Presented To:	Finance and Administration Committee
Presented:	Tuesday, Nov 17, 2020
Report Date	Monday, Nov 02, 2020
Type:	Presentations

For Information Only

2019 Annual Report - Greater Sudbury Development Corporation (GSDC)

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This is related to the City's objectives related to Economic Development.

Report Summary

The Greater Sudbury Development Corporation (GSDC) is presenting its 2019 Annual Report as an overview on its activities and investments for Council's information. This is being brought forward in alignment with the new Operating Agreement between the GSDC and the City and represents the Board's regular quarterly report to Council's Finance & Administration Committee.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By
Meredith Armstrong
Acting Director of Economic Development
Digitally Signed Nov 2, 20

Financial Implications
Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Nov 2, 20

Recommended by the C.A.O.
Ed Archer
Chief Administrative Officer
Digitally Signed Nov 4, 20

Greater Sudbury Development Corporation 2019 Annual Report
Finance & Administration Committee
Meeting Date: November 17, 2020
Report Date: October 19, 2020

Summary

The City of Greater Sudbury Community Development Corporation (CGSCDC, operating as the Greater Sudbury Development Corporation, or GSDC), is pleased to present their 2019 Annual Report to Council through its Finance & Administration Committee.

The GSDC Board received the 2019 Annual Report at their regular meeting on October 14, 2020, and is now bringing it forward for Council's information, in alignment with the new Operating Agreement executed in September between the GSDC and the City.

The 2019 Annual Report has been developed with the internal resources of Economic Development and Communications staff and is available in both French and English. This document highlights the work of the Board in advancing its mandate of economic development guidance and support. It also outlines funding approved by the Board in 2019 for projects within the Community Economic Development (C.E.D.) Fund and the Greater Sudbury Arts & Culture Grant Fund, both overseen by the GSDC Board.

Of particular interest are some key highlights:

- As outlined on the second page of the report, 2019 Community Economic Development (CED) funding in the amount of $1,266,398 was granted to nine different community projects that presented potential for job growth and/or economic benefits to the community

- This funding of $1.27 million helped to leverage an additional $9,624,100 in project dollars from public and private sources. This means that every dollar of C.E.D. contributions invested resulted in an additional $7.60 in project funding

- These are dollars contributed to the GSDC from the City of Greater Sudbury, through Council's approved budget process, and are generally provided conditionally to proponents based on confirmation of funding from other sources such as the Province, NOHFC or FedNor. While this chart indicates the approved total funding, the contributions are often disbursed over a number of years once a project has met specific milestones and demonstrated agreed-upon deliverables

- The GSDC Board also provides support in the form of sponsorships for innovative initiatives such as the Goodman Gold Challenge through the Goodman School of Mines, strategic planning training for Arts & Culture organizations and the Northern Game Design Challenge. These are also provided through agreements with proponents and help leverage other sponsorships for community efforts

- The results of the 2019 Greater Sudbury Arts & Culture Grant program are also included on page 10 of the report, which outlines a total of $584,357 provided to 34 arts and culture organizations across the city

- This program is administered by the GSDC, which has approved nearly $7.4 million in funding to over 100 local arts and culture organizations since 2005. This investment has led to the employment of more than 200 artists, the realization of dozens of festivals and an estimated overall return of $7.85 for every one dollar spent, as based on 2018 statistics gathered through the program

- The report also provides information on several projects supported by the GSDC in 2019, including the Sudbury Catalyst Fund (approved by City Council and supported by FedNor and Nickel Basin Federal Development Corporation), the Downtown Business Incubator, Starter Company Plus, the Rural & Northern Immigration Pilot program, NORCAT surface facility, Northern Exports Program, the Municipal Accommodation Tax (MAT) program and others.

This document is posted on investsudbury.ca and available as a web-friendly format that can also be printed on demand in both languages.

The GSDC Board works closely with the City's Economic Development division to advance the priorities associated with business retention, development and attraction, economic capacity and investment readiness and community vibrancy, and the dollars invested demonstrate this commitment. The GSDC Board will continue to provide regular updates and consistent communication to Council with the support of staff and in line with the new Operating Agreement as noted.

from the ground up

2019 annual report

sudbury
canada's resourceful city
ville ingénieuse du canada

investsudbury.ca

As the Economic Development arm of the City of Greater Sudbury, the Greater Sudbury Development Corporation (GSDC) is a fitting navigator and acts as a key collaborator with the City to promote, encourage and foster community economic development in order to increase investment and job creation in the community.

The work of the GSDC and its Board extends beyond monetary outcomes. It focuses on quality of life, retention of talent in the north, business growth, and the support of arts and culture in our community. By definition, community economic development goals should seek to build on local strengths, mitigate inherent weaknesses, convey the desired outcomes of the strategic planning process and speak directly to the aspirations of the community. Objectives will define what is to be accomplished while the actions outline the steps to make this happen. These goals, objectives and actions each play a key role in outlining where our community needs to go, and they form the basis upon which we can measure our progress.

In order to navigate the road ahead, the Greater Sudbury Development Corporation set out on a path to foster economic growth and opportunities that are in line with From the Ground Up: A Community Economic Development Plan. The strategic plan builds on the collective strengths of the community by fostering alliances and partnerships between economic sectors, industries and institutions. It is a means to cultivate the growth and diversification of the local economy and to gauge and celebrate successes.

Based on the successes you'll see captured in the following pages, I am pleased to say that we're well on our way!

Andrée Lacroix
Chair, Greater Sudbury Development Corporation

Additional GSDC Supported initiatives:

- MIPIM $10,000
- Northern Game Design Challenge $3,000
- A&C Strategic Planning Training Support $10,000
- Laurentian Mines and Environmental Conference Support $5,000
- Goodman Gold Challenge $2,500

2019 GSDC Investments $1,266,398 - Total Funding Approved

Investments are made through the Community Economic Development Fund, which is provided to the Greater Sudbury Development Corporation by the City of Greater Sudbury as an annual grant.

Distributed	Project	Description
$20,000	2019 Esso Cup National Women's U18 Hockey Tournament	Sudbury hosted the Esso Cup in 2019, the first time it has ever been held in Northern Ontario. The funding supported this major national hockey tournament which increased tourism to the city and provided an opportunity to showcase our community to a national audience.
$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 crews, create jobs, attract business, and promote best practices. (Year 2 of funding totaling $240,00)
$125,000	MineConnect (formerly SAMSSA)	The intent of this project is to support the transition of MineConnect 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 2 of funding totaling $245,000)
$150,000	NORCAT Underground Facility	The GSDC provided funding to NORCAT to support the construction of a new $3.98 million state of the art surface facility to support its underground testing and training operations in Onaping. (Year 1 of funding totaling $300,000).
$80,000	Major Events Development Officer	This position was established to attract major events and conventions to Greater Sudbury and plays a pivotal role in marketing the City as a top destination for large events.
$500,000	Science North Signature IMAX with Dr. Jane Goodall	In 2018, Science North released its strategic plan for 2018-2023. The GSDC funding will be used to support the new strategic plan by supporting the production of Jane Goodall Reasons for Hope IMAX film that will help increase international awareness of Sudbury and its regreening efforts.
$81,400	Rural and Northern Immigration Program Support	Funding was provided to administer the The Rural and Northern Immigration Pilot (RNIP), a new economic immigration pilot program aimed at fostering long-term retention. The pilot will use a new community-driven approach, empowering RNIP communities to identify immigrants most likely to economically prosper and develop roots in their community.
$250,000	Employment Lands Strategy	This funding will be used to develop an employment land strategy to ensure that the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation.
$60,000	Laurentian University Centre for Mine Waste Biotechnology	Funds were provided to Laurentian University to complete a feasibility study for a proposed Centre for Mine Waste Biotechnology. The long-term deliverables for the Centre include the development and implementation of green biotechnologies for the mining sector while attracting and retaining international expertise, exporting these technologies to the broader market, and enhancing competitiveness nationally and globally.

Investments are made through the Community Economic Development Fund, which is provided to the Greater Sudbury Development Corporation by the City of Greater Sudbury as an annual grant.

A Robust Entrepreneurship Ecosystem

Sudbury Catalyst Fund

The Sudbury Catalyst Fund (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.

In 2017, the GSDC Board of Directors identified the creation of a new Greater Sudbury-based venture capital fund as one of its priorities and established a working group to achieve this priority. The GSDC has invested $1 million towards its establishment which leveraged additional funding from the Nickel Basin Development Corporation for $1 million and FedNor with a $3.3 million investment bringing the total value to $5.3 million.

Established with the goal to accelerate the growth of scalable tech start-ups, the SCF brings together a variety of partners and angel investors eager to build Northern Ontario's entrepreneurial ecosystem by investing in and supporting a diversified portfolio of high-growth companies.

$1 million
in funding

$1 million
in funding

$3.3 million
in funding

Downtown Business Incubator

The City of Greater Sudbury, NORCAT, the Greater Sudbury Chamber of Commerce and the Regional Business Centre have developed a partnership to establish a Downtown Business Incubator. The goal of the Incubator is to create a hub of economic activity in Greater Sudbury through collaborative office space and programming that supports early stage, innovative, high growth potential business start-ups across a spectrum of sectors and industries. Funding applications, which leveraged $210,493 secured from the GSDC Board in 2018, were submitted to provincial and federal funding agencies. Once all of the projected funding is in place, it is anticipated that the project will commence in late 2020.

Starter Company Plus

Through the Regional Business Centre, 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.

195
applications
to participate

60
participants

2
intake sessions

21
grants distributed
totaling $85,000

New retail stores and restaurants opened

Restaurants

Mucho Burrito
Freshii
Afamia Mediterranean Cuisine
Café Obscura
Da Capo Café
Zaher's Small Batch
Starbucks at Plaza 69
Osmow's Authentic
Mediterranean Restaurant
The Shawarma Shop
Wander Food and Bar
Salty Dog Bagel

Breweries

46 North
Spacecraft

Retail

Wildflower
WaterCrow Studio
Quarks Shoes
Highlife Cannabis
Canna Cabana
Saje Wellness
Lululemon
Coats Co.
Nickel City Refillery
Urban Barn
Season's Pharmacy and
Culinaria

A Welcoming and Open Community

Greater Sudbury selected for Rural and Northern Immigration Pilot Program

The City of Greater Sudbury was chosen as one of 11 communities to participate in the Rural and Northern Immigration Pilot Program (RNIP), through Immigration, Refugees, Citizenship Canada. This program works to address labour force shortages in Sudbury while encouraging immigration and population growth.

The GSDC has established the Community Selection Committee for this program, which includes 13 members of the community chosen through a public call-out and application process, as well as four Board members.

The GSDC has also supported this initiative with an investment of $81,400 to administer the program and market Greater Sudbury to a national and international audience.

In addition, Greater Sudbury has been recognized nationally as a Welcoming Community for Francophone Newcomers, a designation that serves to enhance our community's efforts to attract and retain talent to the city.

A Highly Skilled and Creative Workforce

In 2019, NORCAT broke ground on expansion of the NORCAT Underground Centre. The expansion will enable NORCAT to respond to the forecasted demand of the global innovation ecosystem and demonstrates NORCAT's commitment to continuing their position as the world's "one-stop shop" for all that is the future of mining technology and innovation.

To leverage the $300,000 funding provided by the GSDC, NORCAT secured both federal and provincial funding for the surface facilities expansion of their test mine.

A Quality of Place and Lifestyle that is Second to None

Greater Sudbury showcased at Marché international des professionnels de l'immobilier (MIPIM)

The City of Greater Sudbury continued to build on its strong international reputation as a leading destination for development and investment at the Marché international des professionnels de l'immobilier (MIPIM) conference in Cannes, France, in March 2019.

Greater Sudbury was awarded the EDAC 2018 MIPIM Award for The Junction, its outstanding real estate investment opportunity. The award was given based on the downtown revitalization and private sector investment opportunities of the project.

This was an opportunity to promote The Junction to potential investors and hoteliers, as well as showcase the wide range of developer and investor opportunities in Greater Sudbury.

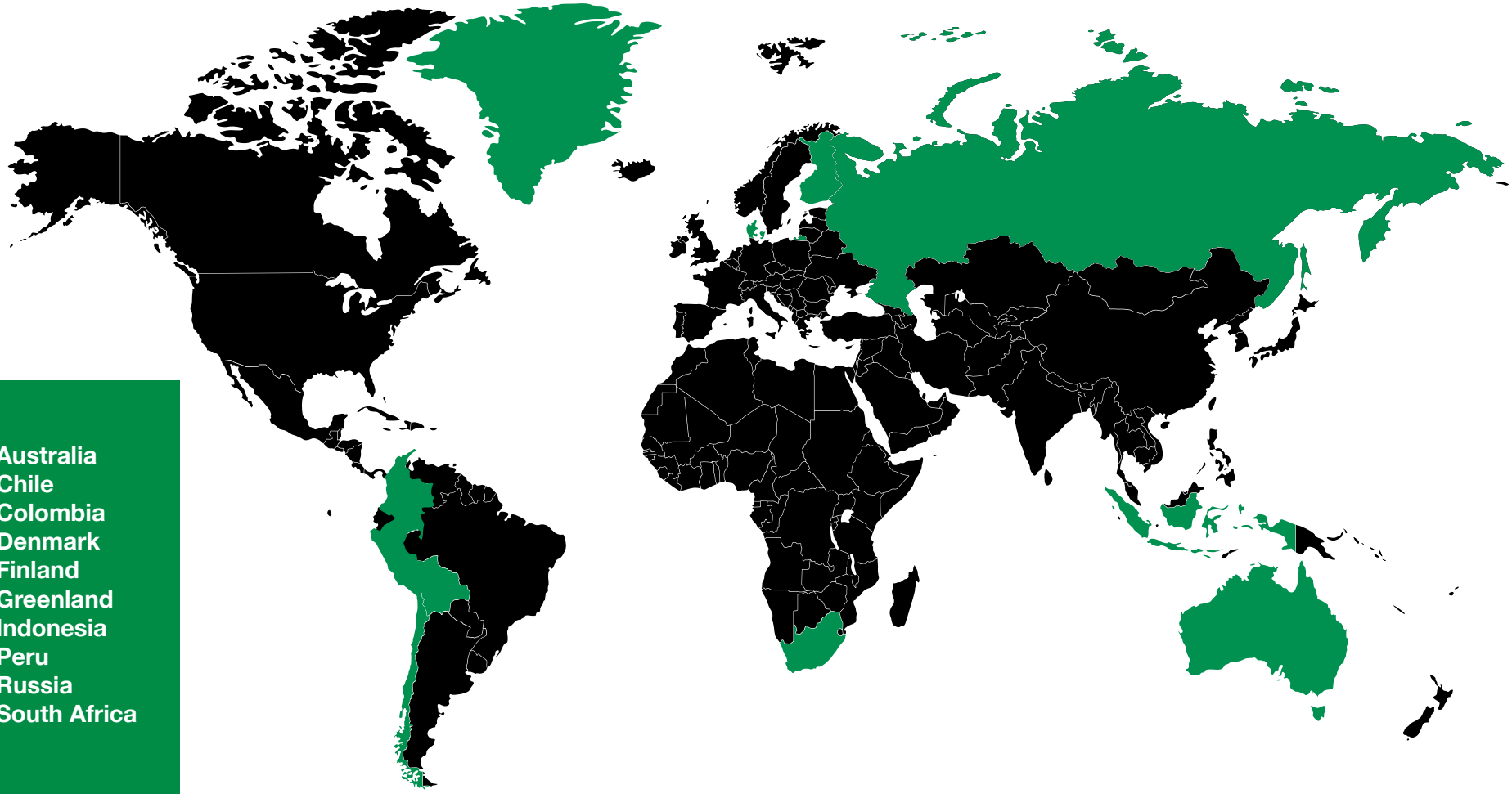
MIPIM, the world's leading real estate event, gathers the most influential players from all sectors of the international property industry for four days of networking and learning through events, conferences and exhibition areas. The event hosts 26,000 participants and more than 360 speakers from 100 countries. Participation in the conference was supported by a $10,000 investment from the GSDC.

mipim®
The world's property market

The Global Leader in Mining Supply and Services Industry

Supporting Sudbury as a Global Leader in Remediation and Mining

Greater Sudbury has become the epicentre for environmental remediation and sustainable mining practices across the globe. In 2019, the City welcomed 11 delegations from as far east as Russia and as far south as Chile. Delegations came to learn about our regreening efforts, the best practices of our mining companies and the innovative technologies of our supply and services sector. These tours are made possible through partnerships with MineConnect (formerly SAMSSA), NORCAT and the Northern Ontario Exports Program.



- Australia
- Chile
- Colombia
- Denmark
- Finland
- Greenland
- Indonesia
- Peru
- Russia
- South Africa

Northern Ontario Export Program Leverages GSDC Funding and Supports Local Business

The Northern Ontario Exports Program (NOE), an initiative that first began in 2011, once again received funding from the GSDC to support Phase 4 of its program. NOE is supported by FedNor, Northern Ontario Heritage Fund Corporation (NOHFC), and Ontario's North Economic Development Corporation (ONEDC) and has a total phase 4 budget of $3,737,500. GSDC supported Phase 4 of NOE with funding of $7,000 a year, over a three-year period, totaling $21,000.

Across the North, the program has assisted 119 companies through Strategic Export Marketing Program (SEMP) and SEMP Plus with companies reporting operational investments of $50 million and more than 475 jobs created. The Export Marketing Assistance Program (EMA) program has allocated more than $2.1 million towards assisting 142 companies in export marketing and sales initiatives, in turn leveraging up-front company spending of more than $5.6 million over the last nine years.

NORTHERN ONTARIO EXPORTS

DIVERSIFY. EXPAND. SUCCEED.

Since its inception in 2011 the Northern Ontario Exports Program has made a significant contribution to the economy by supporting Sudbury area companies:

42
companies through the Strategic 'One-on-One' Export Marketing Program (SEMP)

10
companies through the SEMP Plus program

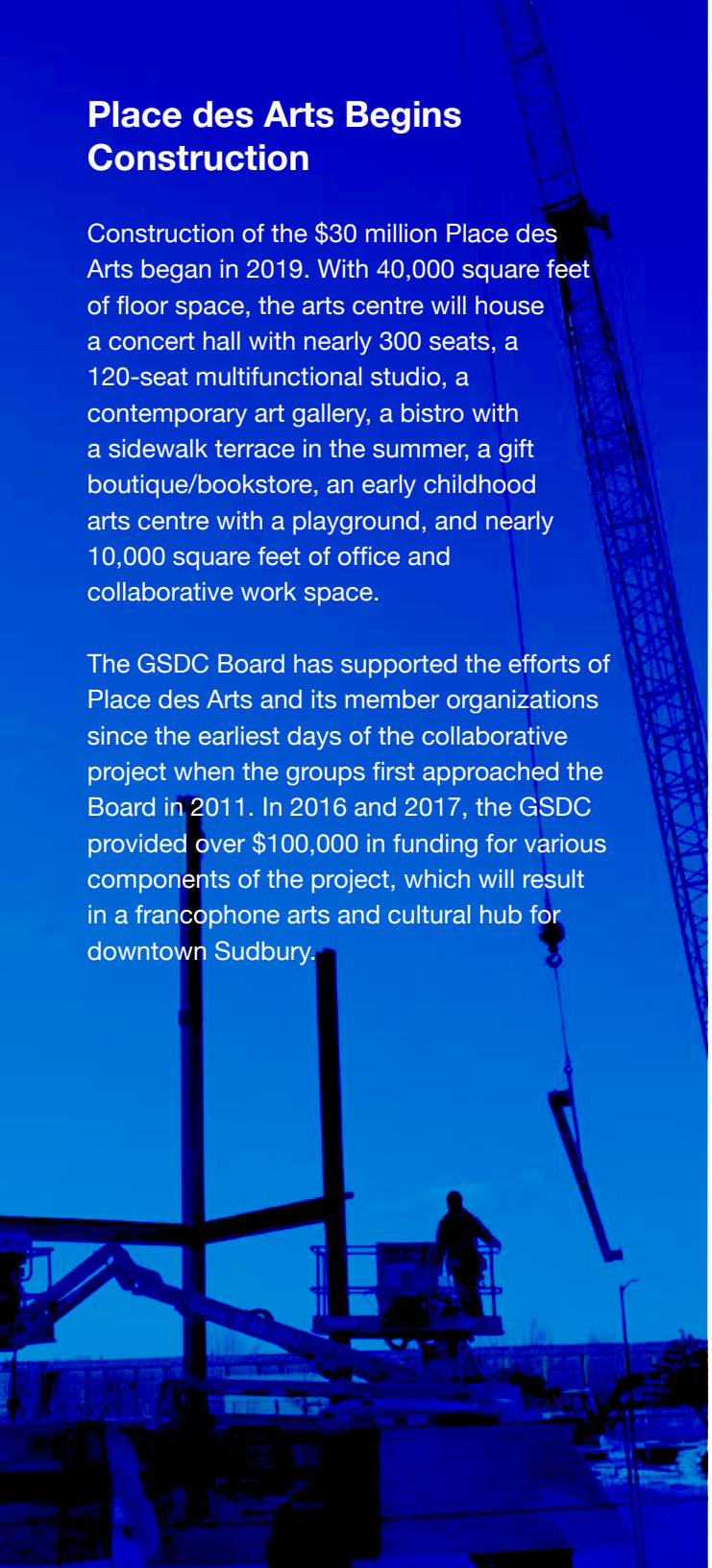
72
companies through the Export Marketing Assistance (EMA) Program

8
companies through the Customized Sales Training (CST) program

Place des Arts Begins Construction

Construction of the $30 million Place des Arts began in 2019. With 40,000 square feet of floor space, the arts centre will house a concert hall with nearly 300 seats, a 120-seat multifunctional studio, a contemporary art gallery, a bistro with a sidewalk terrace in the summer, a gift boutique/bookstore, an early childhood arts centre with a playground, and nearly 10,000 square feet of office and collaborative work space.

The GSDC Board has supported the efforts of Place des Arts and its member organizations since the earliest days of the collaborative project when the groups first approached the Board in 2011. In 2016 and 2017, the GSDC provided over $100,000 in funding for various components of the project, which will result in a francophone arts and cultural hub for downtown Sudbury.



A Nationally Recognized Centre of Artistic Excellence, Vibrancy and Creativity

In 2018, funding from the Arts and Culture Operating Grant Program supported the community by assisting in generating revenue and job creation. Total economic impact includes:

$4,547,748
in public sector revenue

$2,194,346
in private sector revenue

$2,137,205
in earned revenue

357,920
in public attendance at activities

56,667
in attendance at arts learning activities

1,108
arts & culture activities for the public

579
new works created

208
in staff positions supported

Based on 2018 Operating Grant statistics submitted by grant recipients to CADAC (Canadian Arts Data / Données sur les arts au Canada) and year-end reports submitted by City of Greater Sudbury Arts & Culture Grant Program recipients.

Established in 2005, the City of Greater Sudbury's Arts and Culture Grant Program stimulates the growth and development of this important economic sector, increases its potential to attract and retain a talented and creative workforce and is an investment in the quality of life for all residents.

The program is administered by the GSDC which has approved nearly $7.4 million in funding to over 100 local arts and culture organizations since 2005. This investment has led to the employment of more than 200 artists, the realization of dozens of festivals and an estimated overall return of $7.85 for every $1 spent.

Arts and Culture Grants

Operating		Project	
Carrefour francophone de Sudbury	$55,000	Branch Collective	$3,000
Centre franco-ontarien de folklore	$10,500	Downtown Sudbury Art Crawl	$2,999
Cinéfest Sudbury	$52,500	Fierté Sudbury Pride	$2,999
Cultural Industries Ontario North	$10,000	India Canada Association	$2,900
Éditions Prise de parole	$36,970	La Bibitte	$1,500
Galerie du Nouvel-Ontario	$45,200	Nickel City Wind Ensemble	$1,000
Jazz Sudbury	$39,500	No Strings Attached Community Band	$1,000
Le Salon du livre du Grand Sudbury	$36,500	Northern Initiative for Social Action	$2,999
Le Théâtre du Nouvel-Ontario	$52,500	Northern Ontario Railroad Museum & Heritage Centre	$5,000
Les Concerts La Nuit sur l'étang	$14,000	N'Swakamok Native Friendship Centre	$5,000
Myths and Mirrors Community Arts	$23,500	Odd Hawks	$2,000
Northern Lights Festival Boréal	$42,500	Pat the Dog Playwright Development Centre	$17,250
Sudbury Symphony Orchestra	$27,000	Rayside Balfour Whitewater Brush Art and Palette Club	$1,500
Sudbury Theatre Centre	$35,000	ReThink Green (Greater Sudbury Environmental Network) Earth Fest	$1,000
Youth Entertaining Sudbury Theatre	$22,500	Sudbury Downtown Independent Cinema Co-operative	$4,540
Total	**$503,170**	Sudbury Performance Group	$2,500
		We Live Up Here (Up Here)	$15,000
		Wordstock	$5,000
		Young Sudbury Singers	$4,000
		Total	**$81,187**

34
total grants provided

$584,357
total value of grants provided

$81,187
total value of grants in support of project-based arts activities

$503,170
total value of grants provided for operational support to local arts organizations

15
total grants provided for operational support to local arts organizations

One of Ontario's Top Tourism Destinations

Tourism Development Fund

The Tourism Development Fund (TDF) was established by the GSDC for the purposes of promoting and growing the tourism industry in Greater Sudbury. The TDF directs funds for tourism marketing and product development opportunities and is managed by the GSDC's Tourism Development Committee. The TDF is supported by the revenue generated by the municipal accommodation tax collected annually by the City of Greater Sudbury since 2018. The Tourism Development Committee, a sub-committee of the GSDC Board, is comprised of Board members and tourism leaders in our community.

Municipal Accommodation Tax

The Municipal Accommodation Tax (MAT) was implemented in September 2018. The 4% fee is applied to accommodation of less than 30 consecutive days such as hotels, motels, Airbnbs and other lodging options.

2019 MAT dollars collected and distributed

$2,222,498
total MAT dollars collected by the City of Greater Sudbury

$1,066,790
total allocated to GSDC to be used to promote and grow the tourism sector

$1,066,790
total allocated to the City of Greater Sudbury to be used in accordance with Council directions

Major Events Hosted

- ESSO Cup National Female Midget Hockey Championship (April)
- FONOM - Federation of Northern Ontario Municipalities Conference (May)
- Great Waterfront Trail Adventure (August)
- AFMO - Association française des municipalités de l'Ontario (September)
- NEORA - Northeastern Ontario Recreation Association (September)
- OFSAA - Cross Country Running (November)

Sudbury to Host TMAC

The City of Greater Sudbury was named host for the Travel Media Association of Canada (TMAC) Conference in June 2020 (due to COVID-19, this conference was put on hold). Members of TMAC from across Canada attend the annual conference, which features educational workshops, networking sessions and site tours

Leader in Health and Life Sciences

Centre for Mine Waste Biotechnology to Conduct Feasibility Study

The Centre for Mine Waste Biotechnology would aim to strengthen mine waste remediation technology innovation by connecting the post-secondary research community with the mining and service sectors. This facility would be the first bench-to-pilot research facility focused on biotechnology development for mine wastes in Ontario and one of two similar facilities focused on industrial waste technologies in Canada.

The goals of the Centre for Mine Waste Biotechnology include the development and implementation of green biotechnologies for the mining sector while attracting and retaining international expertise, exporting these technologies to the broader market, and enhancing competitiveness nationally and globally.

The GSDC supported the feasibility study for this project in 2019 with funding of $60,000.

The Greater Sudbury Development Corporation

The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of an 18-member board of directors and supported by City staff, the GSDC acts as a catalyst for economic development initiatives and supports the attraction, development and retention of business in the community.

2019 GSDC Board of Directors

GSDC Board Chair

Andrée Lacroix
Partner, Lacroix Lawyers/Avocats

1st Vice Chair

Peter Nykilchuk
General Manager, Hampton Inn by Hilton and Homewood Suites by Hilton

2nd Vice Chair

Iyo Grenon
Senior Communications Specialist, Glencore.

GSDC Board Members

Brent Battistelli
President, Battistelli Independent Grocer

Brian Vaillancourt
Vice President of Business Development, College Boréal

Bill Leduc
Ward 11 Municipal Councillor, City of Greater Sudbury

Brian Bigger
Mayor, City of Greater Sudbury

Daran Moxam
Portfolio Manager Director, Wealth Management, Scotia Wealth Management

David Paquette
President, Paquette Management Services

Erin Danyliw
Co-Owner, Copy Copy

Gerry Montpellier
Ward 3 Municipal Councillor, City of Greater Sudbury

Jeff Portelance (joined June 2019)
Director, Business Development at Timberland Equipment Limited

Joanne Gervais
Directrice générale, ACFO du grand Sudbury

Lisa Demmer (Joined June 2019)
Marketing Specialist

Mark Signoretti
Ward 1 Municipal Councillor, City of Greater Sudbury

Mike Ladyk
Partner, 3rdLine Studios

Board Members with terms ending in 2019

Pierre Zundel
Interim President, Laurentian University

Karen Hourtovenko
Motivational Coach, Lifezone Inc.

Wendy Watson
Director of Communications, Greater Sudbury Utilities

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.

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.

GSDC Priorities 2019

- Establish Seed Capital Investment Fund
- Strengthen and promote Local Mining Cluster
- Create Downtown Business Incubator
- Continue development of Indigenous Economic Development Partnerships
- Develop strategy for workforce planning
- Support development of the Convention and Performance Centre

The Greater Sudbury Development Corporation (GSDC) is the economic development arm of the City of Greater Sudbury. Consisting of an 18-member board of directors and supported by City staff, the GSDC acts as a catalyst for economic development initiatives and supports the attraction, development and retention of business in the community.