


TO: MAYOR J. LEHMAN AND MEMBERS OF COUNCIL

FROM: Zvi Lifshiz, B.Sc., MBA, Executive Director Invest Barrie (ext. 5417) 

NOTED: Carla Ladd, Chief Administrative Officer 

RE: Invest Barrie Activity Update

DATE: November 28, 2016

In October, 2015, the Invest Barrie Strategy was presented to Council and outlined the following strategic goals of the Division:

- Ensure that the economy creates and supports more high quality careers, leading to continued increases in quality of life.
- Focus on enhancing the diversity and range of employment opportunities for the community, so that all residents are able to pursue local employment.
- Enable an economy that can withstand changes in economic conditions and global competition.
- Ensure that the economy's ability to create high quality careers matches the pace of growth in the community.
- Be a premiere destination for business investment.

To achieve these goals, the Invest Barrie strategy was developed with 3 layers: The Transformational Layer, Operational Layer, and Environmental Layer.

The transformational layer is focused on initiatives that will create the conditions to for significant economic growth, diversification, and new investment. The layer consists of 4 Pillars and an integrated Strategic Core that will deliver coordinated initiatives and projects that will create the conditions for diversified economic growth and vitality in the City of Barrie. These are: Pillar 1 - Startup Ecosystem, Pillar 2 - Innovation, Pillar 3 - Downtown Creative Hub, Pillar 4 - Mobilization & Collaboration, and the Strategic Core - Talent.

The operational layer focuses on how Invest Barrie will deliver core functional services in order to maximize outcomes (such as attraction of new employers or growth in the industrial assessment base), and how each of those services are cohesive and aligned so that activities in one area also support the activities in the other areas. The layers consists of 5 functional areas that will work together to optimize resources and maximize the economic outcomes associated with the operational efforts of the team. These are: Function 1 - Investment Attraction, Function 2 - Investment Services, Function 3 - Business Retention and Expansion, Function 4 - Cultural Services and Function 5 - Small Business Support.

The Environmental Layer consists of crucial groupings of related activities (called activity areas) that impact the overall attractiveness of Barrie as a business location, regardless of efforts in the other layers of the strategy, and that have the ability to positively or negatively impact the City's ability to meet its economic development goals. These activity areas are led by other departments within the City, and therefore the focus for Invest Barrie is to ensure alignment between Invest Barrie's operational efforts and the work of the teams that are involved with these key activity areas. The 4 activity areas are: Area 1 – Pro-Business Environment, Area 2- Brand and Perception Management, Area 3 – Infrastructure, and Area 4 – Growth and Employment Land

During the course of Q4 2015 and 2016, the Invest Barrie Entrepreneurship and Strategic Initiatives staff has been involved in projects in all 3 layers of the strategy, in support of the strategic goals of Invest Barrie. In addition, the Business Development Department staff has been working on delivering core operational services to both the existing and prospective business communities, while also implementing projects that support the strategic goals. The Department of Culture, as part of Invest Barrie, participates in the deployment of the Invest Barrie strategy and several initiatives are inclusive of the work that has been performed by the Department as it relates to the new strategy. In the later part of 2016, Invest Barrie began to focus on efforts to align Department of Culture activities to all components of the strategy.

TRANSFORMATIONAL LAYER

Startup Ecosystem Pillar:

This pillar is about creating an environment that will allow more start-ups to launch or be attracted to Barrie. These types of businesses have the potential of growing very quickly. Start-ups create a significant proportion of net new jobs, diversify the economy, attract talent and provide the types of opportunities that many millennials are looking for. Programs and initiatives in this pillar will foster a start-up culture in the City and will promote the growth of knowledge-based industries in Barrie (for example, the technology industry).

Start-Up Eco-System Events

- **Innovations in Mobile Technology:** Held in January 2016, we hosted Head of Mobile from PayPal Canada to talk about leading trends and innovations in the mobile payment industry.
- **Raizit:** Held 2 raizit events in 2016. The first focused on scaling a startup, and consisted of a panel discussion with 4 startup founders who shared their experience and advice with over 75 attendees. One of the panelists included the founder of one of Canada's leading technology accelerators. The second raizit focused on crowdfunding, specifically crowdfunding for equity which became legal in Canada earlier this year. Approximately 75% of attendees who attended the 2nd raizit had never attended an Invest Barrie event before.

- **TrepMixer:** Held in July, in partnership with The Creative Space and ventureLAB. The purpose of the event was to meet, network and connect for business development.
- **ArtsBiz Mashups:** This event is an opportunity for the creative and business communities to come together, network, share ideas and forge new and unique relationships. Events involve 2 presentations or performances – one by a business leader and another by a creative entity. So far 3 ArtsBiz Mashups have been held, and included presentations/performances by Ed Burke (CEO, The Look Company, Tyler Murray (Co-founder of TygerShark), HarpAcash and the Morals (indie folk-rock band), Marlene Hilton Moore (established Canadian visual artist) and Ann Green (local yogi and business owner).
- **Startup Weekend:** Invest Barrie along with Georgian College delivered a Startup Weekend in April 2016. Startup Weekend is a 54 hour event that brings together Barrie designers, developers, entrepreneurs, and experts from all domains to build a real product, team and business idea. The weekend was a great success, with two newly formed startups in Barrie.
- **Watson Demo:** In August 2016 at City Hall we hosted over 20 entrepreneurs, Georgian staff, and City Staff to learn about IBM Watson – a powerful data analytics platform.
- **Mentor Mash (Foodies Edition):** A “speed dating” event that allows food entrepreneurs to receive advice and connect with experienced food industry insiders with a variety of expertise ranging from product development to labeling and distribution.

Development of Startup Roadmap:

- In early 2016, Invest Barrie and Georgian College’s Henry Bernick Entrepreneurship Centre (HBEC) co-organized a two-day workshop. Bringing together key parties in the ecosystem, the workshop formed a foundation for better understanding the strengths and opportunities of our ecosystem. The group also formed a common vision and framework for the development of the ecosystem. Over the duration of 2016 Invest Barrie worked with community stakeholders to understand the current state of the ecosystem and to develop a common framework and plan to build the startup ecosystem. The process also included the creation of an inventory of advisors and a mapping of all entrepreneurship educational workshops across three ecosystem partners: Invest Barrie, HBEC and ventureLAB.

Training for Start-Ups – BUILD Program

- In partnership with HBEC and ventureLAB, Invest Barrie helped deliver a new program called “BUILD: Agile Business Planning”. The program brings an innovative lens to developing a business by favouring exploration over elaborate planning, customer feedback over intuition and iterative processes over traditional structured planning. The pilot was a 6-week intensive program which was delivered to 18 startups and ended with a pitch competition.

- The success of the 6-week pilot gained commitment from HBEC and ventureLAB to deliver a full 12-week program combined with group mentoring by HBEC mentors/advisors in the fall of 2016 and again in winter 2017. This fall there are 26 companies registered in the program. Of these, 24 are engaging with Invest Barrie for the first time.

Training for Artist Entrepreneurs

- The Culture Branch delivered a workshop called Crowdfunding 101 for the Arts. Artists in our community learned about planning and executing a crowdfunding campaign and how many not-for-profit arts organizations and artists are using crowdfunding as a means to fundraise for performances, projects and special events.
- The Culture Branch delivered a workshop called Artbooks: Taxes for Artists. Topics included: What makes a good deduction, how to deal with donating artwork/in kind donations, grants and other self-employed income, HST and various bookkeeping strategies.

Training for Food Entrepreneurs

- Invest Barrie hosted a workshop called Starting a Food Business. The workshop was delivered to over 20 participants, teaching food entrepreneurs the introductory steps involved in starting a food-based business including guidelines for food safety, quality assurance, food inspection protocols, labelling, and government regulations.
- Invest Barrie organized exCite Food, a 2.5 hour workshop that helped potential entrepreneurs (who are thinking of starting a food business) to refine their idea, or help existing entrepreneurs work out some of their challenges.

Start-Up Engagement

- In 2016, Invest Barrie consulted with close to 40 new local start-ups for the purposes of determining their needs and connecting them with referrals to resources, tools and mentors to accelerate their start-up ventures. This is an ongoing program through which Invest Barrie will be collaborating with other service providers in the ecosystem to help startups grow.
- Invest Barrie nominated a number of local startups for ventureLAB BOOST funding of \$5000/company. The funding was for technology-based companies within ventureLAB's catchment of York Region, Simcoe County, and Muskoka District. In May of 2016 it was announced that 3 of the 8 winners were from the Barrie and surrounding area.

- Smoffice is a startup contest delivered by The Creative Space and sponsored by several local businesses as well as Invest Barrie. The winner receives 6 months of business acceleration, funding and one-on-one mentoring from local entrepreneurs. In February 2016 Invest Barrie met with a local technology startup getWyred and recommended they apply for smoffice, which they won. As a result, the founders of getWyred have been immersed in the Barrie business community as well as the cultural and city attractions. They will be launching their new app in late 2016.
- Invest Barrie has participated in a number of HBEC pitch competitions and ventureLAB startup review panels serving as an advisor and connector for local entrepreneurs.

Generation Innovation – Youth Conference

- Following the success of 2015's Generation Innovation bootcamp, in May 2016 Invest Barrie partnered with Georgian College to run a one-day youth entrepreneurship bootcamp for 105 Barrie high school students enrolled in the Specialist High Skills Major program. The program is designed to help students build on their existing skills and to support future entrepreneurial ambitions by creating solutions for real-world local entrepreneurs and their ventures.
- Another bootcamp is planned for December 2016.

Artrepreneur Program

- Artrepreneur is a 12 week business training program designed to equip independent artists, arts administrators and creative entrepreneurs with vital business skills needed to create a vibrant business across multiple arts disciplines and industries.
- 24 students from the first cohort of the program graduated in April 2016. The graduation took place at a ceremonial event which hosted many dignitaries and gave the students an opportunity to present their businesses to an audience of over 60 at the Mady Centre.
- The second delivery of the program commenced in September of 2016, with the graduation of 20 students to take place in January 2017. The program's advisory committee had decided to limit the program size to 20 students to allow for focused one-on-one support, taking into consideration that this in-demand program will continue to be offered in 2017.

Food Entrepreneurship Program (SPROUT)

- In July 2016, developed a partnership agreement with Agri-Management Food Institute (AMI), and Georgian College to develop and deliver a 12-week business development program called Sprout. The program is designed for early stage food businesses that are pre-revenue or selling at farmer's markets and festivals. This program helps entrepreneurs to refine their product concept, learn about recipe development and business planning. Students will receive over 30 hours of hands-on commercial kitchen time at Georgian College.

Barrie Entrepreneurs Connect (BEC) Portal

- Continued promotion and development of new content on the BEC portal. This portal is aimed at being a digital resource to help entrepreneurs connect with resources in the community as well as with each other.
- Expansion of BEC functionality was focused on integrating the portal with "The Networking Effect" (TNE) platform. TNE is a local technology company that has created a social platform which allows a community of business professionals to network virtually. The integration will allow BEC users to connect with each other. New site launch with the integration to be launched in late 2016 or Q1 2017.

Startup Barrie

- Startup Canada is the national organization for Canada's entrepreneurship community. The Startup Canada Communities network is its flagship program that connects local entrepreneurs to each other and to a national network. In April 2016, Barrie was named a Startup Canada Community (1 of 25 in Canada). Invest Barrie helped convene stakeholders to put forth the application with community supporters, and provided support letters together with Georgian College and ventureLAB.

Startup Ecosystem Meetings

- Invest Barrie continued to organize and lead monthly ecosystem partner meetings. The meetings are an open forum and provide an opportunity for all partners (such as the Bernick Centre, ventureLAB, Ontario Centres of Excellence, Simcoe school boards, Simcoe County, and others) to share news and updates, highlight opportunities for partnership, discuss funding and collaboration, and ask for assistance on referrals, speakers, introductions etc.

Innovation Pillar:

This pillar is focused on providing the opportunities, resources and knowledge required to make innovation a key feature of Barrie's economy. Data shows that increases in innovation align with increases in productivity, competitiveness, and resiliency. Programs will focus on creating a culture of innovation throughout the community, providing employers the tools necessary to support internal innovation, and helping employers connect with external organizations to focus on mutually beneficial joint innovation partnerships called Open Innovation.

Open Innovation

- **Health Ecosphere Open Innovation**

- Invest Barrie continued discussions with RVH around collaborative health innovation opportunities. Over the year, Invest Barrie organized and facilitated meetings between RVH's senior leadership and ventureLAB, who are leaders in creating health innovation ecosystems called "Health Ecosphere".
- Invest Barrie and RVH are currently working on developing a Health Innovation Forum to take place in Spring 2017.

- **Business Open Innovation**

- Invest Barrie is making progress towards the first implementation of a B2B Open Innovation pilot. The pilot business is engaged and the team is now determining the scope of projects to be attempted.

- **Civic Open Innovation**

- Invest Barrie has started to investigate the potential for a pilot project that would bring a startup to City Hall to work on a specific challenge or opportunity. The team has also spoken with the City of San Francisco to understand their experience with this type of innovation before bringing the opportunity to EMT for approval.

Intrapreneurship

- Invest Barrie is in discussion with both ventureLAB and a highly recognized organization from Toronto that has extensive expertise and experience with intrapreneurship to deliver a series of intrapreneurship workshops in Barrie for established businesses.

Innovation Events:

- Invest Barrie continues to deliver regular innovation-based events. Examples include:
 - Innovation Information Forum – Invest Barrie partnered with Georgian College and the Federal Government to deliver the Innovation Information Forum. The forums brings together Government of Canada departments and agencies to present current innovation and commercialization programs, and allows businesses to learn what the Government of Canada is doing to bolster innovation and what programs and services are available to help businesses.
 - Manufacturing Summit - Invest Barrie and ventureLAB have initiated planning stage of a Manufacturing Summit to take place in April 2017. The summit will be focused on innovative trends in manufacturing. A steering committee composed of 3 local manufacturing leaders, city staff, ventureLAB and Georgian college has been created. The first meeting took place in Oct 2016.

Innovation Groups

- Invest Barrie continued to host a number of “Women in Innovation” meetings. This is a group of influential women who are in senior leadership positions in organizations focused on innovation and technology. The goals of the group are to network and support each other, but also to identify opportunities to develop specific programs or resources that would encourage more women to become entrepreneurs and to help accelerate the growth and success of those women already in business leadership positions.
- Sharing Economy Taskforce – Invest Barrie has connected with a group of technology and sharing economy experts in the community regarding the taskforce. The taskforce will be working towards a recommendation to Council regarding opportunities for the City to leverage the Sharing Economy.

Downtown Creative Hub Pillar:

This pillar focuses on creating a vibrant and attractive City Centre that serves as both a cultural heart of the City and an employment hub for creative industries. The downtown is the most likely place where startups will come to launch and grow. Initiatives focus on both physical and cultural components of creating a downtown that supports quality employment through startup creation and growth of knowledge-based industries, and attracts a diverse community as both the residents and the workforce of the downtown.

Downtown Parking Lots

- Implementation of the strategy for the disposition of downtown parking lots continues. Active properties on the marketplace include 10-14 Collier Street, which seeks to create an assembly with the adjoining property to create a larger development footprint. In addition, parking lots located at 55-57 McDonald Street/61-67 Owen Street, and 60 Worsley Street have also been released to the market. Offer packages are currently being accepted until November 25, 2016.
- The intent and purpose of offering of these downtown parking lots to the market provide strategic opportunities to accelerate growth and vitality through residential and/or employment density, while also accelerating the vision and goals for downtown Barrie.
- Business Development Staff are also pursuing the opportunity to bring the 1-15 Bayfield Street/9 Simcoe Street parking lot to market, and is moving forward with an initial report to Council at the end of November.

Data Analytics to Identify Downtown Needs

- To support the downtown vibrancy efforts, Invest Barrie has initiated a project that will allow the team to better understand downtown patrons.
- Invest Barrie is working with Environics (a data analytics/insights platform), the Downtown BIA and local businesses to collect patron data.
- The objective of the project is to combine retail customer data with cultural event data to create profiles of the type of residents and visitors who visit the downtown to identify retail needs, cultural programming needs and investment opportunities for the downtown core.
- Other research is also being conducted, in conjunction with Statistics Canada, to better understand the community's usage of the downtown and what may be preventing residents from going downtown for shopping/cultural attractions more often.

Entrepreneurship Center

- A business case is currently under development by Invest Barrie in conjunction with a group of key business leaders in the community. The plan will include programming, operating, governance, and financial models.

ArtsCapaCity

- Invest Barrie is working with ArtsCapaCity to determine how best to cooperate with the group in order to reach the shared goal of making Barrie into a creative hub. ArtsCapaCity is an organization founded by 3 local arts organizations; Theatre by the Bay, Talk is Free Theatre and the Barrie Film Festival. They have partnered (and received Provincial funding) for the purpose of developing a program that will financially support local arts organizations. The program will provide the arts organizations with an opportunity to access additional financial support for innovative programming. In addition, the three groups are looking for operating synergies amongst themselves. The cooperative hopes to share a pool of professional actors/actresses to maximize use of resources and to position Barrie as a magnet for creative talent through a residency program.

Digital Maker Space – Canada 150 Partnership Grant

- In 2016, Invest Barrie partnered with the Barrie Public Library to submit an application for the Ontario 150 Partnership Grant to build a Digital Maker Space at the library. The proposed Digital Maker Space will provide youth in the community with digital equipment, technology and targeted programming to enable them to learn, design, prototype, program and make products that support the path to entrepreneurship.

Mobilization & Collaboration Pillar:

The goal of this pillar is to mobilize Barrie's already engaged influencer communities (such as the Business and Educational Institution communities), so as to create productive networks of community members that collaborate to deliver outcomes that are important to them and that align with the goals of the Invest Barrie strategy.

The examples of business community mobilization and collaboration are mentioned throughout this updated. Key examples include:

- Sharing Economy Taskforce – Members of the business community will meet to research and make recommendations regarding opportunities for the City to leverage the sharing economy, and to identify the risks that need to be considered,
- Entrepreneurship Centre – Leaders in the entrepreneurial community meet to develop a plan for an entrepreneurship centre that will focus on Barrie-specific programming and operating models.
- City Brand Strategy – A small but very knowledgeable group of marketing/branding experts in the community work with Invest Barrie, Access Barrie and the CAO towards a new brand strategy for the City.
- Barrie Business Ambassadors - A group of engaged community members, spanning across business and institutional organizations in the City, who are willing to provide time and access to their networks in support of the City.

Talent:

Ensuring that the City of Barrie has the necessary workforce to support the growth of existing industries, the attraction of new industries (including knowledge-based industries such as technology that require a workforce with Science, Technology, Engineering and Math degrees), and the focus on innovation within the economy (including entrepreneurs that launch innovation-driven startups) is core to the Invest Barrie strategy.

Talent Attraction

- Invest Barrie participated in the University of Toronto Career Fair in Q3 2016. The fair welcomed students and new grads from a variety of disciplines including engineering, economics, environmental services, accounting/finance. The purpose of participating was to promote Barrie as a destination for recent graduates and to promote employment opportunities that exist with local businesses to support their staffing needs. Business Development utilized the opportunity to collect some impression data from those that visited the booth. Highlights from the survey include:
 - 100% of students surveyed would consider working in Barrie should they find suitable employment.
 - 100% students want to know about future job openings in Barrie.
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Train in Technology

- In recognition of the need to foster the development of talent to satisfy the needs of knowledge-based and innovation industries, Invest Barrie is collaborating with Georgian College, Barrie Chamber of Commerce, and local school boards to deliver the Train in Technology event. Following the model of the successful Train in Trades event, Train in Technology will showcase technology-based careers and opportunities across a variety of sectors that exist in the local area. The goal is to raise awareness among Barrie youth who are in the midst of choosing career options, promote current employment opportunities in these sectors, and highlight the diversity and prosperity of local technology companies within the community. Planning and development of the event was initiated in 2016, with the event expected to be delivered in Q1, 2017.

Explore the Trades

- In addition to fostering talent in emerging industries, the need to support the future talent needs in traditional industries operating in Barrie and surrounding Simcoe County remain critical to ensuring a diverse and robust economic base. To that end, Invest Barrie participated with the County of Simcoe, Georgian College and the Ontario Youth Apprenticeship Programs of the public and separate school boards to deliver Explore the Trades in June, 2016. The Skilled Trade Expo was held at the Elmvale Arena with the focus of providing experiential opportunities for senior elementary students to explore career opportunities across more than 30 skilled trades.

International Talent Attraction

- In collaboration with the County of Simcoe Local Immigration Partnership, Georgian College, Lakehead University, and the City of Orillia, Invest Barrie helped to organize an International Students Welcoming Event with hundreds of international students. Students were welcomed at Barrie City Hall and received a tour of the City, followed by sessions at Georgian College on immigration, investment opportunities, small business services, and co-op/post-graduation employment.

STEM for Youth – Robotics and Tinker Space

- Since the very successful launch of Lego Robotics in the fall of 2015, 283 students have participated.
- Invest Barrie has continued to work with community stakeholder to introduce robotics programming and learning in our community. Specifically, Invest Barrie lead the support of Barrie's first VEX Robotics teams, the "Barrie Techno Tigers", for age categories 10-13 and 13-17. Through this after school program, youth design and build different types of drive mechanisms to control and move the robots. They also use engineering principals to learn how to manipulate the game pieces and will gain C-based programming language skills.

- Invest Barrie, in partnership with the City Recreation Department, has been instrumental in working with the Vex Robotics League organizers to bring its first ever Vex Robotics Competition to the City of Barrie. The event will take place January 18th, 2017 at East Bayfield Community Centre. Hundreds of robotics team will travel from across Ontario to participate in this inaugural event.
- Following the Vex Robotics Event in January, Invest Barrie will also be participating in organizing an inaugural FIRST Lego Robotics competition at Georgian College in March 2017.
- Invest Barrie also helped launch the Barrie Public Library's Tinker Space which exposed local youth to technology such as: Arduinos, Modular Robotics Cubelets, Robotic Kits, Moss Zomboniton, Rostock Max, Electronic components, wonder workshop dash robots and snap circuits.

OPERATIONAL LAYER

Investment Attraction Functional Area:

This functional area is focused on optimizing the mode and methods for which the Business Development Department attracts investment to the community. From lead generation to development of collateral material, the goal of this functional area is to create a pipeline of opportunities that can be pursued and converted into new investments.

Attraction Prospects

- Invest Barrie continues to work with a variety of prospects that are in various stages of lead development throughout the investment lifecycle, ranging from those in the exploratory stages to those moving forward with purchasing land and/or building opportunities.

City of Barrie – Investment Attraction Value Proposition

- A Manufacturing Sector Profile was completed in August 2016, which was utilized in the Trade and Investment Mission to Chicago for the International Manufacturing Technology Show. The profile is designed to highlight Barrie's key advantages to investors outside of Canada.
- Invest Barrie has developed a new promotional Value Proposition that forms the basis of customized value propositions. On the basis of this, other specific value propositions have been created for different types of industry sectors and attraction targets including data centre, hotel, life sciences, etc.

Trade & Investment Mission - International Manufacturing Technology Show

- Invest Barrie participated in a trade and investment mission to Chicago for the International Manufacturing Technology Show (IMTS) in September 2016. The delegation was led by Mayor Jeff Lehman and included two members of Invest Barrie, Barrie Business Ambassadors and delegates from 7 local manufacturers. The IMTS Show is one of the largest industrial trade shows featuring more than 2000 exhibiting countries, over 114 000 registrants and representing over 112 countries.
- Invest Barrie leveraged the show along with a lead generation firm and the services of the Canadian Consulate and Illinois Chamber of Commerce to setup: (a) investment attraction meetings for Invest Barrie, (b) business-to-business trade meetings for the Barrie businesses that joined the mission, and (c) speaking opportunities for the Mayor to promote innovation in Barrie.
- A brief summary of outcomes is included below, with a more detailed summary provided to Council in a separate Memorandum:
 - Invest Barrie met with 4 site selectors and had 10 targeted investment attraction meetings, in addition to the ad-hoc engagement with exhibitors at the IMTS Show.
 - Barrie delegate companies had 12 business-to-business meetings, as well as one-on-one meetings with Boeing, the world's largest aerospace company.

Think Canada 2016 Global Summit

- Think Canada is an independent organization that arranges in-bound foreign direct investment missions. The organization's annual summit took place in Niagara Falls on October 19th and 20th. The summit was well-attended by investors from across the globe including China, Dubai, Jordan, United States, Italy, and Brazil.. As a sponsor, Invest Barrie provided welcoming remarks to attending investors, participated in networking activities, and met with 11 companies in food processing, IT, construction/real estate, distribution, and manufacturing. Follow-up has been initiated with the companies that Invest Barrie met with and work continues on opportunities to engage the leads further into the qualification pipeline.

Barrie Business Ambassadors

- In 2016, the Barrie Business Ambassadors steering committee continued to meet regularly to discuss lead generation for Barrie.
- Several ambassadors recently accompanied Invest Barrie to the IMTS show in Chicago to support investment attraction presentations with identified prospects. In addition, several members of the Business Ambassadors have attended a number of luncheons and other events with prospective investors and/or influencers, in order to provide support to the City and to bring a business perspective.

Lead Generation

- Business Development staff have received training on how to use the Sales Navigator tool on LinkedIn. This is a very powerful tool that allows the team to identify influencers online within target industries and companies, and engage them via a highly targeted business content and promotion strategy. This highly targeted form of lead generation will augment other investment attraction initiatives, including trade delegations, in 2017.

Sector Development

- Invest Barrie is looking at several new sectors as potential opportunities for economic diversification. Examples include:
- Film Industry – Invest Barrie continues to develop a plan for promoting Barrie as a filming destination within Southern Ontario. This sector may provide a new revenue stream for the City (through permitting fees) as well as help grow a new industry in Barrie. In addition, the Culture Branch continues to facilitate filming requests through the Special Event Permit Process. Barrie has seen an increase in the number of inquiries and permits issued over previous years. In 2014 we process 2 film permits, 6 in 2016, and 11 so far in 2016.
- Technology – Invest Barrie have initiated a process to identify technology subsectors that may be most viable in the City, and are working on a plan for one of those subsectors specifically. Invest Barrie are also in discussions with organizations that may have an interest in developing a technology hub in the City's downtown.

Lake Simcoe Regional Airport – GTAA Regional Airport System Study

- Invest Barrie, along with partners at Simcoe County and Oro Medonte, continue to engage and support the effort to establish Lake Simcoe Regional Airport as part of the Aouther Ontario Aiprots System (lead by the Greater Toronto Airport Authority (GTAA). This is an exciting opportunity that has made significant progress in 2016 and is expected to continue in 2017.

Investment Services Functional Area:

Investment services refers to the suite of services and service level standards that Invest Barrie can provide to a client (a client can be a prospective investor, an existing business, or a new employer in the community) in support of the client's development project or business initiative (such as relocation, expansion, etc.). Delivery of the investment services is often initiated by Invest Barrie, but often requires internal collaboration across departments to ensure that an investor or employer can receive a consistent and seamless level of service. An additional component of investment services is the collection of relevant data and information in order to adequately service investors/employers (for example real estate costs, a business directory, educational statistics, etc.).

Concierge Program for Investment Servicing

- As part of the Business Concierge Program Invest Barrie is participating in the Business Burden Reduction Project being run through AMO and MEDG.
- Barrie will be one of several other municipalities participating with various similar projects – Barrie will be specifically participating using our Business Concierge Program that is currently being built out, with aim of ensuring simplified and time-sensitive development process facilitation, and/or rapid and coordinated issue resolution for businesses.
- A framework for the Business Concierge program has been developed including: underlying principles, criteria for program admittance, program process maps, roles and responsibilities, required training, and evaluation procedures.
- The plan is to have the program fully launched in Q1 2017, with ongoing review of the program.

Data and Tools for Servicing

- Invest Barrie continued to participate in, and adopt, new data sources to support and inform the City's value proposition to businesses. The most significant being the City's participation in the KPMG Competitive Alternatives study, which measures cost competitiveness of communities globally and across a variety of industry sectors. Barrie is prominently positioned as a low-cost business operating cost environment. Additional data, such as environics, is also being utilized for investor servicing purposes.

Industrial Land Sales

- In 2016, the City sold approximately 20 acres of its City-owned industrial land, both in the Maplevue West Business Park and South Barrie Industrial Park. Overall demand for industrial land in the City has experienced an increase as vacancy rates within the existing industrial stock have decreased and demand for space has increased due to a growing local industrial base and new companies locating to Barrie.
- The near thirteen acres of land sold in the Maplevue West Business Park is expected to accommodate an additional 140,000 square feet of industrial space to be built by developers to accommodate single and multi-user tenants. The remaining acreage was sold in the South Barrie Industrial Park to facilitate the growth of an existing firm, Innovative Automation, who will be constructing a 60,000 square foot industrial building to accommodate their rapid growth. The second lot was sold to an expanding framing company who constructs modular components for the housing industry who will be constructing an initial facility of 20,000 square feet.

- Significant interest exists for the remaining acreage in the both the South Barrie Industrial Park and Maplevue West Business Park. Staff continue to work with interested parties to support investment attraction, business expansion and overall employment development for the City and additional sales are expected in 2017.
- As per By-law 2014-108 which set out the development charges through 2019, the City provided a discount to development charges for the first 1.2 million square feet of development categorized as non-residential and non-retail. As of the end of September 2016, approximately 406,000 sq.ft. remains available within the discounted allocation.

Other Client Investment Services

- Completed surplus and disposition plan to facilitate parking for Little Lake Seniors Centre
- Providing support and acting as City concierge/liaison for significant developments within the City.
- Worked with Mayor Lehman to host a group of investors from the Confederation of Greater Toronto Chinese Business Associations, for an Invest Barrie presentation, business networking lunch, and bus tour of development opportunities throughout the city.
- Supporting and servicing expansion of 2 large manufacturers in Barrie
- Completed investment inquiry response to leads generated at the Trade-Investment Mission.
- Providing servicing to several local companies exploring business expansion/investment opportunities in the City.

Business Retention & Expansion Functional Area:

Business retention and expansion encompasses the activities undertaken by Invest Barrie and Business Development Department to successfully retain and grow the existing business base in Barrie. As most employment growth will be derived from the expansion of existing employers (74% - 90%), it is critical that relationships continue to be developed with the local business community. Barrie's ability to successfully retain its existing business base and grow investment through business expansion will in part be determined by the way it engages with and services existing employers. It is also important that the City understand the needs and challenges of existing businesses, and what the City can do to most effectively support the continued growth of these employers. This can help guide Barrie's plans and business-related priorities, and also help the City establish a positive reputation (both within and across the marketplace) for facilitating the needs of the business community.

Comprehensive Assessment of the Manufacturing Industry (CAMI)

- Working with Georgian College's Research Analyst program and Simcoe County Economic Development, Invest Barrie developed a research study called Comprehensive Assessment of the Manufacturing Industry (CAMI).
- The objective of the study was to (a) understand the opportunities for the City to best support and enable growth of manufacturers, (b) understand the various supply chains to determine whether there are gaps in the chain, thereby offering an opportunity to attract a supplier to fill the gap and create value for existing companies, and (c) understand the existing and future technology needs of our local manufactures.
- The CAMI study consisted of collecting information through in-person interviews with management level employees as well as online surveys of Barrie based manufacturers. 57 interviews were conducted (40 were Barrie companies and 17 were companies from Simcoe County). The interviews were conducted together by staff and Georgian College students.
- Initial results will be presented to manufacturers that participated at an event in December 2016.

Workforce Support

- Invest Barrie partnered with local Employment Ontario offices to host job fairs for local employers.
- The team continues to work with local businesses seeking to attract talent through job fairs and other recruitment tools within the City's purview (e.g. assessing specialized transit access to support employers).

ACDC/BCRY Rail

- Engaged with the Town of Innisfil and County of Simcoe to review the strategic value and opportunity of short-line rail.
- Pursuing a market study to identify opportunities to target and attract rail users to the community based upon the existing asset base of the rail line.
- Participating with Province of Ontario to provide information to support their study of Short-line Rail in the Province.
- Invest Barrie working inter-departmentally with Engineering and Roads, Parks and Fleet and the short-line rail operator (CANDO) to provide business outreach and business case support for inquiries related to short-line rail usage.

Other Value-add Activities

- Hosted Annual Mayor's Breakfast
- Government Grants: Invest Barrie has hosted an information breakfast to provide local employers with current information regarding available grants. In addition, Invest Barrie continues to work with interested local employers to set up free consultations to learn more about available government funding.

Small Business Support Functional Area:

The provision of small business support services is predominately delivered through the Small Business Centre, which is an ongoing partnership between the City of Barrie and the Province of Ontario. Through the agreement with the Province, the Centre services most of Simcoe County and the City of Orillia in addition to Barrie as part of its geographic territory. The Centre is focused on supporting the creation and growth of small businesses that are focused on serving the local market (small businesses are differentiated from startups, and the startup ecosystem pillar, in that startups are focused on serving and capturing a national or international market).

Re-Naming the Small Business Centre

- In an effort to be better identified as a business resource within all of the communities that are served by the small business centre, the Greater Barrie Business Enterprise Centre (GBBEC) has been re-named the Small Business Centre of Barrie, Simcoe County, and Orillia. This re-naming has also resulted in a re-branding of the Centre, which serves to strengthen the outreach to the community through new marketing and business support initiatives. The official re-launch was held in January, and included a new website release.

International Economic Development Council Award Recipient

- In September 2016, Invest Barrie won a Silver Award for the Small Business Enterprise Centre Re-branded Website.

Business Consultations

- The Centre conducted 472 consultations between January and September of 2016, averaging approximately 52 per month. Of those receiving consultations, 329 were considered pre-start or new businesses and the remaining 143 were with existing small businesses.

Summer Company Program

- Summer Company is an Ontario program that provides students aged 15-29 an opportunity to receive hands-on training, mentorship, and up to \$3,000 in funding to start their own business over the summer.
- The Small Business Centre successfully delivered the program to 15 students in 2016 and provided opportunities to showcase these young business owners through special events that included the Summer Company Launch & Showcase and Staples Youth Entrepreneurship Day.

Starter Company

- Starter Company is exclusively delivered through the Small Business Centre and is a Provincial program that provides youth aged 18-29 with the opportunity to receive up to \$5,000 in grant funding, six months of hands on training, and mentorship to start their own full-time business. To date:
 - 69 program participants (including businesses that are partnerships)
 - 40 grants disbursed
 - 47 businesses started
 - 388 jobs created

Education Sessions & Events

- One of the mandates of the Small Business Centre is to provide business education to entrepreneurs through seminars, workshops, and events. Session topics include bookkeeping, marketing strategies, business planning, as well as general start-up information. The Small Business Centre delivers sessions both independently and in partnership with other business service providers such as Canada Revenue Agency, Barrie Public Library and Nottawasaga Futures. In 2016, the Small Business Centre has delivered 17 such sessions to more than 200 participants.

Xcelerate Summit

- Xcelerate Summit 2016 has evolved from the Barrie Business Weeks of 2014 and 2015, building upon previous years' successes. This 2-day conference, promises to deliver relevant and practical content that will help future-ready businesses along with opportunities to network and connect.
- Xcelerate Summit is a collaboration of business service community partners who dedicate months of planning to focus on providing Barrie and area entrepreneurs and businesses of all stages access to information, education, networking and resources in order to support the growth and development of their businesses. Partnering organizations are the Small Business Centre (Committee Chair), Barrie Chamber of Commerce, Henry Bernick Entrepreneurship Centre, BNI, BDC, Grow Vantage, and Simcoe County Young Professionals Association.

- Rebranding in 2016, Xcelerate Summit will be held at Georgian College Barrie Campus on October 26th/27th, will and feature global speakers, local Presidents and a variety of educational boot camps and breakouts lead by business experts. Previous years have drawn an audience of more than 350 and the new format will include:
 - Opening keynote speaker, Lauren Friese, founder of TalentEgg.ca;
 - Closing keynote speaker, Dr. Sean Wise, featured consultant of Dragons' Den;
 - President's Panel President's Panel with local successful entrepreneurs Krista LaRiviere, Steve Loftus, Paul Larche and Carla Ladd;
 - Breakout sessions featuring speakers from across Simcoe County and GTA;
 - Business Week Social

Regional Pilot Project with County of Simcoe

- In 2015, the Small Business Centre launched a Pilot Project with the County of Simcoe to deliver in-market Small Business Centre services to the County municipalities that the Centre serves. Specifically, the County of Simcoe has funded a Small Business Consultant to provide mobile consulting services to current and prospective small businesses in participating municipalities across Simcoe County. The project is a 2-year pilot designed to increase the accessibility of services to entrepreneurs, by providing more localized access within their communities. In addition, the pilot is to provide intelligence back to Simcoe County in order to support the development of an entrepreneurial eco-system. A review of the Pilot will be considered by the County in Q4, 2016.

Cultural Services Functional Area:

Cultural services are cultural activities that are aimed at increasing cultural events, options and vibrancy for the community. Other culture efforts, which aim to support talent attraction, the downtown creative hub, cultural branding, etc. are included in the other layers of the strategy.

Music City

- Invest Barrie continues to work on an effort to promote a vibrant downtown live music scene that will not only increase activity in the downtown, but will also allow Barrie to develop its cultural brand amongst visitors from the GTA and beyond.

Hometown Hockey

- Members of the Culture Branch have been working on an event in the downtown called Hometown Hockey (HTH). This is a touring event, promoted by Rogers Communication, which will celebrate all of the elements of Canada's game in Barrie. The event will include City of Barrie marketing opportunities as well as involvement of Barrie Minor Hockey.

Canada's 150th celebration

- Members of the culture Branch have been developing a series of innovative and exciting programming for Canada's 150th celebration, to take place in 2017.
- The Barrie Public Art Committee are currently working on enhancing the city through 4 temporary art installations to celebrate Canada's 150th birthday. These installations will be strategically placed throughout the downtown core and promise to engage Barrie residents and tourists alike.

Public Art and the Public Art Committee

- The Barrie Public Art Committee was excited to install two installations in 2016:
 - The Sea Serpent, a large sculpture created by local artist Ron Baird and donated to the City of Barrie by Mr. Sandy Sellers. The sculpture is 32 feet long and 8 feet wide and it has been installed in a prominent location in Heritage Park, making an amazing partner piece to the Spiritcatcher.
 - Dividers Made into a Juncture, was the first commissioned art piece of the Public Art Committee, created by Toronto artists, Jennifer Davis and Jon Sasaki. The piece is a configuration of fences acquired from Barrie residents and it was installed in front of the downtown library on Worsley Street.

Theatres

- Georgian Theatre Upgrades - Since the Georgian Theatre was constructed in the 1970's there have never been any major renovations done to the facility, limiting the types of performances that can be held at the theatre. Culture and Facilities staff have been working with the College to develop a true partnership, in which they would seek opportunities to upgrade the theatre so as to make it a vibrant cultural hub for the City. Culture Staff have written an application to the Cultural Spaces program to apply for funding.
- Mady Theatre Activity – Staff at the culture branch have initiated a plan to increase activity at the Georgian theatre through City-developed presentation (called Theatres@Barrie) as well as by seeking opportunities for other types of events to be held at the theatre location (corporate events, weddings, etc). A new fee staff report was sent to Council in support of this.

ENVIRONMENTAL LAYER

The environmental layer consists of crucial activity areas that impact the overall attractiveness of Barrie as a business location, and that have the ability to positively or negatively impact the City's ability to meet its economic development goals. The reason that these activities have been placed into a separate environmental layer is because (a) they are fundamental requirements that cannot be supplemented or replaced by a decision to pivot the strategic

focus, and (b) these activities are not controlled or determined by Invest Barrie, but rather are impacted by multiple departments and/or decisions of Council. Therefore, while Invest Barrie can engage in efforts to develop these activities, the ultimate implementation will be done by others in the organization and Invest Barrie will play a supporting role.

Environmental activity areas are:

- *Pro-Business Environment*
- *Brand and Perception Management (from the perspective of businesses and target talent groups)*
- *Infrastructure (Digital, Physical)*
- *Growth and availability of Employment Land*

Content and Promotion Strategy

- Invest Barrie has developed a content marketing and digital promotion strategy that will allow the City to position Barrie as a vibrant and dynamic economy, and a highly desirable place to locate, amongst key target groups including entrepreneurs, knowledge-based industry business leaders, startup and innovation influencers, etc. The strategy will begin to rollout in 2017.
- The team has started creating content, including a new video series that promotes startups in the community, written content to be used on linkedin and other social channels, etc.
- The Invest Barrie website continues to be updated with content structured to align with the strategic portfolios and business retention and attraction resources. Significant updates are expected to take place in 2017.

City of Barrie Corporate Brand

- Launched project to develop a new brand strategy for Invest Barrie. The project evolved to focus on a new corporate brand strategy for the City of Barrie (with the assistance of a branding consultant), since Invest Barrie's brand is really just a subset of the City's brand. The project has included facilitated sessions with the business community (to include the business perspective), development and deployment of a questionnaire for the broader community, facilitated sessions with internal staff to develop and expand on brand concepts, engagement with branding experts from the community, etc.
- The project is being led by Access Barrie, and Invest Barrie continues to engage in the process.
- In November 2016, initial brand concepts were presented to members of Council

Tourism Service Review

- Beyond providing opportunities for the tourism sector to flourish, tourism activities also bring visitors to the City and expose them to the vibrancy and quality of life that Barrie has to offer. Therefore, tourism can serve as a tool for perception management, promotion, brand development, etc.
- Per Council direction, staff were to conduct an analysis of tourism service delivery for the City. This analysis is to provide a review of alternative service delivery options for tourism services including a potential partnership with the County of Simcoe, internalizing the Corporate tourism function, and maintaining or modifying the existing model currently delivered by Tourism Barrie. Staff have engaged with the Ontario Ministry of Tourism Culture and Sport to assist in the analysis.
- The report has been delivered to the City and Invest Barrie is assimilating the information in order to prepare a recommendation to Council.

Pro-Business Environment (Open for Business)

- As mentioned in the Investment Services section of this report (under the operational layer), Invest Barrie is developing a concierge program and is participating in the Business Burden Reduction Project being run through AMO and MEDG. Barrie is part of a group of 6 municipalities across the province that is engaged in the process.
- As part of the concierge program, Invest Barrie will establish a cross functional team of stakeholders from across the organization, who will be asked to collaborate on developing viable solutions to specific business opportunities and issues that arise through the concierge process.
- In October, Business Development delivered a presentation to the City Engineering Department focused on having a Pro-Business environment and being more Open for Business. Invest Barrie will continue to deliver these presentations to other departments throughout the City.

Sponsorship Strategy

- As per Council direction, Invest Barrie investigated the feasibility of outsourcing sponsorship services. Outcomes were presented to General Committee in November 2016 where an outsourcing pilot was approved.
- Invest Barrie will be preparing an outsourcing pilot implementation plan, to be presented to General Committee in November 2016.

Collaboration with County of Simcoe Economic Development Office

- In order to maintain a strong regional perspective to the Invest Barrie strategy, we continually collaborate with the County of Simcoe Economic Development Office. The following are initiatives in 2016 which Invest Barrie were involved in:
 - Supported and participated in Simcoe County “Explore the Trades” event for high school students
 - Participating on the Economic Integration Sub-Council
 - Participating on the County of Simcoe EDO Marketing Sub-Committee
 - Participated in County Economic Development Regional Planning Day
 - Participated in County’s Investment Readiness Seminar
 - Participating in OREA Emerge Conference with the County at Georgian College in Oct.
 - Participating in International Student Celebration Event (Georgian & County)