**Background:**

Located just 40 km east of the Toronto border, Clarington is one of the largest municipalities (611 km² in land area) in the Greater Toronto Area (GTA). With this size comes a fantastic diversity of urban and rural settings, modern and historic architecture as well as innovative and traditional opportunities.

Clarington is home to three urban areas, one village and 14 hamlets which include a rich heritage dating back over 125 years. From Lake Ontario waterfront to Greenbelt protected farmlands and the natural beauty of the Oak Ridges Moraine, Clarington offers a wide variety of experiences for those who live, visit and work here. Our strategic location allows us to take full advantage of access to Provincial Highway 401, Provincial Highway 35/115, the future extension of Highway 407, CN Rail and CP Rail lines as well as a future GO Train terminal.

Clarington is a collection of smaller communities including the urban centres of Bowmanville, Courtice, Newcastle Village and Orono, which are surrounded by scenic countryside. Clarington is a vibrant community with new development - both commercial and residential - the local economy continues to grow and prosper. Affordable housing, safe communities and the quality of life are just three reasons why so many continue to choose Clarington. Characterized by a variety of landscapes, unique retail areas, numerous tourist attractions and recreational opportunities, Clarington captures the spirit of a small town without sacrificing the amenities of a large city.

By 2017, for the first time Ontario will be home to more people over 65 than children under the age of 15. With the increase in the aging and diversity of the population, these trends will pose a challenge to the effective and efficient delivery of older adult recreation and leisure programs over the next five years and beyond.

We are living longer. Children born today have the prospect of living a longer life than any generation before them. Every year, the percentage of people in our province who are 65 years or older increases slightly. In 2031 it is anticipated that Clarington will be home to approximately 41,220 adults 50+ years, which represents a 56% increase over 2011. This information is derived from the Official Plan Review, Clarington Community Forecast Update 2012, prepared by Hemson Consulting Ltd. for the Planning Services Department.

In 2011, approximately 12% of the population in Clarington was aged 65 and over. As we see the Baby Boomers reach the age of 65, this percentage will surely grow. Due to the changing demographics of an aging population as a result of the Baby Boomers now entering their senior years, aspects of the recreational and leisure needs of older adults will evolve and demand for different programs and their delivery will occur.

The Municipality of Clarington, Community Services Department provides recreation, aquatics and fitness programming and facilities for the residents of the Municipality of Clarington. Our focus is on general activities that reach and include a broad section of our residents.

Direct recreation and leisure programming for older adults in the Municipality of Clarington is provided by the Clarington Older Adult Centre Board (COACB). The COACB is a not-for-profit organization; it is operated by non-municipal staff and is governed by a Board of Directors. Programming occurs primarily at a municipally owned facility, the Beech Centre, 26 Beech Avenue, Bowmanville (central Clarington) with partnership programs in satellite facilities in other communities within Clarington.

The Clarington Older Adult Centre Board has been in operation since 1998 and was formally established as a Board of Council in 2005, which operates the Clarington Older Adult Association (COAA). The COACB has seen significant membership growth with an initial membership of 266 in 1998 to 2,224 today.

Their mission statement is "To promote the health and happiness of older adults by providing opportunities to enhance their quality of life". The Clarington Older Adult Centre Board offers social, physical, educational and informational programs for the active older adults living within the Municipality of Clarington.

The vision of the Clarington Older Adult Association includes six (6) components:

* Continued growth in membership;
* Facilities throughout Clarington designed for Older Adults;
* Expanded programs and services;
* Respected Community Partner;
* Sustainable funding;
* Effective governance and administrative processes.

The property located at 26 Beech Avenue was acquired by the Municipality from the Lions Club of Bowmanville in 1998. Since that time the property has been home to the Clarington Older Adult Centre Board, Community Care (vacated in March of 2010), the Lions Club Daycare (vacated in June of 2010), and the Bowmanville Tennis Club, which has been in operation since the 1940’s. Currently, the Beech Centre building is fully occupied by the COACB. The Beech Centre site is a 2.1 acre (excluding tennis courts and Lion’s Parkette) site located on a residential street in a Heritage Conservation District.

Over the years the Clarington Older Adult Centre Board has on a number of occasions requested Council to consider additional on-site parking at the Beech Centre, as the current parking available (79 spaces) is challenging during busy centre days and large special events.

Requests for additional on-site parking at the Beech Centre location have been denied by Council. COACB Staff have been encouraging participants to carpool and to make use of the Centre’s shuttle van service, however parking still remains a challenge. As the membership and participation grows, COACB staff have been working to develop satellite programs in order to shift some of the pressure from the Beech Centre. While the satellite programs have grown and have relieved some of the pressure, the membership base continues to grow.

The Clarington Older Adult Centre Board has requested Clarington Council to consider relocating them from their existing primary facility to a new location that better meets their facility and parking needs today and into the future. In order to address the challenges with the current facility’s location and parking amenities, the development of an Older Adult Strategy was recommended and subsequently approved by Council. Clarington would like to undertake an Older Adult Strategy through a third party consultant, to examine current and future facility, staffing and volunteer resources as well as programming needs in order to accommodate this growing demographic.

**Project Management:**

The consultant will be selected by the Project Team and shall report to the Recreation Services Manager, who will be the Project Lead and will work in conjunction with the Project Team (outlined below).

**Project Team:**

The Project Team will consist of:

Manager, Recreation Services, Municipality of Clarington

Community Development Coordinator, Municipality of Clarington

Executive Director, Clarington Older Adult Centre Board

The role of the Project Team will be to:

* Select consultant with assistance of Purchasing in accordance with Purchasing By-Law;
* Solicit Steering Committee Members (as outlined below);
* Initial meeting with the selected Consultant to outline project deliverables and expectations;
* Arrange meeting locations and resources;
* Manage the project and project team on a day to day basis;
* Monitor and track time and status of scheduled tasks;
* Address any issues or challenges that may arise, provide trouble shooting and problem solving;
* Review draft report / results for concurrence;
* Ensure the success of the project from the project initiation through to the planning, delivery and close out phases;
* Achieve the defined project objectives within the allocated cost and schedule;
* Review proposed changes and assess their impact on the project costs and schedule;
* Schedule and conduct status meetings during the entire project.

**Steering Committee**:

The project will be directed by a Steering Committee (outlined below). The Chair will be determined at the first meeting of the Committee.

***Municipality of Clarington (3)***

* Director, Community Services
* Manager, Recreation Services
* Community Development Coordinator

***Clarington Older Adult Centre Board (3)***

* Executive Director, Clarington Older Adult Centre Board
* 2 Members (Board Member and / or General Membership)

***General Public (2)***

* Adult or Older Adult
* Clarington resident
* Available for daytime meetings
* Cannot be currently employed by the Municipality of Clarington or COACB
* Cannot be a current member of the Clarington Older Adult Centre Board

***Regional Municipality of Durham – Social Services (1)***

Manager, Diversity and Immigration

Steering Committee members (General Public) will be solicited using a standard format through:

* Clarington This Week and Orono Weekly Times
* Municipality of Clarington website
* Clarington Older Adult Centre Board website
* Municipality of Clarington social media
* Program and Recreation & Leisure Guides
* Facility signage

**Roles and Responsibilities of Steering Committee Members**

* Participate in project meetings as requested by the Steering Committee Chair;
* Represent stakeholders that do not directly sit on the Steering Committee;
* Ensure equality and impartiality in decision-making;
* Act as a project champion throughout their representative organizations / stakeholder groups;
* Inform the discussion and provide input to the development of the strategy based on their representative organizations / stakeholder groups;
* Communicate project purpose and value to representative organizations / stakeholders.

**Terms of Reference - Scope:**

Consultant services are required to develop an Older Adult Strategy that addresses the current challenges and future needs including timelines for the provision of staffing, facilities, programs and services for Older Adults within the Municipality of Clarington.

***Leadership***

The Consultant shall provide leadership in every aspect of the project with support from the Project Team and Steering Committee;

Meet with the Steering Committee in a manner that fosters participation and ownership;

Review and consider documentation including, but not limited to:

* COACB Strategic Plan 2010
* Municipality of Clarington, Community Services Department Strategic Plan, 2008
* Municipality of Clarington, Strategic Plan, 2011-2014
* Municipality of Clarington, Official Plan
* Review Clarington Community Forecast Update 2012
* A Profile of Older Adult Centres in Ontario 2013 - OACAO
* Living Longer, Living Well - Report Submitted to the Minister of Health and Long-Term Care and the Minister Responsible for Seniors on recommendations to inform a Seniors Strategy for Ontario, Dr. Samir K. Sinha, MD, DPhil, FRCPC, Provincial Lead, Ontario’s Seniors Strategy
* Building Bridges to Tomorrow 2009 – OACAO
* Finding the Right Fit: Age Friendly Community Planning, 2013
* *And others...*

Review similar strategies in other municipalities that share Clarington’s demographics and note their successes and best practices;

Identify emerging trends relating to older adults and facilities, programs and services offered for older adults;

Hold stakeholder and general public information session(s) (3 meetings); meeting format and structure to be determined by Consultant with input from Steering Committee in order to maximize community feedback;

Constant communication with the Project Lead and Project Team to manage project logistics, verify outcomes;

Prepare a draft report and present to the Project Team and Steering Committee;

Deliver a final report to Council (1 meeting) with the preferred plan and implementation process with timelines and anticipated costs.

***Facilities***

Review the existing facilities which house the Clarington Older Adult Centre Board and its programs;

Look at facility options, both immediate and long-term, which address the current challenges and future growth anticipated within Clarington (discuss and compare options which may include current facilities, relocation, new construction opportunities, dedicated space, shared / multi-generational / multi-purpose facilities, satellite programming with a focus on accessibility, safety, practicality, sustainability);

Include options which address transportation to and from older adult activities for older adults in both urban centres and rural communities within Clarington (focus on accessibility, safety, practicality, sustainability).

***Staffing / Volunteer Resources***

Review existing staffing for the Clarington Older Adult Centre Board and provide recommendations for current challenges, future growth and planning as it relates to all locations within the Municipality of Clarington according to the current and proposed programming model;

Include a proposed staffing structure for the development and implementation of recommended programming enhancements and opportunities, identifying recommendations for implementation timelines;

Review current opportunities and identify future opportunities for volunteering within the Clarington Older Adult Centre Board. Identify any strategies that could be used to encourage and retain volunteers with the Clarington Older Adult Centre Board.

***Programming***

Review older adult programming, taking into consideration demographic data as well as facility utilization patterns;

Look at older adult programming options, both immediate and long-term, which address current challenges and future growth anticipated within Clarington (discuss and compare different program delivery models which includes the current delivery model, municipal program delivery, other program / service delivery providers or any other models used in other similar municipalities);

Ensure programming meets the needs of the community, identifying any gaps in programming which may not engage or does not seem to include various demographic groups (based on culture, gender, etc);

Conduct an inventory of programs and services currently available within the Municipality of Clarington and identify opportunities for partnerships with providers that are not currently affiliated with the Municipality or the Clarington Older Adult Centre Board;

**Project Deliverables**

An Older Adult Strategy outlining recommendations for the following:

* Future options for the Clarington Older Adult Centre Board facility location including a timeline to be considered within the Municipality’s capital budget forecast; identifying any impacts to the COACB operating budget;
* An innovative framework and implementation plan outlining the Clarington Older Adult Centre Board’s and Municipality of Clarington’s roles in service delivery for a vast age span (50+) including priorities and implementation actions for the next:
  + 1-5 years (short term)
  + 5-10 years (medium term) and
  + 10+ years (long term)
* Identification of any partnership potential in the community;
* Identification of capital and operating impacts including cost / benefit analysis for each phase of implementation (short, medium and long term).

**Study Budget:**

The study budget is $60,000 plus HST.