

Age-Friendly Guelph Leadership Team

Terms of Reference

Background and Mandate

By 2031 the population of the City of Guelph is projected to be 175,000, with the greatest proportional increase in the 55+ age category, or 33% of all Guelph residents.¹ The impact of this demographic shift on the design and delivery of municipal services presents both opportunities and challenges.

In November 2012, City of Guelph Council approved the Goal, Vision and Guiding Principles of an Older Adult Strategy (OAS). The Strategy was developed based on extensive consultations, using a framework consistent with the World Health Organization's (WHO) Dimensions of Age-Friendliness: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, community support and health supports. Guelph is committed to becoming age-friendly in each of these areas.

The next step in the Older Adult Strategy implementation process is to establish a multi-stakeholder team that will set priorities and actions plans, and provide leadership to the the implementation of the recommendations in the Older Adult Strategy. That team will be known as the Age-Friendly Guelph Leadership Team "AFGLT". The AFGLT will work according to the principles outlined in the Strategy and within the WHO's age-friendly city framework to ensure that Guelph achieves the vision of the Older Adult Strategy over the next ten years.

Older Adult Strategy Framework

Goal

"Guelph is a great place to live and age well."

Vision

Guelph is an age-friendly community that:

- values and supports older adults
- optimizes opportunity for choice, independence, and quality of life
- celebrates diversity
- is inclusive of all, reducing inequities (is fair and just)

¹ (Revised Official Plan, Local Growth Management Strategy, 2009/*The Growth Outlook for the Greater Golden Horseshoe*, Hemson Consulting Ltd., January 2005).

Guiding Principles

The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, where feasible, using the following guiding values and principles:

- participation and inclusion of all citizens
- respect and dignity
- active engagement in communication and decision making
- access to a safe living environment
- fairness and equity
- self determination and choice

Age-Friendly Guelph Leadership Team Roles and Responsibilities

The AFGLT is responsible for the stewardship of the Older Adult Strategy Framework in Guelph. Its primary responsibilities are to lead, uphold and advocate for the achievement of vision and goal of the Older Adult Strategy, through coordinating the prioritized implementation of the Strategy's recommendations. Enabling pathways to support that work will include collaboration (internally and with external groups), effective communications, and evidence (gathered through research and evaluation according to WHO Key Performance Indicators).

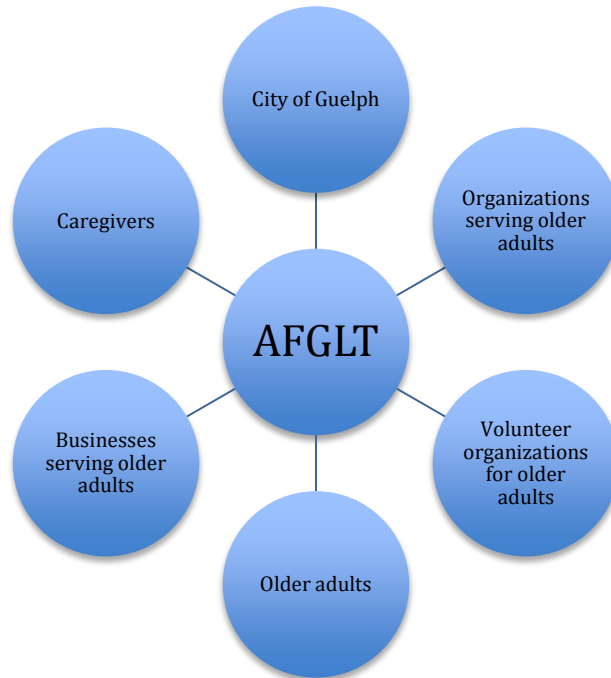
Age-Friendly Guelph Leadership Team Structure

The successful implementation of the Older Adult Strategy requires collective commitment and involvement across the community. The AFGLT is therefore a multi-stakeholder committee. Its members are accountable to the organizations and sectors they represent. The City of Guelph will provide leadership and staff support to the AFGLT and it will report to the Community and Social Services Committee. Working groups, accountable to AFGLT, will be struck on an as-needed basis to move identified priorities forward.

Age-Friendly Guelph Leadership Team Composition

Composition

The AFGLT will ideally be comprised of no fewer than 8 and no more than 16 members, of whom at least 40% are people aged 55 or older. Members will be drawn from the following stakeholder groups, with the goal being to have at least 1 and no more than 3 representatives from each group shown:



AFGLT members must have demonstrated a commitment to collaboration, to the wellbeing of older adults and to the health of the community as a whole.

In addition to representing the stakeholder groups shown above, AFGLT members will also have expertise in one or more of the dimensions of age-friendliness, with proficiency in all 8 dimensions being required on the team as a whole.

Members of AFGLT who are representing organizations are expected to be in a position to give sufficient time to this initiative, to attend meetings, and to make decisions and/or take timely action on behalf of their organization.

Other community members will be involved in implementing the Older Adult Strategy in various ways but will not sit on the AFGLT itself. They can be invited to participate on AFGLT working groups or as needed.

Selection Process

AFGLT members will be selected based on applications gathered through an open recruitment process, subject to the limitations described above. Seniors' Services and Communications staff from the City of Guelph will oversee the initial recruitment process. That process may involve issuing specific, targeted and/or public invitations to apply. Applications will be reviewed using criteria including the following:

- Representation of needed stakeholder groups
- Expertise in one or more dimension of age-friendliness

- Demonstrated commitment to and knowledge of older adults
- Demonstrated commitment to and capacity in community collaboration
- Availability
- Ability to engage directly in implementation activities
- Ability to influence others to contribute to the goals of the Team
- Residency and/or employment in the City of Guelph
- Experience with the start-up phase of a community initiative
- Diversity

Chair and Vice-chair Positions

The Chair and Vice-chair will work with a staff facilitator to set monthly agendas, action items and preparation for meetings. The Vice-chair will become the Chair and a new Vice-chair will be nominated and elected by the team annually. Nominations will be solicited from the team and elections held. The chair position will be a one year term with the co-chair stepping into the vacated position. The Chair and Vice-chair will work together to ensure attendance at all AFGLT meetings.

Working Groups

Working groups aligned with the WHO eight domains of age-friendly cities will be struck as leadership team members decide suitable volunteers are available to participate. Working groups will be led by a member of the leadership team and community volunteers will be recruited to assist with the work of the working group. Work within each group will be prioritized with the guidance of the Older Adult Strategy recommendations and current community needs. Members of the leadership team may sit on one or more working group as suits their expertise and availability.

Staff Support

The Manager of Seniors Services at the City of Guelph will provide or delegate to provide staff support to the AFGLT.

Succession Planning

Members of AFGLT will serve for two-year terms, for a maximum of three consecutive terms to ensure staggered turnover in subsequent years.

When a team member steps down, an application process will be used to fill the vacancy, with the aim of selecting a new member who brings skills and representation from similar/needed areas at that time based on current priorities. Decisions about filling vacancies will be made or delegated by AFGLT to a selection team.

AFGLT Operating Procedures (in process of revision)

Community Engagement

AFGLT will communicate the results of its work publicly a minimum of once yearly, including annual reports to the organizations to which its members are accountable. Individual members will be expected to maintain frequent contact with others in the organizations they represent. AFGLT will also incorporate regular opportunities for public input into its activities, a minimum of once yearly. AFGLT semi-annual work plans and biannual evaluation reports will be publicly available.

Meeting Protocols

AFGLT will meet as needed, based on the work plans developed. A minimum of 5 meetings will occur within the first quarter of 2015, with lower frequency anticipated after that.

For the first year (starting January 2015), AFGLT will be facilitated by an external facilitator. That person's responsibilities will include developing a sustainability plan for the ongoing chairing and management of meetings.

Decisions will be made or confirmed in-person. A quorum is half plus one of the total members of AFGLT. The team will operate using consensus-oriented decision-making processes where possible.

AFGLT members will be expected to declare any real or perceived conflicts of interest that could interfere with fair and transparent decision-making.

Resources

There is no annual allocation of financial resources currently confirmed for the AFGLT beyond what is already within departmental and agency budgets. The City of Guelph has confirmed its investment in the external facilitation of the AFGLT for its first year and will be providing additional support through its Communications and Community Engagement units, as well as through Seniors' Services.