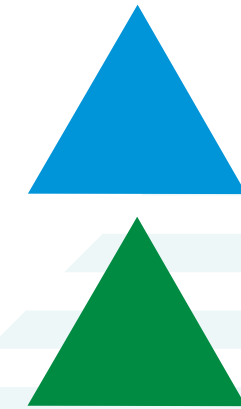


from the
ground
up



2021
annual
report



sudbury

investsudbury.ca

Over the past year, I've had the privilege of building community with the Greater Sudbury Development Corporation (GSDC) Board of Directors, and the honour of representing this board's unrelenting hard work in conversations with changemakers dedicated to a strong and vibrant economy in Greater Sudbury for generations to come. And we know change is needed – indeed, the world has changed and so have we, for the experience of the COVID-19 pandemic has taught us many lessons about areas in our community where financial supports are needed.

Over the past year, this board has responded. We are working with community partners to ensure our economic development goals consider the health, safety, and well-being of all community members. For a healthy community supports a healthy economy.

We continue to advance our Economic Recovery strategic priorities of Downtown Revitalization and Talent Attraction by leveraging our funding decisions, our advocacy efforts and our community network, and the results of our activities in 2021 demonstrated these commitments.

Thanks to many partners – and this board's investment of time, effort, and funding – we are ready to hatch the future generation of innovators and entrepreneurs right in Downtown Sudbury with the Innovation Quarters/Quartiers de l'innovation Business Incubator, and we laid the groundwork with our approvals and support in 2021.

We invested in the arts, supporting several local organizations with operating and project funding. These organizations are able to leverage significant resources with these dollars and contribute every day to our community's vibrancy.

We continue to support the Rural & Northern Immigration Pilot (RNIP), a program that helps build the future of our community and workforce, and we will continue to advocate to our federal partners to make the RNIP a permanent program.

Of course, to match the board's efforts and contributions, it takes a great deal of support from an incredible staff team. Meredith and her team bring critical and valued perspective in bringing together the resources we need to achieve the objectives in our From the Ground Up and Economic Recovery strategic plans.

Of course, there is always much work to be done and I am honoured to continue this work of building a strong community with all of you.



Lisa Demmer

Chair, Greater Sudbury Development Corporation



2021 GSDC Investments through the Community Economic Development (CED) Fund

On behalf of City Council, the GSDC with the support of economic development staff, administers the CED fund, this funding is limited to not-for-profit entities within the City of Greater Sudbury. The project must provide an economic benefit to the community and align with the Economic Development Strategic Plan *From the Ground Up*.

Total new project funding approved in 2021: \$1,363,177.00

Project	Detail	Total Investment
Indie Cinema	Funds to support Theatre staffing for industry development.	\$20,000
Downtown Business Incubator	Funds to support the renovation of the space and programming for tech-enabled start-ups through a variety of business supports including mentorship, training, workspace, and professional networking.	\$1,159,177
Place des Arts	Funds to support operating startup costs for the recently opened arts centre.	\$109,000
Community Builders North	Funds to provide training, employment, and affordable housing to meet the growing needs of our community's most vulnerable and at risk populations.	\$75,000

\$3,865,745

total project value

\$1,363,177

dollars leveraged

Every
\$1 invested,
\$2.84 was
leveraged by
other funding

Economic Recovery and COVID-19

Economic Recovery Strategic Plan 2021 Priority Actions

The GSDC Board held a planning session in April 2021 to develop priorities and focus resources and advance the objectives of the Economic Recovery Strategic Plan. The Board identified two areas of priority: Talent Attraction, Retention & Lifestyle Promotion and Downtown Revitalization.

Talent Attraction, Retention and Lifestyle Promotion

Post-Secondary Student Retention

Engage post-secondary partners through marketing and on-campus programming to increase touch-points with students, including international students, prior to their arrival in Greater Sudbury, while their studies continue and as part of their post-graduate considerations to retain more students as long-term residents of the city. Leverage the work of the Rural and Northern Immigration Pilot program as well as outreach efforts to local employers. Develop collaborative promotional tools and provide access to staff resources as well as GSDC funding, resources and networks.

Local Ambassadors

Leverage and support efforts of the Local Immigration Partnership (LIP) and its members to provide mentors and community members programming for newcomers and immigrants arriving in Greater Sudbury. Develop collaborative promotional tools and experiences such as familiarization tours, and provide access to staff resources as well as GSDC funding, resources and networks.

Support local personalities and social media influencers promoting Greater Sudbury as a destination of choice for visitors, potential new residents and job-seekers by providing funding and resources for expanded marketing efforts.

Employers

Promote and leverage the *Hit Refresh* | *Se renouveler* talent attraction initiative and the Rural & Northern Immigration Pilot (RNIP) as talent attraction tools by targeting, educating and informing employers on tools, options and pathways to secure skilled workers including newcomers. Invest in marketing efforts, partnerships, workshops and one-on-one outreach to HR departments with local employers as well as business and skilled-trade networks.



Downtown Revitalization

Innovation Quarters Downtown Business Incubator

Within the Incubator, prioritize and promote downtown businesses, artists and other community members as part of programming, physical space and procuring services in order to foster downtown pride and support downtown revitalization.

Develop new or access existing incentives for Incubator graduates to consider securing commercial spaces in the downtown core for establishing their businesses following their participation in the Incubator. Connect Incubator graduates to efforts under Zero Vacancy and Incentives to promote the benefits of being downtown.

Zero Vacancy and Incentives

Support the Downtown Sudbury Business Improvement Area (BIA) in the implementation of the Zero Vacancy program to secure commercial and residential uses for spaces in the downtown core, through access to staff time, resources, expertise, promotional tools and GSDC funding, resources and networks.

Articulate and promote the benefits of locating downtown through regular engagement of business contacts as well as the development of online content, testimonials and other marketing tools.

Educate Downtown Sudbury stakeholders, businesses and organizations on available resources including the City of Greater Sudbury Community Improvement Plan (CIP) program, the GSDC's Community Economic Development Fund, the Tourism Development Fund and other tools and business planning expertise available to support development in the downtown such as commercial activity and intensification of residential and student housing. Act as a conduit for referrals and access to information on other available funding and resources. Seek opportunities to promote and advocate for policy and incentives that generate and support downtown residential development within the development process.

Flagship Events

Provide support to the Downtown Sudbury BIA through staff resources and GSDC funding, resources and networks in the development of seasonal flagship events in the downtown core, with the goal of attracting more residents and visitors to the area.



A Robust Entrepreneurship Ecosystem

Sudbury Catalyst Fund

In 2017, the GSDC Board of Directors identified the creation of a new Greater Sudbury based venture capital fund as one of its priorities. The GSDC has invested \$1 million toward its establishment, which leveraged additional funding of \$1 million from the Nickel Basin Federal Development Corporation and \$3.3 million from FedNor with. These investments bring the total value of the Sudbury Catalyst Fund (SCF) to \$5.3 million.

The Sudbury Catalyst Fund is a unique \$5 million venture capital fund administered by the Nickel Basin Federal Development Corporation in collaboration with the City of Greater Sudbury, FedNor and NORCAT. Established with the goal to accelerate the growth of scalable tech startups, the SCF brings together a variety of partners and angel investors eager to build northern Ontario's entrepreneurial ecosystem by investing in and supporting a diverse portfolio of high-growth companies.

In 2021, the fund made the following investment:

A \$220,000 investment into REPerformance, a Sudbury-based start-up that has deployed an all-in-one physical education management system to support educators, coaches and administrators in delivering and managing customized wellness and training programs to students around the world. The investment in REPerformance is the third from the fund, following earlier investments in FORTAI and Verv Technologies in 2020.

\$3.3 million

in funding



\$1.6 million

in funding



\$220,000

investment into



Creation of the downtown business incubator is a priority of both the 2019-2027 City of Greater Sudbury Strategic Plan and the Greater Sudbury Development Corporation's Economic Recovery Strategic Plan. It aims to build economic development initiatives that attract new businesses and promote entrepreneurship. The incubator program will help accelerate the growth and success of tech-enabled start-ups through a variety of business supports including mentorship, training, workspace and professional networking. Coordinated by the City's Regional Business Centre, the program is a collaboration between the City of Greater Sudbury, NORCAT and the Greater Sudbury Chamber of Commerce. The GSDC, through the approval of City Council, is investing \$1.16 million in the program over the next four years and is leveraging an investment of \$896,882 from FedNor and \$15,000 from the Greater Sudbury Chamber of Commerce, at the space at 43 Elm St., opened in the summer of 2022 with programming beginning in the fall.

in funding



in funding



sudbury

in funding

Greater Sudbury
Chamber of
Commerce



Chambre de
commerce
du Grand Sudbury



Through the Regional Business Centre, the Starter Company Plus program provides mentoring, training and the opportunity of a grant up to \$5,000 to start, grow or buy a small business. The program is partially funded through the GSDC.



96

applications to participate



24

participants



1

intake sessions



9

grants distributed totaling
\$45,000

A Welcoming and Open Community

Local Immigration Partnership

In 2021, the Sudbury Local Immigration Partnership (LIP), hosted within Economic Development and funded by Immigration Refugee and Citizenship Canada (IRCC), worked on a number of activities to support the attraction, settlement and integrations of newcomers to our community.

Among these activities are the development of research capacity to better understand community needs, cultural outreach to racialized groups and cross-cultural communication seminars.

To support newcomers in Greater Sudbury, the LIP, in partnership with the City of Greater Sudbury, is building an awareness campaign to highlight the important role of immigration in our community, schedule to launch in 2022. The GSDC supports the work of the LIP in advancing its Diversity and Inclusion and in alignment with the Greater Sudbury Diversity Policy.



A Highly Skilled and Creative Workforce

Rural and Northern Immigration Pilot Program

The City of Greater Sudbury was chosen as one of 11 communities to participate in the Rural and Northern Immigration Pilot Program (RNIP), through Immigration, Refugees and Citizenship Canada. This program works to address local labour force shortages while encouraging immigration and population growth. In 2021, 84 recommendations were granted through the RNIP, amounting to a total of 215 newcomers to the Greater Sudbury community, including the family members of those recommended.

The GSDC acts as administrative body and provides oversight for the RNIP program on behalf of the City of Greater Sudbury, and has provided nearly \$346,000 to the RNIP program since 2019. The GSDC has three Board members who sit on the RNIP Community Selection Committee and have contributed to detailed discussions on candidates being considered through the program.

11

communities participated
in the RNIP

215

newcomers
in 2021



A Quality of Place and Lifestyle That is Second to None

Building Place des Arts

The GSDC Board has played a key role in the development of the Place des Arts project with feasibility and business planning support, and funding through the Community Economic Development (CED) Fund. Construction of the \$30 million centre continued in 2021 and the seven anchor tenant organizations moved in winter 2021 and spring 2022.

The GSDC Board has supported the efforts of Place des Arts and its member organizations since the earliest days of the collaborative project in 2011. In 2016 and 2017, the GSDC provided over \$100,000 in funding for various components of the project which has resulted in a francophone arts and cultural hub for downtown Sudbury.



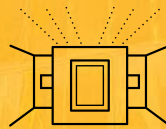
**40,000 square feet
of floor space**



**10,000 square feet
of office and collaborative
work space**



320 seat concert hall



**120 seat multifunctional studio
contemporary art gallery**



a bistro



gift boutique/bookstore



early childhood arts centre

\$100,000

+ GSDC Investment



\$30 million

Total Project Cost

Business Support

Employment Land Strategy

With funding provided by the GSDC and approved in 2019, progress on the Employment Land Strategy continued in 2021. The strategy will strengthen Greater Sudbury's position to respond to employment land needs in the industrial, commercial and institutional sectors. The project will also help improve our economic competitiveness and encourage the development of employment land.

The key deliverables of the project are:

Land Supply Analysis: inventory, designations, zones

Trends Analysis: general market trends and outlook on the impacts of COVID-19

Demand Forecast: population projections and demand by industry type according to sectors

Gaps/Constraints/Opportunities: infrastructure and servicing, incentives, current zoning practices

Finance Strategy: Return On Investment Calculator, strategic investment strategy

Competitive Analysis: City comparison in northern Ontario and other

Planning for the Future: Recommendations for policy changes, re-zoning, Community Improvement Plans, future servicing/infrastructure requirements

The final Strategy is expected at the end of Q3 2022, with staff recommendations following the completion of the project.



The Global Leader in Mining Supply and Services Industry

Northern Ontario Exports Program (NOEP)

In 2021, the NOEP approved 46 companies for funding through the Export Marketing Assistance Program, with 26 of them from Greater Sudbury.

Total funding allocated for local businesses was \$390,000, leveraging company spending of \$1,064,828.

In 2021 the program launched the Customized Export Development Training Program to support planning and training initiatives that bolster a company's ability to develop and respond to export sales. Seven companies were approved for support, including three from Greater Sudbury who were allocated \$47,950 in funding (which leveraged another \$45,050 in company spending).

The Nevada In-Market Office, funded by NEOP, was launched. Operated by MineConnect, this office in Elko, Nevada serves as a storefront for Mining Supply and Services companies from northern Ontario. In addition to providing physical office space, it employs a Strategic Development Director who serves to increase the brand recognition of northern Ontario and connects participating companies to in-market opportunities. The first cohort of 10 participating companies was recruited and onboarded, nine of which were from Greater Sudbury.

MINExpo was held in September 2021. NOEP, in partnership with Mining Suppliers Trade Association Canada supported 10 companies to exhibit in the Northern Ontario Pavilion, and nine companies received support to participate in the event through the Export Marketing Assistance Program. Eleven companies from Greater Sudbury received program support to participate in this important international tradeshow.

MineConnect

Over the past three years, the GSDC has supported the transition to a new path for continued growth and influence within the international mining sector. In 2020, the GSDC approved support of \$60,000 fulfilling their approved total commitment of \$245,000 over three years. The results in 2021 indicate the impact of this support has been tremendous including:

- The successful recruitment of an Executive Director.
- A new MineConnect website and launch of a robust marketing campaign which now supports global lead generation and promotion for northern Ontario mining supply and services companies.
- Dramatic growth of the MineConnect membership from 229 member, a 170 per cent growth from pre-COVID levels in 2018.
- The successful proponent to lead the Nevada In-Market representative initiative funded by the Northern Ontario Exports Program.
- The redevelopment and adoption of a new governance structure that solidifies MineConnect's future growth.

These positive developments would not have been possible without the invaluable support of the GSDC that resulted in leveraged funding from MineConnect and others to over \$1 million.

\$1 million

leveraged funding

CANADA

CANADA

Advanced Mineral Projects in Ontario 2021



GOLD MINES	
1. Bell Creek Mine	Par American Silver Corp. - Lake Shore Gold Corp.
2. Black Pine Mine	Wheatland Mining Inc.
3. Borden Mine	Newmont Corp. - Barrick Gold Corp.
4. Carleton Place	Carleton Place Gold Corp.
5. Eagle River Mine	Carleton Place Gold Corp.
6. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.
7. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.
8. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.
9. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.
10. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.
11. Hurlingham Mine	Newmont Corp. - Barrick Gold Corp.

MINE LOCATIONS
 Symbols indicate locations to mines in charts
 Metal Mines
 Industrial Mines/Quarries



Number of Mines in Ontario

Metal Mines	25
Gold Mines	10
Base Metal Mines	15
Platinum Group Metal Mines	1
Non-Metal Mines	1
Total Mines	42

Ontario's North Canada's Mining Powerhouse
 North Bay - Sault Ste. Marie - Sudbury - Thunder Bay - Timmins

Ontario's North
 Canada's Mining Powerhouse
 North Bay - Sault Ste. Marie - Sudbury - Thunder Bay - Timmins

Arts and Culture Grants



32

organizations supported
through funding



\$559,288

total value of funding provided



\$69,920

total awarded to 17 project-based
arts and culture activities



\$489,968

total awarded to support operations
of 15 local arts and cultural
organizations

A Nationally Recognized Centre of Artistic Excellence, Vibrancy and Creativity

In 2021, funding from the Arts and Culture Operating Grant Program supported the community by assisting in generating revenue and job creation. Total economic impact includes:



\$4,310,521

in public sector
revenue



\$1,770,384

in private sector
revenue



\$641,347

in earned revenue



84,414

in public attendance
at activities



30,431

attendance at arts
learning activities



827

arts and culture
activities for the public



30

new works created



160

staff positions
supported

Based on 2020/2021 Operating Grant statistics submitted by grant recipients to CADAC
(Canadian Arts Data / Données sur les arts au Canada)

Established in 2005, the City of Greater Sudbury's Arts and Culture Grant Program stimulates the growth and development of this important economic sector, increases its potential to attract and retain a talented and creative workforce, and invests in our community's quality of life.

Arts and Culture Grants			Project Grants		
Applicant	Stream	Awarded	Applicant	Stream	Awarded
Carrefour francophone de Sudbury	Operating	\$ 54,500	Afrofest Sudbury	Project	\$ 2,800
Centre franco-ontarien de folklore	Operating	\$ 10,000	Contact interculturel francophone de Sudbury	Project	\$ 2,999
Cinéfest Sudbury	Operating	\$ 52,000	Fierté Sudbury Pride	Project	\$ 2,999
Éditions Prise de parole	Operating	\$ 35,000	Independent Theatre Collective	Project	\$ 2,990
Galerie du Nouvel-Ontario	Operating	\$ 46,700	Nickel City Sound Sudbury's Barbershop Chorus	Project	\$ 2,999
Jazz Sudbury	Operating	\$ 30,000	No Strings Attached Community Band	Project	\$ 1,000
Le Salon du livre du Grand Sudbury Inc.	Operating	\$ 34,500	Northern Initiative for Social Action	Project	\$ 1,960
Le Théâtre du Nouvel-Ontario Inc.	Operating	\$ 55,000	Sudbury & District Weavers & Spinners Guild	Project	\$ 2,900
Les Concerts La Nuit sur l'étang	Operating	\$ 15,168	Sudbury Arts Council	Project	\$ 5,000
Myths & Mirrors	Operating	\$ 23,500	Sudbury Multicultural & Folk Arts Association	Project	\$ 10,500
Northern Lights Festival Boréal	Operating	\$ 42,000	Sudbury Performance Group	Project	\$ 10,000
Sudbury Indie Cinema	Operating	\$ 11,500	Sudbury Prarthana Samaj	Project	\$ 2,999
Sudbury Symphony Orchestra	Operating	\$ 25,500	Sudbury Youth Orchestra	Project	\$ 1,600
Sudbury Theatre Centre	Operating	\$ 32,000	Ukrainian National Federation of Sudbury	Project	\$ 2,999
Youth Entertaining Sudbury Theatre	Operating	\$ 22,000	Wordstock Sudbury Literary Festival	Project	\$ 10,000
Total for OPERATING Grant Stream		\$ 489,368	Young Sudbury Singers	Project	\$ 4,000
			Total for PROJECT Grant Stream		\$ 69,920

One of Ontario's Top Tourism Destinations

Tourism Development Fund

The Tourism Development Fund (TDF) was established by the GSDC to promote and grow the tourism industry in Greater Sudbury. The TDF directs funds for tourism marketing and product development opportunities and is managed by the GSDC's Tourism Development Committee.

The Tourism Development Committee, a sub-committee of the GSDC Board, is composed of Board members and tourism leaders in our community.

The TDF is supported by the revenue generated by the municipal accommodation tax (MAT) collected annually by the City of Greater Sudbury since 2018. The fund was released with a commitment to allocate \$1 million of the municipal accommodation tax to projects that help to increase visitation through marketing, invest in new or expanded businesses or experiences and contribute to new event bids or hosting.

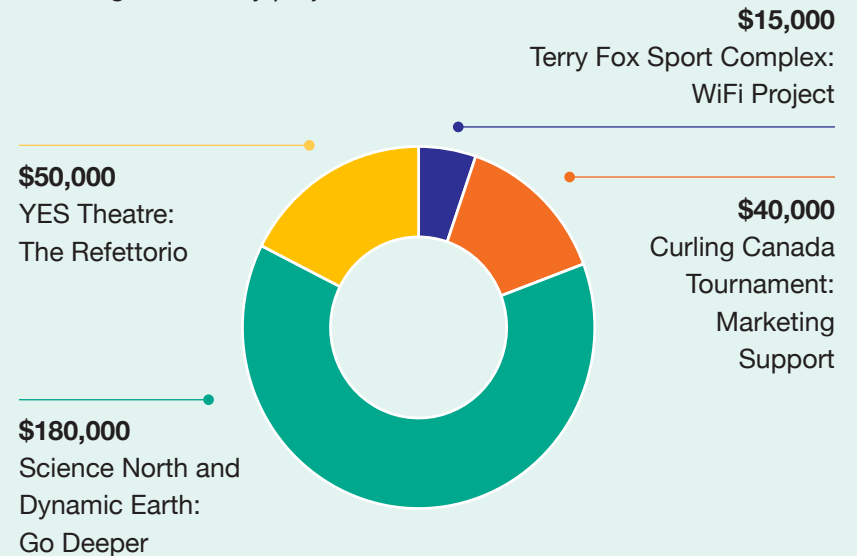
At the end of 2021, the fund had received 19 inquiries with 10 applications in the process of review. Promotion of the fund will continue into 2022.

Tourism Development Fund 2021:

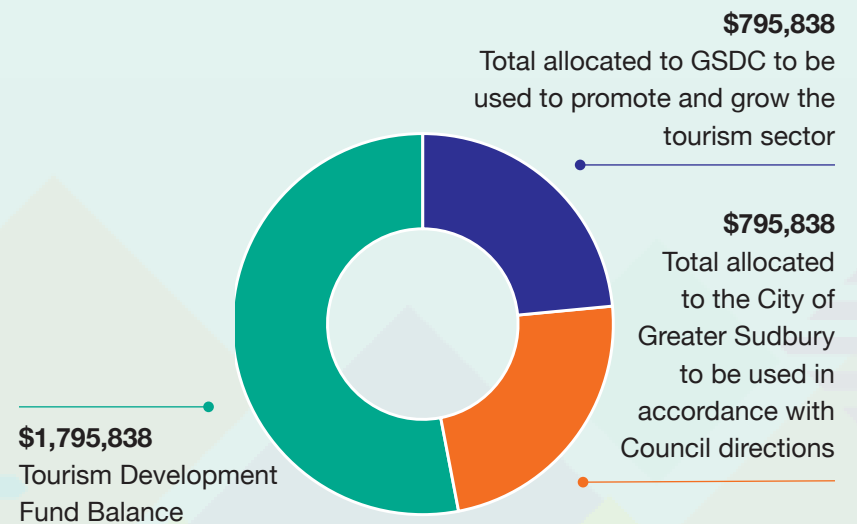
- The \$1 million Tourism Development Fund received several applications in 2021 and approved \$285,000 to four community projects. To date, \$299,000 in funding has been allocated through the TDF.
- In 2021, there were 19 inquiries, 10 applications received and approved.
- Total dollars leveraged from these projects is \$8,906,564.

Funded Projects

In 2021, the Tourism Development Fund provided **\$285,000** to the following community projects:



2021 Financial Overview



Municipal Accommodation Tax

The Municipal Accommodation Tax (MAT) was implemented in September 2018. The four per cent fee is applied to accommodations of less than 30 consecutive days such as hotels, motels, Airbnbs and other lodging options.

Major Events in Greater Sudbury

Through Tourism Development Committee funding, City staff works to attract major event planners, sporting events and conferences to Greater Sudbury. While the pandemic has seen many events either shift to virtual experiences or postpone, work continues to promote our community as a place to host events.

Using the resources the MAT provides, in late 2021 the GSDC Board approved the recommendation of the Tourism Development Committee to provide wages and benefits for the Major Events Development Officer (MEDO) position on a permanent basis from its annual allocation of the MAT revenues. The MEDO continues to pursue and attract major events, sport tournaments and conferences to Greater Sudbury in support of the tourism sector.

Major Events to be hosted in Greater Sudbury include:

2022

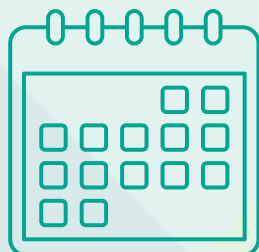
- Ontario Secondary School Teachers Federation
- Snowcross
- Canadian Association of Road Safety Professionals
- Northern Ontario Golf Championship
- Ontario Junior Golf Championship
- Lions Club Convention
- Antique Classic Car Club
- Rotary Club Convention
- Laurentian University SPAD 50th reunion

2023

- U-Sport Curling
- Canadian Mixed Doubles
- Catholic Women's League
- Ontario Architects Association
- Travel Media Association of Canada
- Fédération nationale des conseils scolaires francophones

2024

- Federation of Northern Ontario Municipalities Conference
- Organisation for Economic Co-operation and Development Conference



One of the most integrated education and innovation ecosystems in Ontario

In 2021 the GSDC Board provided a letter of support in response to the financial challenges faced by Laurentian University, in recognition of the crucial role Laurentian University plays within Greater Sudbury, and the importance of the university's contributions to the wellbeing of our community, now and in the future. The GSDC continues to monitor the situation to lend support and advocacy where appropriate and the Board looks forward to collaborating with Laurentian once the restructuring process has concluded to explore new ways to advance common goals and objectives together.

The Greater Sudbury Development Corporation

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

2021 GSDC Board of Directors

GSDC Board Chair **Lisa Demmer**

1st Vice Chair **Jeff Portelance**
Director, Business Development Timberland Equipment Limited

2nd Vice Chair **Shawn Poland**
Vice President External Partnerships,
Strategic Enrolment, and Executive Director,
Cambrian Foundation

Community Economic Development (CED)
Chair **Mike Ladyk**
Partner, 3rdLine Studios

Member-at-Large **Andrée Lacroix**
Partner, Lacroix Lawyers Avocats

Secretary/Treasurer **Meredith Armstrong**
Director of Economic Development, City of
Greater Sudbury

GSDC Board Members

Anthony Lawley
President and Founding Partner
IVEY Group

Bill Leduc
Greater Sudbury

Brian Bigger
Greater Sudbury

Claire Parkinson
Head of Operation Services
Vale North Atlantic Operations

Corissa Blaseg
Marketing Manager
Crosscut Distillery

Gerry Montpellier
Greater Sudbury

Jennifer Abols
Director of Projects
Alamos Gold Inc.

Joanne Gervais
Directrice générale
Assemblée de la francophonie
de l'Ontario (AFO)

Mark Signoretti
Greater Sudbury

Richard Picard

Senior Manager, Commercial Sales
TD Commercial Banking

Robert Haché

President and Vice-Chancellor
Laurentian University

Sihong Peng

iROC Data Reporting Specialist
Vale

Tim Lee

Regional Director
DSH Hospitality

Board Members with terms ending in 2021

David Paquette

Management Consultant &
Leadership Advisor
Paquette Management Services

Peter Nykilchuk

General Manager
Hampton Inn and Homewood Suites
by Hilton

Mission

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

Vision

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

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

GSDC Economic Recovery Strategic Plan Priorities

Downtown Revitalization

- Innovation Quarters Downtown Business incubator
- Zero Vacancy and Incentives
- Support Flagship Events

Talent Attraction

- Post-Secondary Student Retention
- Local Ambassadors
- Employers



