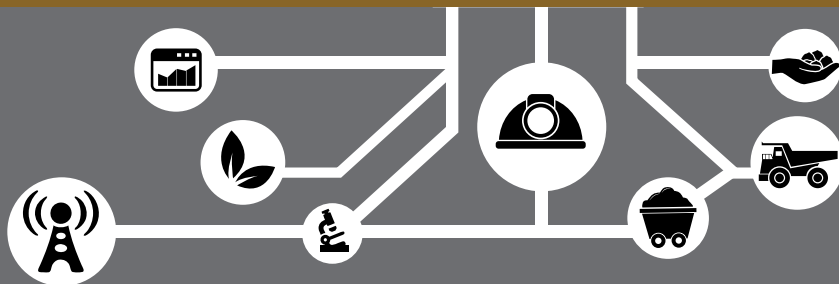


A Community Economic Development Strategic Plan

from the
ground
up



2015-2025



sudbury
canada's
resourceful
city

Credits

*From the Ground Up
A Community Economic Development Plan for Greater Sudbury
2015-2025*

October 1, 2015

City of Greater Sudbury Community Development Corporation

*Produced under the guidance of the CGS Strategic Plan Steering Committee
by CGS Economic Development staff with the assistance of MDB Insight*

*This report was made possible with financial assistance from the Northern
Ontario Heritage Fund Corporation (NOHFC)*

Key Staff Credits:

*Jacinda McLean, Business Development Officer
Eleethea Savage, Business Development Officer
Liam McGill, Business Development Officer*

Meredith Armstrong, Manager of Tourism and Culture

Ian Wood, Director of Economic Development

▶ Table of Contents

| | |
|---|----|
| ▶ Messages from the Co-Chairs and Mayor Brian Bigger..... | 4 |
| ▶ Steering Committee Member..... | 5 |
| ▶ 1 Introduction | 7 |
| ▶ 2 Strategic Directions: From the Ground Up | 11 |
| 2.1 Achieving the Vision..... | 12 |
| 2.2 Action Plan | 15 |
| Our Trunk..... | 19 |
| Our Branches..... | 35 |
| ▶ 3 Next Steps | 57 |
| ▶ 4 Conclusion..... | 58 |
| ▶ Appendix | |
| A - Consultation Summary | 60 |
| B - Key Performance Indicators..... | 67 |
| B - Supporting Documents..... | 68 |

Message from the Co-Chairs

We are delighted to have overseen the development of From the Ground Up: A Community Economic Development Plan on behalf of the Greater Sudbury Development Corporation. This process would not have been possible without the dedication and input from our 24-member steering committee. We would like to thank them for sharing their time, knowledge and expertise, providing a diverse cross-section of our community and its economic sectors.

This plan would also not have been made possible without the valuable input from the community. More than 2,300 citizens and stakeholders provided their thoughts and ideas on what Greater Sudbury could look like in 2025. It is these ideas which helped to define the vision and goals that our community will strive for over the next ten years.

We have defined a bold and ambitious vision for the community, and we believe that together, we can build a stronger, more diversified city with an improved overall quality of life.

Darren Stinson
Co-Chair

Jim Marchbank
Co-Chair

Message from the Mayor

It is exciting to see the finalization of this new community economic development strategic plan. I am confident that it provides a solid start to my plan to create a new vision for our city for the next ten years. The plan establishes a number of ambitious goals and objectives and has identified strong community partners to support success, and it's clear to see how the actions outlined will help to improve our community's overall quality of life, making it attractive to both new residents and visitors.

Guided by this plan, our community will move forward and achieve its vision of significantly increased employment opportunities, attraction of newcomers, and higher-than-average standard of living. We are on the right track, evidenced by the fact that our City was named the happiest in Canada, and this plan is a chance to build on our successes to date.

On behalf of Council and the City of Greater Sudbury, I would like to congratulate the remarkable members of the steering committee as well as the staff who supported them in getting the plan completed.

Mayor Brian Bigger
City of Greater Sudbury

▶ Steering Committee Members

▶ **Dr. Darren Stinson**, Co Chair
Chair, GSDC Board of Directors and
Owner, Chelmsford Animal Hospital

▶ **Jim Marchbank**, Co Chair
Community member

▶ **Peggy Baillie**
Managing Director, Eat Local Sudbury

▶ **Gisèle Chrétien**
Director, GSDC Board of Directors

▶ **Sonia DelMissier**
Vice President of Academics,
Cambrian College

▶ **Yves Doyon**
Independent Consultant and
Local Artist

▶ **Don Duval**
Chief Executive Officer, NORCAT
(Northern Centre for Advanced
Technology Inc)

▶ **Mark Gregorini**
Co-Owner, Verdicchio Restorante

▶ **Dr. Bruce Jago**
Founding Director,
Goodman School of Mines

▶ **Leonard Kim**
Local lawyer and former Chair,
CGS Diversity Panel

▶ **Guy Labine**
Chief Executive Officer,
Science North

▶ **Bill Lautenbach**
Retired City of Greater Sudbury
Planner

▶ **Justin Lemieux**
Director of Student Recruitment,
Laurentian International

▶ **Helen Mulc**
Assistant Deputy Minister, Ministry of
Northern Development and Mines

▶ **Debbi Nicholson**
President and Chief Executive Officer,
Greater Sudbury Chamber of
Commerce

▶ **Richard Paquin**
Lead Negotiator,
UNIFOR

▶ **Marc Piquette**
Director of Corporate Services
Sudbury and District Health Unit

▶ **Luc Roy**
Co-owner, Old Rock Roastery
and Chief Information Officer,
Laurentian University

▶ **Ron Sarazin**
Special Projects Coordinator,
Gezhtoojig Employment
and Training

▶ **Kelly Scott**
Co-Owner, Barrydowne Paint

▶ **Brian Vaillancourt**
Dean of the School of Trades and
Applied Technology, Collège Boréal

▶ **Jennifer Witty**
Director, GSDC Board of Directors
and Superintendent of Human
Resources Systems, Vale

▶ **Alicia Woods**
Owner, Covergalls and Director,
SAMSSA (Northern Ontario Mining
Supply & Services Association)



▶ 1 Introduction

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with over 160,000 residents. For more than 100 years, our economy has been rooted in the mining sector. Once dominated by operating mines and smelters, the sector has expanded to include the most dynamic mining supply and services cluster in the world, exporting Sudbury products, services and expertise. With an estimated 14,000 people employed in Greater Sudbury's mining supply and services sector and \$4 billion in annual activity, not to mention ten operating mines, two mills, two smelters and a nickel refinery, we are arguably the hard rock mining capital of the world.

We are no longer simply a mining community. Our city is home to Health Sciences North (HSN), northern Ontario's hub for health care. HSN is the city's largest employer with 3,900 employees and 250 physicians, handling over 500,000 patient visits per year. As northeastern Ontario's sole tertiary care centre, HSN has developed a 21st century approach; delivering the highest quality patient care, research, teaching and learning to our region and beyond. No longer simply a hospital, HSN is a network of integrated facilities and programs working together for the benefit of our patients, community, physicians, researchers, staff and learners in the areas of prevention, diagnosis, treatment and care. HSN is home to leading regional programs in the areas of cardiac care, oncology, nephrology, trauma and rehabilitation, making us the health and life sciences capital of northern Ontario.

With our trio of outstanding post-secondary institutions including Laurentian University, Cambrian College and Collège Boréal, Greater Sudbury has matured as the educational capital of northern Ontario. Laurentian University is Ontario's first designated bilingual university and the only one with a tri-culture mandate. Laurentian is also home to the eastern campus of the Northern Ontario School of Medicine, the first school of architecture built in Canada in over 40 years, the Goodman School of Mines and the Bharti School of Engineering. Collège Boréal is the north's only French-language community college and has six satellite campuses, including Toronto. Cambrian College was recently named one of Canada's Top 50 Research Colleges, the only college in Northern Ontario to make the list. These institutions are providing training and education to more than 25,000 students, many of whom are moving here from communities across Ontario, Canada and abroad.

We are the third largest French-speaking population in Canada outside of the province of Québec. Franco-Ontarian culture has always been part of our local heritage, and our growing Aboriginal population has elevated interest in native traditions, values and creative expression. Add to that a complex ethnic mosaic representing every region of the world and it is easy to see why our diversity is such a celebrated characteristic. This diversity is embodied by the city's Bridge of Nations, a highly prominent landmark in the city's downtown which features nearly 100 flags representing countries and nations that make up the diverse heritage and culture of our community.

For travellers, Greater Sudbury is proud to offer world-class attractions, high calibre accommodations and unique events and activities. When these assets are coupled with the area's all-season, outdoor playground, it is little wonder our community is so widely recognized as the leading stay-over destination for northern Ontario. Home to Canada's second and eighth largest science centres - Science North and Dynamic Earth respectively - and the country's fourth largest film festival, our city attracts more than one million visitors each year who spend upwards of \$200 million in our community on food, accommodations, attractions and shopping. Our 330 lakes and hundreds of kilometers of trails offer incredible opportunities to create lasting family memories. We can certainly boast that our community lives up to its tag line of *Scenic Sights and Urban Delights*.

Imagining Our Future

Imagine for a moment that it is the year 2025. Our community, the capital of northern Ontario, has seen a significant influx of people choosing to live and raise their families here because of the diversity of employment opportunities in our community. Our neighbourhoods are alive with an eclectic array of cultural activities and festivals and our city is a thriving hub of research, innovation and collaboration, abuzz with business activity.

We have experienced significant growth in our small and medium size businesses; once hovering around 9,000, we now boast more than 12,000 of these enterprises. As a result of the strong entrepreneurial culture of our community, businesses have grown not only in number but also in size, accounting for the majority of local employment.

With the diversification and growth of businesses operating across our city, employment flourishes. Our workforce is comprised of recent graduates from our three post-secondary schools, newcomers from all walks of life, many Aboriginal residents from nearby First Nation communities, and our grown children returning from education and employment opportunities away from home. We are no longer experiencing a shortage of skilled labour as creative and talented workers continue to fill vacant employment opportunities.

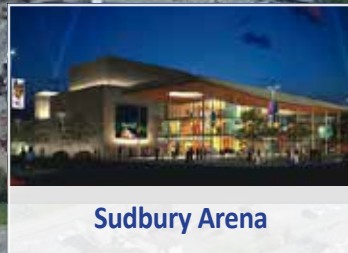
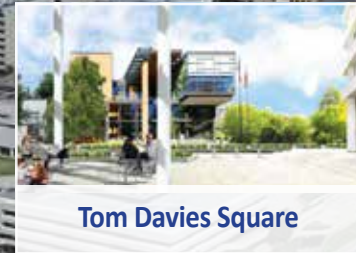
Today, the face of our community is very different. Ten years ago we were able to leverage the connections of existing cultural and ethnic communities within Greater Sudbury in order to develop and implement a strategy to attract newcomers, and we are thrilled with the results. Eighty percent of international students who initially came here for an education now call Sudbury their home. With the establishment of a “One Stop Shop” for immigration assistance, newcomers are now landing directly in our community.

As the globally recognized centre of excellence in mining and mining supply and services, our community has welcomed the headquarters of three new international mining supply companies. This has further strengthened our ability to export innovative and knowledge-based products and services across the country and around the world.

Through the dedication and hard work of our health and life sciences researchers at the Advanced Medical Research Institute of Canada (AMRIC) we have discovered and commercialized several cancer drugs which are being administered globally. As a result of the work accomplished at the Vale Living with Lakes Centre at Laurentian University, environmental scientists are now able to control the spread of blue green algae with technology that has received the Champions of the Earth award from the United Nations Environment Programme (UNEP).

As one of Ontario’s top tourist destinations, people come from far and wide to take in our scenic sights and urban delights. Residents and visitors alike can spend an afternoon picking wild blueberries; enjoy dinner with friends on the patio of one of our premier waterfront restaurants; take in a theatre production; visit the new art gallery; or, attend one of the many festivals that take place throughout the year.

By the year 2025, Greater Sudbury has come a long way, exceeding even our own expectations. As one of Canada's top 10 best places to live, our city has achieved a positive "triple bottom line" with significant advances in social, economic and environmental development. We are proud of our dynamic and vibrant downtown, now known as the "Heart District", where we celebrate our rich culture and lifestyle. In fact, we just celebrated the five-year anniversary of the opening of our multi-purpose facility for arts, culture and sport. The city's downtown is easily accessible via numerous modes of transportation, including public transit and the Elgin Greenway. People flock to the "Heart District" – drawn by the wide array of retail, entertainment and housing developments that have taken place over the past ten years.





► 2 Strategic Directions: From the Ground Up

By definition, economic development goals should seek to build on local strengths, mitigate inherent weaknesses, convey the desired outcomes of the strategic planning process and speak directly to the aspirations of the community. Objectives will define what is to be accomplished while the actions outline the steps to make this happen. These goals, objectives and actions each play a key role in outlining where our community needs to go, and they form the basis upon which we can measure our progress.

In order to navigate the road ahead, the Greater Sudbury Development Corporation set out on a path to develop a new community economic development strategic plan. The development of *From the Ground Up: A Community Economic Development Plan* was led by a 24-member steering committee, representing a cross-section of the community and its economic sectors. This new strategy builds on the collective strengths of the community by fostering alliances and partnerships between economic sectors, industries and institutions. It is a means to cultivate the growth and diversification of the local economy and to gauge and celebrate successes, and it is founded on one overarching “Everest goal”.

Everest Goal: 10,000 Net New Jobs in by 2025

An Everest Goal goes beyond normal goal setting. It represents an ultimate achievement or an extraordinary accomplishment and it requires everything one can give. Everest Goals are clear and compelling, have a unifying focal point, connect people to a profound passion, take little explanation, and leave people better for engaging in their pursuit.

Like Mount Everest, this goal provides a single reference point and is designed to ensure that our strategies and actions are aligned so that every achievement moves us towards the ultimate goal.

Our Vision for Success

Through collaborative effort and innovative action, our community will attract the people, services, enterprises and investments needed to generate 10,000 net new jobs by 2025, achieving an unmatched quality of place, lifestyle and economic prosperity.

This vision is bold and ambitious, and is intended to stretch and drive the community as it pursues its economic development objectives. At the same time, its straightforward focus on job creation hints at the internal transformations this vision requires. It is underpinned by themes in job and population growth, economic diversification, innovation, creativity, lifestyle and quality of place.

To create 10,000 jobs by 2025, Greater Sudbury must also become:

- A community where people, businesses and the public sector are united in their efforts to create employment
- A community that maximizes the value of its people, and that attracts, welcome and retains immigrants and newcomers with know-how and talent
- A community that is continuously focused on culture, sense of place and the environment as drivers of lifestyle quality
- A community that embraces diversity, innovation and entrepreneurship as key values that will create new economic opportunity

Reaching a goal of 10,000 net new jobs would mean that our city has a stronger, more diverse economy, and could result in 30,000 new residents living in our city, significant development of housing options, restaurants and retailers, and a significantly expanded tax base. Greater Sudbury would also enjoy improvements to infrastructure, new social and entertainment opportunities and an improved overall quality of life. It would lead to a city that is committed to a positive “triple bottom line” result, with strong social cohesion and outstanding environmental achievements to go along with our economic success.

▶ 2.1 Achieving the Uision - From the Ground Up

Like the millions of seedlings planted as part of our community greening effort, Greater Sudbury's economy has drawn its strength from the area's abundant natural resources and has diversified and branched out over time. This strategic plan builds upon this analogy and reflects the strength of a growing tree, rooted in mining, supported by a trunk composed of strong core elements, and branching out into key sectors that capitalize on our strengths and feed the growth of our community overall. **Figure 1 on the following page visualizes this concept.**

Our "Roots"

Greater Sudbury's economic heritage is rooted underground in the extraction of ore by a few large mining companies. Our city is built on a foundation of natural resources, and since the earliest discoveries of minerals in the area each generation has added value on this foundation. Today, the mining sector continues to be a key driver of the city's success. As a result, any new strategic directions that our community undertakes must pay close attention to this rich industrial history and the activity that it has generated. These roots provide a framework to allow our city to move beyond its more technical focus, and leverage its strengths and expertise into activities that are more relevant in an increasingly global and knowledge-based economy.

Our "Trunk"

The trunk is an essential part of a tree, connecting the roots to the branches. Not only does the trunk carry the nourishment from the roots, it provides the core strength that permits the tree's limbs to branch out, reach higher, and flourish.

Our city's economy is similarly supported by the core elements that equally provide strength to our community's more specific economic development opportunities. Without any one of these core supports, the branches which represent our city's strategic priorities would struggle to prosper:

- A robust entrepreneurship ecosystem
- A highly skilled and creative workforce
- A welcoming and open community
- A quality of place and lifestyle that is second to none

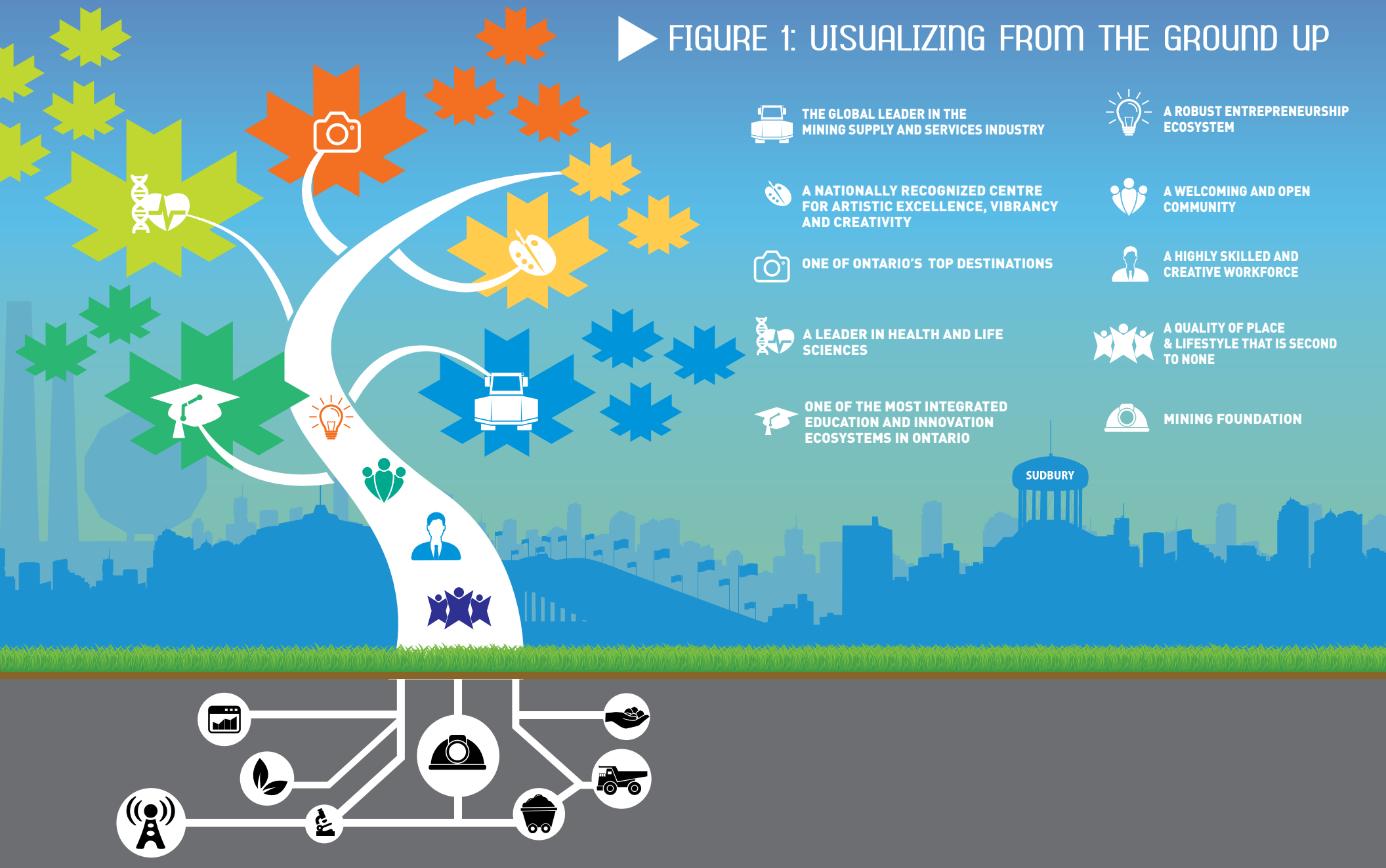
Our "Branches"

In keeping with the analogy of a tree, the "branches" of our community's economy represent thriving sectors which have emerged to complement the area's strength in the mining sector. These branches should be the focus of our community's attention as we transition into more knowledge-based activities that accomplish our goals of economic diversification, improved quality of place, community development, and ultimately, employment growth.

Building on mining roots and supported by our core strengths, our city has a broad range of strategic opportunities in mining and mining supply, arts, culture and tourism, health and life sciences and innovation and advanced education. Branching out in these will allow us to reach the following goals:

- The global leader in mining supply and service
- A leader in health and life sciences
- A nationally recognized centre of artistic excellence, vibrancy and creativity
- One of the most integrated education and innovation ecosystems in Ontario
- One of Ontario's top tourism destinations

▶ FIGURE 1: VISUALIZING FROM THE GROUND UP



THE GLOBAL LEADER IN THE MINING SUPPLY AND SERVICES INDUSTRY



A ROBUST ENTREPRENEURSHIP ECOSYSTEM



A NATIONALLY RECOGNIZED CENTRE FOR ARTISTIC EXCELLENCE, VIBRANCY AND CREATIVITY



A WELCOMING AND OPEN COMMUNITY



ONE OF ONTARIO'S TOP DESTINATIONS



A HIGHLY SKILLED AND CREATIVE WORKFORCE



A LEADER IN HEALTH AND LIFE SCIENCES



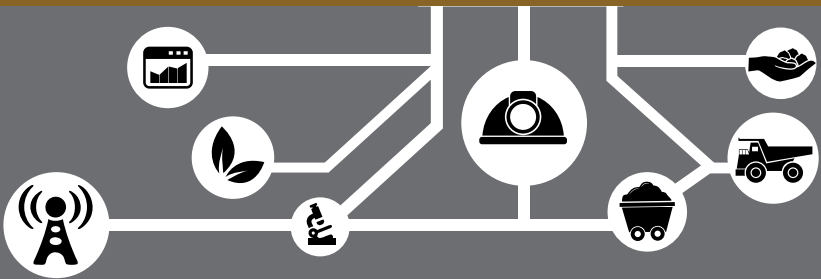
A QUALITY OF PLACE & LIFESTYLE THAT IS SECOND TO NONE



ONE OF THE MOST INTEGRATED EDUCATION AND INNOVATION ECOSYSTEMS IN ONTARIO



MINING FOUNDATION





▶ 2.2 Action Plan

The economic development directions in From the Ground Up build upon the work and successes resulting from Digging Deeper, the city's previous economic development strategy. This new plan strengthens our community's direction and focus, while working towards an ambitious vision of employment growth and economic diversification. Further, it reflects some of the key themes and emerging opportunities outlined through the community consultation process, such as opportunities for collaboration, investment readiness challenges, and an increased emphasis on innovation and education. See Appendix C for consultation summary.

The following goals and objectives are built around the community's desire to develop a holistic strategy that can generate sustained interest among a diverse range of economic development partners, and guide efforts towards a common goal of development and prosperity across our community.

By their nature, economic development strategies are forward-looking documents, attempting to develop the strategic framework and approaches needed to facilitate success over the short (less than 18 months), medium (2-5 years), and longer (more than 5 years) term. Much of that activity is based on a central vision of what the community and its citizens want it to become - both for its physical identity and economic characteristics, but also for its more intangible qualities like lifestyle, openness, and creativity.

This is a community economic development plan and as such it is anticipated that community organizations will champion and support the various actions outlined. A list of these organizations is shown in the table below, along with the acronyms used in this document.

| ▶ Acronym | Strategic Plan/Initiative/Policy | ▶ Acronym | Strategic Plan/Initiative/Policy |
|-----------------|--|----------------|--|
| AMRIC | Advanced Medical Research Institute of Canada | Chamber | Greater Sudbury Chamber of Commerce |
| BIA | Business Improvement Area | CION | Cultural Industries Ontario North |
| BORÉAL | Collège Boréal | CGS | City of Greater Sudbury |
| CAC | Cultural Action Committee | CIMMR | Centre for Mining Materials Research |
| CAMBRIAN | Cambrian College | DFATD | Department of Foreign Affairs, Trade and Development |
| CAMESE | Canadian Association of Mining Equipment and Services for Export | DLAC | Development Liaison Advisory Committee |
| CCAC | Community Care Access Centre | DVDC | Downtown Village Development Corporation |
| CEMI | Centre for Excellence in Mining Innovation | EDC | Export Development Canada |

| ▶ Acronym | Strategic Plan/Initiative/Policy |
|----------------|---|
| GSDC | Greater Sudbury Development Corporation |
| HSN | Health Sciences North |
| IION | Innovation Initiatives Ontario North |
| LAL | Laurentian Architecture Laurentienne |
| LHIN | Local Health Integration Network |
| LIP | Local Immigration Partnership |
| LU | Laurentian University |
| MEDEI | Ministry of Economic Development, Employment and Infrastructure |
| MIRARCO | Mining, Innovation, Rehabilitation, and Applied Research Corp. |
| MNDM | Ministry of Northern Development and Mines |
| MRI | Ministry of Research and Innovation |
| MTCS | Ministry of Tourism, Culture and Sport |
| NFC | Native Friendship Centre (N'Swakamok) |
| NOA | Northern Ontario Angels |
| NOHFC | Northern Ontario Heritage Fund Corporation |
| NORCAT | Northern Centre for Advanced Technology |
| NOSM | Northern Ontario School of Medicine |

| ▶ Acronym | Strategic Plan/Initiative/Policy |
|---------------|---|
| NEONT | Northeastern Ontario Tourism |
| OAC | Ontario Arts Council |
| OBIO | Ontario Bioscience Innovation Organization |
| OCE | Ontario Centre of Excellence |
| ONE | Ontario Network of Entrepreneurs |
| ONEDC | Ontario's North Economic Development Corporation |
| PNN | Professions North/Nord |
| RDÉE | Réseau de développement économique et d'employabilité |
| ROCS | Regroupement des organismes culturels de Sudbury |
| RSIFNO | Réseau de soutien à l'immigration francophone pour le Nord de l'Ontario |
| SACY | Sudbury Action Centre for Youth |
| SAMSSA | Northern Ontario Mining Supply and Services Association |
| SMFAA | Sudbury Multicultural and Folk Arts Association |
| SPC | Social Planning Council |
| TNO | Tourism Northern Ontario |
| WPSM | Workforce Planning Sudbury and Manitoulin |
| YPA | Young Professionals Association |





Goal One: A robust entrepreneurship ecosystem

In Greater Sudbury, entrepreneurship is a cornerstone of the local economy, with nearly 9,000 small and medium sized businesses operating within the city. The entrepreneurial spirit of our community has its foundation in the mining industry, however, today entrepreneurship is also occurring in other sectors and spaces (e.g. information technology, environmental services, creative industries). When entrepreneurs have access to the human, financial and professional resources they need, and operate in an environment in which government policies encourage and safeguard entrepreneurs, they realize the most success.

Our community already has strong entrepreneurial supports that include: Greater Sudbury Development Corporation, Regional Business Centre, NORCAT, Cambrian Innovates and Greater Sudbury Chamber of Commerce, as well as business support from both the federal and provincial governments. To further develop and strengthen this network, we must work together to coordinate our approach to entrepreneurship and economic development service delivery.

Incubators provide an environment for business networking and cross-pollination that helps stimulate growth of the creative ecosystem. The presence of incubator and accelerator support for start-ups and small business has a significant impact on the survival rate – and job creation potential – of entrepreneurial ventures. While our community has some of this infrastructure in place, further investments will contribute to achieving the overall vision of *From the Ground Up*.



Goal One: A robust entrepreneurship ecosystem

▶ Objective 1.1: MOBILIZE PRIVATE SECTOR RESOURCES TO STIMULATE JOB GROWTH

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| <p>1.1.1 Create the Sudbury Prosperity Council (SPC), composed primarily of key individuals from the private sector, with the intent of identifying and promoting opportunities for economic growth, together with the support and engagement of government, education and healthcare partners BEST PRACTICES: Waterloo Prosperity Council, Prosperity Roundtable of Peterborough Region, St. Catharines-Thorold Property Council, Jobs for Prosperity Collaborative - Hamilton</p> | Short | GSDC, Regional Business Centre, Chamber |
| <p>1.1.2 Launch a “Plus One” campaign, focused on driving local job creation by encouraging every employer in the city to add just one more employee BEST PRACTICES: “Plus One” programs in London, Hamilton or “Just Add One” at the national level in the USA</p> | Short | Sudbury Prosperity Council, Chamber, GSDC |

▶ Objective 1.2: GENERATE NEW BUSINESS START-UPS AND ENCOURAGE ENTREPRENEURSHIP IN KEY SECTORS OF THE ECONOMY

| Required Actions | Timing | Potential Partners |
|---|--------|---|
| <p>1.2.1 Develop more virtual and physical business incubation spaces to encourage new business start-ups and increase their success rate, and foster an environment for job creation BEST PRACTICES: On Campus Entrepreneurial Activities program, Invest Ottawa, Hamilton Incubator Technology</p> | Short | Regional Business Centre/CGS - Economic Development, Chamber, NORCAT, GSDC |
| <p>1.2.2 Design and deliver new initiatives to encourage entrepreneurship and innovation skills in young people (elementary and secondary)</p> | Short | Regional Business Centre, NORCAT, Chamber, Local English and French school boards |



Goal One: A robust entrepreneurship ecosystem

▶ Objective 1.3: STRENGTHEN BUSINESS SUPPORT STRUCTURES TO ADDRESS BUSINESS GROWTH AND BUSINESS SUCCESSION CHALLENGES

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 1.3.1 Maintain and expand database of provincial and national funding support programs to encourage entrepreneurship and innovation across a range of sectors | Short | Regional Business Centre, MEDEI, MRI, FedNor, OCE |
| 1.3.2 Expand market research assistance capabilities in identified key sectors of Sudbury's economy (i.e. biannual update on the global, national, and regional market conditions) | Short | Regional Business Centre, NORCAT, CGS - Economic Development, LU |
| 1.3.3 Formalize business retention and expansion (BR+E) program specifically targeting sectors outlined as strategic priorities in From the Ground Up with the intent of BR+E principles being incorporated into the day-to-day operations of economic development | Short | CGS - Economic Development, City - Growth and Development, Regional Business Centre, NORCAT |
| 1.3.4 Review and evaluate programming at the Regional Business Centre to create a strategy which ensures that services meet the current and future needs of the community | Short | Regional Business Centre, CGS - Economic Development |
| 1.3.5 Maximize partnerships to promote more innovative and globally connected entrepreneurship start ups, and to leverage and complement existing entrepreneurship structures and programming (e.g. NORCAT Innovation Mill) | Medium | CGS - Economic Development, Regional Business Centre, NORCAT, Cambrian Innovates, LU, Cambrian, Boréal |
| 1.3.6 Leverage the existing infrastructure of Sudbury Innovates (www.sudburyinnovates.ca) and its partnerships which identifies physical and virtual supports available at each stage of company maturity and provides guidance to stakeholders on client referrals to other organizations encouraging firm sustainability | Medium | Regional Business Centre, ONE, MEDEI, MRI, Northeastern Ontario Resource Alliance, Cambrian Innovates, NORCAT |
| 1.3.7 Streamline City of Greater Sudbury development approval processes to prioritize and support business investment and expansion, and entrepreneurial opportunities BEST PRACTICES: North Bay Development Application Review Team – DART | Short | CGS – Growth and Development, Chamber, DLAC, GSDC |



Goal Two: A welcoming and open community

Our city stands out as one of the few communities in northern Ontario that is experiencing positive population growth. Between 2001 and 2011, the city experienced a net population growth of just over 5,000 residents. Similarly, Hemson Consulting Inc. projects our population to grow from 169,000 in 2016 to 174,400 in 2026.

While it is encouraging that we are experiencing some growth, to support the vision of 10,000 net new jobs, we will need to be a more welcoming and open community. Both immigration and migration have provided an answer for growth for some Canadian communities, and are expected to continue playing a role in the future. New residents can provide a steady stream of new skills, experience, and international connections that can benefit our city, provided that the quality of life and community can continue to match the needs of these new residents.

Offering opportunities to leverage the strengths and capabilities of more diverse demographic groups will facilitate and create a welcoming environment that can attract and retain newcomers. This is especially critical in smaller urban centres within Greater Sudbury where historic rates of immigration are lower, and where newcomers have started to arrive from countries of origin that differ from traditional sources of immigration. In all cases, integration of immigrants in the broader community remains a high priority for economic development, and is particularly important in retaining immigrants and their families over the longer term.



Goal Two: A welcoming and open community

Objective 2.1: IMPROVE IMMIGRANT ATTRACTION AND INTEGRATION SERVICES

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 2.1.1 Create a 'one-stop' referral centre for newcomer services | Short | Sudbury LIP, CGS - Economic Development, Chamber, GSDC, SPC, WPSM, YMCA Employment & Newcomer Services, SMFAA, Carrefour francophone de Sudbury, RDEE |
| 2.1.2 Make Greater Sudbury a leader in immigrant engagement and community integration | Long | CGS - Economic Development, Sudbury LIP, Chamber, GSDC, LU, Cambrian, Boréal, HSN, RSIFNO, SMFAA, CIFS Chamber |
| 2.1.3 Attract, settle, integrate and retain newcomers | Medium | Sudbury LIP, Chamber, YMCA Newcomer Services, PNN, RSIFNO |
| 2.1.4 Increase secondary migration to Greater Sudbury by engaging with immigrant and cultural communities and organizations in southern Ontario | Medium | Sudbury LIP, CGS - Economic Development, Chamber |
| 2.1.5 Engage and welcome families that have come to Sudbury to more quickly integrate them into the community BEST PRACTICE: CGS Physician Recruitment Program | Medium | CGS - Economic Development, Chamber, SAMSSA, HSN, Local School Boards, LU, Cambrian, Boréal |
| 2.1.6 Better assist newcomers in securing and maintaining employment | Medium | Sudbury LIP, Chamber, YMCA Newcomer Services, Employment Agencies, RSIFNO |
| 2.1.7 Advocate for the creation of a citizenship and immigration office in Greater Sudbury | Long | CGS – Economic Development, Citizenship and Immigration Canada, GSDC, CGS, Sudbury LIP, Chamber |

Objective 2.2: CREATE A MORE WELCOMING ENVIRONMENT FOR NEWCOMERS

| Required Actions | Timing | Potential Partners |
|--|--------|--|
| 2.2.1 Leverage the connections of existing cultural and ethnic networks to address community needs | Short | Sudbury LIP, CGS - Economic Development, Chamber, WPSM, YMCA Employment & Newcomer Services, SMFAA, , RDEE, RSIFNO |
| 2.2.2 Work with the broader business and institutional community across Greater Sudbury to encourage adoption of the City of Greater Sudbury's Diversity Policy | Medium | CGS - Economic Development, Sudbury LIP, Chamber, LU, Cambrian, Boréal, HSN |
| 2.2.3 Strengthen abilities of informal cultural organizations in the city to assist new immigrants and recognize the leaders and champions from these organizations | Long | CGS - Economic Development, Sudbury LIP, Chamber, LU, Cambrian, Boréal, HSN |





Goal Three: A highly skilled and creative workforce

The increasing desire to support a knowledge-based economy has generally positioned the talent and creativity of the community's workforce as a central element of competitiveness. This has placed an emphasis on both attracting and retaining a highly skilled workforce, but also more fully leveraging the skills and talents of the existing population to accomplish goals around economic diversification and employment growth. Communities around the world have started to prioritize skill development, as well as on attracting and retaining the skilled and creative people needed to improve prospects for economic development success.

Our community must leverage the skills, values, and capabilities of our existing local population. Skills development must be a priority for providing the entire population with the tools necessary to engage in the economy and drive community prosperity. This becomes increasingly important when we begin to think about the growth of knowledge-based industries, and we focus on ensuring that our local population can meet these demands as skill requirements increase.

In a community with a strong post-secondary presence such as Greater Sudbury, the engagement and retention of students is crucial. These talented individuals offer the potential to meet the future labour requirements in our local economy. Universities and colleges play a key role in engaging and attracting new residents. The community needs to establish strong connections with students in order to entice them to stay.

In order to support the broader goals of employment growth and economic diversification, we need to embrace opportunities to expand our local labour force through both internal and external tactics. This includes a focus on the emerging (e.g. post-secondary students) and underrepresented (e.g. Aboriginal) segments of the community through workforce development, attraction, and retention activities, as well as a focus on migrants and immigrants who can provide a new source of skills and experience that strengthen the local labour force.



Goal Three: A highly skilled and creative workforce

▶ Objective 3.1: ATTRACT, INTEGRATE, AND RETAIN A HIGHLY SKILLED WORKFORCE FROM ACROSS CANADA AND AROUND THE GLOBE

| Required Actions | Timing | Potential Partners |
|---|--------|---|
| 3.1.1 Facilitate workforce integration of newcomers by identifying the occupations most in need across key sectors and connecting regulatory bodies and local education and training institutions to investigate local program delivery | Short | Sudbury LIP, CGS - Economic Development, LU, Cambrian, Boréal, local English and French school boards, Chamber, SPC, WPSM, RSIFNO |
| 3.1.2 Establish and maintain a list of high priority skills and occupations required by industry and mobilize the community to address skill requirements | Short | WPSM, CGS - Economic Development, LIP, SPC, LU, Cambrian, Boréal |
| 3.1.3 Develop programming to retain skilled workers and recent graduates admitted to the province through the Provincial Nominee Program | Short | Sudbury LIP, CGS - Economic Development, LU, Cambrian, Boréal, Ministry of Training, Colleges and Universities |
| 3.1.4 Model talent attraction and retention initiatives focused on skilled tradespeople and professional/managerial level employees (e.g. Goodman School of Mines, Bharti School of Engineering) BEST PRACTICE: physician recruitment program | Medium | CGS - Economic Development, LU, Cambrian, Boréal, Chamber |

▶ Objective 3.2: ENGAGE AND DEVELOP THE SKILLS OF THE OF THE GREATER SUDBURY COMMUNITY

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 3.2.1 Develop an integrated labour market strategy for Greater Sudbury outlining workforce development challenges and opportunities | Short | WPSM, CGS - Economic Development |
| 3.2.2 Connect Aboriginal training providers and educational institutions as a means of expanding and enhancing available programming to match current and anticipated needs in the local labour force | Short | Gezhtoojig, N'Swakamok NFC, Sudbury Métis Council, local First Nation communities, LU, Cambrian, Boréal |
| 3.2.3 Integrate and align small business development efforts across the city with those of the Aboriginal service providers in an effort to expand capacity and resources available to support aboriginal business ventures | Short | Regional Business Centre, Waubetek Business Development Corporation, N'Swakamok NFC, Sudbury Métis Council, CGS - Economic Development, regional First Nation communities |
| 3.2.4 Recruit and retain talent within the creative industries by creating an environment that supports cultural workers | Medium | CGS - Economic Development, LU, Cambrian, Boréal, Ontario Arts Council, Regional Business Centre |
| 3.2.5 Encourage citizens to continue to improve and further develop their education and skills while improving level of participation, completion and achievement at secondary and post-secondary institutions | Medium | CGS - Economic Development, School boards, LU, Cambrian, Boréal |



Goal Three: A highly skilled and creative workforce

▶ OBJECTIVE 3.3: CAPITALIZE ON POST-SECONDARY EDUCATION ASSETS TO ATTRACT AND RETAIN YOUTH TO ENHANCE GREATER SUDBURY'S FUTURE WORKFORCE

| Required Actions | Timing | Potential Partners |
|--|--------|--|
| 3.3.1 Create dynamic student experiences in new social spaces that nurture a strong sense of community | Short | Laurentian, Cambrian, Boréal, CGS (all departments), YPA |
| 3.3.2 Engage with post-secondary students and graduates no longer living in Sudbury to explore opportunities to improve community satisfaction, engagement, and retention of youth | Medium | CGS - Economic Development, LU, Cambrian, Boréal, YPA |
| 3.3.3 Establish cutting-edge, relevant, curriculum, research, and cooperative employment opportunities in post-secondary institutions to draw domestic and international students to Greater Sudbury | Short | LU, Cambrian, Boréal, Chamber, Sudbury LIP |
| 3.3.4 Explore global best practices in trades-based education and apprenticeship programming at the secondary school level, with the intent of expanding and strengthening existing programs that facilitate the movement of tradespeople into key technical fields in mining supply and services and manufacturing | Short | WPSM, Local school boards, SAMSSA |
| 3.3.5 Enhance the international student experience | Short | Sudbury LIP, LU, Cambrian, Boréal |



Goal Four: A quality of place and lifestyle that is second to none.

Cities and communities have turned to creating an elevated quality of place and lifestyle to gain an advantage, in the increasingly difficult search for highly skilled and educated talent. This approach will help reinforce Greater Sudbury as a regional capital, foster the growth of new creative enterprises and attract the knowledge-based workforce and investment to the community that will be necessary to help realize our goal of 10,000 net new jobs by 2025.

Creative placemaking is one strategy that intentionally leverages the power of the arts, culture and creativity to serve a community's interests while driving a broader agenda for growth and transformation in a way that builds character and quality of place. It involves public, private, not-for-profit and community stakeholders partnering together to strategically shape the physical and social character of neighbourhoods, towns, or regions around arts and cultural activities.

The process of creative placemaking can provide Greater Sudbury with the potential to rejuvenate structures and streetscapes, improve the viability of local business and bring people together to celebrate the communities they live in. It is a process rooted in the local values, history, culture and the natural environment that are unique to the area. Greater Sudbury is a beautiful city with character and charm that matches its place as the capital of northern Ontario.

The attributes of a community are an important consideration in the attraction and retention of both businesses and highly skilled talent. The quality of a downtown; the quality and availability of housing stock; access to recreation and cultural amenities; and, community and retail services all factor into their decision making. Greater Sudbury recognizes that downtowns are important and that they represent the historic and symbolic heart of the community. A healthy, active, successful downtown makes a positive statement about the prosperity of the city and sends a positive message to future residents, businesses and investors.



Goal Four: A quality of place and lifestyle that is second to none.

▶ Objective 4.1: REVITALIZE AND REDEVELOP DOWNTOWN SUDBURY AS A KEY INDICATOR OF THE COMMUNITY'S QUALITY OF PLACE.

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 4.1.1 Attract investment in retail, arts, culture, food, and hospitality, to the downtown by implementing the Retail Attraction Strategy as supplemented to the Downtown Master Plan | Short | Downtown Sudbury BIA, CGS – Economic Development, DVDC, Chamber, TNO/NEONT |
| 4.1.2 Investigate and promote opportunities for new, diverse, and innovative multi-residential and mixed-use development in the downtown core | Short | CGS – Growth and Development, DVDC |
| 4.1.3 Develop policies that incorporate design thinking into future infrastructure and development projects in the Downtown core | Medium | CGS – Growth and Development, DVDC, Downtown Sudbury BIA, LAL |
| 4.1.4 Implement a business retention and expansion (BR+E) program specifically targeting the businesses located in the downtown | Short | Downtown Sudbury BIA, CGS – Economic Development, DVDC |
| 4.1.5 Implement transportation/active transportation infrastructure investments recommended in the Downtown Master Plan | Medium | CGS – Infrastructure Services, CGS - Growth and Development |
| 4.1.6 Develop public spaces, buildings and infrastructure as a catalyst for revitalization and private sector investment in the Downtown | Medium | CGS, GSDC |



Goal Four: A quality of place and lifestyle that is second to none.

▶ Objective 4.2: INVEST IN KEY PHYSICAL INFRASTRUCTURE THAT SUPPORTS THE EFFICIENT MOVEMENT OF RESIDENTS AND VISITORS TO, FROM, AND WITHIN GREATER SUDBURY

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 4.2.1 Implement innovative alternative transportation, transit, and parking options focused on improving visitor circulation in the city connecting major tourism and retail/commercial nodes | Medium | CGS, Downtown Sudbury, TNO/NEONT, Sudbury Airport Community Development Corporation |
| 4.2.2 Coordinate regional planning, economic development, and tourism interests to advocate for the development of more efficient and modern transportation infrastructure in northern Ontario | Long | CGS – Economic Development |
| 4.2.3 Continue to improve route connectivity and route frequency in the municipal transit system, including consideration for the implementation of more dispersed transit hubs | Medium | CGS – Infrastructure Services (Transit) |
| 4.2.4 Invest in infrastructure that improves Greater Sudbury’s global and national connectivity, including investments to encourage increased capacity at the airport, improved rail access (passenger and freight), and community wide access to broadband internet | Medium | CGS – Infrastructure Services, Sudbury Airport Community Development Corporation, CGS – Economic Development |
| 4.2.5 Ensure that Greater Sudbury’s roads network meets the needs of current and future economic growth | Long | CGS – Infrastructure Services |

▶ Objective 4.3: MAKE SUDBURY A PLACE WHERE PEOPLE WANT TO LIVE

| Required Actions | Timing | Potential Partners |
|--|--------|--|
| 4.3.1 Market Greater Sudbury as the capital of northern Ontario, and a key destination for those looking to move to the region. Build on the value of “Canada’s Resourceful City” brand | Short | CGS – Economic Development, Chamber, Sudbury LIP, GSDC |
| 4.3.2 Leverage assets and programs of Sudbury Tourism to increase Greater Sudbury’s appeal for residential attraction | Short | CGS – Economic Development |
| 4.3.3 Launch the “Resourceful City” series of events and programs to celebrate successes and encourage development towards the community’s goals BEST PRACTICES: Calgary Economic Development “Soul of the City” | Medium | GSDC |
| 4.3.4 Diversify the city’s retail sector, with an emphasis on the development of high-end and destination retail stores, while encouraging the redevelopment of the city’s existing retail stock | Medium | CGS – Growth and Development, DVDC, BIAs, Chamber |
| 4.3.5 Celebrate and communicate our city’s successes | Short | All |



Goal Five: The global leader in mining supply and services industry

Sudbury is an internationally-recognized centre of excellence in mining supply and services. Both public and private sector resources have emerged to support that strength, offering education, applied research, and innovation support structures to further refine the community's competitive position in the sector and generate business development opportunities.

In many ways, the success in mining and related supply services has shaped the institutional and industry support structures that have developed in the city, which have in turn shaped other sectors of our economy. The mining supply and services sector will continue to be a primary driver of economic prosperity. For example, the success of the nascent technology sector in the city has been influenced by the presence of the mining sector and a strong supply and services sector, with companies in the technology sector focused almost exclusively on serving the needs of the mining and related supply sector and its value chain (e.g. particularly data analytics, hardware, and software companies like Objectivity, Symboticware, or Datamine).

Similarly, much of the manufacturing sector has evolved as a segment of the mining supply and service sector, with the community showing growth in many manufacturing subsectors that supply equipment, machinery, and other machined industrial components to mining and supply and service companies. Greater Sudbury continues to diversify its current exports in the sector to include higher value, more knowledge-based products and services. The sector's dominance by smaller companies continues to expose it to challenges most other small businesses face, including market diversification, business expansion, and succession planning.

In short, the community should continue to support the growth and development of an innovative and diverse mining supply and services sector. The next ten years should be characterized by continued efforts to encourage the pursuit of export markets as well as the application of new technology on other sectors, with ongoing encouragement to leverage the potential for the sector to work collaboratively on solutions to its key challenges.



Goal Five: The global leader in mining supply and services industry

Objective 5.1: STRENGTHEN GREATER SUDBURY'S POSITION AS THE HUB FOR EXPORT OF INNOVATIVE AND KNOWLEDGE-BASED PRODUCTS AND SERVICES

| Required Actions | Timing | Potential Partners |
|--|--------|--|
| 5.1.1 Aggressively market Sudbury and support private sector efforts by positioning Sudbury as the centre for hard rock technology and the mining supply and services hub for the global mining sector | Short | CGS – Growth and Development, SAMSSA, Mining Supplies and Services SMEs, CEMI, Goodman School of Mines, ONEDC |
| 5.1.2 Evolve the mandate of the Mining Supply and Services Export Assistance (MSSEA) Program to ensure alignment with new and emerging areas of business activity | Short | ONEDC, CGS – Growth and Development, NOHFC, FedNor, GSDC |
| 5.1.3 Maintain and promote an inventory of the region's mining supply and services sector | Short | CGS – Economic Development, SAMSSA, MNMNDM |
| 5.1.4 Continue to identify market and export development opportunities for businesses in northeastern Ontario's mining supply and services value chain, particularly in information technology and manufacturing | Short | CGS – Growth and Development, MNMNDM, Mining Supplies and Services Export Assistance Program, DFATD, MEDEI |
| 5.1.5 Continue to identify opportunities for inbound and outbound strategic partnership and alliance development, with particular emphasis on robotics and automation, mining data analytics, advanced manufacturing, high value engineering, and environmental services/clean technology to diversify activity in the sector locally | Short | MNMNDM, DFATD, MEDEI |
| 5.1.6 Support the development and growth of interdisciplinary educational programming from the executive to professional levels in local post-secondary institutions to improve knowledge-base in the broader mining sector | Short | LU – Goodman School of Mines, Cambrian, Boréal |
| 5.1.7 Maximize economic development benefits of emerging mining activity in northern Ontario (e.g. Ring of Fire), northern Canada, and other domestic markets | Short | CGS – Economic Development, MNMNDM, MEDEI, LU, SAMSSA |
| 5.1.8 Explore and develop strategic partnerships to grow opportunities for local supply and services companies in non-traditional markets such as the energy and non-metals sectors in western and northern Canada | Medium | CGS – Economic Development, Canadian Association of Petroleum Producers (CAPP), Canadian Manufacturers and Exporters (CME) |
| 5.1.9 Promote opportunities in automation, productivity improvement, and robotics in the mining supply and services sector with existing research and innovation activities | Medium | CGS – Economic Development, MSSEA Program, NORCAT, Centre for Mining Materials Research (CIMMR), MIRARCO, CEMI |



Goal Five: The global leader in mining supply and services industry

Objective 5.2: STRENGTHEN SUPPORT STRUCTURES TO ADDRESS BUSINESS GROWTH AND SUCCESSION CHALLENGES IN THE MINING SUPPLY AND SERVICES SECTOR

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 5.2.1 Work with industry sector representatives to identify and address anticipated local skill shortages in mining and mining supply and services industries | Short | WPSM, Mining Association of Canada (MAC), Ontario Mining Association, Mining Industry Human Resources Council, CGS – Growth and Development, SAMSA |
| 5.2.2 Create strong connections between local mining supply and services sector and multinational mining sector companies with a local presence to encourage procurement opportunities for local companies to supply operations beyond the Sudbury Basin | Medium | CGS – Growth and Development, CAMESE, EDC, MNM, SAMSSA, DFATD |
| 5.2.3 Support succession planning in local mining supply and services companies and promote leadership development opportunities where appropriate through BR + E | Short | MSSEA Program, CGS – Growth and Development, LU Goodman School of Mines, Chamber, SAMSSA |
| 5.2.4 Address financial and policy incentives and business support programs offered by the City to ensure a competitive landscape for the mining supply and services sector | Medium | CGS – Growth and Development |
| 5.2.5 Promote industrial land development opportunities across the city (e.g. Greater Sudbury Airport, Walden Industrial Park, Fielding Road) | Short | CGS – Growth and Development, Commercial Real Estate Firms |

Objective 5.3: CONNECT BUSINESS WITH RESEARCH INTERESTS TO SUSTAIN GREATER SUDBURY'S POSITION AS THE INTERNATIONAL MINING SUPPLY AND SERVICES LEADER

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 5.3.1 Identify and attract academic and industry leaders undertaking applied and theoretical research projects in the areas of mining robotics, automation, environmental remediation, and data analytics | Medium | CEMI, CGS – Growth and Development, NORCAT, CIMMR, MIRARCO, LU, Cambrian, Boréal |
| 5.3.2 Undertake an assessment of the potential to supply shared infrastructure to support pilot/scale-up/testing projects within key mining supply and services innovation areas, including possible industry partners and sources of funding | Medium | NORCAT, LU, Cambrian, Boréal, CEMI, CGS - Economic Development |
| 5.3.3 Develop and promote Greater Sudbury as a business accelerator and commercialization hub for innovative products, processes and services in the mining supply and services sector developed locally and abroad, with the intent of being a clearing house for distributing new technologies across Ontario and around the globe | Medium | NORCAT, LU, Cambrian, Boréal, CGS – Economic Development |



Goal Six: A nationally recognized centre of artistic excellence, vibrancy and creativity

There is overwhelming consensus that arts, culture and heritage provide value to communities in the form of quality of life, downtown revitalization, sense of community, attraction and retention of creative professionals, economic development and tourism. By fostering an environment that supports cultural pursuits and creative individuals we will benefit in these areas.

Greater Sudbury is a northern cultural capital celebrated from coast to coast to coast for its artistic excellence, vibrancy and creativity. A diverse cultural sector breathes life into our entire community through a range of programs and events which showcase the immense talent of local artists who draw inspiration from the land and the rich multicultural heritage of the region. Our city is home to a growing base of arts and culture businesses and employment, in a diverse range of arts and culture industry sub-sectors. The business base has grown by over 30% over the last six years, and employs an estimated 4,500 people in Greater Sudbury.

Greater Sudbury has a small, but growing, motion picture and video industry that consisted of 23 business establishments in 2014. Ontario, and more specifically the Greater Toronto Area, continues to be a centre of the Canadian film, television, and digital media sector. There is an opportunity for Greater Sudbury to attract additional film industry activity based on the region's range of shooting locations, and our community's emerging digital media base, existing tourism sector, and creative talent have the potential to support additional economic activity within the sector as well.

The recently completed Greater Sudbury Cultural Plan has clearly articulated four interconnected strategic directions: Creative Identity, Creative People, Creative Places and Creative Economy. Our community is multicultural and has a unique historical relation with its geographical landscape. Cultural resources help define the identities of individual communities as well as the shared identity of Greater Sudbury as a whole. We are a community of communities; our creative individuals are at the heart of the creative economy, and they also help the sector to foster social development, as nearly everyone participates in creative pursuits in some aspect of their lives.

Described earlier as a critical enabler for economic development, quality of place is a powerful driver in attracting and retaining talent in the global world. Creativity and culture impact the economy in many ways, from directly employing people to being a component of almost any employment sector. There has been increasing recognition of the powerful role creativity and culture play in economic restructuring and generating wealth in our community.



Goal Six: Nationally recognized for artistic excellence, vibrancy and creativity

▶ Objective 6.1: DEVELOP ENVIRONMENTS THAT REFLECT THE CULTURAL RICHNESS AND HERITAGE OF GREATER SUDBURY

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 6.1.1 Encourage the development of affordable and accessible professional cultural spaces | Short | CGS – Economic Development, Leisure, Assets and Finance |
| 6.1.2 Create shared cultural facilities to maximize synergies and incubate creative initiatives | Short | CGS – Economic Development, Library Services, Arenas, ROCS, Art Gallery of Sudbury |
| 6.1.3 Develop a public art program that encourages the creation of public art in conjunction with public and private development | Medium | CGS, Downtown Sudbury, Sudbury arts umbrella groups |

▶ Objective 6.2: RECOGNIZE AND PROMOTE THE IMPORTANCE OF ARTS AND CULTURE TO COMMUNITY AND ECONOMIC DEVELOPMENT IN GREATER SUDBURY

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 6.2.1 Conduct an economic impact assessment for the creative industries | Short | CGS – Economic Development, CAC |
| 6.2.2 Develop regular communication platforms among stakeholders, to share best practices and build networks | Short | CGS – Economic Development, CAC, Arts organizations |
| 6.2.3 Provide professional development opportunities geared towards the cultural industries(e.g. business management, governance, leadership, fundraising) | Short | CGS – Economic Development, CAC, Regional Business Centre, Local Artists, Work in Culture |
| 6.2.4 Make Greater Sudbury a “film friendly” regional hub by updating film policies to reflect current sector needs, work with local partners to develop and promote local filming resources (e.g. locations library and crew database) | Short | CGS – Growth and Development, CGS - Citizen & Leisure Services, NOHFC, CION, OMDC |
| 6.2.5 Increase and diversify public and private funding for culture and creativity | Medium | CGS – Economic Development, CAC, Sudbury Arts Council |



ARE BEAUTIFUL.



Goal Seven: One of Ontario's top tourism destinations

Tourism is an important part of both the global and national economies. In 2013, travel and tourism were among the top performing sectors globally, generating growth of 5% and over \$1 trillion (USD) in annual revenues. Tourism is also an important sector of Greater Sudbury's economy, and all citizens have the opportunity to be good ambassadors, promoting the beauty of our city and encouraging visitors to come. From the latest tourism statistics provided by the Ontario Ministry of Tourism, Culture and Sport, total visitor spending in Greater Sudbury has grown year after year, to approximately \$200 million in 2012. Nearly 1.1 million people visit our community every year for both business and leisure purposes; year round, they have the opportunity to take in its natural heritage and outdoor recreation options, learn from its industrial past through science centre attractions, enjoy the variety of retail options not available in other northern Ontario communities, and take in the unique cultural heritage experiences and nationally recognized events on offer.

The community also has two quality assets in Science North and Dynamic Earth, which are the second- and eighth-largest science centres in Canada and the largest in northern Ontario. These niche opportunities for Greater Sudbury and should continue to be developed and supported to make the region a tourist destination of choice.

One of the key priorities for Greater Sudbury in the tourism sector is based on the range of events that the community offers. The city, with its reputation as regional capital, has had success hosting a series of festivals throughout the year. Some of these include: Cinéfest International Film Festival, one of Canada's largest film festivals with an annual audience of nearly 30,000 people; the Northern Lights Festival Boréal, Canada's longest running outdoor music festival attracting more than 10,000 people annually; and newly launched public arts and music festival, UpFest.

During the consultation process it was suggested that the development of a new arena/entertainment complex could help unlock the potential for the continued growth and economic prosperity of the community. This would complement Greater Sudbury's existing festivals with an additional venue for other concerts, entertainment events, live performances, and sporting events, not to mention its potential for expanded convention business.

There are still a number of opportunities that exist in the tourism sector that Greater Sudbury can leverage to help make it one of Ontario's top destinations. For example, the Downtown Sudbury Master Plan calls for promoting tourism in the downtown core and creating destination attractions such as a "Signature Arts District" that will draw visitors from across the region. Consideration should be paid to investing in the necessary infrastructure to support the added visitors to the area. Continued growth and diversification of the region's retail sector will also maintain and enhance Greater Sudbury's regional capital status as well.



Goal Seven: One of Ontario's top tourism destinations

▶ Objective 7.1: INVEST IN FACILITIES, SPACES, AND INITIATIVES NEEDED TO SUPPORT THE GROWTH OF TOURISM

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 7.1.1 Develop a multi-purpose facility (or facilities) for arts, culture, business and sport in the Downtown core, with consideration for the following high-priority uses: <ul style="list-style-type: none"> • conference facilities • performing arts centre • arena/sports complex • art gallery • accommodations | Medium | CGS – Growth & Development, CGS - Citizen & Leisure Services, Arts organizations, BIA |
| 7.1.2 Facilitate the development of a multi-faceted motorsports and entertainment facility | Short | CGS – Economic Development, Private sector |
| 7.1.3 Prioritize attraction efforts for meetings, conventions, sporting and other events/business to the community | Short | CGS – Economic Development, Sudbury Tourism Partnership, SportLink, CGS – Leisure Services |

▶ Objective 7.2: STRENGTHEN THE TOURISM INDUSTRY THROUGH PROACTIVE DESTINATION DEVELOPMENT

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 7.2.1 Expand membership of the Sudbury Tourism Partnership, and strengthen the coordination of member activities on networking, joint marketing, collaboration, and bundling/packaging of products | Short | CGS – Economic Development, TNO/NEONT |
| 7.2.2 Explore and develop new sources of revenue for tourism projects and promotional initiatives | Medium | CGS – Economic Development, Sudbury Tourism Partnership, MTCS |
| 7.2.3 Explore and collaborate on new sources of data (e.g. data mining, telephone or onsite customer surveys, “guerilla” engagement) to capture visitor and prospect information, and disseminate to tourism industry on a semi-annual basis (e.g. visitor intercepts at attractions) | Medium | CGS – Economic Development, TNO/NEONT, Ontario Tourism, MTCS, Science North |
| 7.2.4 Establish a prioritized list of market gaps, and proactively engage local and regional partners on the development of new tourism and cultural products (e.g. Aboriginal, francophone, culinary, trails, outdoor recreation) | Short | CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership |
| 7.2.5 Develop tourism orientation sessions, training programs, and familiarization excursions for all front line tourism and hospitality personnel and volunteers in order to provide a high quality customer experience | Short | CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership |



Goal Seven: One of Ontario's top tourism destinations

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 7.2.6 Implement Tourism Northern Ontario's Tourism Excellence North (TEN) program in Greater Sudbury BEST PRACTICES: Mining Supply and Services Export Assistance Program (MSSEAP) | Medium | Sudbury Tourism Partnership, TNO/NEONT, Chamber of Commerce |
| 7.2.7 Facilitate and encourage the development of attractions (e.g. galleries, festivals, zip line, water park, waterfront facilities) in tourism destination development initiatives | Long | CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership |
| 7.2.8 Work with Transit and other agencies to improve choice and quality of connections between attractions | Medium | CGS – Economic Development, Greater Sudbury Transit, Rainbow Routes |

▶ Objective 7.3: IMPLEMENT RESEARCH-BASED MARKETING AND PROMOTION INITIATIVES TO KEY MARKET SEGMENTS

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 7.3.1 Promote the “scenic sights, urban delights” brand for Sudbury Tourism in order to distinguish the city from its competitors in Ontario | Short | CGS – Economic Development, Sudbury Tourism Partnership, TNO/NEONT, tourism operators |
| 7.3.2 Coordinate marketing and communications activities at the local and regional levels, providing directions on key messages, key markets, and key strategies to be used by public and private sector partners about Greater Sudbury | Short | CGS – Economic Development, TNO/NEONT, Sudbury Tourism Partnership, tourism operators, Chamber |
| 7.3.3 Implement a local strategy for digital and social media marketing, promotions, and communications, providing direction to public and private sector partners, and content/messaging to be leveraged in online marketing and social media initiatives | Short | CGS – Economic Development, Sudbury Tourism Partnership, TNO/NEONT, Chamber |
| 7.3.4 Integrate local arts, culture, and heritage offerings into local and regional tourism promotion strategies | Short | CGS – Economic Development, Arts organizations, CGS – Community Development, TNO/ NEONT, CAC |
| 7.3.5 Continue to build strategic partnerships and alliances with external tourism partners across Ontario (i.e. Georgian Bay Destination Development Partnership, Ontario Tourism Marketing Partnership Corp.) | Short | CGS – Economic Development, TNO/NEONT |



Goal Eight: A leader in health and life sciences

Greater Sudbury is home to a robust and growing health and life sciences sector, with the core sector consisting of more than 700 businesses and operations such as the Northern Ontario School of Medicine (NOSM) and Health Sciences North (HSN). From an economic development perspective, it is expected that the health and life sciences sector will continue to play a crucial role in the local economy. Hospitals and similar kinds of public sector services will remain a major driver of local employment activity, with significant spending and spin-off effects in the local economy. An aging population and the pressures that will be placed on infrastructure will contribute to this impact, and will require careful planning on the part of the community.

A recent source of growth in the sector has been the construction and operation of new research centres such as Advanced Medical Research Institute of Canada (AMRIC), and the substantial expansions of medical training within the community. This activity has helped to raise the profile of the city as a location for cutting-edge research and education in medicine with a particular focus on vaccine development, cancer research, and healthy aging. Continued growth in the sector should include the expansion of existing research facilities as well as the development of new and additional areas of research expertise. Health Sciences North and our post-secondary institutions continue to recruit high-profile researchers in order to anchor further research, attract additional funding, and entice graduate students and researchers to the community.

The sector will also require an increased focus on research commercialization, along with the development of new entrepreneurial ventures to capitalize on research results. In the biotech and life sciences fields in particular, growth is typically characterized by small and innovative start ups conducting initial commercialization activities, with their acquisition by larger (often multinational) players driving continued growth and employment expansion. By generating a more robust pipeline of entrepreneurial ventures and business development opportunities, the city has the potential to see further spin-off in health and life sciences sector activity into new areas beyond primary care delivery and education.



Goal Eight: A leader in health and life sciences

▶ Objective 8.1: LEVERAGE GREATER SUDBURY'S PUBLIC SECTOR ASSETS TO GENERATE NEW ECONOMIC ACTIVITY IN THIS SECTOR

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 8.1.1 Expand the range of research equipment and space available across Greater Sudbury's health and educational institutions to reinforce its role as a leader in health research capabilities (e.g. Institute for Clinical Evaluative Sciences (ICES) North) | Short | HSN, AMRIC, NOSM, CGS - Economic Development, City Council, NORCAT, LU, Cambrian, Boréal |
| 8.1.2 Connect regional health care infrastructure with external clinical trials and innovation organizations to explore opportunities to support health and wellness product development in Greater Sudbury | Short | HSN, MRI, CT Ontario, OBIO, Medicor Research, AMRIC |
| 8.1.3 Develop virtual and physical business incubation spaces in partnership with post-secondary institutions and Health Sciences North focused on integrating business and entrepreneurship education and training with health and life sciences expertise | Short | HSN, AMRIC, CGS - Economic Development, LU, Cambrian, Boréal, NORCAT |
| 8.1.4 Leverage the success of existing initiatives and events in Greater Sudbury and other parts of Ontario to support the development of new business activity and procurement opportunities (e.g. CTRI Drug Symposium, MedEdge Healthcare Ecosphere, OCE Discovery) | Short | CGS - Economic Development, ventureLAB, NORCAT, OBIO, Northwest Ontario Innovation Centre |
| 8.1.5 Identify market opportunities for local business development in the health and life sciences value chain, particularly in the medical equipment supplies sector and health product development | Medium | MEDEI, MRI, DFATD, Life Sciences Ontario, BioteCanada, OBIO, NORCAT |



Goal Eight: A leader in health and life sciences

▶ Objective 8.2: ATTRACT, DEVELOP, AND RETAIN RESEARCH, EDUCATION, AND BUSINESS TALENT IN HEALTH AND LIFE SCIENCES

| Required Actions | Timing | Potential Partners |
|---|--------|---|
| 8.2.1 Build on existing physician recruitment efforts and strategies to attract a broad range of health care professionals and specialists in niche areas of northern and rural health, leveraging emerging and new structures for health care delivery and levels of care (e.g. Physician’s Assistants) | Short | CGS – Economic Development, HSN, Chamber, HealthForce Ontario, Regional Business Centre |
| 8.2.2 Expand research capabilities and intensity in children’s health, geriatrics, genomics, and bioinformatics through the development and attraction of research chairs and scholars in residence | Short | LU, AMRIC, CGS – Economic Development, HSN, Cambrian |
| 8.2.3 Actively increase Greater Sudbury’s profile in health and life sciences sector by continuing to investigate opportunities to host provincial and national health and life sciences conferences in Sudbury | Medium | CGS – Economic Development, LU, Cambrian, Boréal, HSN, AMRIC |



Goal Eight: Greater Sudbury is a health and life sciences leader

▶ Objective 8.3: CREATE AND COMMERCIALIZE HIGH-VALUE HEALTH AND LIFE SCIENCES RESEARCH

| Required Actions | Timing | Potential Partners |
|---|--------|---|
| 8.3.1 Create greater physical and virtual connections with regional innovation ecosystem and partner organizations (e.g. Ontario Network of Entrepreneurs, Ontario Bioscience Innovation Organization) and assess opportunities to leverage health and life sciences supply chain development activities in northern Ontario | Short | CGS – Economic Development, HSN, ONE, OBIO, OCE |
| 8.3.2 Engage patients and care providers to establish priorities for re-design to facilitate more seamless care delivery across northern Ontario (HSN) | Short | HSN, AMRIC, North East LHIN, North East CCAC |
| 8.3.3 Translate locally developed knowledge and research into improving the quality and safety of care to best practice case studies and examples with relevance for communities and institutions across the globe (HSN) | Short | HSN, AMRIC |

▶ Objective 8.4: MAXIMIZE GREATER SUDBURY'S POSITION AS THE REGIONAL CENTRE FOR HEALTH CARE SERVICES IN NORTHEASTERN ONTARIO

| Required Actions | Timing | Potential Partners |
|--|--------|---|
| 8.4.1 Expand the range of specialized health care services available in Greater Sudbury by constructing Phase 2 of the North Eastern Ontario Health Centre for Kids (NEO Kids) at Health Sciences North | Medium | HSN, Northeastern Ontario LHIN |
| 8.4.2 Analyze and explore gaps in expertise in order to enhance Greater Sudbury's position as a regional referral centre | Short | CGS - Growth and Development, HSN, NOSM |
| 8.4.3 Leverage Greater Sudbury's aging population as an opportunity to tailor health service expertise to this demographic | Short | HSN, AMRIC |





▶ The Branches

Goal Nine: One of the most integrated education and innovation ecosystems in Ontario

Innovation is the driver of economic development, whether it is through the application of new technologies to traditional industries or via the growth of entirely new industries based on breakthroughs in science and technology. The global opportunities created by innovation are a significant source of new employment opportunities and increased wealth.

The education sector has provided the building blocks upon which sector diversification and the development of the mining supply and services sector are based. The development of a robust education infrastructure - and in particular in the emergence of world class post secondary institutions and research facilities - has facilitated the transition of traditional industries into the knowledge economy. Educational institutions in the community have continued to build expertise and capacity in a range of new sectors and fields, including engineering, medicine, architecture, environmental remediation, clean technologies, water technologies, advanced manufacturing, and robotics

While the continued growth of the advanced education sector in itself has value, communities that are also able to leverage advanced education in support of economic growth will see an exponentially larger return. In part, the importance of advanced education to economic development arises from the role that research plays in supporting innovation within local industry. As momentum continues in this sector, the city will solidify its recognition as a place of excellence in research and development. Key assets that contribute to this recognition include:

- Centre for Excellence in Mining Innovation (CEMI)
- Northern Centre for Advanced Technology (NORCAT)
- Cambrian Innovates
- Health Sciences North (HSN)
- Advanced Medical Research Institute of Canada (AMRIC)
- Northern Ontario School of Medicine (NOSM)
- Centre for Research in Occupational Safety and Health (CROSH)
- Vale Living with Lakes Centre
- SNOLAB
- Laurentian Architecture
- Collège Boréal Centre for Applied Research and Biodiversity Mining, Innovation, Rehabilitation, and Applied Research Corp. (MIRARCO)

A diverse economy requires skilled labour of different kinds. Due to its strengths in advanced education, Greater Sudbury has a competitive advantage over other northern Ontario communities. We have become a magnet for post-secondary education options, and the importance of the sector was strongly articulated during our public consultation for *From the Ground Up*.



Goal Nine: One of the most integrated education and innovation ecosystems in Ontario

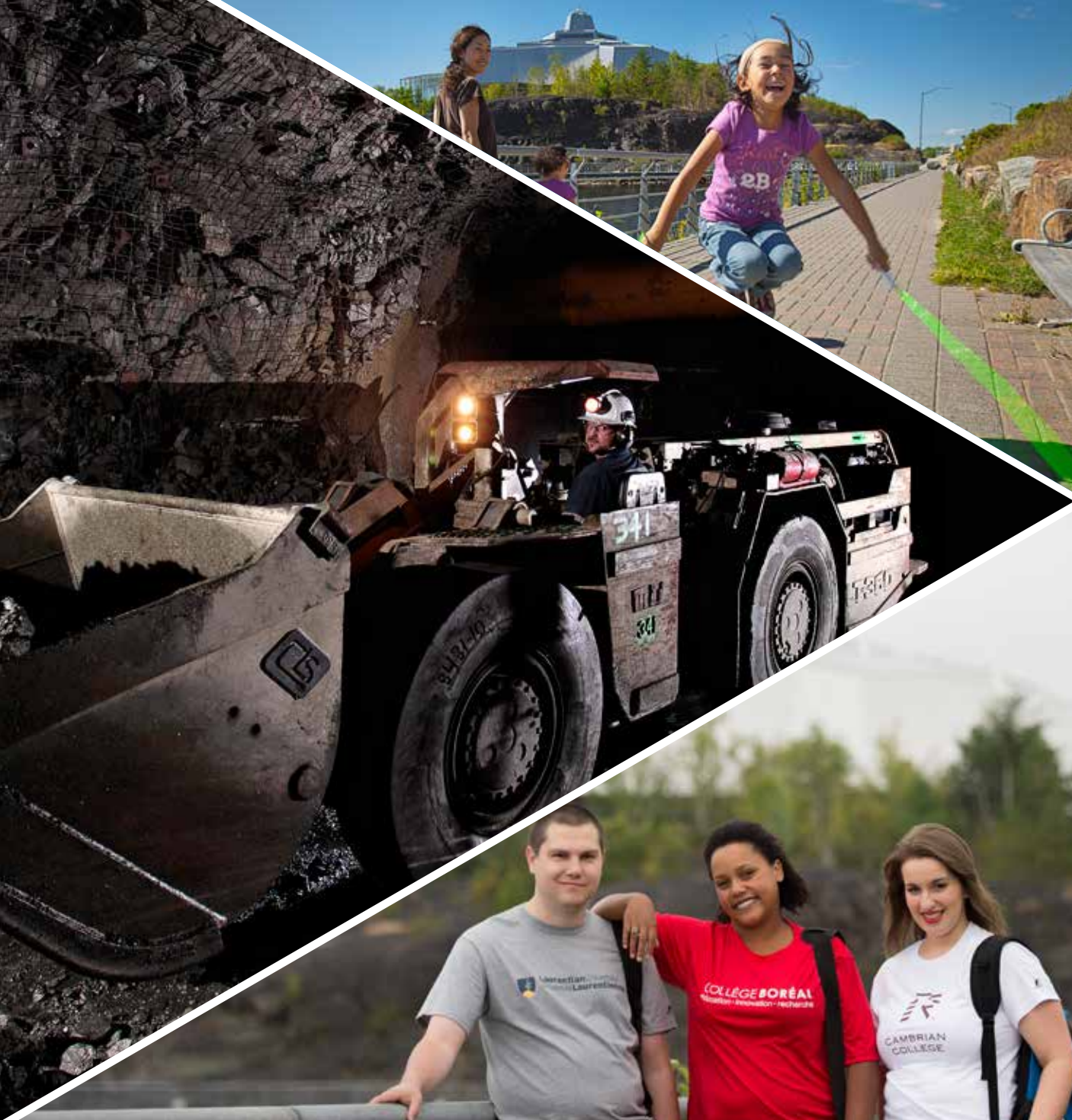
▶ Objective 9.1: COORDINATE EDUCATION, ENTREPRENEURSHIP, AND INNOVATION SERVICES TO MORE EFFECTIVELY ADDRESS OPPORTUNITIES

| Required Actions | Timing | Potential Partners |
|---|--------|--|
| 9.1.1 Make Greater Sudbury a first choice destination with a reputation for academic excellence and opportunity; support institutions to modernize campuses and infrastructure (e.g. wireless), increase domestic and international enrollment, increase graduate spaces, increase international opportunities, and engage with underrepresented (e.g. Aboriginals) and specific (e.g. Francophone) demographic groups | Short | LU, Cambrian, Boréal, CGS - Economic Development |
| 9.1.2 Evaluate a business case to develop an annual cross-sectoral innovation workshop and trade show in Greater Sudbury, focussed on key sectors. Potential addition to “Resourceful City” series | Short | CGS - Economic Development, NORCAT, OCE, MNM, FEDNOR |

▶ Objective 9.2: DEVELOP AND ATTRACT PROGRAMS AND SERVICES THAT FILL RESEARCH, INNOVATION, AND COMMERCIALIZATION GAPS IN THE REGION

| Required Actions | Timing | Potential Partners |
|--|--------|--|
| 9.2.1 Expand research capabilities and intensity in stressed watershed systems; water technologies; mining innovation and exploration; multicultural sport and physical activity; particle astrophysics; environment, culture and values; applied evolutionary ecology; and nanotechnology through the development and attraction of research chairs and scholars in residence | Short | LU, CGS - Economic Development, HSN, AMRIC |
| 9.2.2 Collaboratively identify a national and global list of internationally-recognized researchers in Greater Sudbury’s existing and emerging areas of research interest and actively pursue them to relocate to Greater Sudbury | Short | LU, CGS - Economic Development, HSN, AMRIC |
| 9.2.3 Coordinate, and expand where necessary, existing scale-up and testing facilities and programs across Greater Sudbury into a pre-commercialization hub structure that outlines opportunities available to local businesses at existing corporate or institutional facilities (e.g. Fortin Discovery Lab, Underground Centre) and promotes opportunities for business-to-business or industry-academic collaboration on product scale-up and testing in key sectors | Short | Cambrian Innovates, NORCAT, CGS - Economic Development, ONE, LU, Cambrian, Boréal, CEMI, AMRIC |
| 9.2.4 Create an investor mentorship network that draws on the expertise of senior management in emerging and mature companies and researchers, and sector subject matter experts internal to Greater Sudbury and in major centres of angel/venture capital (e.g. GTA) to guide the development of new sector-specific investors and networks in Greater Sudbury | Medium | CGS - Economic Development, NORCAT, Chamber, ONE, NOA |
| 9.2.5 Harness existing and emerging local knowledge and expertise to become a Centre of Excellence for environmental remediation expertise | Medium | CGS - Economic Development, NORCAT, MIRARCO, CEMI, LU, Cambrian, Boréal |
| 9.2.6 Develop and determine the commercial potential of the “Sudbury Protocol” environmental remediation technology, as delineated by Laurentian University | Short | LU, CGS – Economic Development |





▶ 3 Next Steps

Implementation

Economic Development staff will develop an annual work plan to support this strategic plan. It will outline the achievements that have been accomplished over the previous period and will provide details of the actions to be undertaken over the upcoming 12 to 18 months. This plan will be shared with the Greater Sudbury Development Corporation (GSDC) Board of Directors as well as Mayor and Council as part of the regular semi-annual reporting. Economic Development staff will also coordinate a series of public talks, the *Resourceful City Speakers Series*, which will focus on the goals and objectives outlined in the plan above. These events will bring together business and industry leaders, community stakeholders, and other influential parties to discuss and work toward achieving our goals.

Reporting

In order to keep the community engaged and to continue generating the support and fostering the partnerships needed to see the outlined actions realized, the GSDC will utilize a variety of tools (i.e. quarterly dashboard report, annual scorecard, social media updates), which will communicate the progress and successes on the initiatives described in this plan. As well, the GSDC will provide updates on achievements and work being completed to reach the goals outlined previously as part of the regular semi-annual report to Mayor and Council. These communication activities will provide information on the core elements of our plan reflecting developments in entrepreneurship, workforce, immigration, and quality of place and lifestyle that strengthen the “trunk” of our economy. They will also show the continued advancement of our key sectors of our economy including: mining supply and services, health and life sciences, advanced education and innovation, arts and culture, and tourism.

Measurement

A list of suggested key performance indicators (KPIs) are outlined in Appendix B. These are measures which may be considered for use in the annual work plan.

The establishment of the Sudbury Prosperity Council, and the implementation of the actions outlined in this plan, will allow our community to realize its Everest goal of generating 10,000 net new jobs by 2025. Through collaborative effort and innovative action, our community will attract the people, services, enterprises and investments, achieving an unmatched quality of place, lifestyle and economic opportunity. **We are a Resourceful City** committed to being:

- A community where people, businesses and the public sector are united in their efforts to create employment
- A community that maximizes the value of its people, and that attracts welcomes and retains immigrants and newcomers with know-how and talent
- A community that is continuously focused on culture, place and the environment as drivers of lifestyle quality
- A community that embraces diversity, innovation and entrepreneurship as key values that will create new economic opportunity

▶ 4 Conclusion

There is no denying that our community has seen tremendous growth and diversification over the past forty years. Although we were once solely reliant on the mining industry with its characteristic boom and bust cycles, increased economic diversification has positioned us to better weather the storms common to the resource industry. As the home to the largest integrated mining complex in the world, we have hatched a mining supply and services cluster with a reach extending far beyond the Sudbury Basin, exporting its products, services and knowledge to clients around the globe. We are **the global leader in mining supply and services industry**

Our city houses the only tertiary care centre for all of northeastern Ontario, Health Sciences North, which boasts the Northeast Cancer Centre, North Eastern Ontario Health Centre for Kids (NEO Kids) and Advanced Medical Research Institute of Canada (AMRIC). We have built a reputation in the fields of cardiac care, oncology, pediatrics, geriatrics, and personalized medicine and continue to attract researchers, medical students and physicians to our community. These fields are expected to continue to grow and reinforce our position as **a health and life sciences leader**.

Greater Sudbury is home to three post-secondary institutions, reinforcing our position as the education capital of northern Ontario. We are able to draw from the expertise of professors and researchers based at Laurentian University, Cambrian College and Collège Boréal. They are attracting talented students, shaping the minds of tomorrow's leaders, generating knowledge, and helping to tackle the challenges facing our world as we strive to become **the most integrated education and innovation ecosystem in Ontario**.

Established as a cultural centre in northern Ontario, our city is home to a growing base of arts and culture businesses and employers. The Greater Sudbury Cultural Plan will guide the development and growth of our arts and culture scene, which is celebrated from coast to coast to coast for its artistic excellence, vibrancy and creativity. Our creative individuals are at the heart of the creative economy, harnessing our unique historical relation with our region's geographical landscape. This industry is a critical enabler for economic development, as quality of place is a powerful driver in attracting and retaining talent in the global world. We will achieve **national recognition and be celebrated for artistic excellence, vibrancy and creativity**.

Our city will be recognized as **one of Ontario's top tourism destinations**, offering world-class attractions, high calibre accommodations and unique events and activities for all types of travellers. The implementation of the Downtown Sudbury Master Plan will help to transform the downtown core into a destination featuring attractions that will draw visitors from across the region, the province and around the world. Investment in facilities, spaces, and initiatives will support the growth of tourism along with prioritization of tourism destination development and promotion initiatives.

We are a capital city which continues to overcome its challenges, emerging as a stronger and healthier community as time moves forward. Over the past ten years, our community has seen an overall growth in employment of nearly 5,000 jobs. Economic development plans are meant to be forward-reaching documents that stretch the imagination. With the implementation of *From the Ground Up: A Community Economic Development Strategic Plan* and its bold goals and objectives, we believe that we can double this rate of growth, adding 10,000 net new jobs to the economy by 2025. This Everest goal will provide the focal point to guide our efforts over the next decade. As on Mount Everest, not every expedition is successful, but every step upwards moves us in a positive direction.



► Appendix A - Consultation Summary

Consultation for From the Ground Up: A Community Economic Strategic Plan wrapped up at the end of March. Over the eight week period, more than 2,300 citizens were consulted using a variety of tactics including: Geographical Kitchen Table Conversations, Community Pop-Ups, Community Hijacks, Streeeter, Youth Engagement, Key Industry Sector Sessions, Interviews,. Citizens are also able to connect and share their thoughts and ideas online at www.gs2025.com, on Facebook (www.facebook.com/gS2025) or on Twitter and Instagram using #gs2025.

gs2015 MEETS #gs2025

gs2015 MEETS #gs2025 was the kickoff event for the consultation period for “From the Ground Up: A Community Economic Strategic Plan”. The event featured a series of fast-paced presentations and networking opportunities to ignite creative thinking, ideas and a public passion for the future of Greater Sudbury. Patricia Mills, President of patrciaAmills Inc and founding publisher for Laurentian Publishing opened the event as the key note speaker. An additional nine speakers provided thought starter presentations on a variety of topics and issues for Greater Sudbury in 2025.

- gs2015 MEETS #gs2025 attracted more than 70 people on site at Oscar’s Grill.
- The event also received 286 views on the live stream feed.
- Over 80 users posted 622 comments on social media pages during the evening using the hash tag #gs2025 which garnered a reach of 87,125 and nearly 500,000 impressions.

Geographical Consultations

The geographical community consultation events were meant to provide citizens with the opportunity to participate and contribute to From the Ground Up in order to facilitate a more traditional community consultation event or “Kitchen Table Conversations.” Through February and March, 13 sessions held across the city which saw about 70 people participate in discussions on how to encourage Sudbury’s growth over the next 10 years.

Key Themes

- Improvements to infrastructure:
 - o Roads - improvements and repairs (i.e. potholes, completion of the 4-laning of Hwy 69, Maley Drive Extension, second entrance to Laurentian University, 4-laning of Hwy 144, bicycle lanes); possible truck routes to keep heavy vehicles off certain roads; use of new products/technology (i.e. recycled rubber tires) to improve/extend life of;
 - o Rail – daily light rail service to Toronto/Ottawa, removal of downtown tracks for high speed, rerouting of tracks around city and away from residential areas
 - o Airport - longer runway, international flights, customs office
 - o Water/Waterwater system - increased capacity and repairs to aging system

- More activities and attractions – including motorsports park, theme parks, arcades, festivals & events, etc
- Leveraging our natural assets (i.e. greening, 330 lakes, urban/rural closeness); development of trails (pedestrian and cycling) connecting communities within the greater city; promotion of them to attract tourists
- Continued improvements to municipal transit: concerns with high fees (compared to other cities), poor scheduling; would like to see changes to routing (i.e. have transit hubs throughout the city instead of one central terminal, addition of express routes)
- Improvements to housing: residence for students; affordable and attainable homes for young families; long term care for our aging population; residential intensification/less sprawl
- Growth of agriculture sector; community gardens, local and sustainable food, support for The Market and possible expansion
- Continued downtown development: references to parking structure, completion of Elgin Greenway, School of Architecture, walkability of downtown, implementation of the Downtown Master Plan
- Desire for a multi-purpose facility: which may contain an arena/sports complex, a performing arts centre, art gallery, a conference centre, and lodging
- Immigration / Multicultural: attractive and welcoming to newcomers, integration of aboriginal population; retention of students at post secondary institutes; diversification/expansion of ethnic restaurants
- Support for entrepreneurship and innovation; leverage our expertise in mining and application of innovation and technological developments to other areas

Community Hijacks

Community hijacks piggybacked on scheduled events and meetings throughout the city to provide citizens an opportunity to help shape Greater Sudbury “From the Ground Up”. Staff hijacked 12 events reaching over 120 people

Community Pop-Ups

Community pop-ups appeared wherever and whenever citizens assembled for culture and recreation. These community engagement activities “popped-up” throughout the community and were easily portable. i.e. at the New Sudbury Shopping Centre, Pond Hockey Tournament and Ramsey Lake Skate Path. Staff popped up at local festivals and carnivals as well as the New Sudbury Shopping Centre where staff connected with over 850 people to collect thoughts and ideas

Streeters

Staff put on a backpack with a flag and visited various areas of the community to solicit comments and ideas from citizens. Streeters were employed throughout the community engagement campaign. Once a week two (2) staff armed with iPads, were expected to be out on the street soliciting feedback from those who are willing. Due to extreme cold in February and March, staff were unable to complete as many of these visits as originally planned. However, over 120 citizens were reached over a couple of dates.

► Appendix A - Consultation Summary

- Leverage popularity of the blueberry – i.e. festival, wine-making/preserve facility
- Build on and continue to grow the film industry
- Strong support for arts & culture – need for performing art space, gallery space, more concerts/festivals
- Need for improvements/expansion of The Market
- More attractions – zip line, water park, motorsports, splash pads/pools/waterfront beaches, ski hill (resort), theme park, leverage use of natural resources (i.e. lakes and trails), carnivals
- Improvements to the Downtown; Elgin Greenway, pedestrian streets
- Support for entrepreneurs
- Development of the city with regard for the environment
- More green space for walking and cycling trails; connection between communities; plant more trees; better/more parks
- Housing – for students and seniors
- Improve Sudbury’s image – promote our natural amenities, make it more attractive
- More retail options
- Capitalize on tourism opportunities – ecotourism, tours, welcome centres
- Waterfront development – Moonlight beach changerooms, cafes/dining/patios on Ramsey Lake
- Improved infrastructure
 - o Airport – longer runway; international flights
 - o Facilities – recreation, pool, sports
 - o Rail – move to outskirts, light rail service, go train service
 - o Road – Hwy 69 completion, Maley Drive, 4-lane Hwy 144, secondary route to Laurentian University, fix potholes, new technology to improve longevity, bike lanes
 - o Transit – expanded schedule and routes
- Workforce development and support, retention of our youth

Youth Engagements

Staff visited Civic and Social Studies classes at local high schools across the various school boards and geographic locations. The sessions involved a brief presentation on the strategic plan project before engaging students in an exercise similar to the one conducted with the Strategic Plan Steering Committee (i.e. the year is 2025, and you’ve just finished dinner with guests visiting from out of town...). Students had a chance to contribute their ideas in writing and through a group discussion.

To engage the post secondary students, staff set up displays in high traffic areas (e.g. outside cafeterias) and asked passing students to contribute their thoughts and ideas for Greater Sudbury’s future. Staff spoke to students at six high schools and set up booths at all three post secondary schools reaching nearly 1,000 youth who shared their vision for 2025. Staff also met with first and second year

students at the School of Architecture downtown.

In general, all youth would like:

- an improved transit system – fee reductions, better schedule and more routes for better connection
- improvements to roads
- more things to do – more walking and cycling trails that connect the city, attractions (i.e. water parks, sports facilities, go cart/motorsport facilities, concerts & entertainment)
- a new arena / multipurpose facility (sports, performing arts)
- more arts & culture options and activities
- more retail options; better mall; fast food/restaurants
- expanded program offerings at local post secondary schools
- have regard for environmental impact and be innovative with solutions; protect the world and make it a better place to live

LAL students would like to see improvements to the downtown – i.e. more housing, more retail options with expanded hours (after 6 pm and on Sunday), need for a “good” arts store (such as Curry’s), downtown night life, more pedestrian friendly (ie completion of Elgin Greenway)

Sector Sessions

A variety of sector sessions were held to bring together industry stakeholders to share their thoughts, ideas and experiences in their sectors. MDB and City staff facilitated the sessions by: providing an overview of the city’s economic landscape; describing the strategic planning process; and by asking a variety of questions about successes, strengths, barriers, support and opportunities in their sector. In total, 52 key industry contacts participated in 6 sector sessions.

ICT and High Tech

- Importance of NORCAT and the growing ICT sector
- Building on the perception of Sudbury as a leading in mining
- Challengers around access to skilled talent

Mining Supply and Services Sector

- Importance of collaborative support for the mining sector
- Challenges in accessing and retaining talent
- Responding to increased global competition
- Health and Biotech Sector
- Embracing Sudbury’s role as the medical centre of the north
- Creating a stronger biotech and health research sector

► Appendix A - Consultation Summary

Regional Retail Sector

- Sudbury is being seen as a regional hub, especially with growth of stores and hotels in the area
- Challenge finding and retaining skilled labour
- Challenge with high transit fees and scheduling staff around transit routes and schedules
- Would like to see more festivals and events to attract more tourists to the area
- City requires more diversity and variety of stores, especially in higher end

Tourism Sector

- Significant growth in the retail sector which helps maintain and augment our “regional capital” status
- Marketing needs to be done to change the perception of Sudbury within the community; many people just see mining and rocks and they can’t see past that; need to leverage existing positive perceptions across all sectors (i.e. re-greening, mining intelligence, health research, etc...How do we become ambassadors?)
- Leveraging tourism groups and working together to increase local awareness and attract visitors
- Arena and convention facility is the jewel in the crown, it unlocks the potential for our community; need to use funding more effectively and invest in ourselves
- Social media has been positive for the tourism sector, very cost effective and allows tourism organizations to market, who would otherwise not be able to be in the marketing game

Environmental Sector

- There’s definitely been an emergence of more of a critical mass in the development of environmental service firms that simply didn’t exist 10-15 years ago; is a potential to grow it into another mining supplies and services sector
- In addition to marketing Sudbury as a great lifestyle, let’s market it as a science city
- The School of Environment is brand new and is looking to develop professional, co-op and graduate studies options. The School of Engineering is looking to grow its program offerings (i.e. civil, environmental, etc)
- Energy reduction bears fruit for industry – not just because it’s “good” for the environment, but because it reduces energy costs. Waste management could have the same impact by reducing companies’ environmental liabilities while also allowing them to extract additional value. Why can’t we produce aggregates from mining?
- The Far North!! Represents huge opportunities for the future. What sorts of innovation (in mining and the environment) are huge opportunities for Sudbury? What solutions can we develop here in Sudbury that can be applied to solve the unique challenges associated with developing mines in the Far North

Interviews – Community Stakeholders

One on one interviews were held with 50 local business, community and institutional leaders, including elected officials and senior civil servants. Respondents were asked about their vision for the community and their desired objectives for Greater Sudbury Development Corporation. They were asked about opportunities and barriers in key local economic sectors, as well as local strengths and weaknesses in regard to economic and entrepreneurial development. All of these were conducted by a third party consultant to allow for more open and honest feedback by interviewees.

Key Themes

- Growing, retain and attracting skilled talent among youth and through immigration
- Beautifying and revitalizing the downtown core, and enhancing general aesthetic considerations related to quality of place
- Improving the branding and marketing of the region for tourism, investment attraction, and population growth purposes
- Enhancing entrepreneurial support for small business, particularly for startup and business retention and expansion purposes, including diversifying excellence in innovation, research and mining support and services advances or spin-offs
- Improving access to investment-ready and cost-competitive industrial lands to attract businesses to the region and allow for expansion of existing industries
- Reduced bureaucratic red tape in terms of applications and decision making, interdepartmental communications and efficiencies, and customer engagement
- Continuing to support core sectors, including tourism, arts and culture, post-secondary institutions, research and innovation, mining and mining support and services, and health and life sciences

Interviews – External Business and Investor

As part of the engagement process for the development of From the Ground Up, business people and investors external to the City of Greater Sudbury were engaged. This was intended to gather insights on the opportunities and challenges facing the city from with an “outsider’s” perspective. In particular, this would provide a sense of how Greater Sudbury is perceived by those who were external to

► Appendix A - Consultation Summary

the community and how the City might be able to position itself in the future.

Key Themes

- Emerging Opportunities: mining supply and service sector to leverage potential export opportunities; fibre technology may allow for development of data centres, business processing centres, and other telecommunication industries; redevelopment of older multi-residential stock in order to modernize the housing stock; grow its tourism and arts and culture sectors by focusing on meeting, convention, and sports tourism; expansion and twinning of highway 69 may support transportation logistics and warehousing development; position as a regional health and education centre opens up possibilities for the research and commercialization opportunities
- Challenges: international companies see little difference between Greater Sudbury and other locations in the North; geographic location is always going to be a limiting factor; cost remains a comparative disadvantage over locations in southern Ontario; perception of an unnecessary amount of bureaucracy and “red tape” at City Hall.
- Positive location factors: Greater Sudbury seen as a community that is large enough to support projects of scale and yet small enough to provide a “local feel” and a high quality of life; presence of Northern Ontario Heritage Fund enables investment in the north; presence of numerous post-secondary institutes positions city to participate in the knowledge economy; have a very stable and predictable marketplace; city has illustrated comparative resiliency despite the cyclical nature of its economy when compared to its southern counterparts

Social Media and Website

Citizens were able to connect on Facebook, Twitter and Instagram to share ideas in words, photos and videos using hashtag #gs2025. As well, a website www.gs2025.com provided information on the various aspects of the development of the strategic plan, a submission form and detailed survey.

317 Facebook Likes
797 Twitter Followers
589 unique visitors and 985 page views on www.gs2025.com
34 online submissions
102 surveys completed
3 electronic mail submissions

Marketing and Engagement

Approximately 5,000 lip balms distributed which were screened with the gs2025.com website
Approximately 1,500 post cards handed out
Approximately 500 fortune tellers made

▶ Appendix B - Key Performance Indicators

- ▶ Number of people employed
- ▶ Unemployment Rate
- ▶ Number of businesses (by industry and number of employees)
- ▶ Number of jobs by industry
- ▶ Number of jobs by occupation
- ▶ Population by immigrant status
- ▶ Investment dollars in Downtown Sudbury
- ▶ Number of businesses exporting outside of city
- ▶ Amount of professional cultural space available
- ▶ Number of visitors
- ▶ Total visitor spending / Average per visitor
- ▶ Number of research chairs
- ▶ Value of research dollars
- ▶ Local post secondary school enrollment numbers
- ▶ Number of post secondary school graduates
- ▶ Number of graduate spaces / PhD programs
- ▶ Number of products tested
- ▶ Number of commercialized projects
- ▶ Value of building permits

▶ Appendix C - Supporting Documents

- ▶ Attracting Investment to Greater Sudbury, JWP Strategy International Ltd.
- ▶ Cambrian College Strategic Plan 2015 - 2019
- ▶ Collège Boréal Strategic Plan 2015-2020
- ▶ Creating a Sanctuary for New Citizens: Taking Action Local Settlement Strategy
- ▶ Destination 2015: Sudbury Tourism Strategic Plan, Lloyd Research and Haynes Marketing
- ▶ Diversity Policy for the City of Greater Sudbury
- ▶ Downtown Sudbury: A Plan for the Future
- ▶ Greater Sudbury Cultural Plan 2015-2020
- ▶ Health Sciences North Strategic Plan 2013-2018
- ▶ Laurentian University Strategic Plan 2012-2017
- ▶ City of Greater Sudbury, From the Ground Up: Greater Sudbury 2025, Technical Report, MDB Insight
- ▶ Science North Strategic Plan 2013-2018



from the
ground
up ▲
▲
2015-2025

from the
ground
up



2015-2025

A Community Economic Development Strategic Plan

investsudbury.ca



Ontario

Northern Ontario Heritage
Fund Corporation

Société de gestion du Fonds
du patrimoine du Nord
de l'Ontario



MDB
INSIGHT



sudbury
canada's
resourceful
city

Greater | Grand
Sudbury