

# Innovation Blueprint - Vision and Actions



## Innovation in Greater Sudbury

### PRINCIPLES

- Innovation is the complete process of taking new ideas and devising new or improved products or services; innovation is advanced by companies and individuals
- Innovation-based growth creates sustainable long-term prosperity for a community by supporting the growth of locally-embedded businesses
- It is the role of government and public-sector stakeholders to create and support conditions for innovation to happen
- Greater Sudbury is at the forefront of emerging opportunities and demand related to critical minerals and clean-tech. Staying at the forefront and realizing the benefits available from Greater Sudbury's position requires specific, targeted short-term actions
- Greater Sudbury brings four key components to bear on actions that maintain its competitive advantage: LAND, RESOURCES, TALENT and ACCESS TO FINANCIAL TOOLS

### VISION

Outward-looking, Inclusive, Outcomes-oriented

#### In 2038, Greater Sudbury...

- Is a global leader in green transformation and a major player in energy transition materials and the critical mineral economy, supporting a robust and integrated cluster of small, medium and large-scale businesses as well as cutting-edge academic research
- Plays a key role in Canada's growing battery electric and critical mineral economy by processing and producing downstream components that support the entire battery supply chain
- Supports an advanced battery electric recycling cluster (such as black mass recycling)
- Hosts a robust pool of professionals specialized in recycling, mine waste processing, bio-remediation and environmental rehabilitation with a consistent pipeline of new talent, including mechanical, civil, electrical, chemical and other engineers, automation, instrumentation and advanced control, digital transformation experts and potential future talent based on emerging technology and local R&D
- Consistently incubates innovative companies in clean-tech and life sciences sectors with access to capital, incentives and funding partners;
- Fosters at least one new secondary industry or market that transcends Greater Sudbury's traditional economic sectors, such as health and life sciences
- Supports growth of 10% per year as existing companies scale up through access to appropriate growth capital resources and investments
- Receives and processes resources from 15 active mines boasting a smaller carbon footprint through the use of cutting-edge technology in exploration, extraction, processing, and refining
- Demonstrates an ability to recognize and leverage the city's experience and intellectual capital in ways that develop new markets or industries
- Collaborates with First Nation and Indigenous communities across the region on economic and community opportunities in the clean-tech and BEV sectors
- Regularly revisits this focused approach to economic growth in the community to determine how new sectors and industries are developing that warrant similar specialized attention

# SHORT TERM ACTIONS TO GET US THERE

A set of actions the municipality can take, described in ways that facilitate measurable results tracking and discussions about performance.

## Land

Prioritize infrastructure investments associated with strategic employment areas outlined in the Employment Land Strategy

Implement the Employment Land Community Improvement Plan (CIP) program to incentivize growth of existing and attract new investment, prioritizing growth in the EV/battery materials sector and emerging industries such as health and life sciences and film & television

Leverage lifestyle features that make Greater Sudbury a place where innovative leaders want to be

Advocate for support from senior government partners for infrastructure investments that advance the objectives of the Employment Land Strategy

## Resources

Assemble a “mining innovation collective” to identify and address the key priorities for mining, resource extraction and mineral supply to ensure collective support for solutions, advocacy and funding access

Assist stakeholders to convey Greater Sudbury’s additional business opportunities and benefits for maximizing mining productivity in cleaner, greener, more efficient ways; promote access to our globally-recognized knowledge base and multifaceted supply network leveraging the critical minerals in the Basin

Facilitate the discussion with local industry to develop a focused approach to technology such as connectivity, autonomous equipment and green energy; translate the discussion into actions to move from incremental to step-change innovation and retain more of the supply chain through production, value-add and manufacturing

Identify and support innovations that are transferable to secondary industries such as health, life sciences or occupational health and safety

Advocate for solutions-oriented support from provincial and federal government partners such as faster or streamlined permitting processes for new mines and incentives for problem-solving to create and sustain momentum

## Talent

Research specific skills, roles and designations for expertise specialized in processing, recycling and tailings remediation as well as manufacturing, instrumentation and digital technology. Develop and implement a targeted talent attraction strategy for these skills

Work with post-secondary education, regional innovation centre partners and industry players to

- articulate and define new areas of knowledge and talent needed by existing and emerging businesses in the sector
- determine training and curriculum requirements needed to ensure academic pathways and a local talent pipeline related to these specific roles
- host regular forum events to develop a collective approach to developing, supporting and advocating for these requirements and matching talent with companies

Ensure talent attraction and training supports are in place to create at least one new secondary industry or market that transcends Greater Sudbury’s traditional economic sectors such as health and life sciences

## Finance

Develop education programs and host regular forum events

- for financing sources and investors to understand the unique sectors we have here and create financing options that makes more capital available
- for early-stage entrepreneurs to understand and plan for use of financial vehicles, and to determine which tools are needed in each stage of business start-up, scale up and growth
- for established companies such as manufacturers making significant investments with low rate of return to understand how to manage risk, invest more in new technology as well as R&D and garner appropriate, sustainable investment in projects

Strengthen the advocacy for, and increased access to, the financial ecosystem in Greater Sudbury that includes targeted government, private equity, venture capital, and other funding programs including the Catalyst Fund

Facilitate the development of tools that the business support network can use to clearly articulate and consistently communicate the value of being in Greater Sudbury for entrepreneurs in both traditional and emerging sectors and markets

Define the “financing map” that illustrates funding sources for different sectors and provides “wayfinding” to ensure sufficient, appropriate connections exist between funders and applicants