

Invest Barrie Branding



Agenda

- ◉ Findings to date
- ◉ Project status
- ◉ Next steps

Findings



Document Review

- Approx 20 documents reviewed
- Common theme: economic development is a priority
- Many vision statements

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- ◉ *To be an exciting, caring and progressive community, with a strong commitment to growth and prosperity of Central Ontario's leading city and most dynamic waterfront community.*
 - ◉ *"Central Ontario's premier waterfront community"*
 - ◉ *"best of both worlds – friendliness and beauty of small town & amenities of large city"*
 - ◉ *The City of Barrie will be progressive, diverse and prosperous with opportunities for all citizens to build a healthy and vibrant community.*

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- ◉ *Inspired investors. Compelling opportunities. Competitive talent.*
 - ◉ *Mission: To drive investment for a prosperous Barrie.*
 - ◉ *Guiding Principles: Excellence, Integration, Opportunity driven, Partnership*
 - ◉ *Ontario's Top Investment-Ready City*
 - ◉ *To create compelling opportunities to inspire investment and attract competitive talent.*

LOCAL COMPETITIVE ANALYSIS



Local Competitive Analysis

- *To find the economic development value proposition for 15 Greater Toronto Area communities and their respective top 10 reasons for businesses to locate there.*
- Barrie
- Brampton
- Cambridge
- Durham
- Guelph
- Hamilton
- Kitchener
- London
- Markham
- Mississauga
- Oakville
- Peterborough/Lindsay
- St. Catharines
- Vaughan
- Waterloo
- York

Taglines

Location	Tagline
Barrie	The People are the City Gateway to the North
Brampton	Flower City
Cambridge	It's all right here
Durham	Motto: Forward Together
Guelph	Making a Difference
Hamilton	The Ambitious City
Kitchener	Canada's Technology Triangle
London	Come for Business. Stay for Life.
Markham	Calling themselves "Canada's High-Tech Capital"
Mississauga	A great place to work, a great place to play!
Oakville	Be in Good Company
Peterborough/Lindsay	None, but positioning is lifestyle/creative
St. Catharines	The Garden City
Vaughan	The City above Toronto
Waterloo	We Are Waterloo
York	Toronto Area's Tech Hub

Many Common Themes

- ◉ All tend to focus on similar reasons for doing business in their municipality, mainly:
 - High quality of life
 - Location
 - Available land and space
 - High quality workforce and education
 - Strong business support
 - Low cost of doing business
 - Transportation links

- ◉ To stand out from the crowd they identify their emerging sectors or strongest established sectors

Top Ten Reasons to Locate

- Everyone says:
 - Infrastructure for Business / Entrepreneurial Spirit
 - Strong Industry Clusters
 - Workforce
 - Tax Breaks for Business & Business Support
 - Transport Links

- Most say:
 - High growth
 - Education
 - Quality of Life
 - Housing
 - Largest Supply Land Competitively Priced
 - R&D
 - Multicultural Diversity

Value Propositions (Key words)

Location	Investment value proposition - differentiation
Barrie	Data Warehousing & Security is an Emerging Cluster
Brampton	Home to a diversity of world class industry
Cambridge	Manufacturing Industry Strengths
Durham	Winning combination of attractive land prices, available labour force and transportation connections
Guelph	Advanced Manufacturing, Agri-food and Innovation, Environmental Management and Technology, Tourism
Hamilton	Multi-modal transportation systems, workforce, educational partnerships
Kitchener	High levels of research and development
London	Location on 401, access to 150 million consumers in a one-day drive
Markham	Fast growth, tech, entertainment, professional and financial services
Mississauga	Diverse economy and many headquarters
Oakville	Fast growth, knowledge-based industries
Peterborough/ Lindsay	Creative economy, proximity, quality of life
St. Catharines	Location, microclimate & lifestyle
Vaughan	Fast growth, strong construction sector and available land
Waterloo	Centre of growth, entrepreneurship, innovation
York	R&D hub

How Barrie Stands Out

- ◉ Premier place to locate your “Data Warehousing and Security Centres”
 - IBM chose Barrie, investing \$175 million
 - BMO has a data centre in Barrie
 - TD has a technology and operations centre in Barrie

- ◉ Rationale for selecting Barrie for Data/Security:
 - Location (isolated geography from both the east and west coasts, extremely low incidence of natural disasters)
 - Low vulnerability to attacks
 - Colder climate (lower power & cooling costs)
 - Strong Infrastructure (connectivity & power redundancy)
 - Competitively priced available land and space
 - Available Labour

BRANDING SHIFTS 4 CASE STUDIES



Branding Shifts Case Studies

- ◉ *To investigate 4 places that shifted brand perception looking at the purpose, tactics, results and learnings.*



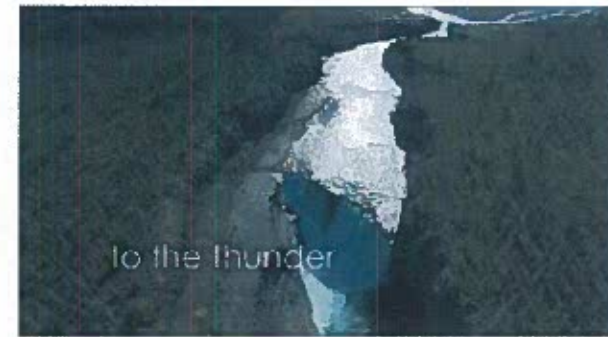
lookUPnorth.ca



Look Up North – Purpose

- Purpose of the initiative:
 - To promote tourism, economic development and the 2007 Canada Winter Games for the three territories: Yukon, Northwest Territories and Nunavut
- Pre-campaign brand perception:
 - Unsophisticated, lacking in innovation and modern conveniences
 - Great for extreme adventurers, but too cold and remote for anything else
 - Lacking in business opportunities
 - Negligible infrastructure, communications, services and access to meet business needs

Look Up North - Description



TV spots highlighting the uniqueness of the North's culture and people

- Full marketing campaign
- Promotional spots for tv and movie theatres
- Toronto, Vancouver, Calgary, Edmonton, Ottawa
- Tourism and Economic Development Audiences
- Strategy: Profile business opportunities
- Create special events to showcase innovation, arts and culinary fare of the North

Look Up North - Results

- Northwest Territories
 - 40% increase of tourist border crossings
 - 40% of tourists recalled the campaign
- Yukon
 - Building permits increased 5x since 2002
- **Goal Achievement**
 - Travel continues to increase year over year
 - Willingness to relocate increased
 - Negative perceptions about infrastructure decreased
 - Website traffic exceeded expectations

Surrey - Purpose

- Purpose
 - Surrey wrestled with identity crisis due to high growth and fragmented population (52% minority groups)
- Pre-campaign perception
 - Strongly unfavourable
 - Gang, drug related crimes
 - Undesirable place to invest or raise a family

Surrey - Description

- Brand
- Logo
- Tagline
- Business and developer friendly changes
- Mayor becomes spokesperson

Logo representing chaos, lack of identity, fragmented and disjointed community



Logo representing energy, diversity and urban vitality of Surrey



New brand stands for progression and quality of life

Breaking away from its past and moving forward



Diane Watts – the person behind the Surrey's new brand identity

Surrey - Results

- ◉ Seven years of record breaking construction activity
- ◉ Surrey wins awards for financial reporting, building excellence, recreation, policing and green initiatives
- ◉ A city of young families with largest school district in BC
- ◉ For three years, named best place to invest in BC and best place to invest in Western Canada
- ◉ **Goal Achievement**
 - Surrey has transformed from an unfocused cluster of suburbs into the fastest-growing city in BC

Portland - Purpose

○ Purpose

- A downtown retail study found the retail core to be lacking a strong brand identity

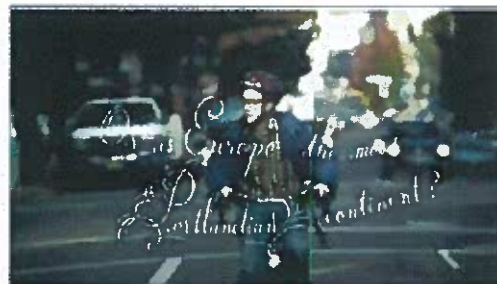
○ Pre-campaign perception

- Lack of any perception - shoppers could not identify any downtown brand
- Retailers concerned about malls and competition, lack of vision for downtown

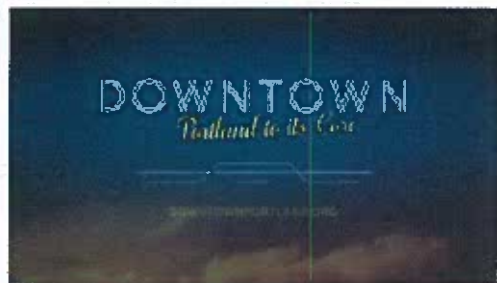
Portland - Description



→ Ads accentuated 'originality',



→ 'European influence',



→ ...and 'authenticity' of the City of Portland

- Multi-channel marketing campaign
- Accentuate the uniqueness of the city
- Position as resembling European cities, obsessed about sustainability, transit, bicycling
- Pop-up stores, happy shopping hours, etc.

Portland - Results

- Public perception improved
- Stores reported an increase in sales
- Pedestrian counts increased
- Campaign sparked further marketing initiatives

- Goal Achievement
 - Partially – Although the campaign had positive outcomes it failed to attract suburban families and generated complaints about parking fees

Austin - Purpose

- ◉ Purpose
 - To market Austin nationally and internationally as a premier business and leisure destination
- ◉ Pre-campaign perception
 - While Austin had an internal awareness of its Live Music strength, this was not well known nationally or internationally

Austin - Description



→ Austin Airstream trailer was utilised to enhance presence at high profile industry events



→ Fare finder app – enabling visitors to find the best ticket deals

I adore (Austin). The live music scene is absolutely great. It's alive, and it's kind of its own little life-support system.

— Seth Walker

→ Social media quotes generating online traffic and overall “buzz”

- “What You Hear is True” campaign
- To amplify Austin’s reputation and increase awareness
- Innovative methods used based on word-of-mouth
- Extensive website, social media engagement and visitor mobile apps

Take-Aways

1. Ensure that key politicians, celebrities and local residents are all encouraged to showcase their authentic, true values and talents
2. Identify and then communicate the Barrie brand ensuring that core values are understood by council, residents, business, prospective businesses and residents
3. Be sure to understand expectations of local residents to appropriately communicate
4. Incorporate the use of social, digital media, mobile apps and other tools to engage with visitors and residents to promote key attractions and festivals

LOCAL BUSINESS INSIGHTS WORKSHOP



Business Insights

- Business leaders participated in an interactive workshop providing their thoughts on why their business are located in Barrie, how to position Barrie for the future and also identifying some challenges for marketing
- Their input has been categorized into the following key themes:
 - Barrie has it all
 - We have to work hard to promote Barrie
 - There are some misperceptions
 - We have some challenges
 - We have to make Barrie better
 - Key words

Barrie has it all

- ◉ A comfortable lifestyle – live/work = successful in all areas
- ◉ Health, lifestyle, people, infrastructure, education, growth, excitement, diverse economy & workforce, opportunity
- ◉ Best place to live worldwide
- ◉ Access to Toronto (but not as annoying as living there)
- ◉ 30 minutes to wilderness up North
- ◉ Lots of opportunity
- ◉ Everything you need is here
- ◉ Barrie is the Toronto to those who live north of us
- ◉ Growing, dynamic, innovative, interesting, fun
- ◉ Optimistic, confident, leadership, motivated, excitement
- ◉ Community is loyalty
- ◉ Closer than you think
- ◉ Making an impact
- ◉ Caring city leaders
- ◉ Best area to do business
- ◉ People want to be here and want to invest in property or open businesses
- ◉ Community involvement is great
- ◉ I like where our future is going

We have to promote/market

- ◉ Change the perception
- ◉ Do more PR
- ◉ By industry segment not by one broad message (Tech/Mkg/Service/Location/Lifestyle)
- ◉ Need a blue-ocean strategy
- ◉ Need to reach out to prospective businesses & market hard, not wait for them to find us
- ◉ Find unique ways to promote/market the city in many different ways to many different people in many different mediums
- ◉ Increase outreach – spread the word of Barrie’s education/work/lifestyle opportunities.
- ◉ Get more businesses to believe in Barrie
- ◉ Tell people that Barrie is “up & coming” and “on the map”
- ◉ We are on the cusp of being amazing
- ◉ Barrie is becoming a “techy” place

There are some misperceptions

- ◉ Barrie is a boonie town
- ◉ Just a place to stop for gas & washroom
- ◉ Far from Toronto
- ◉ Where is Barrie?
- ◉ “whiskey tango”
- ◉ Work in Barrie = less pay
- ◉ That we are dormant or medieval
- ◉ That Barrie is a bedroom community

We have some challenges

- ◉ Weak competition compared to TO
- ◉ Lots of ideas but lack of execution
- ◉ Closed-mindedness
- ◉ Slow to move
- ◉ Lack of technology
- ◉ Lack of good work ethic/talent/labour force
- ◉ Stagnant thinking
- ◉ Lack of access to financial investment
- ◉ People are afraid of change
- ◉ Businesses are not coming here

We have to make Barrie better

- Be a welcoming community
- Be welcoming to businesses by making it easier to get permits
- Be competitive with other communities
- Have a competitive university – ie Queens, Waterloo, U of T
- Be the most desirable community to live and work in Canada
- Allow waterfront tourism to grow by providing better access to residents & visitors without their own boats
- 1 GB fibre to every home and business
- Attract big tech companies & high paying jobs
- Simplify access/travel to Toronto
- Improve parking
- Have a 5-star hotel and conference centre
- Reduce bureaucracy & red tape
- Improve infrastructure
- Improve education
- Develop the waterfront – train station, shops, restaurants, university

Key Words

○ Lifestyle Matters

- Healthy
- Family & Friends
- Recreation/outdoor
- Festivals
- No commute
- Comfort
- Happiness
- Flexibility
- My home is here
- I love the area

○ Barrie Amenities

- Waterfront
- Nature
- Accessible
- Connected
- Convenient
- Complete

○ Business Considerations

- Opportunity
- Growing
- Location
- Infrastructure
- Entrepreneurial spirit
- Loyalty

○ Buzz

- Vibrant
- Community spirit
- Vitality
- Young
- Arts
- Pride
- Unplugged
- Truly Canadian
- Homemade
- Inclusive

STAKEHOLDER INTERVIEWS



Interviews

- ◉ One-on-one interviews were conducted with eight external business leaders, the mayor and the CAO.
- ◉ Key comments were selected and sorted into the following categories:
 - A place for people that value...
 - The Barrie Buzz
 - Focus and Promote
 - Good Advice

“Relocating to Barrie was painless, they were real helpful. They made it easy for us. That’s how we ended up choosing them”

“The people that make the investment decisions are humans. Yeah, they’ll look at the numbers but the decision is made based on how you feel about the place inside”

A place for people that value...

- ◉ A more affordable place
- ◉ A young, family-oriented community
- ◉ A sense of community and a small city feel
- ◉ An urban, hip place with a hometown feel
- ◉ Proximity to Canadian shield, skiing, cottage country, boating
- ◉ Distance from the “urban nightmare” of Toronto

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- ⦿ The “connectedness” in a warm and friendly downtown
 - ⦿ Independent retailers and a choice of independent restaurants
 - ⦿ A good hospital and access to quality healthcare
 - ⦿ A small town where you run into people and know your neighbours

The Barrie Buzz...

- ◉ Has all the right ingredients
- ◉ Is progressive
- ◉ Can be the next young, cool, hip and happening place - it's already shifting to that - just keep building on it
- ◉ Has a real desire to move things forward
- ◉ Is authentic - roll up your sleeves and get the work done
- ◉ Is a young place, great place to raise a family, has a great waterfront
- ◉ A community poised for growth, it's a great location with strong leadership, growth and opportunity

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- ⦿ A city where the lights are on
 - ⦿ A warm community
 - ⦿ A better place to raise your family.
 - ⦿ A powerplant – there's an energy, there's buzz
 - ⦿ For greater balance and greater opportunity
 - ⦿ A Balanced lifestyle
 - ⦿ People have a deeper commitment to this community than in other places
 - ⦿ A down-to-earth, blue collar town, it's not snobbish, it's hardworking people
 - ⦿ A unique personality – live different

Focus & Promote

- ◉ Pick a direction, focus and go with it
- ◉ Capital of central Ontario
- ◉ Skew the marketing younger – cater to people in their 30's
- ◉ It's about getting people to talk about it on FB and telling their friends
- ◉ Promote the workforce: education, skill, work ethic and retention
- ◉ Promote the infrastructure and leverage the data/security centres
- ◉ City is responsive – few levels of bureaucracy – fast tracking/less red tape

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- ⊙ Show how you can operate in Barrie but also enjoy a better lifestyle
 - ⊙ Every day I meet someone new that's doing something interesting here
 - ⊙ Give the right messages to the right audiences, ie for business investors:
 - Is there talent?
 - Is there infrastructure?
 - Stability of local government?
 - Are there incentives to relocate?
 - ⊙ Really market "Jeff" he should be front & centre in ads, Jeff is a good honest guy, make him the lead. Here's a real human you can deal with.

Good Advice

- ◉ Don't try to be everything to everyone
- ◉ Have something good to market – the best marketing is having good product
- ◉ Don't overthink it
- ◉ Have "Invest Barrie" as one common front: "if you're a business click here and call this number" Make it as easy as possible
- ◉ Tap into/recruit the good talent that is commuting to Toronto

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- ◎ The likelihood that people will live and work in Barrie is slim to none – it needs to be easier for people to get in and out of the city – (traffic/transit)
 - ◎ Barrie needs to be more welcoming and inclusive to black and brown families
 - ◎ Let Toronto be Toronto and let Barrie be different – we have blue collar workers that can get the job done for you
 - ◎ How do you distinguish yourself as a small city in central Ontario when the big cities are struggling – pick one thing, be focused and then go hard at that

Target Audiences



Communications Audit



Audiences

Audience	Purpose of Communication	Frequency	Rationale
Target prospects	To stay top of mind, develop relationships and make it easy for prospects to locate in Barrie.	High	The purpose of Invest Barrie is business attraction; therefore the majority of effort is to be directed at this audience.
Existing businesses	To retain businesses and to foster word-of-mouth referrals.	Medium	Existing businesses are the foundation from which Barrie will attract investment. A steady, ongoing dialogue is recommended.
Third parties	To establish or maintain relations with third-parties for the purpose of collaboration, advocacy and infrastructure development.	Low	Third party relations will assist in the development of a business-friendly City. These relations require a continual but less frequent approach.