

Councillor Briefing Sessions

Request for Recommendation Priorities Committee



Type of Decision									
Meeting	February 21, 2007			Report Date	February 2, 2007				
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only			Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed	

Report Title
GSDC Strategic Plan Update


Budget Impact / Policy Implication	Recommendation				
<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>This report has been reviewed by the Finance Division</td> </tr> </table>	<input checked="" type="checkbox"/>	This report has been reviewed by the Finance Division	<p>Whereas the Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury, and acts with the authority and confidence of City Council in fulfilling its mandate, and</p> <p>Whereas the report entitled "Coming of Age in the 21st Century, An Economic Development Strategic Plan for Greater Sudbury 2015" was prepared under the direction of the GSDC in 2003, and was approved by City Council during each of the last two terms of City Council, and</p> <p>Whereas the GSDC has reconfirmed the Economic Development Strategic Plan and identified priorities for 2007,</p> <p>Therefore, be it resolved that the Council of the City of Greater Sudbury:</p> <p>1. Confirm the GSDC as the economic development arm of the City of Greater Sudbury and continue to support its mandate;</p>		
<input checked="" type="checkbox"/>	This report has been reviewed by the Finance Division				
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Recommended by the Department

Doug Nadrozny
 Doug Nadrozny, General Manager
 Growth and Development

Recommended by the C.A.O.

Mark Mieto
 Mark Mieto
 Chief Administrative Officer

Report Prepared By	Division Review
 Helen Mulc, Manager, Business Development Growth and Development	Name Title

(Recommendation cont'd)

2. Approve the Economic Development Strategic Plan for Greater Sudbury 2015 and the priorities identified by the GSDC in 2007;
3. That Council grants the annual Economic Development Capital Funding, as approved during the budget process, to the Greater Sudbury Development Corporation in order to streamline the approval process and facilitate community economic development on behalf of Council, with the understanding that the accounting for all funding will continue to be provided by the Finance Department of CGS.
4. Receive progress reports from the GSDC at Priorities Committee meetings, on a quarterly basis.

Background:

The Greater Sudbury Development Corporation (GSDC) appears before City Council annually to provide a strategic plan update, share priorities for the coming year and provide a general update on their activities.

Attached is a summary of the Greater Sudbury Development Corporation's mandate, roles/responsibilities, activities and projects being undertaken for your review and a copy of the Economic Strategic Plan entitled Coming of Age in the 21st Century.

The Chair of the Greater Sudbury Development Corporation will deliver a presentation to the Priorities Committee of City Council on February 21, 2007.

Greater Sudbury Development Corporation

The Greater Sudbury Development Corporation (GSDC) is a non-share, not-for-profit corporation, incorporated under the Business Corporations Act and Municipal Act, and is the economic development arm of the City of Greater Sudbury. The GSDC currently acts as an advisory committee to City Council and provides recommendations to Council for projects and activities that pertain to economic development and tourism.

On behalf of the Council of the City of Greater Sudbury, the Greater Sudbury Development Corporation provides strategic leadership and coordination for all aspects of community economic development. The GSDC works with partners (provincial and federal governments, community agencies, educational institutions and businesses) to strengthen and diversify existing business, attract new business and investment from outside the region, and coordinate strategic economic development initiatives within in the community.

The role of the Board of Directors is to strengthen the economic development and quality of life of the City of Greater Sudbury. This mandate is achieved through the following actions by:

- Develop and coordinate the implementation of the economic development strategic plan
- On behalf of City Council, perform formal due diligence on all recommended investments of financial and/or non-financial resources in projects that promote new alliances, partnerships and sectoral development for the benefit of the City of Greater Sudbury.
- Encourage and facilitate the development of partnerships which serve to further economic development in Greater Sudbury.
- Identify, facilitate, coordinate and assist organizations, individuals and agencies with advancing economic development projects.
- Seek input from economic development stakeholders and others to reflect the changing priorities and needs of the community.
- Develop partnerships and linkages with funding agencies.
- Assist businesses and potential investors to identify opportunities for local investment.

This is accomplished by:

- assisting in the expansion of current businesses and the development of new businesses;
- actively promoting Greater Sudbury as a world class centre for information technology/telecommunications, mining technology, environmental technology, health research and innovation and tourism and as the key entry point to northern Ontario;
- actively promoting Greater Sudbury as the Northern Ontario centre for education and training, business services, tourism and retail, health excellence, government services, transportation and distribution.

Economic Development staff of the City of Greater Sudbury serve as support to the Board of Directors.

Economic Strategic Plan

In June 2003, the Greater Sudbury Development Corporation as well as hundreds of community stakeholders and leaders from both the private and public sectors, helped to chart the economic future of Greater Sudbury. The Greater Sudbury Economic Strategic Plan is the community's collective effort and will to continue to grow and develop the community. Within the document, five economic engines were identified that serve as goals for our future. Those are:

- To offer the best mining supply and services in the world
- To build a city for the creative, curious and adventuresome
- To become one of Ontario's top four destinations
- To become a leader in health research & innovation
- To become a model for eco-industry & renewable energy

Supporting each of these economic engines is education, technology, infrastructure and quality of life.

While various community groups/individuals are advancing the Economic Strategic Plan, the GSDC Board of Directors will focus on strategic plan initiatives in 2007. Those initiatives include:

- Investment & Skills Attraction
- Research & Innovation
- Mining Strategy & Mining Supply & Service Sector
- Economic Development & Tourism Infrastructure (e.g multi-use centre)

Operational Activities

In addition to these initiatives, the GSDC Board of Directors also oversees the economic development and tourism operational plan that is presented to the board on an annual basis. Those operational activities include:

- Business Attraction, Retention & Expansion
- Location promotion for business attraction/site and selection
- International Trade & Investment
- Small business start-up support services through Regional Business Centre
- Tourism Strategy/Managing partner of Sudbury Tourism Partnership
- Convention & Event Support
- Multi-Use Centre
- Arts & Culture Development Program
- Meetings, Conventions & Sports Initiatives
- E-Community Initiatives
- Physician Recruitment and Retention Activities
- Image Project (mysudbury)
- Assist with property and building site location and selection
- Source and promote government and private sector funding programs
- Encourage and facilitate local community development projects
- Develop partnerships to promote, support and sustain economic growth

The activities and initiatives are all linked to either an economic engine or igniter as identified within the Economic Strategic Plan entitled, "Coming of Age in the 21st Century".

The Board of Directors is composed of private citizens that serve 3-year terms and represent the various economic and geographic sectors of our community. In addition, there are four City Councillors and the Mayor of the City of Greater Sudbury on the Board.

The following individuals currently serve on the Greater Sudbury Development Corporation Board of Directors:

- Guy Labine, Science North, *Chair/President*
- Sylvia Barnard, Cambrian College, *First Vice Chair*
- Sandra MacLeod, March Entertainment, *2nd Vice Chair*
- Debbi Nicholson, Greater Sudbury Chamber of Commerce, *Chair, CED Committee*
- Steve Irwin, Scotiabank, *Past Chair*
- John Arnold, Dalron Construction
- Greg Baiden, Laurentian University
- Jacques Barbeau, City Councillor
- Joe Cimino, City Councillor
- Janet Gasparini, City Councillor
- Jim Gordon
- Risto Laamanen, Laamanen Construction
- Claude Lacroix, Lacroix, Forest, LLP
- Joscelyne Landry- Altmann, City Councillor
- Michael Luciw, Nicholls Yallowega Belanger
- Patricia Mills, Publisher, Northern Ontario Business
- John Rodriguez, Mayor, City of Greater Sudbury

Community Economic Development (CED) Committee

The GSDC serves as a catalyst in supporting projects that address priorities that will result in long term economic benefits to Greater Sudbury. The goal is to support projects and initiatives that demonstrate potential job and wealth creation, export development, promote investment and continued economic diversification. The Community Economic Development Committee, a sub-committee of the board receives project funding applications and provides due diligence on behalf of the Board and Council.

Applicants may include private/public partnerships and organizations located in the City of Greater Sudbury. Applicants must clearly demonstrate how their project will deliver economic benefit(s) to the City of Greater Sudbury.

The Community Economic Development Committee of the GSDC recommends investment of financial and/or non-financial resources in projects that promote new alliances, partnerships and sectoral development for the benefit of the City of Greater Sudbury.

The Community Economic Development (CED) Committee meets on a monthly basis to review funding applications and makes recommendations to the Greater Sudbury Development Corporation Board of Directors. Projects approved at the Board level are then brought to City Council as a recommendation for funding out of the Economic Development Capital Envelope. City Council, in its annual capital budget process, has allocated specific funds for economic development purposes. The annual allocation for the past five years for economic development projects, including Dynamic Earth, averaged \$880,000. Based on GSDC recommendations for the 2007 Capital Envelope, the allocation to economic development would total \$879,000. The CED committee and in turn, the GSDC Board perform the review and provide recommendation(s) to City Council.

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Coming Of Age In The 21st Century

An Economic Development
Strategic Plan for Greater Sudbury 2015

June 2003



 **Greater Grand
Sudbury**
Development Corporation
Société de développement



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Executive Summary

The updating of the economic development strategic plan for Greater Sudbury was a collaborative effort

The Greater Sudbury Development Corporation (GSDC) embarked on a community-based strategic planning process in August 2002 to guide the city in its economic development over the next decade. Over 300 community leaders participated in a variety of forums to assess Greater Sudbury's prospects for wealth creation and to define a roadmap for achieving success.

The deliberations produced a new "strategic story" for Greater Sudbury and a greater understanding of the requirements for increasing the city's prosperity. Central to moving forward will be GSDC's role as a steward of the process in concert with many partners.

Increasing global turbulence requires community leaders in Greater Sudbury to embrace new ways of thinking and working together to create prosperity

GSDC recognized that the 21st century is a world of greater turbulence in which the "rules of the game" keep changing:

- globalization creates unexpected and sudden changes that upset stability and tradition and force new ways of thinking and working together;
- the rise of urban mega-centres in Canada and elsewhere intensifies the competition among all cities for talent and financial capital;
- innovation -- the basis of growth -- depends increasingly on a culturally diverse, competitively-educated workforce that collaborates and forms coalitions within and across industries;
- sustainable community development, although a long-term project for any city, is a necessary foundation for attracting and retaining the talent essential to drive wealth creation -- the younger, environmentally-sensitive, technologically savvy and educated generation.

The ability of Greater Sudbury to adapt to the realities of the new economic order will determine its wealth trajectory. To understand how to do so, community leaders examined how cities in developed countries are re-inventing themselves. The "lessons learned" from the experiences of Halifax, Pittsburgh, Rochester, Manchester and others revealed four key criteria:

- ***quality of place*** -- natural, cultural and lifestyle amenities -- is the #1 factor in attracting and keeping talent;
- ***local strength*** is the place from which to start and build in a global economy
- ***work together, learn together*** in order to spin webs of excellence, clusters of interdependent organizations and people who become renowned in various areas of expertise;
- ***insist on government leadership***. Partner with government leaders. All city renewal efforts require committed and involved political leadership for financial, infrastructure and policy support.



A "Report Card" on how well Greater Sudbury meets seven conditions for wealth creation produced a "C" rating overall

Community leaders assessed the "hard, cold, facts" about Greater Sudbury against seven pre-requisites for city and regional wealth creation. Three conditions were rated positively -- accessible technology (post-secondary institutions, research labs and corporate R & D facilities), advanced communications (digital communications) and achievable quality of life (housing, health care, recreation, arts and culture). Four conditions were assigned a C+ or worse: acceptable business climate (regulatory and administrative requirements), adaptable human resources (institutions and programs that produce workforce capabilities), available financing (institutions that provide capital for seed, expansion and renewal), and adequate physical infrastructure (facilities for commercial and industrial sites, water, power, waste disposal, transportation and distribution).

These conditions, both strengths and weaknesses, provide a framework for examining where Sudbury should focus to accelerate economic development. Clearly, community leaders know that it is a balancing act--build on the qualities that make Sudbury unique and rehabilitate those that are not as well-developed as they should be to ensure a bright future.

Five economic engines of growth integrate the enhancement of Greater Sudbury's core capabilities and provide a means of "shoring up" areas for improvement

A Vision of Greater Sudbury by 2015 emerged from the deliberations over ten months. Five engines that represent goals are linked by an overarching intent to achieve world recognition in approaches to sustainable development:

Engine 1: The best mining and supply services in the world

Sudbury's rich mining history will be a springboard for gaining world class recognition for mining and supply services. The past is rooted almost exclusively underground in extracting ore by a few large industries. The future will take advantage of more diversified business opportunities using technologically complex processes. An expanding array of businesses in Greater Sudbury and environs will collaborate and compete to provide innovative and essential products and services to mining operations around the world. Together, the businesses in this sector will become a strong voice in advocating for critical human resources and other needs to grow rapidly in the marketplace.

Engine 2: A city for the creative, curious and adventuresome

Greater Sudbury will become an attractive "people" place that welcomes and encourages talented individuals of diverse cultural backgrounds and lifestyles. The under 35 generation will experience Sudbury as a "youth-friendly" city with a dynamic urban environment. It will cater to a range of interests, provide a supportive educational, technological, policy and financial infrastructure for entrepreneurialism and offer an enviable quality of life.



Engine 3: One of Ontario's top 4 destinations

Sudbury will leverage its superior natural assets and a unique geological history to position the city as an outstanding vacation destination and place to live and work. The safety and security of Sudbury's location, the city's leadership in environmental stewardship and its many existing and potential outdoor amenities will be marketed to visitors and "knowledge" workers who value lifestyle as well as work.

Engine 4: A leader in health innovation and biotechnology

With Sudbury's help, Canada will become an international leader in health innovation by reducing the significant gap between mortality and morbidity in rural versus urban communities. Greater Sudbury is already recognized for its advances in cancer care, clinical research, biotechnology products, rural medicine and healthy community systems. These capabilities and the Northern Medical School will put Sudbury squarely on an innovation pathway. With a regional development view, researchers and practitioners will collaborate through new and existing forums to better leverage these growing areas of expertise.

Engine 5: A model for eco-industry and renewable energy

As sustainable communities are "musts" not "wants" in an increasingly fragile world ecosystem, Greater Sudbury will lead the way in the province and the nation on this critical challenge. The City, already a leader for its environmental stewardship, will accelerate its role through the Local Action Plan developed by EarthCare Sudbury. This consortium of 60 plus partners will expand membership and participate in making eco-industrialism and eco-sensitive behaviours a norm. This is a long journey with large payoffs for the health and well-being of the community and the planet. Partners will aid in the development of businesses in Sudbury by demonstrating the financial and community health benefits of environmentally friendly actions.

Improving Sudbury's Report will ignite the engines of growth

The "igniters" for Sudbury's future wealth creation and sustainable development are four report card factors – technology, quality of life, education and infrastructure. They are a powerful combination of strengths to be leveraged (the former) and weaknesses requiring targeted development (the latter) that will influence the progress of all five growth engines. The priorities and actions linked to each growth engine vision reflect how the igniters will fuel change.

Sustaining momentum through imaginative and committed partnering both locally and regionally will be vital to taking the plan from a vision to reality



Five Grassroots Task Forces will spearhead the action

Groups of community leaders from a cross-section of organizations worked with GSDC to map out priorities for each of these vision engines. They struck five task forces to begin the next stage -- rolling out action plans based on the immediate requirements for stimulating economic development.

The GSDC will "carry the flag" for the unfolding process of economic development. It will be a challenging and critical team leadership role. By working with and through community leaders, the GSDC will incubate civic entrepreneurship and stimulate the continuous development of a dynamic and healthy city.



Forces of the 21st Century

"Powering the great ongoing changes of our time is the rise of human creativity as the defining feature of economic life."

Richard Florida, *The Rise of the Creative Class*¹

In this early part of the 21st century, we have entered a fundamentally new world. Countless changes in technology, society, population, and ecosystems are now noticeably impacting our lives.² What do these forces mean for economic development? Greater complexity, unpredictability and pace of change make decision-making an ongoing, sometimes insurmountable challenge. With the signposts less clear, an informed and engaged society, ingenuity, mutual cooperation, honest and effective government, and entrepreneurship are critical for fostering economic development.

Globalization leaves little room for holding on to stability and tradition...

Globalization continues to increase the rapid flow of goods, services and people around the world while the complexity of the distribution of these elements changes demographics, lifestyles and where wealth is created.

In a more open world, a sense of job, community or workplace are less certain.³ Sudden, unexpected events too frequently disrupt our anchors and identities. We are compelled to re-evaluate and adapt with each change. For example, the accelerating movement of people from rural to urban centres changes the experience and meaning of satisfying lifestyles. With more urbanization, there is increased pressure for city-regions to compete and collaborate for talent and industries to sustain and grow wealth. With populations and technologies changing, traditional means of production and wealth are all brought into question. In an intensely competitive and faster world where information moves far faster and further, cities and city-regions must be nimble. They must adopt a 'think global' attitude which embraces international trade and investment attraction as desirable activities which will provide new and innovative business opportunities.

Urban megacentres and their smaller counterparts need new systems and structures...

Change is afoot in the way cities are funded and supported by various levels of government. The dramatic shift of Canada's population to urban centres in Ontario, Alberta and British Columbia poses a significant challenge for political decision-makers in addressing needs fairly and equitably. The growth of Canada's larger provinces is primarily fuelled by the expansion of major cities. Greater Montreal, Toronto and environs, the Edmonton-Calgary corridor and British Columbia's Lower Mainland all grew in population faster than did Canada overall.⁴



These megacentres are magnets for immigrants, skilled workers, professionals and investment. One in every two Canadians lives in one of these four metropolitan centres. With more and more Canadians living in an emerging metropolitan Canada, smaller cities such as Sudbury have an opportunity to ride this wave of change or be faced with a slow and inexorable decline. It will require imaginative partnering to advocate for change in the way cities are treated. Local champions need to ignite committed action to nurture innovation and attract people and funding in support of a “ready-for-action” Greater Sudbury.

Literacy matters....

But innovation and the opportunity to create wealth go hand-in-hand with literacy -- civic and functional. Engaged and informed citizens can draw optimal advantage from the benefits of globalization. They are better able to balance the costs of globalization with the advantages of new information technology.⁵

In Canada and in Sudbury, there is more work to do to raise literacy to levels that will guarantee future prosperity. Although Canada does consistently well in its United Nations' Human Development Index because of its overall education score, the scores vary widely across the nation. So too does involvement in community affairs vary.

Because the creative ethos is becoming increasingly predominant, raising literacy is a matter of urgency for any city such as Sudbury that aspires to growth and sustainability.

Environmental sustainability matters too....

As more young people grow up and are educated in an environmentally sensitive world, they become advocates for environmental sustainability. In turn, they look for cities in which to live, work and play that mirror their environmental values not only for themselves but also for the well-being of their families. The “creative class” in developed countries is a powerful demographic force that can transform the face of corporate and civic responsibility in a geographic area.

Just as numerous small changes have led to today, what cities do now toward respecting the needs of the world's environment will determine their attractiveness to the creative class tomorrow. According to the United Nations, it will take until the twenty-third century for world population growth to level off as economic growth provides more people with access to education, health care and opportunity.⁶ Key to getting there will be combating the problems of congestion, pollution, depletion of forests, degradation of soil and wasteful use of energy. As the heated debate emerging from the 1997 Kyoto Climate Change Convention demonstrates, developed countries and cities within them must model the way if there is to be any hope for environmental sensitivity by politicians and community leaders in developing nations.

Sudbury has already started down the pathway of being a model. Community history and the convergence of world events provide Greater Sudbury with a platform for addressing an urgent global need while drawing wealth to its locale.



A strong community provides stability....

The drive for sustenance, improvement, prosperity and modernization will continue to play out in today's globalized world. So too will the need for some sense of stability and security in a constantly churning environment. Strong communities with a burgeoning number of highly literate, technology fluent and creative individuals will generate social cohesion, innovation and wealth. This is the future in which Greater Sudbury has an opportunity to participate.



The Approach to Renewal

"Renewal is about the future. But it is firmly rooted in the past."

David Hurst, *Crisis and Renewal*

A map and a compass are both essential in charting a new direction. The map describes what is known. The compass helps during uncertainty to guide the creation of pathways to a future place. In moving to the future, building on strengths of the past while letting go of old ways are as important as changing -- adapting to the reality of the present and creating new future opportunities. We need to go back in order to go forward and discover the rhythm of renewal.

The evolution of Greater Sudbury's economic development strategic plan took into account the requirements of renewal -- accepting the natural cycle of destruction and creation to re-define both the "map" and the "compass". In close consultation with community stakeholders, these two complementary direction-setting tools were brought to life to guide planning over the next several years.

The lessons of other cities guided the planning....

Timing is everything as the saying goes. Sudbury's leaders were ready to get down to action planning. In different groupings across the city, they studied the lessons from other cities, such as Halifax, Pittsburgh, Rochester and Manchester, to better understand what could be done to improve Sudbury's economic future. By virtue of their "studying", they became part of the growing legions of civic leaders across North America and Europe wrestling with how cities can successfully ride the relentless waves of churn and disruption in the 21st century.

The terrain for the leaders was rich with lessons learned. "Smart growth", "clusters", "social capital", "economic ecosystems", and comparative indexes such as a "bohemian", "talent", "mosaic" and "tech-pole" dominated the research, discussion and strategy-making agenda. Out of necessity, cities were increasingly sharing success stories. Academics were helping by codifying lessons to accelerate renewal efforts. Sudbury has been able to use this deep resource of experience to guide and inspire its economic renewal.

These are the developmental lessons in a nutshell:

Quality of place is the #1 factor in attracting and keeping talent.

Natural, cultural and lifestyle amenities all count in creating a critical mass of talent in specialized areas. A city-region with a social environment that is open to creativity and diversity of all kinds has a distinct advantage in the marketplace. It can more assuredly generate innovation, develop technology-intensive industries and power economic growth because of the talent it attracts and retains.



Local strength is the place from which to start and build in a global economy.
Every city, no matter where located, has special strengths because of its heritage. Acknowledge and celebrate local assets and find imaginative ways to leverage them into the future. Be strategic in improving the educational literacy of the existing population. Enable the city's population to compete better in the knowledge economy. The world will beat a path to such a city's door.

Work together, learn together.

Get out of those silos as they impede wealth creation for everyone in a city-region. Take advantage of proximity to each other to meet in real time and find ways to grow together for mutual benefit. Recognize that each is dependant on the other even as competitors. Think and collaborate regionally and provincially. Spin webs of excellence -- clusters of interdependent organizations and people -- to become renowned in areas of enterprise. Work both sides at the same time: on the mature and developing industries.

Insist on government leadership. Partner with government leaders.

No city renewal efforts are possible without committed and involved political leadership. Government leaders help find resources to re-build, to alter policies that impede growth and to promote the virtues of living, visiting and doing business in their cities. Equally so, success is easier and more certain when community leaders reach out to and work with politicians and city staff to attain their dreams.

The GSDC invited broad community consultation...

Keeping these important lessons in mind, the Greater Sudbury Development Corporation (GSDC) composed of business leaders, city councillors and city staff, launched the strategic planning initiative in August 2002. At the outset, the GSDC decided that broad input from Sudbury's leaders was essential. The process and the product go hand-in-hand with commitment and prosperity. They reasoned that in an economy of constant change, collaboration or co-evolution were as important as healthy competition. Seeing Sudbury as a "business ecosystem" was fundamental to drawing the vision.

To that end, the GSDC designed an inclusive planning process that encouraged the questioning of assumptions and exploring imaginative options for the future. In total, a representative cross-section of over 300 leaders, working with the GSDC, contributed to the new strategic plan.



A multi-stage approach led to five interconnected engines for growth and prosperity...

Through a series of face-to-face meetings over 10 months, a community-wide online survey, presentations and updates to Council and many discussions behind the scenes, community leaders mapped and critiqued the present, explored options based on Sudbury's core strengths, defined desired future outcomes and determined the first steps in the renewal journey.

Specifically, the strategic planning moved through five stages:

- a "Report Card" on how well Sudbury meets seven conditions for wealth creation
- in-depth exploration of four strategic areas (mining, tourism, education and health/biotech) as potential business clusters and/or areas with significant growth potential
- development of an integrated vision with five engines of growth led by mining supply and services as the only true cluster
- verification and enhancement of the engines of growth and identification of priorities
- a plan of action by the GSDC in association with community leaders and partners

As Sudbury has done in the past to kick-start a new era of prosperity, this strategic thinking cycle resulted in new insights and a cohesive sense of direction. An updated map and a new compass provided the launch for a climb to new heights of prosperity and community well-being for Greater Sudbury.



A "Report Card" on Sudbury's Competitive "Health"

"In today's world, competitiveness is not an option."

Task Force on Competitiveness, Productivity & Economic Progress, *Closing the prosperity gap*⁸

At the outset of the journey, the GSDC Board reiterated that community leaders were ready to plan and work together to build a more prosperous future together. Like many cities in Ontario, board members acknowledged that Sudbury could do more to take advantage of its "home grown" strengths related to location, its mining heritage, bilingualism and the new medical school. As well, they agreed that old assumptions such as "Sudbury's location is too remote to attract economic opportunities" or "mining is all there is or will be" must be "thrown away" and replaced with a "can do" spirit. Collaboration and a stronger sense of self-image came to the top of the list for sparking innovation.

To begin the mapping process, community leaders and the GSDC board assessed the "hard, cold facts" about Greater Sudbury against seven basic prerequisites for city and regional wealth creation.⁹ Three factors or conditions for wealth creation were rated positively. The rest were assigned a C+ or worse, clearly indicating that there is much "remedial" work to do to increase Greater Sudbury's competitiveness. See Table 1 for a summary.

Accessible Technology (B-)

Sudbury is in the early stages of developing incubators of new knowledge--R & D facilities. Presently, these assets include several entities: the Centre for Integrated Monitoring Technology (CIMTEC), a co-ordinating office of Canadian Climate Impacts and Adaptation Research Network for Ontario (C-CIARN-Ontario), a radiochemical and preparation and analysis facility, Mining Innovation, Rehabilitation and Applied Research Corporation (MIRARCO), the Centre for Environmental Monitoring (CEM), the Northern Centre for Advanced Technology (NORCAT), and Neureka with its \$4 million in contracts and \$1 million annually in clinical research trials for major pharmaceuticals and health care organizations.

Adaptable Human Resources (C)

An economic development plan is only as strong as its intellectual capital. Some of that talent is attracted from outside the community, but most has to be nurtured from within. Greater Sudbury, like many smaller cities in Canada, must compete with the four megacentres for talent of all kinds. It is an uphill battle as Sudbury's youth have left for "greener pastures" over many years.

In 2001 Sudbury's population was 155,219, a decline of 5.4% since 1996¹⁰ and youth are leaving at an alarming rate. There were 14,430 fewer people under 35 in 2001 than there were in 1996.¹¹ There are also fewer immigrants choosing Sudbury as evidenced by a low ranking compared to other Ontario cities on proportion of foreign born. Since immigrants bring new ideas and a diversity of cultural backgrounds, they contribute to the attractiveness of a location for the educated and the talented.¹² Thus, the combination of population decline and fewer immigrants contributes to a self-reinforcing downward spiral in the competitiveness of Sudbury's population.



Lower levels of literacy and education in Greater Sudbury compared to the provincial average also worsen the city's foundation of resilience -- no matter what the economic environment. A higher proportion of residents have Grade 9 or less¹³ and, on a Talent Index -- a measure of the proportion of the population with a BA or higher -- Sudbury ranks fourth lowest among cities in the country.¹⁴ As literacy and prosperity go hand in hand, this is an urgent issue for Greater Sudbury.

But, despite the weaknesses in the current human resource profile in Sudbury, there are some positive signals. First, the level of out-migration appears to be slowing. From 1998 to 1999, it was 2,923; from 1999 to 2000, it was 1,558; and from 2000 to 2001, it was 792.¹⁵ Second, the double cohort should bring more post-secondary students to Sudbury. Third, the medical school will not only be a magnet for highly skilled personnel, but also for R & D dollars. For example, in 2001, Laurentian researchers received over \$11 million in research funding, up 65% from 2000. A concerted proactive effort by educators and employers in Sudbury to slow and eventually reverse the decline in talent quality and quantity will be pivotal to building sustainable prosperity.

Available Financing (D)

The climate for venture capital and financing of small and medium-size enterprises is generally poorly developed in Canada. Business leaders point out the paucity of "angel" funding for new ventures and the disconnect between the features of entrepreneurial business ideas and the funding criteria used by financial institutions. Sudbury has felt this lack of support as much as other smaller cities. The provincial government's initiative to provide tax breaks for start ups and existing small enterprises with more than five employees is a welcome shift in the right direction.

Given the potential for Sudbury's growth, and changes in the attitudes of banks, the availability of financing will likely expand. Nevertheless, advocacy on the part of government, business associations and private sector organizations will still be important to reduce this major barrier to economic development.

Adequate Physical Infrastructure (E)

The flow of goods, services and people is constrained in Sudbury because of the lack of adequate distribution channels (air, water, rail, road). The latter is being addressed with the announced improvements to Highway 69, but more attention may have to be focused on alternative transportation modes such as air and water. In addition, Sudbury needs a makeover, not only to fix deteriorating infrastructure, but also to re-brand its image to the world.

Advanced Communications (B-)

Sudbury is a "wired city", with 63% of Sudburians using the Internet and over 35% of those users connecting over high speed. Twenty-four hundred kilometers of advanced networks of fiber optics cabling are already in place. To date, there have been several technology initiatives including e-sudbury.com (Smart Community – Smart Sudbury Project), SureNET, Netcentral and the Technology Centre. These activities demonstrate the potential for technology to be a key enabler of economic prosperity as this capability positions the region to be able to



support and service new technology-dependent businesses. Being “wired” also minimizes any geographic disadvantage associated with Sudbury’s location.

Acceptable Business Climate (C+)

Business leaders do not view the regulatory situation in Sudbury as being friendly enough to new development and growth. Part of this perceived lack of support for small business may be the result of Sudbury’s history as a “company” town with large corporations, INCO, Domtar and Falconbridge. Although the latter have downsized in the last decade due to the changing nature of the mining business, they still account for an estimated 6000 employees with a \$450 million payroll.

Despite the need to improve the environment for small and medium size enterprises, the entrepreneurial spirit is alive and well in Sudbury. With a growing number of SMEs in the Greater Sudbury area, entrepreneurialism is gradually becoming more a part of the culture of Sudbury as each succeeding generation is less likely to work for “Mother INCO”. The mining supply and services sector alone employs 8000 workers in a multitude of small and medium size enterprises, with sales of \$1 billion and a \$320 million payroll.

Future growth in other sectors such as education, and health research and services will continue to put pressure on decision makers to remove the barriers to business development.

Achievable Quality of Life (B)

In recent years, cities in Western countries that have been particularly successful in economic development have focused on enhancing the quality of life in their regions. Sudbury has many existing assets on which to draw to capitalize on this success factor.

Sudbury has superior “raw material” compared to other locations. This positions the city to leverage its quality of life to attract and retain the talent it needs to build prosperity in the 21st century. Sudbury is known for its unsurpassed natural beauty with 219 named lakes within its municipal boundaries. Last year tourism brought in \$279 million to the region.¹⁷

But, quality of life is more than natural beauty. A recent study ranking Canadian regions on the features that are meaningful to the younger generation and to knowledge workers revealed that Sudbury scored second lowest on employment in artistic and creative occupations. Yet, the cultural side of a city is an attractor for the cohort that will be next to lead the way in innovation.¹⁸ As well, Sudbury has fewer GPs and specialists per 100,000 than either Ontario or Canada,¹⁹ a critical issue as the demographics shift to an aging population. Fortunately for Sudbury, the medical school will likely address this issue over time. As there is a higher mortality for cancer and circulatory disease in Sudbury when compared to the rest of Ontario and Canada, a concerted effort to change this will be essential to marketing the city’s quality of life to others.



With this range of results on the prerequisites for innovation and commercialization, as summarized in Table 1, Sudbury clearly has work to do. Community leaders used this assessment to shape a vision and strategy for change.

Table 1: A Report Card on Sudbury's Assets—A Summary

Factor	What is included	Sudbury's Grade	Implication for Economic Development
Accessible Technology	Universities, research labs, corporate R & D facilities that discover new knowledge, commercialize research or disseminate new knowledge	B-	"Silos" and not enough collaboration limit the potential for cross-pollination of accessible technology.
Adaptable Human Resources	Institutions and programs that produce workforce capabilities in the region	C	Less than competitive literacy levels overall are a barrier to entrepreneurialism. More imaginative partnering needed by education and business to change the culture of a wage-based economy.
Available Financing	Institutions that provide capital for seed, expansion and renewal	D	Insufficient local "angel" funding for good ideas. Too much emphasis on conservative consensus funding that limits innovation. Need risk funding. "Silo" mentality contributes to inability to fund worthy projects locally.
Adequate Physical Infrastructure	Facilities for commercial and industrial sites, water, power, waste disposal, transportation and distribution	E	Transportation is a major challenge. Availability of cheap source of energy is needed as well as an inventory of existing infrastructure and more efforts at "beautifying" the city.
Advanced Communications	Availability of access to digital communications	B-	Strong existing infrastructure. Challenge is to leverage its potential.
Acceptable Business Climate	Set of regulatory and administrative requirements and services in the region	C+	Need for continuous improvement, marketing, less "red tape", more political leadership to promote city.
Achievable Quality of Life	Includes housing, health care, recreation, arts and culture	B	Big city living in a small town is a plus, but need to market Sudbury internally and externally. Not enough attention to arts and culture.



Coming of Age: The Engines for Growth and Vision 2015

"Innovation has become the defining challenge for global competitiveness. To manage it well, companies must harness the power of location in creating and commercializing new ideas."

Michael Porter & Scott Stern, *Innovation: Location matters.*²⁰

From Clusters to Engines

The first discussions with the community explored the extent to which clusters of enterprise, as defined by Michael Porter, existed in Sudbury. According to Porter, a cluster is: "a geographic concentration of interconnected companies, specialized suppliers, service providers, firms in related industries and associated institutions (universities, standards agencies, trade associations) in a particular field that compete, but also cooperate."²¹ Only one area, mining supply and services, met the requirements. The other sectors, while equally as important for long term economic development, are in more formative stages of evolution.

To accommodate both the existing strength in the one cluster and the emerging areas of enterprise, the stakeholders opted for a "growth engine" terminology to capture the right spirit. These "engines" or economic drivers are separate areas of current and potential strength. At the same time, they are interconnected and synergistic in their contribution to economic prosperity.

Growth Engine Igniters

During the strategic planning process, four areas of the report card -- *infrastructure, education, technology and quality of life* -- were highlighted by community leaders as fundamental igniters or "fuel" for developing the growth engines.

Igniter #1: Infrastructure must be improved...

Adequate facilities for commercial and industrial sites in addition to systems for the delivery of water, power and waste disposal services are an essential underpinning for the economic development of a city-region. Because economic prosperity is also dependant on the transportation and distribution of goods and services to larger national or global markets, rail, water, road and air links are also part of the infrastructure requirements.

Community stakeholders reinforced the urgency of addressing the challenge of physical infrastructure. Three-quarters of respondents answering the online survey chose infrastructure development as a priority to improve Sudbury's economic prospects. Thirty percent listed promoting the airport as a commercial hub. Already there are encouraging signs with the province's announcing its commitment to four-lane Highway 69 within the next decade.

Infrastructure improvements in the "look" of the city are also elements in transforming the image of Sudbury. Many community respondents commented on the collective inferiority complex of Sudburians. As a result, 56% of survey respondents want launching an aggressive image campaign to be a priority for action.



Igniter #2: A culture of educational upgrading is the underpinning for increasing wealth creation capacity in Sudbury...

Sudbury has the resources to go from good to great in creating a workforce that competes head-to-head with the world. No transformation will happen without a focused effort by many players: upgrading literacy and taking better advantage of the educational resources available to share ideas and incubate new innovations will be giant steps forward. With its three post-secondary institutions and the medical school, Sudbury has a strong base.

But, does it have the will to break free from an historical culture of settling for a middle of the road level of literacy as compared to other cities? Community leaders want change. It is time to acknowledge the value of getting an education and to reward people appropriately. As it stands, according to stakeholders, there is little wage differential for workers with credentials and those without.

Such a strategy will be vital in helping to reduce the out-migration of youth, the very group that will be the creators of this new knowledge. Although it is slowing, there was still a net loss of almost 800 people from 2000 to 2001.²² In response to these concerns, the community identified encouraging youth to remain in school (36%) and attracting more students to attend school in Sudbury (31%) as priorities. This sets the stage for increased entrepreneurialism.

Moreover, Greater Sudbury's education community -- in particular the opportunities presented by the Northern Ontario Medical School, Bachelor of Education program, increased research funding and excellence in applied research -- will be a key enabler of each strategic engine and a cornerstone of the region's future prosperity. A culture of 'partnership' with the private sector and other public sector organizations, coupled with increases in enrolment and recruitment activities both domestically and abroad, mark an ideal opportunity to build on the potential presented by this sector.

Igniter #3: Technology-readiness is Sudbury's 'ace'...

Technology has been a significant enabler of the knowledge economy over the past decade. It removes geographic location as an obstacle to participation in global markets. The broadbanding of Sudbury allows the city to access economic opportunities that require technology. Although many new initiatives have been undertaken, Sudbury has additional capacity. While not an engine or a cluster, technology is one of the main pillars or key enablers for economic development. As a key enabler, the sector provides a well-educated, informed, IT literate community that can feed the identified engines. Without an ICT enabled community -- one which has technology readily available and the knowledge with which to use it -- the potential success of the identified engines will be limited. As such, future accomplishments in these engines will depend on leveraging Sudbury's current strength in the technology area to its full extent. The community recognizes this role of technology.

In the latest needs assessment survey for the Smart Sudbury project, 87% of the 1300 surveyed stated that information technology was important for the future of our community and 31% of those responding to the community online survey chose creating a technology incubator as an economic development opportunity.

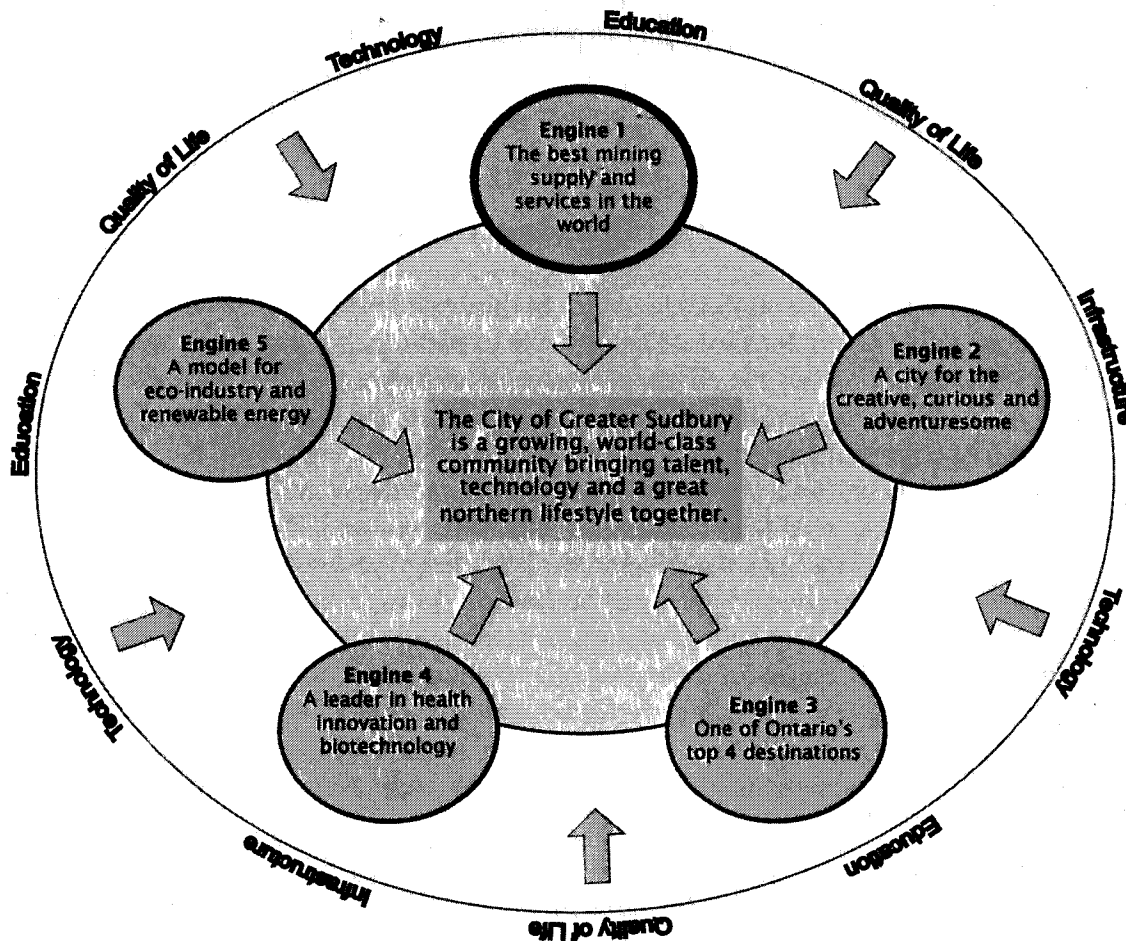


Igniter #4: The time is opportune to 'pitch' the virtues of Sudbury's quality of life...

The experience of other cities that have been successful in creating economically prosperous regions underlines the importance of quality of place, especially for the "creative class". Richard Florida's seminal work on this topic identifies the importance of recreation, arts and culture for attracting and retaining the intellectual talent that will build the economic prosperity of a region.²³ Sudbury has abundant outdoor natural amenities, but may not be leveraging these assets in a co-ordinated way. While Sudbury is blessed with vibrant ethnic and cultural activities and organizations, it lacks sufficient infrastructure with which to showcase local and visiting talent. In addition, there are not enough signals that Sudbury is a youth-friendly city. For example, in the online survey, the under 35s were more likely than other age groups to request that retail hours improve to better reflect their lifestyle (46%).

These conditions for wealth -- infrastructure, education, technology and quality of life -- are the "igniters" for the growth engines depicted in Figure 1. Enhancing and improving infrastructure and education, and leveraging the existing strengths in both technology and quality of life, are integrated into the development strategies for each growth engine.

Figure 1: A Vision for 2015--the Engines of Growth





Vision 2015

This vision tapestry depicts a holistic view of Greater Sudbury's economic development stretch goals for the next 10 years. The four igniters and the five engines, or outcome targets, are linked by an overarching intent to achieve world recognition in approaches to sustainable development in its broadest sense.

The 2015 vision is a reflection of Sudbury's unique history and identity at a point in time. It is an interdependent system of achievements. The growth engines further specify what Greater Sudbury will reach and where it will be in relation to a generally accepted fundamental purpose or mission of any city: ***creating an environment for citizens to prosper and experience a satisfying a quality of life***. While the mission refers to the reason why a city, such as Greater Sudbury exists, the vision describes the current "mountain" the city must climb on its journey to achieving its mission.



Engine #1: The best mining and supply services in the world

Sudbury's rich mining history will be a springboard for gaining world-class recognition for mining and supply services. The past is rooted almost exclusively underground in extracting ore by a few large industries. The future will take advantage of more diversified business opportunities using technologically complex processes. An expanding array of businesses -- small, medium and large -- will collaborate and compete to provide innovative and essential products and services to mining operations around the world. Together, the businesses in this sector will become a strong voice in advocating for their human resources and other needs to grow rapidly in the global marketplace.

Strategies to Develop Engine

- Be a leader in manufacturing cost-effective equipment and tools for deep mining, including mine safety, and innovative processing of natural resources.
- Leverage technology assets and mining robotics expertise for energy, space and military applications.
- Create a world class mining engineering school

Tactics to Achieve the Strategies*

- Support the efforts of local business to develop a larger export market for small and medium-sized businesses (65%)
- Seek official designation from the federal and provincial governments recognizing Greater Sudbury as the Innovation Centre for Mining in Canada (62%)
- Create an association of industry representatives to work cooperatively to improve prospects of this sector in Greater Sudbury (54%)
- Conduct an inventory of what currently exists in the sector (34%)

* The numbers in brackets represent the percent of online survey respondents that identified this as a priority for action.



Engine #2: A city for the creative, curious and adventuresome

Greater Sudbury will become a “people” place that welcomes and encourages talented individuals of diverse cultural backgrounds and lifestyles. The under 35 generation will experience Sudbury as a “youth-friendly” city with a dynamic urban environment. It will cater to a range of interests, provide a supportive educational, technological, policy and financial infrastructure for entrepreneurialism and offer an enviable quality of life.

Strategies to Develop Engine

- Stimulate the cultural scene: entertainment, theatre, restaurants, cafes...(63%)
- Build stronger networks and supports to incubate innovation and technology development
- Attract new immigrants and those with diverse cultural backgrounds to the city
- Build on Youth Strategy to become more youth-friendly, attract more students, and retain more young talent
- Stimulate a thriving, vibrant downtown core

Tactics to Achieve the Strategies*

- Initiate a downtown revitalization program to encourage investment in the city’s core (53%)
- Improve the accessibility, affordability and scheduling of public transportation (33%)
- Develop marketing strategy to attract new immigrants to settle in and develop new businesses in Sudbury (30%)

* The numbers in brackets represent the percent of online survey respondents that identified this as a priority for action.



Engine #3: One of Ontario's top 4 destinations

Sudbury will leverage its superior natural assets, existing high quality attractions and tourist infrastructure, and a unique geological history to position the city as an outstanding vacation destination and place to live and work. The safety and security of Sudbury's location, the city's leadership in environmental stewardship and its many existing and potential outdoor amenities will be marketed to potential visitors as well as "knowledge" workers who value lifestyle as well as work.

Strategies to Develop Engine

- Leverage natural amenities, environmental successes and geological history as recreational and lifestyle attractors
- Selectively enhance arts and cultural amenities to fit unique heritage and local strengths
- Position Sudbury as an outdoor paradise for all kinds of lifestyles and business needs at affordable prices
- Build on existing world-class attractions to create a critical mass of tourism opportunities
- Create comprehensive marketing strategy to bring Sudbury's tourism and lifestyle advantages to key markets

Tactics to Achieve the Strategies*

- Inventory tourism assets and identify gaps in tourism products as opportunities to investors (72%)
- Invest in outdoor recreational amenities such as bike and walking trails and roller-blading rinks (58%)
- Attract more events, including outdoor events such as triathlons, marathons, bike races and rowing competitions (49%)
- Expand and upgrade space to attract more conferences and sporting events (44%)

* The numbers in brackets represent the percent of online survey respondents that identified this as a priority for action.



Engine #4: A leader in health innovation and biotechnology

With Sudbury's help, Canada will become an international leader in health innovation, reducing the significant gap between mortality and morbidity rates in rural versus urban communities. Greater Sudbury is already recognized for its advances in cancer care, clinical research, biotechnology products, rural medicine and healthy community systems. These capabilities and the Northern Medical School will put Sudbury squarely on an innovation pathway. With a regional development view, researchers and practitioners will collaborate through new and existing forums to better leverage these growing areas of expertise.

Strategies to Develop Engine

- Build world leadership in community medicine: an integrated, collaborative system of research, prevention, promotion and delivery at each stage of need and lifecycle
- Accelerate incubation and pursue biotechnology R & D linked to clinical strengths
- Intensify R & D activities in environmental health (biotechnological, biomedical, occupational)

Tactics to Achieve the Strategies*

- Leverage the power of technology to deepen expertise in telemedicine and telehealth (48%)
- Create a multi-organizational/multi-disciplinary association to advocate for and collaborate on improving Greater Sudbury's health related industry (40%)
- Recruit world class researchers and practitioners in niche areas consistent with northern and rural health research needs and opportunities

* The numbers in brackets represent the percent of online survey respondents that identified this as a priority for action.



Engine #5: A model for eco-industry and renewable energy

As sustainable communities are “musts” not “wants” in an increasingly fragile world ecosystem, Greater Sudbury will lead the way in the province and the nation on this critical challenge. The City, already a leader for its environmental stewardship, will accelerate its role through the local action plan developed by EarthCare Sudbury. This consortium of 60 plus partners will expand membership and participate in making eco-industrialism and eco-sensitive behaviours a norm. This is a long journey with large payoffs for the health and well-being of the community and the planet. The partners will aid in the development of businesses in Sudbury by demonstrating the financial and community health benefits of environmentally responsible actions.

Strategies to Develop Engine

- Lead the nation in development and use of sustainable energy technologies that incorporate the principles of “smart growth” and climate change adaptation
- Adopt an innovative and supportive policy framework for community energy efficiency
- Target and recruit environmentally sustainable businesses and partners
- Build eco-friendly places and products to attract talent, tourists and businesses

Tactics to Achieve the Strategies*

- Continue with re-greening efforts (67%)
- Establish a production facility for alternative fuels (50%)
- Establish a Northern Centre of Excellence in Alternative Energy (48%)
- Create an industrial park for mutually sustainable, environment-friendly businesses (28%)

* The numbers in brackets represent the percent of online survey respondents that identified this as a priority for action.



Sustaining Momentum

"Innovation is fundamentally a 'geographical' process."

David Wolfe, *Social Capital and cluster development in learning regions*²⁴

Collaborative partnerships are a must not a want...

Collaborative partnerships in pursuit of economic aims develop stronger city and regional cultures better able to compete in a global economy. Joining together with a common purpose creates an "invisible leader" who is always in front of the group and is more important than any one entity. With the compass and the map for the economic renewal of Greater Sudbury now clearer, the crucial next step is a structure to "hold in place" this invisible yet vital leadership and ensure that the momentum for change continues.

Regional learning will build robustness...

The experiences of other cities demonstrate that regional learning is the foundation for urban renewal. Thick networks of leaders and firms working together for mutual benefit provide the environment for nurturing innovation, increasing productivity and generating wealth. These business "ecosystems" promote pre-competitive R & D, technology transfer and diffusion, marketing assistance and export promotion, financial brokering and venture capital, technological intelligence, and training and labour market adjustment.

The GSDC will carry the flag...

In recognition of the need for a sustainable structure, the GSDC will continue to provide a focus and a forum for action. GSDC members will set up and partner with community leaders on task forces devoted to moving the economic agenda forward.

No matter the number and nature of task forces, the GSDC and a core of community leaders will remain together over time to guide economic development. Fundamental operating principles of inclusiveness and consensus-building will be a cornerstone of growing Greater Sudbury's economy.

Strengthening trust among local leaders through active involvement in creating the future is a low cost but high impact economic development strategy. The value of collaborative local learning networks is well-understood by leaders in other city-regions in North America and Europe -- including Halifax, Pittsburgh, Rochester and Manchester -- that have successfully re-invented themselves. The GSDC will carry on this approach to incubating civic entrepreneurship to stimulate the continuous development of a dynamic and healthy city.



Reports Reviewed

In the development of this strategic plan, many reports were reviewed that represent the work of past government and community groups to develop strategies and plans for the economic prosperity of the region. The current strategic plan builds on this previous work as it is represented in these documents:

Sudbury Tomorrow – The New Way

Forming Economic Opportunities into the Next Millennium – Sudbury Regional Development Corporation

Key Facts About Sudbury

2002 Residential Survey Findings – The State of the Community

Sudbury Smart Communities Technology Cluster

SRDC Planning Session – January 20, 2000

Creating a Sustainable Medical Research Community

Mapping the Vision for the City of Greater Sudbury

Taking Flight – An Economic Development Action Plan – Town of Walden, March 1999

Patterns for Prosperity : Final Report of the Next Ten Years Project, Sudbury Regional Development Corporation, April 1993

Facing the Millennium: Establishing the Plan

Labour Market Trends and Training Needs – Environmental Scan Update



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Budget Snapshot

2006 Accomplishments & Efficiencies

2007 Pressures and Challenges

Draft Capital Budget – a glance of some proposed projects

View the draft budget

Budget Public Input Sessions

Budget Deliberation Meetings