

Invest Barrie

FDI Strategy

investbarrie

Positioning Barrie as a Premier Destination for Investment



investbarrie

- Purpose** > Grow the employment base.
- Mission** > To secure investment, support business, and foster quality of place to empower job creation and growth for the City of Barrie.

Setting the stage

Trade Shows and Conferences

THE **BAITERY** SHOW
NORTH AMERICA

CMTS
CANADIAN MANUFACTURING
TECHNOLOGY SHOW

**HANNOVER
MESSE**

**ALL
IN**

ADM Advanced
Design &
Manufacturing
Expo

Inbound and Outbound Delegations

- Baden-Württemberg
- City of Saginaw
- Japanese Consulate
- Taipei Economic and Cultural Office
- Advantage Austria

Building Relationships

 **Invest Ontario**

 Global Affairs
Canada
Affaires mondiales
Canada

**Trade
Commissioner
Service** 

DIHK German Chamber of
Commerce and Industry

 **ADVANTAGE
AUSTRIA** 

Strategic Foundations

- Leveraging CanExport funding to support a FDI Strategy for 2026 and beyond
- Building out development support programs such as the Employment Development Concierge and CIP

2026 and Beyond

Leveraging a strong foundation and positive momentum, Invest Barrie will continue to position Barrie as a premier destination for investment.



What's on deck for Q4 2025/Q1 2026:

- **Hire a dedicated business development officer to advance FDI and trade**
- **Apply for CanExport funding to augment financial impact**
- **Leading a delegation to Prospectors & Developers Association of Canada (PDAC) 2026 Convention**
- **With the new FDI Strategy - identify and advance international activities tied to key markets, trade shows, Provincial/Federal investment/trade missions**

Invest Barrie

**FDI ATTRACTION STRATEGY &
IMPLEMENTATION PLAN
2026-2028**

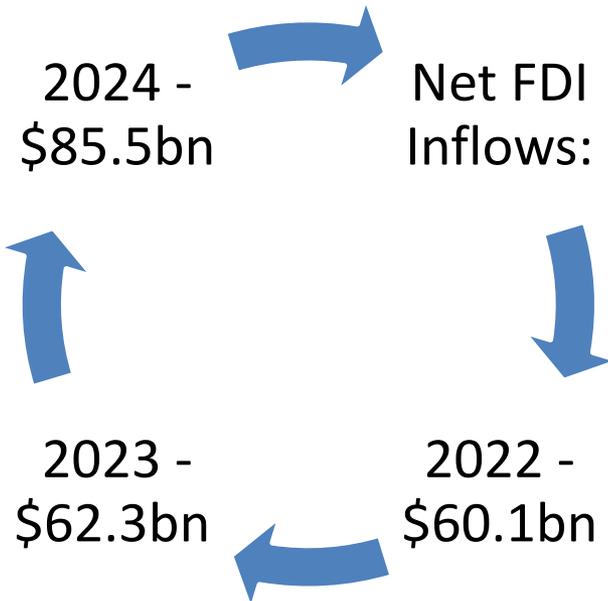
Presentation to the:

City of Barrie International Relations
Committee

December 2, 2025



Canada presents a compelling value proposition for FDI.



Stable & Competitive Economy
Business-Friendly Climate
Competitive Tax & Incentives
Talent & Innovation Leadership
Global Trade Access
Sustainability & Quality of Life

Global markets have been shaped by persistent shocks that continue to redefine investment strategies, supply chains, and trade patterns.

Overall decline and Investor uncertainty

Geographic divergence

Digital economy is a bright spot

Shift in strategic industry investment

Need for smarter capital and policy reform

Implications & Priorities for Canadian and Ontario Communities

Compete on certainty, talent, and speed.

With global FDI tightening, communities must emphasize fast permitting, clear incentives, strong talent pipelines, and Canada's stability to reduce investor risk and accelerate decisions.



Focus on strategic, high-value sectors.

Prioritize industries benefiting from reshoring and sustainability trends—clean tech, EV/batteries, critical minerals, advanced manufacturing, and agri-food tech—supported by infrastructure readiness and partnerships with post-secondary institutions.

Canada and Ontario present compelling value propositions that attract FDI.

National & Provincial Messaging Themes	How Invest Barrie Can Leverage
Economic Stability & Growth	Position Barrie as a low-risk, growth-ready location within a stable national and provincial economy.
Skilled Labour & Immigration Strategy	Highlight Barrie's access to skilled, diverse talent via local training programs and proximity to the GTA labour market.
Business Climate & Investment Appeal	Promote Barrie as part of a top-tier business ecosystem with efficient municipal support for investment.
Competitive Tax & Investment Incentives	Emphasize combined federal, provincial, and local programs that make Barrie a cost-effective choice.
Innovation & Technology Leadership	Showcase Barrie's growing innovation ecosystem and its cost-effective proximity to the Toronto tech corridor.
Global Trade Access	Position Barrie as a strategic gateway leveraging Canada's trade networks and regional logistics advantages.
Sustainability & Clean Growth	Align Barrie with Canada's green economy to support clean manufacturing and sustainable investment.
Quality of Life & Financial Security	Promote Barrie's affordability, safety, and connectivity as part of its value proposition for talent and investors.

Comparative Alignment of FDI Sectors, Markets and Messaging

Dimension	Government of Canada	Province of Ontario	City of Barrie
Priority Sectors	Advanced manufacturing (incl. EV/batteries); clean energy; life sciences/biomanufacturing; agritech; cleantech; technology.	Life sciences; advanced manufacturing (EV/auto/semiconductors); digital/AI; agri-food innovation; modular housing.	Advanced manufacturing; health & life sciences; tourism/arts & culture. Focus on sectors with existing clusters and local talent strength.
Target International Markets	Broad global outreach via Trade Commissioner Service; focus on capital- and tech-rich markets (EU, UK, Japan, Korea, Germany, U.S.).	Targeted promotion through 13–14 Trade & Investment Offices across major U.S., European, and Asian markets.	Primarily North American focus (GTA, U.S. Northeast/Midwest); selective EU interest (Germany, UK). Leverages federal/provincial channels for deeper reach.
Unique Value Proposition (UVP)	North American market access; policy stability; strong ESG/cleantech profile; critical minerals; strong R&D and full supply-chain capabilities.	Skilled workforce; world-class research clusters; large domestic market; streamlined one-window investor services and incentives.	Lower business costs vs. GTA; strategic location and logistics links; skilled local talent; expanding post-secondary ecosystem; high quality of life (“small-city advantages with big-city access”).

Go to Market Plan 2026–2029

A phased, sector-specific outreach strategy, focusing on investor outreach, targeting trade shows, leveraging Pre-Qualified Meetings (PQMs), and cluster-based collaborations.

This will enable Invest Barrie to achieve near-term investment wins while laying the foundation for sustained growth and market diversification across its international portfolio.

Top Priority– Core Focus Germany

- Strong alignment with advanced manufacturing and technology sectors.
- Low-risk, high-value market

Second-Tier Priorities – Innovation, Expansion and Agile Engagement Spain and United Kingdom (UK)

- Spain: Agile, export-ready investors, quick market entry and early wins.
- The UK: Innovation partner, collaborative R&D, technology commercialization, and academic engagements.

Long-Term Development Market – Relationship Building France, Brazil and Japan

- France: Target French companies for PQMs at sector specific domestic or international trade shows.
- Brazil: Long-term diversification opportunity, requiring a relationship-first, trust-based approach to cultivate partnerships and build sustainable market presence.
- Japan: Represents a high-cost opportunity requiring a long-lead time, dedicated personnel and initially should be addressed through a domestic program and by leveraging provincial/federal programming abroad.

FDI attraction is a highly competitive and crowded landscape.

Key Challenges in Attracting FDI

- Competition for projects is intense
- Increased variety of location alternatives – new players
- Proliferation of agencies
- Increase level of professionalism
- Consistency in approaches worldwide
- Widely available information
- More sophisticated and demanding investors
- Lack of differentiation
- Commitment to Resources and Staff

Invest Barrie is operating with a very lean budget

Core Budget	\$50,000	\$65,000	\$85,000
Domestic Initiatives	\$20,000	\$20,000	\$20,000
CECI Funding	\$35,000	\$50,000	\$60,000
Total	\$105,000	\$135,000	\$165,000

FDI Attraction Strategy

Recommends 6 goals that will strengthen Barrie's FDI infrastructure & visibility.

Build	Goal 1: Build resource infrastructure
Market	Goal 2: Market Barrie as a preferred investment location
Strengthen	Goal 3: Strengthen local business engagement
Engage	Goal 4: Engage public & private partners
Improve	Goal 5: Improve investor support & readiness
Convince	Goal 6: Convince investors Barrie is a top North American location

FDI Attraction Strategy

The 6th Goal focused on investment attraction is driven by 7 key activities.



Pre-qualify leads and meet with key intermediaries to validate prospects



Develop ambassador program of local executives to enhance credibility



Target knowledge-intensive jobs and international firms aligned with Barrie's workforce



Build compelling **UVP** highlighting Barrie's competitive advantages



Mayor-led advocacy & investor roundtables to demonstrate commitment



Leverage Trade Commissioners, existing investors, and direct outreach (cold-calling, multi-channel engagement)



Track KPIs: meetings, inquiries, qualified leads, investment landings

FDI Attraction Strategy

The overall Implementation Plan is based on 6 key activities.

Build	Activity 1: Build the resource infrastructure to strengthen Barrie's global investment presence.
Market	Activity 2: Market Barrie as a preferred destination for investment in key target sectors.
Engage	Activity 3: Engage the local business community to support investment and expansion.
Build	Activity 4: Build partnerships with public and private sector organizations to promote Barrie's investment readiness.
Strengthen	Activity 5: Strengthen investment readiness, responsiveness, and client servicing.
Position	Activity 6: Position Barrie as a top-tier North American investment destination.

Barrie can position itself as an opportunity-rich destination by aligning its strengths with investor priorities.

Key Approaches for Successful FDI Attraction	Barrie's Unique Investment Proposition
<ul style="list-style-type: none"> • Strategy and focus 	<ul style="list-style-type: none"> • Target Growth Sectors – Showcase industries primed for investment, aligned with global market trends and Barrie's local strengths.
<ul style="list-style-type: none"> • Compelling value proposition 	<ul style="list-style-type: none"> • Closing Supply Chain Gaps – Position Barrie as a strategic solution to industry bottlenecks and unmet value-chain needs.
<ul style="list-style-type: none"> • Proactive approach 	<ul style="list-style-type: none"> • A Sales Story Backed by Proof – Build confidence through real data, success stories, evidence of economic momentum
<ul style="list-style-type: none"> • Client servicing 	<ul style="list-style-type: none"> • Infrastructure Ready for Sale – Reassure investors with modern industrial, commercial, digital, and utility infrastructure. + deliver responsive and enthusiastic client servicing
<ul style="list-style-type: none"> • Creativity and image 	<ul style="list-style-type: none"> • Emerging Industry Hub – Highlight Barrie's role as a rising centre for innovation, partnerships, and sector-specific growth.
<ul style="list-style-type: none"> • Council commitment 	<ul style="list-style-type: none"> • Connected Ecosystem for Collaboration –Council commitment to a long-term funding strategy and resources. Facilitate partnerships between global investors, local businesses, and institutions to drive long-term growth.

Guiding Principles

Barrie should take a longer-term view of its key markets and establish longer-term relationships to facilitate access to potential investors (companies) in those markets.



Building Long-term Relationships In-Market



For example - working with industry associations, in-market consultants and in-market service providers.



Working with Local Partners



For example – diaspora business organizations, educational institution, medical science facility or private firm



Attracting and securing foreign direct investment is a shared journey.

Ways Committee Members Can Engage:

- **Champion Investment Opportunities:** Advocate for Barrie in international networks, trade missions, and industry forums.
- **Provide Expert Insights:** Share market intelligence, sector trends, and feedback on incentive structures to refine FDI targeting.
- **Support Investor Aftercare:** Participate in mentorship, networking, and onboarding programs to help investors establish and expand locally.

NAVIGATE^{STI} CONSULTING INC
strategy trade investment

Gerald Pisarzowski, Managing Director
gerald@navigatesti.ca

Tony Romano, Senior Consultant
tony@navigatesti.ca



THANK YOU

QUESTIONS