

The Greater Sudbury Development Corporation (GSDC) embraces a critical leadership role as it navigates the challenges of economic growth and diversification, within the City of Greater Sudbury. We work with community stakeholders to foster civic engagement, cultivate entrepreneurship and stimulate the continuous development of a dynamic and healthy city. *Digging Deeper*, the Community Economic Development Strategic plan, has charted a course of strategies and actions that will leverage strengths and identify and respond to new growth opportunities while adapting to constant change.

BACKGROUND

The Greater Sudbury Development Corporation (GSDC) embarked on a community based strategic planning process in August 2002 to guide the city in its economic development through until 2020. *Coming of Age in the 21st Century*, our community based economic development strategy served as a fundamental resource to guide the decisions and actions of community stakeholders who share an interest in advancing the City's prosperity.

In July of 2008, the GSDC Board of Directors determined that a review of the strategic plan was warranted. The result was a refreshed plan, *Digging Deeper* that harnessed the power of the past and prepared our community to shape its future through the inevitable fluctuations of economic change. Three years later, in the fall of 2011, the GSDC Board of Directors felt that it was again necessary to review and validate the strategic objectives and actions of *Digging Deeper* due to significant changes in the economic landscape. The means to seize the opportunity for rejuvenation and to ensure its relevance moving forward has been the motivation for this most recent review.

CHALLENGES AND OPPORTUNITIES OVER THE NEXT THREE TO FIVE YEARS

Top Economic Challenges:

- The cyclical nature of the mining economy resulting from the fluctuating price of nickel and other metals has a direct effect on the economic landscape of Greater Sudbury
- Aging infrastructure and concerns regarding availability of funds for infrastructure renewal
- Effectively articulating our value proposition that results in the attraction and retention of talent, youth, immigrants and the creative class
- Building a resilient, highly skilled and competitive workforce that withstands an ever changing economy
- The changing demographics of our workforce, including a progressively maturing population
- Responding to rapidly changing global circumstances and remaining competitive in a time of social and economic uncertainty

Top Economic Opportunities:

- Tapping into the potential in Tourism and Arts & Culture sectors with a proven track record for growth focusing on meeting, convention and sport tourism
- Maximizing our position as the education centre of northeastern Ontario
- Capitalizing and building upon existing research and innovation currently taking place within Greater Sudbury
- Realizing the potential offered by our global leadership position in mining and mining supply and services and the commodities expected continued growth super-cycle

VISION

“The City of Greater Sudbury is a growing, world class community bringing talent, technology and a great northern lifestyle together.”

This vision depicts a holistic view of Greater Sudbury’s economic development goals through until 2020. The four Igniters and the five Growth Engines are linked by this overarching intent to achieve world recognition in approaches to sustainable development. The 2020 vision is a reflection of both Greater Sudbury’s unique history and its identity.

GUIDING PRINCIPLES

Change may be inevitable but that does not mean that a community has to sacrifice its values in the process. Guiding principles identify core values for economic growth and prosperity. These serve as fundamental values that balance business and community economic development within a sustainable framework that preserves our desired quality of life.

- Embrace emerging opportunities
- Encourage environmental stewardship
- Foster the creative, curious and adventuresome
- Cultivate a business friendly environment
- Celebrate a great northern lifestyle

IGNITERS

The Igniters for the creation of wealth and sustainable development in Greater Sudbury are universal catalysts for competing in the global economy. The Igniters are catalysts for community economic development that cut across the Growth Engines. Together they represent a potent combination of strengths to be leveraged and community challenges to be addressed that will influence the progress of all five Growth Engines.

ENTREPRENEURIAL SPIRIT

We will harness and support the entrepreneurial spirit needed for economic diversification

Greater Sudbury will enhance our business services to support small and medium sized enterprises that have high-growth potential in order to cultivate jobs locally by ensuring a barrier free regulatory process at City Hall. Continuing to increase the presence of the Regional Business Centre within the community as a trusted resource for business, individuals and specifically our youth. Ensuring that citizens are able to choose self employment as a viable career.

To achieve this by 2020 Greater Sudbury will have to:

- Investigate and develop business incubation inventory and coordinate the opportunities for business incubation within Greater Sudbury (e.g. Market Square)
- Create a database of sources for financing to support growth opportunities for small and medium sized businesses
- Advance existing programs for school aged children and teens that fosters an entrepreneurial spirit at a young age
- Enhance available toolkits for businesses through the Greater Sudbury Development Corporation and Regional Business Centre (e.g. Economic Gardening)
- Conduct an environmental scan of progress made to reduce barriers to business development in the City and develop strategies to move forward
- Facilitate events that foster networking, shared resources and increased awareness among existing and emerging entrepreneurs (e.g. Mayor's Funding Forum, Business Breakfasts)
- Explore the development of an Entrepreneur Ambassador Program
- Develop a mentoring program that matches retired expertise with small businesses including but not limited to the development of peer advisory boards
- Increase access to commercialization support and capitalize on existing innovation expertise

INFRASTRUCTURE

We will improve infrastructure and ensure adequate facilities

Greater Sudbury will ensure that transportation networks support mobility so that people and freight can access destinations including international markets. We will collaborate with partners across northeastern Ontario to secure competitive power rates while ensuring the availability and sufficient capacity for serviced lands as a catalyst for business attraction and expansion. We will continue to leverage existing information technology infrastructure in order to maximize our development opportunities.

To achieve this by 2020 we will have to:

- Evaluate and support innovative funding models such as P3s and debt financing to develop infrastructure priorities (e.g. industrial lands development, downtown development)
- Continue to support the efforts to complete the 4-Laning of Hwy 69 S
- Explore opportunities to improve passenger rail services to and from Greater Sudbury
- Ensure that the implementation of the industrial land strategy is aligned with the needs of the mining, mining supply and services sector specifically
- Develop a regional data storage centre that will position Greater Sudbury to benefit from the economic potential of the growing need for secure data storage services
- Stimulate Brownfield regeneration by strategically targeting key market barriers

COMMUNITY LEARNING

We will have a culture of community learning as the foundation for competing in the global economy

Through formal, informal and non-formal learning opportunities, Greater Sudbury will encourage citizens to continue to improve and further develop their education and skills while improving levels of participation, completion and achievement at secondary and post-secondary institutions. We will promote engagement across the community including Aboriginal, Francophone, New Canadian stakeholders and residents of all ages and celebrate champions of lifelong learning within the community.

To achieve this by 2020 we will have to:

- Support the continued development and implementation of the Learning City Initiative and its objectives
- Explore opportunities to encourage youth to stay in school and to re-engage the disenfranchised (e.g. chronically underemployed, high school “drop-outs”)
- Leverage resources within the education sector that enhance opportunities for lifelong learning by strengthening partnerships with private and public sector organizations
- Recognize community champions through Rock of Fame project and related initiatives
- Explore application of successful models to other sectors across learning spectrum, such as Better Beginnings Better Futures model for other age groups including pre-teens and seniors

WORKFORCE

We will build a strong and resilient workforce that is central to strengthening our community

Providing opportunities for all to participate in the local labour market, Greater Sudbury will leverage partnerships to ensure that education and training of the current and future workforce is aligned with labour market opportunities. We will proactively attract youth, immigrants, professionals and skilled labour as a means to augment our workforce. We will retain our workers with strong skills that are transferrable to other occupations when the cyclical nature of the mining industry is in low periods while maintaining a workforce that is innovative, flexible and responsible to the changes in the economic landscape.

To achieve this by 2020 we will have to:

- With local post-secondary institutions, conduct an environmental scan to identify opportunities as they relate to the expansion of post secondary programs, such as language training for both foreign and domestic workers (e.g. Spanish and Portuguese language training)
- Leverage lessons learned with the physician recruitment model to create similar strategies to attract and retain skilled workers in other trades and industries
- Develop a family settlement program for those who have come to Sudbury due to the demand in the mining sector; explore best practices for applications in other sectors (e.g. Welcome Wagon)
- Focus more efforts on existing workforce development programs in partnership with local workforce planning board and other relevant organizations

- Develop an employer recruitment strategy for school-to-work transition programs and apprenticeships (e.g. Passport to Prosperity)
- Explore opportunities to boost the satisfaction and engagement levels of students that are not originally from Greater Sudbury in an effort to retain graduates from post secondary education.

GROWTH ENGINES

Five Growth Engines have been identified to reflect Greater Sudbury’s dynamic economic landscape and to capture the very real presence of each engine in the community today.

The strategic plan review process provides a checkpoint for assessment of each engine’s progress and validation of the Engines as relevant to the work required to realize Greater Sudbury’s vision by 2020.

MINING, MINING SUPPLY & SERVICES

We will be the global leader in mining and mining supply & services

Greater Sudbury will be a leader in manufacturing cost-effective equipment and tools for underground hard rock mining. We will continue to be innovators in mine development, mine safety, extraction and processing of natural resources. We will cultivate strategic partnerships to advance, expand and diversify the mining, mine exploration and mining supply and services sector for Greater Sudbury. By strengthening the image of Greater Sudbury’s mining and mining supply services sector we will address workforce shortages and the perception of the industry while proactively developing stronger relationships with international mining companies.

To achieve this by 2020 we will have to:

- Evolve the Strategic Export Marketing Program to ensure its continued relevance and create links with economic gardening
- Continue efforts with the Province, other municipalities and associations to create and promote an inventory of the sector’s capabilities and specializations
- Develop an integrated strategic marketing campaign, in collaboration with the private sector, to better promote our mining expertise and environmental stewardship at home and abroad
- Promote cluster development by enhancing the sector’s professional networking opportunities
- Explore other models that will harness and facilitate the exchange of ideas and innovation within the sector
- Develop and implement a communication strategy for temporary workers (e.g. the Vale AER project) in order to promote Sudbury as a permanent place to live and work
- Explore additional opportunities for Greater Sudbury to maximize economic benefit from expanding mining and mine exploration activity in Northern Ontario (e.g. Ring of Fire)

ADVANCED EDUCATION, RESEARCH AND INNOVATION

We will become a global leader in advanced education, research and innovation

Greater Sudbury will intensify research and development activities in our areas of expertise including health, environment and mining. We will cultivate effective partnerships between government, researchers, students and industry for the creation of new enterprises, transfer of knowledge and skills training. We will promote Greater Sudbury as a leader in post secondary education, research and innovation as we build a broad range of post secondary programs to enhance Greater Sudbury's competitive advantages. To achieve this by 2020 we will have to:

- Facilitate the development of the Research Hubs
- Develop outward focused knowledge transfer strategies in industry sectors with high commercialization potential.
- Support the efforts of Laurentian University to create a world class School of Mining
- Accelerate incubation-to-commercialization lifecycle to increase patents, processes and market ready products developed in Greater Sudbury.
- Increase research capacity and expertise in Geriatrics.
- Create and expand a network of shared specialized experts in technology adoption, intellectual property and commercialization
- Identify and pursue spin-off opportunities from both the Northern Ontario School of Medicine and the Laurentian School of Architecture

TOURISM

We will be one of the best places to visit in Ontario

By boosting organizational capacity and effectiveness within the tourism sector, Greater Sudbury will enhance existing and develop new attractions to create a critical mass of tourism opportunities. We will position Greater Sudbury as a leader in effective tourism marketing and innovative product development while embracing strategic partnerships that contribute to the growth and sustainability of the tourism industry in Greater Sudbury.

To achieve this by 2020 we will have to:

- Identify specific opportunities presented in the Downtown Master Plan to increase Greater Sudbury product offerings
- Explore waterfront development potential and seasonal opportunities on Ramsey Lake that foster development within the private sector
- Support efforts to grow and strengthen the Sudbury Tourism Partnership in order to develop new sources of revenue for tourism marketing
- Align implementation of Destination Sudbury: 2015 tourism strategy with the Regional Tourism Organization (RTO) and the province to maximize available resources
- Focus efforts on product development opportunities to address existing gaps with market demand (e.g. Aboriginal, Francophone, culinary, trails, urban outdoor adventure)
- Lead the development of increased front line service training and quality standards programs

- Develop and implement Sport Tourism Action Plan
- Expand and upgrade facilities to attract more conferences and events

HEALTH SERVICES EXPERTISE

We will be the regional centre for health services expertise in northeastern Ontario

Greater Sudbury will build on the strengths of Health Sciences North, Northern Ontario School of Medicine, Northeastern Ontario Regional Cancer Centre and medical specialists within the community. We will elevate our leadership in community medicine in order to maximize the community's position as a regional centre for health services and expertise. Greater Sudbury will tailor health services to meet the needs of the region's maturing population by expanding our expertise in rural and northern health, telemedicine and Aboriginal health.

To achieve this by 2020 we will have to:

- Identify opportunities to leverage the healthcare sector to promote community and economic growth
- Create a multi organizational/multi disciplinary association to advocate for and collaborate on improving Greater Sudbury's Health related industry
- Analyze and explore opportunities to improve Greater Sudbury's competitive position specifically as it relates to geriatric medicine and complementary services
- Leverage lessons learned from physician recruitment program to create a complementary health professionals recruitment strategy to target specialists in niche areas consistent with northern and rural health
- Develop proactive retention tactics for recently recruited healthcare professionals to ensure their long term commitment to the community
- Support community efforts to address the Alternative Levels of Care (ALC) crisis over both the short and long terms
- Explore the opportunity to develop a centre for alternative medicines

ARTS & CULTURE

We will have an expanded, thriving and sustainable arts & culture community

By positioning Greater Sudbury as a globally competitive creative community that nurtures innovation and creative expression, we will articulate and promote the contribution of arts & culture to both the social and economic well-being of our community. Greater Sudbury will foster the development of vibrant and diverse cultural identities while celebrating our unique cultural heritage and maximize our reputation as a cultural centre for festivals and events. We will solidify Greater Sudbury as the industry leader for music, film and television in Northern Ontario.



Digging Deeper

A Community Economic Development Strategic Plan

To achieve this by 2020 we will have to:

- Renew the Arts & Culture Strategy to reflect current challenges and opportunities for the sector that includes a communication plan
- Create and implement a Public Art Policy for Greater Sudbury with adoption by City Council
- Develop a Signature Arts District as identified in the Downtown Master Plan
- Utilize and maintain the cultural inventory and mapping tool to increase capacity of arts and culture organizations and other stakeholders
- Communicate available resources to encourage festivals and events that celebrate Greater Sudbury's diverse culture (e.g. toolkits, event handbooks)
- Establish a festival and events network that fosters increased awareness and shared resources
- Develop and implement a music, film and television industry development strategy
- Continue to facilitate the development of a sound stage that will provide the foundation of film and television industry infrastructure

The Strategic Plan continues to provide the map; the GSDC will continue to navigate the journey.

By working with and through community leaders, the GSDC will incubate civic entrepreneurship and stimulate the continuous development of a dynamic and healthy city.