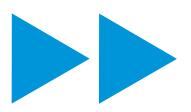
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2018 annual report



investsudbury.ca

Greater Sudbury Development Corporation Priorities



2018

Establish a Seed Capital Investment Fund

Strengthen and promote Local Mining Cluster

Create a Downtown Business Incubator

Continue development of Indigenous Economic Development Partnerships

Identify and promote opportunities for Greater Sudbury in the Ring of Fire

2019

Establish a Seed Capital Investment Fund

Strengthen and promote Local Mining Cluster

Create a Downtown Business Incubator

Continue development of Indigenous Economic Development Partnerships

Develop strategy for workforce planning

Support the development of the Convention and Performance Centre



2018 Economic Overview at a Glance

	Geography	2017	2018
Unemployment Rate	Greater Sudbury	6.8%	6.6%
	Ontario	5.6%	5.6%
Total employment (000s)	Greater Sudbury	81,100	81,400
	Ontario	7,128,000	7,242,400
Participation Rate	Greater Sudbury	61.7%	62.0%
	Ontario	65.0%	64.5%
Franks, we ant less war as Desirients	Greater Sudbury	2,720	3,648
Employment Insurance Recipients	Ontario	126,940	225,641
Business Bankruptcies	Greater Sudbury	3	8
	Ontario	878	937
Average House Price	Greater Sudbury	\$261,054	\$259,973
	Ontario	\$620,400	\$584,553
Building Permits Issued (millions \$)	Greater Sudbury	\$366.17	\$287.91
Retail Sales (million \$)	Greater Sudbury	\$2,249	\$2,306
	Ontario	\$216,318	\$224,717
Consumer Price Index	Greater Sudbury	1.319	1.352
	Ontario	1.319	1.352

Sources: Statistics Canada, Office of the Superintendent, Sudbury Real Estate Board, City of Greater Sudbury, Building Services, Metropolitan Outlook

New Business in Greater Sudbury

2017

2018

225



221

Total # of Registered Businesses



Total # of New Starts

78



94

Total # of Jobs Created



Total # of Expansions

Source: Regional Business Centre

A Robust Entrepreneurship Ecosystem

Top 3: Growth Percentage of employment change by industry 2017 – 2018

43.8% Business, building and

25%

17.2%

other support services

Professional, scientific and technical services Transportation and warehousing

Top 3: Decline | Percentage of employment change by industry 2017 – 2018



Wholesale and retail trade



Information, culture and recreation



Accommodation and food services

Regional Business Centre Stats

Starter Company Plus

195 applications to participate

participants

Employment by Sector

intake sessions

grants distributed totaling **\$85,000**

Summer Company

participants

grants distributed totaling **\$21,000**

Outreach

Outreach activities 221% more than 2017 180 2,116 entrepreneurs and community members were

supported 183% more than 2017

Training and Learning Opportunities

114 seminars and 2 events hosted with

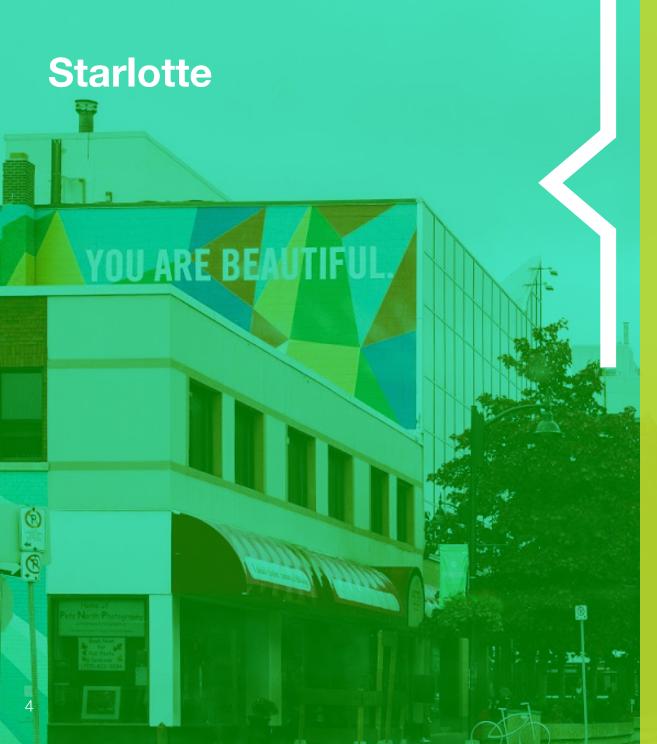
1,790 participants

inquiries/interactions between RBC staff and clients

479 consultations

160 attendees at 19th Annual Bridges to Better Business

Conference



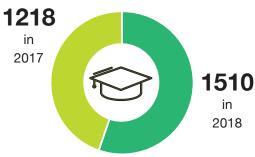
Starlotte Dresen Winner of Win this Space

Winner of the 2018 Win this Space contest. For the past four years Starlotte Satine Vintage has been paving the way for Sudbury to have its very own vintage community by hosting vintage events and pop up sales in local businesses. She had reached the point where she needed to have her own space in order to grow. The Win This Space contest, along with the support from the Regional Business Centre, gave Starlotte the confidence and tools she needed to take that leap of faith.

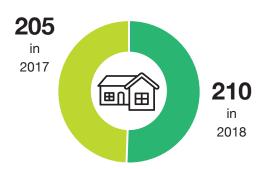
Greater Sudbury Development
Corporation supported the contest
through the Downtown BIA with a
financial contribution of \$13,000. The
Regional Business Centre worked
closely with the seven aspiring
entrepreneurs who participated in
the contest by facilitating workshops
and providing coaching to develop
their business plans. As the winner,
Starlotte won a prize package valued
at approximately \$49,465 which
included a one year lease of up to
\$15,000 in Downtown Sudbury.

A Welcoming and Open Community

39% of people are bilingual in Greater Sudbury



Number of international students at post secondary institutions



Number of permanent resident admissions





Applications submitted

The City of Greater Sudbury submitted an application to be part of the Rural and Northern Immigration Pilot Program through Immigration, Refugees and Citizenship Canada. This initiative would allow local employers to access workforce from around the world without the need of complex requirements, which in most cases, are hard to obtain.

In 2018

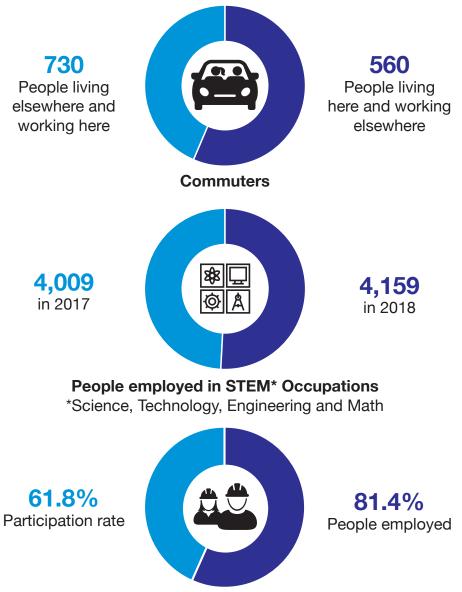
- The City of Greater Sudbury Diversity Policy became a permanent fixture in all municipal facilities after its unveiling at Tom Davies Square.
- Immigration 101 sessions were attended by over 70 employees from various departments within the City of Greater Sudbury.
- The Sudbury Local Immigration Partnership was restructured to better serve the community and newcomers. Three working groups were established that focus on education, economic integration and retention of newcomers.
- A working group was established with all post secondary institutions to support international students.
- Three conferences were attended by staff to attract newcomers to Sudbury
- Through partnerships with the Newcomer Centre of Peel, three families have moved from the GTA

Yeika Abad Regional Business Centre

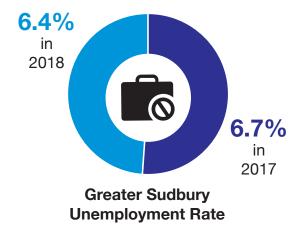
Yeika joined the Regional Business Centre as a placement student through the International Business Program at Cambrian College. Originally from the Dominican Republic, Yeika and her husband, along with their son, Alonzo, came to Sudbury to complete their studies and find meaningful employment. Through her placement, Yeika was given the opportunity to further develop her skills and network with local businesses. Her international experience and ability to speak Spanish were seen as a valuable asset and was soon hired by HARD-LINE Solutions after graduation.

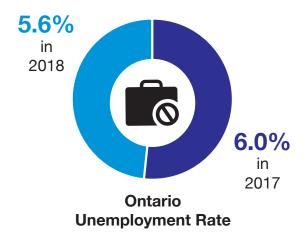


A Highly Skilled and Creative Workforce

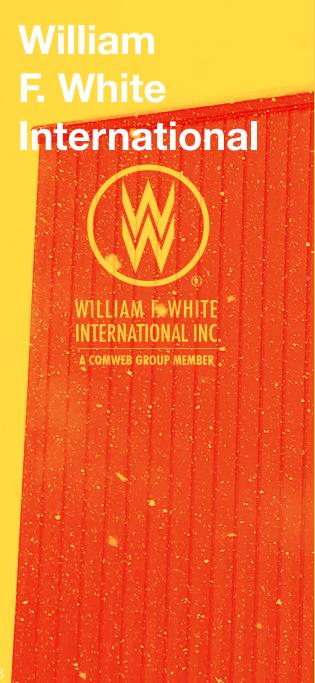


Labour Force Data





Source: Statistics Canada



There is no doubt that Sudbury is becoming a hotspot for filming in Ontario. The city has grown to be the production capital of Northern Ontario serving television, feature films, documentaries and independent productions. The city has been home to productions from CBC, Netflix, Citytv, Hallmark and many more.

In December 2018, the Toronto Star featured Sudbury's growing film industry in an article "Cracking the Hallmark movie code: Take girl. Add boy. 'Christmas the crap out of it.' Shoot in Sudbury". The article focused on the number of Hallmark Christmas movies that are released each year and how many of them are filmed in Sudbury and northern Ontario. There are many reasons why filming in Sudbury has become so popular - financial incentives, state-of-the-art facilities, talented crews and unparalleled scenery - just to name a few.

With activity in the industry continuing to increase, William F. White (WFW) opened a new 5,000 square foot space to keep up with demand. WFW is Canada's largest provider of production equipment to the entertainment industry. The company has six locations across Canada (Vancouver, Calgary, Winnipeg, Toronto, and Halifax) and Sudbury is one of their busiest hubs. In 2014, WFW opened its doors for the first time in a shared space with the Northern Ontario Film Studio. It took just a few short years for them to outgrow their space and to move into a facility that can hold more equipment and provided a space for training and educating technicians.

Greater Sudbury Economic Development staff work closely with companies like William F. White as they assist filmmakers in every aspect of production.



A Quality of Place and Lifestyle That is Second to None

Royal Bank of Canada ranked Greater Sudbury



#4 as the best place for urban work in Canada #1 for affordability

Building Permits

1,863
Permits issued in 2018
valued at

\$287.9 million



1,957
Permits issued in 2017
valued at

\$366.0 million



4.5 million

Sudbury Transit Passenger Trips Annually



\$2.3 million

Investment in new squad lift for Adanac Ski Hill



31

Total number of maintained trails totaling 119.5 km



74,600+

Total visitors to outdoor rinks, Queen's Skating Path and Ramsey Lake Skate Path



Events held at Sudbury Arena



\$2.4 million

Value of ticket sales at Sudbury Arena

Attending the Sudbury Market on a Saturday morning or a Thursday evening has become a tradition for many Sudburians. Market attendees look forward to picking up fresh produce or locally produced meats, or to purchase a unique gift from the many local artisans.

The Sudbury Market is an incubator for small business start-ups, a gathering place for our community and visitors, and a contributor to our vibrant downtown. In recognition of the value and importance to our community, the GSDC has supported the growth and continued promotion of the Market, with assistance and regular updates provided by Economic Development staff. Over the past two years, the Market Working Group has focused its efforts to develop an independent not-for-profit organization with the core mandate to manage and operate the Market through a formalized agreement with the City. In 2018, with guidance from Economic Development staff, the **Greater Sudbury Market Association** (GSMA) was incorporated. With the new GSMA, the Market is well placed to build on its positive momentum of increased visitors and vendors.





Great reasons to live in Sudbury:

- 1. We have low housing costs and lower property taxes than most communities
- 2. We have a thriving art scene, a restaurant for every taste and budget, and entertainment for everyone
- 3. We are one of only two cities in Ontario to be home to an English College, French College, bilingual University and Medical School (Ottawa is the second).
- 4. We are the hub for regional government, health care services and retail trade
- 5. Perhaps best of all, you can walk out your doorstep and have access to trails and over 330 lakes all year round.

Sudbury Mining Cluster Reception Impact at PDAC 2019



Marketing Sudbury at PDAC



1,670,000

Readers of Globe and Mail Saturday edition.

Sudbury featured in full-page ad in Investing in Mining supplement. Copies available each day at PDAC.



Twitter Statistics



23.4k Tweet Impressions



53 Retweets



700 Profile Visits

PDAC 2019 Convention Presence



Global Leader in Mining Supply and Services

The mining services and supply sector in Sudbury is on the rise and 2018 was the beginning of the most recent upturn for the sector with many companies making record expansions and investments:

- Glencore's Sudbury Integrated Nickel Operations (INO) approved the \$700M Onaping Depth project, which aims to access ores at depth and with the potential to extend mine life beyond 2030.
- As part of Glencore INO's deep mining initiative, the company has been testing battery equipment from multiple Original Equipment Manufacturers (OEMs) including Sudbury-based companies such as MacLean Engineering, Industrial Fabrication, Epiroc, Caterpillar, as well as diesel-converted equipment from MineCat and Marcotte Mining.

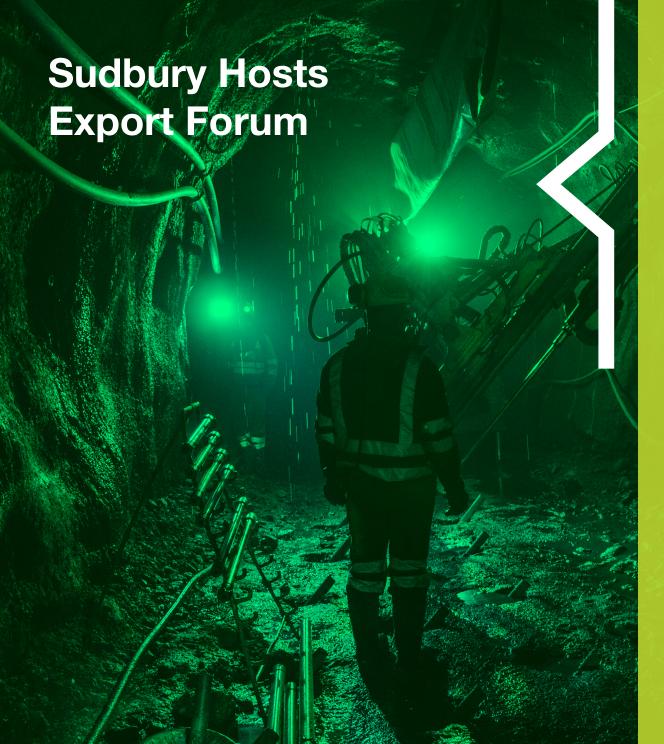
- Vale announced \$760M over the next four years to extend the life of Copper Cliff Mine. Known as the Copper Cliff Deep Project, it is expected that the project will create up to 450 jobs during the construction phase and retain existing jobs once in production.
- Vale and Glencore INO entered into a joint feasibility study into accessing deposits at Nickel Rim and South Mine.
- Vale doubled their exploration efforts in 2018 from \$22M to \$42M.
- WAJAX opened a new 42,500 square foot facility in Sudbury.
- HARD-LINE donated \$250,000 to the Bharti School of Engineering at Laurentian University.

Welcome to Sudbury

New Businesses have joined the Sudbury Mining Cluster!

Thyssen Mining | PCL Constructors | FVT Research | Commit Works





The 2018 Northern Ontario Exports Forum attracted close to 200 participants, including delegations from Africa, Argentina, Australia, Canada, Chile, Colombia, Ecuador, Mongolia and the United States. The conference provided Sudbury companies with insightful information for internal strategic planning; information on current and prospective opportunities; and the chance to network with representatives from the global mining sector. The collaborative work of the Northern Ontario Exports Program, coordinated through the City's Economic Development Division, Economic Development Canada (EDC), Global Affairs Canada, the Ministry of Northern Development and Mines (MNDM), the Sudbury Mining Supply and Services Association (SAMSSA) and the Mining Suppliers Trade Association (Canada) attracted international guests who visited mining supply and services companies in Sudbury and North Bay, and established valuable contacts within the sector.

Nationally Recognized Centre of Artistic Excellence

- Tourism and Culture partnered with the Sudbury Arts Council to launch the Arts Passport, which offered tickets, passes and restaurant vouchers to 10 organizations.
- Sudbury hosted the first Arts Advocate panel event outside of Toronto with industry leaders as panelists.

Reaching Milestones

- Cinéfest Sudbury celebrated its 30th anniversary. As a tribute to its three-decade history, the Cinéfest Sudbury International Film Festival spotlighted Sudbury-shot films.
- Jazz Sudbury celebrated its 10th anniversary and is the only festival of its kind in northern Ontario.
- YES Theatre launched its 10th season of entertaining Sudbury through live performance.
- The 100th anniversary of the town of Capreol was celebrated with several significant capital projects: a \$1.8M Community Improvement Plan to beautify the waterfront along the Vermilion River, new railway-themed street sign toppers, a new splash pad and the unveiling of a restored 1907 steam locomotive at the Northern Ontario Railroad Museum and Heritage Centre.
- Cinéfest Sudbury, Jazz Sudbury, YES Theatre and the Northern Ontario Railroad Museum and Heritage Centre were all recipients of the GSDC's Arts and Culture Grants in 2018.

Arts and Culture Grants

41

total grants provided

\$539,427 total value of grants provided

\$92,147

total value of grants in support of project-based arts activities

27

total grants in support of project-based arts activities

\$447,280

total value of grants provided for operational support to local arts organizations

14

total grants provided for operational support to local arts organizations

Filming in Sudbury

19*1 in 2017



15 in 2018

Productions filmed

560 in 2017



580 in 2018

Day of filming

\$26.77M²



\$35.9M in 2018

Total local spend

2,491in 2017



2,502*3 in 2018

Number of jobs in cultural sector



Award winning and large productions filmed in Sudbury

V-Wars

Letterkenny

Falls Around Her

Bad Blood

Goalie

Amelie et compagnie

Love on the Books



If there is a more professional and friendly and passionate place to make films, I just haven't been there yet.

-Billy Campbell of *Cardinal* speaks about Sudbury in his acceptance speech at the Canadian Screen Awards.



Sudbury Symphony Orchestra

What better way to shop than with charming live music from the Sudbury Symphony Orchestra (SSO) in the air? Sudbury-area musicians treated visitors to the beautiful sounds of the symphony with a number of pop-up musical performances in downtown Sudbury. Onlookers were encouraged to attend a number of pop-up performances being hosted by the SSO, which provided an event passport that could be used to win prizes from local businesses.

The Sudbury Symphony Orchestra plays an important role in the arts and culture scene in Sudbury. The GSDC supports the SSO through the Arts & Culture Grant Fund, with the contribution allocated to support the organization in financial and organizational planning. Through this investment, the GSDC encouraged the SSO to take innovative approaches to fundraising and marketing, which resulted in creating the Downtown Crawl.

One of Ontario's Top Tourism Destinations

Leading the way

Sudbury Tourism received the 2018 Tourism Northern Ontario Industry Leader Award in the category of Workforce Development and Training for the development and hosting a series of Customer Service FAM (familiarization) Tours.

With the guidance from the Culinary Tourism Alliance and in partnership with Destination Northern Ontario, the Greater Sudbury Food Tourism Strategy was launched.

Municipal Accommodation Tax (MAT)

The new MAT was implemented on September 1, 2018. Half of the net revenue will be used to promote and grow the tourism industry in Sudbury through the GSDC. The other half of net revenue will remain with the City of Greater Sudbury to use in accordance with Council direction to support City programs and services.

With the implementation of the MAT, the GSDC established the Tourism Development Committee, a sub-committee of the Board, in order to engage expertise of the tourism sector to provide advice, recommendations, and expertise on planning, decision making and strengthening support for the city's tourism sector.

Tourism Stats



1,253,060

Number of Total Person Visits***



\$192,741,652

Total Visitor Spending***
***most recent data CMA 2016 (Cenus Metropolitan Area)



4 independent writers + partnership

with Up Here to bring in 9 writers/photographers = a total of 13 travel media



Major Events Hosted

TELUS Cup (April) | CanSPEP (July)
Ontario Professional Planners Institute (OPPI) (October)

Main Purpose of Trip



visiting friends and relatives



pleasure



business trade



othe

Total Visitor Spending



food and beverage



transportation



retail



accommodation



recreation/ entertainment

88 events supported through the Tourism Event Support Program in 2018 **\$121,273** in funding, as well as in-kind support

89,373 non-local participants, delegates and spectators resulted from the supported events Resulting in local spending of **\$19,662,060**

New retail stores and restaurants opened



- Starlotte Satine Vintage
- Stitch & Stone (Kingsway location)
- Nickel City Cheese



- Damascus Café and Bakery
- · Don Cherry's Sports Grill
- Freshii
- Guilty Pleasures Bakery
- Quick Bite Burger and Fries
- The Alibi Room



New craft beer and distillery hotspot

Sudbury is now home to three craft breweries. The recently opened Spacecraft and 46 North Brewing Company join Stack Brewing which opened in 2013. Sudbury can also now enjoy locally made gin and vodka (even bacon infused vodka!) at Crosscut Distillery, which also opened in 2018.



Sudbury Hosts TELUS Cup

Sudbury welcomed close to 12,000 spectators to the 2018 TELUS Cup National Midget AAA Hockey Championships. Nearly 160 players from coast-to-coast came to Sudbury to claim the championship title in the gold medal game that aired on TSN and RDS.

Hosted by the Sudbury Minor Hockey
Association, the GSDC provided \$20,000 in
funding for the tournament, together with event
planning support, to ensure that players and their
families received the true Sudbury hospitality
experience, and that the tournament left a lasting
legacy in the community.

The economic benefit of hosting large sporting events such as the TELUS Cup include hotel occupancy (approximately 700 bookings) and local visitor spending on food and beverages.

Leader in Health and Life Sciences

- Construction began on the new positron emission tomography (PET) Scanner at HSN. When completed, this vital equipment will save northerners 477,000 km of travel. This will be the first and only PET Scanner in Northeastern Ontario.
- HSN began creating prosthetics and orthotics using 3D technology a first for Sudbury and Northeastern Ontario. The small handheld device quickly and accurately captures information to produce a better fitting treatment device while reducing wait time.
- Dr. Dennis Reich developed ActivatedWhite Portable Water Filtration System with help from the NORCAT innovation mill. This technology uses a polymer resin that is highly absorbent of oils, chemicals and gases, while allowing water to flow through. Reich's company has received a contract worth \$104,075 through the federal Build in Canada Innovation Program (BCIP) to test the product with Indigenous Services Canada.
- FloSonics secured \$5 million in funding from iGan Partners Venture Capital investing. The Sudbury-based FloSonics is a medical device company that focuses on developing non-invasive sensors to improve the management of critically ill patients.

Ų. **HSNRI** named top research hospital for 5th year in a row

Health Sector Employment Data

7,800



7,900 in 2018

in 2017

Number of people employed in the health sector

Source: Table: 14-10-0314-01 (formerly CANSIM 282-0159)

\$25M



in 2017 research funding for HSNRI

in 2018



35

Active Clinical Trials

\$1M

HSNRI received from US government for flu study

Institute for Clinical Evaluative Sciences (ICES) North

ICES' sixth and final satellite site opened at the Health Sciences North Research Institute (HSNRI). ICES North is a joint collaboration between ICES, HSNRI, Laurentian University and the Northern Ontario School of Medicine.

This project came together with funds from FedNor, the Northern Ontario Heritage Fund Corporation and the Greater Sudbury Development Corporation

Working side by side with ICES North data analysts, local researchers will be able to answer important questions about the health of northern populations that previously could only be done in Southern Ontario. In the past, scientists had to leave Sudbury to conduct research at ICES Central in Toronto. Now, that research can happen in Sudbury with the help of the ICES North team.



Education and Innovation Ecosystem

- The new Cliff Fielding Research, Innovation and Engineering Building opened its doors at Laurentian University.
- Collège Boréal celebrated the official opening of its Centre de recherche appliquée en biodiversité (Applied Research Centre for Biodiversity)
- Cambrian College introduced a new mechatronics program, combining the world of mechanical and electrical engineering and electronic telecommunications. The program came about after industry professionals reached out to Cambrian asking for graduates with a specific skill set.
- Cambrian has climbed to 22nd overall on the list of Canada's top 50 research colleges, up 15 places from last year and the eighth year in a row they have made the list.
 Cambrian also ranks second overall for growth in applied research income, and third among mid-sized colleges for paid student researchers.

NORCAT Underground Training and Testing Facility

Over the past three years, NORCAT has seen significant growth of mining technology clients utilizing the NORCAT Underground Centre to develop, test and demonstrate emerging technologies.

In early 2019, NORCAT announced plans for the growth and expansion of the NORCAT Underground Centre. This planned expansion will enable NORCAT to respond to the forecasted demand of the global innovation ecosystem and demonstrates their commitment to continuing their position as the world's "one-stop shop" for all that is the future of mining technology and innovation.

In addition to Greater Sudbury, NORCAT currently has offices in Timmins, Thunder Bay and Santiago, Chile.

In 2018, the GSDC Board approved investments totaling \$1,095,500

\$60,000	Sudbury and Area Mining Supply and Services Association (SAMSSA)	The intent of this project is to support the transition of Sudbury Area Mining Supply and Services Association (SAMSSA) from its current form into a fully developed, pan-Northern organization at the centre of our region's mining cluster. The goals are to expand and solidify membership and to develop specific programs that will benefit our mining supply and services companies, strengthening the cluster and sustaining jobs and economic activity in Greater Sudbury. (Year 1 of funding totaling \$245,000)	
\$13,000	Win This Space 2019	GSDC supported the contest through the Downtown BIA with a financial contribution of \$13,000. The Regional Business Centre worked closely with the seven aspiring entrepreneurs that participated in the contest by facilitating workshops and providing coaching to develop their business plans.	
\$25,000	Collège Boréal	Collège Boréal has partnered with Insurance Hero, an online insurance company located in Sudbury to engage the College's applied research team to develop innovative software using Artificial Intelligence. The funding will be used to support the research and development of this ground-breaking technology. (Year 1 of funding totaling \$50,000)	
\$35,000	Organization for Economic Co-operation and Development (OECD) Mining Regions Conference 2020	OECD has invited Sudbury to host its Global Mining Regions Initiative in October 2020. This conference will be the culmination of a three year initiative to build a network of mining regions and key cities around the world to share best practices and policy insights on mineral development and local economic impact. The event is expected to attract at least 150 foreign delegates and as many as 350 participants overall. (Year 1 of funding totaling \$105,000)	
\$20,000	TELUS Cup National Midget Hockey Tournament	Hosted by the Sudbury Minor Hockey Association, the GSDC provided \$20,000 in funding for the tournament, together with event planning support, to ensure that players and their families received the true Sudbury hospitality experience, and that the tournament left a lasting legacy in the community.	
\$80,000	Cultural Industries Ontario North (CION)	This funding is to continue efforts between CION and the City of Greater Sudbury to foster industry growth in the film and television sector, train local crew, create jobs, attract business, and promote best practices. (Year 1 of funding totaling \$240,000)	
\$200,000	Centre for Excellence in Mining Innovation (CEMI)	The investment was used to develop a project coordinator position at CEMI, through the Innovation and Prosperity Office (IPO), who supported small and medium sized-companies to innovate new technology or expand markets for their ideas. In total, they worked with 76 local companies and added 63 new jobs. (Year 5 of funding totaling \$625,000)	

Greater Sudbury Development Corporation Board of Directors

The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of an 18-member board of directors and supported by City staff, the GSDC acts as a catalyst for economic development initiatives and supports the attraction, development and retention of business in the community.

2018 GSDC Board of Directors

GSDC Board Chair

Brian Valliancourt
Vice-President – Business Development
Collège Boréal

GSDC Board 1st Vice Chair

Dr. Pierre Zundel, Interim President and Vice-Chancellor Laurentian University

GSDC Board Members

Brent Battistelli
President
Battistelli's Independent Grocer

Brian Bigger Mayor City of Greater Sudbury Fern Cormier
Ward 10 Municipal Councillor
City of Greater Sudbury

Erin Danyliw
General Manager
Copy Copy Printing

Joanne Gervais
Directrice générale
ACFO du grand Sudbury

Yonaniko Grenon Senior Communications Specialist Glencore Sudbury Integrated Nickel Operations

Karen Hourtovenko Founder Lifezone Inc.

Robert Kirwan Ward 5 Municipal Councillor City of Greater Sudbury

Andrée Lacroix
Partner
Lacroix Lawyers/Avocats

Mike Ladyk
Partner
3rdLine Studios

Marett McCulloch
General Sales Manager
Sudbury Wolves Sports & Entertainment

Daran Moxam
Portfolio Manager and Partner with Moxam
Cassio Wealth Management and
Director of Wealth Management at
ScotiaMcLeod

Peter Nykilchuk General Manager Hampton Inn by Hilton and Homewood Suites by Hilton

David Paquette
President
Paquette Management Services

Mark Signoretti Ward 1 Municipal Councillor City of Greater Sudbury

Wendy Watson Director of Communications Greater Sudbury Utilities

Board members with terms ended in 2018:

Paul Kusnierczyk Royal LePage North Heritage Realty

Deb McIntosh Ward 9 Municipal Councillor City of Greater Sudbury

Lynne Reynolds
Ward 11 Municipal Councillor
City of Greater Sudbury

Looking ahead

Mission

The GSDC embraces a critical team leadership role as it navigates the challenges of economic development. The GSDC works with community stakeholders to cultivate entrepreneurship, build on local strengths, and stimulate the continuous development of a dynamic and healthy city.

Vision - *From the Ground Up* (FTGU) 2015-2025 Strategic Plan

The GSDC supports the FTGU overarching vision of attracting the people, services, enterprises and investments needed to generate 10,000 net new jobs by 2025 and achieving an unmatched quality of place lifestyle and economic prosperity.

