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Implications of an Aging Population for City Services



Planning and Building Department
City of Mississauga
August 2005

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INTRODUCTION

In December 2003, the report titled "*Growth in a Maturing Community*" by Hemson Consulting Limited was presented to City Council. The report detailed Mississauga's projected population, household, and employment growth over the next several decades. The consultant's report and presentation emphasized that a key demographic feature that will be facing the City is a significant growth in the older adult population. As noted in the Hemson report, "*the transition from a fast growing and relatively young population to a more stable and older population has important implications for service delivery across a wide range of departments at the City including parks and recreation, transit, community planning and others.*"¹

The Planning and Building Department was directed to report on how the anticipated shift in the population age structure will impact City services. In order to establish this impact, a short questionnaire was prepared and distributed to all departments. This report presents the results of that questionnaire.

The aging of the population will affect services delivered by the City. For some services, these impacts will be direct and fairly obvious. However, for other services, the impact of a changing age structure will be indirect and more difficult to identify. For example,

- what kind of recreation services will older residents want?
- will additional public transit services be required?
- how will older adults on fixed incomes react to increased property taxes?
- will an older adult population be more involved in civic matters?
- what physical changes to the City will be demanded, e.g., fewer 'big box' retail stores, more bungalows, curb cuts, and ramps to building entrances?

This report presents:

- a brief summary of the demographic shift facing the City including graphics showing the changing age structure to 2041;
- an overview of some of the characteristics of an older population which should be considered when dealing with the service needs of older adults. These include the topics of age structure, labour force, economic well-being, health care, leisure and lifestyle, transportation and aging-in-place; and
- a summary of the questionnaire results.

THE DEMOGRAPHIC SHIFT

The City of Mississauga retained Hemson Consulting Limited to prepare growth forecasts for the City from 2001 to 2041. These forecasts are based on 2001 Census of Canada results and City of Mississauga land supply and development activity data. During the forecast period, Mississauga will make the transition from a rapidly growing greenfield community to a maturing community.

The current age structure of Mississauga has a large number of people in the 35 to 54 age cohorts and in the younger age cohorts (0 to 34). There are relatively few persons in the 55+ age cohorts. This is reflective of a growing municipality that is attractive to persons during their family formation years.

However, as Mississauga's greenfields are depleted, the population structure will be less affected by the age of new residents moving into the City and more by the natural increase and aging of the existing population base. With fewer young families moving to the City, the age structure will shift and the proportion of older age groups is forecast to expand. At the same time, the proportion of younger and middle age groups will decline.

The age pyramids shown in Figures 1 to 6 illustrates the anticipated shift in the age structure between 2001 and 2041. For comparison, 2001 has been used as the base year which is shown as a black outline, with subsequent projection years superimposed with a shaded bar.

In 2001, 34% of Mississauga's residents fall into the 25 to 44 age cohorts. That age group decreases to 27% by 2021, while the population aged 65 and over, grows from 8% to 17%. In 2021, persons aged 55 and over will form one third of the total population. (Refer to Figure 4.)

The pyramids also illustrate the differences between the genders of older adults. Because females have higher longevity rates, there is higher proportion of females in the 75+ age cohort.² Generally, females represent 50% of the population, however, in the 75+ age group, females comprise 61% of the population.

Figure 1: Age Structure - 2001 and 2006

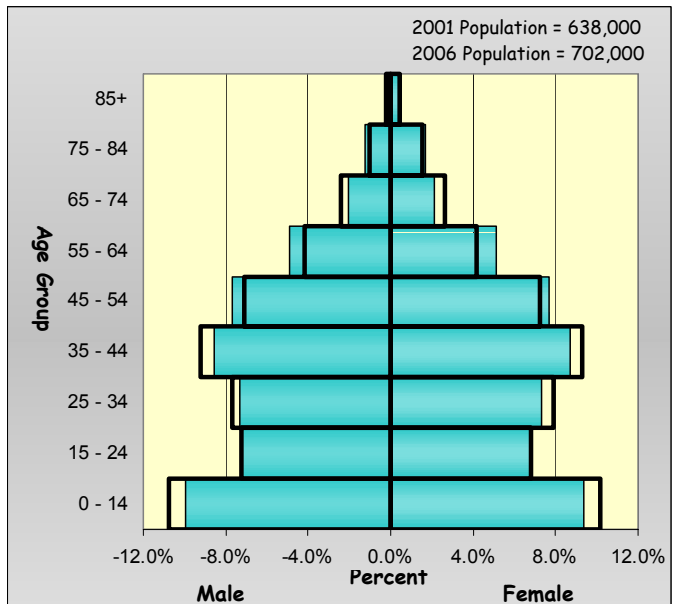


Figure 2: Age Structure - 2001 and 2011

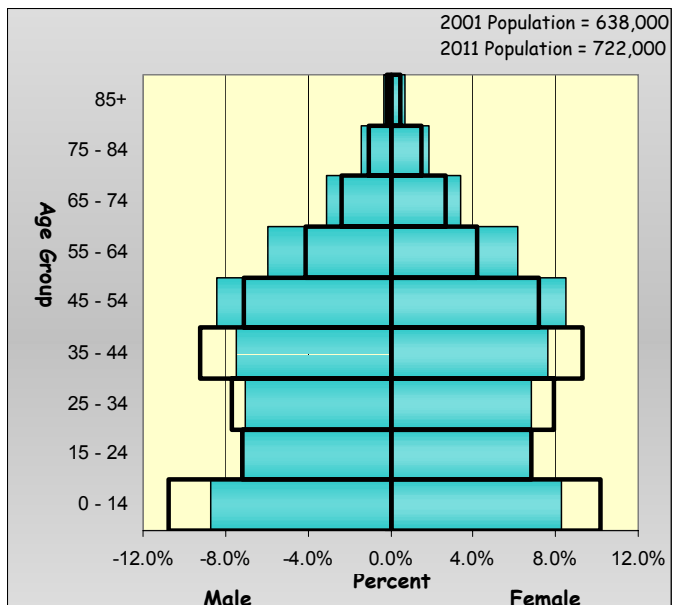


Figure 3: Age Structure - 2001 and 2016

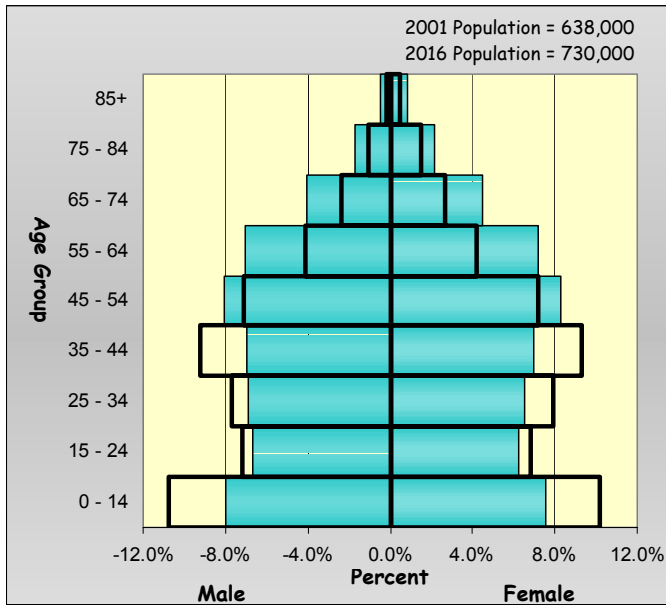


Figure 4: Age Structure - 2001 and 2021

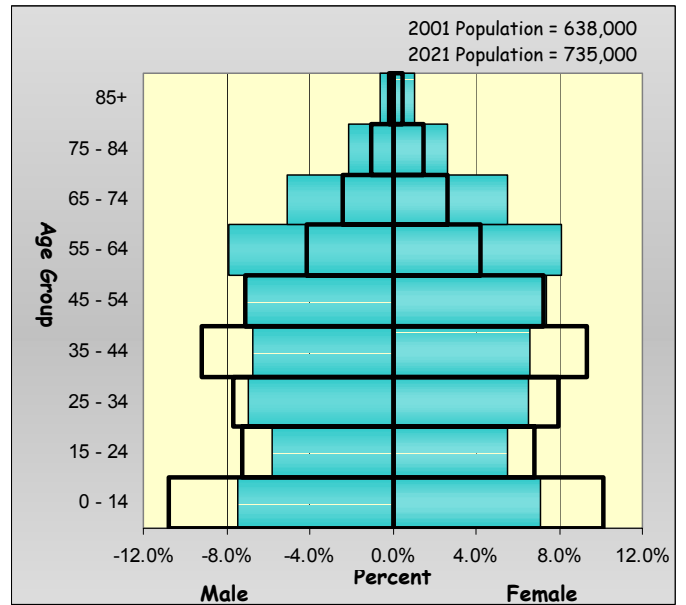
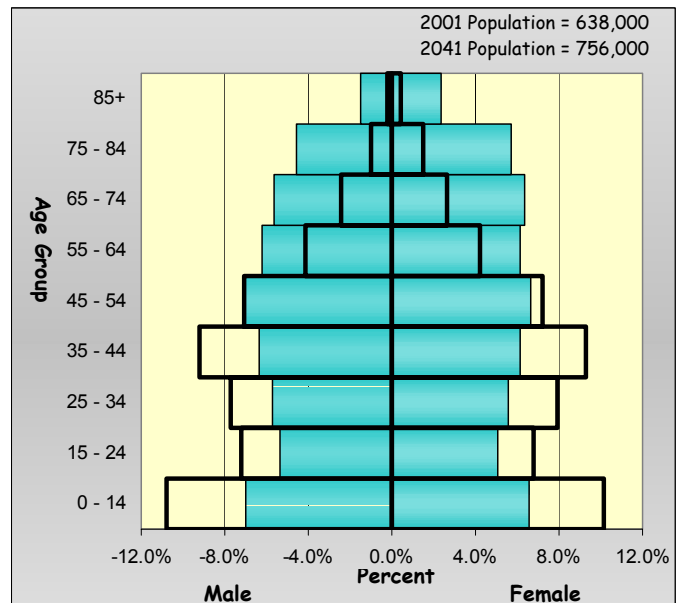


Figure 5: Age Structure - 2001 and 2031



Figure 6: Age Structure - 2001 and 2041



CHARACTERISTICS OF AN OLDER ADULT POPULATION

Age Structure

It is important to recognize that the older adult population is a heterogeneous group composed of different ethnicities, attitudes, beliefs, preferences and experiences.

The older adult population can be divided into four groups:

- pre-retirement (55-64);
- young-seniors (65-74);
- mid-seniors (75-84); and
- senior-seniors (85+).³

Each cohort has different economic issues and social and leisure needs.

Those aged 55 to 74 (pre-retirement and young-seniors) are economically influential and tend to have higher levels of income, savings, expenditures and are more politically active. The mid-seniors and the senior-seniors (75+) age groups are more vulnerable economically and tend to have the lowest household incomes and the highest instances of poor health.

Labour Force

National labour force participation rates show differences by age groups and gender. Individuals aged 65+ had significantly lower participation rates than other age cohorts and women across all age cohorts had lower participation rates than men.

Estimates of Mississauga's future labour force were made by assuming that the participation rate of each age group remains constant at the 2003 participation rates. This assumption isolates the impacts of an aging population on the labour force. The results show that although Mississauga's population will continue to grow, albeit at a reduced rate, the participating labour force will decline.

This will have ramifications for Mississauga's business community. Businesses will be more reliant on recruiting or importing labour from outside the City. For City services, greater reliance on imported labour may have implications on commuting patterns and the transportation network.

Possible changes to the mandatory retirement age and changing retirement patterns could affect the future labour force participation rates of older adults. Studies on retirement found that some older adults retire early by choice and have the ability to take advantage of early retirement packages, while others retire for health reasons, mandatory retirement policies, or unemployment. With an increase in life expectancy and medical advances, some older adults may choose to work beyond retirement or return to work following retirement.⁴ Others have no choice but to continue working after the age of 65. The need to delay retirement may be due to the financial burden imposed by children who stay in school longer and delay leaving home.⁵

While a retirement wave will create significant impacts in the labour force, not all industries will be affected at the same time. According to a study by Statistics Canada, the professions which will initially be impacted are managers and professionals, particularly those in the education and health sectors.⁶

Information from the 2001 Census found that the occupations most commonly held by older adults were in the farm and farm management sector, and in the retail trade sector as salespersons, salesclerks, and managers.⁷ Participation of older adults in other sectors may grow if labour force shortages occur.

Economic Well-Being

The economic status of the current pre-retirement population should bode well for them in the future. Their economic influence has been based on continued employment and increased access to private pensions and savings. They may have accumulated enough wealth to sustain their standard of living to an older age than what is currently seen with today's senior-seniors group.

However, due to the recent economic trend of down-sizing and corporate restructuring, a number of people under 55 years of age and pre-retirement older adults are no longer participants in the labour market. This has a negative impact on current income as well as reducing future wealth because of reduced pension contributions.

The 2001 census showed that within Canada, the largest source of income for individuals 65 years and over was Old Age Security, Guaranteed Income Supplement, and Spouse's Allowance. The second largest source of income for older adults was the Canada Pension Plan, followed by private pensions.⁸

Although the incidence of low income among mid-seniors and senior-seniors has decreased in the last two decades, there continues to be an income gap between genders with women's income continuing to lag behind that of men.⁹

Health Care

The need for health care services will climb with a growing older adult population. This will create increasing pressure on hospitals, home care services, and long-term care facilities. While provision of these services is not within the City's mandate, the potential impacts on the City's land use and other policies will need to be considered.

Leisure and Lifestyle

Retirees' lower level of economic activity means that they have more time to devote to other aspects of life. This decline in work activity allows extra time for leisure pursuits. Retirees have 30% more 'free time' available to them compared to all other adults combined.¹⁰ Today's pre-retirement older adults and young-seniors are healthier and more affluent and are likely to enjoy leisure time more so than the senior-seniors.

Transportation

When no longer able to drive themselves, older adults start to depend on other modes of transportation such as ride sharing, taxis, and increased use of public transit. Issues

related to accessible buses, bus shelters, modified bus routes and schedules, and assisted transit, will become more prevalent and may require changes in current practices and procedures.

Aging-in-Place

Mississauga developed over half its existing housing stock within the last 30 years and received a large influx of young families. It is these persons who chose Mississauga as the community in which to raise their families that will form the future older adult population. It is also assumed that many of the children raised in these households will choose to stay in Mississauga, if possible.

Hemson Consulting Limited predicts that the city will experience a decrease in the overall persons per household and older residential neighbourhoods will experience a decline in population. This is the result of children moving out to establish their own households while their parents remain in the family home. Some older adults may downsize but many will want to remain in the family home for as long as possible. For those that do relocate, their preference will be to continue to live in Mississauga and, if possible, within the same neighbourhood due to attachments to their community and established social networks.

Residing within the same neighbourhood is beneficial to older adults by providing residential stability and economic accumulation. Accumulation and aging-in-place are critical components of aging that now dominate many communities.¹² The needs of older adults in the future will be contingent upon whether or not they decide to age-in-place, as Hemson Consulting Limited suggests many will choose.

For those older adults who choose to age-in-place and remain in their homes, issues related to house repairs and “over-housing” may arise. To stay in the familial home, some older adults will be interested in “home-sharing”, adding an accessory unit or renting unused rooms to off-set home maintenance and carrying costs. These types of arrangements will have implications for existing land use policies which currently limit these types of opportunities.

The aging-in-place option has a broad range of policy implications at the municipal level - the provision and delivery of community support services, the design or adaptation of housing, development of physically and socially supportive local environments and the inter-relationships among all these factors.¹³

Older adults living alone may require more services than those in other living arrangements. As well, there has been much research on how income, gender and age shape the living arrangements of Canadian older adults, but little is known about how ethnicity, language skill and immigration status affect living arrangements.

There is a great diversity among the elderly population in Mississauga and family reunification immigration policies have resulted in an increase of older immigrants arriving. This may create significantly different service needs for this population both more immediately and in the future.

MISSISSAUGA LIBRARY

The Library operates the Central Library and branch libraries and is the sixth largest public library in the country. A recent community survey indicated that over 70% of the population uses the Library. The Library regularly receives a very high Environics rating for public satisfaction. Facilities, collections, programs, and technology are highly rated with no major service needs or gaps due to solid development and stable management.

Circulation services provides for the access and delivery of library materials in all formats to meet the life-long informational, educational, cultural and recreational needs of residents of Mississauga and the rest of Canada. An increase in demand is expected between 2006 and 2011. Some older adults may have trouble reaching higher or lower shelves and there may be a need for more lighting and specialized monitors, keyboards, screens, and software. Square footage may need to be increased to make the aisles wider between shelving ranges in order to accommodate scooters, walkers, etc. Additional customer service may be required to assist with retrieving material that is out of reach.

The **collections service** is involved in the provision of materials in a variety of formats to the citizens of Mississauga. This includes the processes related to the acquisition, linking, processing, cataloguing, maintenance, ongoing analysis, and annual budget planning. An increase in demand is expected between 2006 and 2011. Primary library users are the 0 to 19 and the 55+ age cohorts. The former will shrink, but at a slower rate of change than the latter will be growing. Thus, there will be pressure on collection budgets to meet the demands of the 55+ age cohort. For example, there will be a greater need for large-print books, talking books on tape or CD, and popular materials. The need to address these issues is not urgent. The situation is being monitored, but should not become acute until 2011.

Library **outreach** is all initiatives involving partnerships or contacts with outside organizations. Some examples include school, day care, and hospital visits; homebound service; Friends of the Library; Ontario Library Association; Mississauga Music Festival; Silver Birch/Red Maple programs; writing contest; Reading for Life; and the Puppetry Festival. A significant increase in demand is anticipated between 2006 and 2011. Library outreach activity is currently geared to children. While there is some outreach to older adults, including multi-unit residences and a home delivery service for shut-ins, a tripling of the 55+ population will greatly increase the need and demand for these kinds of services, at a greater rate than the relative decline of the youngest cohorts. The library's capability in this area has been reduced in the last few years. There are plans to study a wider system of home delivery, but this would be on a fee-based, cost recovery model.

Library **programs** are interactive presentations to citizens that involve the literature and information resources of the library that support the library's mission and goals. A shift in demand is expected between 2006 and 2011. The bulk of library programming is now aimed at the 0 to19 age cohort. As this group shrinks, the library will need to replace some youth-oriented programs with more programming oriented to older adults. It may be possible to include older adults in programming as they bring a wealth of skills and could lead activities such as book discussion groups and armchair travel sessions. Action to develop additional programming for older adults is not imminent, but is anticipated within a five year horizon.

Readers advisory and reference services are provided through print and electronic mediums to meet the life-long informational, educational, cultural, and recreational needs of all Mississauga citizens. An increase in demand is expected between 2006 and 2011. Primary library users are 0 to19 and 55+ age cohorts. As the 55+ age cohort grows faster than the 0 to19 cohort shrinks, overall demand for this service will grow. There are plans to increase the number and sophistication of user-accessible electronic resources and to make these available from home. This will be a great benefit to mobility-challenged persons.

No change is expected for the **Library Board** which is a voluntary board of community representatives charged with ensuring a quality library service within the City of Mississauga.

RECREATION AND PARKS

The Recreation and Parks Division is responsible for the provision and maintenance of recreation and leisure-time community centres, programs, and services, including maintaining and operating community centres, Hershey Centre, ice surfaces, indoor and outdoor pools, fitness centres, museums, and theatres; developing and promoting recreation programs; and encouraging volunteer organizations to provide additional recreational services. The division is also responsible for year round maintenance and operation of parkland and green belts, trail systems, waterfront areas, boulevards, street and park trees, cemeteries, outdoor recreation and leisure-time facilities, municipal golf courses, and public marinas.

The provision of **aquatic programs and services** including rentals, lessons, admissions, public education, and rescues. Some shift in demand is expected between 2011 and 2016 as there will be fewer children and more older adults.

The **arts service** directs community-based art programs and camps and is involved with a number of community arts organizations as coaches or facilitators for events. Some increase in demand is expected between 2011 and 2016 as more retired adults seek new forms of expression, self-growth, and social activity.

Recreation and parks are responsible for the continuous delivery of city wide **children's camp programs**. A significant change to this service is expected between 2006 and 2011. A possible decrease in demand and a shift in demand toward indoor camps rather than outdoor camps are expected.

The **operation of community centres** provides recreation facilities to support programs and community needs. Facilities include community centre rooms and gymnasiums, indoor pools, outdoor pools, and fitness facilities. Some increase in demand is expected between 2011 and 2016. More adults will use this service and demand higher quality facilities.

Services are provided to **community groups and individuals** to enhance their skills and ability to provide recreation and leisure activities to residents. Some increase in demand is expected between 2006 and 2011 as there will be more people with free time and interest in community based activities.

The **community programs** service is responsible for the planning and execution of innovative recreation and leisure programs (drop-in and registered) to meet the needs of the community. A significant shift in demand is expected between 2011 and 2016 to meet the needs of an older adult clientele.

The **Customer Service Centre** provides direct service to customers for registration, facility rentals, and payments. Customers register in recreation programs either through self service channels, walk-in, fax, or drop off. Facility rentals are requested through walk-in or telephone methods. The Centre also provides front counter and telephone support for all Recreation and Parks general inquiries, responds and manages all e-mail correspondence, and provides technical support for self serve channels. A significant

increase in demand is expected before 2006. With e-City there will be continued growth in the number of service channels and the demand for quality and quick responses.

A variety of ***fitness and wellness programs and activities*** are provided to members of the community. Some shift in demand is expected between 2011 and 2016 as the older population seeks more healthy living type of activities.

The City operates a public pay-as-you-go ***golf course***. Some increase in demand is expected between 2006 and 2011. A second course has been added as well as a driving range and instructional services.

The ***Hershey Centre and Iceland*** provide recreation programs, ice rentals including lessons, youth and adult hockey league play, entertainment and culture events, and food and beverage services. Some increase in demand is expected between 2006 and 2011 as there will be greater use of all Hershey Centre and Iceland indoor and outdoor amenities.

Cemetery services is the management of land set aside for the interment of human remains and includes a mausoleum, columbarium, or other structure intended for the interment of human remains along with management of services associated with the cemetery business. A significant increase in demand is expected between 2006 and 2011. The City will undertake a review on the need for providing additional cemetery services.

Marina operations provide the residents of Mississauga and the touring boater an opportunity to enjoy the pleasures of recreational boating and port fishing. The marina services include docking facilities, harbour management and liaison, fuel station concession operations, and access to the waterfront. There may be a shift in demand between 2006 and 2011; however, it is dependent on the economy and other factors such as the cost of gas.

Parks maintenance and development provides a broad range of seasonal and year round maintenance services to a wide range of customers and stakeholders to ensure that all assigned parks, properties, greenbelts, facilities, and open spaces are maintained in the safest, most cost-effective manner possible to meet the needs of all clients and patrons. Some increase in demand is expected between 2006 and 2011 due to concerns regarding the environment, vandalism, crime, and maintaining a healthy city.

The ***project management*** of parks services includes feasibility studies, cost estimating, facility design, architectural/engineering technical support, project and contract management, and special studies such as code compliance analysis and barrier free and CPTED audits. A significant increase in demand is expected before 2006. The need to provide barrier-free environments will increase as a result of the *Accessibility for Ontarians with Disabilities Act (ODA)*. Barrier-free audits and implementation of accessibility improvements will be requested more often. An accessibility audit/review is currently being done with associated costs being identified. A retrofit priority plan is being developed. Project management is also provided for the development and/or redevelopment of parks, greenbelts, streetscapes, trail systems, bridges, community centres, arenas, and other park related structures and facilities. No impact on this latter

aspect of the project management function is expected to occur due to the aging of the population.

Seniors services provides older adults with recreation programs and services including seniors club and group liaison, affiliation, program development, and managing the Mississauga Seniors Centre. Also, the City liaises and offers support to the Square One Older Adult Centre which currently services over 1,400 older adults. A significant increase in demand is expected between 2006 and 2011 as the older adult population will double by 2031. A city-wide approach to services and programs for older adults is in place to provide a higher level of co-ordinated service. An older adults strategy is in process.

Sport related services are provided to internal and external customers in the areas of programs, allocation and management of indoor and outdoor sport facilities, community group liaison and consultation, consultation and direction to internal staff regarding the needs of community sport organizations, and interpretation of City policies and procedures. A shift in demand is expected between 2006 and 2011 as there will be less team sports and an increase in individual and extreme sports.

Currently, the City owns and operated two **museums**, Bradley Museum and Benares Historic House. The museum service is provided to interpret, exhibit, collect, research, preserve, and celebrate Mississauga's unique past for the education and enjoyment of present and future residents and tourists. Demand for this service is expected to grow due to older adults having an interest in heritage resources and more leisure time in which to seek new forms of expression, self-growth and social activity and to become involved in community based activities. Interest in museums will also impact **tourism** services since museums and related cultural institutions (e.g., art galleries) have a particular appeal to older tourists.

The aging population will not impact the **boulevard maintenance** and **forestry** services.

FIRE AND EMERGENCY SERVICES

Fire and Emergency Services provides fire protection, fire prevention, emergency, and related services to the City of Mississauga. Emergency medical, rescue, automobile extraction, and hazardous material containment services are also provided in addition to fire related services. This service also includes the inspection and enforcement services under the Ontario Building and Fire codes. The operation of the communications and Computer Assisted Dispatch system is an integral part of this service, as well as the maintenance of stations, major fire and rescue vehicles and other administrative vehicles, and a training centre.

Emergency response processes 911 and other calls for emergency service and to dispatch emergency crews. Life and property protection is provided through fire suppression, rescue, medical responses, alarm investigations, hazardous spills containment, commercial property inspections, residential property safety audits, and public education activities. Some increase in demand is expected after 2016. Increased frequency of calls for emergency medical assistance is anticipated as older adults experience more medical emergencies and other calls for assistance (e.g., lift assists for fallen persons). Also, older adults and children more frequently are injured or die in fires and older adults require more medical attention.

Fire and life safety education is provided to the public through a variety of programs in order to prevent fires. Some increase in demand for this service is expected after 2016. Older adults experience a higher rate of accident and injury from many causes including fires. More public education fire and life safety programs targeting older adults will be needed. This may require increased educational resources depending on the efficiency of education programs for older adults.

No change will occur to the **management of emergency equipment** and to the **fire inspection service**.

MISSISSAUGA TRANSIT SERVICE

Mississauga Transit operates the local transit system in the City of Mississauga. This service includes on-street bus operations and related control and supervision, driver training, fleet maintenance, route maintenance, transit service development, customer relations, bus scheduling and fleet allocation, and transit-specific marketing, and fare media management activities.

The transit service as it relates to **bus operations, bus route maintenance, and transit terminal operations** involves the administration of bus operators, including the sign-up process, benefit administration, and system efficiency analysis; bus stop and route maintenance; and the sales of fare media concessions, supervision of staff and facilities, and public relations. The **operator training** service provides quality training in a timely fashion in compliance with legislation in a cost effective and efficient manner. **Customer services** provides transit related information and public relations support to customer and processes and receives feedback from customers on the transit service.

As a result of the aging population, a significant change to the above aspects of the transit service is expected between 2011 and 2016. This change will involve both an increase and a shift in demand. The projected growth in the number of local weekday transit trips taken by older adults is expected to increase significantly. The older adult market will change from representing approximately 6% to almost 20% of all local transit users. This will likely necessitate changes to service levels and existing service orientation to adequately accommodate the changing ridership markets. At the same time, the transit trips projected from other age cohorts are expected to result in relatively stagnant overall transit ridership growth unless changes to existing travel behaviour patterns can be achieved.

More research will have to be completed to determine more accurately the anticipated impact; however, the assumptions identified below have been made so far.

- Many transit routes may have to be redesigned or new routes introduced to provide service to destinations popular with older adults. For example, new and improved services would be required to seniors centres, seniors residences, shopping malls, hospitals, clinics, etc. In addition, it is likely that older adults will demand more customized services to be picked up and dropped off closer to their origin or destination at specific times during which they wish to travel.
- Mississauga Transit has a current commitment to purchase only low floor accessible buses as replacements and for service expansion. Based on the current replacement schedule, the existing fleet will be fully accessible by 2015. As the older adult population grows there may be increased pressure to accelerate the vehicle replacement program so that the transit fleet becomes fully accessible at an earlier date.
- With the more widespread use of low floor buses and older adults utilizing the system, boarding times will increase due to more wheelchair ramp deployments

and/or more use of the kneeling feature on low floor buses. These increased boarding times will impact the service design and the number of buses required to maintain the same level of service. This factor alone could present a significant cost pressure for transit.

- With the higher percentage of older adults on board, it is possible that there would be an increase in the number of on board injuries since, as a general rule, older adults are more fragile than younger people.
- As older adults will likely form a higher percentage of the ridership, transit operator training programs will have to be amended to incorporate sensitivity training on how to deal with the needs of older passengers some of which may have mobility, visual or hearing impairments.
- With a shift in the age of customers, it is expected that there will be fewer customer service inquiries; however, it will take longer to respond to inquiries.

Other than the commitment to purchase only low floor accessible buses in future, little planning has been carried out to date to address the change in population age structure. As mentioned above, careful research and survey work will be necessary to determine the future needs of the growing older adult population and how transit services can be modified to provide services they will demand.

It should be noted that future transit ridership trends are impacted by many factors apart from demographics, which include marketing, service levels, and the provision of new higher-order services such as the implementation of the proposed GTA Rapid Transit network.

Earlier research has indicated that the transportation impact of the projected growth of the older adult population will initially be more pronounced in the oldest developed areas of the City as the newer developing areas tend to have younger overall population levels. This will allow transit services some ability to phase in the required changes and services to address this issue.

The aging of the population is not expected to affect the following ***transit service related functions***: business development; administrative support to transit operators and allocation of buses; route supervision; service planning and scheduling; transit fare and media revenue management; vehicle material management; vehicle capital replacement; vehicle and equipment repair; and vehicle servicing.

ROADS AND WATER COURSES

This service combines all work related to the planning, construction, maintenance, and operational activities associated with the City's roads, bridges, storm sewers, water courses, and sidewalks, as well as parking and traffic management, administration of the streetlighting program, environmental planning, and the crossing guard program.

The **cleaning and litter pickup** service provides for cleanliness of City roads, boulevards, sidewalks, walkways, catch basins, sewers, storm inlets/outlets, and other drainage infrastructure. The disposal of debris or residue material is provided in a cost effective and environmentally friendly manner. Some increase in demand is expected between 2011 and 2016. More people will mean more litter and as the population ages, people will be less likely to voluntarily pick-up litter on city-owned right-of-way and property.

The **leaf collection** service provides leaf pick-up by vacuum and truck to residents in heavily treed areas to ensure free and unobstructed drainage of the roadway and ditches. A significant increase in demand is expected before 2006. As the population (and vegetation) ages, there will be more leaves and less able-bodied people to deal with them.

Services related to **traffic signals, signs, and street lighting** will be impacted by the aging of the population. For example, there will be an increase in demand for audible and countdown traffic signals. Most of these services expect an increase in demand between 2006 and 2011. **Roadway illumination** is the routine and emergency maintenance of the street light plant owned by the City (47,000 luminaries) and hydro consumption. Changing population age groups may affect the need for higher levels of illumination. **Street lighting capital replacement** provides illumination on the municipal right of way and there may be a need for more illumination. **Traffic signal operations** maintain, install, and operate traffic signals and systems safely according to municipal standards and guidelines. Changing driver and pedestrian characteristics may require changes in traffic signal operations. **Traffic signs and pavement** involves sign manufacturing, sign installation, centre line and intersection street line painting, standard and special request traffic counting, special events, construction, and emergency road closures. A significant increase in demand is expected for this service between 2006 and 2011 as there will be a need for more pavement markings and higher reflectivity. The aging of the population is not expected to impact the **management of material** for street lighting equipment.

Services related to **municipal parking** and the **maintenance and operation of parking devices** are not expected to be impacted by the aging of the population.

The **crossing guard service** assists elementary school age children across the road safely. A shift in demand is expected; however, the timing of this shift is unknown. There will be fewer school age children, which would suggest less need for this service. However, this will be offset by increases in traffic.

The **environmental planning** service relates to environmental policy formulation and implementation including commenting on development applications and the review of

environmental impact studies. An increase in demand is expected between 2006 and 2011 due to more active participation in environmental issues by a growing older adult population.

Environmental programs assist in protecting the land and water resources of Mississauga, promote a healthy and safe environment for the residents and businesses of the City and minimize risks to the public and the City by ensuring compliance with applicable environmental legislation. An increase in demand is expected between 2006 and 2011. Greater demand for these programs is expected due to the increased participation by older adults.

The aging of the population is not expected to have an impact on the **sediment and erosion control** service.

Services related to **infrastructure development** includes control surveys; legal surveys; servicing agreement preparation; administration of lot grading and servicing agreements; detailed development engineering review; infrastructure construction contract and preparation administration; infrastructure design; materials assessment, testing and geotechnical review; planning and programming infrastructure works; and pre-engineering survey work. These services are not expected to be impacted by the aging of the population.

Engineering counters services provide customer service to internal and external clients by issuing permits, receiving fees and deposits; issuing receipts; receiving, reconciling, and processing money and other forms of payment; assigning municipal numbers; co-ordinating public utilities and other applications; maintaining records and refunding deposits. An increase in demand and a shift in demand are expected between 2011 and 2016. Increased demand is expected for sidewalk maintenance, curb cuts, installation of ramps, and other changes to infrastructure to allow for wheelchairs and walkers and for TransHelp to accommodate an aging population with decreased mobility. Increased demand is also expected for modifications, renovations, and additions to homes; modified landscaping of back yards (removal of pools, etc.); installation of "granny flats"; building construction on infill sites; splitting of existing large lots; condominium apartments; and townhouses. It is expected that advocacy by older adults and others, such as adult children, will increase to meet older adults specific needs. Other areas of anticipated impact include demand of free or reduced service fees, waived or reduced deposits and interest payments on deposits. More involvement in the activities of the municipality is expected. More older adults will demand access to information on city services via e-City and there will be an increased demand to do business on line or via fax and phone rather than in person. Electronic forms that are easy to complete and a user-friendly e-City website will be demanded. Staff will be expected to have patience explaining processes which increase demand on staffs' time to deal with customers on a one-on-one basis. There will also be an expectation to provide a customer friendly environment (e.g., no stairs). Plans are in process to provide more information on the City's web site and to build towards e-City business.

The following services related to **infrastructure maintenance** are not expected to be impacted by the aging of the population: bridge, sewer and watercourse maintenance; capital budget funding; capital reconstruction and improvements; capital rehabilitation; construction inspection; maintenance control; municipal service protection; road patrol; and road and sidewalk maintenance.

Long range transportation planning develops and updates transportation plans, strategies, and policies. It undertakes local and special purpose transportation studies including long-range facility (roads and transit) planning. An increase in demand is expected between 2006 and 2011 due to the changing demands for transportation services as population ages. More studies will be required.

The **operational planning** service involves traffic data collection and management, road and neighbourhood safety, intersection controls, public safety (safe and efficient traffic flow), and the prohibition and permission of street parking. An increase in demand is expected between 2006 and 2011. More studies will be required due to changing driving habits.

The aging of the population is not expected to impact the **transportation demand and research forecasting** service. However, analysis will be conducted on the Transportation Tomorrow Survey (TTS) in 2006 and 2011 to understand the travel demand characteristics (number of trips, trip purposes, trip destinations, travel modes and travel time) of Mississauga older adults to enable more informed decision making.

The aging of the population is expected to have an impact on the City's **winter maintenance** service. This service clears snow and ice in winter off roads and sidewalks to ensure safe travel and usage by vehicles and pedestrians. Before 2006 a significant increase in demand is expected for driveway windrow clearing. This is due to the aging of the population and expectations created by the level of service delivered by adjacent municipalities. Service changes are not anticipated. Between 2006 and 2011 a significant increase in demand is expected for **sidewalk clearance** in front of homes. As people age, they are less capable of clearing the sidewalks in front of their homes and will expect the city to look after its own infrastructure. Again, no change to the service is being planned.

The following **administration related activities** that support the delivery of the roads and water courses are not expected to be impacted by the aging of the population: counter and clerical operations; IMS implementation and data maintenance; and mapping and data maintenance.

LAND DEVELOPMENT SERVICES

This service area encompasses all services related to land development from establishing appropriate land uses for raw land to final sign off of building inspections. It covers long-range, strategic, and environmental planning; maintaining statistics and undertaking land use policy studies; attracting and maintaining relationships with businesses; processing development applications including rezonings, Official Plan amendments, subdivisions, site plans, condominiums, exemption from part-lot control, applications to the Committee of Adjustment for minor variances to the Zoning By-law, and consent to convey lands; processing of building permits and zoning certificates; and inspection of buildings and signs.

The ***policy planning*** service develops and implements the vision for the City through the preparation of the Official Plan. This service also carries out various policy studies and reviews the planning initiatives of other jurisdictions, other levels of government, and external agencies. Some increase in demand is expected between 2006 and 2011. This will include a review of the Official Plan for the impact of aging population on matters such as housing form and supply, neighbourhood structure, community uses, and retail structure; the impact of a reduced labour force on employment areas; special studies to respond to legislative initiatives (e.g., government programs, grant programs); and increased public participation.

The ***environmental planning*** service involves research, planning, and policy development to respond to environmental issues and opportunities. This service provides project management and support to interdepartmental teams and external committees on various environmental issues and promotes the implementation of plans, policies, programs, and projects that increase environmental management both in the Corporation and the City. Some increase in demand is expected after 2016. It is anticipated that there will be an increase in public participation and an over all interest in environmental issues as people retire and have more time to pursue these areas of interest.

Heritage planning provides project management services related to the conservation of the City's heritage resources. These heritage resources include buildings and landscapes. Conservation is achieved through the documentation and recognition of heritage resources, planning, and public and landowner education and awareness. Some increase in demand is expected between 2011 and 2016 because an older population has a greater appreciation of heritage resources and desire to protect them. An older population also has more time to become involved in these matters.

The ***land use and demographic data*** service involves forecasting population, employment, and housing growth; monitoring existing and potential land development; conducting an annual employment survey; monitoring the status of natural areas; identifying potentially contaminated sites; and compiling demographic data. These data are used by various City functions such as land use policy development, budget preparation, and the planning of services and facilities. An increase in demand is expected before 2006. As other City services and planning issues are affected by an aging population, information regarding an aging population will be required to inform and support decision making. Therefore, in addition to the existing data maintained,

data specific to an aging population may be required (e.g. housing preferences, retail behaviour, labour force participation of older adults). An increase in demand for data regarding older adults as already occurred.

The aging of the population is not expected to impact **economic development** services which include business development, marketing, and research.

The **land development applications** service is responsible for reviewing, evaluating, processing, and preparing recommendations on rezoning applications, official plan amendments (OPAs), plans of subdivision, and site plan applications. This also involves the inspection of site works, release of letters of credit, and completion of defaulted projects; commenting on Committee of Adjustment applications; and processing applications related to the Payment In Lieu of Off-Street Parking (PIL) Program, condominiums, and exemption from part-lot control. In addition, this service is conducting a comprehensive review of the zoning by-law. A shift in the demand for this service is expected between 2011 and 2016. It is anticipated that there will be more rezoning, OPA, and site plan applications for seniors housing, retirement homes, and long term care facilities. Also, there will be more minor variance and site plan applications for additions, renovations, and accessory units to individual dwellings to accommodate the needs of an aging population.

Urban design is responsible for providing design expertise to the planning process. Among its accomplishments, is its role in introducing Crime Prevention Through Environmental Design (CPTED) design principles to the City. These principles are utilized to aid in the design of safer communities. The urban design service also provides design expertise to the goals and objectives of the various committees, such as the Accessibility Advisory Committee. A significant increase in demand is expected before 2006 and then again between 2006 and 2011. The service will change as the impact of the aging population will create different demands on community planning such as the need for alternative and affordable housing forms (e.g., flex housing); the need to integrate the housing for the elderly into existing communities (e.g., granny flats); the need for alternative modes of transportation with a decrease in the use of the automobile and an increase in the use of public transit; the need for a walkable community; the need to design future roads to be more accommodating to the elderly (e.g., minimizing crossing distances); the need for community activity areas such as public squares, community centres, shopping, medical care, etc.; the need to change current streetscapes to accommodate a pedestrian friendly environment for the elderly; the need to plan an accessible community; and the need to plan a safe community (CPTED). To prepare for these demands the urban design service is writing accessibility design guidelines, implementing CPTED concepts, and providing walkable amenities in the City Centre such as the Burnhamthorpe Road linear park, ground level retail, wider boulevard for pedestrians, and minimizing cross distances on all new roads.

The aging of the population is not expected to impact the **Committee of Adjustment** service. Also, and the **development application processing** and **cash-in-lieu of parkland dedication program** within the Community Services Department are not expected to be impacted.

The **building permit plan examination and processing** service is responsible for reviewing and approving building permit applications for compliance to the Ontario Building Code (OBC), zoning by-laws, and other applicable laws. This service provides

technical advice and interpretations on zoning and OBC issues, as well as divisional policies and procedures. A shift in demand is expected; however, it is unknown when this shift will occur. A shift from new single family dwellings to intensification and infill development is expected when the supply of greenfield land is exhausted. More building permit applications for new additions and alterations to the existing single family dwellings are expected. These renovations will occur to accommodate the needs of the aging occupants, since the trend is for the elderly to remain in their homes and to modernize older buildings. Service changes are not being planned since OBC regulations deal with health and safety issues with respect to buildings. These regulations are not effected by an aging population.

The aging of the population is not expected to impact the **plans review** function within the Community Services Department.

The **zoning review approval and certificate processing** service reviews, provides comment, and ensures necessary approvals are received from internal and external agencies prior to the issuance of a building permit. Some shift in the demand for this service is expected; however, a significant impact is not expected. Further, the timing of this shift is unknown. A shift in development from new single family dwellings to intensification and infilling developments is expected. Also, more additions and alterations to modernize older buildings by younger purchasers as well as renovations to accommodate the needs of aging occupants who wish to remain in their homes are expected. A change to this service is not planned since the OBC regulates and provides for life and safety issues of buildings. These regulations are currently in place and are not dependant on the average age of the general population. Changes made by other service providers arising from an aging population such as transit and recreation may be reflected in land use planning documents such as zoning by-laws, but these would be determined by other agencies.

The **building permit inspections** service performs inspections on buildings at various stages of construction in order to ensure compliance with the Building Code Act, the OBC, and building permit documents. Some increase in demand is expected; however, the timing of this increased demand is unknown. The demand for enforcement building inspections, specifically, inspections of alleged contraventions such as construction without the benefit of a building permit or construction not in accordance with the issued building permit documents, is expected to increase. The growth in the older adult population will result in an increase in the number of residents who are not engaged in full-time employment. The newly acquired free time may be directed toward more involvement in civic matters. These additional “eyes on the City” will result in an increase in the number of complaints received with respect to alleged contraventions. An increase in the number of complaints received will result in an increase in enforcement building inspections. Also, the City has a large immigrant population. In some cultures, it is customary for immigrant older adults to move in with other family members. The shared living quarters may be achieved via the creation of an accessory dwelling unit in the form of a “granny flat” or an “in-law suite”. Given that the creation of new accessory dwelling units is not permitted, the construction of such units will also cause an increase in enforcement building inspection activity. The previously implemented service change of creating separate Enforcement Building Inspector positions has enabled the Building Division to more effectively respond to such service requests. This change has facilitated more effective use of highly trained staff to service

building permit inspection requests, while utilizing less experienced staff to respond to enforcement inspection requests

The ***sign review, approval, and inspections*** service does not expect to be impacted by the aging of the population. Other services where an impact is not anticipated are the ***compliance letters*** service and the ***development charges collection*** service.

MUNICIPAL BUILDINGS

The portfolio of Municipal Buildings encompasses approximately 4 million square feet of space (First Canadian Place is 2.7 million square feet), with an estimated replacement value of nearly \$700 million. The operating budget goes towards utilities for all facilities, park and sports field lighting; maintenance of all facilities and electrical systems throughout the City; operation of the Civic Centre Precinct buildings; custodial services in corporate facilities, libraries, and park comfort stations; and the provision of security services to the corporation. In addition, project management of a capital program of new construction, renovation, and maintenance is supported in this service area.

Utility services are responsible for the forecasting of utility consumption and costs, monitoring of forward utility markets, negotiation of utility contracts for the purchase, and delivery of utilities to City facilities and properties. This service also includes the verification of utility bills, monitoring consumption and cost of City facilities, and the production and distribution of periodic energy consumption reports. Some increase in demand is expected between 2006 and 2011. With a growing aging population, temperature fluctuations in buildings will occur (e.g., warmer in winter). Enhanced lighting in program rooms and walkways will be needed. Elevators and chair lifts require increased energy. The aging population is not expected to impact energy auditing and conservation and waste management services.

Specialized technical support is provided the development of new and existing facilities. This includes consideration of universal (accessible) design and CPTED. A significant increase in demand is expected before 2006. Development of new and existing facilities will need to include provisions for accessibility improvements to serve a growing aging population. Appropriate and accessible signage needs to be in place. An accessibility audit/review is currently being done with associated costs being identified. A retrofit priority plan is being developed.

Through the use of various pieces of legislation such as The Criminal Code of Canada, *Trespass to Property Act*, *Public Works Protection Act*, *Liquor Control Act* and various by-laws, **security operations** works to identify, solve, and prevent problems which would otherwise threaten the safety, security, and legitimate utilization of City facilities. Additionally, security operations respond to a variety of duties from access control to situations where the potential of danger and or injury is present or imminent and crimes are in progress. An increase in demand is expected between 2006 and 2011. Visual alarm systems, in addition to typical alarm systems, will need to be installed in public facilities to meet the needs of a growing aging population that will be deaf, deafened, and hard of hearing. The Accessibility Advisory Committee (AAC) has enquired about the installation of flashing emergency lights at City facilities.

The aging population may impact the need for **facility planning** and capital requirements due to a need for greater accessibility to buildings and enhanced lighting. **Facility maintenance** and **custodial services** should not be impacted.

REGULATORY SERVICES

The **licensing and permits** service is responsible for animal licensing and registration, business license issuance, pool permits, and public vehicle license issuance. With regard to **public vehicle license issuance**, specifically accessible taxicabs, an increased demand for these vehicles and for trained drivers to assist with less mobile passengers is expected. The City's new Public Vehicle Licensing By-law enacted October 2004 anticipated this need by allowing each brokerage to receive additional licenses based on a business plan, rather than awaiting results of a City-wide growth model. Driver training for all existing drivers, not only new drivers, must be undertaken every five years. This training includes sensitivity training to enable drivers to assist less mobile and disabled passengers.

The by-law enforcement service is responsible for the enforcement of by-laws pertaining to animal services, stationary and mobile business operations (e.g., licensing, charity gaming), residential based by-laws (e.g., zoning, property standards, fencing) and parking enforcement. Enforcement officers also act as agent for the Canadian Mortgage and Housing Corporation's program to assist financially disadvantaged and disabled homeowners with home repair costs. With the expected demographic changes, it can be anticipated that the number of each type of application will increase. The City is assessed an administrative fee for each approved application.

It is anticipated elsewhere in this report that the number of accessory dwelling units may increase. Without clearer direction from City Council and amendments to the *Municipal Act* from the Provincial Government, the staff time spent on inspections and investigations will undoubtedly increase and existing service levels will suffer. Staff intend to bring forward a future report to City Council.

It is also anticipated that parking congestion will continue to grow without a paradigm shift to public transportation. This impact will increase the need for parking enforcement services, court services and also increase City revenues. There will also be an increase in parking enforcement issues in relation to disabled persons parking permits and spaces.

This report also suggests in other chapters that the number of residents who become the watchful eyes of the community will likely increase. This can be viewed as positive, and also as a demand for municipal service response, such as by-law enforcement monitoring of the condition of private residential (Property Standards By-law), the appropriate approved use of property (Zoning By-law) and nuisance conditions such as graffiti and litter. Intensification also becomes a source of neighbourhood complaint as residents increasingly rely on municipal resources for neighbourhood conflicts.

Regulatory services also includes **animal services** which are responsible for pound and shelter operation; public education and information regarding pet ownership, safety, and wildlife education. This service may be impacted as more older adults acquire pets as companions.

Provincial offences court administration schedule court cases, maintain court records and files, collect fines and fees, enforce civil orders, provide justice information to the public, facilitate the delivery of court services, provide support for the justices of the peace, log and record all court sessions, provide necessary documentation for court hearings, up-date court records, and provide transcripts. The aging of the population is not expected to impact this service.

ADMINISTRATION AND SUPPORT SERVICES

Includes Mayor's and Councillors' Offices; most services in Corporate Services such as Clerk's Office, Communications, Finance, Human Resources, Information Technology, Legal, Material Management, Revenue, Risk Administration; and departmental administration for all City departments.

The **Office of the City Clerk** is responsible for the **intake of vital statistics and registration** of all births and deaths which occur in the City and the issuance of marriage licenses. These activities are undertaken on behalf of the Province of Ontario in accordance with the *Vital Statistics Act* and the *Marriage Act*. Some decrease in demand for birth registration and possibly marriage licences is expected to occur after 2006. The Province has indicated for a number of years that they will take the birth registration process back from municipalities and this could be more easily achieved with reduced volume. Demand for burial permits is expected to increase. In response to these service changes staffing levels will be monitored.

City Clerk responsibilities exist under applicable legislation and regulations of *The Municipal Act*, *The Planning Act*, *The Assessment Act*, *The Line Fences Act*, and *The Commissioners for Taking Affidavits Act*. Further, Clerk's provides **council and committee support** to City Council, Council Committees, all Standing Committees, Advisory Committees, and Ad-hoc Committees of Council for the preparation of agendas, minutes, and correspondence. The aging of the population may have implications for these functions in that agendas, minutes and correspondence may need to be provided in alternate formats (e.g., large print, audio tape, CD, Braille).

The Office of the City Clerk is also responsible for the **administration of municipal elections** on behalf of the City, Region, and School Boards for the positions of Mayor, City Councillor, Regional Councillor, and School Board Trustee. The aging of the population is not expected to have implications for this function.

Several of the City's services related to **communications** are expected to be impacted by the aging of the population. It is expected that the older adult population will be more segmented into groups and have very different interests, expectations and values. However, and is likely that, as a group, they will want to be more informed and involved in issues and will expect more ability to access and have input into community issues and decisions. This increased awareness and participation in government will require more communication delivered in many ways in print as well as on-line communications. Ongoing print communication must be co-ordinated with on-line, telephone, advertising and other electronic communication tactics. Similar issues must be considered for corporate internal communications as staff population age also increases, particularly if the mandatory retirement age policy is amended.

Communication-related functions that are also expected to be impact by the aging population are general inquires which include web, fax and email inquires. As with the general communication impacts, a more informed and involved older adult population will be likely to use this contact to not only access City information, but also use it as a conduit to services provided by other levels of government and community agencies.

Demands on corporate administration services delivered by Communications, such as corporate graphic design, visual/corporate identity are expected to increase in support of the additional channels and tactics that will be developed to address the more segmented interests and values in our older adult population and the more involved older adult resident.

To deliver the **database and web management** service database administrators assist in the design and delivery of a standardized, consistent, current, and secure database environment to meet the application and business requirements of the City. Web administrators delivers services which assist in the application documentation, design and delivery of a standardized, consistent, current, and secure web (intranet/internet) environment. A significant increase in demand is expected before 2006. Consideration will need to be given to the size of the font used, legibility, content management and compatibility with software used by the visually impaired.

Internal and external communication services of the marketing section of the Transportation and Works Department provides services in the following areas: marketing, communication, and promotion support; copy writing; creative production; print coordination; web and intranet site development and maintenance; preparation of news releases; media advisories; event coordination; and market research and analysis. A shift in demand is expected after 2016. As the population ages, internal and external Transportation and Works communications will likely evolve visually and structurally to accommodate increasing visual impairment by this demographic. Typefaces will need to become larger and printed information generally more readable. City information and directional signage may have to be enhanced for readability. Use of internet communications may become more prevalent as an aging population becomes less mobile and will require information to be sent to individuals. In addition, a large percentage of this demographic is already computer literate. "What's happening in my neighbourhood?" issues may increase as more individuals retire and remain at home for more of their time. More of the population with more time on their hands will likely correspond with City government more often, suggesting increased communication flow and preparation. Value fulfilment for any increased tax proposals may need to be explained to an aging population in greater detail. Through the City's Accessibility Advisory Committee, there will be a recommendation to enhance the readability of the City's printed and electronic communications by standardizing body copy and display text. Transportation and Works, as part of the eCity initiative, will enhance its public facing services through the City's web portal.

A more engaged, mature resident population and a continuing increase in medial options (channels and services) will require the City to continue developing and targeting its **media relations** strategy to reflect the information needs and interests of this growing segment of the population (i.e., communication of services changes to meet the demands of the older adult resident).

Special events and civic events are public (open to everyone) or closed (by invitation only) events that are co-ordinated to recognize community achievements or celebrate special occasions. Special events are vehicles for communicating corporate messages, in support of the City's strategic goals, in a way that raises community awareness and support, and provides residents with the opportunity to participate in Mississauga's culture. An increase in demand is expected between 2006 and 2011. Consideration will need to be given to the timing of events, physical accessibility for older adults, and

additional need for volunteers. As well, consideration must be given to changes to the nature of events (less child and family oriented) to suit an aging audience.

Communication related functions that are not expected to be impacted by the aging of the population are **general inquiries** which include web, fax and email inquiries and **printing and duplicating** services.

A number of **corporate administration services** will not be impacted by the aging of the population. These services include the following: auditing; corporate policy review; management consulting; promoting a corporate culture that enhances organizational capability and change readiness; corporate graphic design; and visual identity and branding.

There are numerous **administrative functions** that occur in the departments. Most of functions are will not be impacted by the aging of the population. One service that does expect to be impacted is **advertising and promotion** within the Transportation and Works Department. A shift in demand is expected after 2016 when more advertising and promotion will be targeted to older age groups and techniques will be developed to which this demographic will be most likely to respond. Market research with this demographic group will identify more about their wants, needs, and preferences. It is likely that products and services will be marketed from a convenience and ease of mobility framework.

Also within Transportation and Works is the **dispatch** service. This service provides city wide after hour customer and dispatch services by responding to requests regarding issues concerning the safety and maintenance of City assets and by-law enforcement. Between 2011 and 2016 some increase in demand, as well as a shift in demand is expected. An increase in the number of complaints and demands for municipal services regarding snow removal, leaf pick up, roads, sidewalks, potholes, trees, forestry, parking control, animal services, by-law enforcement (particularly noise), etc., is expected. An increased demand for municipal and regional emergency services is also expected. Dispatchers will need to be trained to be more sensitive to older adults needs. It is also anticipated that dispatchers will have to deal with third party complaints (e.g., adult children calling on their parents' behalf).

Administrative functions that are not expected to be impacted by the aging of the population include budget preparation and monitoring, business planning, sponsorship coordination, internal departmental communications, department management and leadership, mail services, market research, marketing support, and maintenance of records and official documents.

Fleet management services which include vehicle servicing, repair, and replacement, do not expect to be impacted by the aging of the population.

The implications to **human resources (HR)** have been looked at from two different perspectives. Firstly, the ways HR will be called upon to support City staff who will directly deal with the aging population and secondly, how HR can support the aging of the City's own staff to ensure its continuing ability to provide services to the community.

With respect to the issue of supporting City staff who will regularly deal with an increasing number of older adults in the community, in the future Human Resources will be called upon by the operating departments to provide advice, counsel, and training programs. Staff needs will emerge in the areas of conflict resolution and communication techniques toward the enhancement of conducting City services with older adults. Training will also be required to help staff deal with and understand the special needs of the older adult community. These programs will be similar to others which exist concerning accessibility, diversity, ESL, Youth Employment, etc.

With respect to the issue of the aging of the City's own staff, there will be impacts in this area also. It is expected that the City's staff population will age in a similar fashion to the community. This will in turn, create pressures for HR in the area of succession planning, benefits plan design, flexible working arrangements, training and development, recruitment, etc. Obviously, as staff age, more will retire and many are likely to prefer a transitioning approach rather than having an immediate end to employment. This will require that HR produce programs that will meet both operational and staff needs while preserving invaluable staff knowledge and maintaining expected service levels. In order to ensure that staff are ready to assume important leadership roles and opportunities, HR will have to ensure within each of the operating areas that succession plans with supporting development opportunities are in place and implemented. New approaches to salary and benefits plan administration may be necessary as older workers remain with the City longer, whether through their choice or the City's. Training and development opportunities for older workers may be required to ensure ongoing effectiveness while securing their valuable knowledge and experience. Finally, it is likely that new, innovative approaches will be necessary for the attraction and retention of adequately skilled employees in the future, in view of the aging external market and a general shortage in the market place of upcoming skilled applicants.

In summary, the City's HR strategy which was approved by the SMT in 2003 is intended as the City's road map to addressing many of the foregoing issues. This strategy will be updated every five years to incorporate changing environmental conditions.

By and large, **information technology (IT)** services will not be impacted by the aging of the population. IT functions that will not be impacted include the management, maintenance, and acquisition of hardware and software; the delivery of applications; service improvements; customer and business systems support; computer assisted drafting and design; and network services.

However, within the Transportation and Works Department the **technology planning** service is expecting a shift in demand between 2011 and 2016. If the proportion of the population is expected to shift towards more older adults, then the need for IT services may increase or decrease depending on the computer exposure of the older adult population in Mississauga. If the aging population is expected to be less physically active, demand for virtual city services could increase. Bill payment and permits requests may be more popular online. With respect to aging City staff, demand for ergonomically appropriate equipment will increase (e.g. larger monitors). Service changes will need to consider eCity and capital budget impacts.

Legal services relating to legal support to Council and committees of Council; legal advice, opinion and education; and litigation are not expected to be impacted by the aging of the population.

Services related to **risk management** may be impacted by the aging of the population due to the increased use of City services and programs by the elderly. The challenge will be to deliver safe services and programs that mitigate liability exposure against the City.

Services related to **material management** and **realty services** will not be impacted by the aging of the population. These include acquisition, management and disposal of goods, services and property and the supply, storage, and distribution of goods.

Several **finance** related services are also not expected to be impacted by the aging of the population. These include departmental and corporate financial services, corporate treasury and financial reporting, revenue generation, and financial policy development and implementation.

Assessment planning and review is responsible for processing and ensuring timely and accurate assessment on which City taxes are billed. The **collections service** is responsible for recovering delinquent city revenue accounts. The **property taxes service** issues tax bills, collects revenue, processes payments, prepares daily bank deposits, administers several legislated tax programs, maintains financial and non-financial information on the tax file, and provides internal and external customer service. The aging of the population is expected to have some impact on these services, although the extent of the impact and the timing of the impact are unknown. There may be an increase in utilization of customer service functions (phone, mail, and e-mail inquiries). It has been observed that more older adults, particularly those on a fixed income, are concerned with tax rates and the assessed values on their properties which ultimately determine their tax bill. More time is spent dealing with older adults to explain issues and answer questions than for other age groups. Tax collection or the need for special services for older adults may increase if there is an inability to pay due to reduced incomes. This has not been a significant problem in the past, but it could be more of an issue in the future.

The **seniors and disabled persons snow removal** subsidy program expects an increase in demand due to the aging of the population; however, the timing of this increase in demand is unknown. There is a small subsidy program in place with an annual budget of \$25,000. As the number of older adults increases the demand for this service should increase as well.

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