



OLDER ADULT PROJECT



Older Adult Plan



February 28, 2008

mbpc
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planning consultants

In
Association
With

**Applebaum
Human Services**

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"The project look is based on a graphic representation of a tree. A tree is a great symbol of life and community. We chose the oak tree as we feel it is a strong, solid tree that becomes more and more majestic and graceful as it grows. A great aspect of this tree is that it has solid roots – which signify the history and past of ourselves and our community. The oak tree is represented with a series of multicoloured dots, the dots start as hues of brown and grey which represent the body of the tree as well as the maturity aspect of older adults. Gradually the colours shift to brighter, more intense hues signifying exciting new opportunities, plans and initiatives. The fact that the colours seem to be random in their order is not coincidental, everything the colours represent will interrelate and interact with other aspects of our city, our community, and our lives. The style merges classic symbology (the tree) with future focused digital era symbology (pixilation), the rounded pixels soften the digital look and work better with the organic nature of the tree." – City of Mississauga, 2007

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1.0 OVERVIEW

In the next 20 years, the City of Mississauga will experience an unprecedented demographic shift where the proportion of the population 55 years of age and over will increase from approximately 20% to 38%¹. To address this significant shift in population, the City of Mississauga is undertaking the Older Adult Project, which culminates in a future-oriented, innovative plan to guide the City over the next 10 years. The vision for Mississauga that emerges through this project is to become an “age-friendly city”, which means that services, facilities, and programs will be ‘more accessible and responsive to the specific needs of older persons’². Collaboration between all levels of government, community organizations, citizens, funders, and businesses will be required to ensure that Mississauga is truly an “age-friendly city”.

The Older Adult Plan will assist staff, decision-makers, stakeholders and the general public in determining needs and priorities related to older adults in the City of Mississauga and making strategic decisions to address these matters. The Plan has been designed to respond to the dynamic environments within which each Department operates, providing strategic directions for informed, responsive, and viable management decisions. The Plan reconciles the needs and perceptions of the public with the realities of implementation.

The recommendations of the Older Adult Plan are based on the extensive research and consultation, demographic profiling, inventory of programs and services, review of existing policies, and a best practices analysis. Taken together, demographics, trends, and public input represent the key foundational blocks of a successful and community-responsive action plan. The scope of this Project is focused on Community Services for Older Adults, but extends across all City Departments, including: Corporate Services; Planning and Building; and Transportation and Works.

1.1 Demographics

The City of Mississauga is undergoing an unprecedented demographic shift, with the addition of 7,000 older adults each year for the next 20 years. This will translate into a doubling of the older adult population in Mississauga, or over 300,000 residents 55 years of age or older by 2031. Furthermore, the City continues to remain ethnically diverse, with 41.8% of residents’ first language being neither French nor English. Future planning must consider and be sensitive to the needs of various ethnic populations.

There is a significant divide between the needs and demands of current older adult population and ‘new’ older adults (baby boomers)³. Currently, 19% of older adults over 75 years of age are

¹ City of Mississauga. 2005 Growth Forecasts. & City of Mississauga 2003 Growth Forecasts.

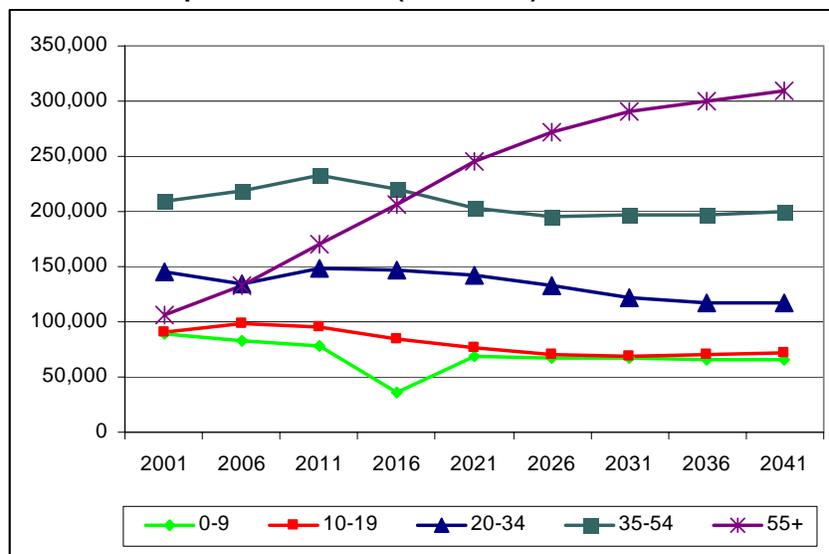
² World Health Organization. (2007). Global Age-Friendly Cities Project. Available online at: http://www.who.int/ageing/projects/age_friendly_cities/en/index.html

³ Note: For the purposes of this Project, the term “new” older adult refers to the baby boomer population as they enter retirement years.



considered low income and 35% of those 85 years or older live alone⁴. Conversely, the baby boomers have been the drivers of our society for the past four decades and will continue to strongly influence retailers, programs and services, and the economy. Speaking generally, when baby boomers reach retirement, they will be more stable financially, in better overall health, and will desire higher quality services and programs than previous older adult generations⁵. That being said, there will still continue to be a need for additional assistance and consideration due to general declines in mobility, physical ability, and other factors⁶.

Forecasted Population Growth (2001-2031)



Source: City of Mississauga Demographic Forecasts (2003); Statistics Canada Community Profile (2001, 2006)

1.2 Trends

There are several relevant trends related to older adults that must to be considered when establishing strategic directions for the City. The phrase “one size does not fit all” encompasses many of the trends related to baby boomers, and includes:

- Many of have sufficient financial resources to participate in activities that interest them, although many are also on fixed incomes;
- Strong emphasis on healthy living, although many are isolated;
- Interested in learning new information or skills, which will be considered a leisure pursuit;
- Many will continue to work past the age of 65;
- ‘New’ older adults are less likely to volunteer as many hours per month as traditional older adults; and
- More likely to be involved in cultural, educational or hobby activities (boomers with a university degree are 5 times more likely to be involved than those with a high school degree, Statistics Canada).

⁴Ontario Trillium Foundation. (2004). Regional Profile – Halton Peel. Available online at: http://www.trilliumfoundation.org/User/Docs/PDFs/english/secure_reports/OTF_Regional_Profile_Halton-Peel.pdf

⁵ Merrill Lynch and Harris Interactive. (2005). The New Retirement Survey. Available online at: http://www.ml.com/index.asp?id=7695_7696_8149_46028_46503_46635;

⁶ Government of Canada. (2006). Seniors in Canada: 2006 Report Card. National Advisory on Aging.



Key trends regarding the provision of services and programs to older adults include:

- Transportation must be more accessible and user-friendly (e.g. specialized transit service, alternative transit routing, user-friendly road network, etc.)
- Increasing motivation to promote the benefits of physical activity as obesity, diabetes and heart disease rates climb.
- The most common barriers to participation that prevent a large portion of older adults from engaging in the community include:
 - Poor accessibility (transportation, facility design, urban landscape, etc);
 - Safety concerns;
 - Lack of information on available programs and/or services;
 - Lack of physical or emotional support;
 - Lack of motivation, low self-worth;
 - Cost of participating;
 - Lack of time;
 - Inability to understand the native language; and
 - Lack of transportation opportunities.
- The need to provide outreach to those ‘Aging in Place’ will increase as baby boomers choose this living arrangement.
- Residents of ethnic backgrounds should be given opportunities to participate meaningfully in the community.
- Language is the biggest barrier in the delivery of services to ethnic groups in Peel Region.
- Links should be established between programs for older adults and the health network.
- Direction from the World Health Organizations for major cities to become “age-friendly”.
- All levels of government, community organizations, businesses, and individuals must promote healthy lifestyles, disease prevention, and self-responsibility.

1.3 Consultation

The consultation component has been integral part of this Project and the recommendations of the Older Adult Plan. The community consultation program for Older Adult Project consisted of:

- A statistically significant Household Survey (400 responses), conducted via telephone (June 2007);
- Online web survey of residents 45 years of age or older (Spring 2007);
- Two search conferences (April 24, 2007; attended by over 100 residents and service providers);
- Key informant interviews (April 18 and 19, 2007);
- Stakeholder surveys (April 2007);
- Staff workshop (May 23, 2007);
- Outreach Questionnaire – City Staff Led (April – May 2007);
- Presentation to the Leadership Team (April 24, 2007); and
- Presentation to the Extended Leadership Team (June 28, 2007).



Generally speaking, the key findings emerging from the public consultation include:

- Transportation is the number one barrier facing older adults in the City;
- Accessible facilities and programs for all residents are important;
- Older Adults would prefer not to be categorized by age, but rather by ability and mindset;
- There is a desire for a stronger sense of community for older adults– for example creating hubs of activity, encouraging more volunteering, and promoting inter-generational and inter-cultural interaction;
- There continues to be support for funding a workable ability-to-pay model for fees to access City services, programs, and/or facilities;
- Coordination with the Health Network in Peel to assist in meeting the needs of older adults is desired;
- Improved promotion of available physical and social activities and library resources were frequently requested;
- Greater focus should be placed on reaching out to community leaders to ensure different ethnic groups receive information from the City;
- Many volunteer and staff may require additional training to assist in understanding older adult needs and opportunities to support this age group; and
- There is increasing need to provide outreach and services to isolated and low income seniors to allow them to “Age in Place”.

1.4 Best Practices Analysis

A best practices and benchmarking exercise was undertaken as part of the Older Adult Project to identify innovative and leading edge programs, policies, and services for the older adult age group. The cities of Toronto, Calgary, New York City, and Ottawa completed a detailed survey regarding the provision of older adult services and programs. It is important to note that the municipalities that participated in this survey are all one-tier municipalities. Key results included:

- Certain municipalities have staff resources dedicated to older adult issues;
- Ottawa has a Seniors Advisory Committee to enhance the lives of older adults by identifying barriers, forming partnerships, and discussing issues affecting older adults;
- Key barriers for older adults include:
 - Transportation;
 - Accommodating the range of physical and mental abilities;
 - Difficulty for older adults to access information about services;
 - Language and/or cultural;
- New York City is hiring a Civic Engagement contractor to recruit and place retired professionals in volunteer placements at City agencies;
- The City of Toronto waives fees for recreation and leisure programs for older adults who are below the low-income cut-off; and
- New York City offers a program called “Travel Training” that assists riders with disabilities to understand how to use local transit.



1.5 Older Adult Programming

To determine which community centres should be a priority for additional older adult programs, facilities are categorized by community and the number of older adults in each community identified. Based on the estimate population counts and inventory of programming there are certain communities that appear to be under-served in terms in programming for older adults - Mississauga Valley/Fairview, Hurontario, Cooksville, Malton, and Rathwood/Applewood. While these communities are in close proximity to the Square One Older Adult Centre, the preference for multi-generational community centres indicates that many of the residents may not use this facility. Other communities that should be a priority for continued older adult programming include: Clarkson/Lorne Park, Erin Mills, Meadowvale, and East Credit.

Particular attention should be given to identifying older adults programs and activities that are of interest to the diverse cultures in the City of Mississauga. Working with local cultural organizations, the City will be able to discern the type of programming preferred, as well as the locations and scheduling.

1.6 Regional Interest

The City of Mississauga has an opportunity to address many of the needs and strategies identified in the Older Adult Report through an enhanced partnership with the Region of Peel. One specific example would be to collaborate with the Region in determining the placement of new social housing for seniors, building on the service capacity of community centres, specifically in those areas identified with vulnerable populations. The Region has also recently completed a large research study through Social Services titled, 'Families First' to be released shortly, which contains a wealth of information and best practices for low income and vulnerable populations.

Another area of potential collaboration with the Region is in their work on supported transportation which is being designed for individuals who experience barriers to utilizing public transit and para-transit systems. Transportation was consistently identified as a barrier/challenge in accessing community services throughout the Older Adult Project, regardless of the audience or median, e.g. focus groups, survey, staff workshop, etc. There is an increasing pressure for transportation to be accessible and user-friendly, providing specialized transportation opportunities for older adults.



2.0 OLDER ADULT VISION, GOALS, AND PRINCIPLES

The Vision Statement, Guiding Principles, and Goals have been developed to reflect the directions, priorities, and values that are shared amongst residents of the City of Mississauga. It is the vision, principles, and goals that form the foundation of the Older Adult Plan and the recommended actions.

2.1 Vision Statement

As an age friendly city, older adults in Mississauga will lead purposeful and active lives, will live in their community with dignity, integrity and independence, and will experience a diverse range of lifestyle opportunities to pursue their personal interests.

2.2 Guiding Principles and Goals

Principle #1: Support Individual Needs and Interests of Older Adults

- Goal 1.1 The abilities and interests of older adults will be viewed on an individual basis, with consideration to their personal health, work commitments, cultural preferences, and personal perception of one’s place in society.
- Goal 1.2 In setting program/service parameters (including fees), criteria based on one’s age will only apply when absolutely necessary.
- Goal 1.3 The City will seek opportunities to advocate older adult needs.
- Goal 1.4 Programming will meet the needs of the various segments of the older adult population.

Principle #2: Celebrate Life’s Older Years

- Goal 2.1 Older Adults will be respected and valued for their knowledge, skills and contributions to the community.
- Goal 2.2 The benefits of living in Mississauga as an older resident will be promoted to all age segments.

Principle #3: Traveling Within Mississauga is Possible for All

- Goal 3.1 Through a combination of family, friends, members of the community, private businesses, and City transit, older adults will be able to access transportation to reach desired destinations seven days a week.
- Goal 3.2 Mississauga Transit will continue to have accessible transit (low floor buses) and transit stop identification (audible and teletype).
- Goal 3.3 Where possible, transit stops will be located in close proximity to known origins and destinations of older adults.
- Goal 3.4 Wayfinding techniques will be utilized to ensure that local roads, sidewalks, trails and paths are older adult friendly.



Principle #4: Complete Neighborhoods Benefit Older Adults

- Goal 4.1 Vital services will be concentrated in nodes or pockets across the City. The definition of vital services will include: medical practitioners, pharmacies, groceries, community organizations, libraries, and leisure programs and services.
- Goal 4.2 The City will encourage the clustering of older adult vital services on established transit routes and in accessible locations.
- Goal 4.3 Isolated, stand alone residences, services and facilities will be discouraged.

Principle #5: Active Living and Lifelong Learning Enhance Older Adults' Quality of Life

- Goal 5.1 The benefits of physical activity and mental stimulation will be promoted.
- Goal 5.2 A range of parks, trails, and facilities will be available to support opportunities for physical activity, learning and social interaction.
- Goal 5.3 Municipal outreach services will be provided to areas where there are concentrations of older adult housing and/or older adult gathering places.

Principle #6: Older Adults are "In the Know"

- Goal 6.1 The City will increase awareness of municipal services, facilities, and programs for older adults through various mediums and partnerships.
- Goal 6.2 Key information on older adult programs and services will be communicated in a number of primary languages.
- Goal 6.3 City Staff and volunteers will be trained to understand and respond to the variety of older adult needs and physical abilities.
- Goal 6.4 Access to City services and information will be maximized at all City facilities.

Principle #7: Public Spaces, Places and Programs are Age-Friendly

- Goal 7.1 Products, amenities, facilities and outdoor environments will be developed using universal design principles, and to the greatest extent possible, without future need for adaptation or specialized design.
- Goal 7.2 In programming leisure activities, consideration will be given to all types of physical, social, cultural, and mental conditions, including loss of hearing and eyesight, language, immobility, and dementia.
- Goal 7.3 The City will facilitate inter-generational programming (including event programming for community activities) to provide opportunities for various older adult age groups and younger generations to participate together.



Principle #8: Age Will Not Be the Sole Determinant in Establishing Fees for Older Adult Services

- Goal 8.1 The City will remain fiscally sustainable as the population ages by establishing an ability-to-pay model for most municipal services and supports.
- Goal 8.2 Older Adults without the ability to pay will be provided with financial assistance to access municipal services.
- Goal 8.3 User fees for municipal services will encourage and support frequent participation; however, older adults must be willing to pay to receive the quality of life benefits of municipal services.

Principle #9: Older Adult Volunteers Contribute Immensely to the Community

- Goal 9.1 Older Adults will be inspired to volunteer and to maintain these commitment(s) over time.
- Goal 9.2 Volunteer recruitment, training, and recognition will be undertaken and coordinated to support the needs of older adults in the community.
- Goal 9.3 The City will encourage older adults to mentor youth in the community.

Principle #10: Partnerships Strengthen Community

- Goal 10.1 The City will have a strong civic culture where the community joins together to assist older adults who need help.
- Goal 10.2 The City will develop collaborative relationships with community organizations to meet older adult needs.
- Goal 10.3 Private businesses who serve the older adult community will be targeted as potential partners in meeting the needs of this segment of the population.
- Goal 10.4 Partnerships with health agencies such as the Local Health Integration Network, medical providers and hospitals will be formed to pursue community based programs focusing on health promotion and outreach opportunities.



3.0 SUMMARY OF ACTION PLANS

This section contains the recommended actions which are intended to address the needs of the current and future older adult community in the City of Mississauga. These actions serve to explain **what** should be done in order to address the needs identified through the demographic analysis, public consultation, trends research, best practices analysis, and inventory review. The actions provided below are categorized by the following topics:

- A. Organization and Management;
- B. Subsidies;
- C. Policy, Procedure, and Guidelines;
- D. Collaboration and Partnerships;
- E. Marketing and Communications; and
- F. Older Adult Programs and Services.

Actions are numbered sequentially and have not been placed in priority order. A short rationale is provided for each action, or group of similar actions. Details regarding the implementation of each action are found in Section 4.0.

For anyone to achieve a vision, one must identify the skills needed to achieve that vision, identify incentives, and then identify what actions need to be taken if any changes are to occur to a community as large and diverse as Mississauga.

We believe that the City of Mississauga possesses all of the skills sets required to achieve the vision, principles, and goals outlined, and to implement the recommended actions. Beyond having the necessary skills, the strong incentive to carry out this project was identified through the research, public consultation, and best practices analysis. As an age-friendly city, Mississauga will be a community for everyone – children, youth, adults, and older adults alike.

A: ORGANIZATION AND MANAGEMENT

- 1. Form an Older Adult Advisory Committee ('OAAC') with staff resources to assist in implementing the Older Adult Project. Recommendations regarding older adult services and programs should come through the OAAC.**
- 2. The Older Adult Advisory Committee should hold an annual forum with older adult service providers (e.g. recreational, cultural, educational, etc.) to identify gaps in service and monitor emerging trends related to Mississauga older adults.**
- 3. The Older Adult Advisory Committee should establish an Older Adult Transportation Sub-Committee to monitor the travel needs of older adults, including transit, driving, cycling, walking, and hiking activities.**

The new older adult generation, being the baby boomers, have a wealth of knowledge, experience, and skills from their careers. **Following** the lead of the City of Ottawa, it is recommended that the City of Mississauga establish two committees comprised of older adults



and municipal staff. This would not only keep older adults active in the community, but would provide the City and the community an opportunity to benefit from this generations' vast experience. In addition to aiding the City in developing new policies and programs, the members of these groups would champion the issues in the community.

One task for the OAAC could be the coordination of an annual forum with older adult service providers in the community. With the aging of the baby boomer population taking place over many years, new trends may emerge as well as new types of services, activities, and programs. The City, with assistance from community organizations and private businesses, will need to continually monitor new trends to ensure that the needs of older adults are met. The yearly conference will provide an opportunity to discuss what is working well, what could be added, and what should be removed from the list of programs and services offered to older adults. Further, these organizations may be able to identify programs and services that are demanded by older adults that they are unable to fulfill. In this way, City programming will largely be based on existing gaps in programs and services.

The OAAC would serve as a central body to address the needs of older adults and would coordinate with the Older Adult Transportation Sub-Committee. Throughout this project, transportation has been identified as the number one issue in the minds of Mississauga residents. The Older Adult Transportation Sub-Committee could address topics such as transit frequencies and routing, alternative transportation modes (e.g. bike paths), and opportunities to improve wayfinding for older adult automobile drivers. As the members of this sub-committee would be "in the know" on popular destinations for older adults, they would be instrumental in providing input on routing priorities.

4. Develop a new staff position at the City of Mississauga with the job title of 'City-wide Coordinator of Older Adult Services'. This staff person will be a resource to the Older Adult Advisory Committee.

The most prominent justification for this new staff position is the significant increase in the older adult population over the next 30 years. This action is rooted in the feedback from the public consultation and results of the best practices analysis. With such a significant portion of the population falling into this age category, the City will have to have a specific staff person dedicated to serving older adults in the community. This staff person could assist the Older Adult Advisory Committee, could coordinate with community partners, and could liaise with the City's Communications staff in developing awareness campaigns.

The best practices analysis identified that both the cities of New York and Calgary have a specific section to coordinate older adult services, policies, and programs. The plethora of unique older adult programs offered by these two cities demonstrates the degree of positive impact that can result from having dedicated resources for older adult services. Although, it is important to understand that both New York City and Calgary are single-tier municipalities.



This staff person should look to coordinate with the Region to ensure that local needs are being met and that the services/programming offered are appropriate. The needs of older adults in Caledon may not be the same as those in Mississauga.

Terminology and Categorization

- 5. Remove the minimum age requirements for all leisure programs geared towards older adults.**
- 6. Begin to incorporate the term “older adult” as opposed to “senior” for all facilities, services, and programs directed towards residents 55 years of age or older.**
- 7. Incorporate components of the older adult segmentation terminology into descriptions of older adult programs and services.**

A clear and consistent message from the public consultation and trends research is that the new generation of older adults will have a wider range of interests, abilities, and needs. Given the diversity of older adults, a single term to describe this group or defined segments based on age are no longer appropriate. Respondents of the Online Web Survey stated a preference for the term ‘older adult’ as opposed to ‘senior’, as a general term to reference persons 55 years of age or older. Many feel that there is a stigma attached to the term senior, and this image will not ‘fit’ with many of Mississauga’s new older adult residents. For this reason, it is recommended that, where appropriate, City publications remove any categorizations based on age. Instead, better descriptions of the programs and who it might appeal to will allow older adults to determine whether they wish to participate without discouraging participation based on age categories. For example, a description might read “this program is suited to the active boomer who is looking for an adventure.”

Removing age requirements will need to occur in a phased approach, as the Region of Peel requires age related information for certain grants.

- 8. In partnership with the Region of Peel, ensure that the Health City Stewardship Centre is provided with any information on programs and issues that will assist them in improving the local health of older adults.**

The Healthy City Stewardship Centre is aimed at bettering the health of Mississauga residents. The proposed Older Adult Coordinator, with the assistance of the Region of Peel, could communicate issues and trends associated with older adults to the HCSC. Given the tremendous growth projected for older adults, this three-way communication and coordination is critical. With baby boomers being more receptive to messages related to health and well being and the number of boomers that will likely be living with ailments, such as diabetes, cancer, and Alzheimer’s, there has never been a stronger need to ensure the issues related to health are at the forefront of the governments initiatives.



Program Schedules

- 9. Expand direct older adult programming in the prime time hours at select community centres, pools, parks, and libraries to accommodate those who are still working (test pilot a select group of Community Centres where there is a higher concentration of older adults in the area (see Action F-1).**

A large portion of older adults are predicted to cycle through periods of work and retirement, while others will continue to work past the age of 65 (due to the removal of mandatory retirement). In terms of programming, this trend means that older adults may not be able to participate in weekday programs. The City, as well as community organizations and private service providers, will need to consider offering select programs geared towards older adults in the prime-time evening hours. Traditionally, prime time hours for leisure programs have been allocated to children, youth, and adults. As the percentage of population 55 years of age or older increases, a balance must be found between the different age groups.



B: SUBSIDIES

1. **Develop an “Access Policy” that is based on annual personal income and the number of dependents.**
2. **Provide a transition period as the City of Mississauga implements the “Access Policy”. The following phasing could be:**
 - a. **Residents born prior to 1935 could receive the traditional senior subsidy.**
 - b. **Residents born between 1935 and 1944 could receive a variation of the traditional seniors’ subsidy for 5 years after the “Access Policy” is established.**
 - c. **Residents born between 1945 and 1954 could receive a lesser variation of the traditional seniors’ subsidy for 5 years after the “Access Policy” is established.**
3. **Develop an “Access Card” for entry to both municipal community centres and libraries. This card should be linked to information on individual users, including eligibility for subsidies. Consult with the Region of Peel to establish a ‘one card’ system to access both municipal and regional programs and services.**
4. **Develop an awareness campaign to ensure that Mississauga residents are cognizant of the fee changes associated with the Access Policy and the requirements necessary to receive subsidies.**
5. **Offer certain programs and activities for free to persons of all ages at specific facilities.**

As research demonstrates that, generally, retired baby boomers will be more financially stable than previous generations, many municipalities are reviewing their pricing policies. The Online Web Survey for this project found that 60% of respondents are willing to pay increased user fees for specialized services and/or programs. Further, trends research identified that lone-parents are up to three times more likely than older adults to be classified as low income, suggesting that there are others in the community who may be in greater need of assistance. In response, it is recommended that the City adopt a sliding user fee scale that is based on one’s financial ability to pay rather than their age. There is, however, a cost to establishing a processing system to determine who qualifies for a subsidy (the Region of Peel may be able to supply the City with data on residents that qualify regionally for subsidies).

While the ability to pay model (‘Access Policy’) is generally supported, there is still a generation of older adults who are surviving on very low incomes and who were raised in a society that placed a strong emphasis on social assistance. Many of the current older adults lived through at least one World War and some were children during the Great Depression⁷. These world events have had profound effects on Canadians living through this period in time, including the realization that poverty could affect an entire country. This led to wide support for social security

⁷ Human Resources Development Canada. (2002). *1928-1951 Demanding More- The History of Canadian Pensions*. Available online at: http://www.civilization.ca/hist/pensions/cpp-a28-dl_e.html



for all Canadians, including the Canadian Pension Fund. For this reason, it is recommended that those born prior to 1935 (those currently 72 years of age or older) continue to receive the traditional age-based subsidies. Those born between 1935 and 1954 could continue to receive a variation of the traditional senior's subsidy for five years to provide for a transition period.

In order to administer the 'Access Policy' it is recommended that an Access Card be provided to all residents. This card would provide entry to municipal facilities, such as community centres, libraries, and pools. Information regarding the individual card holder could be electronically stored in the City's internal server, including whether they are to receive a subsidy for municipal leisure programs and activities. The card could provide a certain degree of confidentiality to those who are receiving subsidies. The City should dialogue with the Region of Peel to discuss the opportunity to include Regional programs on the Access Card.

It is recommended that access to certain facilities (e.g. swimming or skating), at specific times and locations be offered to the whole community for free. The idea is to have community activity days or events to encourage participation. Communities with a greater number of low income residents should receive priority for the number of free access days. This type of program would also give members of the community who are unable to pay but do not want to receive subsidies to participate. The ability-to-pay fee setup and method to receive subsidies must be in place prior to 2016.



C: POLICIES, PROCEDURES, AND GUIDELINES

Accessibility

1. **Certain services catering to older adults should strive to be provided at existing public facilities or Nodes (as defined in Mississauga Plan). The City of Mississauga should improve customer service by optimizing the services offered at community centres and libraries. Services could include but are not limited to:**
 - a. **The Post Office;**
 - b. **Health Nurses;**
 - c. **Foot Clinics;**
 - d. **Healthcare Aid Rentals;**
 - e. **Region of Peel and Province of Ontario pamphlets; and**
 - f. **City of Mississauga application forms, garbage tags, pet licenses, and possibly the ability to pay taxes.**

This action seeks to encourage clustering of public facilities and services to increase their accessibility to residents. As the time commitment to travel to public facilities is often very onerous for older adults, offering a variety of services at community centres and/or libraries could reduce travel barriers in the urban landscape. Types of services offered could include health nurses and access to municipal applications. The concept is to transform community centres into neighbourhood ‘hubs’ of activity. Partnerships with the Region of Peel should consider providing regional services, such as health services, at community centres and/or libraries.

2. **Develop a Retrofit Plan to enhance City roadway signage to improve wayfinding for drivers, where feasible.**

Statistics demonstrate that the majority of residents in the City of Mississauga use the automobile as their primary mode of transportation. With the increase in the older adult population, there will be more drivers that have reduced senses and wayfinding abilities to navigate the urban landscape. It is, therefore, recommended that additional wayfinding signage be installed (through a phased approach) to create safer roads and to improve the safety for pedestrians.

3. **Fully Implement the City of Mississauga Accessibility Plan.**

To ensure that Mississauga is an “Age-Friendly” city, it is critical that the City’s Accessibility Plan be fully implemented. The fear that facilities and programs are inaccessible is a significant barrier to participation for many members of the community, particularly older adults. While boomers may be generally in better health overall, their visual, and auditory senses will decline over time.



4. **Staff and volunteers should continue to provide inclusive leisure programs and activities.**
5. **Update the 2007 Mississauga Accessibility Design Handbook to include the design of trail signs (name, length, maximum grade, width, surface, condition, etc). Establish Geographical Positioning System coordinates in Mississauga parks to assist users in identifying their location (wayfinding).**

To ensure that the physical environment is accessible, the City and community must continue to develop programs that are inclusive. Opportunities to improve the accessibility of programming could include:

- offering a greater variety of programs;
- ensuring that instructors are qualified to assist those with disabilities;
- providing the ability to participate a gentler pace; and
- ensuring that there is a non-judgemental, welcoming atmosphere.

The 2007 Mississauga Accessibility Design Handbook is an extensive guide for improving accessibility in the built environment. One area to expand the Handbook is the design of trail signage. To encourage use of the City's extensive trail system, proper information regarding the types of trails should be provided to users. Important information that could be identified on the signage could include the length, grade, surface material and condition of trail to allow users to determine if the trail is suitable to their physical abilities and leisure interests. With the Online Web Survey identifying walking as the number one activity amongst residents 45 years of age or older, and City parks and trails are the second most popular location to recreate.

6. **Fire and Emergency Services should continually monitor the frequency of calls placed by older adults for medical emergencies and fire. Response times should also be monitored.**

The growing older adult population may place additional demands on Fire and Emergency Services, particularly 911 calls medical emergencies and fire. To determine the degree of impact as a result of the aging population, Fire and Emergency Services should continually monitor the frequency and type of calls as the older adult population increases.

Transportation

7. **Based on demand, improve transit frequencies during off-peak periods where there is a cluster of services geared towards older adults.**
8. **Provide transit stops in proximity to community facilities, such as, community centres, libraries, high schools, and arenas. Transit stops should be located at a controlled intersection (signal or all-way stop). Public Works may need to evaluate the locations for controlled access locations at community facilities.**

As the number of older adult residents in the community increases, the pressure on providing convenient and accessible transit will mount. Not only will certain older adults be unable to drive



or afford an automobile, the shift in the dependency ratio will mean that there will be fewer friends and family to assist with transportation needs. Further, we know from the household survey that those with either a total annual household income of less than \$30,000 or are new Canadians are more likely than to use public transit as their primary mode of transportation. While 79% of current residents use a personal vehicle, as the baby boomer immigrant population moves towards retirement there will be increased pressure on the transit system.

To provide a viable alternative to the automobile, transit in Mississauga must be cognizant of older adult travel patterns as well as their origins and destinations. Action C-7 encourages Mississauga Transit to assess popular destinations amongst older adults and to provide frequency levels that make areas of the City with hubs of older adult services more accessible. Moreover, transit stops must be as close to the end destination as possible. While the standard walking distance from a transit stop to a destination is currently 400 metres, older adults with declining mobility will not be able to walk this distance.

The ability for all residents to reach community facilities is of utmost importance in order to promote socialization and physical activity. In this light, a transit stop must be located as close as possible to the front door of the facility. Where a transit stop is only able to be located on the opposite side of the street, the stop must be adjacent to a crosswalk.

9. Assist the Greater Toronto Transport Authority in fully implementing the GTA FareCard by 2010.

The GTA FareCard will allow transit riders to use Mississauga Transit, the TTC, GO Transit, Burlington Transit, Oakville Transit, York Region Transit, and Durham Region Transit without the need to buy individual bus passes for each transit system. Riders may purchase a FareCard for \$5.00 and can load money onto the card to use as fare for any of the previously listed transit authorities. This system will benefit the older adult community by providing an opportunity to reach different areas of the GTA without requiring an automobile or having the inconvenient task of purchasing multiple bus tickets in different municipalities. While this project is already underway, it is provided as an action to ensure that it noted that the GTA FareCard will have a positive impact on transit accessibility for older adults.

Urban Form and the Built Environment

10. Under the next comprehensive review of the Mississauga Official Plan, identify that a goal of the Plan is to promote the location of vital services such as doctors, pharmacies, grocery stores and community centres to Nodes (see Action C-1).

A central theme in the public consultation program and in the trends research was the location and convenience of vital services for older adults. It was noted that older adults struggle to reach necessary destinations, such as doctors, pharmacies, grocery stores, and community centres, as they are often in different areas of the City. While the Mississauga Plan cannot create land uses for specific age groups, the Nodes Policies in the Plan can identify the goal of clustering important services in central and accessible areas (inside a defined boundary). Vital



services can be both commercial (pharmacies, grocery stores, etc. and public services (post offices, recreational opportunities, libraries. etc.). It is within the Official Plan's scope to direct land uses to specific locations and it is within the City's power to make decisions about their own resources (libraries, recreational centres, trail head locations, etc.)

The clustering a vital services will decrease pressures on the transit system and could assist in forming 'hubs' of activity that act as the centre of a community. While there is currently discussion at the City to move this concept forward, it is provided to ensure that is clear that the Older Adult Plan supports the grouping vital services.

11. Develop a checklist for development plan review (site plan, plan of subdivision, and plan of condominium) to determine what barriers may exist for older adults.

Moving forward, the barriers encountered by older adults in the physical environment must be given due consideration when reviewing new development applications. Should an Older Adult Coordinator be hired by the City, they could assist Land Development Services in developing a checklist of accessibility considerations for development review. The checklist, for example, could ensure that the sufficient pedestrian pathways are provided from parking areas to building entrance or if there are an appropriate number of benches.

12. Install count down walk signals at signalized intersections and provide pedestrian islands or roadway narrowings, where appropriate, to improve pedestrian safety.

Results of the household survey suggest that 'safety of roadways' is the most important of the five community attributes. It was identified as more important than promotion of health, social, and spiritual well-being, public transportation, and places for active leisure and social activity participation. Part of developing safe roadways is protecting pedestrians from automobiles. An opportunity to increase pedestrian safety is to provide a count down warning signal at signalized intersections. Further, by providing refuge islands or road narrowings at major intersections, pedestrians will be able to have protection from on-coming cars, should they be unable to cross the entire street during one light.



D: COLLABORATION AND PARTNERSHIPS

1. Lobby the Provincial and Federal Governments to offer property tax credits for individuals on low incomes.

The property values, and subsequently property taxes, are continually increasing in Mississauga, which is causing many older adults on fixed incomes to dedicate larger portions of their money to this tax. This reduces the amount of income available to older adults to spend on transportation, food, services, and programs. With little financial opportunity to pursue social and physical activities, low income older adults can become isolated in their own homes.

Property tax credits for low income older adults could also allow more residents to age in place and consequently, reduce the pressure for retirement beds. The cost of maintaining one's family home can often be too onerous for older adults, and they must move to retirement homes and/or communities (many of which may be subsidized by senior levels of government).

2. Promote the benefits of employing Mississauga's skilled older adult work force to local employers. The City of Mississauga should set an example by considering older adults for jobs within the Corporation.

Trends research suggests that the new generation of older adults will cycle through periods of work and retirement, and that older adults may commence new careers after retirement. In addition, certain older adults may be required to work past retirement to afford the necessities. The challenge is that employers may not clearly see the benefits of hiring an older adult and actually refrain from hiring from this age group. However, with the increasing dependency ratio (i.e. less working adults), businesses may experience a shortage of candidates and may be more apt to consider hiring older adults. The City should set an example by not considering age as a barrier to work for the City. The benefits of hiring older adults include: flexible hours, extensive work experience, and flexible commitment terms (e.g. part time, contract).

3. Encourage local professional businesses to offer educational classes through the library system, including nutritionists, doctors, dentists, pharmacists, eye care professionals, lawyers, financial providers, etc.

4. Increase the number of municipally facilitated educational courses geared towards older adults through partnerships with community education providers. Classes should focus on peer-learning to give older adults a sense of ownership over their learning.

The transition between adulthood and older adulthood is often difficult for many individuals. An opportunity to reduce this stress is by providing seminar classes taught by trained professionals. Local professional businesses could be brought in to share their expertise on a variety of topics, such as writing a will, reading prescriptions, filling out tax forms, etc. To help offset the costs of such a program, the City could encourage professionals to speak for free in exchange for their firm's name being placed on the course description.



5. **Continue to monitor programs offered by service clubs, private recreation businesses, the City, and other service delivery agencies to determine which programs are well-liked amongst each segment of the older adult population. Using this information, the City should adjust new municipal programs to best meet the needs of the community.**

As identified in the Overview Section, new trends will emerge as the baby boomer population ages and new types of services, activities, and programs may be requested by older adult residents. The City will need to continually monitor programs offered by non-municipal service providers to determine popular older adult programming and to identify any gaps in service.

Partnership Programs

6. **Develop a partnership between the proposed Older Adult Advisory Committee, Mississauga Halton LHIN, and the Seniors' Integrated Model Committee, for the establishment of common health goals for residents of the City of Mississauga and other key players (e.g. Peel Advisory Working Group on Older Adults' Housing; 2020 Vision – Fair Share Task Force; Metamorphosis Network).**

As noted in the public consultation, communication and collaboration with the local health care system could be improved upon. An opportunity would be a partnership between the proposed Older Adult Advisory Committee and key non-municipal organizations to work towards developing specific goals related to health and well-being.

7. **Develop a program series at certain community centres and libraries on preventing and/or living with ailments such as heart attacks, strokes, cancer, etc. Programs will be designed to provide tools to improve physical and mental health and to receive peer support.**
8. **Partner with local hospitals and medical providers to offer the following health resources at select community centres, libraries, and/or Nodes:**
 - a. **Information on health matters;**
 - b. **Public health nurses;**
 - c. **Walk-in-clinics; and**
 - d. **Foot Clinics.**

As has been previously discussed, the older adult baby boomer is more likely to live through ailments and diseases than previous older adult generations. Consequently, there will be a strong need for support from family, friends, peers, and the community as older adults cope with various illnesses. An opportunity to assist persons living with ailments or diseases is to develop programs that aid in the recovery process and to offer support to the local health networks. The recovery classes would also offer peer support as the participants may be facing similar struggles and challenges.

It is also recommended that the City work with the local health community to offer health resources at select community centres and libraries. Providing this type of resource will assist transforming community centres/municipal facilities into community activity 'hubs'.



Recent initiatives undertaken by the City, such as Sweet Success, 'Sauga Stroke Breakers, and Next Step to Active Living, demonstrate that the health sector is a growth industry. The City should continue to develop these types of programs/campaigns, as they will offer immense benefits to the community through improved mental and physical health.

9. Provide food services (coffee shops or snack bars) within certain community centres, where it is warranted. Seating and tables should be provided adjacent to the food services.

The purpose of this action is to turn certain community centres into the activity hub of the community. Due to the operation cost of adding food services, only community centres with a large enough volunteer base and residents to support this type of facility will be considered. A good example to emulate is the food services provided at South Common Community Centre. By providing a café and seating in each centre, residents will be encouraged to informally socialize and interact with other community members. As more and more older adults are choosing to age in place, social spaces in community centres will prevent many residents from becoming isolated in their homes.



E: MARKETING AND COMMUNICATIONS

Dissemination of City Information

1. **Establish a web page on the City’s corporate website to act as the central municipal information resource for older adult residents.**

2. **Publish a guide of older adult services, facilities, and programs (‘Older Adult Guide’) to be posted on the City’s Older Adult Webpage. Ensure that the guide is readable, with larger font sizes. The proposed Older Adult Guide should include information such as:**
 - **Information on community organizations (non-for profit and private providers) serving the older adult population;**
 - **Information on filing for the Canadian Transit Tax Credit;**
 - **Accessible Transit Route Maps; and**
 - **Tips from the Mississauga Emergency Plan.**

3. **Develop an information package for residents entering older adulthood, including the proposed Older Adult Guide and any brochures available on local programs, services, and volunteer opportunities. The package should be available at all City facilities.**

Information on programs, services, and facilities directed towards older adults needs to be easily accessible to all members of the older adult community in order to encourage social and physical activity. The importance of communication came through clearly at the public consultation events (particularly the household survey) and from the lessons learned in the best practices analysis. Additionally, the Mississauga Environics Survey undertaken in 2006 found that residents’ preferred method for conducting business with the City is through the internet and the most effective method of delivering City information is through direct mail.

The actions identified above are in line with the preferences of Mississauga residents and are suggested to be the most effective method to keep citizens informed. By providing all applicable information in one source, older adults will be able to assess which programs, services, and activities best suit their current needs. The City should work to include information provided by local businesses and community organization in the package for older adults. This may assist in alleviating certain pressures on City services, as residents will be cognizant of all opportunities available to them, not just municipal resources. Another benefit to providing the information on the internet is the opportunity to keep information as up to date as possible.

Content for the Older Adult Webpage

4. **Update the City of Mississauga website to:**
 - a. **Have three font sizes available– small, medium and large;**
 - b. **Use a sans serif typeface (e.g. Helvetica);**
 - c. **Avoid using yellow, blue and green colours in close proximity; and**



d. Avoid the use of patterned backgrounds.

5. Provide a list of accessible facilities and programs on the City’s proposed Older Adult Webpage.

6. Provide a link on the Older Adult Webpage to the City’s Emergency Planning Webpage and the Region of Peel’s older adult related web pages.

In developing the Older Adult Webpage, the City must be cognizant of visual impairments and/or general declines in one’s vision that may prevent many older adults from being able to read the content on the webpage. The specific recommendations regarding web format are derived from various sources which specify what fonts, colours, and webpage designs improve the legibility of electronic information.

It is recommended that the Older Adult Webpage include detailed information on the accessibility of facilities and programs across the City. In addition, the accessibility of programs should be provided under the description of each individual activity. Learning from the program developed in London, England, the City could work with local businesses (e.g. restaurants, movie theatres, etc.) to assemble a database of accessible facilities. The trends research identified that fear of injury due to poor accessibility is a barrier to participation for older adults. This type of information would not only benefit older adults, but also residents of Mississauga who have a disability.

The Coalition for Persons with Disabilities is currently in the process of collecting data regarding the accessibility of buildings, starting with restaurants. The City should contact the Coalition to work together on assembling this database. Types of information pertaining to specific facilities could include:

- Entrance ramps/number of stairs;
- Hand rails;
- Accessible washrooms;
- Large print/Braille;
- Location of parking in relation to the front door; and
- Closest transit stop.

The City has recently launched a webpage on the corporate website to provide information on preparing for an emergency. The webpage contains “Tips of the Month”, which are quick bits of information on preparing for an emergency and coping in an emergency situation. Preventing situations and learning how to act in an emergency is of particular importance for older adults who are less physically able to respond in emergency situations. This action will be relatively simple to implement as the webpage is already developed – the goal is to raise awareness so that residents use the site.

As the Region of Peel is responsible for issues related to health and housing, it is recommended that a link be placed on the City’s Older Adult Webpage to the Region’s webpage’s relating to older adult issues.

Awareness Campaigns



- 7. Develop promotional material to inform local businesses of the benefits of offering shuttle services to bring older adults to their place of business.**
- 8. Develop an awareness campaign to encourage family members and friends to assist older adults in reaching required destinations.**

Addressing the transportation issues facing older adults must be a collaborative process and improving the transit services and road signage can not be the only action taken. The community must assist in developing opportunities for older adults to have access to convenient and safe transportation. First, it is recommended that local businesses, such as pharmacies and grocery stores, be lobbied to provide shuttle buses from known older adult housing clusters (e.g. retirement homes) to their place of business. Offering this service would be of benefit to the local businesses as it would bring in additional customers.

Another opportunity to assist older adults with transportation needs is their family and friends. It is recommended that a campaign be undertaken to raise awareness on the transportation needs of older adults and to appeal to family and friends to assist. Certain older adults may not feel comfortable asking for help from family and friends, but may accept assistance if offered.

- 9. Develop a campaign to promote the benefits of starting local community groups, such as walking clubs and tai chi in the park.**

Encouraging local community groups to organize unstructured outdoor activities that are inexpensive are an effective method to encourage physical activity and socialization within one's community. As this type of activity can occur during the day or in the evening and does not require a consistent commitment, it would suit the needs of a large portion of the new older adult population.

- 10. Develop a media campaign emphasizing that learning and physical activity can start at any age.**

With climbing obesity and diabetes rates, it is critical that all persons, including older adults, participate in some form of physical activity. A barrier to participation is the fear of starting to be active and the fear that one does not have the skills to participate in physical activities. It will be critical for the City, local leisure business, and the health community to instil in residents that there are opportunities available for all skill levels and one can start to participate at any age. The media campaign should be modeled after 'Active Mississauga'.

- 11. Ensure that Mississauga's older adults are aware of day/food programs offered by the Region of Peel.**

As there will continue to be older adults who face mobility and financial constraints, it will be critical that they are aware of support services available. One such support service is the Region of Peel's day/food programs for those in need of assistance. The City should ensure that this beneficial program is known by local older adults.



12. Develop an awareness campaign, possibly in conjunction with the existing ‘Good Neighbour’ program, to encourage residents to assist older adults in snow and leaf removal.

Again, a clear message from the public consultation and the best practices analysis is that providing services and programs to older adults is a collaborative process. One area in which the community could assist older adults is snow and leaf removal. The City could work with the “Good Neighbour” program, by expanding the services offered. The City of Calgary has developed a similar program entitled “Snow Angels”, which has had a great level of success. This will be one further tool to assist older adults to age in place.

13. Develop a forward thinking awareness campaign to encourage older adults to volunteer in the community. The campaign should focus on the valuable skills they offer and their ability to change the community for the better.

The household survey found that two-thirds of respondents do not spend any of their time volunteering in the community. Of those who are not currently volunteering, about half indicated that they may begin volunteering in the next 5 years. In addition, a study in the USA found that the retention rate of boomer volunteers is significantly lower than previous generations of older adults. In this light, the City will need to develop advertisements that are persuasive and motivate older adults to volunteer.

14. Hold special transit educational/marketing events where older adults can ride for a reduced fare to become more accustomed to using Mississauga Transit.

In addition to providing transit travel buddies (see Action F-11); a positive media campaign should be developed to inform older adult residents of special transit events or days. One potential slogan is “See Mississauga for \$2.50 a Day!” Once older adults are comfortable with using transit, they will be more apt to use it as a main transportation mode.

15. Develop a campaign to raise awareness on injury and fall prevention and opportunities to promote safety.

Older adults, by far a large, represent the largest segment of the population that request paramedic assistance. With the substantial increases in the number of older adults in the City of Mississauga, additional pressure will be placed on Fire and Emergency Services. Promoting safety messages to older adults may alleviate some of the pressure that will be forthcoming as this age group increases in numbers.



F: OLDER ADULT PROGRAMS, SERVICES, AND FACILITIES

1. The following facilities will be the top priority for new programs geared towards older adults, as well as becoming community nodes for services:

- a. Mississauga Valley Community Centre & Mississauga Valley Branch Library;
- b. Frank McKechnie Community Centre & Frank McKechnie Branch Library;
- c. Cooksville Branch Library;
- d. Malton Community Centre & Malton Branch Library; and
- e. Burnhamthorpe Community Centre & Burnhamthorpe Branch Library.

The following physical improvements should be undertaken at the above-noted facilities to accommodate older adult needs:

Facility	Existing Setup	Recommended Improvements	Recommended Services
Mississauga Valley Community Centre	Fitness centre, swimming pool, nature trails, multipurpose rooms.	Lounge area, access to a light lunch and dedicated older adult program space.	<ul style="list-style-type: none"> ▪ The Post Office; ▪ Health Nurses; ▪ Foot Clinics; ▪ Healthcare Aid Rentals; ▪ Region of Peel and Province of Ontario pamphlets; and ▪ City of Mississauga application forms, garbage tags, pet licenses, and possibly the ability to pay taxes.
Mississauga Valley Branch Library	Computer stations, fire place and lounge area.	Access to snacks/beverages.	
Frank McKechnie Community Centre	Hydro massage tank and swimming pool, full size gymnasium, and multipurpose rooms.	Lounge area, dedicated older adult program space, and access to a light lunch.	
Frank McKechnie Branch Library	Computer stations and fire place/lounge area.	Access to snacks/beverages.	
Cooksville Branch Library	Internet workstations, lounge areas, and computer stations.	Access to snacks/beverages.	
Malton Community Centre	Swimming pool, double gymnasium, fitness centre, and meeting rooms.	Lounge area, dedicated older adult program room, and access to a light lunch.	
Malton Branch Library	Lounge area with fireplace.	Access to snacks/beverages.	
Burnhamthorpe Community Centre	Full size gymnasium, multi-purpose rooms, and snack bar.	Warm water pool, dedicated older adult program space, and access to snacks/ beverages.	
Burnhamthorpe Branch Library	Computer stations with internet access.	Lounge area and access to snacks/beverages.	

Stemming from the inventory review and analysis of the 2006 census age cohort data, it is evident that certain communities within the City of Mississauga have significant older adult populations. The communities with the highest concentration and number of older adults are: Cooksville, Applewood, Rathwood, Erin Mills, Malton, Mississauga Valley, and Hurontario. Further, certain of these communities are under-serviced in terms of older adult programs and activities. In this light, it is recommended that the City work with community organizations and service providers to increase older adult programming at the community centres and branch libraries located in these communities. In determining appropriate programming, the City should look to organizations such as Probus. It is important to note that Mississauga Valley is in close



proximity to the Square One Older Adult Centre, and therefore they should work together to ensure that programs are not duplicated.

As majority of communities have similar sized “younger” and “traditional” older adult populations, this action is not able to state if the above noted facilities should focus on ‘new’ older adult or ‘traditional’ older adults. Although, Applewood does have a higher proportion of residents 60 years of age or older than residents 50-59 years of age.

The following chart identifies the approximate service area for each of the above-recommended facilities for additional older adult programming, as well as the existing programs.

Chart 3-1: Service Areas for Recommended Public Facilities

Community Centre	Service Area*	Existing Older Adult Programs	Existing Facilities
Mississauga Valley Community Centre & Branch Library	7,828	Computer introduction for seniors, gentle low impact fitness, group weight training, aquafit, Bocce Club	Fitness centre, nature trails, multipurpose rooms, computer stations, fire place and lounge (library).
Frank McKechnie Community Centre & Branch Library	9,610	Low impact yoga, aquafit, daytime space for older adults.	Hydro massage tank and swimming pool, computer stations, full size gymnasium, multipurpose rooms, and fire place/lounge area (library).
Cooksville Branch Library	9,830	n/a	Internet workstations, lounge areas, and computer stations.
Malton Community Centre & Branch Library	7,500	Dancing, cards, Asian bingo, Caribbean cards & social, and exercise.	Lounge area/fireplace (library), swimming pool, double gymnasium, fitness centre, and meeting rooms.
Burnhamthorpe Community Centre & Branch Library	12,980	Seniors Room; euchre, cards, potlucks, Osteo Class, Croatian chess & cards, bingo, Indo Canadian cards & social, June seniors tea and displays, income tax clinic, Adult Book Club, Amica book club.	Full size gymnasium, multi-purpose rooms, snack bar, and computer stations.

*Number of older adults (55+)

While the service area for the Malton Community Centre and Malton Branch Library is similar to that of South Common Community Centre and South Common Branch Library, due to Malton’s isolation in the northeast quadrant of the City, accessibility is a greater concern.

2. The following facilities should continue to place a high priority on programming and services for older adults:

- a. **Clarkson Community Centre & Clarkson Branch Library;**
- b. **South Common Community Centre & South Common Branch Library;**
- c. **River Grove Community Centre; and**
- d. **Meadowvale Community Centre & Meadowvale Branch Library.**

The above noted facilities are located in communities with high concentrations of older adults – although they currently offer a range of programming directed towards older adults. This action



seeks to encourage these facilities to continue to offer up-to-date programming for older adults.

The following chart identifies the approximate service area for each of the above-recommended facilities, as well as the existing older adult programs offered and facility amenities. It is evident that the facilities that form part of F-2 already offer a programming geared towards older adults, but given the number of older adults in the service area, a continued priority should be placed on offering older adult programs.

Chart 3-2: Service Areas for Recommended Public Facilities

Community Centre	Service Area*	Existing Older Adult Programs	Existing Facilities
Clarkson Community Centre & Clarkson Branch Library	4,955	Yoga for seniors, Income tax clinics, Computer basics for seniors, Clarkson seniors association, Fitness, Crafts, Dancing, Cards, Tai Chi, Bowling, and Day trips.	Full size gymnasium and Outdoor Pool.
South Common Community Centre & South Common Branch Library	7,550	Yoga for seniors, Credit Valley Seniors use meeting rooms, Income tax clinics, Adult book club, Computer basics for seniors, Seniors tea in June, Seniors Room; Next Step to Active Living, Older adults swim time; Osteo fitness, Shuffle board, Blowing, Socials, Day trips, Low impact Fitness, Trail walk & tone, Cards, Dancing, Chair exercise, and Weight training.	Pool kept at 84F, multipurpose program space, meeting rooms, and full service fitness facility.
River Grove Community Centre	6,860	Dancing, Badminton, Cards, Fitness, Gentle Aquafit, Ping pong, and Tai chi.	Leisure pool, fitness centre, aerobic studio, meeting rooms, and public tennis courts.
Meadowvale Community Centre & Meadowvale Branch Library	5,820	Bowling, Crafts, Cribbage, Social, Cards, Fitness, Yoga, Aquafit, Partnerships with Community Police Station; Heritage Glen Book Club, Seniors' Open House, Computer basics for seniors, and Income Tax Clinics.	Swimming pool, fitness centre, and squash courts.

*Number of older adults (55+)

The Port Credit area was not identified as a priority due to its low number of older adults. As of 2006, the community had approximately 2,745 older adults.

3. **Provide new older adult space in community facilities as opposed to constructing additional purpose built dedicated older adult facilities. The facilities listed in Action F-1 should be the first locations to develop new dedicated older adult space, followed by facilities in Action F-2. These dedicated spaces should be a quiet, yet warm and inviting room(s) where this group can go to socialize, seek support, and store their belongings.**
4. **The existing dedicated older adult centres (Square One Older Adult Centre, Mississauga Seniors Centre, and Streetsville Senior Citizens Centre) will continue to serve Mississauga Older Adults.**



5. Provide an Older Adult Information Resource Centre space in certain large library branches with lounge areas or programming space, specialized directories, large print materials, and other resources of interest.

The trends analysis, best practices research, public consultation, and inventory reviewed underscored the fact that dedicated older adult centres predominately cater to traditional older adults and those with mobility/disability constraints. While these centres are important to the community, the findings of this Project suggest that additional purpose built older adult centres do not, generally, met the needs of many 'new' older adult population. This finding was also identified in the 2004 Future Directions for Recreation and Parks Master Plan. Integrating programming and services into existing community centres is the preferred approach as it allows older adults to interact with the community at-large, feel "young-at-heart", and pursue activities that suit the individuals' interests and abilities. That being said, the 'new' generation of older adults will age, experience declines in their health, and encounter a variety of ailments and diseases. There will be a need for dedicated older adult space that allows socialization in a peaceful setting that is warm and supportive. For example, this space could be used for a bereavement group to meet. This space would also provide an opportunity to older adults to store their belongings and equipment.

A similar trend will be experienced at library facilities – older adults will prefer to frequent branch libraries, but will have special needs as they age. By providing a warm and inviting area within existing libraries for older adults, it will decrease isolated, encourage socialization, and stimulate their minds.

As the proportion of older adults in Mississauga increases, and the proportion of children decreases, there will be a natural shift to allocate a greater portion of facility usage and programs towards the older adult age group.

6. Deliver older adult programming, such that there is appropriate opportunity for the four segments of the older adult population to participate in programs and activities that suit their interests.

The older adult segment of the population is generally categorized as those between the ages of 55 and 100+ years of age. As stated at the Search Conference, this is a wide gap, with a large variety of interests, abilities, and skills. Working with community organizations and private recreation businesses, it is recommended that the City ensure that opportunities to participate meaningfully are available to all older adults.

An example of a program that can be tailored to a variety of skill levels and interests is swimming. It is for this reason that swimming is a top activity for all age groups and is totted as a "cradle to grave" activity. While swimming is a preferred activity, many older adults require warmer pools due to illnesses such as arthritis. Warm water indoor therapy pools would be extremely beneficial for prevention or recovery.



- 7. Consult and partner with local cultural organizations to determine gaps in programs geared towards ethnic groups and to develop inclusive programming.**
- 8. Identify and brand clusters of ethnic enclaves to provide culturally and linguistically sensitive programming.**

With just under half of City of Mississauga residents born outside of Canada, there is a strong need to provide programming that is of interest to the various cultures. The largest percentage of immigrants in Canada will be retiring in the upcoming years, and it is critical that they remain physically and socially active. While it is recommended that the City provide culturally and linguistically sensitive programming, participation in these activities should be open to all cultures, whether born inside or outside of Canada. Given baby boomers' variety of interests (active living and learning, travel, food, wine, etc.), arts/cultural programming could be popular amongst many older adults, regardless of their background.

- 9. Prepare an information package on emergency preparedness for local organizations and groups to provide to their members.**

As previously discussed, it is critical that older adults be prepared to deal with and/or prevent an emergency situation. Older adults generally have reduced mobility and ability to cope with an emergency. It is recommended that Fire Services and the Emergency Management Coordinator develop an information package on emergency preparedness using the *Emergency Guide for Persons with Disabilities* (Provincial document). Information should be tailored and provided to older adults through a variety of media, including online, seminars, as well as presentations and talks to older adult groups.

Services

- 10. On transit routes where stops are located at major intersections or transfer points, install digital information displays to show real time arrivals in the bus shelters.**
- 11. Offer "Transit Travel Training" seminars to older adults.**

Starting to use public transportation can be intimidating, as one must comprehend the schedules, routes, and fare system. To assist in encouraging older adults to use public transit, two actions are recommended. The first is to provide real time displays at bus shelters, which identify the arrival time of the next bus on that particular route. Not only does this increase the ease of using the transit system, it will send the message that transit is modern, efficient, and sophisticated. The second action is similar to a program in New York City, where transit riders will volunteer to be a 'buddy' and demonstrate to a new transit rider how to use public transit. Mississauga Transit currently offers an on-line trip planner, "Click'n'Ride" to allow users to determine transit routes based on shortest travel time, walking distance, and fewest transfers. While this is a useful service, the volunteer buddy can address pre-conceived ideas about using the transit system and assist in removing fear and/or anxiety. Providing this type of program will be particularly helpful for recent immigrants and residents between the ages of 50 to 59 as they are the two groups least familiar with public transit.



The City could partner with the Region of Peel to provide the transit training as the Region has two full-time staff that are responsible for coordinating accessible transportation.

Volunteers

12. Hold an annual volunteer fair to showcase the volunteer opportunities in Mississauga. The fair will provide an avenue for residents to meet with a variety of organizations.

A central reason as to why adults and older adults do not volunteer is simply a lack of knowledge about opportunities in the community. As noted in the Search Conference and the household survey, one possible incentive to increase volunteering would be to hold a volunteer fair. In this respect, residents could meet face-to-face with numerous organizations and determine if any align with their personal interest and/or beliefs.

13. Provide training sessions to all new and existing volunteers, as well as City staff, on the challenges, issues, and benefits of working with older adults. Provide diversity training where appropriate.

A frequent concern identified throughout the public consultation was the lack of volunteer training on working with older adults; particularly those with physical, social, or mental challenges. This Plan recommends that a training session be provided to all existing and new volunteers as well as staff to discuss common concerns, understand the importance of empathy, and to learn conflict resolution techniques. A concern identified by the study into ethnic enclaves identified the need for staff to be culturally sensitive and to ensure that they have received diversity training. This will better equip volunteers to assist older adults and will improve customer service.

14. Develop a program to hire retired older adults to volunteer for the City (providing a nominal stipend) to assist with older adult programs, projects, and awareness campaigns.

This action originates from New York City, where retired residents are hired by the City to assist in carrying out specific projects. While this is considered a volunteer position, they are paid a stipend for their assistance. This helps to cover transportation costs, and recognizes that many of the individuals volunteering are highly skilled and experienced. It is recommended that the City of Mississauga look to hire older adults part-time, particularly to help in implementing the Older Adult Plan. This would give older adult volunteers a sense of accomplishment and pride for being able to better the community.

One area where older adult volunteers could be of tremendous assistance is developing awareness campaigns. As boomer older adults are more sensitive to being labelled 'old', advertising slogans created by older adults would help to create positive messages for this age group.



15. Advocate for a volunteer resource centre to assist in volunteer recruitment, training, and placement.

To assist in implementing action F-1, F-2, and F-3 (see above), it is recommended that a volunteer resource centre/area be established. One or two staff should be dedicated to encouraging volunteer and organizing campaigns and events to promote volunteering.

16. Provide programming to allow older adults to mentor youth in the community, including tutoring and career information. Involve both the proposed Older Adult Advisory Committee and the City's Youth Committee in developing these mentorship's.

It has been expressed that often older adults and youth are not very tolerant of one another. The intent of this action is to foster appreciation and respect between these two age groups. Through mentoring youth, older adults will be able to give back the community by sharing their experience and knowledge. Further, interacting with the youth may result in older adults feeling "young-at-heart". Youth will also benefit enormously from being mentored by older adults, whether it is career advice, life lessons, or guidance.



4.0 IMPLEMENTATION MATRICES

This section is the culmination of Older Adult Plan, as it links the background research and the guiding principles and goals to the recommended actions. The following charts identify which actions will assist in carrying out each of the ten guiding principles and also provide details regarding their implementation.

Each action is assigned a recommended timing and priority. The ranking of actions are based on high, medium and low priorities. The priority rankings are largely based on:

1. Level of risk if the action is not undertaken.
2. Sequence (if one action must precede another action).
3. Impact (number of residents affected by the action).
4. Ease of implementing the action.
5. Cost of implementation.

Despite the priority ranking system, all actions are important and, if properly implemented, would benefit the older adult community in Mississauga.

The proposed timing of the actions is referenced based on short, medium and long term timeframes, which aligns with Mississauga's corporate time periods. 'Extended' actions are those that should be implemented over the next 15 years and generally include infrastructure related recommendations. The timeframes are defined as follows:

- Short term (2008 to 2009)
- Medium term (2010 to 2011)
- Long term (2012 to 2013)
- Extended (2014 to 2022)

It should be noted that the priorities and timing indicated for the actions are based upon ideal circumstances. Budget pressures, changes in demographics, availability of volunteer resources, and other factors may impact upon the implementation of the proposed actions. The action plans are based upon what is needed and not necessarily what is financially achievable by the City or its partners. The City should reconcile the action with its fiscal capacity and focus on the highest priority items.

Furthermore, in the event that an action is not implemented within the proposed timeframe, it may become a higher priority within the next timeframe (e.g., from a medium priority in the short term to a high priority in the medium term), particularly if the recommendation pertains to a safety concern. For this reason and others, it is important that the City regularly monitor and update the Action Plan. Many of the short term actions revolve around organization – to ensure that there is sufficient staff and financial resources to carry out the subsequent actions.



Cost Estimates and Financial Requirements:

Many of the recommendations are related to policy, procedures and best practices, and therefore, can be integrated into the regular workload of existing City staff without significant financial impacts. Actions requiring staff time are noted with the symbol '◆'. For those recommendations requiring initial and/or ongoing financial investment, cost estimates have been shown in 2007 dollars in Section 5.0. A '★' symbol has been provided next to those actions showing costing details in the spreadsheet on page 48. These estimates reflect the current operational and capital/construction environment; costs could escalate considerably in the coming years and the City should account for these factors in its annual and long-term budgeting.

There are a number of actions that recommend the undertaking of an awareness campaign to promote a particular issue. The cost to undertake these actions may vary significantly, depending on the printing requirements and the amount of "air time" required. The preparation of the awareness campaigns could be incorporated into existing work loads of municipal staff.

The capital and operating cost estimates found in this Plan represent financial resources over and above the current budget allocation that would be required to meet the objectives of this project. With any estimate, it is expected that a more comprehensive financial analysis will be undertaken prior to implementing each recommendations in order to ensure that the budget accurately reflects the level of investment required. Partnership proposals and cooperative efforts with other service providers could also affect the level of investment required to meet the directions of this Plan.

Monitoring Indicators

To assist the City of Mississauga in determining the impact and any modifications, monitoring tools are recommended for each action. The tools are generally qualitative in nature and include collecting registrant data, providing a feedback mechanism for residents, and adjusting actions as needed.



Guiding Principle #1: Support Individual Needs and Interests of Older Adults

GOALS

- 1.1 The abilities and interests of older adults will be viewed on an individual basis, with consideration to their personal health, work commitments, cultural preferences, and personal perception of one’s place in society.
- 1.2 In setting program/service parameters (including fees), criteria based on one’s age will only apply when absolutely necessary.
- 1.3 The City will seek opportunities to advocate older adult needs.
- 1.4 Programming will meet the needs of the various segments of the older adult population.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
A-5	High	Remove the minimum age requirements for all leisure programs geared towards older adults whenever possible.	2008-2009	Recreation & Parks.	Business Services & Corporate Assets.	◆	- Assess the attitude towards aging and the degree of inclusion in the community by providing Client Evaluation Forms for participants to complete at the end of a session. Participants should be asked if the program suited the age group of class participants.
A-7	High	Incorporate components of the older adult segmentation terminology into descriptions of older adult programs and services.	2008-2009	Recreation & Parks.	Business Services & Corporate Assets.	◆	- Provide a complaint mechanism on the City’s web site and review comments to monitor older adults’ preference for the removal of senior terminology and minimum age requirements.
D-1	High	Lobby the Provincial and Federal Governments to offer property tax credits for individuals on low incomes.	2010-2011	Region of Peel.	Business Services & Corporate Assets; Community Organizations.	◆	- Assess the dialogue occurring with Provincial and Federal Government.
F-3	High	Provide new multi purpose space conducive to older adults in community facilities as opposed to constructing additional purpose built dedicated older adult facilities. The facilities listed in Action F-1 should be the first locations to develop new older adult space, followed by facilities in Action F-2. These spaces should be a quiet, yet warm and inviting room(s) where this group can go to socialize, seek support, and store their belongings.	2010-2011	Recreation & Parks.	Business Services & Corporate Assets; Mississauga Library.	★	- Monitor usage of new space, rental demand, and type of rentals (aerobics, educational classes, etc.). - Provide mechanism to receive suggestions/improvements to new older adult space and facility amenities.
F-6	Medium	Deliver older adult programming, such that there is appropriate opportunity for the four segments of the older adult population to participate in programs and activities that suit their individual needs and interests.	2010-2011	Recreation & Parks.	Leisure Oriented Community Organizations and Private Business.	◆	- Using the Client Evaluation Form, determine if new programs are of interest to older adults and whether they would take a similar class in the future. - Monitor registration rates in new programs versus membership at the existing older adult centres. - Provide a comment/complaint mechanism on the City’s web site and monitor comments for suggestions/improvements to existing older adult programming.
F-4	Medium	The existing dedicated older adult centres (Square One Older Adult Centre, Mississauga Seniors Centre, and Streetsville Senior Citizens Centre) will continue to serve Mississauga Older Adults.	2010-2011	Recreation & Parks.	Business Services & Corporate Assets.	◆	- Monitor membership levels versus participation in older adult programming at community centres to assess interests of older adult residents. - Provide comment feed back forms for suggestions/improvements to the existing older adult centres. - Expand programs for changing needs and demands.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
F-7	Medium	Consult and partner with local cultural organizations to determine gaps in programs geared towards ethnic groups and to develop inclusive programming.	2010-2011	Recreation & Parks	Local Cultural Groups; Older Adult Advisory Committee.	◆	<ul style="list-style-type: none"> - Programming has been identified to meet the interests of older adults from various ethnic communities. - Monitor registration rates in new programs designed to meet the needs of Mississauga older adult ethnic population. - Monitor requests for new programs that meet the interests of older adults from the various ethnic communities.
E-15	Medium	Develop a campaign to raise awareness on injury and fall prevention and opportunities to promote safety.	2010-2011	Fire & Emergency Services.	Business Services & Corporate Assets.	◆	<ul style="list-style-type: none"> - Monitor community response to the campaign through a complaint mechanism on the City's web site. - Adjust media message based on any feedback received. - Monitor the number of injuries amongst older adults to determine if awareness campaign has been successful.
D-2	Low	Promote the benefits of employing Mississauga's skilled older adult work force to local employers. The City of Mississauga should continue to set an example by considering older adults for jobs within the Corporation.	2012-2013	Business Services & Corporate Assets.	N/A	◆	<ul style="list-style-type: none"> - Monitor the number of older adults working at the City of Mississauga and the assigned jobs. - Monitor the number of older adults being employed in the community. - Monitor policies for flexibility to attract and retain older adults.

Guiding Principle #2: Celebrate Life's Older Years

GOALS

1.1 Older Adults will be respected and valued for their knowledge, skills and contributions to the community.

1.2 The benefits of living in Mississauga as an older resident will be promoted to all age segments.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
A-6	High	Begin to incorporate the term "adults" or "older adult" as opposed to "senior" for all facilities, services, and programs directed towards residents 55 years of age or older.	2008-2009	Business Services & Corporate Assets.	Recreation & Parks; Organizations and Private Businesses.	◆	<ul style="list-style-type: none"> - Assess the attitude towards aging and the degree of inclusion in the community by providing Client Evaluation Forms for participants to complete at the end of a session. Participants should be asked if the program suited the age group of class participants. - Provide a comment/complaint mechanism on the City's web site and review comments to monitor older adults' preference for the removal of senior terminology and minimum age requirements.
E-3	Medium	Develop an information package for residents entering older adulthood, including the proposed Older Adult Guide and any brochures available on local programs, services, and volunteer opportunities. The package should be available at all City facilities.	2010-2011	Recreation & Parks.	Business Services & Corporate Assets. Communications	◆	<ul style="list-style-type: none"> - Monitor the number of guides requested by residents. - Monitor feedback on the guide and requests for additional information.
F-8	Medium	Identify and brand clusters of ethnic enclaves to provide culturally and linguistically sensitive programming.	2010-2011	Recreation & Parks.	Land Development Services; Community Organizations. Communications	★	<ul style="list-style-type: none"> - Outcomes of the study identifying ethnic clusters in the City of Mississauga. - Ability to translate recommendations into programs and services to gear towards specific clusters in the City. - Monitor participation in program and services geared towards those in ethnic enclaves.

Guiding Principle #3: Traveling Within Mississauga is Possible for All

- GOALS**
- 3.1 Through a combination of family, friends, members of the community, private businesses and City transit, older adults will be able to access transportation to reach desired destinations seven days a week.
 - 3.2 Mississauga Transit will continue to have accessible transit (low floor buses) and transit stop identification (audible and teletype).
 - 3.3 Where possible, transit stops will be located in close proximity to known origins and destinations of older adults.
 - 3.4 Wayfinding techniques will be utilized to ensure that local roads, sidewalks, trails and paths are older adult friendly.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
A-3	High	The Older Adult Advisory Committee should establish an Older Adult Transportation Sub-Committee to monitor the travel needs of older adults, including transit, driving, cycling, walking, and hiking activities.	2008-2009	Roads, Storm Drainage, & Watercourse.	Mississauga Transit.	◆	- Annual review the accomplishments of the Older Adult Transportation Sub-Committee and assess areas for improvements.
E-8	High	Develop an awareness campaign to encourage family members and friends to assist older adults in reaching required destinations.	2008-2009	Business Services & Corporate Assets. Communications	Region of Peel; Mississauga Transit. Community Organizations	◆	- Monitor community response to awareness campaign. - Monitor pressures on TransHelp / Mississauga Transit to determine if family/friends are assisting in meeting older adults' transportation needs. - Monitor opportunities for redevelopment.
C-8	High	Provide transit stops in proximity to community facilities, such as, community centres, libraries, high schools, and arenas. Transit stops should be located at a controlled intersection (signal or all-way stop). Public Works may need to evaluate the locations for controlled access locations at community facilities.	On-going	Mississauga Transit.	Roads, Storm Drainage, & Watercourse.	★	- Monitor the number of residents who have better access to community facilities. - Provide a feedback mechanism to determine the success of improved transit access to community facilities.
F-11	Medium	Offer "Transit Travel Training" seminars to older adults.	2010-2011	Mississauga Transit.	Business Services & Corporate Assets.	◆	- Monitor the number of participants. - Keep a list of common concerns/fears regarding transit to assist Mississauga Transit in encouraging ridership.
C-9	Medium	Assist the Greater Toronto Transport Authority in fully implementing the GTA FareCard by 2010.	2010-2011	Greater Toronto Transport Authority.	Mississauga Transit.	N/A	- Keep statistics on the number of older adults carrying the GTA Farecard. - Monitor the pressure on TransHelp by older adults when the GTA Farecard is in place.
E-7	Medium	Develop promotional material to inform local businesses of the benefits of offering shuttle services to bring older adults to their place of business.	2010-2011	Business Services & Corporate Assets.	Mississauga Transit. Economic Development Communications	◆	- Keep statistics on the number of businesses offering shuttle buses to older adults. - Monitor the pressure on TransHelp by older adults as businesses begin to offer shuttle buses.
E-14	Medium	Hold special transit educational/marketing events where older adults can ride for a reduced fare to become more accustomed to using Mississauga Transit.	2010-2011	Mississauga Transit.	Business Services & Corporate Assets.	★	- Determine the number of older adults that participate in each transit day. - Monitor purchases of bus passes by older adults and determine if increase occurs as a result of the transit days.
C-2	Low	Develop a Retrofit Plan to enhance City roadway signage to improve wayfinding for drivers, where feasible.	2012-2013	Roads, Storm Drainage, & Watercourse.	Business Services & Corporate Assets.	◆	- Provide feedback mechanism on the City's web site to ascertain the public's opinion of roadway improvements. Adjust accordingly.
F-10	Low	On transit routes where stops are located at major intersections or transfer points, install digital information displays to show real time arrivals in the bus shelters.	2014+	Mississauga Transit.	Roads, Storm Drainage, & Watercourse.	★	- Monitor feedback received from transit riders regarding the efficiency of Mississauga Transit. - Monitor ridership levels following system improvements.

Guiding Principle #4: Complete Neighbourhoods Benefit Older Adults

GOALS

- 4.1 Vital services will be concentrated in nodes or pockets across the City. The definition of vital services will include: medical practitioners, pharmacies, groceries, community organizations, libraries, and leisure programs and services.
- 4.2 The City will encourage the clustering of older adult vital services on established transit routes and in accessible locations.
- 4.3 Isolated, stand alone residences, services and facilities will be discouraged.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
C-7	High	Based on demand, improve transit frequencies during off-peak periods where there is a cluster of services geared towards older adults.	2014+	Mississauga Transit.	Land Development Services.	★	<ul style="list-style-type: none"> - Monitor feedback received from transit riders regarding the efficiency of Mississauga Transit. - Monitor ridership levels following system improvements.
C-1	Medium	<p>Certain services catering to older adults should strive to be provided at existing public facilities or Nodes (as defined in Mississauga Plan). The City of Mississauga should improve customer service by optimizing the services offered at community centres and libraries. Services could include but are not limited to:</p> <ul style="list-style-type: none"> ▪ The Post Office; ▪ Health Nurses; ▪ Foot Clinics; ▪ Healthcare Aid Rentals; ▪ Region of Peel and Province of Ontario pamphlets; and ▪ City of Mississauga application forms, garbage tags, pet licenses, and possibly the ability to pay taxes. 	2012-2013	Land Development Services.	Region of Peel.	◆	<ul style="list-style-type: none"> - Monitor usage of new services offered at community centres (i.e. number of persons requesting City application forms). - Undertake a qualitative assessment as to whether community centres offering new services are becoming community activity hubs.
C-10	Medium	Under the next comprehensive review of the Mississauga Official Plan, identify that a goal of the Plan is to promote the location of vital services such as doctors, pharmacies, grocery stores and community centres to Nodes (see Action C-1).	2012-2013	Land Development Services.	Region of Peel.	◆	<ul style="list-style-type: none"> - Monitor development and occupancy of existing sites in identified Nodes.

Guiding Principle #5: Active Living and Lifelong Learning Enhance Older Adults' Quality of Life

GOALS

- 5.1 The benefits of physical activity and mental stimulation will be promoted.
- 5.2 A range of parks, trails, and facilities will be available to support opportunities for physical activity, learning and social interaction.
- 5.3 Municipal outreach services will be provided to areas where there are concentrations of older adult housing and/or older adult gathering places.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
F-1	High	The following facilities will be the top priority for new programs geared towards older adults, as well as becoming community nodes for services: <ul style="list-style-type: none"> ▪ Mississauga Valley Community Centre & Mississauga Valley Branch Library; ▪ Frank McKechnie Community Centre & Frank McKechnie Branch Library; ▪ Cooksville Branch Library; ▪ Malton Community Centre & Malton Branch Library; and ▪ Burnhamthorpe Community Centre & Burnhamthorpe Branch Library. 	2008-2009	Recreation & Parks.	Business Services & Corporate Assets; Mississauga Library; Community Organizations.	★	<ul style="list-style-type: none"> - Monitor participation rates of new programming at these selected community centres. - Collect feedback from participants using the Customer Feedback Form. Modify programming as necessary. - Monitor growth of the older adult population in each of the service areas surrounding the community centres.
E-10	High	Develop a media campaign emphasizing that learning and physical activity can start at any age.	2010-2011	Recreation & Parks.	Business Services & Corporate Assets; Community Organizations; YMCA.	◆	<ul style="list-style-type: none"> - Monitor community response to awareness campaign.
D-7	High	Develop a program series on preventing and/or living with ailments such as heart attacks, strokes, cancer, etc. Programs will be designed to provide tools to improve physical and mental health and to receive peer support.	2010-2011	Recreation & Parks.	Local Health Integrated Network; Region of Peel. Hospitals	★	<ul style="list-style-type: none"> - Monitor participation rates for the health related programming. - Collect feedback from participants using the Customer Feedback Form. Modify programming as necessary. - Monitor health condition of older adults (e.g. number of strokes per year).
D-8	High	Partner with local hospitals and medical providers to offer the following health resources at select community centres, libraries, and/or Nodes: <ul style="list-style-type: none"> a. Information on health matters; b. Public health nurses; c. Walk-in-clinics; and d. Foot Clinics. 	2010-2011	Region of Peel.	Recreation & Parks; Local Health Integrated Network; local hospitals/medical providers.	◆	<ul style="list-style-type: none"> - Monitor usage of new services offered at community centres (i.e. number of persons requesting City application forms). - Undertake a qualitative assessment as to whether community centres offering new services are becoming community activity hubs.
A-8	High	In partnership with the Region of Peel, ensure that the Healthy City Stewardship Centre is provided with any information on programs and issues that will assist them in improving the local health of older adults.	2010-2011	Region of Peel.	Local Health Integrated Network; Recreation & Parks. Hospitals	◆	<ul style="list-style-type: none"> - Monitor the "air time" given to older adult health issues at the HCSC. - Monitor the amount of information supplied by the Region of Peel.
E-9	Medium	Develop a campaign to promote the benefits of starting local community groups, such as walking clubs and tai chi in the park.	2010-2011	Recreation & Parks.	Business Services & Corporate Assets; Community Organizations.	◆	<ul style="list-style-type: none"> - Monitor community response to awareness campaign. - Monitor the number of local community group start-ups.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
F-2	Medium	The following facilities should continue to place a high priority on programming and services for older adults: <ul style="list-style-type: none"> Clarkson Community Centre & Clarkson Branch Library; South Common Community Centre & South Common Branch Library; River Grove Community Centre; and Meadowvale Community Centre & Meadowvale Branch Library. 	2010-2011	Recreation & Parks.	Business Services & Corporate Assets; Mississauga Library; Community Organizations.	★	<ul style="list-style-type: none"> Monitor participation rates of new and existing programming at these selected community centres. Collect feedback from participants using the Customer Feedback Form. Modify programming as necessary. Monitor growth of the older adult population in each of the service areas surrounding the community centres.
A-9	Medium	Expand direct older adult programming in the prime time hours at select community centres, pools, parks, and libraries to accommodate those who are still working (test pilot a select group of Community Centres where there is a higher concentration of older adults in the area) – See Action F-1	2010-2011	Recreation & Parks.	Mississauga Library; Community Organizations.	◆	<ul style="list-style-type: none"> Monitor percentage of prime time hour programs geared towards different age segments (children, youth, adults, and older adults). Monitor older adult participation in new prime time hour programming.
D-4	Medium	Increase the number of municipally facilitated educational courses geared towards older adults through partnerships with community education providers. Classes should focus on peer-learning to give older adults a sense of ownership over their learning.	2010-2011	Mississauga Library.	Recreation & Parks; University of Toronto.	◆	<ul style="list-style-type: none"> Monitor participation rates in educational programming. Collect feedback from participants on their suggestions, improvement, and/or ideas for new educational programming.
D-9	Medium	Provide food services (coffee shops or snack bars) within certain community centres, where it is warranted. Seating and tables should be provided adjacent to the food services.	2012-2013	Recreation & Parks.	Business Services & Corporate Assets; Private Food Service Providers.	★	<ul style="list-style-type: none"> Track operating costs and revenues of snack bars. Monitor usage of seating areas within community centres. Determine if a greater number of residents are frequenting the centre as a result of the availability of food.
F-5	Medium	Provide an Older Adult Information Resource Centre space in certain large library branches with lounge areas or programming space, specialized directories, large print materials, and other resources of interest.	2014+	Mississauga Library.	Business Services & Corporate Assets.	★	<ul style="list-style-type: none"> Monitor usage of older adult resource areas. Collect feedback on type of library resources older adults would like to see offered (book types, large print, language books, etc.)

Guiding Principle #6: Older Adults are “In the Know”

GOALS

- 6.1 The City will increase awareness of municipal services, facilities, and programs for older adults through various mediums and partnerships.
- 6.2 Key information on older adult programs and services will be communicated in a number of primary languages.
- 6.3 City Staff and volunteers will be trained to understand and respond to the variety of older adult needs and physical abilities.
- 6.4 Access to City services and information will be maximized at all City facilities.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
A-1	High	Form an Older Adult Advisory Committee ('OAAC') with staff resources to assist in implementing the Older Adult Project. Recommendations regarding older adult services and programs should come through the OAAC.	2008-2009	Recreation & Parks.	Business Services & Corporate Assets.	◆	- Undertake an annual review the accomplishments of the OAAC and assess areas for improvements.
A-4	High	Develop a staff position at the City of Mississauga with the job title of 'City-wide Coordinator of Older Adult Services'. This staff person will be a resource to the Older Adult Advisory Committee.	2008-2009	Business Services & Corporate Assets.	Recreation & Parks.	★	- Review the job portfolio of the Older Adult Co-ordinator. - Monitor the staff person's ability to implement the recommendations of the Older Adult Project. - Monitor the relationship between the Older Adult Co-ordinator and the OAAC.
E-1	High	Establish a web page on the City's corporate website to act as the central municipal information resource for older adult residents.	2008-2009	Business Services & Corporate Assets.	Recreation & Parks; Mississauga Transit; Mississauga Library.	◆	- Monitor the number of 'hits' the webpage receives. - Monitor the number of telephone and written requests for information once the Older Adult Webpage is online.
E-2	High	Publish a guide of older adult services, facilities, and programs ('Older Adult Guide') to be posted on the City's Older Adult Webpage. Ensure that the guide is readable, with larger font sizes. The proposed Older Adult Guide should include information such as: <ul style="list-style-type: none"> ▪ information on community organizations (non-for profit and private providers) serving the older adult population; ▪ information on filing for the Canadian Transit Tax Credit; ▪ the Accessible Transit Route; and ▪ tips from the Mississauga Emergency Plan. 	2010-2011	Business Services & Corporate Assets.	Recreation & Parks; Mississauga Transit; Fire & Emergency Services; Mississauga Library.	◆	- Monitor the number of 'hits' for the online guide. - Monitor feedback on the guide and requests for additional information. - Monitor the number of telephone and written requests for information once this guide is available online.
E-4	Medium	Update the City of Mississauga website to: <ul style="list-style-type: none"> ▪ Have multiple font sizes – (e.g. small, medium and large); ▪ Use a sans serif typeface (e.g. Helvetica); ▪ Avoid using yellow, blue and green colours in close proximity; and ▪ Avoid the use of patterned backgrounds. 	2010-2011	Business Services & Corporate Assets.	N/A	◆	- Provide a complaint mechanism on the City's web page to receive feedback on opportunities to improve user friendliness of the City's website.

Guiding Principle #7: Public Spaces, Places and Programs are Age-Friendly

- GOALS**
- 7.1 Products, amenities, facilities and outdoor environments will be developed using universal design principles, and to the greatest extent possible, without future need for adaptation or specialized design.
 - 7.2 In programming leisure activities, consideration will be given to all types of physical, social, cultural, and mental inhibitors, including loss of hearing and eyesight, language, immobility, Alzheimer’s and dementia.
 - 7.3 The City will facilitate inter-generational programming (including event programming for community activities) to provide opportunities for various older adult age groups and younger generations to participate together.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
E-6	High	Provide a link on the Older Adult Webpage to the City’s Emergency Planning Webpage and the Region of Peel’s older adult related web pages.	2009-2010	Business Services & Corporate Assets.	Fire & Emergency Services.	◆	- Monitor the number of ‘hits’ on the Emergency web page. - Track Emergency Services requests from older adults.
C-5	High	Update the 2007 Mississauga Accessibility Design Handbook to include the design of trail signs (name, length, maximum grade, width of trail, surface, condition, etc.) Establish Geographical Positioning System coordinates in Mississauga parks to assist users in identifying their location (wayfinding).	2010-2011	Recreation & Parks.	Business Services & Corporate Assets.	◆	- Monitor trail use by residents. - Provide a feedback mechanism to receive comments and suggestions on improving the accessibility of City trails.
F-9	High	Prepare an information package on emergency preparedness for local organizations and groups to provide to their members.	2010-2011	Fire & Emergency Services.	Business Services & Corporate Assets.	◆	- Monitor the number of guides requested by residents. - Monitor feedback on the guide and requests for additional information.
E-5	Medium	Provide a list of accessible facilities and programs on the City’s proposed Older Adult Webpage.	On-going	Business Services & Corporate Assets.	Recreation & Parks; Mississauga Transit; Mississauga Library.	◆	- Monitor number of ‘hits’ on web page. - Track the number of private businesses that improve accessibility to their place of business to be listed on the City’s web site.
C-6	Medium	Fire and Emergency Services should continually monitor the frequency of calls placed by older adults for medical emergencies and fire. Response times should also be monitored.	2010-2011	Fire & Emergency Services.	N/A	◆	- Confirm if Fire and Emergency Services is able to detect trends/patterns with the emergency calls received from older adults. Use this information to inform any awareness campaign focussing on injury/fall prevention.
C-3	Medium	Fully Implement the City of Mississauga Accessibility Plan.	2010-2011	Accessibility Advisory Committee	Land Development Services; Mississauga Transit; Mississauga Library; Recreation & Parks; Business Services & Corporate Assets.	◆	- Provide a feedback mechanism for residents to suggest opportunities to improve accessibility.
C-4	Medium	Staff and volunteers should continue to provide inclusive leisure programs and activities.	2010-2011	Recreation & Parks.	N/A	◆	- On the Customer Feedback Form determine if participants feel the particular program is accessible to all residents and sensitive to individual needs.
E-12	Medium	Develop an awareness campaign, possibly in conjunction with the existing ‘Good Neighbour’ program, to encourage residents to assist older adults in snow and leaf removal.	2010-2011	Roads, Storm Drainage & Watercourse.	Business Services & Corporate Assets.	◆	- Monitor community response to awareness campaign. - Monitor the number of requests to the City for assistance in snow removal.
C-11	Medium	Develop a checklist for development plan review (site plan, plan of subdivision, and plan of condominium) to determine what barriers may exist for older adults.	2012-2013	Land Development Services.	Accessibility Advisory Committee.	◆	- Track the use of the checklist in development review. - Track the type of changes to development applications based on the presence of the checklist.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
C-12	Low	Install count down walk signals at signalized intersections and provide pedestrian islands or roadway narrowings, where appropriate, to improve pedestrian safety.	2014+	Roads, Storm Drainage & Watercourse.	N/A	★	- Conduct on online poll regarding the perception of safety for pedestrians in the City of Mississauga.

Guiding Principle #8: Age Will Not Be the Sole Determinant in Establishing Fees for Older Adult Services

- GOALS**
- 8.1 The City will remain fiscally sustainable as the population ages by establishing an ability-to-pay model for most municipal services and supports.
 - 8.2 Older Adults without the ability to pay will be provided with financial assistance to access municipal services.
 - 8.3 User fees for municipal services will encourage and support frequent participation; however, older adults must be willing to pay to receive the quality of life benefits of municipal services.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
B-1	High	Develop an "Access Policy" that is based on annual personal income and the number of dependents.	2008-2009			★	
B-2	High	<p>Provide a transition period as the City of Mississauga implements the "Access Policy". The following phasing should be put in place:</p> <ul style="list-style-type: none"> ▪ Residents born prior to 1935 should receive the traditional senior subsidy. ▪ Residents born between 1935 and 1944 should receive a variation of the traditional seniors' subsidy for 5 years after the "Access Policy" is established. ▪ Residents born between 1945 and 1954 should receive a lesser variation of the traditional seniors' subsidy for 5 years after the "Access Policy" is established. 	2008-2009	Recreation and Parks	Region of Peel; Recreation & Parks; Mississauga Transit; Mississauga Library;	◆	<ul style="list-style-type: none"> - Monitor the number of residents eligible for a subsidy under the Access Policy, as well as the number of older adults who will continue to receive the traditional seniors' subsidy (those born before 1935). Update eligibility numbers every year. - Provide a feedback mechanism for residents to provide any concerns they may have.
B-3	High	Develop an 'Access Card' for entry to both municipal community centres and libraries. This card should be linked to information on individual users, including eligibility for subsidies. Consult with the Region of Peel to establish a 'one card' system to access both municipal and regional programs and services.	2008-2009	Business Services & Corporate Assets	Animal Services; Communications.	◆	
B-4	High	Develop an awareness campaign to ensure that Mississauga residents are cognizant of the fee changes associated with the Access Policy and the requirements necessary to receive subsidies.	2008-2009			◆	
B-5	Medium	Offer certain programs and activities for free to persons of all ages at specific facilities.	2010-2011			★	

Guiding Principle #9: Older Adult Volunteers Contribute Immensely to the Community

GOALS

- 9.1 Older Adults will be inspired to volunteer and to maintain these commitment(s) over time.
- 9.2 Volunteer recruitment, training, and recognition will be undertaken and coordinated to support the needs of older adults in the community.
- 9.3 The City will encourage older adults to mentor youth in the community.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
E-13	High	Develop a forward thinking awareness campaign to encourage older adults to volunteer in the community. The campaign should focus on the valuable skills they offer and their ability to change the community for the better.	2008-2009	Recreation & Parks.	Region of Peel.	◆	<ul style="list-style-type: none"> - Monitor resident's response to the awareness campaign. - Track the volunteering rates in the community.
F-15	High	Advocate for a volunteer resource centre to assist in volunteer recruitment, training, and placement.	2010-2011	Recreation & Parks.	Region of Peel. United Way Library	◆	- N/A
F-16	Medium	Provide programming to allow older adults to mentor youth in the community, including tutoring and career information. Involve both the proposed Older Adult Advisory Committee and the City's Youth Committee in developing these mentorship's.	2010-2011	Recreation & Parks.	Region of Peel; Mississauga Library; Business Services & Corporate Assets.	◆	<ul style="list-style-type: none"> - Track the number of residents participating in intergenerational programming. - Provide a feedback mechanism to develop an understanding on participant's perspectives/benefits/improvements to intergenerational programming.
F-13	Medium	Provide training sessions to all new and existing volunteers, as well as City staff, on the challenges, issues, and benefits of working with older adults. Provide diversity training where appropriate.	2010-2011	Business Services & Corporate Assets.	Mississauga Library; Parks & Recreation.	◆	<ul style="list-style-type: none"> - Provide a feedback mechanism to keep training session topics focused on up-to-date issues and challenges faced by staff and volunteers. - Monitor resident feedback related to staff and volunteers to determine if residents indicate improvements following the staff/volunteer training.
F-12	Medium	Hold an annual volunteer fair to showcase the volunteer opportunities in Mississauga. The fair will provide an avenue for residents to meet with a variety of organizations.	2012-2013	Recreation & Parks.	Region of Peel; Mississauga Library; Business Services & Corporate Assets.	◆	<ul style="list-style-type: none"> - Each year, tally the number of attendees for the volunteer fair. Compare the attendance levels over 5-year period to track any changes.
F-14	Low	Develop a program to hire retired older adults to volunteer for the City (providing a nominal stipend) to assist with older adult programs, projects, and awareness campaigns.	2012-2013	Business Services & Corporate Assets.	All City divisions and departments	★	<ul style="list-style-type: none"> - Track the number of older adults that are volunteering with the City. - Monitor the tasks of adult volunteers.

Guiding Principle #10: Partnerships Strengthen Community

- GOALS**
- 10.1 The City will have a strong civic culture where the community joins together to assist older adults who need help.
 - 10.2 The City will develop collaborative relationships with community organizations to meet older adult needs.
 - 10.3 Private businesses who serve the older adult community will be targeted as potential partners in meeting the needs of this segment of the population.
 - 10.4 Partnerships with health agencies such as the Local Health Integration Network, medical providers and hospitals will be formed to pursue community based programs focusing on health promotion and outreach opportunities.

Reference	Priority	Action	Timing	Responsibility		Financial Implications	Monitoring
				Lead	Assist		
D-5	Medium	Encourage local professional businesses to offer educational classes through the library system, including nutritionists, doctors, dentists, pharmacists, eye care professionals, lawyers, financial providers, etc.	2010-2011	Mississauga Library.	Recreation & Parks; Private Businesses.	◆	<ul style="list-style-type: none"> - Track the number of courses taught by local businesses. - Monitor participation in the classes.
E-11	Medium	Ensure that Mississauga’s older adults are aware of day/food programs offered by the Region of Peel.	2010-2011	Region of Peel.	Business Services & Corporate Assets.	◆	<ul style="list-style-type: none"> - Monitor telephone and written requests regarding the day programs. - Receive participant data from the Region of Peel.
D-6	Medium	Develop a partnership between the Older Adult Advisory Committee, Mississauga Halton LHIN, and the Seniors’ Integrated Model Committee, for the establishment of common health goals for residents of the City of Mississauga and other key players (e.g. Peel Advisory Working Group on Older Adults’ Housing; 2020 Vision – Fair Share Task Force; Metamorphosis Network).	2010-2011	Local Health Integrated Network.	Recreation & Parks; Regulatory Services.	◆	<ul style="list-style-type: none"> - Monitor the dialogue between the various health agencies, the City, and the Region.
A-2	Medium	The Older Adult Advisory Committee should hold an annual forum with older adult service providers (e.g. recreational, cultural, educational, etc.) to identify gaps in service and monitor emerging trends related to Mississauga older adults.	2012-2013	Recreation & Parks.	Community Organizations; Private Businesses.	◆	<ul style="list-style-type: none"> - Track the number of participants in the annual forum. - Monitor the gaps identified and the steps taken to meet any deficiencies.
D-4	Medium	Continue to monitor programs offered by service clubs, private recreation businesses, the City, and other service delivery agencies to determine which programs are well-liked amongst each segment of the older adult population. Using this information, the City should adjust new municipal programs to best meet the needs of the community.	On-going	Recreation & Parks.	Leisure Oriented Community Organizations and Private Business.	◆	<ul style="list-style-type: none"> - Keep a list of popular programs. - Monitor total registration in physical activities to determine if this type of service delivery model provides.

5.0 COST ESTIMATES

5.1 Facilities

The following estimates provided below are based on the cost for one individual facility. The total cost will depend on the number of the number of facilities retrofitted, the size of the space, and the type of finishes.

Cost Estimate for Action F-1, F-2, and F-3

- F-1:** The following facilities will be the top priority for new programs geared towards older adults, as well as becoming community nodes for services: Mississauga Valley Community Centre & Mississauga Valley Branch Library; Frank McKechnie Community Centre & Frank McKechnie Branch Library; Cooksville Branch Library; Malton Community Centre & Branch Library; Burnhamthorpe Community Centre & Branch Library.
- F-2:** The following facilities should continue to place a high priority on programming and services for older adults: Clarkson Community Centre & Clarkson Branch Library; South Common Community Centre & South Common Branch Library; River Grove Community Centre; Meadowvale Community Centre & Meadowvale Branch Library.
- F-3:** Provide new older adult space in community facilities as opposed to constructing additional purpose built dedicated older adult facilities. The facilities listed in Action F-1 should be the first locations to develop new dedicated older adult space, followed by facilities in Action F-2. These dedicated spaces should be a quiet, yet warm and inviting room(s) where this group can go to socialize, seek support, and store their belongings.

Facility Component	Capital Cost	Annual Operating Cost
Per 1500 sq. ft Dedicated Older Adult Space (if space exists)	\$217,500	n/a
Per 1500 sq. ft Dedicated Older Adult Space (new space)	\$285,000	n/a
New Programs	See Implementation Analysis	
Per Warm Water Therapy Pool	\$2,000,000	\$50,000 - \$100,000

Cost Estimate for Action D-9

- D-9:** Provide food services (coffee shops or snack bars) within certain community centres, where it is warranted. Seating and tables should be provided adjacent to the food services.

Facility Component	Capital Cost	Annual Operating Cost
Per 800 sq. ft. (including seating and tables)	\$40,000	n/a



Cost Estimate for Action F-5

F-5: Provide an Older Adult Information Resource Centre space in certain large library branches with lounge areas or programming space, specialized directories, large print materials, and other resources of interest.

Facility Component	Capital Cost	Annual Operating Cost
Per 1000 sq. ft Resource Area (existing space)	\$50,000	\$30,000 (Staffing)

5.2 Programs and Policies

The following cost estimates below are based on the assumption that each program will include 10 sessions and have approximately 30 participants. The cost will vary by program type, particularly the cost of instructors and any equipment or materials. As partnerships with the Region of Peel are recommended for illness/prevention classes, the cost estimate could be lower.

Cost Estimate for Action B-1 (See Implementation Analysis)

B-1: Develop an “Access Policy” that is based on annual personal income and the number of dependents.

Cost Estimate for Action B-5 and D-7

B-5: Offer certain programs and activities for free to persons of all ages at specific facilities.

D-7: Develop a program series on preventing and/or living with ailments such as heart attacks, strokes, cancer, etc. Programs will be designed to provide tools to improve physical and mental health and to receive peer support.

Per Program (10 Sessions; 30 Participants)	Annual Operating Cost
Generic Programs	\$2000
Illness Prevention/Recovery	\$3000

Cost Estimate for Action F-8

F-8: Identify and brand clusters of ethnic enclaves to provide culturally and linguistically sensitive programming.

	Annual Operating Cost
Outsourced Study to a Consultant	\$50,000



5.3 Staffing

The cost estimates for a City-wide Coordinator of Older Adult Services is based on 2007 Salary ranges. The sample costing for hiring retired older adults is based on the following assumptions:

- At any given time there would be 10 older adult volunteers;
- Older adult volunteers would work approximately 10 hours per week, for a total of 40 weeks per year; and
- Older adult volunteers would be paid \$8.00 per hour.

Cost Estimate for Action A-4 and D-7

- A-4:** Develop a staff position at the City of Mississauga with the job title of ‘City-wide Coordinator of Older Adult Services’. This staff person will be a resource to the Older Adult Advisory Committee.
- D-7:** Develop a program to hire retired older adults to volunteer for the City (providing a nominal stipend) to assist with older adult programs, projects, and awareness campaigns.

Staffing	Annual Operating Cost
City-Wide Coordinator – Salary Grade F.	\$62,192 to \$82,925
Per 10 volunteers (at 400 hour per year each).	\$32,000
Cost of developing program to hire retired older adults.	\$8,000 to \$10,000

5.4 Transportation

The following cost estimates regarding transportation upgrades are per additional element. For example, the cost of \$25,000 for a new transit stop is for additional stop in a single location. It is important to note that these are approximate figures and could differ based on location of the retrofit, type of intersection, necessity for curb cuts, etc.

Cost Estimate for Action C-8, C-12, and F-10

- C-8:** Provide transit stops in proximity to community facilities, such as, community centres, libraries, high schools, and arenas. Transit stops should be located at a controlled intersection (signal or all-way stop). Public Works may need to evaluate the locations for controlled access locations at community facilities.
- C-12:** Install count down walk signals at signalized intersections and provide pedestrian islands or roadway narrowings, where appropriate, to improve pedestrian safety.
- F-10:** On transit routes where stops are located at major intersections or transfer points, install digital information displays to show real time arrivals in the bus shelters.



	Capital Cost	Annual Operating Cost
Per New Transit Stop	\$25,000	Maintained by CVS
Evaluation of Controlled Access	Staff Time	
Per Intersection Count Down Signal	\$100,000 (new signal) \$16,000 (upgrade existing signal)	n/a
Per Pedestrian Island	Variable (based on location, size, and type)	
Digital Information Display for the whole transit system	\$10,000,000 to \$15,000,000	\$50,000

Cost Estimate for Action C-7 and E-14

C-7: Based on demand, improve transit frequencies during off-peak periods where there is a cluster of services geared towards older adults.

E-14: Hold special transit educational/marketing events where older adults can ride for a reduced fare to become more accustomed to using Mississauga Transit.

	Capital Cost	Annual Operating Cost
Improved transit frequencies	Variable (number of routes, fleet size, etc.)	
Advertising for Special Transit Days	n/a	\$5,000

