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## Executive Summary

*“The Change we are living through is as big and as challenging as the transformation from agriculture to industry. Our economy is shifting away from jobs based largely on physical skills or repetitive tasks to ones that require analytical skills and judgment.”*

–Roger Martin and Richard Florida, *Ontario in the Creative Age* (2009)<sup>1</sup>

Six years have passed since the Greater Sudbury Development Corporation (GSDC) released *Coming of Age in the 21st Century*, our community-based economic development strategy. Over this time the strategy has served as a fundamental resource to guide the decisions and actions of the GSDC and other community leaders who share an interest in advancing the city’s prosperity.

In July 2008, the GSDC board of directors determined that a review of the economic strategic plan was warranted. The mandate has been:

- To seek out any opportunity to validate and refresh *Coming of Age* in the face of significant economic fluctuations,
- To identify new areas that are reshaping our ‘strategic story’, and
- To ensure this roadmap to economic development has broad community endorsement for the next 11 years.

The result is a refreshed plan that harnesses the power of the past and prepares our community to shape our future through the inevitable winds of economic change.

Who can deny the economic roller coaster that has marked the beginning of the 21st century for Greater Sudbury? In fact we are quite familiar with these highs and lows, having been through them many times in our 125 year history. What is encouraging is that we always do emerge from periods of economic turbulence stronger, more diversified, and better equipped each time to weather the next storm. This is a story that the Greater Sudbury community understands all too well.

In this decade alone, the price of nickel has bounced from a low near \$2.00 per pound in 2001, peaked at over \$24.00 in 2007 and then fell back down below \$4.00 with the emerging global credit crisis in late 2008. This fact alone would be crippling to many resource-based communities without the structures in place to take advantage of economic booms during prosperous times and to maintain an even keel during bust periods. As such, we have proven to be a model resilient community,

[taking] intentional action to enhance the personal and collective capacity of its citizens and institutions in order to respond to and influence the course of social and economic change.<sup>2</sup>

*At the mid-point of the current 12 year economic development strategic plan, significant fluctuations in the economic landscape serve notice that the ‘strategic story’ for Greater Sudbury’s prosperity needs to be revisited.*

This resilience is emphasized by Greater Sudbury's many economic success stories since *Coming of Age* was first introduced in 2003. These include:

- The sector growth and increasing recognition, domestically and internationally, of the Sudbury Area Mining Service & Supply Association (SAMSSA)
- The announcement of a new diamond cutting facility
- The completion of the one-site Sudbury Regional Hospital in late 2009
- Record breaking residential home construction over multiple years
- The start of construction for the new Laurentian's Vale INCO Living with Lakes Centre on Ramsey
- Progress made toward establishing a School of Architecture at Laurentian University
- The revitalization and success of the downtown Market Square as a bona-fide business incubator
- The growth of the Regional Business Centre as a resource for new entrepreneurs
- The launch of the Centre for Excellence in Mining Innovation (CEMI)
- A host of new exhibit and attraction developments at Science North and Dynamic Earth including the new Xstrata Nickel Gallery, Atlas Copco HD Theatre, 3D IMAX and digital planetarium
- The construction of three new signature hotels by Marriott and Hilton
- The growth and expansion of the Northern Ontario School of Medicine (NOSM) including the graduation of the first class of new physicians in 2009
- Continued construction of Highway 69 'four-laning'
- Development of an Arts & Culture Strategy
- Growing film & television sector with established production studios

*Despite current and emerging economic challenges, Greater Sudbury can mark many economic success stories in the past six years*

We can add to these: significant and ongoing additions to the retail sector; a thriving, multi-lingual and diverse arts, culture and entertainment community; the expansion of programs and increased enrolment at our post-secondary institutions; and a broad-based proliferation of small and medium size businesses throughout the city. The latter underscores the importance of newer, smaller employers with a decidedly entrepreneurial spirit as part of the local labour market: a full 84% of all employers in Greater Sudbury employ fewer than 10 employees.<sup>3</sup>

This economic activity has not gone unnoticed. In 2008, *Canadian Business* magazine ranked Greater Sudbury as one of the top 40 Canadian cities in which to do business, a ranking that has risen from #24 to #13 in one year.<sup>4</sup> Another indicator of progress has been the reversal of many years of population decline to record a modest increase of 2,645 in the interval between the 2001 and 2006 census and a total population of 158,265 by the end of 2006.<sup>5</sup> This lags behind population growth in Ontario and the nation as a whole, but compares favourably with other northern Ontario municipalities.

The *Coming of Age in the 21st Century* roadmap has ably served as a guide for economic development in Greater Sudbury. The means to seize the opportunity for renewal – and to ensure its relevance going forward – have been at the heart of an inclusive six-month community engagement process. From the beginning it has been clear that this process presents a unique occasion to engage a new breed of young community leaders and entrepreneurs, to add their voice to the process of renewal and to seek their commitment in shaping the economic landscape of Greater Sudbury.

In late 2008, a survey of key community and business stakeholders was conducted to assess views on the progress and ongoing relevancy of each Growth Engine and the four Igniters<sup>6</sup>. Participants were also given the opportunity to comment on the top economic challenges and opportunities facing the City of Greater Sudbury over the next three to five years. Of the 120 responses received (indicating a favourable response rate of over 30%), there was broad consensus on the following key points:

*Digging Deeper:  
Community engagement  
spearheaded the process  
to review our long term  
economic vision, chart  
our progress and identify  
opportunities*

### **Top Economic Challenges over the next three to five years**

- The downturn in the economy, low nickel prices and consequent effect on the service sector
- Failing infrastructure and concerns regarding availability of funds for infrastructure renewal
- Out migration, ‘brain drain’ and the inability to retain graduates
- Declining employment and job creation
- An aging population and the changing demographics of our workforce

### **Top Economic Opportunities over the next three to five years**

- Tourism and overall quality of life improvement initiatives including a focus on our natural assets
- University and College growth, enhancing our research capabilities and being the education centre of northeastern Ontario
- ‘Green’ sustainable development
- Marketing our advantage as a world leader in mining and mining technology
- Infrastructure renewal and (short-term) availability of stimulus funding for these projects

Clearly, mining and infrastructure are perceived as areas of both challenge and opportunity for Greater Sudbury, reflecting the irrefutable and enduring relevance of these sectors to our local economy.

In February 2009, a diverse and passionate group of 134 invited stakeholders, coming from a wide variety of backgrounds and experiences, indicated their commitment to the process by taking part in an intensive community economic development workshop. Digging Deeper, these deliberations have formed the foundation for a renewal of our “strategic story”, providing a newly informed understanding of the requirements for increasing Greater Sudbury’s prosperity and thereby sowing the seeds for revisions to the strategic plan.

During the development of the first strategic plan in 2003, the GSDC recognized that the world of the 21st century is turbulent and the “rules of the game” keep changing. The ability of Greater Sudbury to adapt to new economic realities will determine its wealth trajectory. To hone this ability, community leaders have examined the experiences of other cities as they reinvent themselves. These “lessons learned” in Halifax, Pittsburgh, Rochester, Manchester and others have revealed four key criteria:

- **Quality of place** – natural, cultural and lifestyle amenities – is the number one factor in attracting and keeping talent
- **Local strength** presents a distinct competitive advantage in a global economy
- **Work together and learn together** to grow networks of excellence, encourage clusters of interdependent organizations and cultivate leaders in various areas of expertise
- **Insist on government leadership.** Renewal efforts require committed and involved political leadership from all levels of government for financial, infrastructure and policy support.

The need to incorporate guiding principles into the economic development process was clearly expressed during community consultations for the strategic plan review. These core values help to balance business and community economic development within a sustainable framework that preserves our desired quality of life.

### Guiding Principles

- Embrace emerging opportunities
- Encourage environmental stewardship
- Foster the creative, curious and adventuresome
- Cultivate a business friendly environment
- Celebrate a great northern lifestyle

*More than ever,  
continuing global  
turbulence requires  
community leaders  
in Greater Sudbury to  
embrace new ways of  
thinking and working  
together to create  
prosperity*

*Sustained and responsible  
development requires  
the adoption of guiding  
principles in an evolving  
economic landscape that  
demands decisive action  
at a rapid pace*

As stated in *Coming of Age*, the five Growth Engines are linked by the overarching intention to achieve international recognition for our approaches to sustainable development. The strategic review process provides a checkpoint for assessment of each engine's progress and validation of the engines as relevant to the work required to realize Greater Sudbury's Vision by 2020: a growing, world class community bringing talent, technology and a great northern lifestyle together.

In keeping with the concept that the Growth Engines or economic drivers are distinct areas of current and potential strength, the engagement of stakeholders and the focused attention of the GSDC Board precipitated a revision of the previous engine model as follows:

### Growth Engines

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

Engine 2: A leader in advanced education, research and innovation

Engine 3: One of the best places to visit in Ontario

Engine 4: The regional centre for health services expertise in northeastern Ontario

Engine 5: A thriving and sustainable arts & culture community

The Igniters for the creation of wealth and sustainable development in Greater Sudbury are universal catalysts for competing in the 'new' economy. The stakeholder survey indicates that 75% of participants believe that there is a need to review the Igniters and that infrastructure issues could impede progress. Based on this feedback, the Igniters have been reframed as *entrepreneurial spirit*, *infrastructure* and *community learning*. Together they represent a potent combination of strengths to be leveraged and community challenges to be addressed that will influence the progress of all five growth engines.

To facilitate this process, the GSDC is committed to measuring economic progress. This includes:

- regular reporting of economic indicators for the City of Greater Sudbury,
- development and tracking of growth engine "dashboard" metrics,
- recognition of specific, observable achievements against both the short and long term strategic objectives within each engine.

In addition, the GSDC recognizes the importance of our creative capital; specifically, properly fostering and supporting the "3 Ts" of economic development in the Creative Age will help to improve our relative performance to other municipalities in the key index areas of Talent, Technology and Tolerance.<sup>7</sup>

*Five Growth Engines have been revised to reflect Greater Sudbury's dynamic economic landscape and to capture the very real presence of each engine in the community today*

*Igniters are catalysts for community and economic development that cut across the growth engines*

*An economic development "dashboard" will provide real, accessible indicators of progress for both short and long-term strategic objectives*

*Coming of Age in the 21st Century – Digging Deeper* is a living strategy, and a communications plan will: ensure that the GSDC continues to engage the community; invite consistent feedback from stakeholders; and facilitate the broader understanding of GSDC priorities by all levels of government. Moving forward, the GSDC will invite the community to form project-based advancement groups to address specific actions from each engine. Furthermore, the formation of the Community Adjustment and Employment Linkage Committees will serve to address the immediate needs of the community: they will actively identify initiatives that will mitigate the impact of global, ever-changing economic conditions, and they will intensify efforts at economic diversification in Greater Sudbury.

**The Strategic Plan has provided the map; the GSDC will navigate the journey** during the unfolding process of economic development. This will be a challenging and critical team leadership role. By working with community stakeholders, the GSDC will foster civic engagement, cultivate entrepreneurship and stimulate the continuous development of a dynamic and healthy city.

*A stakeholder communication strategy will ensure ongoing community engagement and enable the sharing of timely results from specific project-based advancement groups*

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## The Approach to Renewal

*“Renewal is about the future. But it is firmly rooted in the past.”* –David Hurst, **Crisis and Renewal**<sup>8</sup>

The GSDC, composed of business and community leaders, launched a review of the economic strategic plan in July 2008. Similar to the process followed in 2003, it was determined that broad input from Greater Sudbury’s stakeholders was essential and that this process should achieve two complementary objectives; to review the strategic plan’s progress and to identify opportunities for the future. The final product is not intended to be a ‘new’ strategic plan, but a validation and improvement of *Coming of Age in the 21st Century*. For this reason, the phrase *Digging Deeper* has come to reflect not only the review process but also identify the revised *Coming of Age* plan itself from this point forward.

The timing of the strategic review has been a challenge, having coincided with news of an impending world recession and credit crisis. Certainly this served to underscore the urgency of the deliberations. Nevertheless, stakeholders are to be congratulated for maintaining ‘the art of the long view’ in their suggestions and feedback, recognizing that the long term goal is to realize our community’s by 2020. The process has affirmed the belief that in an economy of constant change, collaboration or co-evolution are as important as healthy competition, and it has emphasized that Greater Sudbury is indeed a thriving “business ecosystem”.

No one can deny that the price of nickel has a significant impact on the local economy, but the days of believing that Greater Sudbury’s prosperity are linked solely to mining nickel are slowly coming to pass. Not only is our mining sector more flexible and diversified than ever before, but our City as a whole is beginning to believe that we have much more to offer.

Greater Sudbury is now a place where creative talent and bold ideas have come to roost and grow. Over 25 years ago, many a skeptic raised an eyebrow to the creation of a science centre in the mining capital of northern Ontario, or scoffed at the vision of a re-greening initiative that would one day garner world attention – including recognition from the United Nations. Now we welcome visitors to come and see where the Apollo astronauts trained - just be careful of the trees.

The future requires building on the strengths of the past while letting go the ways of old, adapting to the reality of the present, and crafting new future opportunities. We need to go back in order to go forward and discover the ‘rhythm of renewal’. This rhythm is inherently a social process that speaks to our fundamental strength – people. The key to strengthening any community “is an investment in broadening and sharpening the skills of its residents who will have the energy and readiness to contribute significantly to the community’s resilience and capacity to meet change.”<sup>9</sup>

*Community consultation with and validation from those “in the trenches” has been and continues to be at the heart of the review process and has helped to create a base for ongoing communication*

*The community must recognize that Greater Sudbury is a very different place than it was 25 years ago; we must also continue to leverage our traditional strengths...*

The ongoing evolution of Greater Sudbury's economic development strategic plan takes into account the requirements of renewal; that is 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 in order to guide planning over the next several years.

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

In the development of our first strategic plan, Greater Sudbury's leaders got 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. The lessons learned include four main points:

#### **1. 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.

#### **2. Local strength presents a distinct competitive advantage in a global economy.**

Every city has special strengths because of its heritage. The community must: 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.

#### **3. Work together and learn together.**

Be wary of "silos" as they impede wealth creation for everyone in a city-region. The GSDC and its partners must take advantage of proximity to each other to network and find ways to grow together for mutual benefit. We recognize that each entity is dependant on the others, even as competitors: the advantage comes in thinking collaboratively on regional and provincial levels. Cultivate networks of excellence – clusters of interdependent organizations and people – to become renowned in areas of enterprise. Foster developing businesses while continuing to support mature industry.

#### **4. Insist on government leadership.**

No city renewal efforts are possible without committed and involved political leadership. Government influencers 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 realize community visions.

### **The Methodology: Highlights of the strategic plan review...**

- The development and execution of a stakeholder survey to validate progress and evaluate opportunities of *Coming of Age in the 21st Century* growth engines and igniters
- Seeking input on key economic challenges and opportunities facing our community over the next three to five years
- Identifying gaps in the strategic plan model including a review of the growth engines, igniters and the means to update economic indicators of progress
- Facilitating a community consultation workshop and subsequent GSDC Board Retreat to re-formulate the strategic plan, review each engine's strategic objectives and actions
- Reviewing economic concepts for the 'new economy' and the Creative Age, scanning for relevant economic indicators and their applicability to Greater Sudbury's economic strategic plan moving forward
- The development of the renewed *Coming of Age in the 21st Century – Digging Deeper* strategic plan document that will serve as an updated map and compass for Greater Sudbury

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## Coming of Age: Digging Deeper

*“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**<sup>10</sup>

A strategic plan for economic development charts a course of strategies and actions that will lever strengths and identify and respond to new growth opportunities while adapting to constant change. This change is being driven by the transformation to a new economy that is knowledge-dependent, global, entrepreneurial, rooted in information technologies and driven by innovation.<sup>11</sup> Change may be inevitable, but that does not mean that a community has to sacrifice its values in the process. The GSDC has added to the strategic plan a list of guiding principles for economic development. These serve as fundamental values that balance business and community economic development within a sustainable framework that preserves our desired quality of life.

*Guiding Principles identify core values for economic growth and prosperity...*

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## EMBRACE EMERGING OPPORTUNITIES

Although the strategy has five well-defined growth engines, the community also recognizes that new opportunities will continue to emerge. According to the vision of the new economy<sup>12</sup>, the next decade will present key areas of opportunity that Greater Sudbury can exploit to ensure a robust economy.

### 1. The promise of the digital revolution...

The IT revolution is far from over and will continue to be a driver of economic growth and improved quality of life for years to come. The digital revolution is moving from the early adopters to the mainstream and will serve to benefit both businesses and IT industries alike for some time.

### 2. The next wave of innovation...

A host of new technology innovations will take centre stage – technologies such as robotics, clean energy, biotechnology, even nanotechnology. Greater Sudbury has taken definitive steps to be part of the next innovation revolution. The challenge will be to nurture these and other prospects into growing and viable economic engines of growth.

### 3. The transition to a low-carbon economy...

A green economy needs to go beyond environmental responsibility to include new technologies such as cheaper solar and fuel cells, high-performance batteries, more efficient energy transmission systems, and so on. With the leadership of initiatives like Cambrian College’s Sustainable Energy Centre (SEC), the potential is wide ranging, from local jobs installing clean energy systems and performing home energy audits to larger operations such as alternative energy production facilities.

#### 4. The new globalization...

The new global reality brings with it higher energy prices, access to the India-China nexus of growth, and the give-and-take of job gains and losses as companies shift resources to minimize their cost structures. Successful regions will be those that compete less on cost, and more on high skills and advanced manufacturing processes and technologies, to attract new business.

#### 5. The challenges of growth...

A balanced approach to growth is necessary to ensure that the challenges of infrastructure overburden – adequate roads, housing, available agricultural land and more - are addressed and do not in themselves become impediments to growth.

The development of homegrown innovations like the Synergy Tool for eco-industrial development is a perfect example of recognizing an opportunity and taking advantage of its potential through specific action. Innovation Sudbury will also lead the way for harnessing and communicating new ideas within and across sectors that will lead to economic growth opportunities.

*Greater Sudbury's prosperity will require that we embrace opportunities on the global stage as well as recognize those presented in our own backyard.*

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#### ENCOURAGE ENVIRONMENTAL STEWARDSHIP

With the recognition that sustainable communities are the ones to survive in an increasingly fragile global environment, Greater Sudbury continues to lead the way in the province and the nation on this critical challenge. The City, already a pioneer acknowledged 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 “triple bottom line” of environmentally responsible actions.

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#### FOSTER THE CREATIVE, CURIOUS AND ADVENTURESOME

With this review process, the concept of the creative, curious and adventuresome has properly emerged as a guiding principle for our strategic plan review. Participants in both of the consultation sessions and the stakeholder survey clearly expressed support for this as a fundamental concept that speaks to every engine and igniter.

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

A growing proportion of knowledge workers are coming in from overseas. In many cases, these workers do more than fill occupational gaps; they contribute new perspectives and knowledge drawn from other places, and they enhance Greater Sudbury's innovative capacity. From 1996 to 2006, the immigrant population in Greater Sudbury decreased by 14%, representing 7% of the City's population by 2006.<sup>13</sup> This is in stark contrast to the provincial average of immigrants as 28% of Ontario's total population and highlights a focus area for improvement within the community. Since 2007, Greater Sudbury has been engaged in the development of a local settlement strategy to address issues around settlement, integration, retention and attraction of newcomers to the community.

Greater Sudbury also has room to improve our status as a working place for creative individuals. The creative class is composed of people who are paid to think for a living including people working in Technology, Arts & Culture, Professional, and Educational and Health occupations.<sup>14</sup> In comparison to Ontario's small-sized regions, our creative class as a percent of the workforce is at 26%, well behind Kingston (32.8%) and Guelph (30.9%) but ahead of Brantford (21.7%) and Barrie (24.7%). It is no coincidence, then, that the makeup of the creative class draws a very close resemblance to our growth engines, making the case that we will need to attract more of these workers in order to succeed with these engines in the future.

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#### CULTIVATE A BUSINESS FRIENDLY ATMOSPHERE

Business leaders do not view the regulatory situation in Greater 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 the City's history as a "company town" with large corporations like Vale INCO, Xstrata and FNX. Although the large mining companies have downsized for more than a decade due to the changing nature of the mining business, they still account for an estimated 5,000 employees with an estimated payroll between \$450-\$500 million.

Nevertheless, the entrepreneurial spirit is alive and well in Greater Sudbury as is indicated by the growing number of SMEs in the area, it is gradually becoming more a part of the culture of the community as each succeeding generation seeks new career paths in other sectors. The mining supply and services sector alone employs an estimated 9,000 workers in a multitude of small and medium size enterprises with sales of \$1 billion, and an estimated \$450 million payroll.

Future growth in other sectors such as education, and health research & services will continue to require the attention of decision makers to overcome barriers to business development.

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### DELIVER SUPERIOR CUSTOMER SERVICE

Smart businesses know that developing a culture of superior customer service is not so much a “necessary evil” as the means to survival in today’s world. Often, the quality and level of customer service is all that separates the winners from the losers. In this context, Greater Sudbury must acknowledge that we compete for tourists, conference delegates, entrepreneurs, talent and new business with every other destination. A strong commitment is needed to ensure that all players recognize their part, have the training, and strive for a consistently high level of service throughout the customer lifecycle.

By the same token, the GSDC needs to understand the customer touch points for new business interested in Greater Sudbury. How do these interests approach the city and economic development? How do we integrate disparate marketing efforts to put a singular message on all interactions with different departments and organizations? How can we improve the efficacy of the information and services provided? An audit of these ‘customer facing’ activities will pave the way to a better understanding of what improvements need to be made.

*Customer service is a science and an art form. The formula for success is simple, if a tad old-fashioned: if you do not take care of the customer, you can be assured that your competitors will.*

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### CELEBRATE A GREAT NORTHERN LIFESTYLE

In recent years, cities that have been particularly successful in economic development have focused on enhancing the quality of life in their regions. Greater Sudbury has many existing assets built on a unique foundation of superior “raw material” compared to other locations. The city must leverage its quality of life to attract and retain the talent needed to build prosperity in the 21st century. The region is known for its unsurpassed natural beauty and excellent attractions, with over 330 lakes within its municipal boundaries. In 2007 alone, over 1.1 million tourists brought in \$200 million to the region, and the City’s positive reputation is growing.<sup>15</sup>

It must be said, however, that quality of life is more than natural beauty. The creative class values the artistic and creative occupations and the presence of a strong arts & culture sector will influence the decision by many to stay in our community. Though improvements have been seen in number of employees working in the arts and culture sector from 180 in 2000 to 270 in 2005, at 0.17% of the total workforce, this still lags behind Canada at 0.30% and Ontario at 0.33%.<sup>16</sup> The cultural side of a city is an attractor for the younger cohort that will be the next to lead the way in innovation.

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.<sup>17</sup> Greater Sudbury has abundant outdoor natural amenities, but may not be leveraging these assets in a coordinated way. While Greater Sudbury is blessed with vibrant ethnic and cultural

activities and organizations, it lacks sufficient infrastructure with which to showcase local and visiting talent.

Access to healthcare services is always a major determinant for quality of life. In 2009, currently 30,000 residents in Greater Sudbury are without a general practitioner. An aggressive physician recruitment program has already surpassed its near-term quota attracting new physicians to practice in Greater Sudbury and hence make strides to alleviate this shortage. As predicted by *Coming of Age* in 2003, investments in the Northern Ontario School of Medicine and the Northeastern Ontario Cancer Centre are serving to pay big dividends for our community with positive impacts on access to local healthcare.

### Igniters provide the ‘fuel’ for the Growth Engines

During the strategic planning review, community stakeholders examined the “sparks” that fire the growth engines. In the process, it was determined that Greater Sudbury should recognize and influence three factors that influence wealth creation: *entrepreneurial spirit*, *infrastructure* and *community learning*. With this clarity, the GSDC is in a better position to track specific economic indicators and assess the relative health of each of these factors.

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#### Igniter #1: Harness and support the entrepreneurial spirit needed for economic diversification...

Throughout the strategic plan review, community stakeholders reinforced the message that entrepreneurship is a critical driving force in our community. It speaks to every growth engine, provides the impetus for emerging opportunities and is in itself a fundamentally creative process for economic renewal. A culture of entrepreneurship has to be communicated at the earliest age, even integrated into our schools, and not left to the forces of chance discovery at a later age. Teaching business skills is only half the equation, entrepreneurship is a philosophy that builds on the power of a single idea to create economic benefit.

The lessons for Greater Sudbury can be found in places like Littleton, Colorado, where the concept of ‘economic gardening’ has transformed a community facing the closure of its primary, resource-based industry into a case study for innovative entrepreneur-based development.<sup>18</sup> The heart of economic gardening is to mine and leverage information and resources in order to gain a competitive advantage for local businesses, in essence “grow your own” jobs locally rather than focus on “hunting for jobs” outside the community. This underscores the importance of the GSDC and the community in supporting entrepreneurs and small business development. Providing more opportunities for business incubation, such as occurs at Market Square, is a priority.

The other condition needed for dynamic entrepreneurship is the need to “plug in” new ideas to sources of funding. The climate for venture capital and financing of small and medium-size enterprises is generally poorly developed in Canada and

the road to commercialization is especially steep in Greater Sudbury. Business leaders point out the paucity of “angel” funding for new ventures and express frustration with the sense of disconnect between the features of entrepreneurial business ideas and the funding criteria used by financial institutions. Greater Sudbury has felt this lack of support as much as other smaller cities. Advocacy on the part of government, business associations and private sector organizations is an important step to reduce this major barrier to economic development.

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Igniter #2: Infrastructure must be improved...

In the strategic plan review, survey respondents clearly indicated the need for infrastructure improvement. Adequate facilities for commercial and industrial sites in addition to systems for the delivery of water, power and waste disposal services are quite literally the underpinnings for the successful 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. Ongoing efforts to expand traffic and services at Greater Sudbury Airport are key, as is the progress of “four-laning” Highway 69 to reduce driving time to key southern Ontario markets. At the same time, effective passenger rail service to and from Greater Sudbury is an ongoing challenge to be addressed.

During consultations with community leaders, a broader understanding of our infrastructure requirements emerged to include communications and technology as well as corridor improvements and general increased efforts at ‘ beautifying’ Greater Sudbury. This city is indeed a “wired city” with hundreds of kilometers of advanced networks of fibre optics cabling in place. This legacy has enabled a variety of initiatives including the my!sudbury community portal project, NORCAT, advancements in telehealth and eLearning and the enabling of hundreds of contact centre jobs. These activities and many more demonstrate that technology is a key enabler of economic prosperity, as this capability positions the region to successfully support and service new technology-dependent businesses. Being “wired” also minimizes any geographic disadvantage associated with Greater Sudbury’s location.

Technology is a significant enabler of the knowledge economy. 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 technology sector provides a well-educated, informed, IT literate community that can supply 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 growth 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.

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Igniter #3: A culture of community learning is the base for competing in the 'new' global economy...

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 mega-centres for talent of all kinds. It is an uphill battle as Greater Sudbury's youth continue to leave for "greener pastures".

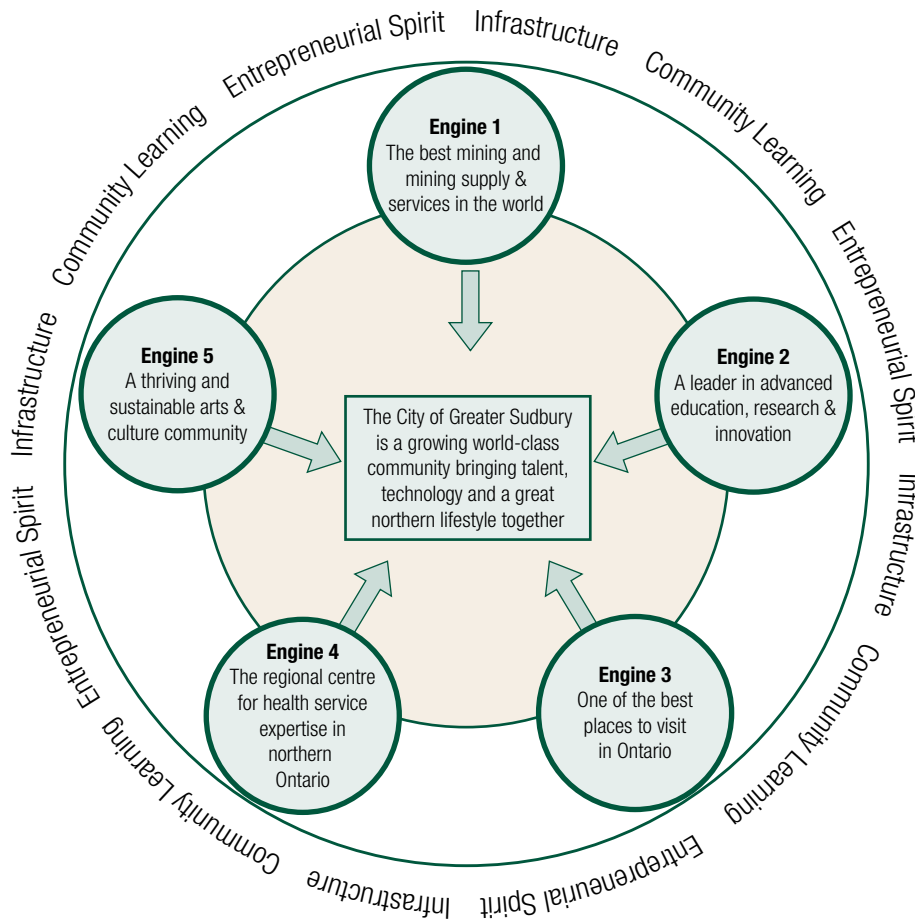
Lower levels of literacy and education in Greater Sudbury compared to the provincial average also worsen the city's foundation of resilience – no matter what the economic environment. Referring to the Talent Index – a measure of the proportion of the population with a Bachelor's Degree or higher – Greater Sudbury at 14.3% ranks well below the provincial average of 22.8%.<sup>19</sup> Adult education and a culture of continuous learning are necessary ingredients for an adaptable workforce. Greater Sudbury has an abundant capacity to provide for the needs of ongoing education and the retraining of skills; it is the demand side of equation that needs to improve. As literacy, education and prosperity go hand in hand, upgrading literacy and taking better advantage of the educational resources available to share ideas and incubate new innovations will be giant steps forward.

Such a strategy will be vital in continuing to help reduce the out-migration of youth, the very group that will be the creators of this new knowledge. Although the population of Greater Sudbury as a whole has stabilized, the overall demographic is ageing with a declining population of young adults. In response to these concerns, the community has identified encouraging youth to remain in school and attracting more students to attend school in Sudbury 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, Laurentian University's 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.

Figure 1: A Model for Economic Development

## Economic Engines



## Guiding Principles for Sustained and Responsible Economic Development

1. Embrace emerging opportunities
2. Encourage environmental stewardship
3. Foster the creative, curious and adventuresome
4. Cultivate a business friendly environment
5. Celebrate a great northern lifestyle

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Vision 2020

*“The City of Greater Sudbury is a growing, world class community bringing talent, technology and a great northern lifestyle together.”*

This vision tapestry depicts a holistic view of Greater Sudbury’s economic development goals for the next 11 years. The three igniters and the five engines, or outcome targets, are linked by an overarching intent to achieve world recognition in approaches to sustainable development. The 2020 vision is a reflection of both Greater Sudbury’s unique history and its identity at a point in time. It is an interdependent system of achievements. The growth engines further illuminate achievements Greater Sudbury will reach in relation to a generally accepted mission of any city: to create an environment for citizens to prosper and experience a satisfying 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.

To accommodate Greater Sudbury’s existing strength as a world leader in mining services and technology and to promote emerging areas of enterprise, 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. The process of renewing the strategic plan resulted in a revised growth engine picture and a recasting of strategic objectives and actions for each.

*The five growth engines have been revised to reflect the community’s opinion of emerging opportunities...*

Engine #1: The best mining and mining 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 the extraction of ore by a few large industries. The future will take advantage of a more diversified business landscape utilizing 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 advocating for critical human resources and other support to grow rapidly in the marketplace.

**Strategic Objectives 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.
- Cultivate strategic partnerships to advance the mining and mining supply/services sector for Greater Sudbury
- Strengthen image of Greater Sudbury's mining and mining supply/services sector to address HR issues/labour supply, perception of industry

**Actions to Support Strategies**

- Support the efforts of local business including SMEs to develop a larger export market
- Deliver Strategic Export Marketing Program (SEMP)
- Develop strategic partnerships (e.g. Potash, Oil Sands)
- Complete Mining Supply Value Added Study Report
- Conduct an inventory of what currently exists in the sector
- Rebrand Greater Sudbury's mining and mining supply/services sector
- Develop integrated strategic marketing campaign with targeted marketing tactics, youth outreach efforts; explore other models (e.g. Sudbury Tourism Partnership)
- Enhance the sector's networking opportunities; examine other models
- Establish "Team Sudbury" initiative

*Tomorrow's vision of a local mining superpower is increasingly becoming a reality. Indeed, 84% of respondents to the stakeholder survey have said that this engine has significantly advanced its objectives since Coming of Age in the 21st Century was introduced.*

Engine#2: A leader in advanced education, research and innovation

Greater Sudbury's compliment of Laurentian University with its federated universities, School of Medicine and new School of Education, Cambrian College and Collège Boréal, has emerged as a new educational hub in Ontario. Sudbury also has a number of existing or developing incubators of new knowledge – R & D facilities. These include: Laurentian University's Mining Innovation, Rehabilitation and Applied Research Corporation (MIRARCO), the Vale INCO Living With Lakes Centre, the Centre for Excellence in Mining Innovation (CEMI), the Centre for Integrated Monitoring Technology (CIMTEC), a coordinating office of Canadian Climate Impacts and Adaptation Research Network for Ontario (C-CIARN-Ontario), a radiochemical and preparation and analysis facility, and at Cambrian College the Sustainable Energy Centre (SEC) and the Northern Centre for Advanced Technology (NORCAT). All of this serves to highlight the fact that advanced education is a significant growth engine in the community, one that has the potential to ignite innovation and create new economic and commercial opportunities.

**Strategic Objectives to Develop Engine**

- Promote Greater Sudbury as a leader in post secondary education, research and innovation
- Intensify research and development activities in Greater Sudbury's areas of expertise including Health, Environment and Mining
- Build a broad range of post secondary programs to enhance Greater Sudbury's competitive advantages
- Cultivate effective partnerships between government, researchers, students and industry for the creation of new enterprises, transfer of knowledge and skills training
- Continue to advance and develop Centres of Excellence where critical mass can be achieved and areas of expertise exist

**Actions to Support Strategies**

- Support and facilitate the development in downtown Sudbury of Laurentian University's School of Architecture
- With local post-secondary institutions, conduct an environmental scan to identify opportunities as they relate to the expansion of post secondary programs
- Facilitate the development of a Research Hub
- Develop outward focused knowledge transfer strategies with industry
- Create a world class Faculty of Mining
- Accelerate incubation-to-commercialization lifecycle to increase patents, processes and market ready products developed in Greater Sudbury
- Create and expand a network of shared specialized experts in technology adoption, intellectual property and commercialization
- Close the gap in the proportion of graduate spaces between Northeastern Ontario and the rest of the province

*Laurentian University alone contributes direct spending of \$232 million to the local economy and 1,500 full-time equivalency positions.<sup>20</sup>*

Engine #3: One of the best places to visit in Ontario

Greater 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 beauty and accessibility of Greater Sudbury's location, major attractions such as Science North and Dynamic Earth, the city's reputation for environmental stewardship and its many existing and potential outdoor amenities are being marketed to visitors and "knowledge workers" alike who value lifestyle as well as work. With multi-year hotel occupancy rates among the highest in the nation, it is estimated that over 3,200 citizens are employed in tourism related occupations.<sup>21</sup> A broad range of community stakeholders from across the city have also identified downtown destination development as a new opportunity for tourism and arts & culture.

*In 2007, Greater Sudbury welcomed 1.13 million visitors contributing \$200 million in direct spending to the local economy.*

#### Strategic Objectives to Develop Engine

- Enhance existing and develop new world-class attractions to create a critical mass of tourism opportunities
- Position Greater Sudbury as a leader in effective tourism marketing and innovative product development
- Boost organizational capacity and effectiveness within the tourism sector
- Exploit strategic partnerships that contribute to the growth and sustainability of the tourism industry in Greater Sudbury

#### Actions to Support Strategies

- Explore historic downtown destination plan and waterfront development potential
- Support efforts to grow and strengthen the Sudbury Tourism partnership
- Develop new sources of revenue for tourism marketing
- Accelerate implementation of Destination Sudbury: 2015 long-term tourism strategy
- Focus efforts on product development to address existing gaps with market demand (e.g. culinary, trails, francophone)
- Develop and implement Sport Tourism Strategy
- Explore francophone and aboriginal tourism opportunities
- Develop, expand and upgrade facilities to attract more conferences and events

Engine #4: The regional centre for health services expertise in northeastern Ontario

The presence of the Northern Ontario School of Medicine, the Northeastern Ontario Regional Cancer Centre and the Adult Regional Cardiac Program, coupled with the pursuit of an Occupational Health & Safety Centre of Excellence, have all positioned Greater Sudbury as a regional health centre. With a continued view to regional development, medical specialists will collaborate through new and existing forums to better leverage these growing areas of expertise and expand the health services engine.

#### Strategic Objectives to Develop Engine

- Maximize the community's position as a regional centre for health services and expertise.
- Build outstanding leadership in community medicine.
- Build on the strengths of NOSM, Northeastern Ontario Regional Cancer Centre, Adult Cardiac Care Program, and medical specialists within the community
- Identify opportunities to leverage healthcare sector to promote community and economic growth
- Recognize Greater Sudbury's aging population as an opportunity to tailor health services expertise to this demographic
- Expand emerging expertise in rural and northern health, telemedicine and aboriginal health

#### Actions to Support Strategies

- Create a multi organizational/multi disciplinary association to advocate for and collaborate on improving Greater Sudbury's Health related industry
- Develop joint community proposals and initiatives with senior government support that demonstrate local best practices and can be implemented across the province
- Analyze and explore gaps in areas of expertise that would enhance Greater Sudbury's ability as regional referral centre
- Continue Physician Recruitment Program and leverage lessons learned towards that attraction of other skilled health professionals
- Create complimentary Health professionals retention strategy
- Support community efforts to address the Alternative Levels of Care (ALC) crisis both short and long term
- Recruit world class practitioners in niche areas consistent with northern and rural health

Engine #5: A thriving and sustainable arts & culture community

Greater Sudbury’s arts & culture community has made tremendous gains in the past decade and is now acknowledged as a true growth engine in our revised strategic plan. Not only does a growing arts & culture sector provide jobs and increase tourism receipts, it adds to quality of life and attracts talent to those occupations that will nurture all the growth engines. The Greater Sudbury Arts & Culture Charter, Strategy and Grant Program are critical steps that have been completed in fostering community support for arts & culture while encouraging other levels of government to invest in artistic and cultural activities in the city. In turn, the arts & culture sector will reinforce downtown destination development plans, including the proposed Laurentian University’s School of Architecture.

**Strategic Objectives to Develop Engine**

- Foster the development of vibrant and diverse cultural identities as defined by the city’s cultural assets, people, ethnicity, industry and natural environment
- Articulate and promote the contribution of arts & culture to both social and economic well-being of Greater Sudbury
- Position Greater Sudbury as a globally competitive creative community that nurtures innovation and creative expression
- Strengthen arts & culture sector through increased resources for infrastructure improvements and sustainability
- Position Greater Sudbury as the music, film & television industry leader for northern Ontario
- Maximize Greater Sudbury’s reputation as cultural centre for festivals and events

**Actions to Support Strategies**

- Actualize the Arts & Culture Strategy within the community
- Create and adopt a Public Art Policy for Greater Sudbury
- Pursue development of a Signature Arts District
- Complete, utilize and maintain cultural inventory and mapping
- Embrace stronger linkages with tourism to support product development and to address venue and facility concerns
- Formalize support structures that encourage festivals and events celebrating Greater Sudbury’s diverse culture
- Ensure ongoing effectiveness of arts & culture grant distribution
- Increase attraction and retention efforts to complement existing film, television and music industry partnerships

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## Economic Development Indicators

*“In today’s world, competitiveness is not an option.”* **Task Force on Competitiveness, Productivity & Economic Progress, Closing the Prosperity Gap**<sup>22</sup>

The Greater Sudbury Development Corporation is committed to measuring the overall economic progress of the community and of each growth engine on an annual basis. Where possible, more frequent updates will be made available and will include specific, observable information related to the activities of the GSDC – as is done every quarter for City Council.

In preparing for the strategic plan review, a scan of other community practices for reporting economic indicators was conducted, revealing a broad range of approaches. There is general consensus that overall progress begins with a measure of population growth, employment growth and increases to the median household income. Beyond these, there is a wide variety of traditional and new economy metrics to select from and subsequently determine if the data is available for Greater Sudbury. The five year reporting gaps from Statistics Canada have been identified as a significant challenge here, reinforcing a need to conduct more local tracking as appropriate and possible.

The revised strategic plan includes a number of new economy measures designed to track economic progress in the key areas of knowledge jobs, innovation capacity, digital economy, globalization and entrepreneurship.<sup>23</sup> Among these is the adoption of the 3Ts of economic progress in the Creative Age - Talent, Technology and Tolerance. Together, the 3Ts play an important role in the ability of regions to attract the Creative Class. In the creative age, regions will continue to be judged by their GDP per capita and other traditional measures, but it will be their overall creative output that determines their sustained success.<sup>24</sup>

*Evaluating Greater Sudbury’s economic progress in the Creative Age requires adopting the right measures*

## Recommended “dashboard” metrics for economic development

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### Overall Economic Progress

- Employment growth
- Median household income
- Population Growth
- GDP per capita
- Housing starts and completions
- Value of construction
- Value of building permits
- Value of commercial building
- Total retail sales
- Population under 35
- Net migration
- Immigration (New Canadian within 5 years)
- Vacancy rate

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Local Creative Age/Creative Class

- Talent index
- Tolerance index
- Technology index
- Creative class as a percent of total population

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Activities of the Greater Sudbury Development Corporation

- Number projects supported
- Total value of economic development investments
- Total value of dollars leveraged through economic development investment
- Estimated annual economic impact

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Engine #1 - Mining and Mining Supply & Services

- Number of businesses servicing the sector
- Industry capital investment
- Total employment
- Value of payroll
- Value of total exports
- Foreign direct investment

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Engine #2 - Advanced Education, Research and Innovation

- Total attendance at (3) post-secondary institutions
- Attendance of students from out of town
- # of certificates awarded
- # of diplomas awarded
- # of undergraduate degrees awarded
- # of post-graduate degrees awarded
- # of post-graduate programs offered
- # of post-secondary programs offered
- Patents (per 10,000 people)
- # of patents to reach commercialization
- Value of research funding
- Industry investment in R&D

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Engine #3 – Tourism

- Total visitors
- Hotel occupancy
- SN/DE gated attendance
- Direct tourism spend
- Total sector employment
- Average overnight spend
- # of packages sold
- Packages customer survey scores (loyalty)

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Engine # 4 - Regional Health Centre

- Total sector employment
- Health care providers recruited to community
- # of residency spots in Sudbury
- # net GPs and # specialists
- % of population over 65

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Engine #5 - Arts & Culture

- Total sector employment
- Median earnings for workers in the sector
- # film productions
- Direct dollar impact of film of television industry
- # of festivals/new festivals
- Attendance #s for major festivals/events

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Guiding Principles and Igniters

- Percentage of population over 25 with a university degree
- # scientists and engineers as % of population
- # post-graduate degrees as a % of population
- Internet usage
- High speed usage
- # businesses started through the regional business centre
- # businesses registered
- # jobs created through regional business centre
- # businesses expanded
- # SMEs
- Total employment in SMEs

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## Sustaining Momentum

*“Innovation is fundamentally a ‘geographical’ process.” –David Wolfe, Social Capital and cluster development in learning regions<sup>25</sup>*

### **Renewing our commitment...**

Throughout the consultation sessions and in their ongoing participation, stakeholders expressed their commitment to this process and their approval of the lead role taken by the GSDC board and staff in providing mechanisms for renewed commitment on a consistent basis. The work represented by the resulting revitalized plan speaks volumes of the corresponding dedication of the GSDC board and staff to moving economic development work forward.

### **...and celebrating our success...**

The overwhelming message conveyed during this process, repeated more frequently than any other, has been that there is a need for the GSDC and the City of Greater Sudbury to communicate ongoing progress and concrete achievements – across all sectors and between all departments – in a consistent way that is easily accessed by stakeholders.

### **my!sudbury is the platform for telling our story...**

According to the Greater Sudbury Business Retention and Expansion (BR&E) survey completed in 2005, 53% of the firms interviewed considered the current community image to be negative.<sup>26</sup> On the other hand, 96% of businesses surveyed conveyed the positive message that the quality of life in Greater Sudbury is either good or excellent. Clearly there is a need to address this dichotomy, representing the collective and long-standing inferiority complex of Sudburians.

The *my!sudbury* initiative has taken the lead role in bringing about this change, working to alter the way citizens think about our city and influencing a positive Sudbury brand message outside the community. In an effort to measure the impact of the image campaign to date, *my!sudbury* retained the services of Oraclepoll Research with a telephone survey conducted in the fall of 2007. A total of 604 residents were surveyed from Greater Sudbury’s 12 wards.

In general, the survey results were positive:

- A full 46% of participants rated the image of Sudbury as positive
- A further 30% of those surveyed could recall the image campaign
- Of this 30%, 67% were able to name *mysudbury* specifically and 33% had visited the mysudbury.ca web portal
- A majority of participants (62%) rated the *mysudbury* image campaign as favorable/very favorable
- The community agrees that the project is needed: 79% believe it is important that Greater Sudbury have a renewed image and 74% feel it is important to promote the image to residents of other communities.

The *mysudbury* project presents options for communicating this process and, with growing support of citizens, it is gaining momentum as an established format for sharing our success stories.

### **Ongoing communication is key...**

This review process has validated the idea that the city is “on the right track” while underscoring the need to “tell our story” in all available formats and media. The *Digging Deeper* process has formed the foundation for a renewal of our “strategic story”; the corresponding communication strategy will clearly define the tactics needed to ensure that this story is reaching the ears of community influencers and citizens across Greater Sudbury. The GSDC is committed to ongoing engagement with the community and will continue to invite consistent feedback from stakeholders and facilitate the broader understanding of GSDC priorities by all levels of government.

### **Collaborative partnerships are essential...**

With Greater Sudbury’s “compass” and “map” made more accessible and newly relevant for the economic renewal of the city, the GSDC will ably navigate the journey to realizing our vision by 2020 – travelling together with partners to the mutual benefit of all. GSDC members will set up and partner with community leaders on task forces devoted to moving the economic agenda forward.

### **Project-based advancement groups ensure a surgical approach to our most pressing challenges...**

The GSDC will invite the community to form project-based advancement groups to address specific actions from each engine. These groups will actively identify initiatives to mitigate the impact of global, ever-changing economic conditions, and they will intensify efforts at economic diversification in Greater Sudbury.

**The GSDC will rise to the challenge...**

As expressed in 2003 with the launch of *Coming of Age in the 21st Century* and again with this review, the GSDC will continue to provide both a focus and a forum for action. Underlying this entire process has been the awareness of the magnitude of this challenge. This will be a critical role of team leadership for the GSDC.

**The *Digging Deeper* Economic Development Strategic Plan has provided the map; the GSDC will navigate the journey for the unfolding process of economic development. By working with community stakeholders, the GSDC will foster civic engagement, cultivate entrepreneurship and stimulate the continuous development of a dynamic and healthy city. Finally -- and most importantly -- it is the citizens of Greater Sudbury who will continue to power these engines. Indeed, it is the people of this city whose passion and hard work spark the forward motion of the entire community, for the benefit of all.**

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## Reports Reviewed

In the renewal of Greater Sudbury's economic development 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. *Digging Deeper* builds on this previous work as it is represented in these documents:

- *Coming of Age in the 21st Century – An Economic Development Strategic Plan for Greater Sudbury 2015*
- *Destination Sudbury 2015 - Sudbury Tourism Strategic Plan*
- *Key Facts About Sudbury*
- *Economic Strategic Plan Review Planning Session – February 20, 2009*
- *GSDC Board Strategic Plan Review – May 6, 2009*
- *Economic Development Strategic Plan Review Key Stakeholder Survey – February 26, 2009*
- *Trends Opportunities Priorities TOP REPORT – March 2009*
- *Greater Sudbury's VitalSigns™: City of Greater Sudbury's Annual Check-up - Sudbury Community Foundation 2008*
- *A Social Profile of Greater Sudbury – Social Planning Council of Sudbury 2009*
- *Ontario in the Creative Age – Martin Prosperity Institute February 2009*
- *Economic and Social Impact of Laurentian University – June 2008*
- *Greater Sudbury Business Retention and Expansion Report – 2005*
- *The 2008 State New Economy Index: Benchmarking Economic Transformation In The States – November 2008*

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