

INVEST BARRIE

FOREIGN DIRECT INVESTMENT (FDI) 2025 WORK PLAN AND CONSIDERATIONS

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Goals

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1

Build business connections to support companies to **STAY AND GROW** in Barrie

2

Position Barrie as a **PREMIER BUSINESS INVESTMENT DESTINATION** with a focus on key sectors

3

Support a robust **ENTREPRENEURIAL & SMALL BUSINESS** ecosystem

4

Support a skilled **PIPELINE OF TALENT** and future-ready **WORKFORCE**

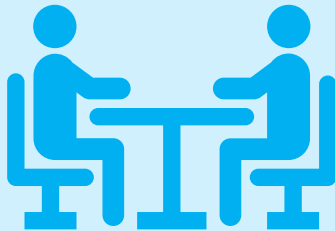
5

Champion a dynamic **ARTS & CULTURAL** sector reflective of our growing community

6

Foster a thriving **VISITOR ECONOMY** with a focus on the **DOWNTOWN AND CREATIVE CORRIDOR**

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BUSINESS & TOURISM DEVELOPMENT

Manager (1), Business Development Officers (3),
Tourism Development Coordinator (1),
Business Development Analyst (1).



STRATEGIC INITIATIVES,
PARTNERSHIPS AND
INNOVATION



SMALL BUSINESS,
ENTREPRENEURSHIP &
CREATIVE SECTOR

Key Focus:

- **Business Retention & Expansion (Business Visitation)**
- **Investment Servicing (Concierge Program)**
- **Employment Land Strategy and Land & Space Inventory (Site selection support activities)**
- **Investment Attraction and FDI (Trade shows, Familiarization Tours, Marketing, IRC Committee)**
- **Workforce Development**

INVESTMENT ATTRACTION WORKPLAN

Goal 2

Position Barrie as a PREMIER BUSINESS INVESTMENT DESTINATION with a focus on key sectors

Be externally proactive to fill the investment funnel

Identify and foster opportunities to attract investment to Barrie from outside Barrie – provincially, nationally, and internationally.

1. Develop a Foreign Direct Investment Strategy – Sector driven and country-focused.
2. Engage in proactive outreach to identify and connect with prospective investors, site selectors, and strategic partners through networking events, trade shows, and industry conferences.
3. Create and promote a portfolio of shovel-ready sites and investment opportunities, ensuring they are well-documented and easily accessible to interested parties.
4. Maintain regular engagement with Invest Ontario, Invest Canada, Provincial and Federal Trade Offices to ensure Barrie is considered for investment opportunities generated through provincial partners, including intra-provincial trade opportunities.
5. Leverage the International Relations Committee (IRC) to advance Foreign Direct Investment and market expansion initiatives.

INVESTMENT ATTRACTION WORKPLAN

Goal 2

Position Barrie as a PREMIER BUSINESS INVESTMENT DESTINATION with a focus on key sectors

**Build awareness of
Barrie's Value
Proposition - supports,
resources, and assets**

Enhance recognition of
Barrie's unique value
proposition by
showcasing its support
systems, resources, and
strategic assets, aiming
to attract and retain
investors, businesses,
and talent.

- 1. Maintain existing and create new marketing materials that tell the Barrie story.**
- 2. Provide easy-to-navigate information and resources on the Invest Barrie website to support business startups and growth.**
- 3. Build an awareness campaign to highlight the work of ECD and available support for all businesses.**
- 4. Develop key-sector specific value proposition and business case examples to target sector investment**

INVESTMENT ATTRACTION WORKPLAN

REACTIVE & PRO-ACTIVE

- Proactive:
 - Sector Focus
 - Geographic Focus
 - Promoting Value Proposition
 - Canadian/U.S. Trade Relations and Tariff Threats
- Funding Application to Support
 - FDI Strategy Development (Consultant)
 - In-Market Travel, Lead Generation Support

Actions

Tradeshows & Events (Planning, Company Engagement & Support)

- Hannover Messe – March 31st – April 3rd, 2025
 - Canada is host country – Significant Canadian Contingent
 - Shared 'city booth' with County of Simcoe
 - Some Barrie companies attending
 - Using it as a tool to follow-up with October 2024 companies visited and additional lead generation opportunities
- CANSEC – Ottawa
- Battery Show – Detroit
- Exploring Others – in consultation with local companies

Lead Generation & Maintenance

- Quarterly connections with Fed/Prov Trade Officers in target geography
- Semi-Annual for secondary geographic targets
- Bi-monthly to Quarterly follow-up with Germany 2024 Trade Mission Companies (pending on opportunity level) and other leads
- Meet with Invest Ontario sector leads – semi-Annually
- German Chamber of Commerce and targeted business associations
- Cold calling, lead generation tools

Potential 2nd In-Market Lead Generation Visit

- Aligned with funding application and strategic work

Best Laid Plans... Global Context

What we know

- In 2023, the U.S. trade deficit with Canada (U.S. \$64.3 billion) is significantly smaller than those with China (U.S. \$279.1 billion) and Mexico (U.S. \$152.5 billion).
- The U.S.-Canada trade deficit was balanced by an important surplus in foreign direct investment (U.S. \$220.1 billion) in 2023; Canada's investment in the U.S. (U.S. \$671.7 billion) significantly exceeded U.S. investment in Canada (U.S. \$451.6 billion).

Automotive Sector

- The Canadian and U.S. automotive industries are one of the most integrated industries in the entire world. Last year, bilateral automotive trade with the U.S. totaled over \$160 billion.
- In 2023, Canada and the United States produced over 11 million vehicles. Automotive parts can cross the border up to seven times before being installed in a finished vehicle. The U.S. exports more vehicles to Canada than any other country.
- Within North America, the Great Lakes cluster of Michigan, Indiana, Illinois, Ohio and Ontario is the largest automotive manufacturing cluster. In 2023, the region produced 5.8 million vehicles.
- On average, Canadian vehicles contain approximately 50% U.S. content by value. Canada imports over \$30.3 billion worth of automotive parts from the United States each year (including from Michigan, Ohio, Indiana, Kentucky, West Virginia and Illinois).
- Canada is a supplier of critical automotive parts that keep U.S. assembly plants open. For example, Ford's Windsor-based engine plants supply Ford assembly plants in Kentucky, Michigan, Missouri and Ohio.
- In Canada, automotive manufacturing supports over 129,000 direct jobs, contributed \$18.6 billion in 2023 to Canada's gross domestic product, and is one of the country's largest export industries. In 2023, Canada produced over 1.5 million vehicles.

Local Impact Potential

What we know

Manufacturing Sector (Business and Employment Data Survey 2024)

- 209 of those businesses that responded to the survey export.
- Among those, 112 categorized themselves as manufacturers
- Those 112 employ ~5,200 people (of ~6,900 total manufacturing jobs)

What we hear

- The Canada/US automotive supply chain is one integrated supply chain. In absence of the US market, the automotive industry in Canada is severely challenged
- Hearing a mixed local response pending on the type of business - sector of operation, multi-national vs. local owned, or national operation, volume of business servicing automotive, 'job-shop' vs. companies with IP and no and U.S. competitors. Ultimately:
 - Barrie manufacturers have expressed serious concerns, emphasizing the significant negative impact on their operations.
 - Risk of lay-offs
 - Risk of making future investment outside of Barrie
 - Risk of relocation
 - Investment leads are putting their plans on hold pending U.S. Tariff impacts

Local Response – Committee Feedback Welcome

- **Staying Informed**

- Global Affairs Canada, Chamber, Trade Offices, etc.

- **Sharing information – Invest Barrie Resource Page**

- Engaging industry experts to provide valuable insights and strategic guidance

- **Targeted outreach and risk assessment**

- **Assist companies in diversifying their markets and expanding on different global opportunities**

- **Supporting supply chain localization by promoting local capabilities through business directory and overall opportunities to buy Canadian**

- **Showcasing trade show opportunities to help businesses expand their reach**

- increased interest in CANSEC

- **Advocate up**

- **Redefine our value proposition**

- Canada still maintains an FDI value proposition

Invest Barrie: Expanding Global Opportunities

Diversified Value Proposition

- Reducing reliance on the U.S. market by identifying new global opportunities beyond auto sector

Target Market Expansion

- Strategic research to pinpoint high-potential regions for business growth.

Stronger European Partnerships

- Strengthening economic ties and exploring new investment avenues.
- Revising our value proposition: Why Canada in absence of free trade with U.S.

Business Intelligence Updates

- Providing companies with the latest market insights and opportunities.

Value-Add IRC Roles for Invest Barrie

Ambassadorship

- Extension of our Sales Force and Intelligence Gathering
- Support touch points related to lead generation
- Telling the Barrie story
- Contribute to building business case examples

Strengthen Sister City Ties

- Support international business relationship building for lead generation with sister City countries (Germany, France, Japan)
- Promote economic diversification amongst both countries

Lead Support

- Connecting leads with local resources to champion market integration