



# FDI Attraction Strategy

Hamilton City Council Presentation | April 2023



# Why FDI?

The focus of Hamilton's FDI strategy is to attract national and international investment into the local economy. The City also has a number of target sector strategies centered around ecosystem growth within key sectors of focus (e.g., life sciences, manufacturing, food processing).

## Fundamentals

FDI is *"an investment reflecting a lasting interest and control by a foreign direct investor, resident in one economy, in an enterprise resident in another economy (foreign affiliate)."*

*FDI inflows comprise capital provided by a foreign direct investor to a foreign affiliate, or capital received by a foreign direct investor from a foreign affiliate."*



### Innovation

Companies that help inject innovative ideas, technologies and products into Hamilton's economy.

### Sustainability

Companies/investors whose business practices, products and services prioritize sustainability and decarbonization.

### High-quality jobs

Companies/investment which supports the creation of 'high quality jobs' for the local community.

### Ecosystem acceleration

'Anchor companies' or investment that supports the expansion/bolstering of Hamilton's value chains.



**Strategic  
Investment  
for Hamilton**

\*Note: definition obtained from the United Nations Conference on Trade and Development (UNCTD)

Sources: UNCTD, Invest in Canada.

# FDI attraction strategy objectives



Create a **call to action** which promotes cross sector collaboration to help increase domestic and international investment.



Leverage **key strengths and address roadblocks** to maximize competitive advantages and unlock growth opportunities.



**Increase and retain investor attention** by developing an effective and unique value proposition for the City of Hamilton.

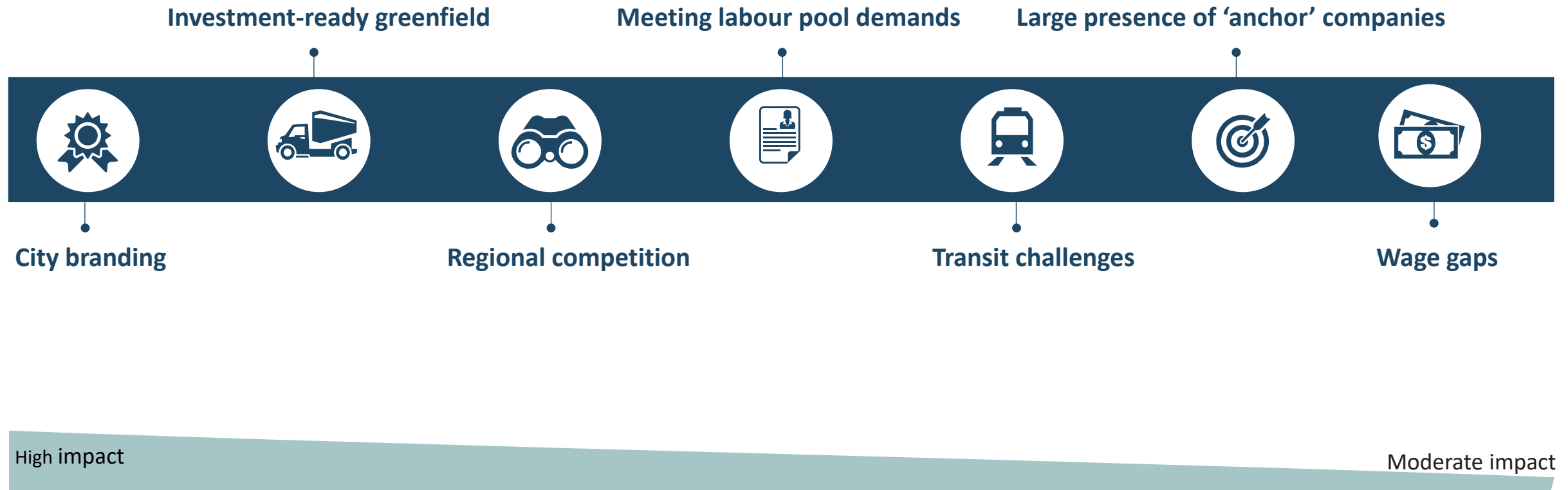
# Key strengths

Leveraging city strengths that are especially valued by investors will support investment attraction.



# Key challenges

Unlocking Hamilton's full potential for FDI attraction requires the mitigation of challenges and removal of barriers faced by investors.



# Strategic accelerators

Hamilton can draw on key City initiatives to accelerate FDI and enable business growth, including:



## **Clean energy transition**

Hamilton's climate action strategy, ReCharge Hamilton, aligns with federal and provincial ambitions, and will focus on accelerating clean energy use, helping to further develop local capabilities in clean energy and attract private investment in this growing area.



## **Labour attraction**

Hamilton offers investors a pool of skilled workers and individuals with STEM skillsets that can help drive innovation and technological adoption. Hamilton is well positioned to continue to attract labour by serving as a desirable destination for Canadians and immigrants.



## **Collaborating with academic institutions and research centres**

Hamilton's numerous research centres (e.g., CanmetMATERIALS and NGen) and reputable academic institutions (e.g., McMaster University, Mohawk College, and Redeemer University) offer companies wide-ranging opportunities to develop new innovations through collaborative research partnerships.



## **Partnerships with neighbouring regions**

Hamilton can strengthen its FDI attraction efforts by partnering with neighbouring FDI attraction agencies and applicable government entities that strengthen the regional brand by conveying consistent marketing and branding messaging.

# Strategy on a page



## VISION

To attract international and national investment that will increase Hamilton's global competitiveness by supporting the creation of high-quality jobs – benefiting local businesses, advancing innovation, and fostering sustainable supply chains.

## Strategic pillars



### City branding

A unique brand that highlights key capabilities and distinguishes Hamilton.



### Attraction services

Support services offered to current and potential investors in an effort to attract, expand, and retain investment.



### Strategic partnerships

Collaboration with key stakeholders (including other jurisdictions, the provincial and federal governments, and local stakeholders) that create FDI opportunities.

## Key enablers

Key infrastructure assets\*

Robust local supply chain

Development opportunities

Innovation ecosystem

Federal and provincial initiatives

Talent pool and quality of life

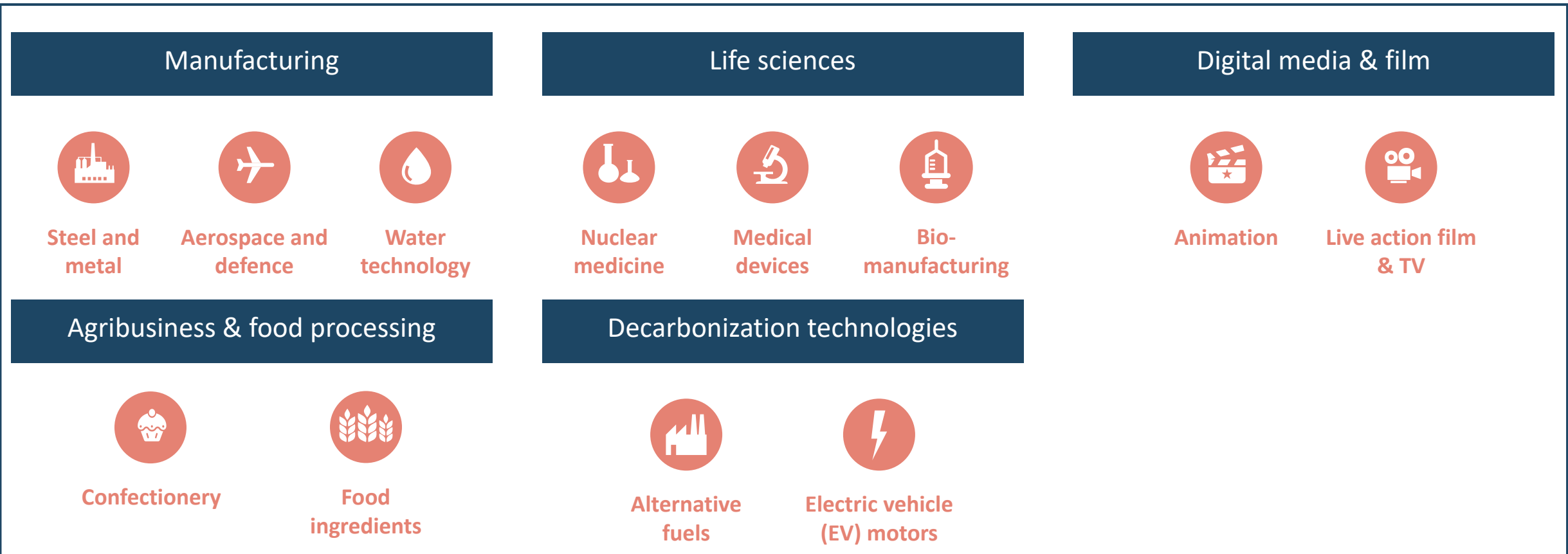
Hamilton Immigration Partnership Council

Information communications technology (ICT)

\*Note: including Hamilton's port, airport, road infrastructure and rail network.

# Spotlighted sectors and subsectors

Spotlighted subsectors include areas that are economically important to Hamilton and offer strong opportunity to attract further investment. While other areas were considered, a focused approach which leverages key enablers (such as ICT and transportation networks) is required to maximize efforts and attract investment into Hamilton.





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# Appendices



# Hamilton's value proposition



**Hamilton features a thriving business ecosystem that combines a strategic location with an innovative and collaborative community – providing investors unparalleled opportunity to tap into key North American markets.**

Hamilton has undergone a profound transformation in recent years, expanding beyond traditional manufacturing and developing reputable innovative capabilities. The City continues to support this transformation as Hamilton continues to grow with an increasing number of cutting-edge companies in manufacturing, life sciences, food processing, digital media, and decarbonization technologies.

By investing in Hamilton, companies can benefit from a robust end-to-end supply chain; tap into a highly skilled labor force; have partnership opportunities with world-class research institutions; and leverage a key strategic location in North America.

The City of Hamilton is committed to supporting businesses and investors take full advantage of key these strengths and ease long-term transition into the city's ecosystem.

# City branding actions

The City can strengthen each strategic pillar (city branding, attraction services, and strategic partnerships) through a series of actions.

Strategic objectives	Opportunities	Actions
<b>Recognizable and consistent branding</b>	Reinforce the 'Hamilton brand' by ensuring that investment attraction-related branding is consistent and recognizable across all initiatives.	<ul style="list-style-type: none"> <li>• Conduct market research to obtain detailed insights on existing gaps and challenges related to Hamilton's brand and investor awareness of the city's competitiveness.</li> <li>• Develop refreshed marketing/branding materials with consistent and focused messaging, visual identity, and narrative for each spotlighted sector.</li> <li>• Ensure messaging included in investor materials (e.g. pitchbooks, Invest in Hamilton) reinforces a single Hamilton brand, while highlighting unique opportunities within each area of focus.</li> </ul>
<b>Industry awareness</b>	Generate interest in Hamilton as a desirable investment destination by increasing investor awareness through active and passive marketing initiatives.	<ul style="list-style-type: none"> <li>• Undertake marketing campaigns at industry events and key trade shows within each of the spotlighted sectors.</li> <li>• Highlight success stories on the Invest in Hamilton website, showcasing businesses that have expanded in Hamilton to emphasize growth opportunities available to investors.</li> <li>• Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities to Hamilton City Council, Invest Ontario, and Invest in Canada.</li> <li>• Launch sector and targeted social media campaigns that exhibit the unique benefits of investing in Hamilton.</li> </ul>
<b>Regional branding</b>	Combine branding/marketing efforts (as appropriate) with neighboring jurisdictions across southern Ontario to increase investor interest in the region.	<ul style="list-style-type: none"> <li>• Leverage Invest in Hamilton Partnership and regional partners such as Waterloo Economic Development and Toronto Global to jointly develop materials (e.g. information pamphlets, pitchbooks) which promote the southern Ontario region to potential investors.</li> <li>• Leverage and align with federal and provincial investment attraction branding initiatives led by organizations such as Invest Ontario and Invest in Canada to further support Hamilton's brand.</li> </ul>

# Attraction services actions (1/2)

Strategic objectives	Opportunities	Actions
<b>Investor outreach</b>	Proactively reach out and engage with potential investors within the spotlighted sectors to promote investment opportunities within Hamilton.	<ul style="list-style-type: none"> <li>• Develop a refreshed list of the top potential investors within key target markets and spotlighted sectors which includes key contact information, an overview of the organization and opportunity for each spotlighted sector.</li> <li>• Leverage the existing Hamilton Partnership, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors.</li> <li>• Organize foreign trade missions with potential investors in key target markets for each spotlighted sector.</li> <li>• Launch reverse trade missions for companies operating within Hamilton's spotlighted sectors.</li> </ul>
<b>Website enhancement</b>	Enhance information and services offered through the Invest in Hamilton website to strengthen one of the City's key investment attraction tools.	<ul style="list-style-type: none"> <li>• Increase availability of data, research reports, and available assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance.</li> <li>• Publish updated maps, search options, graphs and interactive tools on the Invest in Hamilton website to provide a more personalized online experience.</li> <li>• Establish standards related to responding to Requests for Information on the Invest in Hamilton website.</li> </ul>
<b>Market entry support</b>	Reduce market entry barriers by bolstering site selection services currently offered by the City.	<ul style="list-style-type: none"> <li>• Develop concierge services within the City's Economic Development Office and Invest in Hamilton focused on connecting companies with accessing available resources or appropriate expertise.</li> <li>• Continue to leverage partnerships with Invest Ontario and Invest in Canada to enhance ability to respond to site selection requests from investors.</li> <li>• Maintain up-to-date materials relevant to the site selection process to ensure Hamilton has the ability to respond to data/information requests from key partners/potential investors quickly.</li> </ul>

# Attraction services actions (2/2)

Strategic objectives	Opportunities	Actions
<b>Information sessions</b>	Host information sessions on topics that are top of mind for businesses with existing/potential investors to help facilitate the investment attraction process.	<ul style="list-style-type: none"> <li>• Host regular information sessions for existing and potential investors focused on key topics of interest (such as international hiring practices, obtaining licensing, land development processes)</li> <li>• Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton.</li> <li>• Connect with Hamilton's immigrant communities (as appropriate) to increase trade/export opportunities of Hamilton products.</li> <li>• Offer aftercare support to companies following their investment to ensure better retention and promote opportunities for expansion.</li> <li>• Spotlight the City's Economic Development Office as key sources of information to stakeholder groups across Hamilton including businesses, academia, and associated organizations.</li> </ul>
<b>Data insights</b>	Enhance and streamline access to data and related analysis to ensure the City can quickly respond to investor inquiries.	<ul style="list-style-type: none"> <li>• Undertake assessment on the data most desired/relevant for potential investors.</li> <li>• Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process.</li> <li>• Explore options to partner with academic research institutions and the City to process the most popular data requests faster and in a streamlined way.</li> <li>• Leverage existing data (as applicable) available internally to the City, and highlight potential data gaps to key City partners.</li> <li>• Partner with local universities and colleges and the City to build up reports and datasets on key topics such as talent availability in Hamilton.</li> </ul>

# Strategic partnerships actions (1/2)

Strategic objectives	Opportunities	Actions
<b>National and international connections</b>	Strengthen relationships with key national and international stakeholders (e.g., Canadian Trade Commissioners, Invest Ontario, Invest in Canada) with deep connections in foreign markets to enhance international opportunities.	<ul style="list-style-type: none"> <li>• Network with Global Affairs Canada's Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand.</li> <li>• Regularly attend Invest Ontario and Invest in Canada events to maintain close relations and exchange ideas and insights.</li> <li>• Host an information day for provincial officials ("Queen's Park Day") to increase awareness of Hamilton's value proposition among MPPs and staff.</li> <li>• Host an information day for federal officials ("Day on the Hill") to increase awareness of Hamilton's value proposition among MPs and staff.</li> <li>• Identify a provincial and federal champion who is kept up-to-speed about key wins and opportunities (e.g., local MPs, cabinet ministers).</li> </ul>
<b>Cross jurisdictional collaboration</b>	Strengthen existing relationships and pursue new partnerships with other jurisdictions to bolster investment attraction initiatives and jointly pursue opportunities.	<ul style="list-style-type: none"> <li>• Through collaboration with the Consider Canada City Alliance, organize/attend events with investment attraction agencies in Southern Ontario.</li> <li>• Develop partnerships with emerging US collaborator jurisdictions (such as Buffalo, Minneapolis, Houston) within each spotlighted sector.</li> <li>• Organize and attend events with investment attraction agencies across North America. Focus to be given to jurisdictions that are of comparable size and composition to Hamilton.</li> </ul>

## Strategic partnerships actions (2/2)

Strategic objectives	Opportunities	Actions
<b>Local connections</b>	Enhance partnerships with key local stakeholders (e.g., businesses, industry associations, academia) to attract new investment /enhance and maintain existing investment in Hamilton.	<ul style="list-style-type: none"><li>• Strengthen partnerships with community partners, academia (including employment liaison officers, researchers with recently obtained large-scale grants, etc.) to promote commercialization opportunities for R&amp;D taking place in Hamilton.</li><li>• Identify champions across key stakeholder groups that promote Hamilton’s value proposition and key assets locally and abroad.</li><li>• Leverage Hamilton Immigration Partnership Council (HIPC) to understand opportunities for strategic, long-term partnerships.</li><li>• Host discussions with business leaders in Hamilton to better understand the support they need to more efficiently attract investment and hire foreign workers.</li><li>• Build up a program jointly managed by Invest in Hamilton and HIPC that offers integrated immigration and FDI attraction advisory services to companies wishing to expand in or enter Hamilton.</li><li>• Operationalize the Global Hamilton Council, bringing local private sector organizations and representatives (e.g., business owners, industry representatives, lawyers, financial services, accountants, tax advisory) together that will support and advise the City on investment attraction and trade initiatives, and help growth the Hamilton brand globally.</li></ul>