



Action Planning for Sudbury's Golden Opportunity

Findings and Recommendations



Prepared for the Mayor and Council's Committee on Seniors' Issues



April 2004



Project Mandate

To develop a seniors-based economic development strategic plan, which will guide the City of Greater Sudbury in advancing its economic interests as it relates to the retention and attraction of senior citizens and their requisite infrastructure and services.

To Create Sudbury's Golden Opportunity

Executive Summary

Introduction

- In the summer of 2002, City Council authorized planning staff to undertake a review of the City's Official Plan. In support of this review nine background studies were commenced in the summer of 2003. These studies were to provide the technical background information with which the Official Plan would be developed.
- In this context, discussions with community stakeholders including FEDNOR and Human Resources Development Canada (HRDC), led the Mayor and Council's Committee on Seniors' Issues, senior municipal officials, Economic Development and Planning Services of the City of Greater Sudbury and others to seek to understand the economic development impact and identify the opportunities associated with addressing the needs of seniors.
- The City in conjunction with its partners determined that potential regional competitive advantages exist in meeting the needs of Ontario's growing population of senior citizens. These include:
 - Three well-known post secondary institutions;
 - A diverse range of housing types that include market based and subsidized owner occupies dwellings and rental units, and non-profit and co-op facilities;
 - A full service regional health care centre, including facilities to be housed in the Sudbury Regional Hospital; and
 - A planned medical school operated jointly with Laurentian and Lakehead Universities.
- In addition to providing Council with a valuable tool with which to create economic development opportunities with respect to the seniors market, the results of the study, *Action Planning for Sudbury's Golden Opportunity*, will also serve to inform the new Official Plan specifically in the area of seniors' issues.
- The completed demographic analysis, identification of housing needs and issues, and the engagement of key stakeholders in the area of seniors needs, among other matters will be valuable tools as the official plan is developed.

Background

- The overall intent of this study has been to develop a clear vision along with a Community Action Plan that defines opportunities for public, non-profit and for-profit enterprises in the area of seniors related industries. In addition, it will establish Greater Sudbury as a leader in catering to the rapidly changing demographics of the local community and society as a whole based on competitive advantages thus establishing '*Sudbury's Golden Opportunity*'.
 - The Plan builds on Greater Sudbury's existing strengths and opportunities and provides strategic direction on how to address weaknesses and threats the City faces in advancing its economic interests.
 - In conjunction with the Community Action Plan, a Marketing and Community Development Plan has been prepared that identifies appropriate messaging in retaining and attracting younger seniors to the community and position Greater Sudbury as a high quality community for retirement living. It also includes effective means to engage and involve the local community.
 - The economic activity associated with Sudbury's "seniors economy" – from the perspective of the existing population and that of visitors to the area - has the potential to result in significant impact on the community, in terms of value added to gross provincial product, employment, labour income and government revenues.
- In the context of Sudbury's existing seniors population, local business opportunities may exist in the areas of:
 - home retrofitting and renovation;
 - household chores and maintenance;
 - personal care and services;
 - home health care products and assistive devices;
 - pharmaceuticals and naturopathic products; and
 - private transportation services.
 - Local business opportunities that relate to the 45+ traveler/tourist include:
 - accommodation and dining,
 - packaged bus tours,
 - cultural and heritage experiences,
 - eco-tourism; and
 - Recreational sports such as golf, curling, hiking and ice-fishing etc.
 - The exact magnitude of this impact, however, will depend on the degree to which the City can attract and retain seniors to live and by extension spend in the community.

Report Highlights

Senior's Population Characteristics

- In line with many regions in Ontario and Canada, Greater Sudbury's population is aging. In 1996, 21 percent of the Greater Sudbury population was in the 55-90 year plus cohorts. This compares to 24 percent in 2001.
- When compared to a wide range of benchmark communities across Canada, Greater Sudbury has one of the highest concentrations of seniors aged 55 and older.
- Of the 27 Canadian Census Metropolitan Area's (CMA), Greater Sudbury ranks 6th in the number of households aged 45 and older and sixth in the number of households aged 55 and older. Only Victoria and St. Catharines/Niagara had substantially larger senior population.
- Demographic trends suggest that the majority of individuals currently residing in the 35-49 age cohorts are likely to remain in Greater Sudbury over the next 20 years representing a significant opportunity for local economic development initiatives focused on seniors.
- Conservative estimates suggest that the number of senior's households in Greater Sudbury aged 55 to 64 years, will increase by 42 percent by 2026.

Households aged 65 to 74 years will increase by 49 percent.

- To sustain the "boom" population levels over the longer term, the Greater Sudbury area will have to attract new seniors to the region, as well as people in the younger age groups, who will choose to remain in Greater Sudbury at retirement.

Senior's Income Characteristics

- Average senior's incomes in Greater Sudbury are lower than those for Ontario.
- Average incomes in Greater Sudbury increased by a similar magnitude across all age groups and sex during the period 1995 - 2000.
- The income disparity between male and female seniors is expected to narrow in the future because of a higher participation rate in the labour force for today's women than their counterparts of 25 years ago.
- The primary source of income for individuals in Greater Sudbury below the age of 55 is job income. In contrast, the majority of individuals in the 55+ age cohorts gain their income from government and/or company pension plans suggesting a stable source of income over the longer term.

Senior's Housing Characteristics

- 62 percent of all seniors households aged 65 to 74 years of age in Greater Sudbury own their own home without the encumbrance of a mortgage. This compares to 50 percent of seniors households aged 55 to 64 years.
- Renting is most common among seniors households aged 75 years and older. This is consistent with the understanding that as one ages, the need to free up disposable income becomes important and the care and upkeep of a house becomes more of a concern.
- Of those seniors in Greater Sudbury that continue to carry the cost of a mortgage, more than 80 percent of households aged 55 and older are paying less than 30 percent of their income on mortgage payments.
- A great number of these households are in fact paying less than 15 percent on mortgage payments. This supports the notion that the Greater Sudbury housing market is both affordable to its current senior population and very competitively priced to attract seniors from outside the jurisdiction.
- Based on current population projections, there is a strong market for housing geared to seniors in Greater Sudbury.
- The 55+ age group will continue to prefer single detached dwelling accommodation or at least the

dwelling and yard-size lifestyle that such a dwelling can offer.

- The local housing market is seen as affordable to a wide range of seniors across Ontario. This should assist with attracting retirees to the area.

Observations from Consultation Process

- Six focus groups – four English and two French – were conducted in July 2003 with more than 60 members of the public in order to identify Greater Sudbury's Strengths and Weaknesses as well as future Opportunities and Threats (SWOT) affecting the City's ability to retain and attract seniors to the Greater Sudbury Area.
- In addition, interviews with key informants provided additional insight on certain issues raised in the focus groups or by other stakeholders.
- The consultation program focused on the services and program opportunities that may be available to the City in the areas of:
 - Housing Infrastructure and Services;
 - Health and Long Term Care Infrastructure and Services;
 - Post Secondary Education and Related Services; and
 - Recreation, Arts and Cultural Amenities.

➤ Overall participants suggested that Sudbury's primary **Strengths** include:

- its affordability;
- its natural beauty;
- it's geography and location in the 'near north';
- its diverse shopping, arts, culture and recreation alternatives;
- its integrated network of health and long term care facilities and services;
- the range of full care nursing homes and retirement homes;
- senior's focused community facilities and support services;
- the presence of post-secondary educational institutions, including Laurentian University, Cambrian College and College Boreal; and
- a high level of community volunteerism.

➤ Participants suggested that Sudbury's primary **Weaknesses** include:

- the lack of a range of housing alternatives for an aging in place population;
- the centralization of senior services and community amenities in downtown area of Sudbury;

- a deteriorated downtown;
- the perceived lack of quality associated with local rent-g geared-to-income units;
- the lack of accessibility of public transit to enable and connect seniors to the range of available services and amenities; and
- graduates of senior related programs at Laurentian experiencing difficulty finding local employment.

➤ Participants suggested that Sudbury's primary **Opportunities** include:

- capitalizing on its central location in Ontario's 'near north' and its connections to Southern Ontario as a way of appealing to and attracting seniors;
- a population catchment area that is estimated at between 250,000 and 300,000 people;
- the re-branding and promoting Sudbury as an affordable retirement destination that provides a high quality of life;
- capitalizing on the momentum in advancing the downtown and development of seniors lifestyle housing by looking for ways to 'partner' with or better support the private sector on these initiatives;

- the development and promotion of an external connected network of arts, cultural and recreation amenities which would appeal to a broad range of ethnic and age cohorts including seniors;
 - Sudbury's ability to attract leading edge researchers and healthcare professionals with the emerging critical mass of healthcare infrastructure and seniors related specializations; and
 - developing seniors related research linkages between the areas post secondary institutions and the new Northern Ontario Medical School.
- Participants suggested that Sudbury's primary **Threats** include:
- Not addressing the external perception of the image and reputation of the City;
 - Limited range of housing product/options available to seniors;
 - Not being proactive in advancing private sector development of market based housing for seniors;
 - Older seniors becoming isolated in their homes as a result of insufficient or inappropriate RGI units;
 - Perceived lack of healthcare, community care and other senior support services and infrastructure to Greater Sudbury's outer lying areas; and

- The outflow of trained healthcare professionals due to the lack of seniors related employment opportunities.

The Economic Impact of Seniors and Seniors Industries

- Every dollar spent on goods and/or services produced by seniors-related industries will have a substantial ripple effect on Greater Sudbury's local economy as the initial financial outlays circulate and recirculate through the economy.
- There are several industries considered essential to meeting the needs of Greater Sudbury's growing seniors population:
- Healthcare and Social Assistance
 - Construction
 - Retail Trade and Accommodation and Food Services
 - Real Estate
 - Educational Services
 - Finance and Insurance
 - Arts & Entertainment
 - Utilities and Transportation

- Greater Sudbury is seen as having a strong economic base upon which to enhance, build, and attract new seniors' related services and infrastructure.
- Seniors related expenditures on goods and/or services produced by these industries generally come from two sources: development of infrastructure and expenditures made across all of these industries by seniors on an annual basis.
- Total household expenditures in 2001, by Greater Sudbury seniors aged 55 to 64 years of age was \$582 million. For seniors aged 65 to 74 years and over 75 years of age expenditures totalled \$339 million and \$167 million, respectively.
- Assuming a conservative growth in seniors aged 55 to 64 years of age, household expenditures could increase to \$1.2 billion in 2021.
- Under a more optimistic growth scenario, household expenditures for the same group of seniors could increase to \$1.3 billion in 2021.
- Based on Statistics Canada *Family Expenditure in Canada and Spending Patterns in Canada* surveys, the most significant category of expenditures made by seniors over the age of 55 years are in manufactured goods. These include:
 - Food purchased from stores;
 - Clothing;

- Household furnishings and equipment;
- Recreation Services (e.g. Recreation Equipment and Associated Services, Recreation Vehicles and Outboard Motors, and Home entertainment Equipment);
- Alcoholic Beverages Purchased from Stores;
- Gifts (e.g. flowers, clothing, toys); and
- Personal Care Supplies and Equipment.

Developing Sudbury's Senior's Sector

- In advancing Sudbury's Golden Opportunity Initiative, a Community Action Plan has been developed to assist with positioning Greater Sudbury as a destination for retirement living. In this regard recommendations have been developed that focus on the four key elements derived from the consultation process, and considered essential to building a strong base of seniors related industries and services:
 - Health Care Services and Infrastructure;
 - Housing Needs;
 - Human Resources and Education; and
 - Quality of Life;

- The strategies that follow will assist the Municipality in responding to many of the real or perceived gaps in the local programming and service delivery capabilities. Specifically:

Health Care:

- Insufficient homecare services;
- Insufficient number of supportive housing units;
- Shortage of general practice and specialist physicians;
- Vacancies for rehab professionals and dieticians;
- No geriatrician/psycho-geriatrician and shortage of geriatrics-focused GP's
- Aging nursing workforce;
- Shortage of personal support workers;
- Availability and access to community based services and day programs; and
- Limitations and accessibility issues associated with current transit routes.

Housing

- A general lack of awareness among the local business community as to the demands/needs of seniors;

- A lack of public education on how modifications to homes can increase self-sufficiency and personal safety;
- A lack of housing options/choices for seniors approaching retirement;
- A general lack of distinction between the housing needs of younger vs. older seniors;
- The lack of supportive housing as an intermediate step between independent living and long-term care.

Human Resources:

- Lack of youth awareness of post secondary programs in the Sudbury area;
- Lack of coordination between local industry and local post secondary institutions;
- Specific shortages in many occupational categories related to health care;
- Future shortages in select health occupational categories including registered nurses and support occupations;
- A difficulty in retaining trained health care professionals in Sudbury.

Quality of Life:

- The perception that public transit system is not well connected to the outer lying areas of Greater Sudbury;

- The perception of many seniors who live in proximity to Downtown that they are not safe;
- The perception that the City is not being proactive in advancing private sector development of market based housing for seniors;
- The centralization of services and amenities in the downtown area that contributes to accessibility problems for seniors;
- The lack of a coordinated network that informs seniors as to the range of services, programs and amenities available to them in Greater Sudbury;

Community Action Plan

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Improve Coordination of Planning & Seniors Services	<ul style="list-style-type: none"> The City should continue to lobby the Province for more local Home Care funding (ongoing) The City should take a leadership position in promoting greater overall coordination of planning and seniors' service-delivery efforts by the various health care agencies serving Greater Sudbury. 	<ul style="list-style-type: none"> The City should advertise widely and continually throughout the community at large and to provider agencies and practitioners, about the existence of seniors' information services and how to access this information. The City should consider partnering with outlying community centres and seniors' clubs to host a broader range of seniors primary health and mental health programming offered directly in the outlying areas (so that seniors don't have to come into town for these services). 			

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Improve Coordination of Planning & Seniors Services (cont'd)	<ul style="list-style-type: none"> In partnership with CCAC or through the Department of Public Health Unit, create and maintain a central seniors' <i>high-risk registry</i> in order to monitor the status of isolated seniors living alone in the community (some program elements similar to a 24 hour supportive housing program in providing regular telephone or in person contact with and monitoring of isolated and at-risk seniors in order to prevent crisis hospitalization). 	<ul style="list-style-type: none"> In partnership with other community agencies, the City should look for ways to leverage the expert resources of Pioneer Manor to provide more decentralized access to specialty services to those seniors who can not easily attend the Pioneer Manor campus (e.g. those living in outlying communities, those who are solely dependent on public transportation etc.) This could include itinerant provision of specialty clinics and direct clinical services in outlying community locations; providing continuing education to care providers working in the community. 			

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Improve Coordination of Planning & Seniors Services (cont'd)	<ul style="list-style-type: none"> Assign City resources to develop coordinate and keep updated a central seniors-relevant information service. 	<ul style="list-style-type: none"> Advertise widely and continually throughout the community at large and to provider agencies and practitioners about the existence of seniors' information services and how to access this information. 			
Attract and Retain Health Care Professionals	<ul style="list-style-type: none"> The City could take a leadership role in coordinating joint marketing efforts with other institutional health care agencies and the university in recruiting new health care professionals – developing a consistent message and consistent marketing materials to be used by all partners. 	<ul style="list-style-type: none"> The City can assist other institutional agencies to attract health care professionals to visit Greater Sudbury for the first time by hosting or subsidizing conferences held in Greater Sudbury. 	<ul style="list-style-type: none"> The City can assist other institutional agencies to attract health care professional to visit Greater Sudbury for the first time by building/partnering or facilitating the development of the physical infrastructure with which to compete to host major 		

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Attract and Retain Health Care Professionals (cont'd)	<ul style="list-style-type: none"> Continue to work with the MUSH sector institutional partners (e.g. university and colleges, hospitals etc.) to market jointly to attract new health care professionals to Greater Sudbury. Consideration could be given to offering property tax deferral or other forms of incentives, and to use City facilities including Pioneer Manor to attract and host conferences and meetings for health care professionals. 		health care conferences (i.e. more sophisticated conferencing/meeting/video-conferencing facilities, hotel rooms, etc).		
	<ul style="list-style-type: none"> Central to the recruiting effort for health care providers and researchers should be the marketing of Greater Sudbury's growing reputation for innovation 				

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Attract and Retain Health Care Professionals (cont'd)	and excellence and opportunities in certain specialized areas of clinical research and applied research and service provision (e.g. French language health care services, aboriginal health care services, northern and rural health care services, cancer care, occupational health/environmental medicine/public health and seniors health care based on the Pioneer Manor Centre of Excellence).				
Develop a Centre of Excellence in Health Care	<ul style="list-style-type: none"> Continue the collaborative planning work of the Greater Sudbury Roundtable on Health as referenced in the HHRs 2001 study. 	<ul style="list-style-type: none"> The City should encourage the creation of research partnerships in gerontology between the City, Laurentian University, the Colleges, the Regional Hospital, the 	<ul style="list-style-type: none"> The City should pursue renovation rather than demolition of the existing Pioneer Manor facility in an effort to develop 		

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Develop a Centre of Excellence in Health Care (cont'd)		new medical school and other health care provider agencies through Pioneer Manor.	modest and <i>affordable</i> assisted living/supportive housing units on the campus so that at risk and fixed income seniors can take direct advantage of the resources available.		
			<ul style="list-style-type: none"> The City should encourage the university and areas colleges to expand and develop new training programs for existing health care professionals – e.g. <i>nursing, technologists, health care aides and personal support workers.</i> 		

Strategic Direction: Health Care Services & Infrastructure

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Develop a Centre of Excellence in Health Care (cont'd)			<ul style="list-style-type: none"> The City should encourage the leveraging of the new medical school to open new training programs for other health professions aside from medicine and nursing in order to meet existing and future needs health care needs, particularly <i>allied health</i> professionals such as <i>PT, OT, SLP and dieticians</i>. 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
<p>Develop Seniors' Specific Housing Policies & Programs</p>	<ul style="list-style-type: none"> The City should undertake as part of its Official Plan Review, an assessment of lands that would be suitable for residential intensification; the introduction of innovative forms of mixing ownership and rental units; and the incorporation of housing for seniors. Consideration should include redundant commercial sites within existing urban area, lands around University, and suitable municipal lands. 	<ul style="list-style-type: none"> The City should review other municipal initiatives like the City of Toronto 'Let's Build Program' as a future alternative to providing more affordable housing geared to seniors. The goal of this program is to facilitate public-private partnerships and to encourage the construction of new affordable housing in the City of Toronto. The program is intended as a proactive approach to bridging the resources between the public and private sector. 	<ul style="list-style-type: none"> The City should apply and lobby for <i>new</i> provincial operating dollars from the MOHLTC to fund the operations of supportive housing programs (as is currently being done elsewhere in the province). 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Develop Seniors' Specific Housing Policies & Programs (cont'd)	<ul style="list-style-type: none"> The City should give consideration, to requiring market demand studies as a condition of approving seniors' housing development. This would help to ensure that new seniors development reflects a broad range of housing product geared to all age categories of the seniors market. The City should develop a seniors' housing policy that: <ul style="list-style-type: none"> reflects the housing needs of both young and 	<p>Under the program, the City can supply city-owned land at reduced, or in some instances at no cost. The program also permits the reduction or waiving of development approvals and building permit fees. The program can also provide financial assistance in the form of grants and/or loans from the City's Capital Revolving Fund.</p>			

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Develop Seniors' Specific Housing Policies & Programs (cont'd)	older seniors; <ul style="list-style-type: none"> ○ reflects the range of options for form and tenure; ○ encourages seniors' housing options in proximity to local stores, medical facilities, libraries, banks, and seniors' centres. 				
	<ul style="list-style-type: none"> • The City should give consideration, to the preparation of urban design guidelines that incorporate considerations of seniors and the elderly. This may include a review of 				

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Develop Seniors' Specific Housing Policies & Programs (cont'd)	community parking standards as it relates to the development of seniors housing, the provision of additional parking in the downtown etc. Consideration may also be given to the availability of public amenities such as additional urban furniture, trees for shade, adequate lighting and sidewalks.				
Provide Greater Range of Housing Options for Seniors	<ul style="list-style-type: none"> As part of a Seniors' Housing Needs Analysis, a survey of seniors should be undertaken in an effort to collect vital information on housing 	<ul style="list-style-type: none"> The City should complete an assessment of its local seniors' housing projects to determine the current and long-term suitability of said housing for seniors. This review 	<ul style="list-style-type: none"> The City should develop and/or work in partnership with private sector developers to create new forms of <i>affordable</i> (low 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
<p>Provide Greater Range of Housing Options for Seniors (cont'd)</p>	<p>preferences, demand for bundled services, preferred locations, price tolerance etc. This survey could be administered in partnership with a major employer, labour union, or senior citizens organization.</p> <ul style="list-style-type: none"> The results of the survey could also be used in conjunction with any broader target marketing of homebuilders. The City should develop an inventory of builders in Ontario that are building seniors lifestyle/seniors housing and actively target them 	<p>should be completed after consideration has been given to the appropriate housing policies to be contained in the City's official plan.</p>	<p>or subsidized rent) supportive housing/assisted living units for seniors.</p> <ul style="list-style-type: none"> The City should target the old Pioneer Manor location for this form of redevelopment. 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Provide Greater Range of Housing Options for Seniors (cont'd)	for attraction to Greater Sudbury.				
	<ul style="list-style-type: none"> The City should support ongoing private sector redevelopment efforts in the downtown and work directly with the ownership interests to maximize opportunities for higher density development, better use of transit, and a wider range of housing mix, cost, and tenure that may appeal to seniors. 	<ul style="list-style-type: none"> The City should work with the local development industry in advancing the development of residential housing geared to the younger seniors market. This should include the integration of a broader range of housing types e.g. bungalows, "wide & shallow" lots, condos. 	<ul style="list-style-type: none"> The City should implement transportation options that allow seniors to attend Older Adults Centre and Pioneer Manor (through the provision of dedicated program vans; expansion of public transit routes in areas with high concentration of 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Provide Greater Range of Housing Options for Seniors (cont'd)		<ul style="list-style-type: none"> • A select number of Ontario home builders should be approached directly on the premise of working together in the delivery of seniors' lifestyle housing. Consideration should be given to: <ul style="list-style-type: none"> ○ Reducing or waiving fees, charges and requirements for new seniors housing; ○ Streamlining the development approval process; ○ Reviewing the parking requirements that 	seniors, etc.)		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
Provide Greater Range of Housing Options for Seniors (cont'd)		<ul style="list-style-type: none"> ○ apply to seniors housing; ○ Pressuring the Province to allow municipalities to reduce or waive fees, charges and requirements for new seniors' rental housing. 			
Enhance Public Education and Understanding Around Retirement Readiness		<ul style="list-style-type: none"> ● The City should consider the development of a public education program using a range of communication vehicles that assists seniors and empty nesters make decisions affecting retirement whether it is buying a 	<ul style="list-style-type: none"> ● The City with senior or consumer advocates should develop a list of contractors and volunteers and make information on home modifications available to 		

Strategic Direction: Housing Needs

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term 12 Months	Medium Term 24 Months	Long Term 36 months		
<p>Enhance Public Education and Understanding Around Retirement Readiness (cont'd)</p>		<p>new home for retirement or on how modifications to a home can increase self-sufficiency and increase home and personal security, or planning for long term housing needs.</p> <p>The City should develop a strategic partnership with a business group, major employer, labour union or senior citizen organization in advancing this program.</p>	<p>seniors' organizations throughout the City as well as through the City's primary customer service channels.</p> <p>Examples of common modifications include: ramps, grab bars, handrails, task and closet lighting, walk-in showers, laundry rooms and bedrooms on the main floor, lever style handles and faucets.</p>		

Strategic Direction: Human Resources and Education

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
Improve Understanding of Labour Force Gaps	<ul style="list-style-type: none"> The City, in partnership with the Training Board, Human Resources Development Canada (HRDC), and the Province should continue to address the issues highlighted in the most current labour market study. As new industry-specific labour market issues emerge in the future, additional studies may have to undertaken. These studies would likely be similar in nature to past Training 	<ul style="list-style-type: none"> As other labour force requirements and skills gaps are identified in other seniors-related industries through the recommended labour market studies, the City should work in collaboration with local education providers and their provincial and federal partners in identifying new programming opportunities. 			

Strategic Direction: Human Resources and Education

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
Improve Understanding of Labour Force Gaps (cont'd)	Board studies concerned with the Tourism, Human Health, Construction, and Mining industries.				
	<ul style="list-style-type: none"> Where applicable to seniors-related sectors, the adherence to current labour market recommendations or the completion of new studies/analyses should concentrate on ways in which labour force strategies could aid in further developing Greater Sudbury's "economic engines" 				

Strategic Direction: Human Resources and Education

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
Improve Understanding of Labour Force Gaps (cont'd)	as identified in the City's Economic Development Strategic Plan.				
Inform the Public of the Attributes of Living and Working Sudbury	<ul style="list-style-type: none"> The City should provide individuals interested in relocating to the community a single source of information on issues such as real estate, cost of living and arts, culture and recreational opportunities. This information source would probably be best housed and maintained in an 	<ul style="list-style-type: none"> Complete an economic impact analysis pointed at post-secondary education in Greater Sudbury as a means of attracting corporate interest/support in locating in the region to take advantage of students and academics and professionals. This type of analysis and resultant business investment would serve to raise the profile of 			

Strategic Direction: Human Resources and Education

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
Inform the Public of the Attributes of Living and Working Sudbury (cont'd)	economic development office or chamber of commerce that would have strong ties with local industry.	Greater Sudbury in the eyes of people considering relocating to the region for work or retirement. It is also an effective tool in the marketing of a University to a corporate business environment.			
		<ul style="list-style-type: none"> Where it is determined that Greater Sudbury's labour force needs to be augmented with individuals attracted from outside the area, recruitment efforts should focus on Greater Sudbury's overall high quality of life. This would likely 			

Strategic Direction: Human Resources and Education

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
Inform the Public of the Attributes of Living and Working Sudbury (cont'd)		involve combining local recruitment efforts with local tourism marketing campaigns.			

Strategic Direction: Quality of Life

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
<p>Enhance the Quality of Life for Seniors in Greater Sudbury</p>	<ul style="list-style-type: none"> In order to gain a better understanding of seniors' quality of life issues, it is recommended that the City of Greater Sudbury undertake a dedicated quality of life survey focussed specifically on senior citizens. <p>The City could develop a survey that answers the question 'is the community seniors ready'.</p> <p>The results of survey could be used to demonstrate to the local community and external market, as</p>	<ul style="list-style-type: none"> To further enhance the appeal of Sudbury for retirement living the City should develop a survey related housing or alternative seniors housing, type and style, amenities, gated community, proximity to services, location preferences, price point, need for transportation/transit, etc. The results of form of a survey would be very useful in demonstrating to the development community the nature of the demand for seniors housing. 			

Goal	Specific Actions			Partners and Process Leaders	Status
	Short Term Within 12 Months	Medium Term Within 24 Months	Long Term Within 36 months		
	to how the community is progressing/ performing as it relates to seniors issues.				

A Marketing and Community Development Plan

The Marketing and Community Development Plan for Sudbury's Golden Opportunity initiative builds on the information gathered from numerous stakeholder interviews, focus groups as well as information gathered throughout the study duration. The Plan, is intended to serve as a road map, to assist the Municipality in achieving the broader objectives as it relates to this study.

The City of Greater Sudbury is currently developing and implementing a branding strategy, which seeks to enhance the image of the community and foster a stronger community spirit. The *Action Planning for Sudbury's Golden Opportunity* initiative also includes recommendations for marketing Greater Sudbury to attract new seniors to the community. For this reason, the City should develop and implement an integrated marketing strategy that builds on consistency and continuity of branding. The strategy should appeal to all groups while including a senior-targeted approach that includes:

- Identifying senior-targeted publications and strategically placing print advertisements.
- Collaborating with Greater Sudbury's post-secondary institutions, local businesses, and

key stakeholders to develop consistent branding and messaging in marketing the region's many amenities through existing and new initiatives.

- Identifying and participating in key conferences, trade shows and activities related to seniors and senior specific industries.
- Developing and offering information packages and collateral material that focuses on key messages to seniors and senior-specific industries. The packages should be available through various channels such as website, trade shows, and seniors' associations and on request.
- Develop and offering Familiarisation Tours for seniors. The City should also collaborate with local businesses to offer incentive packages.
- Carrying out a communications audit of its website to define its target audiences; the pertinent information for target groups; and the methods for them to access this information.
- Taking a leadership role in collaborating with institutional agencies to attract professionals and new visitors to Greater Sudbury in developing, facilitating local projects and initiatives such as conferences and festivals.
- Developing a recruitment strategy in partnership with local community and business partners and offering marketing and promotional tools to market the community and its opportunities to outside regions.

- Developing an integrated communications plan focussed on increasing community engagement, awareness, and sense of pride within the community. This should include:
 - Techniques and approaches to provide seniors-targeted groups and service providers with up-to-date senior-related information;
 - Identifying key local events and community activities for seniors and strategies to increase its participation and representation;
 - Developing an awards program that recognizes the contribution of volunteers, particularly seniors;
 - Developing various communications strategies to increase seniors involvement in the decision-process and activities; and
 - Developing mechanisms to ensure follow-ups to participants of consultations and meetings.
- Developing a strategic partnership with local businesses, major employer, labour union or senior citizen organization in advancing a public education program to assist seniors in making decisions affecting retirement planning.
- Assigning City resources to develop, coordinate, and keep updated a central seniors-relevant information service.

Conclusions

An important consideration in advancing Greater Sudbury's Golden Opportunity initiative is that there is time to affect a plan that has meaningful impact on the community. The strategies set out in the Community Action Plan are intended to provide a local framework and context for moving forward in an environment where no communities have endeavored to prepare a strategy of this magnitude.

Key considerations as they relate to retaining Greater Sudbury's high concentration of seniors should be given first priority.

Important to these longer-term efforts is the need to address the re-branding and promotion of Greater Sudbury as a retirement destination.

As to the attraction of seniors to Greater Sudbury, the community is well positioned to become a high quality retirement destination based on:

- its central location in Ontario's 'near north' and its connections to Southern Ontario;
- a 'seniors' population catchment area that extends beyond Greater Sudbury that is estimated at between 250,000 and 300,000 people;

- a demonstrated quality of life that is available to both seniors and the broader population.

It is also important to capitalize on efforts already underway. These include:

- the revitalization of the downtown including development of seniors housing;
- the development and promotion of a connected network of arts, cultural and recreation amenities;
- the attractions of leading edge researchers and health care professionals; and
- the development of seniors related research linkages between the area's post secondary institutions and the new Northern Ontario Medical School.

Lastly, Greater Sudbury's local government needs to plan in a comprehensive and integrated way for the long term impacts and opportunities that confront the community. They should also use the results of their planning and research to influence the thinking of the profit and not-for-profits sectors, more senior levels of government and the community at large. While the impact of this initiative will likely be felt over the longer term the Municipality has chosen an opportune time to launch such an initiative, given the identified need in the community and the level of interest in the community on the future of their City. Success however, will depend in part on a focused, long term marketing plan for the City of Greater Sudbury.