

GSDC: The Business Case

PRESENTATION TO CITY COUNCIL

SEPT 10TH, 2019



What is the GSDC?

A non share, not-for-profit organization

While not part of municipal government, it has been the leading economic development entity serving the City of Greater Sudbury for decades

Its mandate is to drive and facilitate economic development initiatives that demonstrate potential for job and wealth creation, export development and economic diversification for the benefit of the community while supporting the development and retention of both new and existing business opportunities

The GSDC is entrusted with the strategic role of anticipating and responding to economic opportunities and challenges inherent in the present-day economy

With these objectives in mind, the GSDC has a strong focus on cultivating partnerships with provincial and federal governments, community agencies, educational institutions and businesses that have the potential for leveraging funding opportunities and augmenting the capacity for realizing truly meaningful and innovative economic development initiatives



Who is on the GSDC?

There are 18 members on the Board of Directors of the GSDC including three council members and the mayor all of whom share the same passion for advancing economic growth initiatives for the benefit of the community

The 14 volunteer board members are unpaid, private citizens from throughout Greater Sudbury

Board members who are supported by the City staff represent a wide range of economic sectors including finance, investment, small medium and large business, industry, non-profit, mining, design, legal, education, service industry, tourism and business management

The combined skills and experience of the volunteer board members include leadership, exports, strategic planning, government relations, human resources, communications, risk management, legal, committee experience, accounting, finance, investment, organizational management, technology, mining, engineering, mining supply, professional service industry, planning, natural resources, marketing and education



How does the GSDC work with the City?

The GSDC is commonly described as the 'economic arm of the City'; a comparison indicative of the essential role of the GSDC and the fundamental shared effort and common goals of the GSDC and City Council to drive, enhance and sustain community based economic development

With its singular objective of identifying and facilitating opportunities for economic development for the community, the GSDC in partnership with City Council, is best positioned to advance and champion the City's economic vision and strategy in today's competitive and rapidly changing marketplace



Community Development Strategic Plan

In 2015 the GSDC, lead by a 24 member steering committee representing a cross-section of the community and its economic sectors, developed a community economic development strategic plan; “From The Ground Up”

The GSDC recently released its 2018 annual report “From the Ground Up” highlighting approved investments and illustrating its progress in realizing the long term goals of the strategic plan



Priorities

2018

Establish a Seed Capital Investment Fund

Strengthen and promote Local Mining Cluster

Create a Downtown Business Incubator

Continue development of Indigenous Economic Development Partnerships

Identify and promote opportunities for Greater Sudbury in the Ring of Fire

Source: From the Ground Up
2018 Annual Report

In 2018, the GSDC Board approved investments totaling \$1,095,500

\$60,000	Sudbury and Area Mining Supply and Services Association (SAMSSA)	The intent of this project is to support the transition of Sudbury Area Mining Supply and Services Association (SAMSSA) from its current form into a fully developed, pan-Northern organization at the centre of our region's mining cluster. The goals are to expand and solidify membership and to develop specific programs that will benefit our mining supply and services companies, strengthening the cluster and sustaining jobs and economic activity in Greater Sudbury. (Year 1 of funding totaling \$245,000)
\$13,000	Win This Space 2019	GSDC supported the contest through the Downtown BIA with a financial contribution of \$13,000. The Regional Business Centre worked closely with the seven aspiring entrepreneurs that participated in the contest by facilitating workshops and providing coaching to develop their business plans.
\$25,000	Collège Boréal	Collège Boréal has partnered with Insurance Hero, an online insurance company located in Sudbury to engage the College's applied research team to develop innovative software using Artificial Intelligence. The funding will be used to support the research and development of this ground-breaking technology. (Year 1 of funding totaling \$50,000)
\$35,000	Organization for Economic Co-operation and Development (OECD) Mining Regions Conference 2020	OECD has invited Sudbury to host its Global Mining Regions Initiative in October 2020. This conference will be the culmination of a three year initiative to build a network of mining regions and key cities around the world to share best practices and policy insights on mineral development and local economic impact. The event is expected to attract at least 150 foreign delegates and as many as 350 participants overall. (Year 1 of funding totaling \$105,000)
\$20,000	TELUS Cup National Midget Hockey Tournament	Hosted by the Sudbury Minor Hockey Association, the GSDC provided \$20,000 in funding for the tournament, together with event planning support, to ensure that players and their families received the true Sudbury hospitality experience, and that the tournament left a lasting legacy in the community.
\$80,000	Cultural Industries Ontario North (CION)	This funding is to continue efforts between CION and the City of Greater Sudbury to foster industry growth in the film and television sector, train local crew, create jobs, attract business, and promote best practices. (Year 1 of funding totaling \$240,000)
\$200,000	Centre for Excellence in Mining Innovation (CEMI)	The investment was used to develop a project coordinator position at CEMI, through the Innovation and Prosperity Office (IPO), who supported small and medium sized-companies to innovate new technology or expand markets for their ideas. In total, they worked with 76 local companies and added 63 new jobs. (Year 5 of funding totaling \$625,000)

Priorities

2019

Establish a Seed Capital
Investment Fund

Strengthen and promote
Local Mining Cluster

Create a Downtown
Business Incubator

Continue development
of Indigenous
Economic Development
Partnerships

Develop strategy for
workforce planning

Support the development
of the Convention and
Performance Centre

The GSDC regularly reviews and reassesses its priorities in response to new developments, changes in community needs, changes in the marketplace, the economy and political landscapes

Tourism:

The GSDC's mandate over community based economic development includes tourism development and the GSDC was designated as the receiving agent for the non-municipal portion of the net revenue derived from the new Municipal Accommodation Tax.

As such the formation of a Tourism Development Committee charged with reviewing and making recommendations to the GSDC for expenditures for Tourism Development from the Municipal Accommodation Tax was a priority in 2018 and 2019

Governance:

GSDC governance also became a priority in 2018 and 2019 following a governance audit of the GSDC by the Auditor General



Governance Review

The Auditor General prepared a report dated May 31st, 2018 further to a governance audit of the GSDC. While the report confirmed that GSDC oversight structures and processes in place generally appeared to be effectively designed, a number of opportunities for improvement were identified

On June 19th, 2018, the City Audit Committee resolved to approve the recommendations as outlined in the Governance Audit of the City of Greater Sudbury Community Development Corporation

This prompted the GSDC to retain a consultant and embark on a full governance review with the objective of addressing the recommendations of the Auditor General in his report of May 31st, 2018

In keeping with the recommendations of the Auditor General in his May 31st, 2018 report and the Governance Report from the consultant, the members of the Board completed a full governance review and have submitted their recommendations for your consideration



Why the GSDC and its volunteer board members are a vital component in the team approach to community economic development

- 1) City Council draws on the diverse skills, expertise and a high level of engagement of the volunteer board members for the assessment and advancement of economic development initiatives at no cost
- 2) Together with the administrative support of City staff, these volunteers representing local business and community institutions complete the fundamental and crucial first steps in the objective vetting of economic development initiatives through the eyes of private citizens
- 3) Board decisions are data driven and based on thorough review guided by clear policies and best practices for due diligence
- 4) GSDC board members possess skills, experience and sector specific knowledge that make them uniquely disposed to recognize and assess how economic development opportunities can best evolve and attain successful outcomes



Why the GSDC and its volunteer board members are a vital component in the team approach to community economic development

- 5) The team approach of the GSDC together with the administrative support from City staff act as an invaluable due diligence clearing house and gatekeeper to ensure that City Council has the best and most current information and context before and when economic decisions are made
- 6) GSDC board members past and present act as valuable ambassadors for the City in promoting the numerous benefits of doing business in the City of Greater Sudbury and they serve as an indispensable resource to the GSDC and to the City long after their terms have expired
- 7) The role of the GSDC on behalf of the City is integral to public confidence in the economic development process



Testimonials

"The McEwen School of Architecture is a huge success story for the City of Greater Sudbury. It reflects the "city-building" goal of revitalizing our downtown.

GSDC can take significant credit for making that happen.

The School is achieving its many goals. It is bringing new economic development to the City and the downtown.

With all of that success, it is easy to forget the School's humble beginnings. In those early days, the future of the project was truly fragile.

Fortunately, the community leaders on the GSDC Board believed in the project. As a result, GSDC provided working space and, most importantly, both financial and managerial support.

That support from GSDC came at the right time.

It was critical to keeping the project moving ahead."

Blaine Nicholls

Chairman

School of Architecture Project Steering Committee

A whole lot of planning and input went into the Place des arts project.

Since the very first strokes, the GSDC fueled the idea of bringing together seven arts organizations downtown in a professional setting.

Having access to a wide spectrum of expertise and lots of wisdom from both the Board and staff allowed us to strengthen our business model and support the continued growth of the arts & culture and tourism sectors.

The GSDC has also been a clear bridge to collaborate with the city in all the development stages of the project.

Without GSDC's support and guidance and the city's Downtown Masterplan I doubt Place des arts would have made it through such a long haul.

Stéphane Gauthier

Président de la Place des arts



The Current Board

Volunteer Members:

Brent Battistelli
President
Battistelli's Independent Grocer

Erin Danyliw
General Manager
Copy Copy Printing

Lisa Demmer

Joanne Gervais
Directice générale
ACFO du Grand Sudbury

Yonaniko Grenon
Senior Communications Specialist
Glencore Sudbury Integrated Nickel
Operations

Andrée Lacroix **(Chair)**
Partner
Lacroix Lawyers / Avocats

Mike Ladyk
Partner
3rdLine Studios

Marett McCulloch
General Sales Manager
Sudbury Wolves Sports & Entertainment

Daran Moxam
Portfolio Manager and Partner with Moxam
Cassio Wealth Management and Director of
Wealth Management at Scotia McLeod

Peter Nykilchuk **(1st Vice Chair)**
General Manager
Hampton Inn by Hilton and Homewood
Suites by Hilton

David Paquette
President
Paquette Management Services

Jeff Portelance
Capital Sales Manager
Marcotte Mining

Brian Vaillancourt **(Past Chair)**
Vice-President – Business Development
Collège Boréal

City Council Members:

Brian Bigger
Mayor

Fern Cormier
Ward 10 Municipal Councillor

Robert Kirwan
Ward 5 Municipal Councillor

Mark Signoretti
Ward 1 Municipal Councillor



Some of the Past Board Members:

Karen Hourtovenko

Frank Chartrand

Lynne Reynolds

Mark Laberge

Paul Kusnierczyk

Darren Stinson

Wendy Watson

Fabio Belli

Richard Brummer

Jean Leblanc

Stéphane Gauthier

Gisèle Chrétien

Scott Lund

Dave Kilgour

André Dumais

Debbi Nicholson

Marianne Matichuk

Janet Gasparini

Michael Penwarden

Dominic Giroux

Rachel Prudhomme

Jim Gordon

Troy Rainville

Vicki Jacobs

John Rodriguez

Guy Labine

Vicki Smith

Joscelyne Landry-Altmann

Jim Thompson

Jacques Barbeau

Joe Cimino

Risto Laamanen

Michael Luciw

Patricia Mills

Dr. Pierre Zundel

Angela Recollet

John Caruso

Claude Lacroix

Sylvia Barnard

Deb McInstosh

Jennifer Witty

Greg Baiden

Sandra McLeod

Steve Irwin

John Arnold



PAST PROJECTS 2019 - 2009

NORCAT Underground Facility
ESSO Cup Hockey Tournament
Downtown Business Incubator
CION (Cinefest)
Science North
Seed Capital Project (in partnership with NORCAT and Nickel Basin)
TELUS Cup Hockey Tournament
Sudbury Symphony Orchestra
BluMetric Environmental Study
ICES HSNRI
SAMSSA Transition
We Live Up Here (Up Here Festival)
Place des Arts (pre-capital financing)
CBRE Synergy Centre Consultation
Ferrochrome Bid Study (NORONT Bid)
Starter Company Plus (Regional Business Centre)
Major Events Development Officer (sport tourism implementation)
Win This Space (Partnership with BIA and Regional Business Ctr)
March of Dimes (supportive housing for acquired brain injury project)
Rainbow Routes

La Carrefour francophone du Sudbury – 2016 French Fest
International Mines Rescue Conference
SNOLAB – Dr. McDonald Exhibit (Canada House, London UK)
Canada Summer Games Bid
Le Salon du livre du Grand Sudbury
Le Galerie du Nouvel-Ontario
Sudbury Theatre Centre – Emergency Funding
NORCAT Innovation Mill
Carrefour Francophone de Sudbury
Major Events Development Officer (sport tourism implementation)
ONEDC Support – Northern Export Program
Science North IMAX Digital Upgrade
Cambrian Innovates
Expressing Vibrancy (Downtown BIA Project)
SDICC
Sudbury Art Gallery
Sudbury Downtown Indie Cinema Co-operative
CEMI CAP Program
Le Centre de sante (Francophone community forum sponsorship)
Bell Media partnership (Amazing Race Canada)



PAST PROJECTS 2019 - 2009

Café-musique de Rayside Balfour
Ontario Power Authority
ICES
Race Track Business Concerence (SDMA initiative)
Ontario Hockey League Arena economic impact study
Theatre du Nouvel-Ontario
Eat Local Sudbury
ONEDC Support
Digital Shift
Summerfest
Marketing Promotion of new downtown market
Opportunity Rocks outreach
inbound trade missions
outbound trade missions
Investment attraction strategy
film development marketing strategy
KPMG Cliffs feasibility study
Sport Tourism
Place des Arts feasibility study
ACFO

Opportunity Knocks
Northern Ontario Secondary School Atheletics
Learning City Steering Committee
Advanced Medical Research Institute of Canada (AMRIC)
Sudbury District Motorsports Association
CEMI
Librarie du Nouvel-Ontario
Regional Data Storage
Laurentian University – Canada Excellence Research Chair
Cinefest Sudbury Visitor Experience
CTRI
reThink Green
Music & Film in Motion (a division of Cinefest)
La Galarie du Nouvel-Ontario (GNO)
Synergy Centre feasibility study
Northern Ontario Railroad Museum and Heritage Centre
Greater Sudbury SportLink Sport Council
Jazz Sudbury Festival
Physician Recruitment
Sudbury Regional Hospital Data Storage



PAST PROJECTS 2019 - 2009

Laurentian/VALE Living with Lakes
Laurentian University – Artificial Breeding Pools
Savour Sudbury
Northern Ontario Cancer Therapeutics
Centre for Excellence in Mining Innovation
Economic Gardening Project
Downtown Master Plan Project
Cambrian Sustainable Energy Centre
Les Concerts la Nuit sur l'étang
Cultural Mapping Project
Flour Mill Business Improvement Area
Theatre Cambrian Site Conversion
La Galerie du Nouvel-Ontario Alternative Arts Festival (FAAS)
Laurentian/Boréal – 2009 Regolith Excavation Challenge
SNOLAB
Northern Ontario School of Architecture
House of Kin
Sudbury District Motorsport Association
Innovation Initiatives Ontario North
Downtown Business and Residential Attraction

CIM Conference and Exhibition
Downtown Renewal Program
Laurentian University – Forensic Science Department
Greater Sudbury Restaurant and Food Association

Total Monies: \$13,172,804.50





Up Here - Le Petit Russe



Up Here - V Tignanelli



Up Here - Ben Johnston



Up Here - Evan Bergstra



Up Here - V Tignanelli



Up Here - Le Petit Russe



Up Here - Ola Volo



Up Here - Danielle Daniel



Up Here - Maryse Boyce



Up Here - Ness Lee

Questions?