

# 2023

annual report



Greater  
Sudbury  
Development  
Corporation



## Mission

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



Over the past year, it has been a privilege to work alongside City Council and our partners as we advance entrepreneurship, harness local strengths, and drive the revitalization of our downtown. Greater Sudbury continues to attract new investments while steadfastly supporting our local businesses. We are fueling economic growth, creating jobs, and reinforcing our position as the business hub of Northern Ontario.

The Greater Sudbury Development Corporation (GSDC) board of directors is composed of dedicated community leaders who are not only advocates for our city but are also deeply committed to the City's mission to stimulate growth and prosperity. With a keen understanding of the needs of both businesses and residents, the board takes a proactive approach, endorsing innovative projects and advancements. Our members are encouraged to build new connections and leverage their networks to attract talent, promote business development, and enhance the quality of life for our residents.

Recognizing the critical importance of attracting and retaining talent, the GSDC actively supports the City's initiatives and projects. The Rural and Northern Immigration Pilot program has played a pivotal role in bringing diverse talent to our region and providing vital support to newcomers. Immigration is fundamental to expanding our population and economy, and in fostering a diverse and welcoming community. We are excited about the next phase of the program and new pilots, and we stand ready to assist in any way possible.

The GSDC remains committed to fostering innovative ideas and opportunities across various sectors, attracting potential businesses, and forging new partnerships. This commitment is evident in our continued support of the BEV In-Depth: Mines to Mobility conference, our partnership with the Downtown Business Improvement Area (BIA), and the many events and projects backed by the Tourism Development Fund (TDF). These initiatives, along with numerous others we support, contribute to the growth of our economy, increase business investment, and showcase our expertise and resources.

We sincerely appreciate the ongoing support from City Council as we work together to build a more dynamic and prosperous future for Greater Sudbury. The board and I are eager to continue collaborating with a wide range of stakeholders as we invest in our city's future, ensuring its sustained success and growth.

Thank you. Merci beaucoup. Miigwech.



**Jeff Portelance**  
Chair, Greater Sudbury Development Corporation



# 2023 GSDC Investments through the Community Economic Development Fund

On behalf of City Council and with the support of Economic Development staff, the GSDC administers the Community Economic Development (CED) fund. This funding is available to not-for-profit entities within the City of Greater Sudbury, with projects that provide economic benefit to the community.

Project	Detail	Total Investment
<b>Studio NORCAT</b>	With GSDC support, NORCAT recruited and hired two highly qualified individuals to create new training programs through VR technology. This allows NORCAT to significantly expand their training opportunities to a broader clientele. <b>The total final project value was \$175,878</b>	<b>\$150,000</b>
<b>Food Policy Council Food Systems Coordinator</b>	In 2023 the GSDC funded a Food Policy Coordinator on a two-year contract at the City. This individual is supporting the implementation of the Greater Sudbury Food Policy Council Strategic Plan, assisting food and agricultural businesses, and supporting increased communication initiatives. <b>The total final project value was \$220,000</b>	<b>\$200,000</b>
<b>BEV In-Depth: Mines to Mobility 2023 Conference</b>	Following the successful inaugural conference in 2022, the GSDC supported the second BEV In-Depth: Mines to Mobility Conference for 2023. The conference attracted more than 270 delegates for the two-day event. <b>The total final project value was \$84,646</b>	<b>\$30,000</b>

Project	Detail	Total Investment
<b>MineConnect Promotional Initiatives</b>	In 2023, the GSDC supported two key promotional initiatives for MineConnect, aimed at enhancing the market presence and support for over 300 mining supply and service companies in Sudbury. <b>The total estimated project value is \$387,840</b>	<b>\$100,000</b>
<b>OECD Mining Regions Case Study</b>	In 2019 the GSDC supported the Organisation for Economic Co-operation and Development (OECD) Conference of Mining Regions and Cities, happening October 8–11, 2024 in Greater Sudbury. In 2023 the GSDC provided additional support for a case study that explores the strengths and opportunities of the Northern Ontario mining ecosystem, with a focus on Indigenous opportunities; set to be released in 2025. <b>Total case study project cost is estimated to be \$274,022</b>	<b>\$60,000</b>
<b>Downtown Sudbury Welcoming Streets Initiative/ Propel Project</b>	The Downtown Sudbury BIA teamed up with the Propel Welcoming Streets project to provide two support workers to Downtown Sudbury. These workers are a direct support line for businesses and local populations, filling service gaps and helping some of our most vulnerable while making Downtown Sudbury more welcoming. <b>Total project cost \$229,937</b>	<b>\$122,840</b>
<b>Indie Cinema Programming and Operations</b>	The Sudbury Indie Cinema has become a staple in the arts community since opening in 2019; since then, they have increased from 60 screenings per year to 60 per month. The GSDC provided funding in 2023 to support operating costs and programming. <b>Total project cost \$1,636,686</b>	<b>\$30,000</b>



# Economic Recovery

While the pandemic is now behind us, economic challenges linger, and economic recovery continues to be a priority for the City of Greater Sudbury. The GSDC Board provides support and resources to advance the ongoing objectives of the Economic Recovery Strategic Plan, which identified two areas of priority: Talent Attraction, Retention and Lifestyle Promotion, and Downtown Revitalization.

The Board has approved specific actions under the two areas of priority:

## Talent Attraction, Retention And Lifestyle Promotion

As part of the overall workforce development strategy, we continued to promote the Hit Refresh/Se renouveler talent attraction initiative, funded by the GSDC, to attract and provide information to potential Greater Sudbury residents. The campaign was promoted in various magazines, social media campaigns, billboards, and a dedicated website which saw over 8,600 visitors throughout 2023. Results indicate 47 individuals engaged to explore living and working in Greater Sudbury, and 14 jobs were secured for candidates. With GSDC support, the campaign is being updated for launch in fall of 2024.

**The Rural Northern Immigration Pilot (RNIP)** program through Immigration, Refugees and Citizenship Canada (IRCC), has been a crucial component to address the needs of local employers seeking specialized and skilled talent. The GSDC was identified to play a key role in the oversight and implementation of the program for Greater Sudbury.

The GSDC has provided funding and support since the program’s inception in 2019, with our community welcoming approximately 1,400 applicants, which translates to 2,700 new residents when family members are included\*. **To date, the program has served over 700 employers in the Greater Sudbury area.**

\* At time of printing.

## RNIP in 2023



524

approved applications



1,024

total newcomers to the Greater Sudbury community



95%

of RNIP candidates retained over the first three years

## Downtown Revitalization

As economic recovery continues downtown, its success is attributed to the many partnerships across multiple sectors, including the partnership between the GSDC and the Downtown Sudbury BIA. The BIA's Clean Up program and Live + Outside activities are bringing residents and visitors to the downtown core and boosting economic opportunities.

The support of the City and the GSDC have helped to advance downtown projects such as YES Theatre's Refettorio, which launched in August 2023, captivating audiences and providing additional foot traffic and business to nearby restaurants. Events in 2023 such as Up Here 9 and the Jazz Sudbury Festival brought attendees downtown to enjoy and experience the art community.

We continue to educate the Greater Sudbury business community and stakeholders on opportunities and resources available to support development downtown.



Photo Credit: Juan Echavarría

## A Welcoming and Open Community

**Innovation**  
in Greater Sudbury

**Thursday,  
October 12, 2023  
5:30 – 8 p.m.**

Vale Cavern, Science North

Networking at 5:30 p.m.

Presentations at 6 p.m.,  
followed by Q&A

RSVP by Friday, October 6, 2023  
gdc@greatersudbury.ca

The Greater Sudbury Innovation Blueprint captures a vision for our community's future and outlines specific steps we can take together to get us there, in alignment with the City's strategic goals and objectives and leveraging all of the exciting initiatives already underway.

We'll welcome back Dr. Dan Breznitz, award-winning author of *Innovation in Real Places: Strategies for Prosperity in an Unforgiving World*, to Greater Sudbury for a special evening to discuss what's next as we seize the incredible opportunities ahead of us.

Sudbury Sudbury

**Throughout 2023, the GSDC supported numerous community events:**

- Laurentian University's Goodman School of Mines Gold Challenge
- Innovation in Greater Sudbury – An Evening with Dan Breznitz
- BEV In-Depth: Mines to Mobility 2023
- Urban Transformation – Learning from Rotterdam virtual session with Jan Knikker

# A Robust Entrepreneurship Ecosystem

## Sudbury Catalyst Fund

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

The SCF is a unique venture capital fund administered by the Nickel Basin Federal Development Corporation in collaboration with the City of Greater Sudbury, FedNor and NORCAT.

Established with the goal to accelerate the growth of tech startups, the SCF is building northern Ontario's entrepreneurial ecosystem by investing in and supporting a diverse portfolio of high-growth companies.

### In 2023, the fund made the following investment:

\$250,000 in CircuitIQ, a company employing patented circuit-tracing technology and advanced mapping software, leveraging a wireless multi-circuit plug-and-play smart tool to optimize electrical circuit mapping and analysis. CircuitIQ has relocated to Greater Sudbury from southern Ontario, leading to the creation of 27 jobs.

The SCF's investment in CircuitIQ brings the total amount of investments made by the fund to \$1.22 million, following previous investments in IRegained, Verv Technologies and REPerformance.

## Starter Company Plus

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



82

applications to participate



22

participants



12

submitted business plans



12

grants distributed  
totaling \$60,000



## **Downtown Sudbury Business Incubator – Innovation Quarters/ Quartiers de l'innovation (IQ)**

A priority of both the City's 2019-2027 Strategic Plan and GSDC's Economic Recovery Strategic Plan, the IQ is a cornerstone in efforts to foster economic development, attract new businesses, and ignite entrepreneurship in our region. Coordinated by the City's Regional Business Centre, the program is a collaboration between the City of Greater Sudbury, NORCAT and the Greater Sudbury Chamber of Commerce.

In 2023 the IQ incubation program received 47 applications, nurturing 19 companies. Post-program, participating entrepreneurs created 10 new jobs, contributing to 51 positions. Participating companies also secured \$178,000 in NOHFC Internship funding, further enhancing their operational capacity.

**\$1.16 M**

in funding from GSDC  
from 2021-2025



# Business Support

## Employment Land Strategy

City Council with the support of the GSDC, approved the Employment Land Strategy (ELS) to foster economic growth and support a diversified economy. The strategy ensures that the City is well positioned to respond to Employment Land needs by considering future trends, projected demand, land supply, municipal services, incentives and other tools to support future growth and economic changes.

In alignment with Council's strategic direction, in 2023 the GSDC supported the multi-year implementation plan for the ELS that will further support business development and attraction efforts to Greater Sudbury.



# Global Leader in BEV Technology

As a global leader in the adoption of Battery Electric Vehicle (BEV) technology in mining and mine electrification, Greater Sudbury plays a vital role in the battery electric supply chain's advancements. In the spring of 2023, the second **BEV In-Depth: Mines to Mobility** conference was launched bringing together leaders from across the mining and automotive sector in Canada. The event received support from the GSDC to help forge new relationships and showcase the incredible talent and expertise we have in Greater Sudbury.

The GSDC is continuing to invest in local environmental research efforts through the **Centre for Mine Waste Biotechnology**, a project being led by MIRARCO Mining Innovation. The Centre will stimulate a robust environmental and clean technology cluster in Greater Sudbury. Support from the GSDC will support the Phase 3 Implementation Plan to advance the Centre. The GSDC is proud to have supported this exciting and innovative project since its earliest stages in 2015.

In 2020, the GSDC approved \$250,000 in support to the **Cambrian College BEV Lab project**. The project was estimated to have a total cost of \$2.8 million, however at the time of completion, the total project costs were \$4.2 million and counting. The Cambrian BEV Lab opened in 2023, and features equipment for BEV prototyping and testing. It is the only public research facility in Canada to focus on mining and heavy-duty electric equipment with the capacity to test vehicles' electric motors up to 600 kilowatts.



# A Nationally Recognized Centre of Artistic Excellence, Vibrancy and Creativity

As an economic driver with long-term impacts, the GSDC continues to support creative industries through the Arts and Culture Grant Program, which the Board administers on behalf of the City, with coordination of Economic Development staff.

In 2023, funding from the Arts and Culture Operating Grant Program supported the community by assisting in generating revenue and job creation. Total economic impact includes:



**\$5,152,364**  
in public sector  
revenue



**\$2,583,900**  
in private sector  
revenue



**\$2,549,701**  
in earned  
revenue



**81,715**  
in public attendance  
at activities



**1,188**  
arts and culture  
activities for the public



**87**  
FTE staff positions  
supported

## Arts and Culture Grants



**32**  
organizations supported through funding



**\$604,066**  
total value of funding provided



**17**  
total awarded to project-based arts  
and culture activities



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

*Based on 2022-23 Operating Grant statistics submitted by grant recipients to Canadian Arts Data/ Données sur les arts au Canada (CADAC)*

## 2023 Arts and Cultural Grant Program

Applicant	Awarded
Carrefour francophone de Sudbury	\$56,500
Centre franco-ontarien de folklore	\$11,000
Cinefest: The Sudbury Film Festival Inc.	\$54,000
Galerie du Nouvel-Ontario	\$48,700
Jazz Sudbury	\$32,500
Le Salon du livre du Grand Sudbury	\$35,755
Le Théâtre du Nouvel-Ontario Inc.	\$57,000
Les Concerts La Nuit sur l'étang	\$16,200
Myths and Mirrors Community Arts Incorporated	\$25,500
Northern Lights Festival Boréal	\$45,000
Prise de parole Inc.	\$37,000
Sudbury Downtown Independent Cinema Co-operative Corp.	\$20,000
Sudbury Symphony Orchestra	\$30,000
Sudbury Theatre Centre	\$15,000
Youth Entertaining Sudbury Theatre	\$15,000
<b>Total Operating Grant Stream</b>	<b>\$499,155</b>

Project Stream Recipients	Awarded
Afro Women & Youth Foundation	\$2,500
Afrofest Sudbury	\$3,000
Canadian Gujarati Cultural Association of Northern Ontario	\$2,975
City of Lakes Music Society	\$3,500
Fierté Sudbury Pride	\$7,500
India Canada Association	\$2,500
Japan Festival Sudbury	\$2,500
N'Swakamok Native Friendship Center	\$6,000
Rayside Balfour Whitewater Brush Art & Palette Club	\$2,500
Sudbury Music Festival	\$2,500
Sudbury Performance Group	\$10,000
Sudbury Writer's Guild	\$2,500
Sudbury Youth Orchestra	\$1,300
Ukrainian National Federation of Sudbury	\$2,999
We Live Up Here Urban Arts	\$20,000
Wordstock Sudbury Literary Festival	\$10,000
Young Sudbury Singers	\$3,000
<b>Total for Project Stream Grant</b>	<b>\$85,274</b>

# One of Ontario's Top Tourism Destinations

## Tourism Development Fund

The Tourism Development Fund (TDF) was established by the GSDC to promote and grow the tourism industry in Greater Sudbury by directing funds for tourism marketing and product development opportunities. It is managed by the GSDC's Tourism Development Committee, a sub-committee of the GSDC Board composed of board members and tourism leaders in our community.

The TDF is supported by the revenue generated by the Municipal Accommodation Tax (MAT) collected annually by the City of Greater Sudbury. Since the launch of the fund in **June 2020, \$1,380,050 in funding has been approved.**

As a key priority, the GSDC continues to fund the development and expansion of tourism attractions ensuring Greater Sudbury remains a vibrant and thriving place to live, work and play.

**In 2023, the TDF provided \$481,425 to the following community projects**

\$40,000	Place des Arts – Marketing Strategy
\$6,000	CSRA - Snowcross – Sudbury Pro Snowcross 2023
\$45,000	Kivi Park – Events Coordinator
\$20,000	Onaping Falls Recreation Committee - AY Jackson Lookout Enhancement Project
\$18,000	Sudbury Classic Cruisers – Sudbury CAREs 2023
\$100,000	YES Theatre – Summer Concert Series
\$12,425	Xterra – Conquer the Crater
\$100,000	We Live Up Here 9 – Festival Series
\$20,000	Big Nickel Cricket Club – Capreol Cricket Pitch Enhancements
\$20,000	Northern Screams Party & Attractions – Halloween 2023
<b>Film Sponsorship Stream</b>	
\$50,000	New Metric Media
\$50,000	Forty Acres Productions



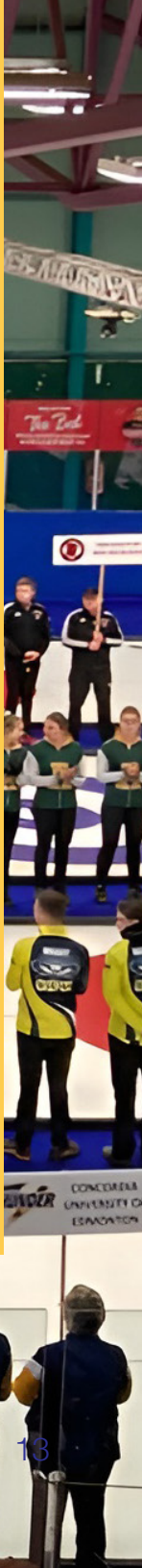


## Major Events in Greater Sudbury

With the support of the TDF, City staff work to attract major events and conferences to Greater Sudbury, in alignment with the City's objectives for economic capacity, investment readiness and community vibrancy.

In 2023, the GSDC continued its investment in the pursuit of meetings, conventions, and sports tourism, and attracted several conferences and sporting events that took place in 2023.

- 2023 Curling Canada events
- Geological Association of Canada and Mineralogical Association of Canada annual meeting
- Travel Media Association of Canada annual conference
- Ontario Association of Architects Annual Conference



# The Greater Sudbury Development Corporation

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## 2023 GSDC Board of Directors

### GSDC Board Chair

#### Jeff Portelance

Director, Business Development  
Walden Group

### 1st Vice Chair (TDC Chair)

#### Corissa Blaseg

General Manager, Crosscut Distillery

### 2nd Vice Chair

#### Shawn Poland

Vice President External Partnerships  
Strategic Enrolment, Cambrian College

### Community Economic Development (CED) Chair

#### Richard Picard

Senior Manager, Commercial Sales  
TD Commercial Banking

### Member-at-Large

#### Mike Ladyk

Partner, 3rdLine Studios

### Secretary/Treasurer

#### Meredith Armstrong

Director of Economic Development,  
City of Greater Sudbury

## 2023 GSDC Board Members

#### Jennifer Abols

Director of Projects, Alamos Gold Inc.

#### Moe Alaeddine

Regional Coach, BDC

#### Corissa Blaseg

General Manager, Crosscut Distillery

#### Anna Frattini

Manager, Business Development and  
Relationships, PCL Construction

#### Stella Holloway

Vice President, MacLean Engineering

#### Natalie Labbé

Councillor, City of Greater Sudbury

#### Mike Ladyk

Partner, 3rdLine Studios

#### Bruno Lalonde

President and CEO, NSS Canada

#### Bill Leduc

Councillor, City of Greater Sudbury

#### Tim Lee

Area Director, DSH Hospitality

#### Paul Lefebvre

Mayor, City of Greater Sudbury

#### Sherry Mayer

Vice-President of Operations,  
Indigenous Tourism Ontario

#### Boris Naneff

President and Owner,  
Rainbow Concrete Industries Ltd.

#### Sihong Peng

Founder, Minax Inc.

#### Richard Picard

Senior Manager, Commercial Sales,  
TD Commercial Banking

#### Shawn Poland

Vice President External Partnerships,  
Strategic Enrolment, Cambrian College

#### Jeff Portelance

Director, Business Development,  
Walden Group

#### Mark Signoretti

Councillor, City of Greater Sudbury

## 2023 Departing Board Members

#### Jennifer Abols

Director of Projects, Alamos Gold Inc.

#### Moe Alaeddine

Regional Coach, BDC

#### Mike Ladyk

Partner, 3rdLine Studios

#### Sihong Peng

Founder, Minax Inc.



# Vision

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

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



