

# Invest Barrie Integrated Strategy



investbarrie

# Strategic Goals

## What do we want to achieve?

- 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 of the community.
- Be a premiere destination for business investment

# Strategic Objectives

## What will help us reach the goals?

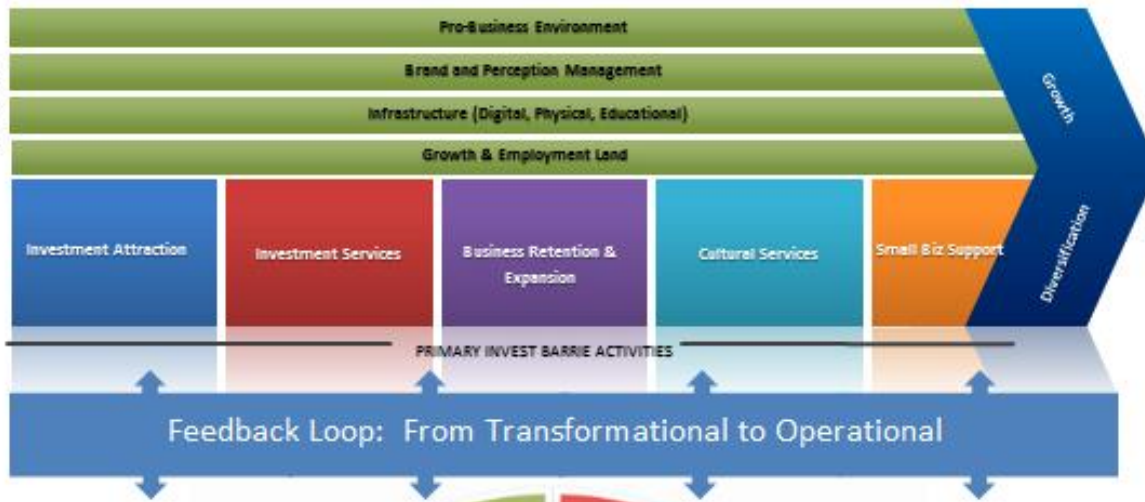
- Diversify Barrie's economy to grow knowledge-based industries such as technology, internet, life sciences.
- Support the growth of a vibrant community of startup companies that have the potential to grow very quickly.
- Ensure the availability of a diverse workforce that can meet the needs of both current and future industries.
- Create sustainable competitive advantage and resiliency by focusing on innovation.
- Maximize how much we can do through internal coordination and external collaboration.
- Focus on strongly supporting existing employers, while attracting new ones, as part of a balanced approach to economic growth.

# How to Reach the Objectives?

## Three Layer Strategy

- **Transformational Layer** – Takes a long term view and implements projects that will create the conditions that ensure Barrie's economy is attractive to new investment, able to withstand change, and can create a range of high quality careers for all residents. The focus is on broad areas of importance that are unlikely to change over time.
- **Operational Layer** – Focuses on how the Invest Barrie team delivers services. That is, recognizing that economic and industrial conditions change all the time, how do we most effectively go to market to attract new companies, what should we do to best support the existing employer community, and how do we identify new opportunities to pursue.
- **Environment Layer** – Coordinates efforts of Invest Barrie with other departments within the City to ensure reduced barriers to investment and optimal results.

ORGANIZATIONAL SUPPORT  
ACTIVITIES



Environmental Layer

Operational Layer



Transformational Layer

# Transformational Layer



# Pillar 1 - Startup Ecosystem



- Focus is on startups that can operate locally but quickly grow to service national and international clients
- Startups create most new net jobs, diversify the economy, attract talent and provide the types of opportunities that most millennials are looking for
- Programs will focus on creating a culture of startups within the community, providing the right knowledge to groups of people who want to launch startups, ensuring the we have the right infrastructure and support (mentorship, capital) to help startups launch and grow.
- Examples of Initiatives:
  - Formal advisory and mentorship programs with partners
  - Targeted workshops (e.g. branding) and events (e.g. Raizit – Raising Capital)
  - Skills and education – Lego Robotics, Young Entrepreneur Bootcamp, Ladies Learning Code, Sector-specific Entrepreneurship Training
  - “One of a kind”, Unique events to raise awareness of Barrie

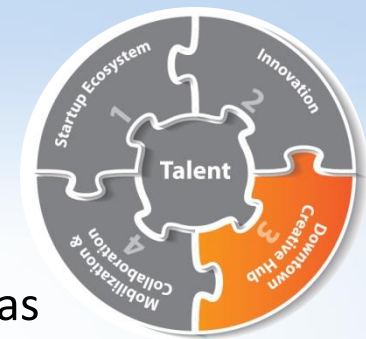
# Pillar 2 - Innovation



- Focus 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 competitiveness, resiliency, and profitability.
- Programs will focus on creating a culture of innovation throughout the community, providing employers the tools necessary to support internal innovation ideas, and helping employers connect with outside companies to focus on mutually beneficial joint innovation partnerships called Open Innovation.
- Examples of Initiatives:
  - Innovation speakers for the community
  - Innovation workshops e.g. Intrapreneurship
  - Sector-specific Open Innovation pilots
  - Grant Writing



# Pillar 3 – Downtown Creative Hub



- Focus 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. Research shows that culture and quality of life and the greatest attractors to innovative entrepreneurs.
- Programs will 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.
- Examples of Initiatives:
  - Physical - Create a common space where entrepreneurs can come to get all the services, meet other entrepreneurs, and be connected to a vibrant community of people & events that foster collaboration and growth.
  - Cultural - Through the department of culture, and with external partners, support the creation of a unique and vibrant live music scene.

# Pillar 4 – Mobilization & Collaboration



- Focus on mobilizing our already engaged community, and creating productive networks of community members that focus on delivering outcomes that are important to them.
- Harness the passion and power of our community to deliver on initiatives that have high positive results for the City. Turn the effort of a few people into the effort of many and achieve more, faster.
- Help get traction in the other pillars by ensuring business buy-in, which is required to implement many of our other initiatives.
- Programs will focus on providing a method for individuals to identify their priorities, select projects, and collaborate on implementation.
- Examples of Initiatives led by businesses:
  - Barrie Business Ambassadors
  - Other Business-lead, City Supported initiatives – e.g. Propel Barrie
  - True Growth

# Strategic Core – Talent



- Focus on attracting and retaining a wider diversity of talent in order to support the talent needs of both employers today and future knowledge-based clusters, as well as of innovative startup entrepreneurs.
- The City’s ability to attract and retain the right labour force will be the single most important determinant of success.
- Projects will focus on delivering initiatives aimed at Talent attraction, reputation, reception, and integration.
- Examples of Initiatives:
  - Talent attraction toolkit
  - Targeted recruiting as part of new employer attraction
  - Culture and tourism based familiarization tours
  - Engagement in University career fairs

# The Operational Layer

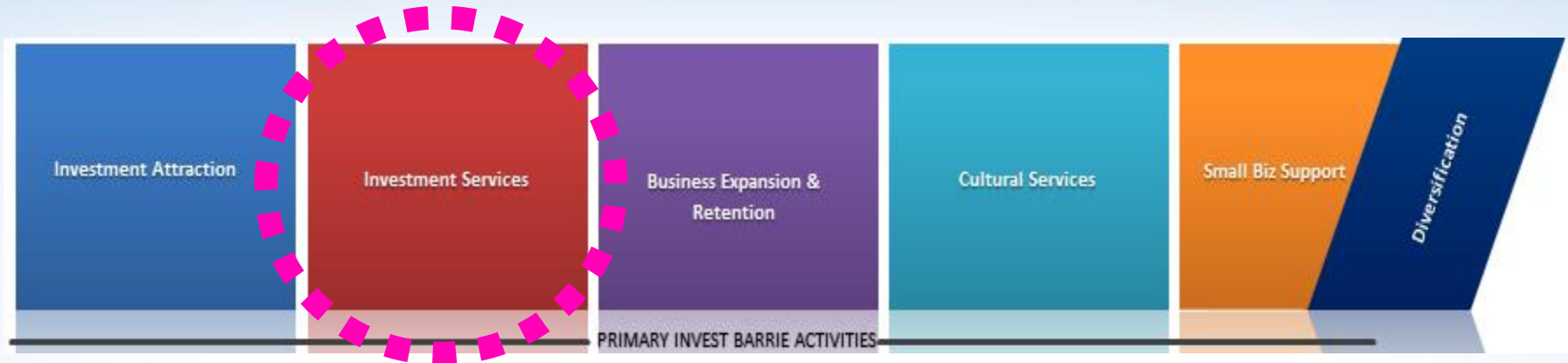


# Investment Attraction



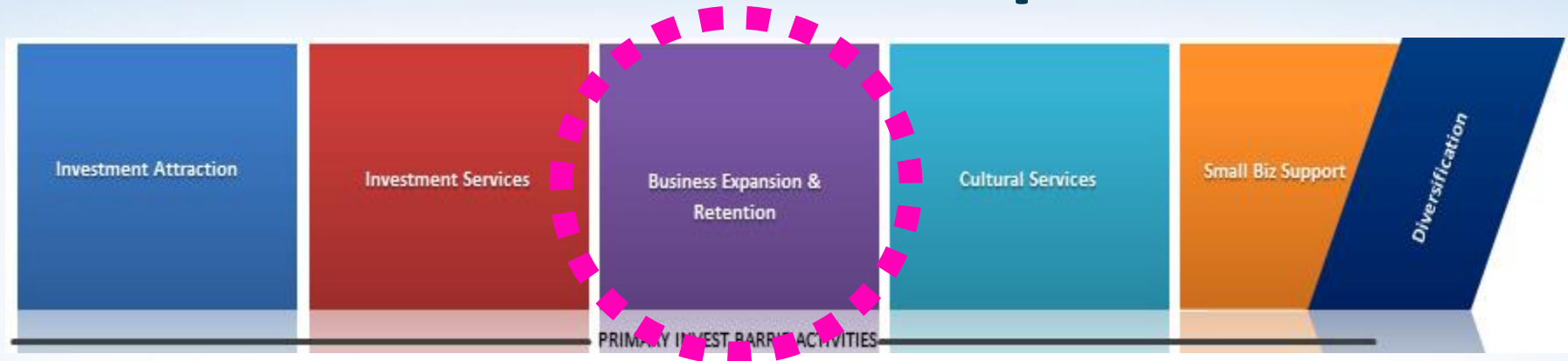
- Our approach will be to target companies whose key business drivers match our value proposition,.
- The approach will further refine targeting efforts by making use of cluster analyses and supply chain studies to identify opportunities and gaps.
- When approaching a company, we will present highly focused and customized solutions that truly resonate with the executives and decision makers.

# Investment Services



- An effort to formalize our approach to servicing both new and existing investors/employers, by focusing on qualification and internal collaboration to ensure that an investor or employer can receive a consistent and seamless level of service.
- Focus on external partnerships, where possible, to ensure that we have the necessary data and information to provide the desired level of service.

# Business Retention & Expansion



- Most employment growth will be derived from the expansion of existing employers (74%-90%).
- Perform a comprehensive business architecture map of the employer community, including competitiveness, supply chain analysis, cluster study, and an environmental scan for a possible Technology Access Centre. Will help the City set priorities for action, identify opportunities for targeted attraction, and develop cluster-based strategies by identifying disparate strengths that can be combined to create advantage.

# Cultural Services



- Community-focused vs. Economy-focused cultural services.
- New areas of focus for culture:
  - Direct Economic Benefit
    - Cultural industries where Barrie has natural strengths (e.g. film)
    - Culture-based entrepreneurship (including social startups)
  - Indirect Economic Benefit (supporting transformational layer projects)
    - Facilitating events and connections that support the emergence of a “Downtown Creative Hub”
    - Creative class talent attraction through destination cultural events



# Small Business Support



- Small Business Support vs. Startup Ecosystem
- Currently GBBEC focus – Supporting the creation of small businesses.
- Future focus – Increase focus on small business growth (up to 5 years in operations). This will require more sophisticated advisory with specialization in key growth-related areas.

# The Environmental Layer



- The environmental layer consists of important functions and activities that impact the overall attractiveness/conduciveness of Barrie as a business location.
- These activities are typically cross functional (requiring input from more than one department).
- Collaborative and cross functional internal teams that consider multiple perspectives and are solutions focused.
- To address externally-controlled environmental factors, we continue to build strong partnerships

# Pilot Projects - Transformational

Pillar	Pilot Projects (2015 – 2016)
Startup Ecosystem	<ul style="list-style-type: none"><li>• BUILD Program in Barrie</li><li>• Artrepreneurship &amp; Foodpreneurship</li><li>• Young Entrepreneur Bootcamp</li><li>• Monthly startup events</li></ul>
Innovation	<ul style="list-style-type: none"><li>• Open Innovation in 2 industries</li><li>• Lego Robotics</li><li>• Targeted “Hackathon”</li><li>• Innovation speaker series</li></ul>
Downtown Creative Hub	<ul style="list-style-type: none"><li>• Business Case for Downtown Entrepreneurship Centre</li><li>• Inventory of all downtown cultural events (dynamic)</li></ul>
Mobilization & Collaboration	<ul style="list-style-type: none"><li>• True Growth (expected to generate 5+ sub-projects)</li></ul>
Talent	<ul style="list-style-type: none"><li>• Talent attraction pilot (may begin in 2017)</li></ul>

# Pilot Projects - Operational

Functional Area	Sample Pilot Projects (2015 – 2017)
Investment Attraction	<ul style="list-style-type: none"><li>• Targeted Lead Generation and Promotion</li><li>• Supply Chain Analysis</li><li>• Cluster Study</li></ul>
Investment Services	<ul style="list-style-type: none"><li>• Revitalize Investment Readiness Team</li><li>• Standardized qualification process</li><li>• Land inventory partnerships</li><li>• Content writing</li></ul>
Business Retention & Expansion	<ul style="list-style-type: none"><li>• Map out comprehensive business architecture of the City</li><li>• Technology Access Centre (research)</li><li>• Grant writing</li></ul>
Cultural Services	<ul style="list-style-type: none"><li>• Evaluate film industry opportunity</li><li>• Support live music initiative</li><li>• Pilot specific culture-based activities for downtown creative hub</li></ul>
Small Business Support	<ul style="list-style-type: none"><li>• Continue with regional pilot project</li></ul>

# Implementation Next Steps

- Strategy Committee
  - Business leaders who will help us navigate the implementation of the strategy.
- Project team
  - Internal Project Team : Maximize coordination internally and focus on continuous improvement.
- Phased Delivery
  - Phase 1: Map out the comprehensive business architecture of the City and begin key Transformational layer pilots.
- Measuring Progress
  - KPIs will be driver by overall accountability based measurement system at the City
  - Transformational project (including pilots) will be tracked separately to understand impact.

Thank you