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.

Innovation in Greater Sudbury

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

INNOVATION BLUEPRINT PROGRESS UPDATE

Since the launch of the Innovation Blueprint, significant progress has been made across its four key components. Below is a summary of the accomplishments to date.

Innovation in Greater Sudbury

Land

To Present (October 2025)

Progress To Date

- Advanced municipal industrial land readiness through risk mitigation and infrastructure upgrades to unlock new industrial capacity and support growing market demand.
- Invested $19M in Lasalle/Elisabella infrastructure upgrades, expanding opportunities for existing businesses and new development.
- Completed marketability studies for municipal sites in Lively, Valley East, and Capreol to inform future land sales.
- Launched Employment Land CIP with three approvals to date, unlocking 26,000 sq. ft. of industrial space, creating 93 full-time equivalent jobs, and generating $10.6M in construction value. Updated application criteria launching in fall 2025 to further enhance program impact.
- Initiated site preparation for the $65M Cultural Hub at Tom Davies Square, bringing together the Central Library, Art Gallery of Sudbury, and Sudbury Multicultural and Folk Arts Association in a vibrant, inclusive downtown space. Supported by $25M in federal funding.
- Commenced construction on the new $200M Event Centre, a landmark venue for sports, concerts, and community events, designed to spark downtown revitalization and supported by Indigenous and public engagement input.
- Accelerated residential and commercial growth through private investments, including: Scotiabank Tower ($19.8M), Pearl St. ($9M), Project Manitou ($110M), Elm Place ($3.8M), NEOMO expansion ($343K). These developments are delivering new housing units and specialized health services, contributing to urban renewal and community well-being.
- Completed demolition of St. Joseph's Hospital, clearing the land for Panoramic Properties' next development phase with potential for 530 new units, including 109 retirement units, a restaurant, and a café, enhancing housing diversity and livability.
- Secured $35M in provincial funding for the Walden/Lively water treatment project— unlocking 3,500 new homes and supporting business growth. Active transportation is now integrated into all road projects, promoting sustainable mobility.
- Hosted Invest Ontario at a Greater Sudbury Development Liaison Advisory Committee (DLAC) meeting to showcase local development opportunities and facilitated targeted B2B meetings with landowners to support investment attraction and expansion.

Opportunities

- Develop spaces for a Primary Care Teaching Clinic, and a Multi-Sector Innovation Centre.
- Showcase and promote available land through the Invest Ontario Partner Portal.
- Market available commercial lands through an Expression of Interest process, aimed at attracting development proposals that will help revitalize and transform downtown.

Next Steps

- Secure funding for additional employment land infrastructure.
- Launch the new Employment Land CIP application in fall/winter 2025 and promote the program throughout the development community.
- Advocate for provincial and federal funding to support infrastructure investments.
- Begin the Expression of Interest process for downtown redevelopment.

INNOVATION BLUEPRINT PROGRESS UPDATE

Since the launch of the Innovation Blueprint, significant progress has been made across its four key components. Below is a summary of the accomplishments to date.

Innovation in Greater Sudbury

Resources

To Present (October 2025)

Progress To Date

- Led a Canadian business mission to Kazakhstan with seven Sudbury companies, unlocking new opportunities in mining and innovation.
- Spearheaded a trade mission to Japan and Korea, led by the Mayor, with participation from local mining firms and First Nations leaders, strengthening global partnerships and expanding market access.
- Launched the Export Marketing Assistance Program, which supported 26 companies—seven of which joined the Kazakhstan mission—enhancing their international reach and competitiveness.
- Hosted the 2024 OECD Mining Regions and Cities Conference, contributed to the Northern Ontario case study, and co-hosted its international launch with OECD Paris HQ, positioning Greater Sudbury as a global thought leader in mining innovation.
- Accepted into the CEDI program with Atikameksheng Anishnawbek and Wahnapitae First Nation, initiating a structured collaboration to identify shared economic development goals and opportunities. This program is delivered by the Council for the Advancement of Native Development Officers (Cando) and the Federation of Canadian Municipalities (FCM).
- Participated in an Intellectual Property Ontario (IPON) Roundtable hosted by Laurentian University to address Canada's low patent output—particularly in mining—and explore ways to engage supply and service companies in the IP process, fostering innovation and commercialization.
- Created a Health and Life Sciences Business Development Officer role - funded for two years by the Greater Sudbury Development Corporation (GSDC) - to attract investment, strengthen partnerships, and position Greater Sudbury as a health and life sciences hub, focusing on attracting business and physicians, improving healthcare services, and driving long-term economic growth.
- Recruited Myomar Molecular and in active discussions with two additional med-tech companies considering relocation to Greater Sudbury.
- Supported four specialized medical clinics to expand patient access and boost medical tourism.
- Hosted Invest Ontario and the Trade Commissioners Service of Canada for sector-specific life sciences tours, showcasing assets like HSN, HSNRI, NOSM University, Laurentian University, Cambrian College, Collège Boréal, and local med-tech firms.
- Approved Fleet Electrification Plan, projected to reduce greenhouse gas emissions by approximately 621 tonnes annually—a 93% reduction compared to conventional vehicles—advancing climate action goals.
- Advocated for the One Project, One Process (1P1P) framework through the Ontario Ministry of Energy and Mines, which streamlines mine development approvals and cuts timelines by 50%, accelerating responsible resource development.

Opportunities

- Strengthen collaboration through the Sudbury Innovation Alliance to drive ecosystem connectivity.
- Participate in international trade missions to new markets to grow global partnerships and opportunities.
- Expand collaboration with Atikameksheng Anishnawbek and Wahnapitae First Nation.

Next Steps

- Support the creation of a Health Innovation Hub
- Identify stable funding to support the dedicated Health and Life Sciences Business Development Officer role.
- Collaborate with private sector developers on a large scale, multi-sector technology and innovation hub.
- Convert active discussions with med-tech firms into relocations.

Sudbury Greater Living sudbury

INNOVATION BLUEPRINT PROGRESS UPDATE

Since the launch of the Innovation Blueprint, significant progress has been made across its four key components. Below is a summary of the accomplishments to date.

Innovation in Greater Sudbury

Talent

To Present (October 2025)

Progress To Date

- Welcomed 1,400 approved applicants—2,700 including families—through the Rural and Northern Immigration Pilot (RNIP) (2019–2024), and supported over 500 employers. The program maintains a 98 per cent retention rate, strengthening workforce and community stability.
- Launched the Rural and Francophone Community Immigration Pilots, targeting priority sectors based on input from 300+ employers and market research. Together, the programs have 230 designated employers. Sudbury RCIP has recommended 376 candidates, and FCIP 31 candidates in their first five intakes.
- Rolled out the "Move to Sudbury" talent attraction campaign, highlighting quality of life, career opportunities, and priority industries. To date there have been 70,000+ website views, 600+ relocation inquiries, and 200+ candidate conversations continued.
- Introduced a Reverse Job Portal to connect talent directly with employers. Since launch there have been 10,000 resumes submitted and 200+ employers registered, streamlining recruitment.
- Recruited nine new physicians to the community through the Practice Ready Ontario program, providing primary care access to 12,000 residents.
- Revived the Modern Mining Technology Showcase group and hosted Mining Week (Oct 2025), spotlighting careers in mining and technology, and engaging youth and industry.
- Supported film workforce development through student presentations, crew training via CION, and increased visibility through ongoing Film/TV activity (e.g., Shoresy, local studios, vendors).
- Participated in a multi-sector career fair with 400+ attendees, focusing on students and skilled workers to support local workforce pipelines and promote the community's quality of life and career opportunities.
- Partnered with Access Employment to deliver a Health English Language Pro Community Consultation in Greater Sudbury, supporting internationally trained physicians in integrating into the local healthcare system.

Opportunities

- Leverage potential new programs launched by federal and provincial partners.
- Align with the provincial focus on health and life sciences to maximize impact.
- Collaborate with partners and stakeholders to grow the "Move to Sudbury" campaign and reach a larger audience.
- Launch a targeted campaign to onboard more employers to the Reverse Job Portal and promote success stories.
- Build on the success of Practice Ready Ontario physician recruitment.

Next Steps

- Engage community stakeholders to identify projects that support the growth of the health and life sciences sector, such as increasing capacity for simulation labs to train more healthcare professionals.
- Support the development of a Primary Care Teaching Clinic in alignment with NOSM U's increase in family medicine residency spots, which will result in more family physicians graduating and increased access for unattached patients.
- Launch a targeted campaign focused on recruiting healthcare and research professionals living in the U.S.
- Collaborate with post-secondary institutions and the private sector to promote careers in the mining sector, including initiatives such as MMTS and Women in Mining.
- Finalize 2026 RCIP and FCIP priorities based on employer feedback, economic data, and program results since launch.

Sudbury Greater Sudbury sudbury

INNOVATION BLUEPRINT PROGRESS UPDATE

Since the launch of the Innovation Blueprint, significant progress has been made across its four key components. Below is a summary of the accomplishments to date.

Innovation in Greater Sudbury

Finance

To Present (October 2025)

Progress To Date

- Launched the Export Marketing Assistance program in May 2025, helping 26 businesses offset the costs of national and international market development. Total approved funding is $231,382, with total project costs of $528,602.
- Supported ArtsVest through the Tourism Development Fund, providing matching funds to encourage private sector partnerships in the arts.
- Started a review of GSDC Community Economic Development funding guidelines to better leverage market opportunities and support transformational projects.
- Provided ongoing consultations and funding support provided to local businesses and organizations to strengthen economic resilience and growth.
- Initiated development of an online, searchable database of funding opportunities—filterable by sector, business stage, and other criteria—highlighting programs available province-wide as well as those specific to Greater Sudbury and Northern Ontario.
- Accelerated innovation and job creation by strategic investments through the Sudbury Catalyst Fund, supporting 12 companies across emerging sectors and contributing $2.97 million to date, resulting in 63 new jobs.

Opportunities

- Explore new markets and support the private sector through public investment.
- Collaborate with federal and provincial FDI partners to attract and retain investment.
- Promote the new funding database as a go-to resource for businesses and organizations, helping them navigate available supports more easily and encouraging greater program participation.

Next Steps

- Review and update the operating guidelines for the Sudbury Catalyst Fund to identify opportunities for clarification, improved efficiency, and alignment with evolving economic development priorities.
- Launch the funding database on InvestSudbury.ca to make it easier for entrepreneurs and investors to find and access funding programs that match their needs and strengthen local economic development.
- Complete the review of Community Economic Development funding guidelines and implement changes that better align with current market conditions and strategic priorities.
- Monitor and evaluate the impact of funded projects to inform future program design and investment decisions.

Sudbury Greater Ground sudbury

OVERALL OPPORTUNITIES FOR GREATER SUDBURY

Greater Sudbury is positioned to accelerate innovation, investment, and growth through a range of strategic opportunities.

Innovation in Greater Sudbury

Land

Unlock new development by promoting available lands through Invest Ontario and launching the Expression of Interest for downtown revitalization.

Secure infrastructure funding to activate employment lands and support long-term growth

Talent

Expand the "Move to Sudbury" campaign, Reverse Job Portal, and targeted recruitment—especially in healthcare and mining—to attract and retain skilled workers.

Resources

Build a Multi-Sector Innovation Centre and strengthen partnerships with Indigenous communities and innovation networks to drive collaboration and economic expansion.

Finance

Improve access to funding through the new database and update investment tools like the Catalyst Fund to support business growth and align with evolving priorities.

Sudbury Greater Sudbury sudbury