and Community Participation. The appeal of the Novi Senior Center must expand in order to ensure reaching the greatest number of aging individuals in the community. In fact, according to the CASOA survey, 86% of those surveyed have never utilized the Novi Senior Center, yet 95% of those surveyed have used another recreation center in Novi. This seems to point towards the narrow appeal of the current senior center to older adults. Even the traditional name "Senior Center" can be limiting and is not reflective of our services. The expansion and location of recreation opportunities to appeal to a larger number of community members is critical to our success. Some options / recommendations would be to explore or develop a community center concept, increase utilization of public facilities for shared and expanded use such as the library and school district and utilization of private sector facility space such as Providence Park Hospital and Botsford Hospital.

Critical Issue: Senior Center Identity / Community's Awareness of Services

The word "senior" and "senior center" unfortunately carry negative connotations for a large portion of the population, which can be a barrier to participation. In addition, senior centers are facing more competition than ever before from numerous non-profit organizations such as travel clubs, fitness clubs and assisted living communities. According to the Senior Center Enhancement and Promotion Task Force of Michigan, senior center mainly engage in community-based marketing and promotion activities to advertise programs and services. While these tools are currently utilized to reach current senior program participants, the CASOA of the older population showed that only 12% of Novi residents feel "very informed" about the wide array of services and activities available to older adults in Novi. Developing a cohesive plan to educate the public about the center's offerings is necessary, as well as establishing a positive 'brand' image to create interest and desire for the center's offerings. This can be done through educating the public at large about the opportunities available through various outlets: traditional marketing methods (program brochure, flyers, newspapers, word of mouth), new marketing methods (senior web page, email, newsletters), and presentations to community groups and homeowners associations.

Critical Issue: Growth in Senior Living Communities

As the population ages and stays in the community, we are already seeing an increase in senior living "communities" within Novi, such as our own Meadowbrook Commons, along with outside owned complexes like Fox Run and Waltonwoods. The number of senior housing complexes is likely to grow in Novi in the coming years for seniors of all ability levels. Individuals with the financial means are able to take advantage of fitness facilities, recreation programs, social services and transportation in the same place they live. However, not all seniors want to live in senior housing or do not have the financial means to do so, which is where our organization plays a large role. In fact, according to the CASOA of Novi, more than half of those surveyed rated the availability of affordable, quality housing as "fair" or poor, with almost one-third of seniors found to be paying housing costs which were greater than 30% of their income. We must be at the forefront in providing services to seniors that do not live in senior housing where these programs are available. It may even be possible to explore more partnerships amongst senior living communities to provide the best service possible to seniors in the area.



ORGANIZATION ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis was performed by on each of the major functions within the senior services division. This analysis enabled us to define the current practices, future vision and community benefits specific to Novi Senior Services.

Senior Center Infrastructure

Current Practices

- Center is integrated within a residential senior living complex, Meadowbrook Commons
- Center consists of one large room for consistent, day to day programming
- Primary hours of operation are 8am - 4:30pm
- Programming rooms in residential areas can not be used during the evening/weekends since they are secure resident areas
- Main focus is on older seniors and onsite residents of Meadowbrook Commons

Future Vision

- Additional space to provide programs / services or a community center type complex to expand programming space
- Partnerships formed with area providers, churches, schools and any other business to expand programming spaces and locations throughout the community
- Exploration of utilizing residential programming spaces during the evening hours
- Expanded types of programming, along with more evening and weekend offerings
- Serve older seniors, as well as boomers
- Educate community and residents on the difference between the Center and Meadowbrook Commons residential living

Community Benefit

- Increased programming, social services and recreation opportunities for the entire senior population
- Expanded locations of program offerings throughout Novi
- Ensuring safety and security of residents at Meadowbrook Commons
- Broad knowledge base and understanding of facility and services available

Marketing and Public Awareness

Current Practices

- Traditional forms of marketing utilized - recreation guide and flyers
- Minimal use of technology
- Communication on local level, little to none on the regional, state and national level

Future Vision

- A comprehensive communications plan developed and implemented specifically to increase awareness and enrollment in programs and services

- Education efforts and access to information about services enhanced through use and understanding of technology
- Programs and services, as well as issues facing the senior population are communicated to the community and advocated for on a local, regional and state level to legislators, advocacy groups and service providers.

Community Benefit

- Increased awareness of services, positively impacting participation rates
- Sense of connectedness, therefore enhancing the independence of seniors
- Seniors overcoming the challenges of aging

Recreational Programming

Current Practices

- Programming is limited by organizational structure. The full time manager of the center also serves as the programmer for the center, one full-time social services coordinator that spends approximately 15 hours a week programming
- Limited by type and square footage of current Meadowbrook Senior Center
- Few programs and marketing efforts targeting active boomers or younger seniors
- Mainly weekday programming
- Program prices are set based on current comparisons to similar programs in the area, not on recovering expenses generated by the program

Future Vision

- Two additional part-time staff to expand program offering and carry out current programs
- Increased programming services through use of outside contractors
- Programming based on outcome benefits
- Key future focus areas targeting boomers: arts, active programs, adventure programs, fitness and sports, singles special events, intergenerational programs, outdoor and travel programs
- Partnerships developed with organizations for expansion of program offerings and locations
- Sponsorship plan developed and implemented to recruit and retain sponsors while increasing cost recovery

Community Benefits

- Services provided appeal to broad senior demographic
- Increased activity extends years and quality of life
- Health care costs are lowered through active lifestyles
- Community partnerships created to utilize resources cost effectively
- Collaboration between various sectors of the community

Social Services

Current Practices

- Limited by staff structure: currently one full-time person that spends 25 hours a week on social services
- Lack of marketing to consumers and organizations
- Additional partners needed for quicker, efficient delivery
- Limited scope of social services network
- Outreach practices are limited

Future Vision

- Serve as a comprehensive, central clearing house for social service options available, along with delivery of various services
- Extension of services to include health clubs, schools and medical merchants
- A greater network of partners, increasing the services provided
- Registered social worker as a contact / resource for assessments

Community Benefits

- A greater provider network available through one central source
- Consistent service delivery meeting quality standards
- Time savings of customers and their families to fulfill current / future needs

Volunteers

Current Practices

- Limited recruitment of boomer volunteers
- Minimal community awareness of volunteer opportunities
- Minimal training and expectations provided
- Lack of opportunities for community to utilize active senior volunteers

Future Vision

- Recruiting and training plan for volunteers developed and implemented
- Complete and detailed volunteer job list and descriptions available
- Screening and training for volunteers meet standardized practices and follow department policy
- Wealth of expertise and talents in our community used to grow / enhance programming and fill volunteer openings

Community Benefit

- Development of community stewardship
- Boomers to give back to the community while bettering themselves
- Opportunity for new and innovative programming through volunteers
- Increased self sufficiency of programs and center, lessening use of general fund dollars

Senior Mobility

Current Practices

- Not financially self sufficient
- Outdated and over utilized fleet of vehicles
- Primarily utilized by a small number of older senior residents within Novi
- Lack of trails and walkable community connectors

Future Vision

- Increased financially self-sufficiency through partners and sponsors in the community
- Infrastructure improvements implemented that support safe use of alternative modes of transportation to get from one place to another throughout the city
- Expanded and enhanced fleet of vehicles, including expanded ability to transport wheel chair bound passengers
- Updated maintenance plan on vehicles
- Options explored and services coordinated for alternative means of transportation, including regional shuttle routes and cab companies
- Use of system by seniors of all ages
- Extended days and hours of operation

Community Benefits

- Consistent and stable funding to sustain service
- Increased community members benefiting from the transportation service
- Increased options for seniors to stay active and connected to the community for a longer period of their lives

Revenue and Resource Development

Current Practices

- Traditional approach/use of fiscal and physical resources
- Limited dedicated funding streams
- Lack of partnerships
- Specific marketing and sponsorship plans not in place

Future Vision

- Expanded utilization of alternative revenue sources, such as friends fundraising group, grants and sponsorships
- Increased revenue generation and balance to program service values
- Partnership relationships are maximized and formalized

Community Benefits

- Consistent and stable funding will endure development of programs and facilities desired by the senior population
- Expansion of program offerings and needed services
- Higher community understanding of the center and its operations



STRATEGIC PRIORITIES

The trends, organizational analysis, and critical issues have been utilized to create strategic priorities as they relate to the boomer and senior population to lead us to our department mission of "Enriching Lives...Strengthening Communities". These priorities will set a direction for the department in the area of senior services, along with actionable strategies to obtain goals. The following will align with budgets and staff work plans.

Priority 1: Connecting with the Community

Goal: To increase awareness and promote the benefits of our services to the community at large.

Strategies:

- Develop a marketing and branding campaign specifically for senior services
- Actively promote good health practices through:
 - »Healthy lifestyle promotion - physical activity, eating a healthy diet, no tobacco use, etc.
 - »Early detection of disease - health screenings, regular checkups and immunizations
 - »Injury prevention - housing modifications
 - »Promotion of self-management techniques - arthritis self-help course, stress management
- Explore and utilize a variety of tools and outlets to communicate services
 - »Traditional Marketing Methods - program brochure, flyers, community partners, newspapers, word of mouth
 - »New Marketing Methods Needed - senior web page, email, newsletter
 - »Presentations / outreach to community groups and home owners associations
 - »Family members who participate in community activities

Priority 2: Expansion and broadening of quality services, recreation programs and events

Goal: To offer a broad variety of services to meet the diverse interests of the senior population, with a focus on develop partnerships.

Strategies:

Expanding Offerings

- Add two part-time programming staff to expand and increase program opportunities
- Target boomers and young seniors with active, non-traditional programs
- Grow program offerings, specifically focusing on the following program areas; cultural, intergenerational, fitness, chronic disease management, travel and social services
- Explore the concept of developing a community center concept to appeal to the community at large

- Identify available programming spaces outside of the senior center; library, school district, senior living complexes, churches, schools, fitness clubs and other organizations
- Develop partnerships with the library, school district, health clubs, local businesses and social service providers; Area Agency on Aging, Michigan Office of Services to the Aging, hospitals, rehabilitation centers and home health care companies
- Expand programming hours to include more evening and weekend offerings
- Create a stable force of motivated and knowledgeable direct service workers
- Improve quality and organization of delivery of services
- Become a central resource center for seniors and family members to collect information on services available in the community
- Develop a comprehensive resource book including: home health care, cleaning, housing, medical, transportation, meals, food commodities, health and wellness information, recreation opportunities and others

Priority 3: Development of a Comprehensive Volunteer Program

Goal: Establish a comprehensive volunteer program that enhances services and minimizes costs.

Strategies:

- Add one part-time volunteer coordinator
- Utilize volunteer skills / hobbies to increase program offerings and pass on knowledge to the community
- Develop a volunteer recruiting and screening program
- Create a comprehensive list of volunteer opportunities and skills needed and create volunteer job descriptions
- Create a needs and assets inventory to match volunteers to programs
- Develop and implement a volunteer manual and provide training opportunities for volunteer development
- Educate the community and employers of the benefits of volunteering
- Build upon the current annual volunteer recognition program, expanding to recognition through the year

Priority 4: Enhance Transportation Services

Goal: To provide a safe transportation option for seniors to stay active in the community and reach a variety of destinations.

Strategies:

- Expand staff in area of transportation coordination
- Update fleet of vehicles
- Enhancement of fleet management and maintenance
- Review the service fees and implement updated prices for transportation inside and outside of the city limits

Priority 5: Strengthening our Fiscal Management

Goal: To demonstrate fiscal responsibility while enhancing and securing alternative revenue sources.

Strategies:

- Identify, pursue and secure grants, alliances, partnerships and sponsorships to maximize funding and development opportunities
- Develop a "Friends" group to work in conjunction with the Parks Foundation in securing alternative revenue funds specifically senior services
- Develop a legacy / philanthropy program specifically for the senior population

Financial Impact

Currently there are three full time staff, two schedulers and eleven drivers that are responsible for the day to day operations at the Novi Senior Center. The Senior Services Manager manages Programming, Marketing, Volunteers, Partnerships, Senior Transportation and Keystone Management Company. Keystone is also housed on the property and is responsible for leasing, grounds and maintenance of Meadowbrook Commons which is our residential community for adults fifty-five years of age and above. Keystone staff consists of six full-time and one part-time personnel.

With the following proposed changes in staffing, adding three part time staff, the Senior Services Manager will be able to perform at a higher level of leadership within the community. A permanent part-time employee is defined as working a maximum of 24 hours a week through the whole year. Figuring 24 hours a week for 52 weeks, the total number of hours each year for each part-time employee comes to 1,248 hours. The starting salary range for these types of positions is currently \$12 to \$15 per hour with an annual increase each year based on performance. The chart below shows the financial impact of these changes with each person starting at the \$15 rate.

Financial Impact Proposed Senior Services Additional St					
	2008-09	2009-10	2009-10	2011-12	Total
Part-time Programmer 1	\$18,720	19,344	\$19,968	\$20,592	\$78,624
Part-time Programmer 2	\$18,720	19,344	\$19,968	\$20,592	\$78,624
Part-time Volunteer Coordinator	\$18,720	19,344	\$19,968	\$20,592	\$78,624
Total	\$56,160	\$58,032	\$59,904	\$61,776	\$235,872

Meeting the Challenge

The rapidly approaching aging population of boomers and older adults has created a sense of urgency that has not existed before. According to the CASOA the City of Novi is currently doing a good job of providing opportunities for seniors,

however there are limitations to continued success that need to be addressed before the full force of the growth in the number of older adults hit. In order to overcome these challenges and meet the aforementioned goals and strategies, additional resources and staff are necessary.

Ultimately, we should embrace this time of change and this opportunity for transformation. Completing this plan has been the first step in this transformation. Now, leadership, creative thinking, collaboration and action are necessary in prompting the City and community to build on our strong foundation and provide an environment that will allow Novi residents to "age well".



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- ³ *Proposal for Assistance in the Strategic Visioning Process for the City*, Leonard J. Brzozowski, Walsh Consulting Group, Walsh College
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- ⁸ *Preparing for the "Aging Baby Boomers"*, California Strategic Plan on Aging Advisory Committee, May 2004
- ⁹ *Rising Health Care Costs Frustrate Efforts to Reduce Uninsured Rate*, University of Michigan ERIU Research Highlight, Number 10, December 2005
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- ¹¹ *A Vision for Healthy Aging: A report of the Michigan Association of Senior Centers / Area Agency on Aging 1-B*, Senior Center Enhancement and Promotion Task Force, August 2006
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Attachment A: Senior Services Benchmark Facilities

As stated by the National Council on Aging (NCOA), great senior centers are those that are the focal points in their communities where older persons as individuals or in groups come together for a variety of services and activities that enhance their dignity, support their independence and encourage their involvement in and with the community.

Senior Centers of the highest quality are accredited through the NCOA. Accreditation is the official recognition that a senior center is meeting its mission in a nationally accepted professional fashion. It is based on compliance with nine quality standards of senior center operations developed by National Institute of Senior Centers (NISC), a unit of NCOA. NISC has awarded the official status of national accreditation to 138 senior centers. The standards measure quality and define excellence and include:

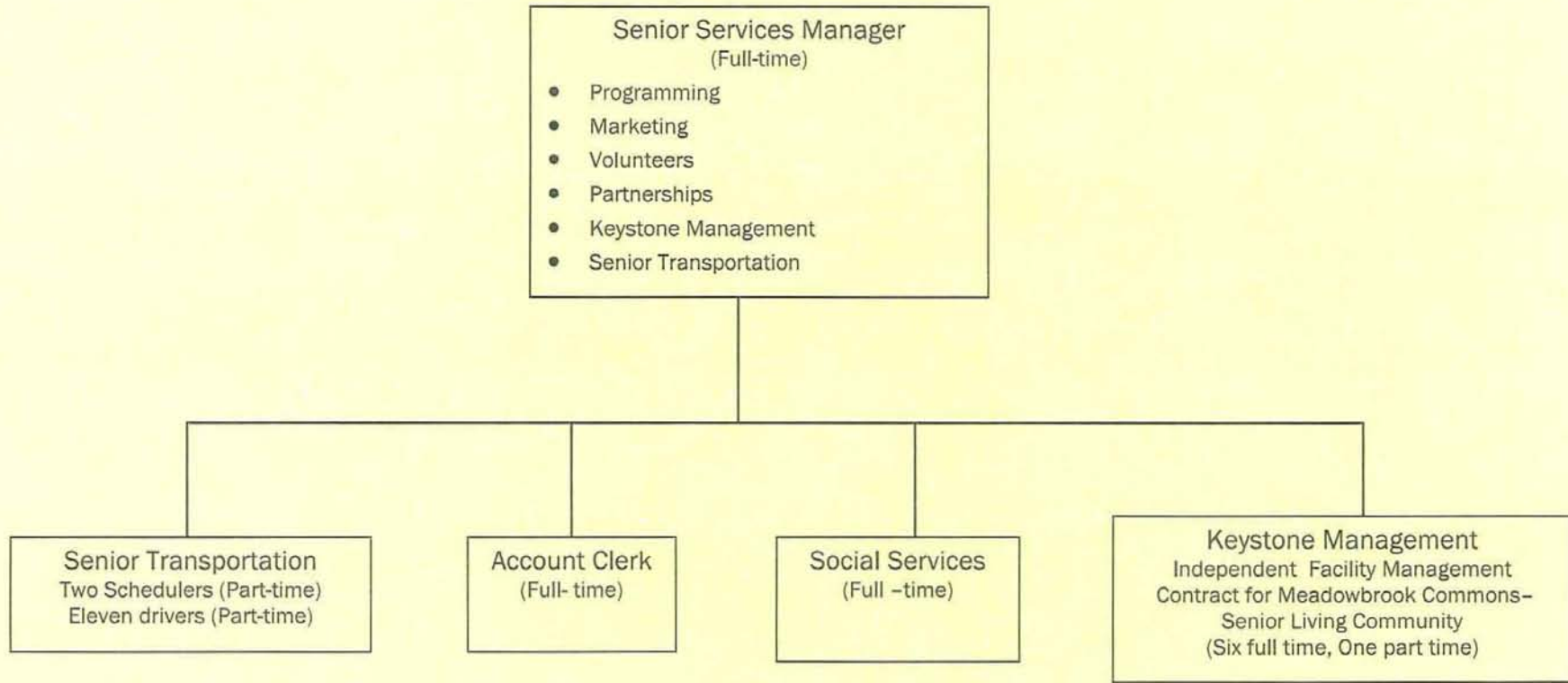
1. Purpose
2. Community
3. Governance
4. Administration
5. Program Planning
6. Evaluation
7. Fiscal Management
8. Records & Reports
9. Facility

The primary objective of a Benchmark Analysis is to determine how the Novi Parks, Recreation and Forestry Department compare to other cities. The chart on the attached page benchmarks the Novi Senior Center against several accredited and unaccredited centers within Michigan. The City of Novi Senior Center offers a high number of programs with minimal programming staff and is one of the only public facilities connected to a residential complex with shared programming space.

Benchmark Senior Centers							
	Agency Type	FT Staff	PT Staff	Programs per month	Residents on site	Accredited	Transportation
City of Novi Senior Center, MI	Public	3	13	180-200	200+	No	Yes
Evergreen Commons, Holland, MI	Private	17	38	250-300	250-300	Yes	No
Monroe Senior Center, MI	Public	7	4	100	No	No	No
Northville Senior Center, MI	Public	2	13	172	No	No	Yes
Older Persons Commission, MI	Private	15	140	723	No	No	Yes
Portage Senior Center, MI	Public	3	6	200	No	Yes	Yes - limited
Waterford Senior Center, MI	Public	7	14	250-300	No	Yes	Yes
West Bloomfield Parks & Recreation Senior Program, MI	Public	3	10	50	No	No	Yes

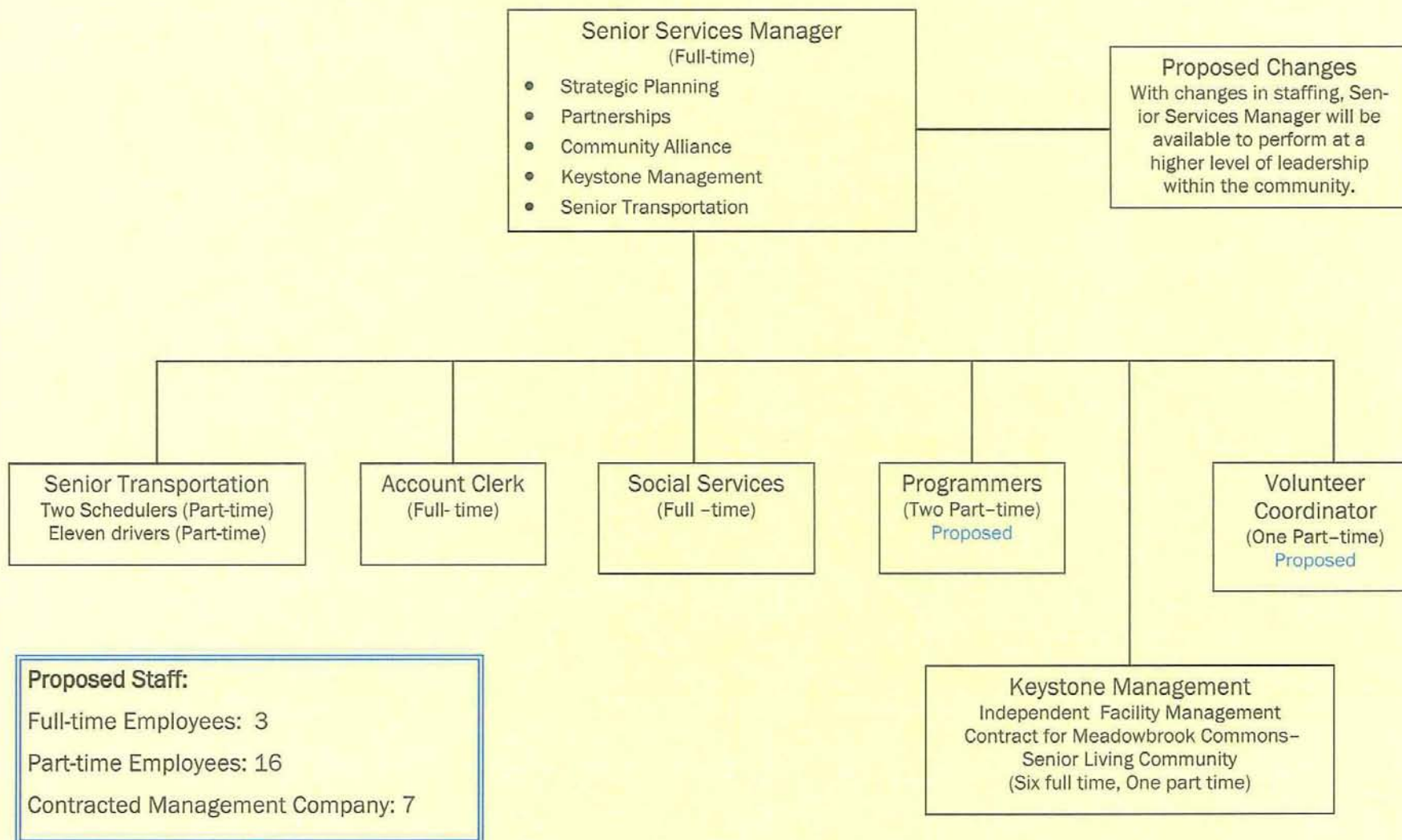
Notes on Transportation Staff / Programs
City of Novi - staff includes 2 part-time transportation schedulers and 11 part-time drivers
Northville - staff includes 11 part-time drivers
OPC - staff includes 1 full-time transportation department head, 1 part-time manager, 23 drivers and 4 dispatchers
Portage - limited transportation done with volunteers, only to and from the center, some grocery trips
Waterford - staff includes 4 part-time drivers
West Bloomfield - staff includes two full-time drivers

Attachment B: Current Organizational Structure Senior Services



Current Staff:
Full-time Employees: 3
Part-time Employees: 13
Contracted Management Company: 7

Attachment C: Future Organizational Structure Senior Services





cityofnovi.org

Attachment D:

Novi Senior Center Program Offerings

TRANSPORTATION SERVICES

Senior Van Transportation (Punch Cards Available)
Subsidized Cab Service

SPECIAL EVENTS

Holiday & Monthly Events
Super Saturday Events
Spelling Bee
Spirit Week
Intergenerational Programming (Pen Pals)
Panera Bread
Mentoring Program

MONTHLY SOCIALS

Game Day
Afternoon Tea
Sing-A-Long
Dance with Live Band
Coffee & Conversation

LEAGUES

Golf Leagues

CLUBS/CARDS

"Novi Needlers" Quilting Group
"The Bookworm" Reading & Discussion Group-day
Reading & Discussion Group-evening
Walking Club
Pinochle Tournament
Contract & Duplicate Bridge
Paint Class
Red Hat Group

FITNESS/CLASSES

Body Recall
Stretch & Strength
Line Dancing
Computer
Clogging (Sixthgate & Tollgate)
Chair Yoga
Pilates-evening
Tai Chi-evening
Aqua Exercise-Saturday

TRAVEL

Travel Meeting
Day/Extended Trips

VOLUNTEERS

Sign-up for Volunteer Work

PROGRAMS

Weekly Bingo
"Ask the Lawyer"
Estate Planning
Asian-Pacific Program
Income Tax Assistance
AARP Driver Safety Program
Energy Assistance Programs
Food Assistance Programs
(Focus Hope & TFAP)
Information & Referral Program
Bookmobile & Lending Library
Life Story Writing Workshop

HEALTH/SPECIAL SERVICES

Annual Flu Shots
Massage Therapy
Healing Touch
Health Screenings
T.O.P.S. (Take Off Pounds Sensibly)
Loan Closet
Weekly Blood Pressure Screening
Medicare Information Meeting
Oakland County Health Nurse Programs
Temporary Food Assistance Program
Western Oakland Meals on Wheels (M-F)
Homebound Meal Delivery
Hearing Aid Cleaning
Bereavement Support Group
Alzheimer's Association Caregiver Support Group
Cell Phone Program

Monthly Calendar available at noviparks.org or
at the Novi Senior Center
25075 Meadowbrook Rd., Novi, MI 48375
248.347.0414

Attachment E:
Senior Services
Special Event and Program
Participation Numbers 2006 - 2007

This chart reflects only special event and program participation numbers. It does not include senior transportation, subsidized cab or other information which includes information given on the telephone and people coming to the counter for assistance.

July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
4,859	6,732	7,474	5,238	4,764	4,417	4,767	3,889	5,366	4,606	5,533	5,931

Attachment F:
2006 - 2007
Novi Senior Van Transportation

Month	Estimated Hours of Operation	Hours of Operation	Number of Miles Driven	Fares Collected	Disabled Individuals	Total Passengers
July	536	670.75	6134.2	\$1186	255	777
August	592	713.75	8000.5	\$1671	310	1084
September	597	604.25	7334.2	\$1557	299	1021
October	568	648	7129.4	\$1617	337	1029
November	582	538	6924.3	\$1770	332	967
December	509	522.45	6375.5	\$1449	209	810
January	650	517.25	6268.6	\$1277	212	832
February	578	442.25	5049.7	\$1034.50	213	739
March	650	545.5	6537	\$1437	226	890
April	672	497.5	5947	\$1515	229	825
May	672	559	6209	\$1513	198	983
June	561	525.5	5888	\$1363	183	809
Annual Totals *	7,167	6,784.2	77,797.4	\$17,399.50	3,003	10,766

*\$2 each way inside the city

*\$4 each way outside the city

Attachment G:
Novi Senior Transportation
Subsidized Cab Project
2006 - 2007

Month	Total Number of Trips	Number of Disabled Served	Fares Collected From Passengers	Amount Paid by City of Novi*
July	238	55	\$1000	\$1190
August	391	157	\$2212	\$1955
September	308	93	\$1388	\$1540
October	358	128	\$1432	\$1790
November	205	110	\$1014	\$1025
December	479	191	\$1976	\$2395
January	442	151	\$1895	\$2210
February	289	100	\$1221	\$1445
March	496	169	\$2033	\$2780
April	340	122	\$1436	\$1700
May	272	72	\$1118	\$1360
June	357	133	\$1491	\$1785
Totals	4,175	1,481	\$18,216	\$20,875

*Paid to the Taxi Company at \$5.00 per ride

Attachment H:

City of Novi

Community Assessment Survey for Older Adults (CASOA) Composite Survey Results Summary

Overview

With more than one-half of the Baby Boom generation age 50 and older, the flow of older adults is beginning to gush into the demographic pipeline. One-third of all Americans will reach age 50 by 2010. To prepare better for this aging population, or "silver tsunami," as it has been called, The City of Novi contracted with National Research Center, Inc. (NRC) to conduct an assessment of the strengths and needs of its older residents. The Community Assessment Survey for Older Adults (CASOA™) was developed to provide a statistically valid survey of the strengths and needs of older adults in communities across America. The study findings will be used by staff, elected officials and other stakeholders to plan for older adult services, programs and facilities. The objectives of the CASOA are to:

- Identify community strengths in serving older adults.
- Articulate the specific needs of older adults in the city.
- Develop estimates of and projections of older adult residents' needs into the future.

The results of this exploration will provide useful, information for planning and resource development as well as strengthen advocacy efforts and stakeholder engagement. The ultimate goal of the assessment is to create an empowered community that supports a vibrant older adult population in Novi.

The assessment focused on a series of resident needs and community supports that foster successful aging. More than 40 common issues affecting older adult well being were assessed. These 40 issues fell into the larger categories of health and wellness; community design and land use; participation in productive activities and community resources for information and planning. Older adults' opinions about current community amenities and opportunities also were measured in the survey.

The survey was mailed in July 2007 to a random sample of older residents living in Novi. Households were contacted three times to participate in the survey. A total of 564 completed surveys were obtained, providing an overall response rate of 50% and a margin of error of +/- 4% around any given percent and 2.5 points around any given average rating for the entire sample.

Conclusions

In summary, this assessment captured the perspective of Novi's older residents, demonstrating widespread agreement that seniors are generally satisfied with the current quality of life in the community. Attendant to the older adult residents in Novi is widespread (albeit not uniform) good health, engagement in social and physical activities and a positive outlook on conditions here. The City of Novi is doing a good job of providing opportunities for older residents, but there are limitations to continued success that need to be addressed before the full force of the growth in the number of older adults hits.

If no changes occurred in the older adult population, the community would continue to offer a good quality of life for its residents. However, as the "silver tsunami" overtakes Novi (as it will in the U.S. and abroad), the current resources available to older adults will not suffice. Services will need to be expanded and re-configured to suit the older-old and the younger-old; new techniques will need to be employed to educate residents about programs and facilities; more effective partnerships and networking will be required to provide integrated service opportunities; and new community design and land use policies will need to be adopted.

A periodic sounding of Novi's older adults will provide on-going assessment of the progress you make as the spring of older adults bubbles into the community. Conducting the CASOA puts Novi vastly ahead of most communities in the U.S. because planning for the coming wave of older adults most often is accomplished by the assertions of hard working service providers, who, despite their commitment to the well being of older adults, cannot speak as articulately for older adults as older adults can speak for themselves.

"It would be hard to overstate the significance of these shifts... But from here on, every planning decision made in every town community must take into account the impact on older residents, who can no longer be an afterthought. The ability of our institutions to adapt to an aging nation will one of the great American Challenges of the 21st century."²⁵

*The above is a brief citation / summary of the CASOA Composite Findings. The complete report is available at the City of Novi website at cityofnovi.org.

City of Novi
Parks, Recreation and Forestry
45175 West Ten Mile Road
Novi, MI 48375
P: 248.347.0400 / F: 248.347.3286



cityofnovi.org