



Greater Sudbury Development Corporation
Economic Recovery Strategic Plan

06.03.21



About Us

The Greater Sudbury Development Corporation (GSDC) is a not-for-profit corporation led by an 18-member board of directors and supported by City of Greater Sudbury staff. The GSDC collaborates with the City to promote community economic development by encouraging, facilitating and supporting community strategic planning and increasing local self-reliance, investment and job creation.

The GSDC represents a broad network of partners across sectors, organizations, and industries in support of economic development and in alignment with the City's strategic priorities. The strength of partnerships between the GSDC Board, the City of Greater Sudbury and our diverse industries have created continued resilience during these difficult times.



In response to the impacts of the pandemic on the local economy, the GSDC has developed an Economic Recovery Strategic Plan in order to focus the board's efforts in supporting small businesses and organizations. The plan provides specific, short-term actions geared to economic recovery and further refinements of longer-term goals and objectives in the Greater Sudbury Strategic Plan 2019-2027, as well as the GSDC Board's From the Ground Up Community Economic Development Strategic plan.

Key ways the GSDC Board can support recovery in the region:

- Create a decision-making framework to prioritize funding for recovery solutions through Community Economic Development, Tourism Development and Arts and Culture funding programs over the short-term.
- Advocate for change in municipal policies, access to federal and provincial resources, advancement of specific City projects and more.
- Leverage board member contacts, platforms and networks to promote and share information, good news stories, investment attraction and tourism marketing efforts.
- Communicate needs to other partners and stakeholders in order to initiate change.

In addition to the knowledge, experience and networks that its members bring to the table, the GSDC Board is entrusted with the Community Economic Development (CED) Fund, Arts and Culture Grants and the Tourism Development Fund. These programs represent \$2.6 million in funding to bolster the economic prosperity of our community. The board will review these programs to ensure they are making an impact and driving economic growth and recovery.

A new operating agreement between the City and the GSDC includes the expectation of quarterly updates to Council through their Finance and Administration Committee. This provides an opportunity for consistent communication with Council and Greater Sudbury residents about advancement of GSDC Board priorities.

The GSDC Board works closely with the City's Economic Development division and is in a position to provide input and guidance to amplify and enhance ongoing initiatives and activities that support business, attract investment and ensure the economic capacity of the community.

Community Engagement



Over the past several months, the Economic Development staff team conducted community consultation in conjunction with GSDC Board members. Outreach included focus group discussions and one-on-one interviews with individuals, businesses and organizations, including mining supply and services, tourism, health care, construction, arts and culture, and film industry sectors. City staff also developed an online engagement platform to give the broader public the opportunity to provide input.

Throughout the pandemic, staff have also completed over 600 outreach calls and visits to businesses across the community to determine concerns and assist with unique solutions for the months ahead. This work has resulted in a number of initiatives already completed or underway:

- A Business Support Hotline for businesses that require assistance with navigating information related to COVID-19.
- A streamlined approach for the City's 2020 patio application process for restaurants in Downtown Sudbury and across the community.
- "Virtual coffee chats" and webinars co-ordinated by the Regional Business Centre, in order to share how businesses from various industries have managed and innovated throughout the pandemic.
- Digital Main Street's ShopHERE initiative to local entrepreneurs as a unique solution for the development of e-commerce within the small business sector.
- Working closely with the City's Planning and Building Services teams to ensure support for development approvals within COVID context and beyond.

Through ongoing research and consultation, Board members and Economic Development staff have gained a better understanding of current issues facing the business community and actions required to support economic recovery.

Economic Recovery Strategic Plan















The following Action Charts outline the approaches that can be taken by the GSDC Board to facilitate economic recovery within the following estimates:

- Short-term - less than 12 months
- Medium-term - 12-18 months
- Long-term - more than 18 months

Projected timelines are estimates only and the timing for each action will need to be reviewed regularly due to the changing dynamics of the pandemic.

Organizations identified as potential partners does not signify commitments made to date. The participation of potential partners will be explored as implementation progresses.

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|--|---|--|
| <p>Theme 1: Continue to Develop Greater Sudbury's Workforce</p>  <p>Labour Shortages</p>  <p>Talent Attraction</p> | <p>Theme 2: Support Local</p>  <p>Engagement of Leadership</p>  <p>Local marketing</p>  <p>Support the Arts and Culture Sector</p> | <p>Theme 3: Supporting our Downtown</p>  <p>Threats to Economic Vitality in the downtown</p>  <p>Support for the vulnerable population downtown</p> |
| <p>Theme 4: Encouraging Greater Sudbury's Business Growth and Development</p>  <p>Improving processes and prioritizing focus</p>  <p>Access to Broadband</p>  <p>Digital Transformation and E-Commerce</p>  <p>Mining Industry</p>  <p>Marketing of the Film and Television Industry</p> | | |

**Theme 1:
Continue to Develop Greater
Sudbury's Workforce**

Focus: Labour Shortages

Across multiple sectors, from the restaurant industry to construction and mining, participants noted concerns around ongoing labour shortages. These shortages were a reality for the community before COVID-19, and the pandemic has further amplified these challenges.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|-------------|--|---|---|
| <p>ACTION 1: Provide funding to develop the Workforce Development Strategy to help address both current and future labour force challenges in our community.</p> <p>The strategy should focus on areas in which shortages already exist (such as technical trades), as well as digital labour force needs, new labour shortages that arose directly due to COVID-19, and shortages in the hospitality sector, among others.</p> <p>Updates should include partnership opportunities for graduates and newcomers in order to expand our labour force quickly through the development and retention of youth and attraction of talent to the North, as well as leveraging the Rural and Northern Immigration Pilot (RNIP) program.</p> <p>Updates should examine retraining opportunities for the unemployed.</p> <p>Regularly review this strategy in order to reflect the continuously changing workforce due to COVID-19 and progress being made through the RNIP program.</p> | Medium-term | <p>Funding to update and implement Workforce Development Strategy</p> <p>Review funding requests (e.g. RNIP)</p> | <p>Engage partners</p> <p>Review actions for inclusion in Work Plan</p> <p>Ongoing review of strategy</p> | <p>Workforce Planning for Sudbury & Manitoulin, Greater Sudbury Chamber of Commerce, FedNor</p> |

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|---|-------------|---|---|---|
| <p>ACTION 2: Promote and provide funding for Work-Integrated Learning (WIL) projects brought forward by employers and partners in collaboration with learning institutions. Work with partners such as the Greater Sudbury Chamber of Commerce and Workforce Planning for Sudbury & Manitoulin to engage employers in this process. Include criteria through the Community Economic Development Fund guidelines to place more emphasis on these types of partnerships as a funding priority.</p> | Medium-term | <p>Advocacy</p> <p>Funding</p> <p>Promote/leverage networks and expertise</p> | <p>Consult with community partners</p> <p>Leverage Talent Attraction campaign tools</p> | <p>Laurentian University, Collège Boréal, Cambrian College, Workforce Planning for Sudbury & Manitoulin, Greater Sudbury Chamber of Commerce, NORCAT, MineConnect</p> |



**Theme 1:
Continue to Develop Greater
Sudbury's Workforce**

Focus: Talent Attraction

Respondents noted that Greater Sudbury has competitive advantages which put the city in position to attract skilled labour from other communities through remote working options that have expanded due to COVID-19, as well as opportunities to attract skilled workers who have lost employment in other regions.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|-------------|---|--|--|
| <p>ACTION 3: Promote and provide Community Economic Development (CED) funding to support and implement a talent attraction campaign, both for remote working possibilities and to fill existing skills gaps/ labour shortages within the community. Target areas would be identified through the updated Workforce Development Strategy as proposed in this plan. This also involves promoting the Greater Sudbury lifestyle, including lower cost of housing, outdoor activities, urban amenities, and other local interests.</p> | Medium-term | <p>Promote/ leverage networks and expertise, amplify messaging</p> <p>Funding</p> | Implement and leverage ongoing marketing efforts, new InvestSudbury.ca website | City of Greater Sudbury Corporate Communications and Human Resources/ Organizational Development |

**Theme 2:
Support Local**

Focus: Engagement of Leadership

Members of the business community have asked for engagement from the GSDC as well as City leadership in order to demonstrate their support to local businesses during the pandemic.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|------------|--|---|--|
| <p>ACTION 4: Engage GSDC Board members to actively support local businesses through promotion on their own platforms, and sharing “good news” stories with staff and board members of local businesses and organizations that embody innovation and resilience. This will help demonstrate the continued support and advocacy for economic development and growth within the community as coming from GSDC Board members themselves. Invite local businesses and organizations to speak at GSDC Board meetings. Work with staff to determine areas of focus for marketing and promotion.</p> | Short-term | <p>Promote/ leverage networks and expertise, amplify messaging</p> <p>Engagement with the business community</p> | <p>Implement and leverage ongoing marketing efforts, new InvestSudbury.ca website</p> <p>Develop messages and hashtags to share with board members.</p> | Greater Sudbury Chamber of Commerce, Downtown Sudbury, MineConnect |

Theme 2: Support Local

Focus: Local marketing

The need for increased marketing of local businesses has been brought up many times throughout the consultation process. Business owners highlighted the fact that there is an appetite for Sudburians to buy and support local, and that this could be enhanced through local marketing.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|------------|--|---|---|
| <p>ACTION 5: Actively provide content to Economic Development staff to enhance and amplify positive messaging through the GSDC regarding local success stories, including potential new opportunities and platforms from which to convey these messages.</p> <p>Ensure these positive stories are conveyed consistently to Council and residents through quarterly reporting updates as outlined in the GSDC/City of Greater Sudbury Operating Agreement.</p> | Short-term | <p>Promote/leverage networks and expertise</p> <p>Quarterly reporting to Council with support of staff</p> | <p>Implement and leverage ongoing marketing efforts, new InvestSudbury.ca website</p> <p>Support for quarterly reporting to Council</p> | Greater Sudbury Chamber of Commerce, City of Greater Sudbury Corporate Communications |
| <p>ACTION 6: Support and invest in ‘buy local’ marketing. Share ‘buy local’ marketing messages with the expansive networks of individual GSDC Board members. Examples include sharing content from Economic Development social media channels, posting social media content and tagging Economic Development channels, and writing blogs. Examples of partnerships include new initiatives to support more local makers.</p> | Short-term | <p>Promote/leverage networks and expertise</p> <p>Funding</p> | <p>Implement and leverage ongoing marketing efforts, new InvestSudbury.ca and discoversudbury.ca website</p> <p>Develop messages and hashtags to share with board members</p> | City of Greater Sudbury Corporate Communications, Downtown Sudbury BIA, Greater Sudbury Market Association, Greater Sudbury Chamber of Commerce |

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| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|---------------------|---|--|---|
| <p>ACTION 7: Continue to support and invest in marketing of Greater Sudbury’s tourism sector, including marketing to other regions as it becomes safe to do so. Individual board members can support these efforts by sharing content where possible through the examples mentioned above.</p> <p>Prioritize funding to partnerships with local proponents in order to assist with local marketing across various sectors. Examples include the Downtown Sudbury Business Improvement Area (BIA) and other local associations.</p> | Short & Medium-term | <p>Promote/ leverage networks and expertise</p> <p>Referrals to staff from business/ community contacts</p> | <p>Implement and leverage ongoing marketing efforts</p> <p>Develop messages and hashtags to share with board members</p> | <p>GSDC Tourism Development Committee, Downtown Sudbury BIA, Flour Mill BIA</p> |



Theme 2: Support Local

Focus: Support the Arts and Culture Sector

Nationally, the arts, entertainment, and recreation sectors were impacted significantly by COVID-19, resulting in high percentage declines in both employment and revenue. We've heard similar struggles from our local partners within this sector.

The City of Greater Sudbury has a vibrant Arts and Culture scene and support for this sector is crucial to ensure the ongoing success of the industry, recognizing the spinoff benefits to the local economy as well as the positive impacts on community well-being.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|------------|--|--|------------------------------|
| <p>ACTION 8: Support and invest in enhanced marketing and promotion of the arts and culture sector for events that can still proceed during the pandemic, including positive messaging that these organizations are here to provide programming in the Greater Sudbury community when it is safe to do so. Individual board members can support these efforts by sharing relevant content from Economic Development social media channels and posting related content</p> | Short-term | Promote/ leverage networks and expertise Funding | Implement and leverage ongoing marketing efforts | Cultural sector stakeholders |
| <p>ACTION 9: Examine the City of Greater Sudbury's Arts and Culture Grant program for 2021 to determine opportunities for temporary changes to operating guidelines in order to provide added flexibility and support to this sector.</p> | Short-term | Approve guideline changes Oversight for funding program | Review funding guidelines and present options | Cultural sector stakeholders |

Theme 3: Supporting our Downtown

Focus: Threats to Economic Vitality in the downtown

Respondents highlighted the fact that the pandemic has caused a significant decrease in traffic, pedestrians, and resulting customers to the downtown area. Many office workers have also not returned, and festivals and events in the downtown area have been cancelled, causing substantial negative impacts to local businesses.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|---------------------|--|---|--|
| <p>ACTION 10: Prioritize Downtown projects for consideration for CED funding; explore Downtown Sudbury BIA as a flow-through organization that can administer funding for businesses addressing COVID challenges through innovative solutions or new approaches, such as winterizing outdoor spaces for retail/hospitality activities.</p> <p>Consider similar approach adapted to Flour Mill BIA depending on interest and capacity.</p> | Short & Medium-term | Funding | Liaison with BIAs | Downtown Sudbury BIA, Flour Mill BIA |
| <p>ACTION 11: Promote and emphasize the Tourism Development Fund and other programs to downtown businesses as a way to support new initiatives.</p> | Short & Long-term | Promote/leverage networks and expertise | Implement and leverage ongoing marketing efforts | Tourism Development Committee, Downtown BIA, Greater Sudbury Chamber of Commerce |
| <p>ACTION 12: Advocate for winter-friendly initiatives and activities, embracing Greater Sudbury's identity as a "winter city", as referenced in the Downtown Master Plan. Consider funding towards a study or strategy related to enhancing the "Winter City" aspects of downtown.</p> | Long-term | Advocacy Promote/leverage networks and expertise Funding | Liaison with BIAs and stakeholders as well as City of Greater Sudbury departments | Tourism Development Committee, Downtown BIA, Greater Sudbury Chamber of Commerce |

Theme 3: Supporting our Downtown

Focus: Support for the vulnerable population downtown

Participants noted issues of increased drug use and loitering in the area, impacting both businesses and customers due to a decline in willingness to shop downtown. This has impacted the downtown's resiliency during the pandemic. The need for a safe injection site has been raised a number of times during the consultation process. There is an interest in better understanding the opportunity to explore a safe consumption/injection site and whether it offers a solution to help mitigate effects of drug use, especially downtown.

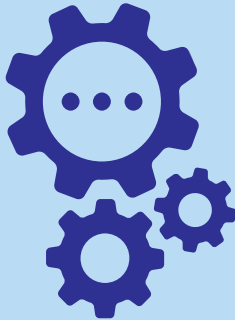


| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|---------------------|-----------------------------------|------------|---|
| <p>ACTION 13: Engage appropriate agencies and stakeholders such as Public Health Sudbury & Districts and the Downtown Sudbury BIA, as well as the YMCA and Sudbury Action Centre for Youth, in order to ensure open dialogue and gain a greater understanding of the issue and resources available as they relate specifically to resulting economic development considerations, impacts and solutions. Determine how the GSDC Board can help in order to reach solutions and best support the downtown with the current challenges that businesses are facing. Offer an invitation for relevant organizations to speak at upcoming GSDC board meetings.</p> | Short & Medium-term | Advocacy Funding Engagement | Liaison | City of Greater Sudbury Social Services, Downtown Task Team, Downtown Sudbury BIA, Public Health Sudbury & Districts, Sudbury Action Centre for Youth, YMCA |
| <p>ACTION 14: Board advocacy for increased funding towards programs which help to mitigate these issues through discussions with agencies and elected officials at different levels of government.</p> | Long-term | Advocacy | Liaison | Downtown Task Team, City of Greater Sudbury |

**Theme 4:
Encouraging Greater Sudbury's
business growth and development**

**Focus: Improving processes and
prioritizing focus**

During the consultation process, participants mentioned issues around 'red tape' involved with development as well as the difficulties that groups face when trying to proceed with new ideas and initiatives. Further, there have been discussions on the need to advocate for investment in projects which support immediate economic growth, especially during a time of increased unemployment.

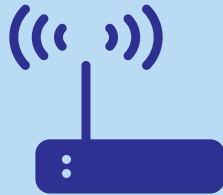


| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|---------------------|--------------------|---|---|
| ACTION 15: Advocate for shovel-ready projects that require City support and which offer clear economic benefits. | Medium & Long-term | Advocacy | Liaison Research | City of Greater Sudbury, Downtown Sudbury BIA, Greater Sudbury Chamber of Commerce |
| ACTION 16: Advocate for continued work on proposed changes to land use policies as outlined in the Economic Recovery Action Items presented to Council by the City's Growth and Infrastructure department in November 2020. This includes proposed changes to Zoning bylaws, development of new investment incentives through Community Improvement Plans (CIPs), and mixed-use zoning. | Short & Medium-term | Advocacy | Liaison Research Implementation of Employment Land Strategy | City of Greater Sudbury Growth and Infrastructure, Laurentian University School of Architecture |
| ACTION 17: Prioritize funding toward initiatives that result in immediate and significant economic impact. | Ongoing | Funding | | GSDC – CED Committee |
| ACTION 18: Work with CED Committee and GSDC Board on strategic planning to determine a short list of priority initiatives for 2021 and 2022, drawing from both <i>From the Ground Up</i> and Greater Sudbury Strategic Plan 2019-2027 | Long-term | Strategic planning | Facilitate strategic planning | GSDC – CED Committee |

**Theme 4:
Encouraging Greater Sudbury's
business growth and development**

Focus: Access to Broadband

Despite Greater Sudbury's urban appeal as the largest city and 'hub' of the North, many participants noted difficulties around regular and consistent access to high-speed internet in our community and surrounding areas. With the number of those working from home increasing drastically in 2020 and beyond, access to high-speed internet will continue to be crucial, both for talent attraction and business growth.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|---|---|---|---|
| <p>ACTION 19: In collaboration with City staff and the Smart City internal team, advocate for access to provincial and federal funding for infrastructure projects to ensure that current and future broadband needs are met. Support community campaign for internet speed tests (January 2021).</p> | <p>Short-term (Speed test campaign)</p> <p>Medium & Long-term</p> | <p>Advocacy</p> | <p>Liaison</p> <p>Implement speed test campaign (Jan. 2021)</p> | <p>City of Greater Sudbury Smart City internal team; Corporate Communications; various departments</p> |
| <p>ACTION 20: Leverage networks through the private sector and advocate for opportunities to expand broadband in areas where additional coverage may be mutually beneficial.</p> | <p>Long-term</p> | <p>Promote/leverage networks and expertise</p> <p>Referrals to staff from business/community contacts</p> | <p>Develop partnerships</p> | <p>City of Greater Sudbury Smart City Internal Team; Private sector companies and industry associations</p> |

**Theme 4:
Encouraging Greater Sudbury's
business growth and development**

**Focus: Digital Transformation and
E-Commerce**

Business owners mentioned the difficulties in the transition to e-commerce over the course of the pandemic. Many businesses have had to adapt by either converting to an online sales platform, or through full e-commerce transformation including virtual platforms and content.

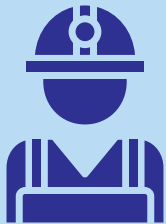


| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|---------------------|--|------------------|-----------------------------|
| <p>ACTION 21: Leverage existing networks and programs to promote digital transformation initiatives for businesses, including ShopHERE, Futureproof, and other resources that are available locally. Provide support through promotion and funding. Examples could include supporting 'hackathons' and other projects to solve local problems in an innovative way</p> | Short & Medium-term | <p>Referrals to staff from business/ community contacts</p> <p>Promote/ leverage networks and expertise</p> <p>Funding</p> | Business support | Digital Main Street, NORCAT |

**Theme 4:
Encouraging Greater Sudbury's
business growth and development**

Focus: Mining Industry

The mining supply and service industries, among others, have been identified by participants across many sectors as one of the key reasons for Greater Sudbury's relatively favourable labour market performance during the pandemic. Continuing to encourage innovation among this sector and explore new opportunities will allow for spinoffs in a number of related industries and local economy as a whole.

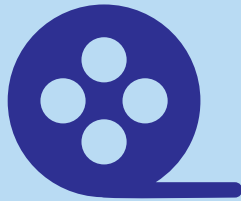


| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|---|---------------------|--|--|--|
| <p>ACTION 22: Leverage the GSDC and the CED Fund to accelerate innovation in the mining technology space, either through direct support to companies or to organizations such as MineConnect, Cambrian College, Collège Boréal, Laurentian University, NORCAT, etc.</p> | Short & Medium-term | Funding | | MineConnect, NORCAT, Laurentian, Cambrian, Boréal, Private Sector |
| <p>ACTION 23: Leverage funding, promotion, and support the work of staff in collaboration with the mining industry, mining supply and service companies, and research/education partners to establish Greater Sudbury as the global hub for the electrification of mining.</p> | Ongoing | <p>Funding</p> <p>Promote/leverage networks and expertise</p> <p>Referrals to staff from business/community contacts</p> | <p>Implement strategy</p> <p>Business Support</p> <p>Leverage ongoing marketing/business development efforts</p> | MineConnect, NORCAT, Laurentian, Cambrian, Boréal, Private Sector |
| <p>ACTION 24: Support and invest in the promotion of Greater Sudbury as an international leader in mining technology and innovation, in order to keep our city at the forefront of this industry.</p> | Ongoing | <p>Promote/leverage networks and expertise</p> <p>Funding</p> | <p>Business Support</p> <p>Leverage ongoing marketing/business development efforts</p> | NORCAT, MineConnect, Laurentian (Goodman School of Mines), Boréal, Cambrian, CIM Sudbury |

**Theme 4:
Encouraging Greater Sudbury's
business growth and development**

**Focus: Marketing of the Film and
Television Industry**

In recent months, the film and television industry has bounced back in Greater Sudbury after being restricted from operating due to the pandemic. This has caused a significant increase in production activity, resulting in millions of dollars of local spending injected into our economy. In addition to directly supporting the local film and television industry, this local spending provides substantial revenue for the hospitality sector and others, resulting in significant economic benefits to the community.



| Required Actions | Timing | Board Role | Staff Role | Potential Partners |
|--|---------------------|---|--|--|
| <p>ACTION 25: Support and invest in the promotion of Greater Sudbury as a unique, safe, and friendly community for producers to complete film and television projects. Promotion of the film industry through individual board member networks to reiterate the importance of its benefits to our local economy. Examples include sharing relevant content from Economic Development social media channels, following organizations on social media, and posting related content.</p> | Short & Medium-term | <p>Funding</p> <p>Promote/leverage networks and expertise</p> | <p>Business Support</p> <p>Leverage ongoing marketing/business development efforts</p> <p>Develop messages and hashtags to share with board members.</p> | <p>CION, Greater Sudbury Chamber of Commerce</p> |

Greater Sudbury Development Corporation Board of Directors

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