



# Invest Barrie

City Council Presentation

June 27, 2022



*“Economic development is the intentional practice of improving a community’s economic well-being and quality of life. It includes a broad range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy. The practice of economic development comprises of a collaborative effort involving industry, government and myriad community stakeholders.*

Source: IEDC (International Economic Development Council - [What is Economic Development Brochure](#))



Business Retention  
& Expansion



Marketing &  
Attraction



Entrepreneur  
& Small Business  
Support



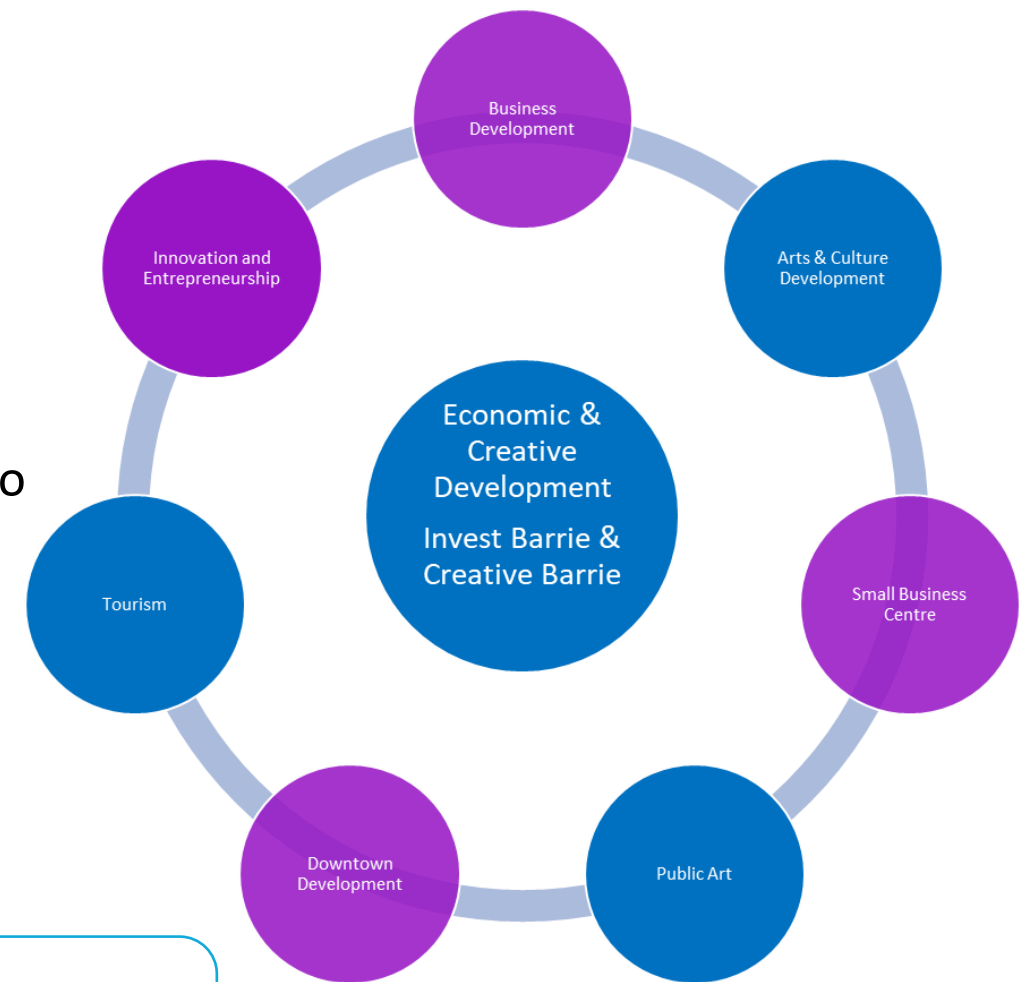
Arts & Culture  
Development

# Economic & Creative Development

- **2019** Business Development + Small Business Centre + Tourism Development + Creative Development combined to one department:

## Economic & Creative Development (ECD)

- Externally we are Invest Barrie and Creative Barrie



### Departmental Purpose:

To unite and collaborate within the community to deliver supports, programs and services that ignite economic growth and promote diversification, innovation and resilience in business, arts and culture.

# Our Goals



Position Barrie as a  
premiere business  
investment destination



Develop a robust  
entrepreneurial and  
small business  
ecosystem



Cultivate a dynamic  
workforce and  
pipeline of talent



Foster a vibrant  
Downtown Economic  
Corridor



Promote growth of a  
diverse and sustainable  
arts and cultural sector



Implement strategies  
to strengthen  
development of key  
sectors

Each goal has a series of **objectives and actions** to drive progress across these goals.

# Our Strategic Initiatives & Partnerships



Performing Arts Centre



Market Precinct



Rail (BCRY)



Airport (LSRA)



BIA/Meridian Place



Georgian College –  
Henry Bernick  
Entrepreneurship Centre



The Sandbox  
Centre



Chamber of  
Commerce



Tourism Barrie



County of Simcoe

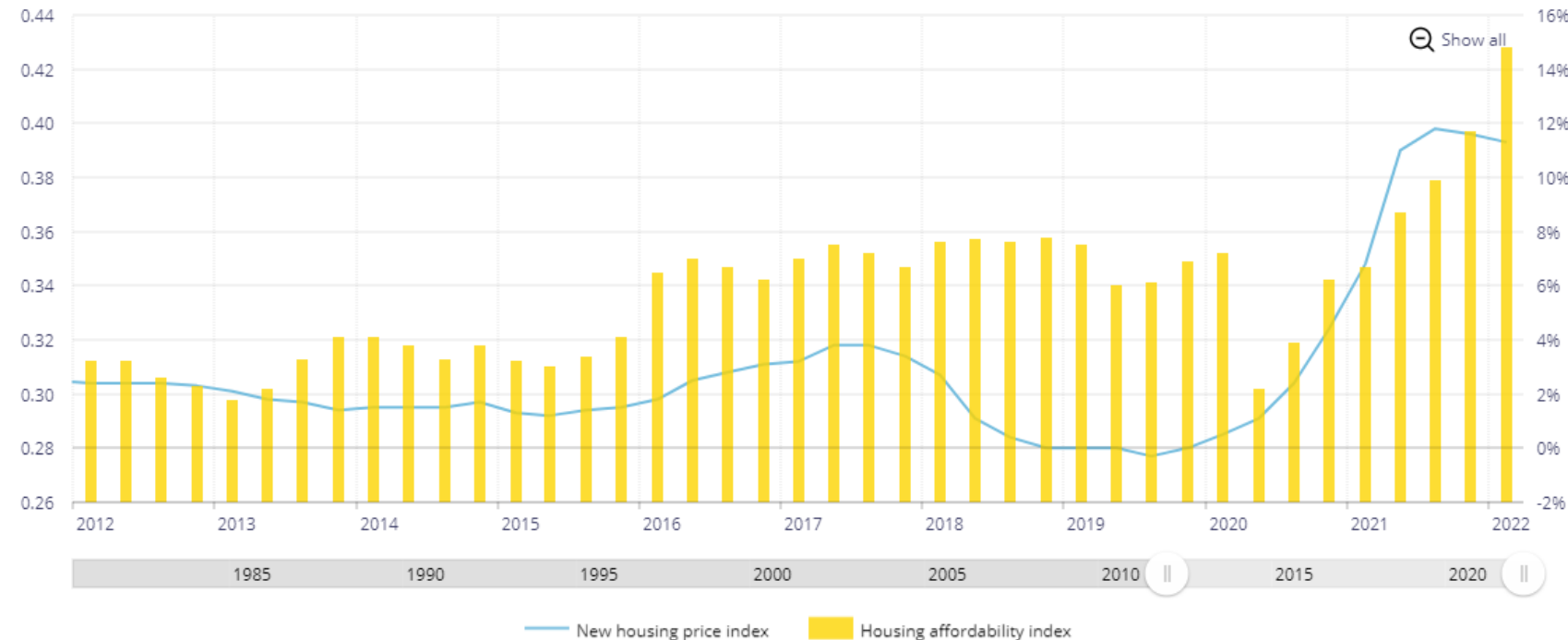
# Economic Growth and Housing Affordability

## Macro-Economic Conditions



### House prices and affordability

The new housing price index and the housing affordability index



Source: Bank of Canada:

<https://www.bankofcanada.ca/rates/indicators/capacity-and-inflation-pressures/real-estate-market-definitions/>

“The biggest issue affecting housing affordability in Canada is that supply simply isn’t keeping pace with demand,”

[Housing Supply Report - May 2022 \(cmhc-schl.gc.ca\)](https://www.cmhc-schl.gc.ca/en/housing_supply_report_may_2022)

‘Real GDP is projected to **grow by 3.8% in 2022** and **2.6% in 2023**.

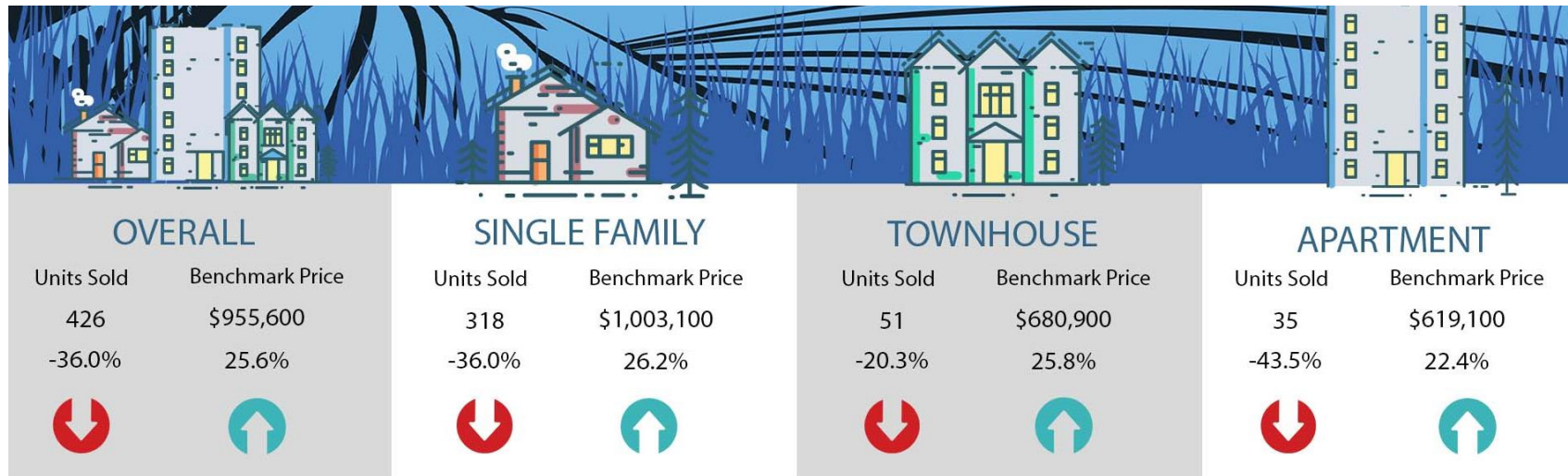
Unemployment will remain low as output rises slightly above potential. Global supply tensions will keep price growth high this year, compounding underlying inflationary pressures.’

Source [OECD – Economic Forecast Summary – June 2022](https://www.oecd.org/economic-forecast-summary-june-2022)

# Housing in the City of Barrie

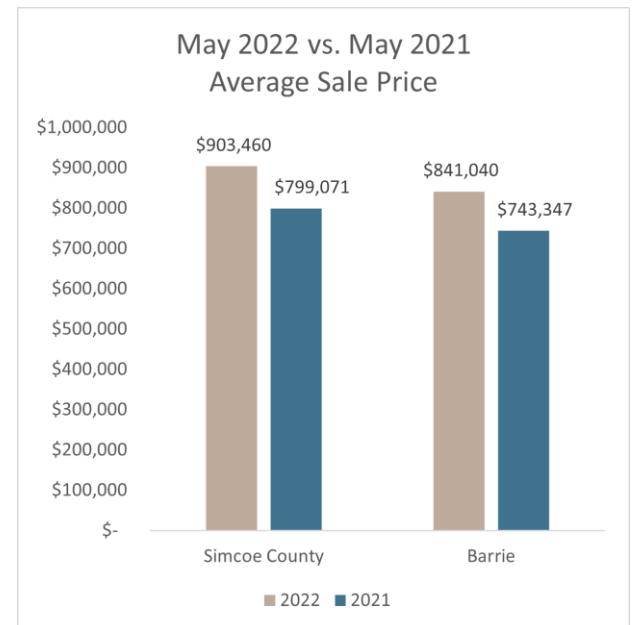
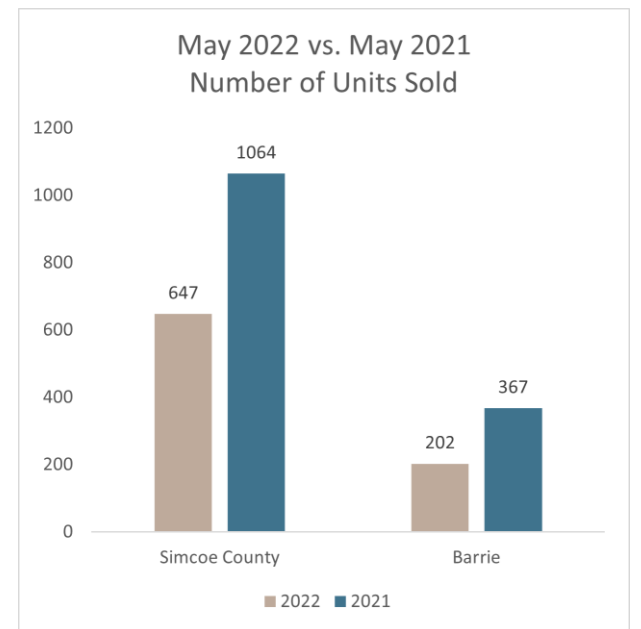
CREA Stats: May 2022 Barrie & District Home Sales

Barrie & District Association of REALTORS® Inc.



For more information visit [www.creastats.crea.ca/board/BARR](http://www.creastats.crea.ca/board/BARR)

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Source::

[BDAR Stats: May 2022 Residential Sales Report](#)



# Business Attraction & Retention

## Overall Approach



### Business Attraction

Economic developers develop and execute marketing & attraction strategies and campaigns to market their community to existing and potential businesses.

(Ref: IEDC

[https://www.iedconline.org/clientuploads/Downloads/championing/IEDC\\_What\\_is\\_Economic\\_Development.pdf](https://www.iedconline.org/clientuploads/Downloads/championing/IEDC_What_is_Economic_Development.pdf) )

**Majority of Job Growth within a Community comes from its existing business base.**



### Business Retention and Expansion (BRE)

is a core component of economic development. BRE programs help existing businesses survive economic difficulties and assist with expansions that create new jobs.

Ref: IEDC

[https://www.iedconline.org/clientuploads/Downloads/championing/IEDC\\_What\\_is\\_Economic\\_Development.pdf](https://www.iedconline.org/clientuploads/Downloads/championing/IEDC_What_is_Economic_Development.pdf) )

**With the onset of the pandemic in March, 2020, the efforts of Invest Barrie have been focused on business retention and supporting our existing businesses and supporting their needs**





# Business Attraction - Activity

## **Employment Land Strategy** (Council Approved April 26/21)

Ensuring that the City has available serviced, shovel-ready parcels of employment land that are ready for development and meet the needs and timelines of prospective businesses is fundamental to attracting investment.

## **Entrepreneur Marketing Program**

Digital marketing campaign promoting Barrie as a destination for entrepreneurs to start, grow and scale their businesses.

## **Fostering Locally Grown Small Business**

In 2022 so far, our Small Business Centre has alone assisted in the opening of 60 business and the creation of 167 jobs and have hosted 1155 people at workshops.

**Summer Company:** 2019 – 2021, 24 successful youth participants, \$72,000 in provincially-funded grants.

**Starter Company Plus:** 2019 – 2021, \$180,000 in provincially-funded grants to 36 local businesses.

# Business Attraction – Activity

**Exploring Business & Investment Opportunities between India & the City of Barrie**

Join us as we learn about opportunities to trade, invest, access talent, and engage in technology transfer activities.

Date: Friday, March 11, 2022  
Time: 9:00 AM - 10:30 AM EST  
Location: Virtual Event

**India**

- In 2020, India became the world's sixth-largest economy.
- India's economy is growing in the areas of technology, R&D, automation, sustainable solutions, transportation infrastructure, life sciences/medical devices, e-commerce, and logistics, to name a few.

**Barrie, Ontario, Canada**

- Barrie is situated in one of North America's fastest growing regions, with access to 120 million consumers within an 800-kilometre radius.
- According to REIN's 2018 to 2023 rankings, Barrie is the 4th top city to invest in Ontario, Canada's most populous province. Key sectors include automation & precision manufacturing, life sciences, food & beverage, data centres & tech and aerospace.

**Speakers Include:**

General Manager of India to Barrie	Chief, Canada India Foundation	Order of Canada, President of IIT	Co-founder, Sanyas	Manager and Lead of Canada India Invest Trade
Mayor of Barrie	President and CEO, West-McGee	Executive, Economic and Labour Relations	Executive, International Development	

Global Investment Attraction

Earl Provost • 1st  
Ontario Agent-General in Chicago, Ontario Representative in IA, IL, IN, KY, MI...  
4mo • 🌐

Pleasure speaking with Stephannie Ward Schlichter, Mislal Balogun, MBA, and Dave Hyde, the #EconomicDevelopment team from the City of Barrie, on marketing / trade promotion opportunities in the #UnitedStates and ways we can work together to bring new #jobs, #growth, and #investment to the area.

I look forward to working with you and Mayor Jeff Lehman in the year ahead!

#northamericanrebound #economicgrowth #businessdevelopment #commerce #internationaltrade #greatlakes #midwest #USCanada #governmentrelations #ontariomade #ontariobusiness #investinontario #thinkontario #ontariojobs #OntarioRebound

Doug Ford, Victor Fedeli, Badwal, Peter Bethlenf, Sarkaria, Greg Rickford

Ontario Trade Offices

DEVELOPING TOURISM FOR BARRIE'S ECONOMIC FUTURE

## CITY OF BARRIE

### TOURISM MASTER PLAN

OCTOBER 2020

Barrie

Tourism Master Plan & Sport Tourism Strategy

**Manufacturing**

Talent and R&D opportunities fuel our growing manufacturing sector.

A traditional strength, advanced manufacturing in the region remains competitive through high-tech advances and the presence of some of the world's most innovative auto parts suppliers.

**Access to Markets**

Located just north of the Greater Toronto Area, our location is unbeatable.

**130M**  
People within a one-day drive

**5**  
Provincial highways facilitating transport

**Georgian College - Advanced Technology Centre**

**Labour Force**

Our talent is skilled, ready & interested in manufacturing.

**23,000**  
Manufacturing employees make up 14% of the labour force.

**49.6%**  
Forecasted population growth by 2041

**Research & Development**

Harness the power of R&D partnerships with our leading institutions.

**100**  
Skilled trade graduates each year from the Barrie Campus of Georgian College

**\$30M**  
Investment in Georgian College's Peter B. Moore Advanced Technology Centre

705-726-9650 | [www.barrie.ca](http://www.barrie.ca)

Regional Collaboration & Sector Profiles



# Business Prospecting

## Site Selection & Development Assistance

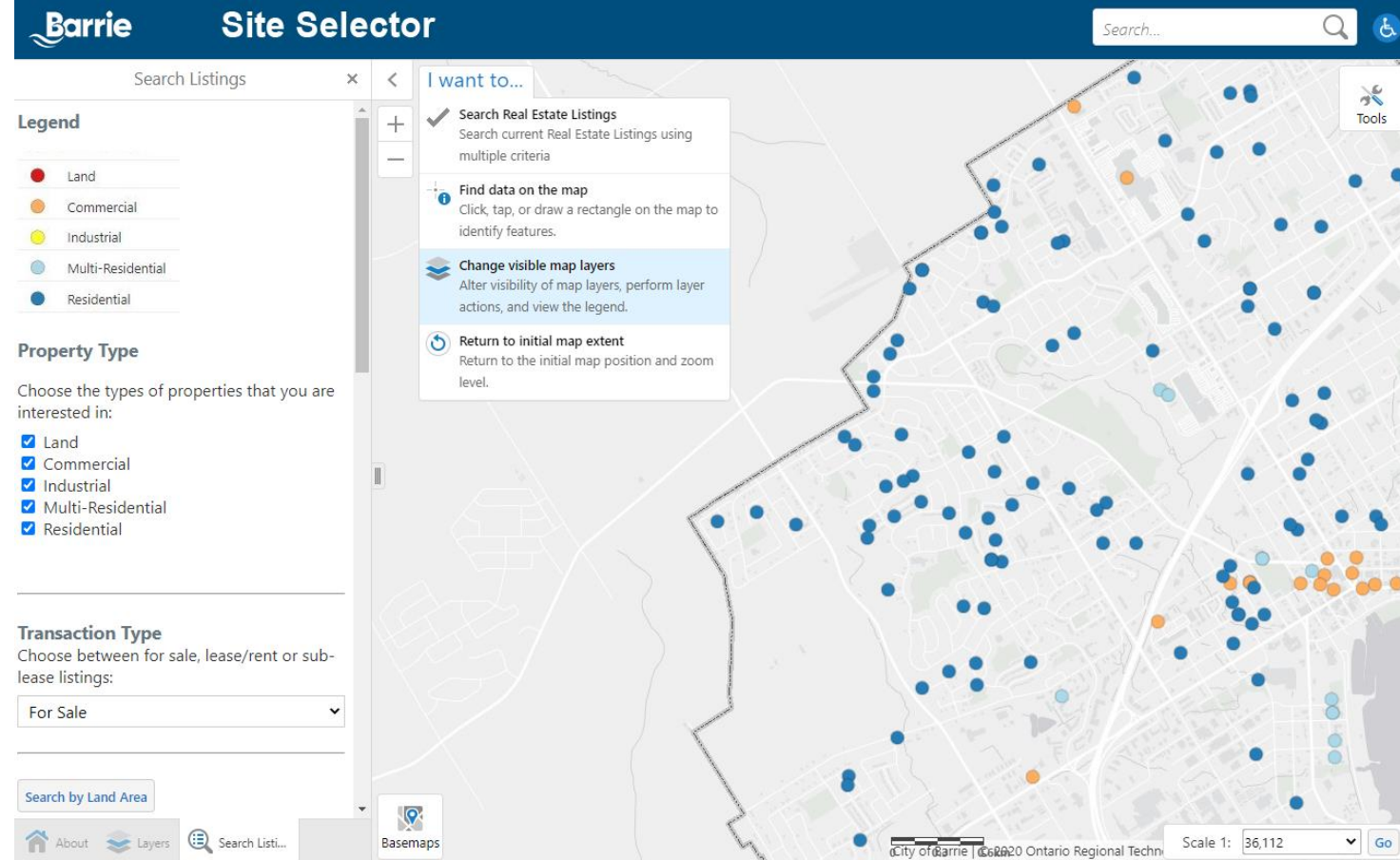
Support businesses through the site selection and development processes. Providing information and connection to property, developers and the City's development processes.

## Customer relationship management system (CRM)

Strengthens our efficiencies to track inquiries and better manage our prospect funnel.

## Targeted Presentation Materials

Typically created for targeted prospects through Invest Barrie and to support real estate brokers/site selectors/trade officers to support investment attraction.



## Top Land/Space Inquiries:

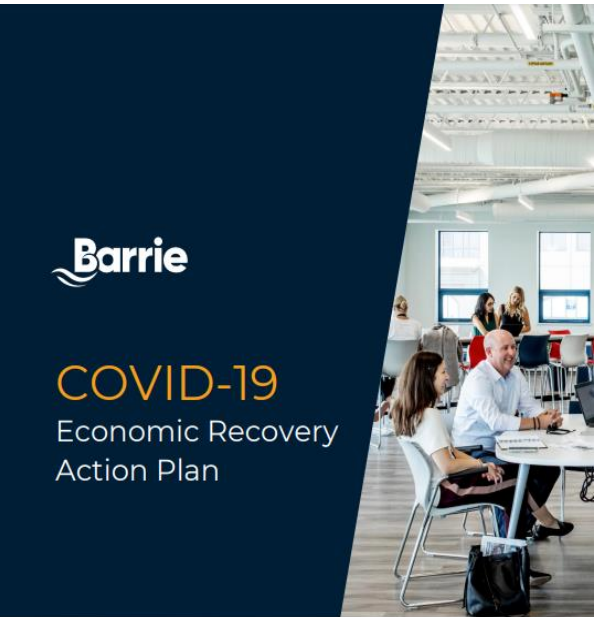
2021: Warehousing

2022 to date: Manufacturing

Top 3 Uses: Warehousing, Manufacturing and General Commercial/Office

# Business Retention

## COVID RECOVERY ACTION PLAN



*Barrie Together Recovery Kits and  
handout to local businesses*



*Business in the Parks Meridian Place  
& Kiwanis Pavilion at South Shore Park )*



More Information:  
COVID Recovery Plan and Update: Staff Reports: ECD010-20, ECD015-20, ECD002-21, ECD001-22, Memo A3 210201  
Skills Development Fund: ECD012-21  
Digital Mainstreet: Memo A1 210614

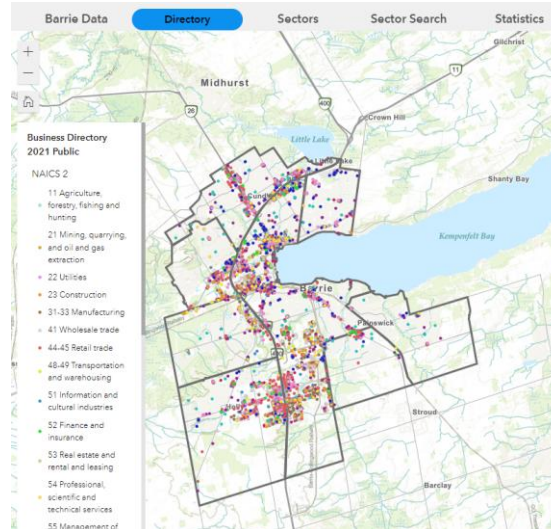


# Business Retention - Activity



## One-to-one Business Visitation Program

Regular outreach to discuss barriers to growth and make resource connections and identify opportunities for storytelling. Approximately 50 one-to-one business visits/calls in 2022 focused on manufacturing and mid-sized businesses, in addition to those identified by the business data survey students as needing assistance.



## Site Selection Assistance & Issue Resolution

Support businesses (new and existing) through the site selection process, development processes and collaborate internally on business issue resolution while identifying opportunities to improve customer service and internal processes.

72% response rate in 2021, with 4310 business responses total.



## Business Data Survey & Directory

Conduct door to door interviews with bricks-and-mortar businesses to collect key data on business location, type of business and employment. The data is collected to monitor economic trends, support business retention, and expansion, forecast infrastructure needs, and assist with transportation planning.



# Business Retention

Sector Support

## Innovation Programming

Support a culture of innovation by celebrating community innovators and building content to position the City as an innovative community through delivery of the Manufacturing Innovation Summit and Mayor’s Innovation Awards.

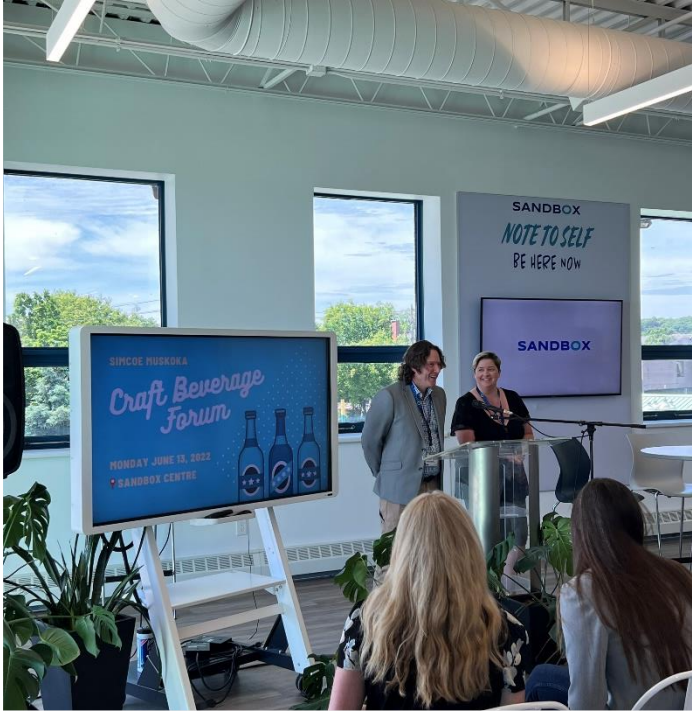
## Arts and Culture Sector

Supporting the retention and growth of this sector occurs through the City’s investment in the annual Arts & Culture Investment Fund, which supported \$424,000 across 24 recipients. Artists have also been directly supported through programming that includes Brightening Barriers. Community Art Projects, Culture Days

## Business Support

We continuously seek opportunities to support businesses and sectors through education events and seminars, trade shows, trade missions and other programming. Some is led by Invest Barrie and others is through our partnership network.

More Information:  
Arts & Culture Investment Fund: Staff Report ECD010-31, June 7, 2022  
Brightening Barriers: Staff Report ECD002-22 – City Building , March 8, 2022



# Top Business Assistance Requests

- **Talent Attraction & Retention**  
1# business challenge across many sectors is recruiting and retaining employees.
- **Expansion Assistance & Investment Servicing**  
A number of major employers are physically expanding or need to find a new space in which to expand. Requests to provide development process assistance has increased due to high volume of development activity.
- **COVID Recovery**  
Two rounds of COVID business consultation by sector, combined with targeted calls and connections, provided direct outreach to over 500 businesses. Top focus assistance areas from the consultation feedback: Getting businesses online, helping businesses connect to government grants and funding, mental health, advocacy for business challenges, downtown Barrie support, Arts & Culture sector support, supporting restaurants.
- **Small Business Centre**  
Main requests for assistance: How to register a business; selecting the right form of business (sole prop, corporation, etc.); Access to sources of funding; Business plan writing; Developing a marketing strategy; Professional referrals (legal, accounting, etc.); Access to additional resources and programs.







# Responding to Business Issues - Talent

## **Talent/Workforce Attraction Initiatives**

Collaborated on 6 workforce events with over 200 participating employers in 2021. Partner with the County of Simcoe on many workforce attraction projects including; job fairs, Work in Simcoe job aggregator site, Skilled Trade Promotion, Edge Factor Information Portal and funding applications to further labour market support.

## **Skills Development Fund**

Received \$1M+ grant from the Province of Ontario to deliver a project with Georgian College to address manufacturing skills development and labour shortages by delivering program training and services to support labour market skills development

## **Building a Vibrant Arts & Culture Community**

Placemaking through public art and supporting arts and culture organizations and activations.



# What Our Businesses Say

Local business feedback



## Advantages

Lifestyle: Recreation, waterfront community; creativity & downtown cultural vibe, work-life balance and big city activities with small town feel

Growth potential & budding demographics: Talent attraction & building a customer base.

Supportive & connected business community: Ecosystem of partner supports to help businesses thrive.

Tourism Destination: Increases customer potential



## Challenges

Logistics & Traffic Congestion: Investments in infrastructure (Harvie Road bridge, Big Bay Point Road Improvements, etc.) help improve movement in the City.

Transit for Shift Workers: Employers with operations that are off-hour or multiple daily shifts in certain areas of the city in terms of getting people efficiently to and from work.

Internet connectivity: Certain industrial areas struggle with highspeed internet connections.

Availability of Employment Land and Costs: Lack of vacant land supply for sale combined with increase in land values and overall cost of development makes ownership and growth more challenging for end-users looking to expand.

# Building Investor Confidence

## Telling the 'Barrie Story'

With support of Access Barrie, developed robust marketing plan developed to support programming and social channel development, increased engagement with key audiences and build up Barrie's brand perception. New *Meet Barrie* positioning and focus on *Why* businesses choose Barrie through initiatives like the downtown videos.

## Website & Community Data

Investbarrie.ca marketing website provides community profile and information to encourage businesses to choose Barrie as their investment location.

Using Investbarrie.ca website, e-newsletter, blogs, and social media to provide regular communication that showcases businesses and initiatives to tell the 'Barrie Story'. Provide local business promotion and position Barrie as a desirable location destination.

March 4, 2022 – April 22, 2022

 @InvestBarrie  Invest Barrie

Impressions

**18,262**  165.1%

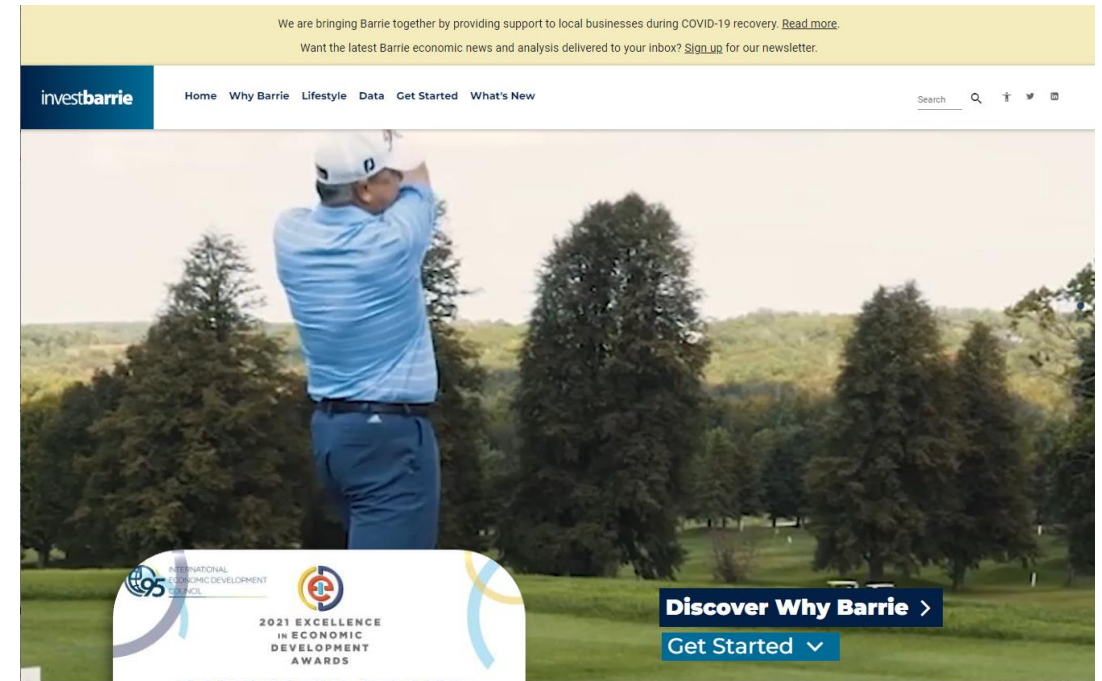
Engagements

**966**  345.2%

Post Link Clicks

**405**  321.9%

Strategy to increase content development and social channel activity is building engagement with target audiences.



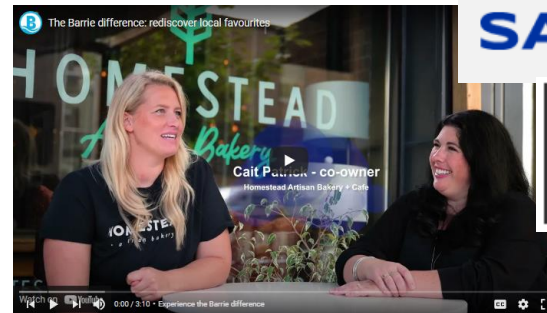
***IEDC Award - Washington, DC – Invest Barrie won a Bronze Rank for its Investbarrie.ca Website from the International Economic Development Council (IEDC).***

# Building Investor Confidence





# Building Investor Confidence



## Partnership Ecosystem

A united and collaborative ecosystem of local and regional partners delivering tailored resources/programming in response to local needs.

## Fostering a Vibrant Downtown

Positioning the downtown as a **creative and employment hub** for creative and knowledge-based industries and a showcase for the city's historical, architectural, artistic and cultural assets. Foster the growth and creation of projects and assets, such as the Sandbox Centre, Small Business Centre, Five Points Theatre, a permanent market, that support a vibrant downtown. Continue to build and develop a strategic partnership with the Downtown BIA to address business needs, promote the downtown as an investment destination, and cultivate programming and initiatives that continue support for the downtown and downtown businesses.

## Political Leadership

Work closely with Mayor and Council to ensure a united and collaborative approach to business support and messaging

- Mayor's Business Progress Breakfast
- Mayor's Innovation Awards.



# Looking Ahead

Continue to drive actions and objectives across the department. New highlights include:

- Meridian Place programming and promoting visitors to experience the City beyond the waterfront
- Pilot mental health focused program to support small businesses and their employees
- Entrepreneur programs for growth segments (Artrepreneur, Health Service, Craft Beverage)
- Results of 2022 Business data survey
- Continued support on employment land strategy and investment servicing

# Residential Units in the Pipeline

Reporting on all active development applications received between **2015 to 2021**, the number of units in the pipeline is **26,683**. The increase in the 2021 number is in part due to the following:

- Units tied to rezoning applications have now been included, in addition to units tied to site plans and plans of subdivision (*though we've taken out any duplication between application types*)
- Retirement units have now also been included (*these are homes for people, too*)
- There are sometimes variations (*more or less*) from the initial approvals and the final approvals, and/or we don't know the exact unit count of townhouse blocks in bigger plans of subdivision
- We've seen more applications in the past year

## Looking Closer

If we want to focus **only** on residential units tied to **approved** applications and are **eligible to obtain a building permit**, that number is: **16,957** units.

And if we subtract those units that already have building permits issued (4,357), we're left with **12,600** units, **which are approved, but haven't seen any action yet**.

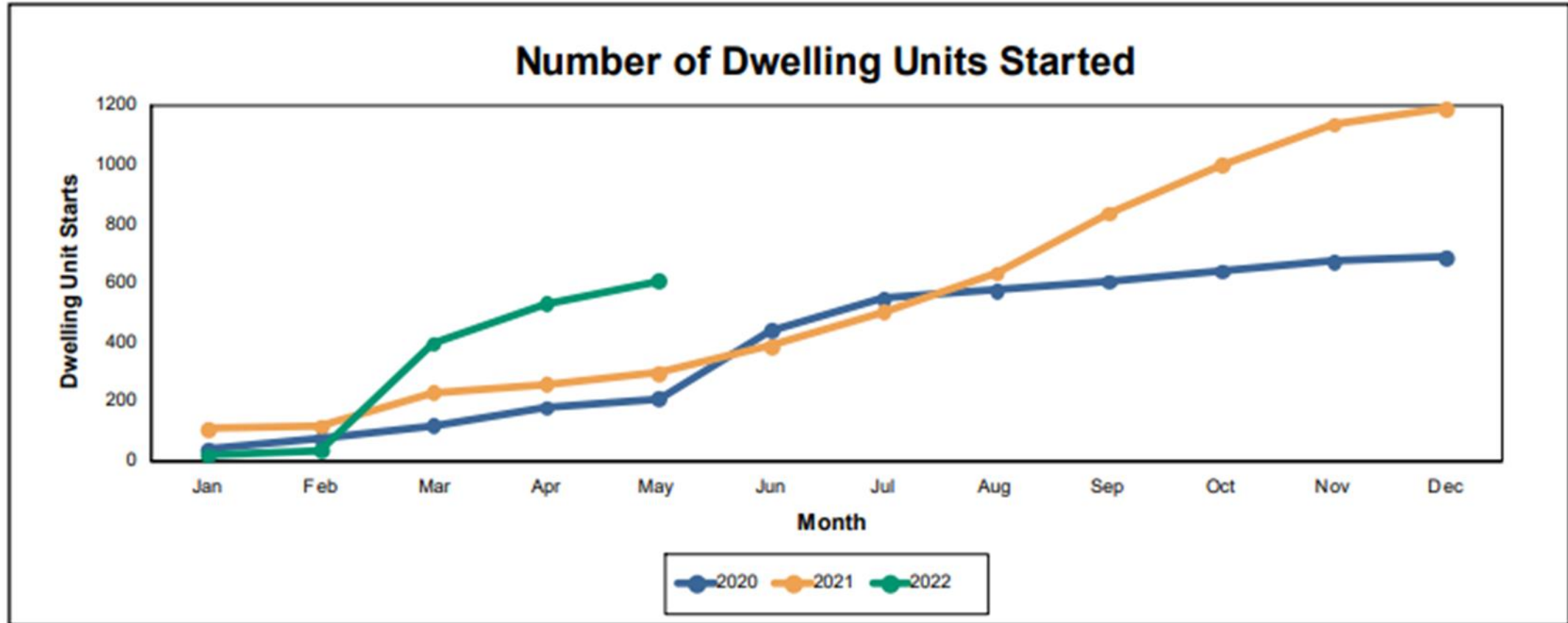
As of 2020: More than 19,000 residential units in the "pipeline"

As of 2021: More than 26,000 residential units in the "pipeline"

As of 2021: More than 12,000 residential units approved, which haven't seen any action yet in terms of an issued building permit



# Dwelling Unit Starts





# Market Conditions

- Large, complex applications take time for full approvals to get projects “shovel ready”
- Approvals required from several layers of government and partner agencies (conservation authorities, Metrolinx, Ministry of Transportation – most common)
- Staggered approvals for multi-unit buildings compared to single detached homes
- Business decisions of the organization beyond what is happening in the City of Barrie
- Infrastructure required to service the proposed development – a factor in the secondary plan area to build new infrastructure to the built boundary needing infrastructure improvements
- Brownfield development complexities surrounding sites with possible contamination
- More recently, labour and material shortages as well as escalating budgets – which sometimes involve revisions to the approved projects





# Questions

