

# City of Mississauga

Canada's Global Investment Destination:  
An International Marketing Strategy

October 14, 2011



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# 1 Introduction & Executive Summary

## 1.1 Canada's Global Investment Destination

One of the key elements of an international marketing strategy is to identify and deliver a compelling theme or message for the community. Most communities translate this into a comprehensive and detailed branding strategy, which aims to identify the key experiences that a community can provide, and translate them into a message which conveys those experiences to a broader audience. Indeed, a number of cities have been successful in establishing global brands that are true to their unique set of experiences. These brands come to define the city, even for those that have never visited. Often these exercises result in a new logo or tagline for the community, with little effect on their international profile or marketing efforts.

Mississauga's international marketing strategy does not depend on a new brand for the City. The strategy instead presents an over-arching theme for the city to embrace in its international marketing efforts. This theme attempts to capture the most significant elements of Mississauga that influence the city's current identity and convey them in a way that differentiates Mississauga from its competition based on what the city can actually deliver: physical international connections, high-profile businesses, increasing cultural diversity, and competitive quality of life features. The theme is not a tagline to be used in promotional materials, but more an attitude that the Economic Development Office can promote throughout the local community. With the necessary community buy-in, it may one day translate into one of the elements considered in Mississauga's community "brand."

Mississauga is the first Canadian city that millions of visitors arrive in every year. It is the Canadian city that millions of travellers pass through to reach destinations at all corners of the globe. That international connectivity has established a high-profile business community composed of the world's largest multinational corporations, and a set of small- to medium-sized businesses that provide knowledge and products to communities all over the world. At the same time, it has allowed a resident population composed of diverse ethnic and national communities to maintain connections with their international roots. Mississauga is a city where people and businesses arrive, prosper, and connect. Mississauga has the potential to become **Canada's Global Investment Destination**.

## 1.2 Executive Summary

The International Marketing Strategy for the City of Mississauga was developed based on the goal of making Mississauga a Global Business Magnet. To achieve that goal, the economic development strategy sets the objectives of targeting high growth sectors and providing a compelling global brand to attract business, investment, and jobs. This marketing strategy represents the culmination of several months of work towards





identifying broad trends and issues affecting the global movement of trade and investment, and providing a framework for the City of Mississauga to achieve the objectives of marketing the city to a global audience, and attracting high-value investment and skilled people to the community.

To create the framework for the international marketing strategy, the report has been broken into key sections, each addressing a different set of economic development and marketing trends and issues. The executive summary functions as an introduction to the document, by outlining the key objectives for the new strategy and presenting a new over-arching theme for Mississauga in an international marketing context. Mississauga has the key people, businesses, organizations, institutions, and international infrastructure necessary to attract significant levels of investment from abroad. In many ways, Mississauga's international connectivity is unmatched in Canada, based on the presence of Canada's busiest international airport and a business community made up of some of the largest multinationals in the world. Mississauga has the potential to become **Canada's Global Investment Destination**.

Section two begins to outline the recent trends in global foreign direct investment (FDI). The decline of global investment felt through the most recent recession has been slowed across the globe. Though overall levels of investment remain lower than the pre-recession highs, investment has started to increase slowly as the global economy recovers. New competition is emerging for the comparatively smaller levels of global investment. Last year marked the first time that developing and transitional economies accounted for more than half of all global inward investment. Shares of FDI directed at developed nations, including Canada, fell accordingly. With new competition comes new opportunity as well. Though outward investment from developed economies continues to dominate, companies in developing and transitional economies, particularly those in Asia, are increasing their outward investments. The section then builds on these overall global trends to speak to Canada's relative stable position as a destination for investment, and Ontario's relative strengths and successes in supporting investments in key economic sectors. A sector-based discussion of FDI trends follows, with key insights and opportunities for Mississauga in each sector.

Section three examines the assets in Mississauga that will support the attraction of foreign investment, as well as begins to arrange those assets into more sector-specific messaging to convey Mississauga's comparative advantages. The asset mapping section examines Mississauga's positioning in five key areas: the private sector, the labour market, existing and potential partnerships, communications infrastructure, and transportation connections. Mississauga's assets in those areas form the basis of the community's value proposition – the set of unique experiences that Mississauga can deliver and what position it has over its global competitors as a destination for investment. The section closes by identifying a set of key messages to be conveyed to international investors in each of Mississauga's target sectors: information and communications technology, financial services, multimodal logistics, advanced manufacturing technologies, and life sciences.







Section four begins to outline the strategic directions for Mississauga in an international marketing context, with a discussion of best practices in international marketing and the attraction of foreign investment. Each of the organizations (Calgary, Northeast Ohio, North Carolina, and Boston) has implemented programs and services in international marketing and foreign direct investment attraction that can offer key insight into Mississauga's proposed marketing activities.

Section five builds on this strategic discussion and outlines the necessary elements of an international marketing strategy for Mississauga. This includes an outline of marketing strategies and concepts, and discussions regarding staffing, materials, communications, and relationship development. Following that, a broader set of opportunities for Mississauga in an international marketing context outside of sector-based activities are identified. These opportunities direct Mississauga to work with its people, businesses (both large and small), and transportation providers to build Mississauga's international profile. The section closes with a discussion on key elements that any international marketing strategy must consider.

Section six closes out the international marketing strategy with an action plan for Mississauga moving forwards. The set of necessary actions are divided into three objective areas focused on building the resources and profile required of Mississauga to increase its competitiveness on the global stage:

1. Building Administrative Capacity: Build a sustainable set of financial and administrative resources to promote the City to a more global audience on an ongoing basis.
2. Building Community Capacity: Enhance the opportunities to create more global connections based on the existing multicultural and multinational profile of Mississauga's business community.
3. Targeting Strategic Markets and Sectors: Market Mississauga's advantages to a broad global audience with sector-specific tactics as appropriate.

Mississauga's international marketing efforts are best undertaken in a phased approach that adequately resources the actions and generates buy-in from the partners needed to achieve success. The action plan reflects this by identifying potential partners, resources, and timing for the City's consideration. In developing the City's international marketing strategy in consideration of these elements, Mississauga truly has the potential to become **Canada's Global Investment Destination**, a place where people and businesses arrive, prosper, and connect.





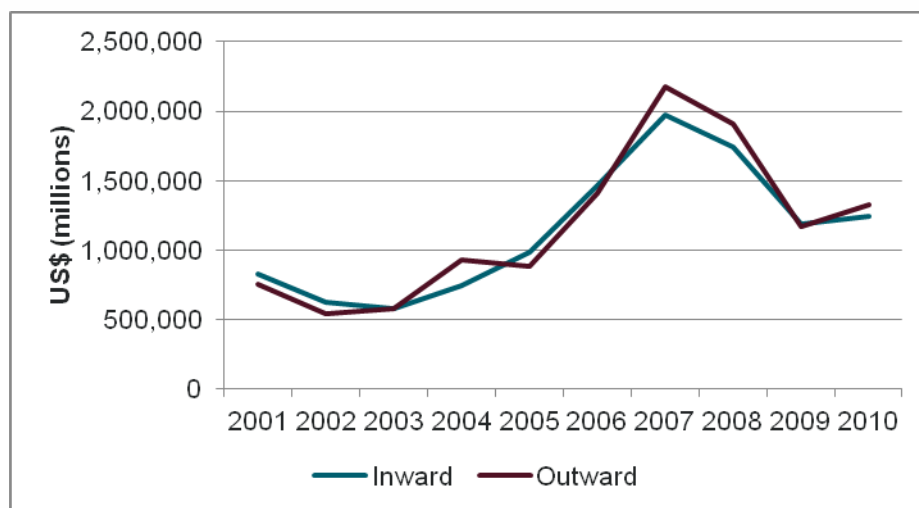
## 2 Economic Development and Investment Trends

### 2.1 Global and National Trends in FDI

Globally, foreign direct investment flows<sup>1</sup> peaked in 2007 at an estimated US\$1.970 trillion<sup>2</sup>. Since the economic crisis of 2008, and the subsequent decline in global FDI flows, that figure remains below pre-recession levels at US\$1.244 trillion in 2010<sup>3</sup>. With that being said, there was a moderate rise of 4.9% in global FDI flows from 2009 to 2010, signalling a slight recovery.

Outward FDI flows followed the same general pattern over the last decade. After reaching a peak of US\$2.175 trillion in 2007, investment fell 46% to US\$1.170 trillion in 2009<sup>4</sup>. The recovery in outward FDI investment has been slightly more pronounced than inward investment, growing 13% from 2009 to 2010<sup>5</sup>.

FIGURE 1: GLOBAL FDI FLOWS, 2001-2010



Source: Adapted from UNCTAD-STATS by Millier Dickinson Blais, 2011

For the first time in 2010, developing and transition<sup>6</sup> economies accounted for more than half of the inward FDI flows globally. Together, developing and transition

<sup>1</sup> Please note that all FDI numbers include initial and follow-on investment. The numbers are calculated for entirety of investment money flow.

<sup>2</sup> United Nations Conference on Trade and Development (UNCTAD-STAT). 2011. Inward and outward foreign direct investment flows, annual, 1970-2010.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

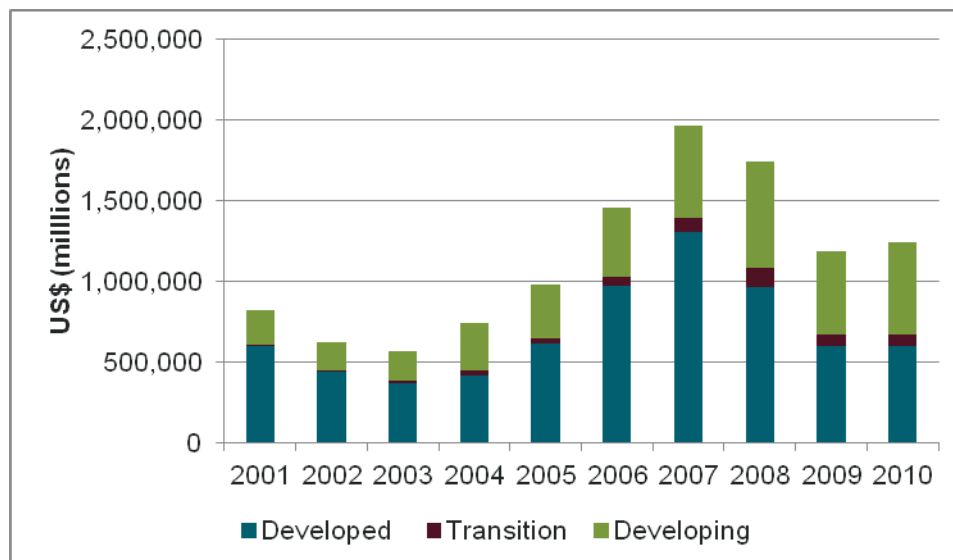
<sup>5</sup> Ibid.

<sup>6</sup> Primarily countries that made up the former U.S.S.R



economies collected US\$642 billion (51.6%) in FDI investment, compared to US\$574 billion for developed economies<sup>7</sup>. The majority of that investment (62%) has been focused on developing economies in Asia, primarily China and others in Eastern Asia. Not all developing economies benefitted equally, as developing economies in Africa continued to see a decline in inward FDI flows; approximately 25% from a peak of US\$73 billion in 2008 to US\$55 billion in 2010<sup>8</sup>. Global FDI flows to developed nations, as well as the share of total inward FDI that developed nations account for, continued to decline in 2010.

FIGURE 2: GLOBAL INWARD FDI FLOWS BY ECONOMY, 2001-2010



Source: Adapted from UNCTAD-STATS by Millier Dickinson Blais, 2011

Developed economies continued to lead the world in outward FDI, accounting for approximately 71% of investment in 2010. However, outward FDI flows have been volatile from developed economies since 2007, declining from a peak of US\$1.829 trillion in 2007 to US\$935 billion in 2010<sup>9</sup>. Alternatively, outward FDI from developing economies, though comparatively much smaller than that of developed economies, has continued to grow over the last decade in absolute and proportional terms. Outward FDI from developing economies was US\$82 billion in 2001, or an 11% share of total FDI<sup>10</sup>. By 2010, outward FDI had grown to approximately US\$328 billion, or a 25% share of total investment<sup>11</sup>.

<sup>7</sup> United Nations Conference on Trade and Development (UNCTAD-STAT). 2011. Inward and outward foreign direct investment flows, annual, 1970-2010.

<sup>8</sup> United Nations Conference on Trade and Development (UNCTAD-STAT). 2011. Inward and outward foreign direct investment flows, annual, 1970-2010.

<sup>9</sup> Ibid.

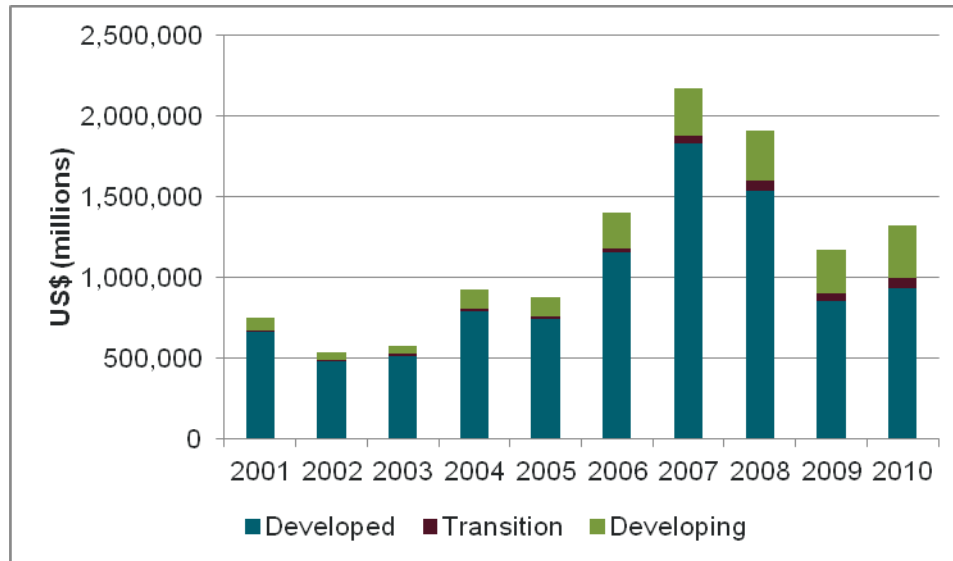
<sup>10</sup> United Nations Conference on Trade and Development (UNCTAD-STAT). 2011. Inward and outward foreign direct investment flows, annual, 1970-2010.

<sup>11</sup> Ibid.





FIGURE 3: GLOBAL OUTWARD FDI FLOWS BY ECONOMY, 2001-2010



Source: Adapted from UNCTAD-STATS by Millier Dickinson Blais, 2011

The United Nations Conference on Trade and Development (UNCTAD) forecasts a number of global FDI trends and prospects<sup>12</sup>:

- The modest recovery of FDI flows experienced from 2009 to 2010 will continue to gain momentum as global industrial output and world trade continue to recover. Global FDI flows are projected to reach US\$1.4 to 1.6 trillion in 2011, US\$1.7 trillion in 2012, and US\$1.9 trillion by 2013. However, a number of economic uncertainties – widespread sovereign debt crises, financial sector imbalances in some developed countries, rising inflation, and the slowdown of growth in emerging economies all threaten to influence recovery of FDI. As such, FDI attraction will remain a competitive environment.
- Developing economies will continue to play a key role in the attraction of FDI, as global production and consumption patterns continue to favour lower-cost destinations and emerging markets in these economies. However, developing and transition economies will also play an increasing role as an investor – in 2010, six developing and transition economies were among the top 20 global investors. Not all developing nations will play a role, as FDI in some of the poorer developing nations continues to decline. Developing economies in East and South East Asia, and Latin America will lead the way.
- Developed nations continue to attract FDI at levels well below those prior to the recession. FDI inflows in Europe and Japan declined the most. However, inflows to the U.S. showed a strong turn-around in 2010, while inflows to Canada grew as well. Outward FDI from developed economies reversed the downward trend of the

<sup>12</sup> UNCTAD. (2011). World Investment Report.

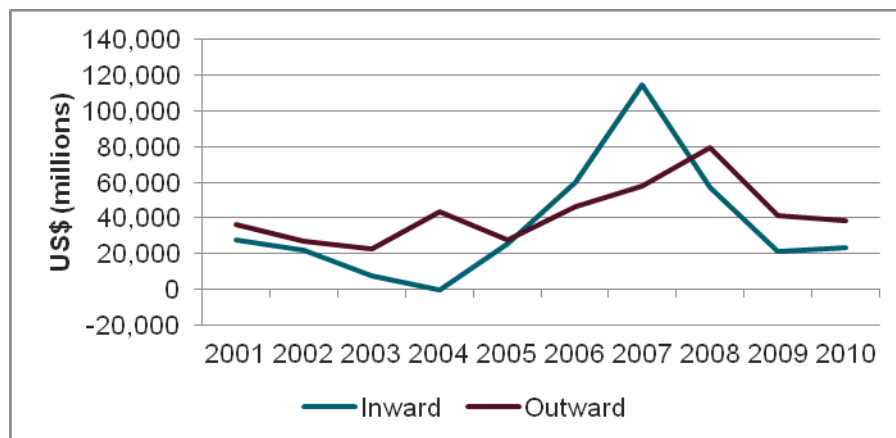


last several years, with a 10% increase over 2009. Again, outward flows remain well below pre-recession levels.

- There are major sectoral differences in FDI flows as the recovery continues:
  - Service-based FDI (business services, finance, transport and communications, utilities) continued on its downward path in 2010, though components were declining at different speeds; financial services declined the most
  - Manufacturing FDI rose to account for almost half of FDI projects. Chemical / pharmaceutical manufacturing remained stable, while food, beverages, tobacco, textiles, garments, and automobiles recovered in 2010. Metal and electronics manufacturing declined.
  - Extractive industries, which were primarily stable during the recession, declined in 2010.

Canada's attraction of FDI has followed the global pattern of inward FDI attraction: reaching a peak of US\$115 billion in 2007, declining substantially to 2009, with a moderate recovery in 2010<sup>13</sup>. Between 2009 and 2010, inward FDI grew by 9% in Canada, compared to a very slight decline among developed economies and 5% growth across the globe<sup>14</sup>. In part, this is likely a result of Canada's comparatively more stable environment for investment. The more moderate decline in outward FDI from Canada began a year later in 2008. However, outward FDI has yet to regain the upward growth that inward investment has in 2010.

FIGURE 4: CANADIAN FDI FLOWS, 2001-2010



Source: Adapted from UNCTAD-STATS by Millier Dickinson Blais, 2011

Ontario attracted a significant number of the FDI projects focused on North America in 2010. Of the 1,573 FDI projects, Ontario attracted 127 (8%), the second highest of all

<sup>13</sup> United Nations Conference on Trade and Development (UNCTAD-STAT). 2011. Inward and outward foreign direct investment flows, annual, 1970-2010.

<sup>14</sup> Ibid.



provinces / states behind California (11%)<sup>15</sup>. The next highest Canadian jurisdiction was Quebec, which attracted 32 FDI projects (2%) in 2010<sup>16</sup>. Overall, those 127 FDI projects represented a capital investment of US\$6.1 billion and the creation of approximately 11,200 jobs<sup>17</sup>. The U.S. represents the top source market for Ontario's FDI, accounting for over half (52%) of projects in 2010, with Germany (10%), U.K. (7%), Spain (5%), and Japan (4%) rounding out the top five<sup>18</sup>.

The majority of those projects are concerned with electronic components, software / IT, business services, financial services, and communications. The FDI investments in those sectors were primarily focused on sales / marketing, manufacturing, business services, and logistics / transportation – each of which speak to Ontario's traditional and emerging strengths.

In terms of capital investment, Ontario rates highly. The province ranked third overall in total investment (US\$6.1 billion) in 2010<sup>19</sup>. When relating investment to size, the province rated sixth overall, as noted in the figure below.

FIGURE 5: TOP 10 NORTH AMERICAN STATES / PROVINCES FOR FDI CAPITAL INVESTMENT, 2010

Destination State / Province	FDI Capital Investment (US\$, per 1,000,000 Population)
Newfoundland	5,624
Maine	1,327
New Mexico	948
Prince Edward Island	593
Nevada	550
Ontario	482
Tennessee	459
Mississippi	422
Louisiana	404
Oregon	394

Source: Adapted from fDi Intelligence Review of FDI Trends into North America with a focus on Ontario in 2010 by Millier Dickinson Blais, 2011

Overall, global FDI movement appears to be in a state of moderate recovery, though the continued volatility in different global markets adds an element of uncertainty. Developing economies continue to rise in importance as market opportunities in those economies rise to match the rise in production-related activities over the last several

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<sup>15</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.  
<[http://www.ontariocanada.com/ontcan/1medt/downloads/about\\_spotlight\\_FDIintoOntario\\_March2011.pdf](http://www.ontariocanada.com/ontcan/1medt/downloads/about_spotlight_FDIintoOntario_March2011.pdf)>

<sup>16</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.  
<[http://www.ontariocanada.com/ontcan/1medt/downloads/about\\_spotlight\\_FDIintoOntario\\_March2011.pdf](http://www.ontariocanada.com/ontcan/1medt/downloads/about_spotlight_FDIintoOntario_March2011.pdf)>

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

<sup>19</sup> Ibid.



decades. Further, some emerging economies are playing a larger role in outward FDI, primarily through investments in commodities and extractive industries (i.e. mining, oil and gas). Any additional outflows in manufacturing and services are usually more regional, and are driven by efficiency motivations.

A number of developed economies continue to struggle with recovery (particularly in Europe and Japan), though developed nations as a whole remain the primary source of outward FDI flows. Inward FDI in developed economies remains below pre-recession levels, though it is projected to continue gaining momentum in some of the more economically stable countries.

Canada appears to be positioned favourably. A comparatively stable economic performance and investment climate, paired with a robust market for commodities and resources seems to have assisted in the moderate recovery of inward FDI since 2009. However, a good portion of inward FDI in Canada has come from the U.S. in the past, so prospects for the future must take into account the continued challenges the U.S. economy is experiencing.

Within Canada, Ontario seems well positioned to capture much of Canada's inward FDI. A number of provinces have benefitted from foreign investments in resources and minerals (i.e. Alberta, Saskatchewan, and Newfoundland). Recent FDI investments in Ontario have been focused on more advanced production and knowledge-based service areas that build on the province's skilled workforce and diverse industry base. These FDI projects have been in more traditional areas of the economy (automotive), as well as areas where Ontario is showing an emerging competitive positioning (green or renewable energy).

The key for municipalities and businesses in Ontario will be the understanding of the strengths and weaknesses of Canada's global position, especially as it relates to their target sectors or economic activities. This is especially critical given larger trends suggesting a recovery. Though there has been additional movement of FDI since the recession, the total investments remain below pre-recession levels, suggesting a more competitive environment. The preceding discussion established a number of more macro-economic trends that should be noted. The following section will identify a number of larger trends as they relate to Mississauga's target sectors.

## 2.2 Sector-Based Trends and Context

The following section builds on the macroeconomic trends noted above, and identifies relevant sector-based trends and highlights in each of Mississauga's target sectors.

### 2.2.1 Information and Communications Technology (ICT)

The Information and Communications Technology (ICT) sector is seen as a continually innovative and disruptive industry that creates economic opportunity in a wide range of other sectors, notably in the delivery of education and health care and the adoption of



new technologies in finance, life sciences and manufacturing. A gathering of world leaders at the 2009 World Economic Forum suggested that ICT can “play a vital role in the pathway to an economic recovery... [and] form the foundation of a sustainable global economy.”<sup>20</sup> As such, international development efforts from organizations like the World Bank have focused on increasing public-private ICT investment in ICT infrastructure – such as cellular service and broadband penetration – particularly in underserved and developing areas of the world.

In the middle of the last decade, global investment in ICT was most heavily concentrated in developing regions experiencing rapid technological expansion. According to a report prepared by IBM for the Toronto Region Research Alliance<sup>21</sup>, developing countries in Asia – which included India and China – accounted for just over 50% of all new projects in the ICT sector in 2005. This was followed by Western Europe at 13.7% of identified projects, and North America, at 12.4% of identified projects. Eastern Europe also saw a high rate of growth in ICT investment projects, rising from 55 identified projects in 2002 to 128 in 2005. Within the sector, R&D and manufacturing accounted for just over two-thirds of all projects, with software, business services and contact centres forming the remainder.

Interestingly, investment in IT-related projects in North America expanded during the recession, with the U.S. upping their investment in ICT infrastructure by 57% between 2008 and 2009.<sup>22</sup> Similar capital expenditures focused on expanding network capacity have taken place in Canada in recent years, reflecting technological advancements and competition in the Canadian telecommunications industry.

More recently, ICT-related FDI has taken on a more prominent role in global FDI flows, ranking first among all sectors with 1,378 global FDI projects in 2010.<sup>23</sup> Of these investments, 216 were made in North America, accounting for 7,708 jobs. Ontario received 18 (or 8.3%) of these projects.<sup>24</sup>

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<sup>20</sup> World Economic Forum. 2010. “ICT for Economic Growth: A Dynamic Ecosystem Driving the Global Economy.” <<https://members.weforum.org/pdf/ict/ICT%20for%20Growth.pdf>>

<sup>21</sup> IBM Corporation, 2007. “Global Investment Trends and Toronto’s Competitive Positioning in the ICT Sector.” <[http://www.trra.ca/en/sectors/resources/TRRA-IBM\\_ICT\\_Benchmarking\\_Report.pdf](http://www.trra.ca/en/sectors/resources/TRRA-IBM_ICT_Benchmarking_Report.pdf)>

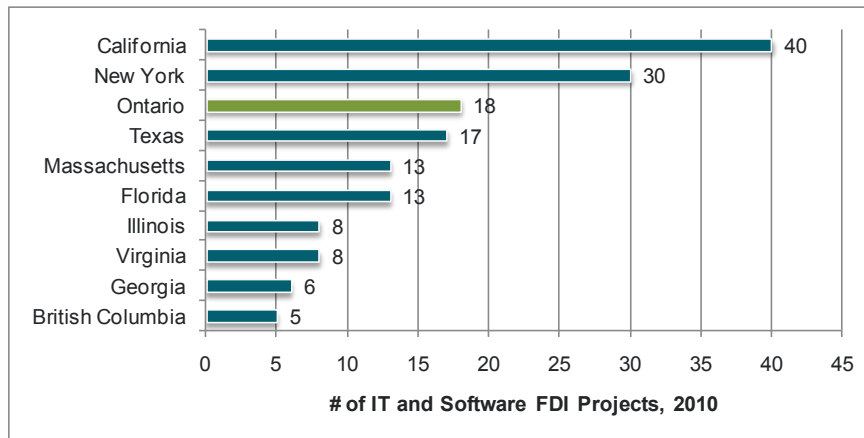
<sup>22</sup> fDiIntelligence. “US ups IT spend by 57%”. August 6, 2010. <<http://www.fdiintelligence.com/Locations/Americas/US-ups-ICT-spend-by-57>>

<sup>23</sup> 23Fingar, C. 2011. “Software and IT overtakes financial services as leading FDI sector for projects in 2010.” fDiIntelligence, May 24, 2011. <<http://www.fdiintelligence.com/Sectors/Financial-Services/Software-and-IT-overtakes-financial-services-as-leading-FDI-sector-for-projects-in-2010>>

<sup>24</sup> fDiIntelligence. March 2011. “Review of FDI Trends into N. America with a Focus on Ontario in 2010.” Prepared for the Ontario Ministry of Economic Development and Trade. <[http://www.ontariocanada.com/ontcan/1medt/downloads/about\\_spotlight\\_FDIintoOntario\\_March2011.pdf](http://www.ontariocanada.com/ontcan/1medt/downloads/about_spotlight_FDIintoOntario_March2011.pdf)>



FIGURE 6: TOP 10 DESTINATION STATES FOR FDI PROJECTS IN THE IT & SOFTWARE SECTOR, NORTH AMERICA, 2010



Source: Adapted from fDi Intelligence Review of FDI Trends into North America with a focus on Ontario in 2010 by Millier Dickinson Blais, 2011

In North America, emerging market segments and subsectors centred around software applications such as cloud computing, mobile and internet content, ICT security and new communications platforms, are continually reforming the ICT investment market and ensuring that it will maintain and increase its prominence in future years.<sup>25</sup> Digital games, mobile applications, and ICT investments from Brazil currently represent major areas of opportunity for Ontario, as recently outlined by the GTMA. The prospects in these sectors are significant based on market performance: the worldwide digital games market is expected to grow at a compounded 10.6% to \$86.8 billion (US) by 2014; Brazilian ICT activity generated approximately \$139.1 billion (US) in 2008, with growth projected to continue; and the global mobile applications market is expected to be worth \$58 billion (US) by 2014.<sup>26</sup>

## Key Insights for Mississauga

The City has a number of assets that can encourage foreign investment in the ICT sector:

- The existing base of multinational corporations offers further prospects for local expansion, and the base of companies ensures that workforce skills are available to new companies.
- The strong profile of large corporations in the GTA offers a vibrant corporate sector that can be serviced by local SMEs.

<sup>25</sup> Curran, M. & Clark, D. 2010. "Looking ahead: Why ICT will continue to dominate FDI." fDiIntelligence, Dec. 10 2010. < <http://www.fdiintelligence.com/Sectors/Looking-ahead-Why-ICT-will-continue-to-dominate-FDI> >

<sup>26</sup> PWC. April 2011. "Hot Sectors/Hot Markets Economic Forecast: Global Research Study – FDI Opportunities for the Greater Toronto Area." Prepared for the Greater Toronto Marketing Alliance. < [http://www.pwc.com/en\\_CA/ca/technology-industry/publications/hot-sectors-hot-markets-2011-04-en.pdf](http://www.pwc.com/en_CA/ca/technology-industry/publications/hot-sectors-hot-markets-2011-04-en.pdf) >





These two elements may present a problem as well. The large profile of multinationals focused in ICT does not necessarily mean a strong profile of entrepreneurs locally. It is interesting to note that within the existing profile of ICT companies there are likely a number of people who may have the capacity and interest to create business start-ups. The key is to establish a set of supports to enable them to undertake new ventures.

Further, the readily available corporate market for ICT solutions does not necessarily support the need for innovation in the sector. That is not to say that local SMEs and entrepreneurs are not providing innovative products, but that the market for servicing large corporations maintains a constant demand in the sector, reducing the need for new innovations.

Generally, prospects for the growth of the sector are quite positive over the next 10 years. This is especially relevant for subsectors of the economy that are able to blur sectoral lines, and integrate ICT into other areas of the economy like life sciences (i.e. bioinformatics), manufacturing (i.e. automation), or financial / business services (i.e. cloud computing, security solutions).

The City is largely unmatched in the ICT sector, excluding Toronto which has more multinational ICT firms, and the Town of Markham, which provides similar office amenities and a similar profile of companies. Outside of Canada, the City and the GTA compete with tech centres like Silicon Valley, Boston, and New York. The GTA has been noted as the third largest ICT cluster in North America.

Larger trends point to a slight decline in more service-based FDI projects across the globe. However, large multinationals continue the trends of the last several decades, outsourcing non-core services to external firms, in many cases to lower cost destinations.

Canada has somewhat countered the trend experienced across other developed economies, with an increase in inward FDI over the last year. Investment in ICT projects even expanded in North America over the recession as well. Given the increasing prominence of other developing economies, such as India and China, perhaps there are additional opportunities for inward FDI from non-traditional sources. Brazil represents a current “gap” area, though the City continues to work on the market.

Mississauga and the GTA are supported by a network of post-secondary institutions focused on innovative work in ICT, as well as regional innovation structures that have the potential to support local firms. In many cases, it has been these educational institutions that have aided in the attraction of foreign firms to Ontario, such as Google to Waterloo. Mississauga benefits from proximity to these institutions, and the skilled workforce each institution produces.



The profile of large multinational firms in the City seems to confirm the local advantages for ICT – Accenture, Microsoft, CGI, Oracle, and Tata consulting to name just a few. Several of these companies were also active in Global FDI flows in 2010<sup>27</sup>:

- Microsoft, US, 15 projects
- Accenture, Bermuda, 15 projects
- Tata Group, India, 7 projects

The opportunity exists for Mississauga to work further with these regional assets – to build closer connections regarding educational programming, to build stronger local support structures for local entrepreneurs and start-ups, to build stronger relationships with local multinationals that are engaged in the ICT sector or undertaking activities that could benefit from locally available ICT expertise, and to access new markets and investments from emerging economies.

## 2.2.2 Financial Services

Over the past decade, the expansion of investment in the financial services industry has been instrumental in integrating emerging economies into the global financial system, and has in part brought substantial benefits to receiving countries' financial systems in terms of efficiency and stability. However, foreign direct investment in the financial services industry experienced one of the sharpest declines among all service-based industries as a result of the global economic crisis of 2009-2010, and investment is expected to remain sluggish in the medium term<sup>28</sup>.

Although the trend towards the liberalization and ease of investment and financial policy measures had been increasing, comparatively more restrictive measures in the financial services sector have been introduced of late, increasing the risk of investment protectionism. As a result of government bailouts and investments in the financial services industry, governments continue to hold legacy assets and liabilities in some of the world's largest financial and non-financial firms as a way to stabilize their situations. This government investment has been concentrated in several hundred firms, many of them multinationals, in the financial sector and it has assisted with maintaining profits among many of these firms<sup>29</sup>. This could mean that a potential wave of re-privatizations and financial sector investment, including FDI, is due in the years to come as the global financial markets recover.

However, in 2010 the financial services sector relinquished its role as the leading sector for global FDI projects; a role which it has held in each of the last two years (2008 and 2009). Across the globe, the sector experienced a year-over-year decline of 5% to 1,244 projects in 2010. This resulted in the sector falling to the third position in the rankings, behind software & IT and business services. However, despite a 19% fall

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<sup>27</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.

<sup>28</sup> United Nations Conference on Trade and Development (UNCTAD). 2011. "World Investment Report 2011: Non-Equity Modes of International Production and Development".

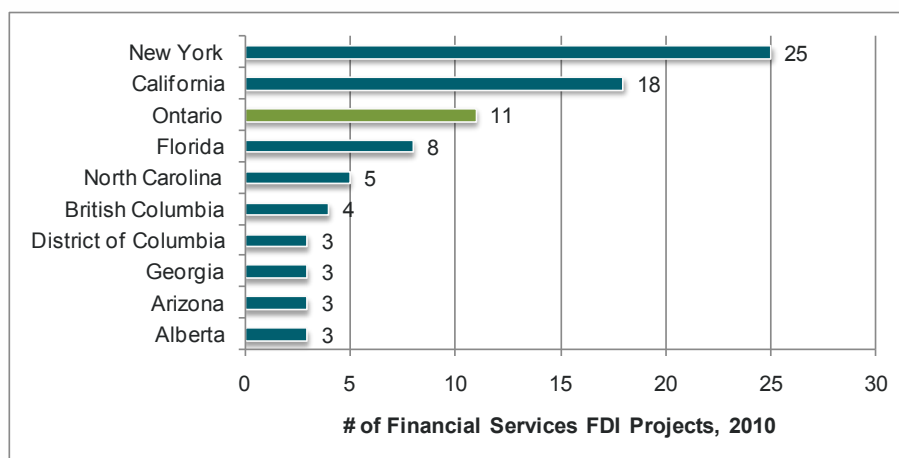
<sup>29</sup> Ibid.



in job creation, capital invested in the sector remained relatively stable, with \$20.2 billion invested in 2010<sup>30</sup>.

Of the estimated 1,244 FDI projects created in the financial services sector in 2010, US-based companies created 17% of these projects, 10 of which located in Canada. Companies from the UK invested in a total of 166 FDI projects globally in 2010, 16% of which located in North America; thus the UK continues to be a key source country for the region. With that being said though, the outlook for the UK's economy, especially in financial services, may limit the potential to attract further investment in financial services over the short term. Almost one third of outward FDI from Japan in the financial services sector located in North America during 2010.<sup>31</sup>

FIGURE 7: TOP 10 DESTINATION STATES FOR FDI PROJECTS IN THE FINANCIAL SERVICES SECTOR, NORTH AMERICA, 2010



Source: Adapted from fDi Intelligence Review of FDI Trends into North America with a focus on Ontario in 2010 by Millier Dickinson Blais, 2011

Ontario received 9% of the total financial services FDI projects within North America, behind New York (22%) and California (16%) respectively. These projects created 278 new jobs in Ontario during 2010.

The major corporate source of FDI in the financial services sector in 2010 included UK's HSBC and US' Citigroup which each represented 7% of all global FDI projects. Canadian companies predominantly invested within North America, with Toronto Dominion Bank and Bank of Montreal together accounting for 5% of total FDI projects in North America in 2010.<sup>32</sup>

<sup>30</sup> Fingar, C. 2011. "Software and IT overtakes financial services as leading FDI sector for projects in 2010." fDiIntelligence, May 24, 2011. <<http://www.fdiintelligence.com/Sectors/Financial-Services/Software-and-IT-overtakes-financial-services-as-leading-FDI-sector-for-projects-in-2010>>

<sup>31</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade. <[http://www.ontariocanada.com/ontcan/1medt/downloads/about\\_spotlight\\_FDIintoOntario\\_March2011.pdf](http://www.ontariocanada.com/ontcan/1medt/downloads/about_spotlight_FDIintoOntario_March2011.pdf)>

<sup>32</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.



Companies from China, and India accounted for almost 7% of global FDI projects in the sector, though investments into North America were limited – only 2% of their projects were focused on North America<sup>33</sup>. The most active companies from those emerging economies included Industrial and Commercial Bank of China (ICBC), Bank of China, and Bank of Barona (India). Only ICBC invested in North America in 2010, acquiring a majority stake in the Bank of East Asia's Canadian operations<sup>34</sup>. Given that a number of Asia-Pacific financial institutions are expanding, there may be an opportunity for the Toronto Region to market Canada's "cautious conservatism"<sup>35</sup> and the region's increasingly multi-cultural population as a means of pressing ahead with plans to become a more global financial centre.

## Key Insights for Mississauga

In terms of financial services sector activity, Mississauga demonstrates the classical aspects of a financial services destination that complements a major financial centre. In part, this is Mississauga's main opportunity in the financial services sector – to aid the City of Toronto and GTA in becoming more of a global financial centre based on the Region's strength.

Mississauga is a key back-office location for a number of national banking and insurance institutions, as well as global companies. For example, Mississauga is home to GE Money / Capital, TD Bank, First Data and RBC. BMO has also recently consolidated several operations into a new facility in Mississauga. Compared to some other financial services centres, the city lacks a presence in emerging mobile financial solutions, a key subsector that relies in part on ICT.

Over the short- and longer-term, the prospects of the sector are somewhat uncertain. The turbulent economies overseas and in the US could lead to downsizing and tighter reigns on foreign investment. Further, there is the continued threat of off-shoring of non-core business functions, especially as levels of educational attainment in a number of emerging economies continue to rise. However, the uncertainty associated with some developed and developing economies, and the growing diversity of Canada's population may increase interest in the domestic financial services market.

In Canada, the City's key competitors are within the GTA. Toronto will likely continue to have an advantage, though close proximity assists Mississauga with access to trading and international markets. The western GTA (Oakville and Burlington) compete for regional head office and back-office operations, but on a smaller scale than Mississauga. Outside of Canada, the City competes with US financial and insurance centres like New York and Philadelphia, while areas like Dubai and Singapore are becoming increasingly competitive on the global stage. When looking at key back-

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<sup>33</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.

<sup>34</sup> Reuters, (2010, Jan 28). ICBC Buys Bank of East Asia's Canadian Unit.

<sup>35</sup> Thuermer, K. (2010, August 30). Low Risk, highly attractive. *The Banker*.



office operations and outsourcing, emerging economies like India and Brazil continue to offer competition for Mississauga.

Service-sector based FDI has been declining in recent years, especially in the financial services sector. The lasting financial effects of the last recession have largely led to a reduction of global FDI movement, as well as more stringent management of risk and financial assessment when looking at international expansion<sup>36</sup>. As one of the more stable developed economies over the last several years, Canada may be in an excellent position to benefit from future FDI in the sector.

Like most other sectors, Mississauga's strength as a destination for foreign investment in financial services is underpinned by proximity to regional education institutions, particularly proximity to major business schools – McMaster University, University of Toronto, and Ryerson University. The location of Sheridan College's new Hazel McCallion campus will offer more local access to business-focused programming. This will enhance the advantages already posed by the local workforce, many of which are engaged in the sector but commute out of Mississauga.

Mississauga's diversity has also played a role in the local profile of the financial services industry. In addition to larger multinationals in the city, the Bank of East Asia, and the Korea Exchange Bank all have a presence which presents a direct connection to foreign financial markets from the City.

Overall, Mississauga will benefit from Canada's more stable financial positioning. The availability of investments may be problematic, as global levels of FDI have been declining for the financial sector of late. However, based on the increasing level of investment coming from developing economies, perhaps there are opportunities to support foreign investments targeted at serving Mississauga's diverse local population.

### 2.2.3 Multimodal Logistics

The global logistics and distribution industry is directly tied to global macroeconomic trends. Improved transportation and distribution technologies, changes in the global geographic concentration of resource extraction and goods production, rising demand from new developing markets, the overall volume of global trade, and increasing transportation costs all impact the global investment climate for logistics projects. At the same time, increasing technological efficiency in supply chain management is changing the nature of logistics investments as well, away from capital-intensive building projects towards IT and e-commerce.

The results of these trends, particularly slow GDP growth, rising fuel prices, and increased demand for 'supply chain sustainability' from customers, are why major logistics players are considering more multimodal logistics options focused on comparatively efficient transportation modes, such as rail and sea.<sup>37</sup> Another trend

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<sup>36</sup> Thuermer, K. (2010, August 30). Low Risk, highly attractive. *The Banker*.

<sup>37</sup> Global Intelligence Alliance. 2011. "2011 Outlook for Europe's Logistics Industry Favours Multimodal Logistics." <http://www.globalintelligence.com/insights-analysis/bulletins/2011-outlook-for-europe-s-logistics-industry-favou>



effecting investment relates to supply chain security; PWC estimates that 90% of the entire global trade flows through 39 'bottleneck' regions<sup>38</sup> (which includes Montreal and Vancouver in Canada), making security (both physical and technological) a key decision factor for logistics investors, and from which markets like Canada stand to benefit. For Mississauga, which handles a significant portion of international air freight, investments in security could be a key priority area.

In addition, global FDI in logistics is being increasingly shaped by consumer buying patterns; increased online purchasing is changing distribution patterns, requiring a more fine-grained delivery and supply chain system to get products directly into homes. As such, major companies are increasingly setting up logistics and distribution facilities "as close to demand as possible", which means growth in developing markets such as Latin America and East Asia, to service a growing middle-class.<sup>39</sup> It also means connectivity to major infrastructure that can facilitate global trade, such as an international airport and logistics providers. For example, a number of e-commerce businesses and businesses in sectors that rely on time-sensitive materials have gravitated towards Memphis International Airport (FedEx Hub) and Louisville International Airport (UPS Hub), strictly for the connections they provide.

Overall, between January 2010 and March 2011, there were 993 global logistics FDI projects, generated mainly by American, German and Dutch companies, which together accounted for 58% of multimodal projects.<sup>40</sup> Canada is taking note of these trends as well, making an effort to provide more seamless access to infrastructure across the country. Industry Canada estimates that total annual investment in logistics and distribution in Canada nearly doubled from \$674 million in 2005 to \$1.39 billion in 2010; Ontario received 32% of this investment in 2010, followed by Alberta (25%), Quebec (12%) and British Columbia (10%). In terms of overall volume of projects, logistics, distribution and transportation accounted for 11 FDI projects into Ontario in 2010, or 8.7% of all projects, trailing only sales & marketing, manufacturing and business services as a sector.<sup>41</sup>

## Key Insights for Mississauga

Mississauga comes from a position of strength when considering the expansion of the multimodal logistics sector. The City is home to Canada's largest international airport, and has access to Canada's busiest highway corridors. Further, the city is in close proximity to major intermodal rail facilities in Vaughan and Brampton, and the Ports of Hamilton and Toronto – these represent key regional assets that Mississauga can create synergies with.

The short- and long-term opportunities for the sector are dependent on the strength of the local business community and external trends. Multinational firms located in the

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<sup>38</sup> PWC. 2011. "Transportation and Logistics 2030." <[www.pwc.com/tl2030](http://www.pwc.com/tl2030)>

<sup>39</sup> Atkins, W. 2011. "Logistics Industry stays on its toes in response to external forces." fDiIntelligence, July 6 2011. <<http://www.fdiintelligence.com/Sectors/Transportation/Logistics-industry-stays-on-its-toes-in-response-to-external-forces>>

<sup>40</sup> Ibid.

<sup>41</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade. <[http://www.ontariocanada.com/ontcan/1medt/downloads/about\\_spotlight\\_FDIintoOntario\\_March2011.pdf](http://www.ontariocanada.com/ontcan/1medt/downloads/about_spotlight_FDIintoOntario_March2011.pdf)>





city, including all global couriers and 4 / 5PL providers like Accenture, will continue to dominate. There are potential limiting factors though:

- Consolidation among smaller firms, either through acquisition or failure, which reduces the currently diverse business base.
- Continuing volatility in the price of fuel, which could threaten the volume of global trade.

In terms of regional competition, a number of communities to the west and north are gaining momentum based on cost advantages and available land base (i.e. Brantford, Hamilton, Milton, and Vaughan). Nationally, areas like Calgary and Edmonton, are establishing themselves as inland ports, while cities with marine connections – Montreal, Vancouver, and Halifax – continue to build on their international connections and multimodal strengths in air and rail. Internationally, the city competes with major logistics centres like Chicago, Dallas, and Atlanta, based on their strengths in international air freight movement. Outside of the US, primary competitors are major multimodal centres of global trade, like Rotterdam and Singapore.

Transportation and logistics falls within the service-based FDI sector, which has declined despite expansions to manufacturing-related FDI. However, Canada has continued to invest in logistics and distribution, and continues to attract investment from abroad.

Mississauga has the transportation and business assets to expand its role in global trade movements and trade corridor initiatives across Canada. The city should continue to seek synergies with regional transportation assets, as well as work to address concerns about efficiencies and labour through the local interest and research groups concerned with the industry.

## 2.2.4 Advanced Manufacturing Technologies

Advanced manufacturing generally refers to the utilization of new manufacturing techniques, equipment, and technologies in the manufacturing of goods. Many developed nations are increasingly looking at advanced manufacturing as a means of meeting productivity, quality and cost reduction requirements to stay competitive in global markets. The continued shift of production-related activities to lower cost destinations has in part fuelled new development in the sector.

The technologies used to achieve these efficiencies vary but may include robotics, wireless communications, electronics / microelectronics, and automation. Green manufacturing processes are also being adopted by businesses to further reduce energy and waste management costs. For Canadian manufacturers, as with the rest of the comparatively higher cost developed economies, it is this knowledge- and technology-intensive form of manufacturing which is driving the industry, rather than the more traditional forms of manufacturing that have dominated in the past.

The advanced manufacturing sector covers a wide range of manufacturing activities, such as automotive, machinery / equipment, metals, chemicals / pharmaceuticals, and



electronic components to name a few. Though Canada and Ontario cede some competitiveness based on cost, global competitive positioning improves based on the skill of the labour force, the stable investment climate, and the sophisticated infrastructure in place to support the sector.

Between 2009 and 2010, the value of FDI projects in manufacturing rose 23% to US\$554 billion globally, countering decreases in service and primary sector FDI over the same time period<sup>42</sup>. The United Nations Conference on Trade and Development (UNCTAD) notes that the recession negatively affected a range of manufacturing industries across the globe, forcing them to restructure to meet efficiency and productivity goals. The resulting leaner industries have in some cases become prime targets for FDI. For example, FDI in the previously hard-hit US manufacturing sector rose 62% in 2010<sup>43</sup>. Much of the growth in FDI across the manufacturing sector has been in chemicals (including pharmaceuticals), food and beverages, tobacco, textiles and garments, and automotive. Metals and metal products, electrical equipment, and wood products manufacturing were hit comparatively harder by the recession, and the recovery of investment is comparatively slower.

In 2010, there were 486 FDI projects focused on manufacturing in North America, of which Ontario attracted 34 (7%) – 38% of these came from companies headquartered in the U.S.<sup>44</sup>. Ontario attracted a number of FDI projects in two key areas that utilize advanced manufacturing technologies: automotive components and renewable energy systems. In 2010, Ontario attracted eight of the 123 automotive sector FDI projects to enter North America. Those eight projects generated 933 jobs in the province. No other Canadian jurisdictions fell within the Top 20 destinations for automotive FDI.

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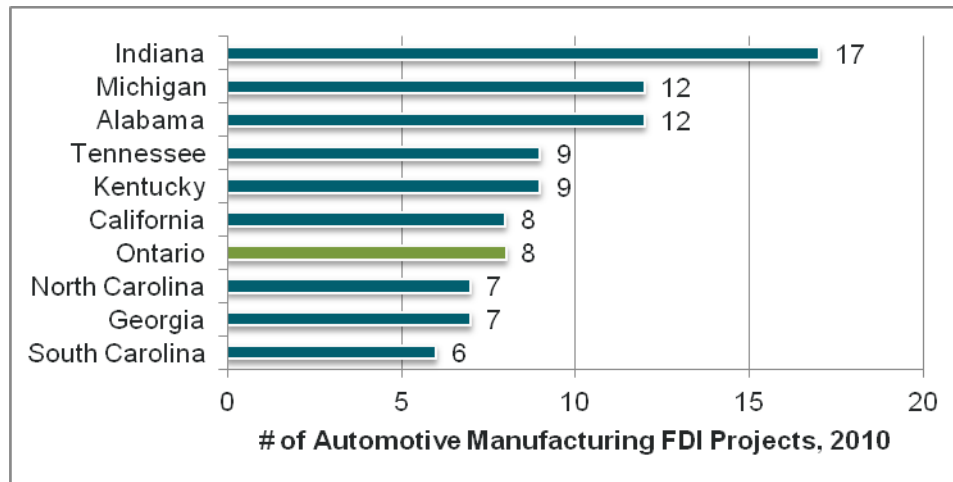
<sup>42</sup> UNCTAD. (2011). World Investment Report.

<sup>43</sup> Ibid.

<sup>44</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.



FIGURE 8: TOP 10 DESTINATION STATES FOR FDI PROJECTS IN THE AUTOMOTIVE SECTOR, NORTH AMERICA, 2010



Source: Adapted from fDi Intelligence Review of FDI Trends into North America with a focus on Ontario in 2010 by Millier Dickinson Blais, 2011

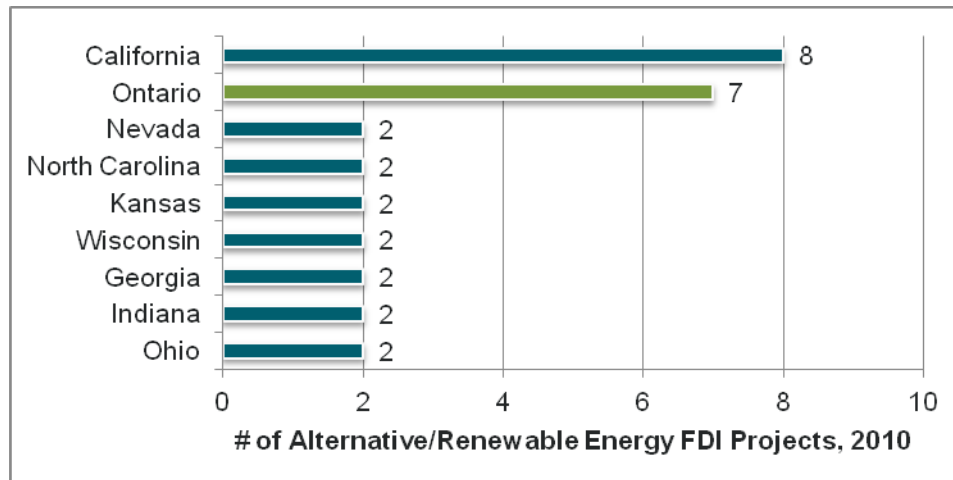
Japanese companies (Toyota, Nissan, Honda, and Denso) led the way in automotive sector FDI projects, creating 140 across the globe in 2010. German companies (Volkswagen, Daimler AG, Robert Bosch, BMW) undertook 133 projects, while U.S.-based companies (GM and Ford) accounted for 110 projects. Canadian-based Magna undertook 12 FDI projects in 2010.

In 2010, there were 43 alternative / renewable energy investments in North America, of which Ontario attracted seven projects that generated 249 jobs in the province<sup>45</sup>. Ontario trailed only California in the attraction of FDI in the sector. New Brunswick (1), Quebec (1), and Alberta (1) each fell within the top 20 destinations for investment.

<sup>45</sup> fDiIntelligence. March 2011. "Review of FDI Trends into N. America with a Focus on Ontario in 2010." Prepared for the Ontario Ministry of Economic Development and Trade.



FIGURE 9: TOP 10 DESTINATION STATES FOR FDI PROJECTS IN THE ALTERNATIVE / RENEWABLE ENERGY SECTOR, NORTH AMERICA, 2010



Source: Adapted from fDi Intelligence Review of FDI Trends into North America with a focus on Ontario in 2010 by Millier Dickinson Blais, 2011

Globally, companies from the U.S. led in terms of FDI projects (54), with the majority coming from General Electric. European companies featured prominently with German (44), Spanish (35), and French (23) companies leading the way. Chinese companies undertook 12 FDI projects in 2010, led by China Huadian Corporation.

## Key Insights for Mississauga

In advanced manufacturing technologies, the city has a number of elements that it can capitalize on to encourage growth:

- A strong breadth of multinational firms in key areas of technology that can be used to leverage more regional resources in R&D and innovation networks, such as DuPont, General Electric, and Siemens.
- Good local positioning in important subsectors of advanced manufacturing, such as cleantech and ICT-related processes.
- A substantial base of traditional and advanced manufacturing operations that may benefit from implementing green technology processes.

As such, there are defined prospects for the growth of the advanced manufacturing technologies sector over the next 10 years. In the shorter term, the following trends will likely influence growth:

- The cleantech sector has positive growth prospects through supply chain opportunities, but prospects for wind and solar remain slightly more unpredictable. Longer-term questions about the viability may arise as incentives run out.
- A rebound in the automotive sector is likely, but on a smaller scale and primarily related to efficiency and technology improvements.



- Growth in aerospace may be limited, but will be focused on advanced materials, particularly composites.

Mississauga competes with a number of domestic and international jurisdictions in an advanced manufacturing context. Within Ontario, Mississauga competes closely with Kitchener-Waterloo and communities in Durham Region primarily on the basis of strong manufacturing profiles and access to industry-related research. Outside of Ontario, the Green Energy Act and aggressive Feed-in-Tariff program plays a key role in attracting clean tech and alternative energy investment. In advanced materials, Mississauga competes with Montreal and to some extent composite clusters in Manitoba and British Columbia. Internationally, the Southern U.S. remains a key competitor in a range of advanced manufacturing technologies (i.e. alternative energy or automotive especially), with their prime competitive advantage being financial incentives.

Looking at the larger trends in manufacturing and FDI, it appears as though Mississauga is in a good position. The current levels of global FDI movement suggest a very competitive environment. However, Canada has experienced the same rebound in FDI attraction as the rest of the world, only at a slightly higher rate. Global FDI focused on manufacturing appears to be rising in a number of subsectors as well.

Ontario was able to secure a number of inward FDI investments in key advanced manufacturing technologies subsectors in 2010. Further, many of Mississauga's multinational corporations have made some significant investments in North America over the last year:

- Germany-based Siemens created three alternative / renewable energy FDI projects in Ontario in 2010, accounting for approximately 260 new jobs in the province.
- U.S.-based General Electric undertook 5 projects in around the world related to alternative / renewable energy.
- Samsung created 2 FDI projects in Ontario in 2010.

A key component of competitiveness for Mississauga will be leveraging the more regional assets to attract FDI projects in advanced manufacturing technologies. This includes the regional inventory of educational institutions and R&D / innovation assets, but also the strength of the regional manufacturing sector. Mississauga may not be best positioned to compete individually, but may be in a good position to attract FDI as a key component of the regional economy.

## 2.2.5 Life Sciences

The global market for pharmaceuticals, medical devices and biotechnology sat at US\$997 billion in 2007, and is projected to grow by 38% to US\$1,374 billion by 2012<sup>46</sup>. This projected figure has likely been influenced by the most recent recession, but it is

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<sup>46</sup> The Scottish Government ( 2010). Life Sciences: Key Sector Report. <http://www.scotland.gov.uk/Publications/2010/01/26105228/5>



worth noting that the pharmaceutical and health related industries have fared comparatively better than other major industries over the last several years. With more than 32,000 new announced jobs by international companies abroad - representing a 10% increase from 2008 - the pharma, medical and healthcare industries entered the global top sectors ranking for foreign investment in 2008, with investment steadily increasing over 2010-2011<sup>47</sup>.

Thanks to its well-established life sciences industry, the United States is by far the most preferred global destination for foreign investment in the sector<sup>48</sup>. Chinese and Indian companies figure among the largest investors into the United States<sup>49</sup>. These companies are establishing and expanding their existing operations in North America, with the objective of exploiting the business opportunities that the US market for healthcare is currently offering. The United Kingdom and France are also among the top preferred locations for life sciences investors worldwide. Driven by a world-class life sciences cluster, the UK attracts most of the world's biotechnology projects related to diagnostics, drug discovery and development and clinical trials<sup>50</sup>.

Emerging markets are also playing a significant role in the biotech and pharma markets, with India accounting for about 2 percent of the global industry<sup>51</sup>. It ranks among the leading 12 biotech markets globally, and the Indian biotech and bioinformatics industry is currently growing by 23 percent annually<sup>52</sup>. This growth is expected to continue in the future.

Over the past decade, major advances in the field of molecular biology, coupled with advances in genomic technologies, have led to an explosive growth in the biological information generated by the scientific community. This genomic information has, in turn, led to an absolute requirement for computerized databases to store, organize and index the data and for specialized tools to view and analyze this data<sup>53</sup>. The bioinformatics and broader health informatics sectors have emerged as a result.

Currently, the bioinformatics hardware market totals around \$1.5 billion, mostly through sales to research facilities and scientists. Medical gene tests and other molecular diagnostics generate another \$2.6 billion in FDI per year. However, the industry has the ability to grow exponentially in the near future as more physicians become trained at utilizing the specialized equipment and gene scanning enters the medical mainstream. More broadly the market for personalized medicine is estimated at \$4-12

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<sup>47</sup> The Scottish Government ( 2010). Life Sciences: Key Sector Report. <http://www.scotland.gov.uk/Publications/2010/01/26105228/5>

<sup>48</sup> Life Sciences Enter Top Sectors Ranking for Foreign Investment (2009) <http://www.life-science.se/se/74>

<sup>49</sup> OCO (2010). FDI 2015: A Strategic Outlook for Foreign Direct Investment. Prepared for Barranquilla Assembly.

<sup>50</sup> Ibid.

<sup>51</sup> Bev Mahalakshmi (2011) Bioinformatics sees massive investments by R&D firms. <http://www.financialexpress.com/news/bioinformatics-sees-massive-investments-by-r/779633/0>

<sup>52</sup> Ibid.

<sup>53</sup> Bioinformatics (2006) <http://www.ncbi.nlm.nih.gov/About/primer/bioinformatics.html>





billion and could grow 10-fold to over \$100 billion by 2015<sup>54</sup>. This has positive implications on the broader health informatics sector, at the intersection of IT and health care.

In general terms, the investment trends across all life sciences industry sub-sectors show<sup>55</sup>:

- A decrease in the foreign investment activity within the pharmaceutical industry - 59% of announced job creation in 2009 compared to 77% in the period of 2003-2008.
- A sizeable increase in foreign investment in the medical devices and healthcare sectors - 31% and 10% of announced job creation in 2009 versus 17% and 6% in the years 2003-2008.

Within the healthcare business, there is noteworthy growing investment undertaken by global clinic research organizations (CRO) investing overseas to provide support to the life sciences industry in the form of outsourced research services. This highlights the continued emergence of outsourcing models for management and delivery of specific activities in order to improve business efficiency in the life sciences industry<sup>56</sup>.

Growing trends in foreign investment have also been recorded in the Biotechnology sector. After a severe decline registered in 2008 (50% decrease in job creation compared to 2007), biotech investment overseas started to recover last year. Almost 100 projects were announced, which accounted for the creation of more than 5000 new jobs<sup>57</sup>. Despite the global economic downturn, which restricted the availability of credit for businesses, biotechnology companies were able to fund their activities and preserve their investment plans. London, Paris, Boston, and Shanghai figure as the most attractive destinations in the life sciences industry worldwide<sup>58</sup>.

Besides the traditional predominance of the US as a key source of investment in the life sciences sector, Swiss companies also play a large role in establishing their operations overseas, together with German, British, and Japanese investors<sup>59</sup>. It is also interesting to note that India is not only a key destination for life sciences projects, but that Indian companies are also firmly being established as key foreign investors in the sector<sup>60</sup>.

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<sup>54</sup> Bev Mahalakshmi (2011) Bioinformatics sees massive investments by R&D firms. <http://www.financialexpress.com/news/bioinformatics-sees-massive-investments-by-r/779633/0>

<sup>55</sup> Life Sciences Enter Top Sectors Ranking for Foreign Investment (2009) <http://www.life-science.se/se/74>

<sup>56</sup> Ibid.

<sup>57</sup> Ibid.

<sup>58</sup> Ibid.

<sup>59</sup> Global Investments Location Database

<sup>60</sup> Ibid.



## Key Insights for Mississauga

Mississauga's Life Sciences sector has a strong base of multinational and domestic firms focused on a range of industry subsectors and their value chains. Mississauga's biotechnology and pharmaceuticals sector has strengths and weaknesses:

- Strong presence of multinational firms (GlaxoSmithKline, Amgen, and Astra-Zeneca) adds prestige, but exposes the city to larger global trends and challenges, i.e. downsizing or consolidation.
- Local and global SMEs focused in the value chain and R&D processes (i.e. Valeant, Amorfex), offering opportunities for local / global synergies.
- A number of companies focused on contract research, contract manufacturing, generic manufacturing, and out- / in-licensing, suggesting an agile sector.

Mississauga's positioning in ICT related bioinformatics is characterized by:

- SMEs involved in more mainstream health informatics application development than cutting edge applications.
- Competencies in bioinformatics are provided by computer software service solutions companies Oracle and Emergis.
- UTM masters degree programming to support local companies with new talent and opportunities for collaboration.

In the medical devices subsector, Mississauga's position is characterized by:

- Presence of global leaders in innovative technology, i.e. BD Biosciences, GE, Siemens, though significant proportion of operations are focused on distribution.
- Innovative domestic companies working within existing "smart device" trends.

The competitive positioning in each one of those industry subsectors is further enhanced by the presence of the UTM Academy of Medicine, which could function as the starting point to developing a more complete innovation infrastructure in Mississauga.

Growth prospects for the sector are largely positive over the next 10 years. Like many other sectors, positive growth will be driven by the integration of ICT applications into existing products and processes, especially in the medical device and bioinformatics fields. Conversely, the emerging strengths and increasing scientific capacity of developing economies may shift some local activities off-shore. Over the longer term, growth prospects are slightly more cautious. However, the aging population across the globe paired with the increasing demands from developing economies have the potential to generate new demands on the sector.

Mississauga's closest competition in Ontario comes from Toronto, which is generally the centre of the industry across Canada, and from communities centred on more niche types of development, such as Guelph (Ag-Bio) OR Ottawa (ICT / life sciences). Outside of Ontario, Montreal provides the closest competition. Internationally, the City is competing with other life sciences / research hubs, such as Boston, Raleigh-Durham, and Minneapolis. China and India continue to emerge as competitors as



scientific and research capabilities evolve, and could potentially compete with the city for contract research / manufacturing opportunities.

Globally, the life sciences sector benefits from the moderate recovery of FDI flows focused on manufacturing. Investment in some subsectors like chemicals (including pharmaceuticals) has remained stable during the recession. For pharmaceuticals, this was based on an increasing trend of collaboration and acquisition responding to new opportunities based on the expiration of patented drugs, as well as new opportunities for production and research in emerging Asian economies. Other subsectors of manufacturing with implications on life sciences fared differently from 2009 to 2010. Food manufacturing experienced a moderate recovery in global FDI by 2010. FDI in electronics manufacturing declined from 2009 to 2010, and prospects remain gloomy for the subsector.

For Mississauga, success in the sector will rely on a number of elements like maintaining the competitive position for contract manufacturing / research, facilitating the collaboration of the sector with complementary sectors like ICT and logistics, and maintaining regional connections with the educational and health care assets across the GTA. FDI remains stable in the biotechnology-related areas, but emerging economies are becoming increasingly competitive in terms of research and manufacturing capabilities. Like other areas of more developed economies, the city must work with the domestic and international leaders to ensure they can remain competitive in the increasingly global production and consumption patterns of the industry.

## 2.3 The GTA Context

FDI attraction and international marketing is a complex environment in the Greater Toronto Area (GTA). Many of the GTA's 29 municipalities and regions engage directly in external marketing for investment attraction purposes. In some instances – as with Invest Toronto – they have established standalone structures to undertake this work. In a few instances, sector-specific economic development structures have been created, with FDI attraction as an element of their mandate; the Toronto Financial Services Alliance is a prominent example. For most, however, FDI attraction has become a function of their economic development departments. Communities including Burlington, Oakville, Vaughan, Markham and Durham Region have made international investment attraction a relatively high priority within their overall strategies.

In this space, Mississauga has some unique opportunities and advantages. First, much of the rest of the region has experienced competition between local governments in two-tier governance structures. In Halton, York and Durham Regions, the cross-jurisdictional complications of co-existing municipal and regional FDI activities have, on occasion, led to competition for limited resources, confusion of message and duplication of effort. The absence of a regional economic development structure in Peel Region has allowed Mississauga to more fully develop its core messages and



approaches, and to independently negotiate activities and cooperative ventures with regional investment attraction structures. On the one hand, this has allowed Mississauga to establish its own agenda and profile in the FDI space, while on the other hand, it has allowed Mississauga to act more effectively as a regional partner in practical, day-to-day economic development and FDI efforts.

As a result, Mississauga is extremely well-positioned for FDI activities moving forward, which argues for both continued effort and expanded resources. Both additional staffing and additional financial resources will enable the community to maximize the advantage of its current position, and significantly advance efforts to attract FDI. However, while there is little doubt that Mississauga has the scale, credibility and strategic vision to act alone on this front, it should continue to play its role as a desirable, cooperative and credible partner in regional initiatives.

In considering this cooperative role, a number of regional FDI attraction structures have emerged across the GTA. The Greater Toronto Marketing Alliance (GTMA) positions itself as a public-private partnership supported by the GTA's communities, and serving as "the key point of contact for businesses exploring opportunities" in the GTA.

The Toronto Region Research Alliance (TRRA) seeks to "attract foreign R&D investment into the Toronto region" (defined as the GTA, Hamilton and Waterloo Region). Their strategies include:

- Working with subsidiaries of multinational companies based in the region to retain and expand their investments
- Identifying innovative, research-intensive foreign companies with the potential to locate to the Toronto region
- Attracting foreign students into college, university and hospital research projects with international business potential.

Through organizations like the GTMA and TRRA, the GTA is also connected to a range of "super-regional" FDI structures, including the Ontario Technology Corridor and the Ontario CleanTech Alliance, which link GTA investment attraction efforts to partners in communities including Ottawa and Waterloo. Given the GTA's significant position in the national economy, provincial and federal agencies also play a key role in the FDI arena. The provincial ministries of Economic Development and Trade, and Research and Innovation are significant players in this context, while Industry Canada at the federal level delivers a range of programs across and into the GTA.

There are certainly instances in which cooperative activities make more sense than 'going it alone' for Mississauga. The GTMA, for example, has prioritized a set of key target sectors for its investment attraction activity:

- Information and Communication Technology, with a focus on digital media
- Cleantech, with a focus on wind and solar renewable energy
- Food Sector
- Advanced Manufacturing, particularly in ICT for vehicles and the nuclear industry



The GTMA also prioritizes particular countries. For instance, it currently targets Brazil as a source of FDI, but not China. It has targeted India in the past, but is not focused in that direction at the moment. This reality allows Mississauga to partner where priorities overlap – and by extension, leverage greater resources to support local FDI efforts – but to continue its activities on its own where priorities may differ. As the larger international marketing strategy unfolds, this potential for “opportunistic partnering” will be considered in greater detail.

TRRA has traditionally focused its efforts on a narrow range of research intensive FDI targets, but in recent years has emphasized work with companies already operating to some extent in Canada, rather than pursuing investment from companies with no presence in the country. From this perspective, their actions align well with Mississauga’s strengths as a centre of existing multinational investment, including significant numbers of Fortune 500 companies. As TRRA also cites the production of regional research reports as a key element of its activities, there are strong potential partnerships between TRRA and Mississauga when it comes to outreach to existing firms within the City, with a focus on attracting additional operations from within established multinationals.

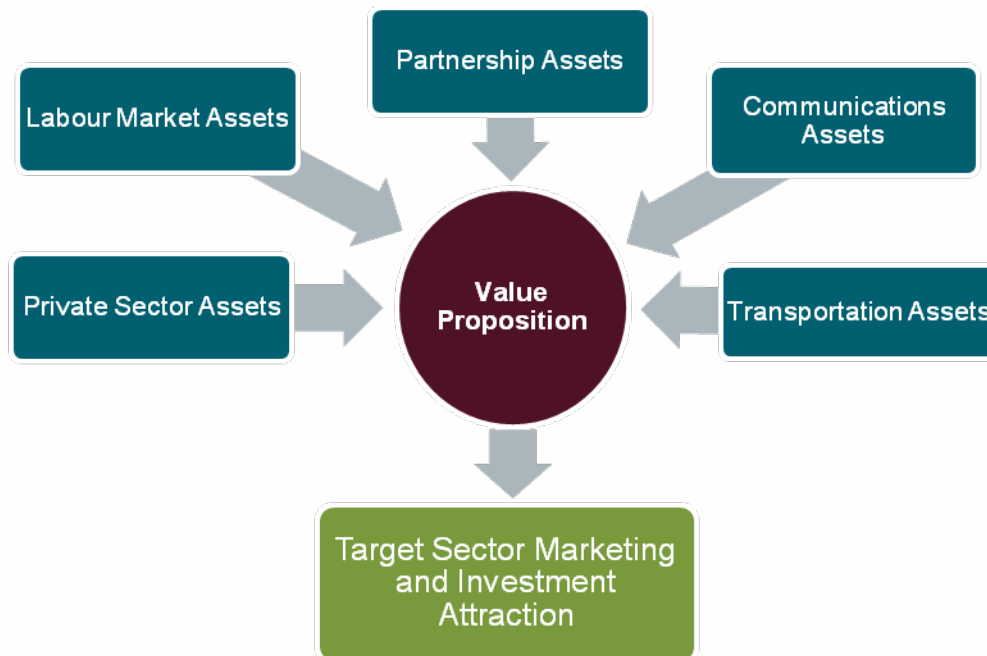
The Toronto Financial Services Alliance (TFSA) is another regional organization offering significant partnership potential. Although originally focused on the City of Toronto – and dedicated to the “Toronto” brand for its international marketing efforts – it sees itself as attracting financial sector investments to the entire GTA region. TFSA suggests that Mississauga – with its existing strengths in this area, and its identification of financial services as a key economic development target – is a prominent part of its value proposition, and a strong potential partner in future FDI efforts. TFSA sees particular opportunity in partnering around opportunities for Mississauga in technology and operations support to the financial sector, and in the asset management sector. However, TFSA stresses their belief that the most effective investment attraction approach in the financial services sector is built around business-to-business or peer-to-peer recruitment, with a more limited role for economic development professional or elected officials. While this will position the organization somewhat outside of traditional economic development networks and structures in the GTA, their strong interest in partnering is of note.



## 3 Value Proposition and Assets

### 3.1 Community Asset Mapping

In order to formulate an international marketing strategy for the City of Mississauga, it is necessary to first take an inventory of the City's assets that can inform and contribute to a marketing message. More than just a listing of resources, this asset map is a 'matrix of connections', on the basis of which Mississauga can make its case as the premier destination for foreign direct investment in Canada. While much of this 'case' can and will be built upon the international corporate connections that the City currently possesses, this matrix of connections must also consider the other key, unique and foundational assets that differentiate the City in terms of its accessibility and attractiveness to international markets. An International Marketing Strategy must be premised on the notion that the City can build a value proposition that brings together these assets to create a compelling selling message. This can be articulated as follows:







Mississauga's assets in each of these categories are identified below.

### 3.1.1 Private Sector Assets

Mississauga has a deep and extensive web of high-revenue international companies located within its borders, through which it has economic ties to global markets.

Mississauga is home to 61 Canadian, foreign or divisional head offices of Fortune 500 Companies, and 50 Canadian, foreign or divisional head offices of Fortune Global 500 Companies<sup>61</sup>.

The City's Economic Development Office has previously completed a census of the number of businesses in Mississauga headquartered in foreign countries, with the largest proportion of the City's international businesses coming from the United States, United Kingdom, Germany and Japan.

FIGURE 10: INTERNATIONAL MISSISSAUGA BUSINESSES BY PARENT COUNTRY, MAY 2011

Parent Country	# of businesses	# of Global 500 businesses	# of businesses in target sectors <sup>62</sup>	# of employees in target sector businesses	Largest sector (# of businesses)
United States	931	22	403	35,581	ICT
United Kingdom	74	3	37	4,182	Finance and Insurance
Germany	100	5	29	2,444	Life Sciences
Japan	79	10	38	3,416	ICT

Source: City of Mississauga, Economic Development Office, May 2011

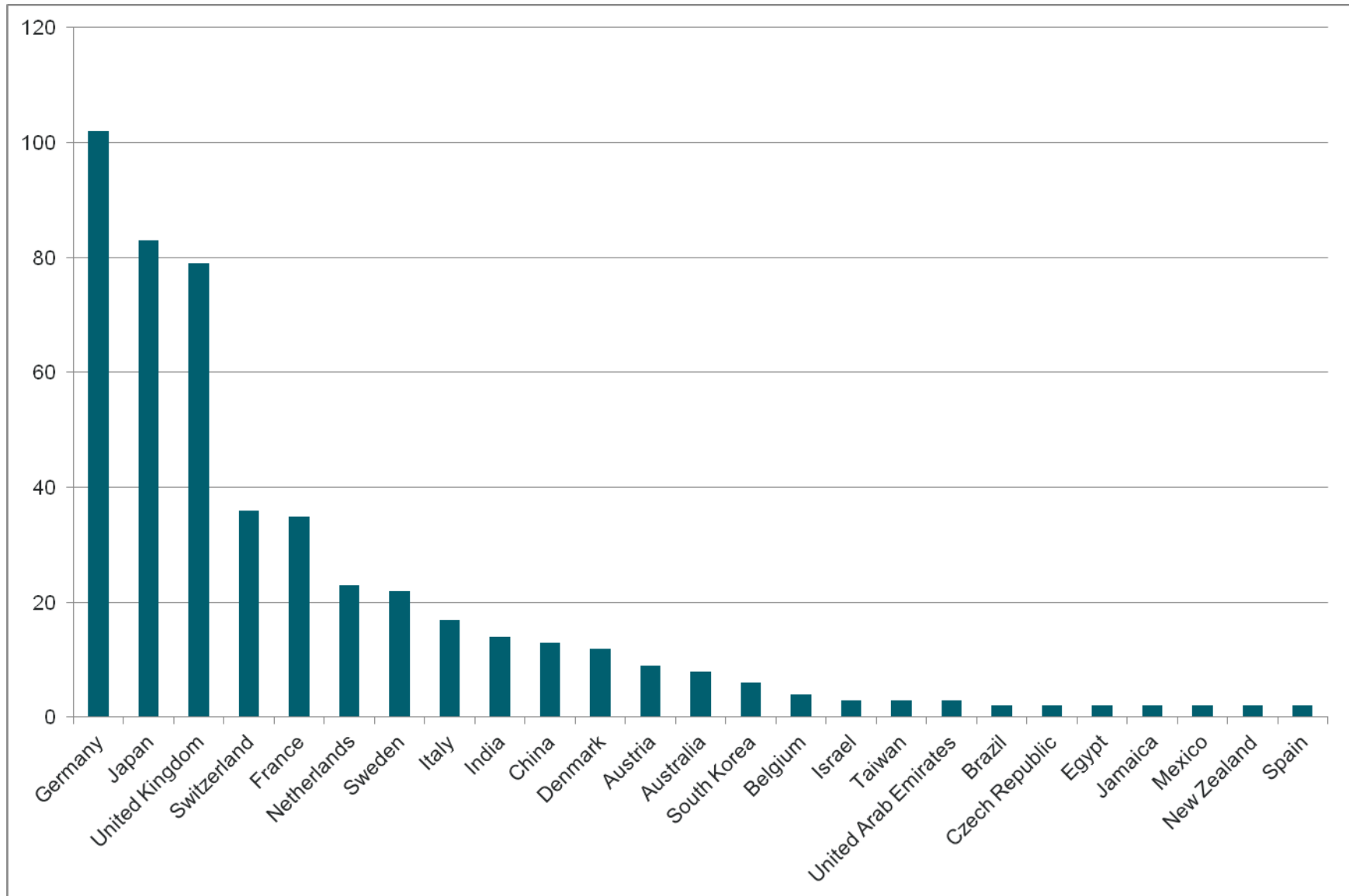
For this report, the project team has expanded this census, identifying a range of additional international firms in the community. The following chart displays the tally of all foreign-owned or foreign-headquartered firms in the City. In addition to 989 firms headquartered in the US, Mississauga is home to some 505 firms headquartered elsewhere in the world. Ultimately, 14.9% of Mississauga's firms are headquartered outside of Canada, with 9.9% based in the U.S. and 5.0% in the rest of the world.

<sup>61</sup> Fortune, July 2010. [www.fortune.com](http://www.fortune.com). Based on company revenues for the year 2009; Fortune 500 represents U.S. companies only, Global companies represents all companies globally.

<sup>62</sup> Those target sectors identified by the City of Mississauga economic development website are Life Sciences, Automotive and Aerospace, Financial Services, and Information and Communications Technology (ICT). Supplementing these sectors for this analysis are the Cleantech sector (exclusive of businesses already counted elsewhere) and the food sector, which also have prominent international representation and/or ownership.



FIGURE 11: NATIONAL ORIGINS OF MISSISSAUGA FIRMS (EXCLUDING US-BASED)





There are other small clusters of foreign-owned business activity within the City's target sectors not accounted for within these three areas. For example, there are 10 life sciences companies in Mississauga headquartered in Switzerland, including Global 500 company Hoffman-LaRoche Canada Ltd.; 5 Indian companies in the ICT sector; and 4 companies from the Netherlands in the Food sector.

Drawing upon a range of other sources, it is also possible to further articulate Mississauga's position of strength as it relates to the presence of multi-national businesses in its target sectors.

- **Information and Communications Technology:** According to the Branham Group, six of the top 25 Canadian ICT companies in Canada in 2010 have their head office (or regional/divisional head office) in Mississauga, including five of the top 10. These include HP Canada, Microsoft Canada, Ericsson Canada, Oracle Canada, and Wipro Technologies.<sup>63</sup>
- **Financial Services:** While Canada's 'big 5' banks rank among the top 16 in North America and top 80 in the world, in terms of capital, more relevant for Mississauga is the growth in international financial institutions, many of which have a presence in the City that are geared to serve and represent the interests of Mississauga's foreign-born populations and its international interests and economic connections abroad. China alone now has 5 of the top 25 banks in the world by profits.<sup>64</sup> Major global players such as the Bank of East Asia, HSBC, ICICI, Habib Bank and others all have a significant branch presence and/or office presence in Mississauga.
- **Multimodal Logistics:** Two of North America's top 40 third-party logistics (3PL) firms are headquartered in Mississauga (Wheels Clipper & Kelron Logistics). The City contains offices of major 4PL and 5PL (outsourced/consulting solutions) logistics providers, including Accenture Inc. and other international 3PL providers such as Kuehne and Nagel.
- **Life Sciences:** Mississauga is home to over 15 of the top 50 globally-ranked pharmaceutical and biotech companies (according to the Fortune 500), including Pfizer, Astra Zeneca, Novartis, Hoffman-La Roche, and Abbott Laboratories.

Private firms become "assets" in the FDI and international marketing context in several ways:

- They act as "reference" cases for other international firms considering investments in Mississauga
- They act as sources of intelligence regarding companies within their broader corporate structure or within their supply chain who may be considering expansion or relocation
- They act as peers, mentors or information sources for other firms just entering the community

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<sup>63</sup> Branham Group Inc. Top 25 Canadian ICT Multinational Companies. < <http://www.branham300.com/index.php?year=2011&listing=3#ixzz1VJMAL3ju>>

<sup>64</sup> Alexander, P. 2011. "Top 1000 World Banks 2011." The Banker, June 30 2011. < <http://www.thebanker.com/Top-1000-World-Banks/Top-1000-World-Banks-2011>>



In this context, Mississauga's existing base of international businesses represents a valuable asset in the FDI context. However, other firms also anchor the FDI case. The community's transportation assets (discussed below) and its diverse population, coming to the community from many different points of national origin, have helped to build a thriving trade sector anchored by the activities of many small companies in the community. Although these firms are Canadian, they often have direct and established links to key international markets and partner firms. For example:

- Exagem Inc. is a jewellery wholesaler, with product originating in a Hong Kong-based manufacturing facility
- FAMO International Ltd. facilitates trade into Iran, focusing on fields including advanced manufacturing and life sciences exports
- Japan Direct is an importer of Japanese automotive parts and components for the aftermarket
- Polytech International provides IT, communications and data solutions to clients around the world, and has worked extensively in Syria and across the Middle East

While individually small, these firms identify market opportunity by leveraging key international contacts and networks. Collectively, they represent a significant asset in international marketing and investment attraction.

### 3.1.2 Transportation

A central component of Mississauga's attractiveness as Canada's Global Investment Destination is its well-developed transportation networks, specifically related to air, road and rail. The quality and accessibility of these assets allows for access to global and regional markets as well as efficient movement of goods and people through the City and the Greater Toronto Area.

In terms of international and domestic transportation connections, by far the most important and strategic asset for Mississauga is **Pearson International Airport**. The airport is operated (as a not-for-profit) by the Greater Toronto Airports Authority (GTAA), and offers flights to 180 international destinations through some of the world's largest passenger and freight carriers. As of March 2011, 7,891,820 passengers had passed through the airport – with international passengers accounting for 36.5% of that traffic. International passengers are also the fastest-growing segment of passengers at Pearson International Airport, having increased by 9.0% between March of 2010 and 2011.<sup>65</sup> Pearson is currently the 4<sup>th</sup>-largest entry point into North America and the busiest passenger hub in Canada. The GTAA's current strategy is focused on increasing the airport's capacity for international connections, which fits well with the City's priority of attracting increased levels of international investment. Of particular interest to markets in the Asia-Pacific Region, increased plane sizes and new circumpolar travel routes are allowing for shortened direct travel times from Toronto to

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<sup>65</sup> Greater Toronto Airports Authority. "Pearson International Airport Traffic Summary: As of March 2011." [http://www.torontopearson.com/uploadedFiles/GTAA/Content/About\\_GTAA/Statistics/TrafficSummaryMar2011.pdf](http://www.torontopearson.com/uploadedFiles/GTAA/Content/About_GTAA/Statistics/TrafficSummaryMar2011.pdf)



Asian destinations, which has positive implications on both passenger and cargo movement. However, the Airport maintains connections with markets across the globe.

One of the key elements of the knowledge-based economy is the ability to move people and goods – the tangible bits of the business community – at a similar rate with the flow of information. In a globalized economy, this means around the globe, rather than across the street. Even though technology has “flattened” the world, face-to-face interactions still matter. Thus the airport’s connections to international markets make it a critical asset to support the attraction of foreign investment – Mississauga is one of the best Canadian options for domestic and international companies that require quick connections to the rest of the globe.

The airport’s role in connecting people and goods to and from international markets is critical, but that also must be facilitated by effective regional transportation and transit to and from the airport, and more broadly within Mississauga itself. Both the quality and quantity of **road connections** are critical in this regard. The GTAA suggests that Pearson controls an estimated 50% of the air cargo market in the country, and has over 1.2 million square feet of dedicated square feet of cargo at the airport. As such, the road connections of Mississauga to large and diverse markets in Ontario and the Northeastern United States is a key selling feature for truck-based goods movement in the City; indeed, in 2003 alone, there were 1,162,961 loaded truck crossings from Canada to the United States at Buffalo-Niagara<sup>66</sup> (the closest border crossing to Mississauga). The City is served by seven major highways (401, 403, 407, 409, 410, 427/27, QEW) which facilitate these connections.

Another important element of the transportation supply chain, related to goods movement and industry growth, is the City’s **rail** connections and its capacity to function as an inland port based upon its strengths in logistics and supply chain management. Mississauga has access to both Canadian Pacific (CP) and Canadian National (CN) rail lines, each of which has intermodal terminals in surrounding communities (Brampton for CN, Etobicoke and Vaughan for CP) that can pick up or deliver truck loads for shipment by rail. In addition, CP’s Expressway Terminal in nearby Milton is designed to streamline rail/truck cargo shipment, with specially designed platform cars that can handle truck trailers.<sup>67</sup> An inland port research report by ING Canada<sup>68</sup> suggests that with seaports in North America reaching capacity, as well as improvements in safety and efficiency in rail as compared to road, the ability to distribute goods by rail in conjunction with other modes of transportation will become a growing advantage for North American markets.

The final element of a multimodal transportation and goods-movement advantage for Mississauga is its **sea and shipping** connections. Though there is no deep-water port within Mississauga, it has access through Toronto to the Great Lakes / St. Lawrence Seaway which has recently formed an alliance called ‘Highway H2O’, a 3,700 kilometre ‘marine highway’ with connections to over 40 ports for cargo movement that

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<sup>66</sup> Bureau of Transportation Statistics: Research and Innovative Technology Administration. “Table 1b - Incoming Truck Crossings, U.S.-Canadian Border”. < [http://www.bts.gov/programs/international/border\\_crossing\\_entry\\_data/us\\_canada/html/table\\_01\\_b.html](http://www.bts.gov/programs/international/border_crossing_entry_data/us_canada/html/table_01_b.html)>

<sup>67</sup> Mississauga Economic Development. 2011. “Transportation”. [http://www.mississauga.ca/file/COM/2011\\_Transportation.pdf](http://www.mississauga.ca/file/COM/2011_Transportation.pdf)

<sup>68</sup> ING Real Estate. “Canada’s Position in Global Trade for Port and Inland Port Development.”



have direct access to over 150 million people. Seaway shipping and transportation can be advantageous from a sustainability and total-cost perspective as compared to all-land or air transportation options.<sup>69</sup>

The efficient and sustainable movement of **passengers** is also important for relieving congestion in Mississauga and the Region; a 2010 Toronto Board of Trade Report suggests that the Toronto region ranks last among 19 reviewed cities in average total commute times.<sup>70</sup> As such, **public transit** is critical for the international competitiveness of Mississauga. To that end, the City of Mississauga and GO Transit first initiated an Inter-Regional Bus Rapid Transit (BRT) Strategy in 2007; the result for Mississauga is the east-west miWay BRT project, to be in two constructed segments (BRT West and East) that will provide bus-only roadways primarily along Highway 403. The BRT will link key employment and population centres in Mississauga with key regional and international transportation connections, including the Toronto Transit Commission, Pearson International Airport and GO Transit rail systems. The project has received funding from the provincial and federal governments and GO Transit, together with the City.

A long-planned air rail link between Pearson Airport and downtown Toronto is also presently under construction with a goal to be completed for the 2015 Pan American Games in Toronto. The project is expected to divert 1.5 million car trips annually between Toronto and the airport, as there is currently no direct rail service between the airport and downtown Toronto.

Both the air rail link and GO Transit are administered by Metrolinx, an agency of the Government of Ontario mandated to coordinate and integrate transportation infrastructure in the Greater Toronto and Hamilton Area. The Metrolinx Regional Transportation Plan, *The Big Move*, forms a guideline for the development and implementation of these and other projects affecting the transportation accessibility in and around Mississauga.

### 3.1.3 Communications

Though taken for granted in many advanced economies, the presence of a robust and reliable **telecommunications infrastructure** is a critical decision factor for many foreign investors, and should feature strongly in Mississauga's international marketing efforts. As noted in its current industry sector profiles, "existing fibre optic networks service all business parks and offer bandwidth scalability on a simplified service portfolio."<sup>71</sup> The City is also well-served by advanced Global System for Mobile Communications (GSM) and Code Division Multiple Access (CDMA) wireless networks, with a range of carriers offering advanced voice and data services.

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<sup>69</sup> Highway H2O. Great Lakes St. Lawrence Seaway Management Corporation, 2011. < <http://www.hwyh2o.com>>

<sup>70</sup> Toronto Board of Trade. Scorecard on Prosperity – 2010.

<[http://www.bot.com/AM/Template.cfm?Section=Scorecard\\_2010&Template=/CM/HTMLDisplay.cfm&ContentID=6415](http://www.bot.com/AM/Template.cfm?Section=Scorecard_2010&Template=/CM/HTMLDisplay.cfm&ContentID=6415)>

<sup>71</sup> City of Mississauga. "ICT Focus: A Profile of the Mississauga Information and Communications Technologies Sector." <[http://www.mississauga.ca/file/COM/edo\\_ictfocus.pdf](http://www.mississauga.ca/file/COM/edo_ictfocus.pdf)>



Mississauga is also home to a number of news, information and other **communications and media channels** geared to and/or run by its international communities. These media outlets can serve to complement the above resources and assets by serving as a conduit of information between local and international ethnic communities, and also indicate an open and well-developed international civic culture within the City.

The **South Asian Observer** bills itself as the 'First Online South Asian News Source in Canada', and provides nation-wide information about and to the Canadian South Asian diaspora community. It is headquartered in Mississauga.

**Rogers TV Mississauga (Cable 10)** hosts a weekly one-hour program called South Asian Focus TV that provides local news pertinent or of interest to Mississauga and Peel Region's South Asian community. Rogers TV also hosts a number of other programs geared towards the City's ethnic communities, including Canada Latino, Pinoy World, Mandarin Time, Bangla Television, Gujarati Swar and others that provide programming by and for the City's many diverse constituencies in a range of languages.

There are a number of **multicultural radio stations** based in Mississauga, including AM 1320 CMJR ("The Voice of the City") and AM 1650 CINA. This is of course in addition to a number of other multicultural and multilingual radio, television and print media outlets based throughout the Greater Toronto Area that are accessible to Mississauga residents.

### 3.1.4 Labour Market

As the emphasis on economic competitiveness shifts from land and taxes to people and productivity, the ability of a community to attract, retain or access a highly skilled workforce is perhaps its greatest asset. Mississauga is strongly positioned being in the centre of Canada's major consumer and industrial market, the Greater Toronto Area (GTA), and on the western edge of the City of Toronto. With a total population base of 5.3 million and a labour force of more than 4.1 million people, the GTA is home to 22% of Canada's labour force. The City has become a major employment centre due to the magnitude of its industrial and commercial base. With more than two thirds of its adult population having post-secondary education, Mississauga employers have access to a skilled and talented labour pool within the City boundaries and across the GTA.

Mississauga offers many attractive features that may influence where people choose to live and work, including the right to claim itself as Canada's safest city, six years running. Offering excellent transportation links including Canada's largest international airport, natural heritage features, great community amenities, access to two hospitals, a wide selection of excellent housing, shopping, great schools, and an active cultural life, Mississauga is positioned as an attractive choice for today's globally mobile workforce.



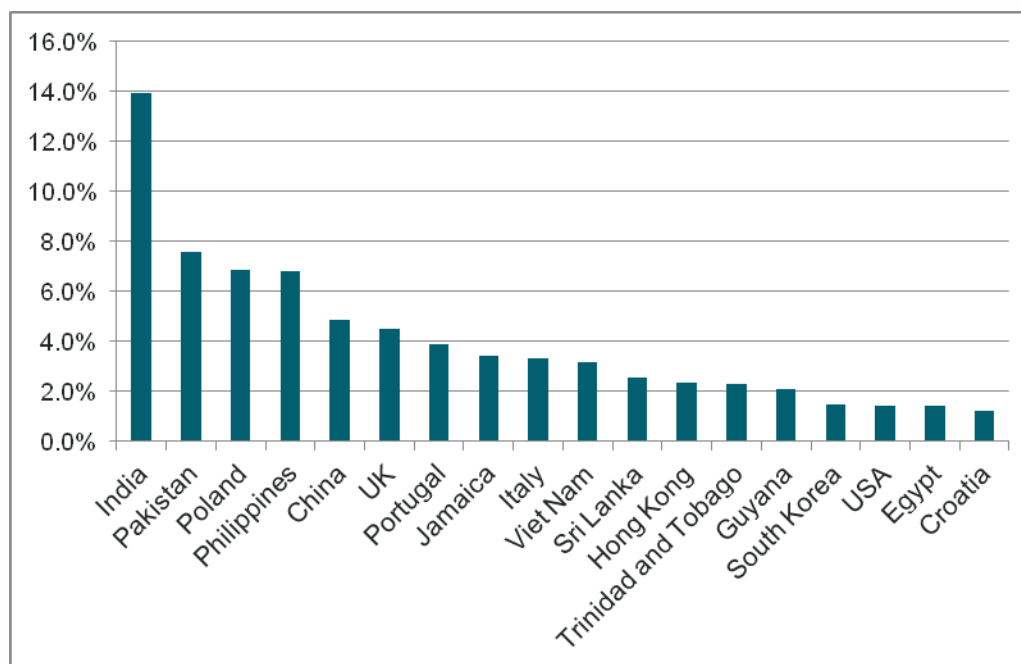


### 3.1.4.1 Mississauga is diverse

Every culture has its own knowledge and experiences. In the knowledge-based economy, sustainable growth is directly linked to the ability to generate ideas and innovations. A diverse workforce ensures that Mississauga can compete globally and serve multilingual and multi-ethnic clientele. Over 340,000 immigrants call Mississauga home, making it proportionally the third highest Canadian municipality for foreign-born population. The rate of growth for the immigrant population in Mississauga between 2001 and 2006 (20%) exceeds that of both the GTA (14%) and Ontario (12%). The increasing diversity of the City speaks to its strength as a potential home for skilled workers from around the world.

The figure below identifies the places of birth that accounted for the highest proportions of Mississauga's immigrant population in 2006. Asian countries account for over half (52%) of the immigrant population's place of birth in Mississauga.

FIGURE 12: MISSISSAUGA'S IMMIGRANT POPULATION BY SELECT PLACE OF BIRTH, 2006



Source: Adapted from Statistics Canada Census of Population, 2006 by Millier Dickinson Blais, 2011

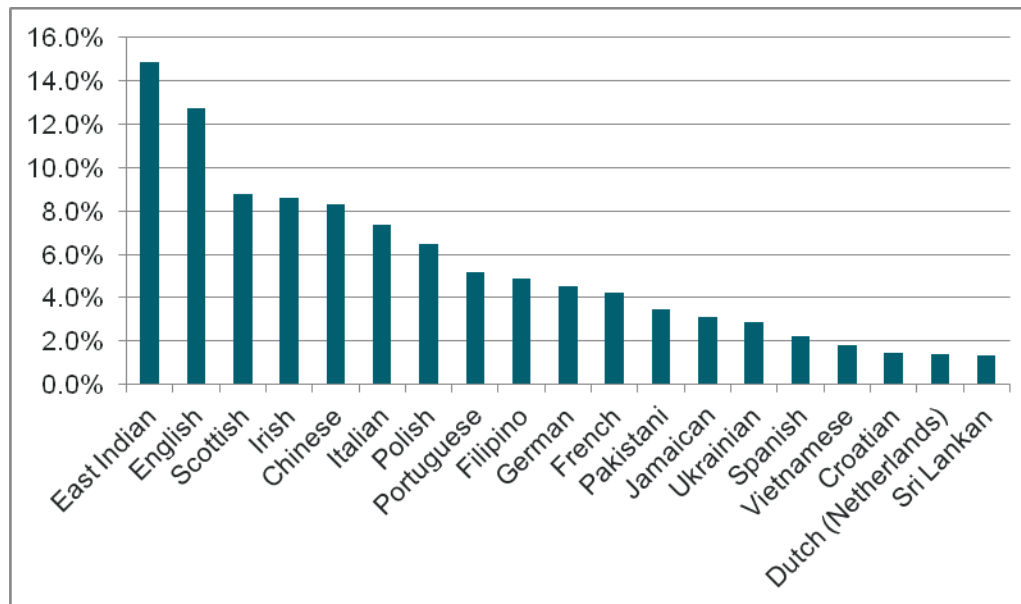
Looking at Mississauga's total resident population, these same connections appear to intersect with large cultural and national communities outside of the immigrant population in Mississauga. By ethnic origin<sup>72</sup>, Mississauga's population has potential connections with traditional European sources of FDI in Canada, like England, Scotland, Ireland, Italy, Germany, and France, but also connections with a set of new

<sup>72</sup> Statistics Canada defines ethnic origin as the "ethnic or cultural origins of the respondent's ancestors." The census allows a respondent to specify as many as six ethnic origins, so it should not be confused with a person's citizenship, nationality, language, or place of birth.



targets for FDI like India<sup>73</sup>, China, Philippines, Pakistan, and Jamaica. When considering connections beyond the immigrant population, Mississauga has a wealth of connections through residents that belong to foreign cultural or national communities.

FIGURE 13: MISSISSAUGA'S POPULATION BY ETHNIC ORIGIN, 2006



Source: Adapted from Statistics Canada Census of Population, 2006 by Millier Dickinson Blais, 2011

### 3.1.4.2 Mississauga's population is growing

The municipality is Canada's 6th largest city with a projected population of 734,000 in 2010. Mississauga is projected to see population growth of approximately 10.5% to the year 2031.<sup>74</sup> Although Mississauga's labour force grew at a slower rate than the GTA from 2001 to 2006, it still increased at a steady rate of 8.3% between these two census years. This was higher than the growth across Ontario, and suggests that the City's relatively youthful population and increasing appeal to newcomers places it in a positive position to match local employment growth. Population in the 20-44 year old age group accounted for 37.1% of population in Mississauga compared with the national average of 34.6% and the provincial average of 35.0%. While many communities struggle to retain this age group, Mississauga is out pacing the provincial and national average.

<sup>73</sup> The East Indian ethnic origin primarily includes those with cultural heritage connections to India, but also smaller numbers of individuals with connections to Pakistan, Bangladesh, Sri Lanka, and East Africa.

<sup>74</sup> [http://www.mississauga.ca/file/COM/2011\\_Population\\_and\\_Demographics.pdf](http://www.mississauga.ca/file/COM/2011_Population_and_Demographics.pdf)



### 3.1.4.3 Mississauga's labour force is skilled

With employment opportunities spanning across 53,000+ businesses of which close to 1,300 are multinational firms, there is a diverse talent pool in the city. Employment concentrations span industries including manufacturing, wholesale, distribution, construction, transportation, and business services industries. Life Sciences, Finance, Insurance and Real Estate, Information, Communications & Technologies and Advanced Manufacturing (Automotive & Aerospace) employ close to 30% of the workforce.

The city's labour force is highly concentrated in a number of more knowledge-based sectors of employment such as professional services (9%), health care (8%), and finance and insurance (8%). Further, professional services and health care accounted for the highest levels of growth in labour force from 2006 to 2009. In terms of individual occupations within those industries, Mississauga's labour force is most heavily weighted towards business, finance, and administrative activities.

The table below highlights the occupation classifications and validates that Mississauga tends to exceed occupational levels in fields with higher skills and education when compared to Canada and Ontario.

FIGURE 14: LABOUR ORCE BY OCCUPATION, 2006

Labour Force by Occupation Classification	Canada	Ontario	Mississauga
Total Labour Force 15 Years & Over by Occupation	17,146,135	6,587,575	377,075
Sales & Service Occupations	24%	23%	22%
Business, Finance & Administration Occupations	18%	18%	23%
Trades, Transport & Equipment Operators & Related Occupations	15%	14%	13%
Management Occupations	10%	10%	11%
Natural & Applied Sciences & Related Occupations	7%	7%	9%
Occupations in Social Science, Education, Government Service & Religion	7%	8%	6%
Health Occupations	6%	5%	4%
Occupations Unique to Processing, Manufacturing & Utilities	6%	7%	8%
Occupations Unique to Primary Industry	4%	3%	1%
Occupations in Art, Culture, Recreation & Sport	3%	3%	2%

Source: Statistics Canada, Census of Canadian Population, 2006

### 3.1.4.4 Mississauga's labour force is educated

Over two-thirds of Mississauga's adult population aged 25 to 64 hold some sort of post-secondary credential, placing it above the comparative proportions of labour force



across the GTA (65%) and Ontario (62%). Approximately 41% of Mississauga's labour force holds a university certificate, degree, or diploma. Of those with post-secondary credentials, major fields of study are focused on areas like business, management, engineering, and information technology, which speaks favourably to attraction of more knowledge-based or higher technology business sectors. In 2008, more than 58,000 students graduated from universities located within commuting distance of Mississauga.

### 3.1.4.5 Mississauga offers strong labour market support channels

The City offers a diverse breadth of post-secondary institutions, international business associations and cultural associations, positioning it to attract business worldwide. Earning 2<sup>nd</sup> place in the *Large Cities* category for "Best Economic Potential in North America", in the "North American Cities of the Future (2008)" competition held by *Foreign Direct Investment* (fDi magazine), further validates the strength of the City's strategic approach and positioning.

In terms of **educational institutions**, Mississauga is home to both a college and university and has an additional 21 post-secondary institutions within commuting distance. **Sheridan College's** new campus, the Hazel McCallion campus, is located in Mississauga's city centre and is scheduled to open in the fall of 2011. This campus will accommodate 1760 students, including 1200 business students and 560 spaces dedicated to the training and re-training of new Canadians, foreign-trained professionals and unemployed workers. The business program boasts program options that include a variety of diploma and graduate certificate programs, while new Canadians will be able to access language training, career advice and employment assessment services.

The programs offered at Hazel McCallion Campus - Mississauga include the following, a number of which relate to the City's target sectors of ICT and Financial Services:

- Banking and Wealth Management
- Business - General
- Business Administration - Accounting
- Business Administration - Finance
- Business Administration - Human Resources
- Business Administration - Marketing
- Business Process Management
- Financial Planning
- Human Resource Management
- International Business
- Marketing Management
- Media for Global Professionals
- Project Management



Established in 1967, the **University of Toronto – Mississauga** is one of three campuses of the University of Toronto, Canada's largest university and leading research institution. Though most degree options are at the undergraduate level, there is an increasing emphasis on graduate studies and the campus is known for its graduate programs designed to give students an edge in the workplace. More specifically, as the University's second-largest division, U of T Mississauga has 15 academic departments, including an Institute of Communication, Culture and Information Technology, 148 programs and 89 areas of study, including unique programs such as a Masters of Biotechnology that contribute to a highly skilled local labour force geared towards the City's target sectors. The campuses current population is about 11,600 undergraduate students and an additional 470 graduate students. It also has approximately 700 faculty and staff. The campus also boasts a number of award-winning facilities, including the Hazel McCallion Academic Learning Centre - the \$34-million library and information complex - and the Recreation, Athletics and Wellness Centre.

There are also a wide variety of **cultural organizations** present throughout Mississauga which speaks to the multicultural nature of the City's population. This serves well to influence immigrants when considering where to migrate as these existing cultural communities tend to offer a welcoming and somewhat familiar environment in what can be an overwhelming experience.

In conjunction with a wide variety of cultural organizations that work to actively support members of ethnic communities and newcomers there are also **immigrant services** that work to provide newcomers help with getting settled in Canada.

**ImmigrationPeel.ca** is a web portal that provides newcomers to the region with information on English as a second language programming, occupational licensing programs and other important settlement services. It provides information on finding work in the Peel region as well as on quality of life issues including faith and worship facilities, cultural groups and sports facilities.

### **3.1.4.6 Mississauga has strong international business linkages**

The City of Mississauga's strong ethnic communities and international business ties speak to the ability for the City to form lasting relationships within the international community and ensure that the infrastructure is in place to support international businesses and workers. The City should partner and work with the organizations listed below to develop international linkages and to facilitate dialogue and collaboration in Mississauga. Once again, this list is not exhaustive but is instead attempting to highlight the types of organizations available to the City to form these collaborations with.

There are a number of **Foreign Consulates** located in Mississauga including: the Consulate of the Republic of Croatia, Consulate of the Republic of Trinidad and Tobago, Consulate of Senegal and Royal Norwegian Consulate with most other states having consulates in close proximity to Mississauga in Toronto. These consulates



provide information on visas and some house trade and investment promotion staff to help encourage cross boarder flows.

The **Mississauga Chinese Business Association** is a non-profit organization that serves as the voice for the Chinese business community in Mississauga and promotes greater cooperation and collaboration among Chinese-Canadians and also with other organizations in Canada. There are multiple functions of the Mississauga Chinese Business Association these include:

- to provide a forum for the Chinese business community to develop opinions and programs which contribute to the social, economic welfare of the Mississauga community.
- to liaise and co-operate with other organizations in Canada and elsewhere which have objectives similar to the association.
- to provide advocacy - meet with other interested parties on issues and organize views to be represented to the appropriate levels of government.
- to host networking functions - gather a wide spectrum of influential decision-makers and executives from different industry, trade and professional groups.
- to strengthen and link business opportunities with South East Asia (China and Taiwan).

The Association also provides business seminars, hosts foreign (Chinese) delegations, and in 2010 organized an international trade mission to China with its sister organizations in the GTA and abroad, attended by 3 GTA mayors including Mayor McCallion.

The **Mississauga Board of Chinese Professionals and Businesses** is a non-profit organization dedicated to linking Chinese professional and businesses to advance the socio-economic well-being of the greater community. Launched in 1998, the board has become one of the most dynamic and pre-eminent voices for Chinese professionals and the business community.

The board is a key player in community events and a support for community activities. Some of these activities include:

- Promotion of Arts and Culture including the Mississauga Chinese Arts Festival, musical performance, ballet performance, Cantonese operas and cultural exhibitions.
- Health promotion and awareness and sporting activities.
- Networking sessions including luncheons, dinners and charity cruises.

The **Brazil Canada Chamber of Commerce (BCCC)**, located in Toronto, seeks to be a liaison between Brazil and Canada representing the private sector by showcasing the opportunities both countries have to offer one another. They provide access to resources and network opportunities for businesses interested in or active in investment and trade between Canada and Brazil.

The BCCC provides a variety of activities including:



- Organizes conferences, seminars, luncheons and speakers for its members
- Provides information on the business environment and on overall trends in both Brazil and Canada
- Facilitates networking

The **Indo-Canada Chamber of Commerce** has over 100 members from the Canadian business communities and works to:

- Promote and facilitate trade and commerce between Canada and India by creating relationships and links with global business organizations
- Provide a forum for networking and knowledge sharing
- Create learning opportunities through seminars, workshops and conferences

### 3.1.5 Quality of Life

To further emphasize Mississauga's unique advantages in attracting and retaining highly skilled and qualified residents it is important to highlight the quality of place and unique vibrancy of the city. From this perspective there are countless assets and attributes in Mississauga that attract and retain well-educated and highly productive people and their families. Generally speaking these assets can be labelled quality of life.

Quality of life is a multi-faceted approach to understanding the way in which one's community enhances or detracts from the enjoyment of one's life. In this context, it is critically important to emphasize the magnitude of Mississauga's cultural diversity and assets. This is exemplified in the diverse range of cultural organizations, events and festivals that the city hosts each year. In addition to these place-based cultural assets the community also boasts a well developed health care, safety and education system that attracts families from within the region and from around the world to Mississauga. It is these quality of life attributes, among others, that present Mississauga with competitive advantages in attracting FDI.

Mississauga boasts an extremely diverse, well educated population and the City's **cultural festivities** exemplify this. Most notably, Mosaic, the largest South Asian multi-disciplinary arts festival in North America, takes place every July in Mississauga and has run successfully since 2005. Mosaic is a completely free festival that attracts over 50,000 people to the festivities over a three day period. Mississauga also hosts Carassauga, a festival that promotes and celebrates the rich cultural diversity that makes up the fabric of the community. The civic square in Mississauga has been developed as a cultural hub, hosting multiple events a year including Rotary Ribfest, Beach Day and the City's main Canada Day celebrations.

In addition to these festivities, there are a number of cultural initiatives that the City of Mississauga has spear-headed to continue to foster growth and sustainability. Doors Open Mississauga allows residents and visitors to visit heritage sites, cultural landmarks and urban space in the community. Culture Days give a platform to the community's arts community to express themselves and showcase their talent at the





Town Square. These are just a few of the hundreds of cultural events and programming that has created a high quality of life for all of Mississauga's residents.

Mississauga's strong primary and secondary school infrastructure is well suited to attract families. The City is served by both the Peel District School Board as well as the Dufferin-Peel Catholic District School Board. There are more than 150 schools in the city and have multiple prominent specialty programs designed for a wide variety of achievement levels and interests. Some of these include:

- French immersion schools in multiple locations across the city
- Extended French programs available at both the Catholic and public boards
- Regional Arts Program
- International Business and Technology Program
- International Baccalaureate Program
- Sci Tech Program
- Regional Enhanced Program

There are also a wide variety of programs run through both the City and private organizations that enhance the quality of life in Mississauga. For children and youth these include a wide variety of summer camp activities, as well as child oriented activities and the various events and festivals that the city is heavily involved in. Many of the programs run are geared particularly for professionals and include multiple recreational programs and team sports. The City of Mississauga is home to two scenically spectacular gold courses, the BraeBen Golf Course and the Lakeview Golf Course. In addition to these there are multiple community centres, recreational facilities and beautiful parks that enhance the quality of place throughout the city.

Contributing to Mississauga's quality of life assets is the city's well developed health system that supports the community's large and diverse population. The city's two main hospitals are Credit Valley Hospital and Trillium Health Centre. The Credit Valley Hospital is a dynamic community hospital that delivers primary, secondary and tertiary health care services to the people of Mississauga. This coupled with the Trillium Health Centre's stroke, neurosurgery and cardiac services, along with housing the busiest emergency service in Canada, Mississauga has unparalleled health care services.

The full range of the city's quality of life assets attracts both highly skilled professionals and their families to Mississauga and develops a quality of place and lifestyle that retains these professionals. By having an array of quality of place assets that attract and retain residents who are highly qualified Mississauga becomes an excellent location for potential FDI investment.

### **3.1.6 Partnerships**

A critical component of the 'matrix of connections' that exists to support international marketing in the City of Mississauga are the partnerships that the City maintains, both domestically and internationally, that enable or enhance its global presence. These partnerships range from regional economic development and marketing partnerships,



to partnerships with cultural associations already discussed (above), to international business-to-business and institutional partnerships that facilitate the exchange of knowledge and capital. The key partnership assets in this regard for Mississauga are reviewed below.

Mississauga is a municipal partner in the **Greater Toronto Marketing Alliance (GTMA)**, an international marketing and investment public-private partnership dedicated to promoting the GTA as a destination for international investment. It provides site selection and investment information on the Region in partnership with its public and private sector partners.

Mississauga is also a member of the **Toronto Region Research Alliance (TRRA)**, another public-private partnership regional economic development organization, dedicated to supporting research and innovation in the target knowledge sectors of Advanced Manufacturing & Materials, Energy & Environment, IT/Communications and Life Sciences, which align with the City's target sectors. The TRRA's main function is to assist in attracting both business and research investment to extend the R&D conducted within post-secondary institutions, domestic companies, and global companies located in the GTA region. It also publishes value propositions for the Region's clusters and target industries.

Mississauga's strongest transportation asset remains a potential partner as well. The **Greater Toronto Airport Authority (GTAA)** represents a critical partner in an international marketing context. The City already partners with the GTAA through the Project Green initiative. As noted previously though, Pearson International Airport has connections to approximately 180 international destinations. These connections represent potential new markets and business connections for the city's business community. The Airport already has connections with these markets, making it a valuable potential ally in an international marketing context.

**Mississauga's Research, Innovation and Commercialization (RIC) Centre** is a member of the Ontario Network of Excellence, and is a hub to assist businesses and entrepreneurs in Peel Region through training, networking and other initiatives. The Centre's activities are focused around the target sectors of Advanced Manufacturing, Aerospace, Life Sciences and Emerging Technologies.

The **Mississauga Board of Trade**, the chamber of commerce for the City, represents over 1,500 businesses. The Board of Trade hosts business seminars, hosts business recognition and appreciation awards and events, and speaker luncheons. Importantly, it also has a strong policy and advocacy presence in the City, as a presenting sponsor of the Mayor's Job Summit in 2010. Notably, in May 2011, it released a working paper entitled "Integrating Skilled Immigrants into the Ontario Labour Force" at the Ontario Chambers of Commerce Annual General Meeting.

In addition to these economic development, business development and marketing partnerships, the City of Mississauga's businesses also benefit from **provincial and federal industry partnerships and programs** designed to increase or enhance their international competitiveness. While not necessarily international in nature, they



nonetheless represent key organizational or infrastructural assets that contribute to a competitive advantage for Mississauga. Examples of these partnerships include:

- **Canadian Manufacturers and Exporters (CME)**, an industry association that provides assistance and intelligence to the advanced manufacturing sector, including information and reports on U.S. and international markets. CME also delivers a SMART program, supported by the provincial and federal governments, to improve productivity among manufacturing SMEs.
- **The Bloom Centre for Sustainability** (formerly OCETA), a private Ontario corporation that works with manufacturers to adopt and apply clean technology and processes, including the provision of market research, strategy, and program design.
- The **Ontario Power Authority's Feed-In Tariff Program**, instituted under the Green Economy and Green Energy Act, provides contracts for renewable energy generation that meet certain domestic content requirements in Ontario.
- **Partners in Project Green** is an initiative of the Toronto Region Conservation Authority to derive international competitiveness by creating an 'eco-business zone' around Pearson International Airport. It facilitates a number of projects and collaborations focused on eco-efficiency and reduction in energy and resource costs.
- The **Toronto Financial Services Alliance** is a public-private initiative promoting the global role and competitiveness of the Toronto Region's financial services industry. It provides insight into global industry trends as well as local competitive advantages for the financial services industry in Toronto.
- The **Islamic Finance Advisory Board** is based in Mississauga. It offers advisory, consultancy, education and mediation services to assist and promote Islamic Finance in Canada. Sharia-compliant banking is a growing market in the Toronto area, especially as an investment destination for Middle Eastern funds.
- The **Canadian Supply Chain Sector Council (CSCSC)** works with stakeholder groups to improve training and accreditation, share information and best practices, and improve efficiencies in supply chain management in Canada.
- The **Supply Chain and Logistics Association Canada (SCL)** is dedicated to improving the recognition of logistics and supply chain activities in Canada through networking, information sharing, and research.

Mississauga also partners with the International Trade branch of the **Ministry of Economic Development and Trade** and the federal **Department of Foreign Affairs and International Trade** by promoting trade missions in its target sectors.

It should also be noted that the City of Mississauga has had a formal **twin city** agreement with the City of Kariya, Japan since 1981. To better reinforce and strengthen this relationship, the Mississauga Friendship Association was formed in 1993. Through this Association, Mississauga hosts exchange delegations to promote cultural and educational opportunities for citizens of both communities.

In addition to this limited formal international partnership, there are also less formal or obvious connections that exist or take place between Mississauga businesses and



associations and other destinations on a regular basis. While not every corporate or individual connection can be identified or translated into an opportunity for investment attraction for the City, there are opportunities to better leverage the networks and associations that are in place to capitalize on international opportunities. In addition to the international business associations already discussed above, the City's post-secondary institutions are a key avenue to facilitate these connections. For example, the president of Sheridan College recently travelled to Chengdu, China to meet with municipal Foreign Affairs officials to discuss a trans-national partnership whereby Sheridan could provide educational resources and expertise to support the growing animation and game industries in Chengdu.<sup>75</sup> It is these kinds of connections and partnerships that could have great significance in the City's efforts to attract international investment.

## 3.2 Community Consultation

In order to gain an understanding into where potential growth and investment opportunities may lie and further insight on the strengths and assets of the city, the project team engaged a select number of stakeholders within the City's business community, as well as stakeholders from various governmental and non-governmental organizations. Included below is a brief summary of the responses to each question.

The following individuals were interviewed for this portion of the report:

- Patrick Draper, Toronto Region Research Alliance
- Janet Ecker, Toronto Financial Services Alliance
- George Hanus, Greater Toronto Marketing Alliance
- Toby Lennox, Greater Toronto Airport Authority
- Sheldon Lieba, Mississauga Board of Trade
- Ian MacFadden, Business Development Bank of Canada
- Sydney Martin, Affimex Customs and Trade Services Inc.
- Victor Oh, Mississauga Chinese Business Association
- Rajesh Ramakrishnan, ICICI Bank Canada
- Deep Saini, University of Toronto Mississauga
- Grant Tippler, RBC
- Kim Warburton, GE Canada
- Jeff Zabudsky, Sheridan Institute

To maintain anonymity, responses have been aggregated.

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<sup>75</sup> Stakeholder Interview, August 2011 AND Foreign Affairs Office, Chengdu Municipality. <  
<http://www.cdfao.gov.cn/english/detail.asp?ID=2999&ClassID=020203>>



### **What are Mississauga's greatest assets and strengths when it comes to attracting investment or companies from outside of Canada?**

- A rich variety of key assets were listed by the stakeholders consulted as to what attracts investors to Mississauga. Generally, most respondents affirmed the vitality and importance of Mayor McCallion and her tireless work promoting and engaging with the business community. Another key asset was the strength of Mississauga's transportation infrastructure and networks, particularly the importance of Pearson Airport as a key launching point for many international business ventures in the area.
- The University of Toronto's Mississauga Campus, as well as Sheridan College's campuses were also highlighted by many of the respondents as fundamental strengths that have the potential to be better capitalized on. In highlighting these educational institutions, many respondents also spoke to the fact that Mississauga boasts a well-educated and extremely diverse labour force.

### **Does Mississauga do a good job of promoting and presenting these strengths to the world?**

- Although most of the respondents acknowledged the work being done by Mayor McCallion in promoting and marketing the City of Mississauga, it was generally felt that Mississauga is often overlooked and disregarded by the outside community.
- Many of the respondents highlighted that Mississauga is the sixth largest city in Canada but rarely gets the attention that it is due. The general impression was that Mississauga is often lumped together with Toronto geographically, called Toronto, or is more broadly defined as the GTA, all of which overshadow the particular qualities that Mississauga possesses. One respondent highlighted the fact that if Mississauga was located further from Toronto it would get much more attention and promotion than it currently does.

### **What barriers or obstacles exist for Mississauga in trying to attract investment and companies from outside of Canada?**

- This lack of profile was highlighted as a key barrier to Mississauga trying to attract investment and companies from outside of Canada, while other respondents highlighted the high level of competition that exists between cities and regions to attract FDI.
- While most respondents highlighted the lack of profile and image as a barrier for investment, more specific challenges were also identified. Respondents were primarily concerned with the lack of availability of translation services, legal and accounting system services, and taxation policies. Although many of these policies are federal and provincial in nature, it is interesting to highlight that the services needed to remedy these concerns are increasingly being provided by local organizations. Expansion of these service programs could provide a solution to the challenges being faced by international investors.

### **Where do you think Mississauga's existing international business connections are strongest and how could Mississauga build on these links?**



- Most respondents acknowledged the strong linkages that Mississauga has with U.S.-based firms and the strong business relationship the GTA, and more generally Canada, has with the United States. Many respondents also acknowledged the level of European firm investment in the area recently as well as the importance of Mississauga's Southeast Asian business community and investment. Respondents highlighted the diversity of investment already being attracted to Mississauga while also acknowledging some key gaps.

**Where do you think Mississauga's business connections are weakest and how could Mississauga strengthen those links?**

- Broadly speaking, it was noted by many of the respondents that the diversity of Mississauga's population is not readily seen in the diversity of FDI in the City. For example, although there is a large Chinese population in the area, there does not seem to be any strong Chinese FDI relationships being created. India was another key market that was highlighted as underdeveloped and weak. As well, many respondents felt that investment relationships with Europe could be better developed and nurtured.
- A few respondents were also concerned about the lack of investment being generated from the Western Hemisphere (aside from the US), particularly in South America. These respondents stressed the importance of Brazil's emerging economy and investment patterns, and highlighted the importance of forging relationships with Brazil and other emerging economies in South America.

**Mississauga has a diverse population, with connections to countries and communities around the world. How could Mississauga better utilize local people with international connections to attract investment?**

- It was typically acknowledged that Mississauga's diverse population has created particular advantages in utilizing familial networks and social capital in the home countries of many immigrant families. However, there was generally a lack of insight into how to capitalize on these existing relationships and networks.
- A few respondents highlighted the importance of engaging, not only with visible minority business groups, but also more broadly with Mississauga's cultural organizations, to develop collaborative methods of creating investment attraction mechanisms. It was also highlighted that each individual, even apart from his or her cultural group, will have new and interesting ways of 'selling' Mississauga to potential international investors, once again stressing the importance of developing strategies collaboratively and being engaged in Mississauga's strong cultural organizations.

**Mississauga has a diverse business base, with connections to countries and communities around the world. How could Mississauga better utilize local businesses with international connections to attract investment?**

- Many of the respondents noted that in order to utilize the business assets available, there needs to be a comprehensive and easy to use database of existing businesses and opportunities that exist in those sectors. This database is



envisioned as much more than a business directory. Instead, it functions as a way of developing and identifying linkages and relationships within the business community of Mississauga and developing these relationships with potential businesses interested in settling in the city.

- One respondent noted that it is vitally important for the city to understand what the business community wants from potential new business attraction and investment. This includes engaging with local business to better understand the opportunities that could be presented to them through business attraction, and collaboratively developing a mentorship and attraction strategy that could more deeply engage local businesses in the process.

**What countries, regions or communities outside of Canada do you think represent the best opportunity for growing future investment into Mississauga? How would you pursue those opportunities?**

- Generally the respondents interviewed highlighted and emphasized the importance of the BRIC (Brazil, Russia, India and China) countries in FDI trends and investment attraction. Respondents suggested that working with international business associations (e.g. the Chinese Business Association) to develop trade missions and site visits, was a vitally important component of attracting FDI to Mississauga. Taking the time to develop strong linkages and relationships within the business communities of BRIC countries emerged as a common thread in many of the conversations with stakeholders.
- With that being said, BRIC countries were not the only regions highlighted as important to the development of Mississauga's FDI strategy. Below are a list of relevant regions and countries that were discussed with the stakeholders:
  - Israel
  - Europe
  - Spain and Portugal
  - Eastern Bloc
  - Vietnam
  - Argentina and Chile
  - Latin America

**What industries or sectors outside of Canada do you think represent the best opportunity for growing future investment in Mississauga? How would you pursue those opportunities?**

- A broad range of industries and sectors were highlighted as being excellent opportunities for Mississauga's future investment attraction strategies. These include:
  - High Tech
  - Information Technology
  - Biotech
  - Life Sciences
  - Aerospace





- Environmental related businesses (especially Green Tech and Clean Energy)
  - Auto industry
  - Educational services
  - Finance and Insurance
- Mississauga has an extremely competitive position in attracting investment that spans industry due to its infrastructure assets and human resources. In response to how to pursue these opportunities many of the stakeholders once again affirmed the importance of relationship building and engaging with the wider business community. Trade missions and improving the level of marketing in terms of web presence were also highlighted as ways in which the city could engage with potential investors.

**When it comes to marketing Mississauga as a destination for international investment, how would you promote or 'sell' the community? What tools and tactics would you employ?**

- Many of the respondents highlighted that the quality of life experienced in Mississauga is extremely high. That the city not only has a vibrant business community but also a vibrant cultural community and that there are activities, festivals and amenities that can attract workers and their families. Many of the respondents also highlighted the importance of marketing and selling the fact that there are post secondary institutions located in Mississauga that have advanced training and educational opportunities.
- With regards to how to sell the city, while few respondents gave concrete ways to do this. Many acknowledged that plans must be made now to develop more community-based marketing strategies for Mississauga, to add strength to initiatives that have traditionally been centred on the Mayor's office. There are opportunities for other organizations to take on a greater role.

**How could your company/organization/department better support efforts to attract investment from outside of Canada?**

- The stakeholders interviewed were all willing to work together with the City to attract investment to the community. Many of the respondents highlighted their willingness to act as business mentors and ambassadors for the city's business community. Many of the respondents are already actively engaged in activities that seek to promote and attract investment to Mississauga, these activities include:
- Hosting trade missions
  - Networking with international firms and promoting Mississauga
  - Developing programming to assist new investors
  - Attracting foreign students to the area through scholarships and grants

**Would you or your company/organization/department be prepared to play an ongoing role in international investment efforts?**



- Each of the respondents interviewed emphasized their commitment to Mississauga's future development and affirmed their willingness to actively engage with the City to see new development to fruition.

### 3.3 Identifying Location Factors

Having defined key assets in Mississauga, it is important for the city to understand what factors are critical for supporting investment and location decisions.

Understanding the location factors that are important will allow Mississauga to identify its assets and competitive advantage to attract and encourage activities in the target sectors. Though location assessment will be different on a company by company basis, there are several factors that most businesses will assess in a location decision.

The figure below outlines general investment factors and sub-factors that influence location decisions. This concept is based on site selection worksheets developed for the Local Economies in Transition initiative completed by the Economic Developers Council of Ontario (EDCO) in 2008. There are 10 broad location factors included in the assessment:

- Labour force: population characteristics, employment/unemployment, availability of labour, labour management relations.
- Local industry: Largest employers, recent projects and new companies, presence of suppliers, existing research base.
- Transportation and distribution: Proximity to current/future markets, proximity to suppliers, proximity to major infrastructure (road, rail, air, water), 3rd party trucking availability.
- Taxes: Local/provincial/federal tax rates.
- Utilities: Availability and cost of electricity, natural gas, water/sewer, telecommunications.
- Local business environment: Economic development involvement, environmental policies, permitting costs, processing times, recent local development activity.
- Property availability and cost: Industrial/commercial building availability and cost, serviced industrial/commercial land availability and cost.
- Incentives/Business support: Business financing, provincial/local incentives, international resources, local chambers of commerce and business associations.
- Education and training: Elementary/secondary school performance rankings, community college/university/vocational college programs, local employment and training services.
- Quality of life: Health care, crime rates, recreation and culture, housing affordability, external perceptions.

Success in economic development marketing depends in part on finding the right balance between the strength of messaging, and identifying the assets and attributes that can genuinely deliver on that messaging.



The importance of location factors will vary from sector to sector, and business to business. What forms a critical factor for investment in advanced manufacturing technologies may have minimal impact on location decisions for businesses in financial services. Overemphasis of a factor which is less critical to a certain sector may overshadow the rest of the messaging meant to reach businesses in that sector. The figure below identifies the three highest-rated location factors for each of the target sectors/

FIGURE 15: LOCATION DECISION FACTORS, TOP RATED FACTORS

Sector	Top Rated Location Factors
Financial Services	<ul style="list-style-type: none"><li>■ Labour force</li><li>■ Education and training</li><li>■ Local industry</li></ul>
Information and Communications Technology	<ul style="list-style-type: none"><li>■ Labour force</li><li>■ Education and training</li><li>■ Local industry / incentives and business support</li></ul>
Advanced Manufacturing	<ul style="list-style-type: none"><li>■ Labour force</li><li>■ Education and training</li><li>■ Transportation and distribution</li></ul>
Life Sciences	<ul style="list-style-type: none"><li>■ Labour force</li><li>■ Education and training</li><li>■ Local industry</li></ul>
Multimodal Logistics	<ul style="list-style-type: none"><li>■ Transportation and distribution</li><li>■ Labour force / available space</li><li>■ Incentives / business support</li></ul>

Generally speaking, labour force characteristics rates highly among all of the target sectors, suggesting that Mississauga needs to articulate the advantages of its resident labour force. Even where labour force characteristics were not the highest rated factor, they played a key role in influencing investment. The education and training assets of a community factor highly in location decisions within the majority of sectors as well. Concerns about property availability and cost were also common to most sectors.

For the more knowledge-based industries, local industry profile rates highly. The ability to cluster with like-minded firms offers opportunities for collaboration and shared use of



common infrastructure. The existing cluster of life sciences firms in Mississauga seems to confirm the factor's importance to location decisions.

The more industrial target sectors, transportation and distribution networks were a critical factor, as was the cost and availability of utilities. The concern was still on skilled labour, but the cost and ease of moving and producing goods was still a concern.

Based on these findings and the assets mapped above, the key elements of value propositions for each of the target sectors emerge. The following sections outline key messages for Mississauga in an international marketing context.

## 3.4 Developing the Value Proposition

The preceding assessment suggests that Mississauga has a number of different elements that have the potential to appeal to investors and businesses in each target sector, as well as the skilled labour force required to compete for these investments. Each of the sector-based value propositions will be rooted in the over-arching value proposition for the community.

The overarching value proposition should capture the essence of Mississauga's offering. In doing so it must highlight competitive advantages in the attraction of international investment and facilitate the value propositions of each target sector. As noted in the asset mapping exercise, Mississauga's value proposition can be organized into five key themes.

### Labour Market

Population growth, relative youth, and the emerging workforce represented by enrolled students inspire confidence in Mississauga's labour supply. Labour force quality is evident through qualifications and experience. International facets in terms of training, orientation and networks enable Mississauga to offer talent that is ready to operate in the global economy. This is a great draw for any enterprise looking at a global expansion strategy or planning for an initial presence in a foreign market. The key themes related to the labour force include:

- Supply
- Quality
- Internationally-recognized and acquired training

### Partnerships

Mississauga's partnerships play a supporting role in reinforcing the value proposition. Community linkages with emerging economic powers in the global economy are key in this regard. The presence of technology enablers such as Ontario Networks of Excellence (ONE) coupled with the presence of Maple Leaf Foods and Xerox research and development facilities at Sheridan Technology Park highlight Mississauga's



technology driven economy. Key messaging themes related to Mississauga's partnership assets include:

- Internationally connected
- Technology driven value added support

## Communications

Mississauga has the communications infrastructure to support globally connected businesses. Further, the existing media channels in the City and Toronto region keep the City's diverse community connected to the international community. The key messaging related to communications includes:

- A robust global platform

## Transportation

Mississauga's transportation network provides multimodal access to regional, national, and global markets. This has undoubtedly been a key competitive advantage in the attraction of international business headquarters. While this will remain so, Mississauga has been the victim of its own success, as congestion issues are frequently cited by competitor locations. It is therefore important that infrastructure upgrades are highlighted and communicated. Key themes related to transportation include:

- Multimodal
- Global value chain connections
- Global trade corridor positioning

## Private Sector

Mississauga has one of the most successful track records in the attraction of global businesses in Canada. With its concentration of Fortune 500 Global businesses, breadth and depth of sector leaders and innovation and technology capacity, Mississauga can be considered one of the most important international business centres in Canada. The key theme to be communicated in private sector messaging is:

- Key international business centre

The figure on the following page outlines the key themes for the overall value proposition mapped back to the five asset areas.



FIGURE 16: OVERALL VALUE PROPOSITION THEMES

Labour Force	Partnerships	Communications	Transportation	Private Sector
<b>Education:</b>  <b>U of T – Mississauga</b> - 15 academic departments - 11,600 undergraduate students + 470 graduate students  <b>Sheridan College</b> - New downtown campus – 1,760 students  International curriculum  Professional development opportunities  Emerging Resident Labour Force  <b>Labour Force:</b>  <b>International talent</b>  Culturally diverse  Internationally connected  Relatively young  Highly skilled  Knowledge based experience	<b>Business Support:</b>  International business associations in rapidly growing cultural segments - India/China  Ontario Network of Excellence presence  Sheridan Science and Technology Park	Global communications platform  Robust and reliable telecommunications infrastructure  Advanced GSM and CDMA cellular networks  Fibre optic networks service all business parks and offer bandwidth scalability on a simplified service portfolio	Access to global, national and regional markets  Air – Toronto Pearson – Canada's largest international passenger and cargo hub  Road – 7 highways  Easy access to Rail – CN/CP main terminals  Inland ports - Ports of Toronto and Hamilton  <b>Connected Communities:</b>  Major transportation infrastructure improvements in the pipeline (Metrolinx)  Bus-only roadways link to regional and international transportation connections  Air rail link between Pearson Airport and downtown Toronto	Canada's International Company HQ;  50 Canadian, foreign or divisional head offices Fortune Global 500 Companies  International business epicentre  Companies from every continent  Almost 1000 US businesses  More than 500 businesses from outside North America  Technology driven company base: facilitates all target sectors  Many SMEs with established international linkages and networks

The following sections outline the local advantages in each sector that can be communicated through international economic development marketing activities. The key is to place the sector-based value propositions within the context of the overall value proposition for Mississauga.



### 3.4.1 Information and Communications Technology

The location factors which are most critical for companies and investors in the ICT include labour force characteristics, educational and training opportunities, local industry strength / profile, and business support. Building on the strengths of the overarching value proposition, the key elements of a more defined ICT value proposition include:

- Home to six of the top twenty five foreign owned multi-national ICT companies in Canada<sup>76</sup>, and three of the top ten largest computer software companies<sup>77</sup>. There is also a significant contingent of companies from India, a key emerging economy in ICT.
- The University of Toronto at Mississauga provides specialist ICT programming in computer science, culture & information, and digital enterprise management, while project management programs and business programs are available at Sheridan College.
- The Bloom Centre for Sustainability (formerly the Ontario Centre for Environmental Technology Advancement – OECTA) can provide support in Green IT, an area of strategic importance to the sector.
- Research Innovation Commercialization (RIC) centre is part of the Ontario Network of Excellence (ONE) offers support to entrepreneurs and early-stage companies in ICT.

### 3.4.2 Financial Services

The location factors which are most critical for financial service firms are similar to ICT: labour force characteristics, educational and training opportunities, and local industry profile. From that perspective, the more specific elements of the financial services industry value proposition that build on the overall value proposition include:

- Significant workforce capabilities: financial services industry employment accounts for 7.5% of local labour force (30,543 people) in 2009, and 23% of local labour force (95,140 people) had business / finance / administration occupations in 2009.
- New programs at Sheridan College combined with those of the University of Toronto Mississauga campus provide a ready supply of new entrants.
- Growing international banking presence from fast growing financial service centres in Asia, with ICICI, Bank of East Asia supplemented by representation from leading global centres with UK and US companies.
- Mississauga also is the home of the Islamic Finance Advisory Board and Habib Bank, which speaks to rapidly growing Sharia-compliant banking sector.

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<sup>76</sup> Branham. (2001). Branham300.

<sup>77</sup> Forbes magazine. (2011). Forbes Global 2000.





### 3.4.3 Multimodal Logistics

Multimodal logistics firms assess transportation and distribution assets, as well as labour force characteristics, space, and incentives / business support services in location decisions. The over-arching value proposition defines a number of the transportation assets that can appeal to the sector, primarily the sophisticated transportation infrastructure in the city and access to assets in adjacent areas. Though Mississauga may not be as well positioned as other areas for land-intensive uses in the sector there are significant opportunities around time-sensitive international air freight movement. The key messages that build on the overarching value proposition for multimodal logistics include:

- Proven strengths in accessing regional, national, and international markets based on the presence of global companies
- Pearson International Airport plays a pivotal role in international trade (50% share of international air cargo in Canada) and the city is interconnected via road, rail, and marine networks
- Canadian Supply Chain Sector Council and Supply Chain Logistics Canada (Markham) provide partnership opportunities to facilitate professional development and specialized training; professional certification available
- Project Green and the Bloom Centre (OECTA) provide support in the area of sustainable logistics
- UTM and Sheridan College offer international business programming
- Strong network of businesses to support further development:
  - 3PL global supply chain players such as Ceva, Exel, YRC Logistics. 3PL leaders include Kuehne + Nagel, Damco Canada, Ryder
  - 4PL/5PL capabilities led by global outsourcing pioneer Accenture

### 3.4.4 Advanced Manufacturing Technologies

Firms in advanced manufacturing technologies assess labour force characteristics, education and training opportunities, and transportation and distribution networks in location decisions. In part, the advanced manufacturing sector value proposition is strengthened by the elements included to encourage multimodal logistics development. In addition to those transportation / distribution strengths, the more specific elements of the value proposition that speak to advanced manufacturing include:

- Presence of leading R&D driven multi-nationals, such as DuPont, GE and Siemens, which are driving innovation in advanced manufacturing worldwide.
- Support in the adoption of green manufacturing processes is available through the Bloom Centre.
- Specialist education is available regionally, in particular, through the Centre for Advanced Manufacturing and Design Technologies at Sheridan College.



- Concentration of workforce capabilities: manufacturing industry employment accounts for 13.6% of local labour force (55,657 people) in 2009, concentrations of labour force with trades / transportation-related occupations.

### 3.4.5 Life Sciences

The location factors most critical for investment decisions in the life sciences sector include: labour force characteristics, education and training opportunities, and local industry profile. Building on the overarching value proposition, the more specific elements of a life sciences value proposition for Mississauga include;

- Presence of six of the top 12 Fortune 500 pharmaceutical companies and 13 of the top 30 medical device manufacturers, which underlines an exceptional presence of global life sciences companies.
- Presence of ICT software multi-nationals with expertise in life sciences, such as Oracle and Emergis, which are valuable assets for the attraction / support of bio-informatics companies.
- The new academy of medicine faculty at the University of Toronto – Mississauga, which is part of the largest research complex in Canada and 4<sup>th</sup> largest in North America.
- UTM programming: Bioinformatics option in its BSc. Computer Science program, a Masters of Biotechnology program, and strong computer science / mathematics programming.
- Labour force growth in health sciences of 45% between 2001 and 2006, paired with strong growth in professional, scientific, and technical services (36%) over the same time period.



## 4 Learning From Best Practices

### 4.1 Best Practices in FDI Marketing

Just as approaches to economic development vary from community to community, the methods and activities focused on marketing a community to foreign investors will vary based on the community, its target sectors, and its target markets. However, there are common elements that will be present in most successful economic development marketing initiatives, such as:

- Dedicated and committed resources
- Ongoing local, regional, and global communications
- Strategic partnerships
- Industry participation and buy-in
- Brand management
- Innovative programming

The following section outlines leading approaches to FDI attraction and marketing by a number of communities in North America, with each of the examples illustrating some of these key elements.

#### 4.1.1 Calgary Global Business Centre

The City of Calgary and its Global Business Centre have been widely recognized for their solutions and successes in foreign direct investment activities. For Calgary Economic Development (CED), successful FDI activities reach well beyond the identification of target sectors and qualified leads. Through the Global Business Centre, CED is able to provide support throughout the investment process, including providing physical space for incoming firms and trade delegations, and aftercare services such as targeted introductions and networking with local firms and business associations.

The Global Business Centre (GBC) is located in the heart of Calgary's downtown. Nestled between the TELUS Convention Centre and the Hyatt Hotel on the 7<sup>th</sup> Avenue transit corridor, the GBC is easily accessed from anywhere in Calgary. The GBC offers a number of facilities, services and programs to assist inbound investment (from foreign companies into Calgary) and outbound investment (for regional companies looking to expand/export into foreign markets). For inbound investment, the centre offers:

- "Ready to move in" office space for longer-term missions or newly established firms, with access to meeting rooms, reception services and other business amenities
- 'Hot-seat' business desk space for short-term visits and delegations



- Access to targeted local business networks and market knowledge to provide foreign firms with a 'soft landing' and increase the success rate of new firms
- Introductions to key influencers, and meetings with local companies and business associations in any business sector to kick start the development of strategic partnerships and supply networks
- Exposure to local companies through speaking engagements at monthly breakfast club meetings
- Referrals to translation services to facilitate networking and negotiations

## Key Findings

In many ways, the strength of the Calgary Global Business Centre is rooted in its physical presence. Few communities take a similar “bricks and mortar” approach to investment attraction and investor aftercare. Similar to a business incubator, the GBC provides temporary spaces for international businesses and delegations considering or making investments in Southern Alberta. In addition, the GBC also contains facilities for longer-term tenancy of international businesses and governments, looking to build a more permanent investment presence in the Calgary Region. As a result, the City of Calgary has a key piece of infrastructure in place that allows potential investors – either foreign businesses or foreign government investment bureaus – to set up their own local operations in the City before, during and after investments in the Calgary Region.

The GBC also maintains an ongoing presence in the community with regards to local lead generation and networking. This includes sponsored events, facilitated B2B matchmaking, and trade missions. By assisting with start-up and temporary operations, the Centre acts as a sort of clearing house for a significant portion of the investment entering the region. This permits the GBC to proactively engage a number of new entrants in the community, further expanding their local network.

## Relevance for Mississauga

Calgary has not only dedicated staff to assisting with offering a “soft landing” for new investors in the City, but also a dedicated facility that can act as a short-term or long-term extension of an overseas government or corporate office. In essence, both of these assets signal to potential investors that the City is ready to support incoming investment. This is not to suggest that Mississauga needs a comparable business centre, but rather that dedicated resources like the GBC and its staff make a bold statement about the Calgary’s intention to facilitate global connections. Mississauga should strive to create a similar statement, backed by appropriate staffing, space, and electronic resources.

Further, the GBC provides Calgary with the ability to facilitate face-to-face connections. Despite electronic advancements, face-to-face meetings between companies, investment advisors, site selectors, governments and organizations still hold a significant place in potential investment decisions. Though the GBC has space to accommodate these meetings, it is the ongoing engagement with the local business



community that ensures that the meetings can actually take place. Through dedicated investment attraction and international marketing resources, Mississauga should strive to create the same level of ongoing connectivity with local businesses, especially those with existing foreign connections and those with potential to encourage foreign investment.

#### 4.1.2 Northeast Ohio Trade and Economic Consortium

The Northeast Ohio Trade and Economic Consortium (NEOTEC) in Kent, Ohio is a non-profit, multi-county economic development partnership focused on enhancing the global competitiveness of Northeast Ohio and its business community. The Consortium spans nine counties in Northeast Ohio, and has entered into partnerships with a range of marketing support organizations, business associations, and government agencies. In response to the increasingly global nature of the economy and a rising demand for export counselling services, NEOTEC launched the Global Business Development Initiative (GBDI) in 2007 to assist local businesses with export sales development.

In 2009, a second objective was added to the mandate of the GBDI. This was done with the understanding that attracting new companies and investment from outside of the US to Northeast Ohio was a key element of economic growth in the State. In order to achieve this FDI attraction objective of NEOTEC, the GBDI employs:

- A Global Rapid Response Team of professional volunteers in various fields aimed at assisting with new investments into the area
- Access to Foreign Trade Zones (FTZs) throughout Northeast Ohio, including the NEOTEC-administered FTZ 181, which covers more than 6,000 acres and 35 sites connected to Northeast Ohio's world-class multimodal logistics network
- Access to the International Trade Assistance Centre, which offers assistance with the expansion of sales throughout the rest of North and South America to new companies
- Access to NEOTEC's network of partners throughout Ohio and across the United States, including those that can assist with site selection, economic development financing, tax incentives, immigration, goods movement, and research and development

The GBDI program earned NEOTEC the 2010 International Economic Development Council (IEDC) excellence in economic development award for Responding to Globalization.

### Key Findings

NEOTEC's approach to the attraction of FDI is based on global partnerships, international marketing, collaboration with regional, state-wide, and national partners, and experienced staff and volunteers. One of the more innovative approaches being used is the Global Rapid Response Team, which includes more than 30 representatives from fields like finance, international law, immigration, workforce



development, global logistics, utilities, information technology, cultural industries, and relocation services. The team strives to answer questions from foreign companies within 24 hours. Ultimately, NEOTEC has established a network of highly-skilled professionals that provide in-kind contributions of their time to assist with facilitating the location of foreign companies into Northeast Ohio.

NEOTEC has also sought to integrate its activities with a network of logistics professionals and infrastructure across Northeast Ohio and the US. This includes organizations that represent the road, rail, water, and air transportation options connected to Northeast Ohio. NEOTEC also strives to create partnerships with major international logistics infrastructure outside of the area, such as the Port of Baltimore, Port of Cleveland, Port of Virginia, and Port of New Orleans. The latter, connected to Ohio via road and rail, handles over 500 million tons of international and domestic cargo each year. By creating alliances with these global goods movement hubs, NEOTEC is positioning itself as an active partner in their continued development. While partnerships with the regional logistics networks are important, NEOTEC activities suggest that partnership with organizations at major regional and international goods movement hubs are important for ensuring seamless international goods movement as well.

## Relevance for Mississauga

In some ways, Mississauga has already engaged a number of business and community leaders in marketing the city to international connections, but it currently lacks a dedicated body of private and public sector volunteers like NEOTEC's Global Rapid Response Team. The establishment of such a body, with a mission to promote Mississauga through important international forums, facilitate investment of multinational businesses in Mississauga, and coordinate delegations of international companies and foreign dignitaries to Mississauga, could achieve significant results.

Similar to the structures at NEOTEC, a Mississauga Global Rapid Response Team or International Partnerships Program with sophisticated stakeholders skilled in areas such as finance, goods movement, immigration, land development, or site selection could be instrumental in responding to inquiries from external investors. Though many communities in Ontario have business ambassador teams, few have developed external resources to assist with lead servicing and the facilitation of foreign direct investment.

NEOTEC also offers a model for partnerships that build on goods movement and logistics. The organization offers programming around the network of multimodal logistics organizations and facilities in Northeast Ohio, but also seeks to collaborate with organizations, communities, and facilities with multimodal transportation experience and expertise. Mississauga is in the enviable position of having Canada's busiest airport. Pearson International Airport has the capacity to offer both domestic and international cargo and passenger services to companies in the GTA, and is served by some of the largest European and Asian Carriers – Cathay Pacific, Lufthansa, Air France, and Emirates, for example – in addition to all major North



American carriers. Opportunities may exist to expand joint marketing initiatives with the airport, to ensure that companies and connecting hubs are aware of economic opportunities in Mississauga. Opportunities may also exist to form partnerships with hub cities and countries serviced by these carriers, in order to build stronger relationships between the business communities in each city.

#### **4.1.3 North Carolina Research Triangle Region**

The Research Triangle Regional Partnership (RTRP) is an industry-driven public-private partnership focused on keeping the 13-county Research Triangle Region in North Carolina economically competitive. Working directly with the North Carolina Department of Commerce, the economic development agencies across the region that comprise the RTRP work to develop programs that leverage the collaboration of business, government and educational institutions within the region. The RTRP is focused on 12 industry clusters ranging from life sciences and pharmaceuticals, to interactive gaming/e-learning and informatics. One of the key assets in the area is the Research Triangle Park (RTP), which is home to more than 170 companies employing some 38,000 full-time equivalent positions and 10,000 contract workers. Global leaders like IBM, GlaxoSmithKline, Cisco, and Syngenta are located in the RTP.

The RTRP undertakes a number of marketing activities focused on drawing investment to the Region. In many ways, the strength of marketing efforts for the Research Triangle Region is based on the brand recognition it has established over its 50 years of existence. An address in the Research Triangle Region has a prestige that the RTRP works diligently to protect and enhance. Tactically, marketing activities include a wide range of published materials and delivery of an annual address at a “State of the Region” event, focused on profiling economic trends and success throughout the region.

The RTRP notes that the creation and maintenance of partnerships with public, private, and academic organizations is a priority in economic development efforts. Nearly 100 institutional partners from across the Research Triangle Region partner on the delivery of economic development programming, while volunteer representatives from across the Region are key members of industry cluster groups. Business partners offer private financing for the RTRP’s efforts, and partners from across the globe link the Region with other areas to promote investment and trade. In an international marketing context, the latter set of partners holds the most relevance. The RTRP has established formal partnerships with governments and sector-based organizations in Germany, France, Canada, China, Mexico, Japan, and Sweden, as well as working with partners like the International Affairs Council of North Carolina, the Center for International Education in Chapel Hill, and the Center for International Understanding at the University of North Carolina.





## Key Findings

Much like the efforts of NEOTEC, the RTRP is able to leverage partnerships with a number of key institutional, government, and educational assets in North Carolina and around the globe to strengthen its FDI marketing efforts. As sectors like Cleantech and Environmental Industries are targeted by the RTRP, it has forged a partnership with the International Cleantech Network to build the Research Triangle Region's profile in the sector.

The RTRP has also targeted partnerships with countries active in many of its other target sectors, including Japan, China, France and Germany. The organization's international efforts are both sector- and market-based, and in many ways build on the diverse profile of multinationals already present in the Research Triangle Region. In a report for the Research Triangle Foundation, IBM Consulting Services identified "reputation/brand" as one of the four key pillars of regional economic competitiveness. The profile of existing multinational companies across the region seems to confirm the strength of the global brand. For that reason, the RTRP continues to undertake actions around strengthening the global recognition of the Research Triangle brand. The RTRP's marketing efforts also emphasize issues such as local quality of life, business climate, and talent availability as equally important to global investment attraction.

## Relevance to Mississauga

Similar to the Research Triangle Region, Mississauga has an extensive profile of multinational companies in a range of different economic sectors. The RTRP has taken its sector-based and geographic connections and turned them into partnerships with foreign communities and international sector-based organizations to benefit the region and its economic development efforts. Mississauga has the same opportunity for partnership, from opportunities to partner with life sciences-focused communities and organizations in Switzerland or ICT-focused communities and organizations in Brazil, and beyond. The Research Triangle's tactics provide a model for Mississauga to establish new global partnerships to encourage investment and trade in key geographic markets and sectors.

Further, the success of the Research Triangle Region sheds light on the importance of brand recognition, and investing resources in supporting the development of the brand. For Mississauga, which suffers from a comparatively narrower global brand recognition than "Toronto" or the "Greater Toronto Area", investments in strengthening brand recognition should be a key international marketing priority. Mississauga benefits from a strong corporate and institutional profile that can be leveraged, but requires dedicated resources to capitalize on brand development opportunities on the international investment stage.



#### 4.1.4 Boston Redevelopment Authority

The Boston Redevelopment Authority (BRA) is one of the agencies overseeing economic development activities for the City of Boston. Core services provided by the BRA include assistance with real estate, financing, networking and partnerships. Service delivery from the BRA also extends into areas of workforce development through workforce planning and the connecting of businesses to programs specific to their specialized skills needs, and through working with other city departments to adapt and amend zoning and transportation plans and bylaws to accommodate new investment into the city. These targeted and innovative programs and services have allowed the city to become one of North America's largest clusters of creative and life sciences industries.

Through the BRA, the City of Boston has a number of programs which assist the city in attracting foreign direct investment. Programs that contain investment attraction elements include:

- Back Streets Boston – this program mobilizes land use planning, infrastructure development and urban transit systems to strengthen and grow investment in targeted sectors including manufacturing, logistics and food processing
- Create Boston – this programs seeks to build and strengthen investment in the creative and cultural industries through technical assistance, workforce development and targeted funding
- LifeTech Boston – this program focuses on investment attraction opportunities in six niche targets in the “eds and meds” sector, utilizing a high-level team of key industry stakeholders to direct support to companies in areas such as site selection assistance, access to financing, the delivery of workforce training, and sector advocacy work

### Key Findings

LifeTech Boston is an example of a sector-based economic development program intended to offer dedicated resources and staff expertise to the full range of challenges and opportunities associated with expansion and investment in the life sciences sector – from pre-site selection to ongoing operations. LifeTech Boston is focused on expanding existing life sciences companies in Boston, but also recruiting national and international businesses and entrepreneurs in key life sciences subsectors, like biotechnology, pharmaceuticals, and medical devices. The program assists businesses with site location and advocacy, in addition to adding tangible values in four other key areas:

- Financing assistance, including the delivery of city-sponsored business incentives and connecting with private lenders or other levels of government to access funding
- Permitting and zoning, including the examination of zoning opportunities and issues and the pre-permitting of particular sites for life sciences development



- Workforce development, including the development and funding of new life sciences-focused training programs
- Transportation, including the assistance with city-wide transportation planning where it has implications on the life sciences sector

In addition, the City sponsors the LifeTech Boston Advisory Committee, composed of stakeholders and experts from local government, academic institutions, and local businesses. The committee offers direction on the priorities and activities of the LifeTech program and the BRA.

## Relevance for Mississauga

Though it is important to support investment attraction in a number of different sectors, the LifeTech program offers insight into an innovative industry-supported, sector-focused solution that has the potential to assist both new and existing companies in the community. The strength of the program is its integration of core capabilities focused on land use regulations and planning, financing, and workforce development with broader sector-based investment attraction strategies. The total policy and programming package then functions as a marketing and “recruitment” tool for the sector in Boston.

Though the City of Boston and BRA have resources available that Canadian municipalities are often unable to access (e.g. financial and tax incentives), there are opportunities to develop similar policy and programming packages to act as an incentive for investment in Mississauga. From this perspective, the key is to integrate other municipal functions into the sector- or issue-based economic development programming (including land use planning, business licensing, public works and engineering, and transit services) and to establish mechanisms to offer industry and academic support to new or expanding companies, such as through advisory committees or through rapid response teams (as in Northeast Ohio). With limited financial incentives available to Canadian communities, innovative programming approaches can take on greater relevance and act as a marketing tool for municipalities.



# 5 Mississauga's Marketing Approach

## 5.1 Understanding Marketing Strategy

In general terms, a “marketing strategy” is the particular vision or expression of strategic direction that serves to underpin a firm or an organization’s efforts to maintain and expand market share. In the economic development context, it is usually applied to the notion of external communications, advertising and promotion focused on increasing a community or region’s “market share” of new investment. However, these basic understandings do not adequately address the significant variation in theory and approach that characterize a range of significantly different tools that all fall under the “marketing strategy” label.

Most approaches to marketing strategy have been developed in the context of the private sector, where typical strategy structures include:

- Market Dominance Strategies, which focus on a company’s position as a leader, challenger, follower or niche actor
- Innovation Strategies, which focus on a firm’s relative ability to alter market conditions through new technologies, products, techniques or services
- Growth Strategies, which seek to define opportunities for market expansion related to choices between horizontal integration, vertical integration, diversification and intensification

To a significant extent, these models are only weakly connected to the strategic marketing needs of public and not-for-profit players in the economic development space. In part, this reflects traditional marketing’s focus on what is known as the “four P’s”, a term first coined in 1960 by E. Jerome McCarthy of Michigan State University. He suggested that traditional marketing approaches were built around “product”, but that effective marketing strategies should be based on any one of (or any combination of) four key elements:

- Product
- Price
- Place
- Promotion

By expanding beyond the product focus of the private sector, McCarthy laid the groundwork for marketing strategies within other spaces, including the economic development arena. While the four P’s concept was simplistic, it provided a shorthand that allowed those interested in investment attraction to begin to think in tactical terms about marketing directions, a process that reached its culmination in 1980 with the publication of Michael Porter’s seminal work, *Competitive Strategy: Techniques for Analysing Industries and Competitors*.



Porter's work has become a foundation piece for modern economic development, though often with only a superficial understanding of its content. In the work, Porter suggests that marketing strategies may be focused in one of three directions:

- **Cost Leadership Strategy** (defined as a “broad” strategy) – building market share by creating the lowest cost option in the marketplace. In economic development terms, this approach emphasizes attraction factors such as low taxation, low land costs, low regulatory hurdles, etc.
- **Differentiation Strategy** (defined as a “broad” strategy) – building market share by de-emphasizing cost factors, and instead suggesting that potential customers/investors cannot access what they need from other sources or in other jurisdictions. In economic development terms, this approach emphasizes unique or near-unique resources and assets (access to required raw materials, for example) within a community that will dictate an investor's location decision in a global context.
- **Segmentation Strategy** (defined as a “narrow” strategy) – building market share by recognizing that the value proposition is neither lowest cost nor most unique, this approach emphasizes the targeting of specialized industry niches, and works through the development and maintenance of relationships, specialized knowledge and customized support structures.

In the case of Mississauga's FDI attraction efforts, it is this latter approach that is most appropriate from a marketing strategy perspective. While competitively positioned, Mississauga is not the lowest cost jurisdiction seeking investment in its target sectors. Similarly, while Mississauga has assets to anchor investment from within its target sectors, it is not sufficiently “differentiated” from a range of other North American jurisdictions to suggest that firms “must” locate to the City. Instead, Mississauga needs to focus on a segmentation strategy. Porter suggests that Cost Leadership and Differentiation strategies are “broad”, by which he means they market to large – often global – audiences and targets. Segmentation emphasizes a “narrow” and targeted focus, which makes them much more focused, tangible and practical. This narrow approach is evident in many of the best practices outlined in Chapter Seven. Calgary does not target all businesses with its Global Business centre, but only those at a particular stage in the investment process. Boston's LifeTech program does not offer workforce training to every industry, but to particular subsectors of the larger “eds and meds” space. In this way, they focus their resources and efforts on “segments” of the larger market

In essence, a segmentation approach aligns with the opportunity identification process outlined in this report. While all investment is welcome, the City's economic development strategic planning process has identified a select set of target sectors where Mississauga is well-positioned to support and attract new investment and growth. To pursue these opportunities, Mississauga must intensively focus its efforts on these segmented targets, creating relationships, expertise, capacity, networks, support structures, academic linkages and a range of other specialized segment-serving instruments and programs.



In this light, each of the identified niche target areas should be addressed through separate but similar streams of activity, building upon three key pillars:

- Linking local assets in the niche to support marketing efforts – assets in the target sectors within Mississauga must be inventoried, and key players gathered in advisory structures that direct and support efforts on an ongoing basis
- Building and communicating specialized knowledge of the segment – Mississauga must develop specialized marketing materials speaking to needs and opportunities within each of its key target sectors, and make these available through dedicated (possibly standalone) aspects of its web presence, with summary materials in print form for supporting direct contact in the market
- Relationship building within the segment – to underline the direct interest and connection to the segment, Mississauga must develop direct links and contacts to the industry in its own space and in its own events, and maintain that contact over time

## 5.2 Mississauga's FDI Marketing Strategy

### 5.2.1 Dedicated Staff Resources

The effective implementation of an FDI program for Mississauga will require a full-time Manager of International Business Investment. In addition to overseeing and coordinating larger FDI and international investment attraction efforts, this individual will be required to implement marketing efforts in the FDI context. This work will include administering dedicated FDI marketing resources within the City's economic development budget, raising further funds for FDI activities from local and regional partners and from senior levels of government, and delivering a robust FDI marketing program. This individual will also work to build relationships with key international business intermediaries, create and deliver a range of marketing materials and messages, attend a variety of tradeshow and facilitate site visits and delegations. This will require an annual marketing and operations budget to support the FDI initiative.

While action on the FDI attraction front will require these dedicated resources, it will be equally important to identify tangible metrics and performance measures associated with this role and expenditure. In essence, City staff must be able to demonstrate a "return on investment" if the program is to be continued in the longer run. Some metrics to assess this return may be built around data contained in this report:

- Number of foreign-headquartered firms in Mississauga
- Number of foreign-headquartered firms in Mississauga in key target areas
- Number of foreign-headquartered firms in Mississauga from key target countries/regions
- Number of employees of foreign-headquartered firms

Other metrics will need to speak more specifically to financial considerations:



- Overall value of assessment from foreign-headquartered firms
- Value of new assessment from foreign-headquartered firms

At the same time, there may be a need for “softer” indicators to paint a more complete picture of FDI activity:

- Number of newcomer or immigrant entrepreneurs seeking assistance in launching new businesses
- Number of inbound and outbound trade and investment missions, and the number of Mississauga companies participating in those missions
- Number of GTA regional partnerships to support FDI attraction activities

While no one metric will capture all the elements of the City's FDI performance, a range of 10 to 12 key performance indicators could form the basis of an annual “Investment Attraction” presentation. This would serve both to address “Return on Investment” questions from City Council and other funding partners, but also to promote and market the City's efforts and successes in the broader community.

## 5.2.2 Marketing Support Materials

Building upon the foundation of local networks and assets, the City of Mississauga must focus its attention on developing content in its efforts to target international markets. This includes:

- Establishment of an Investment Attraction Website with Supporting Social Media Channels - Investment attraction websites are devoted to communication specialized information and value propositions to target sectors and international markets. This web space should have a separate identity from the City of Mississauga and provide detailed information about each of the target sectors, Mississauga's value propositions and demonstrating Mississauga's business assets within each of the target sectors.
- Development of Print Support Materials - Drawing on the content of the investment attraction website, the City should develop short (two to four pages), visually-oriented print materials echoing the messages of the website. While print is in many ways limited in its impact, this material serves as a “calling card” to support networking and relationship-building and demonstrates Mississauga's commitment to international investment. This material should be developed in digital “print on demand” format to minimize cost, allow high levels of flexibility in terms of changing content and to facilitate short turnaround times for print materials when they are needed.

## 5.2.3 Internal Communications Strategy

Many of the key elements in Mississauga's FDI marketing strategy will, in fact, play out at the local (rather than international) level. In pursuing a “narrow” segmentation





marketing approach, one of the most compelling aspects of Mississauga's "value proposition" is the fact that so many international investors have already chosen the community as their base of operations. Mobilizing this existing presence as a testimony to the qualities of the community, while simultaneously developing local champions who may lead elements of the FDI attraction process is an important element of the recommended approach. Similarly, engaging directly with firms in Mississauga will allow economic development staff the opportunity to entice additional investment from international firms already located in the community, while identifying those Canadian firms (often immigrant or newcomer-led) that have identified entrepreneurial opportunities based on established links to international partners. As a result, key elements of the strategy must include:

- Creation of an International Partnerships Program – In much the same way that Northern Ohio deploys a Rapid Response Team to gather and focus key community stakeholders in the FDI attraction process, so too should Mississauga create and support a similar initiative at the local level.
- Delivery of an International Corporate Calling program in Mississauga – The City of Mississauga must work to build strong relationships within their international business community and with industry in their key target sectors. This process will anchor company retention, talent retention and business expansion efforts within the key sectors while also providing high level information to those companies to then share within the business community.

## 5.2.4 International and Sector Relationship Development

Relationship building plays an integral role in promoting and marketing to key foreign markets. In the most recent edition of *Winning Strategies in Economic Development Marketing*, New York-based Development Councilors International suggests that more than 50% of American executives claim to make business location decisions based on dialogue with industry peers, while another 28% noted that meetings with economic development groups are vital to their relocation decisions.

- Participation in Industry Conferences and Trade Shows – the City of Mississauga should identify and attend a select number of key sector international trade shows and events on an ongoing basis. Continued participation over time is a key element of this strategy, as knowledge, networks and effective engagement will take time to develop. For some shows – particularly larger ones where it is more difficult to establish a profile without a large budget – it may be valuable to engage external assistance with lead generation or meeting arrangements with private sector delegates at these events.
- External Corporate Calling Based on Lead Generation – It is likely that some effort in follow-up corporate calling will be required as the international marketing initiative unfolds, to advance to negotiations or discussions with potential investors



identified through industry association and events. Existing print and web materials (described above) may be used in support of these efforts, but additional resources in terms of cost and staff time will also be required.

## 5.3 Key International Marketing Opportunities

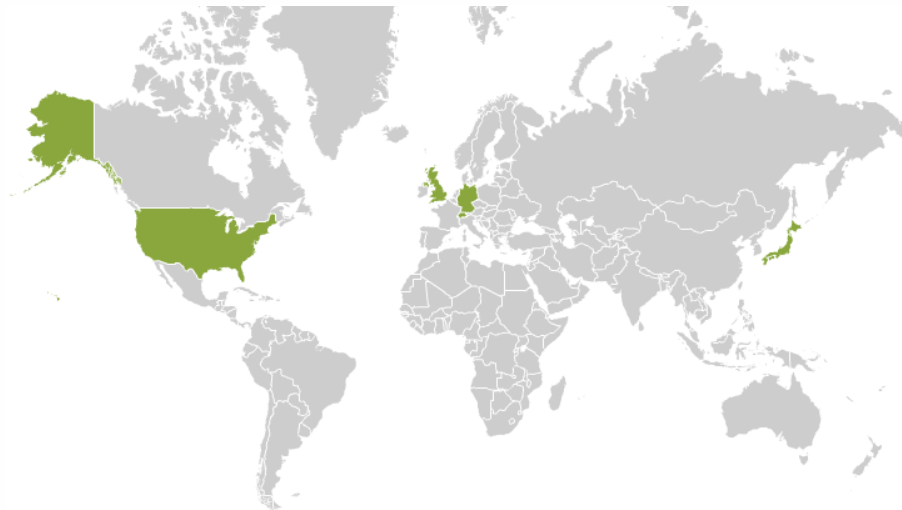
Given the international trends in FDI, the community-based and locational assets, and the perceptions of community leaders, there are a number of strategic opportunities that emerge for Mississauga in an international marketing context. These opportunities represent “low-hanging fruit” in the sense that they allow Mississauga to begin the FDI marketing process by leveraging existing – but unique and compelling – situations within the community to bring a focus to investment attraction efforts.

### 5.3.1 Leveraging People Connections

Mississauga has extensive international connections through its existing local business community. However, the city’s most prominent overseas business connections are with traditional trade and investment partners, such as Germany, Japan, and the United Kingdom, which account for approximately 52% of non-US-based foreign firms in the City. While this reflects strong ties with regions of historic economic strength, it does not fully reflect the growing role of businesses and investments from emerging markets. More importantly, it does not fully reflect the range of “people” connections in the community. In a sense, the population of Mississauga is far more diverse – in terms of national origin and cultural connections – than is the business community. The figure below identifies Mississauga’s strongest “business” connections – the United States, Germany, Japan, the United Kingdom, and Switzerland.



FIGURE 17: TOP 5 INTERNATIONAL “BUSINESS” CONNECTIONS BASED ON EXISTING INTERNATIONAL BUSINESS INVESTMENT IN MISSISSAUGA



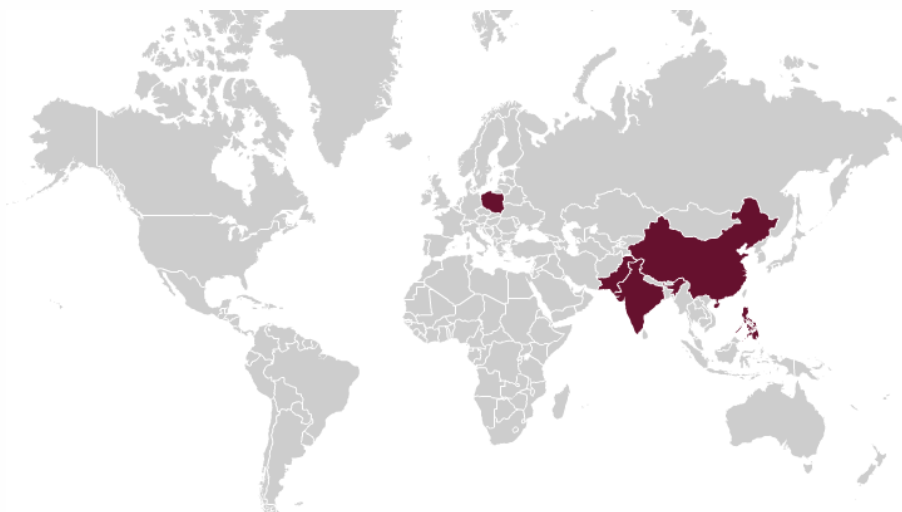
**Top Five Business Connections**

United States  
Germany  
Japan  
United Kingdom  
Switzerland.

Source: Millier Dickinson Blais, 2011

In essence, when considering international opportunities, Mississauga's local population provides a much broader opportunity for opening doors and leveraging existing connections than its current business community does. At the investment level, there appears to be a “disconnect” between the international connections of Mississauga's people, and the international connections of Mississauga's businesses. The figure below contrasts Mississauga's “business” connections by identifying its strongest “people” connections – India, Pakistan, Poland, Philippines, and China.

FIGURE 18: TOP 5 INTERNATIONAL “PEOPLE” CONNECTIONS BASED ON NATIONAL/CULTURAL ORIGIN OF MISSISSAUGA'S RESIDENTS, 2006



**Top Five People Connections**

India  
Pakistan  
Poland  
Philippines  
China

Source: Adapted from Statistics Canada Census of Population, 2006 by Millier Dickinson Blais, 2011



In essence, Mississauga must begin to engage with its residents to leverage and build upon the range of established personal, cultural, economic and historic connections that already exist between the City and communities around the world. In some sense, it is easier to make new business connections where relationships already exist, than to pursue a “cold calling” approach that ignores the strong and diverse already present. In addition, many of the City’s people connections run to fast-rising actors in the FDI space, like India and China. Partnering with and building upon the efforts of local groups with strong external ties may be the quickest path to opening doors in these priority markets.

Even where there is some overlap between business and people connections, the relative prominence of those connections does not always match up. For example, while residents with an East Indian ethnic origin (primarily Indian and Pakistani) accounted for approximately 15% of Mississauga’s residents, there were more limited connections through the business community – 14 Indian companies, or about 3% of foreign-owned companies in Mississauga, and only one local company headquartered in Pakistan. China, which accounts for approximately 8% of residents by national or cultural background in the City, and almost 5% of the immigrant population, accounts for only 3% of the total foreign-owned companies in Mississauga. Similar discrepancies between “people” connections (as a percentage of identified ethnic origin or country of origin) and “business” connections exist for countries like Poland, Philippines, Portugal, Jamaica, Vietnam, Sri Lanka, the Ukraine, and Hong Kong.

Some of these potential markets will match up better with Mississauga’s sector-based priorities than others. Further, some of these markets may offer more immediate or appealing opportunities, while others may be slightly longer term. Regardless, the existing international “people” connections of Mississauga offer new opportunities to strengthen the city’s international profile in markets where it may be weaker, and to engage with new markets in business and talent attraction.

### **5.3.2 Encouraging Small Business Development**

Leveraging or exploring areas of existing “people” connections may also identify smaller-scale international investment and business development opportunities. This potential is enhanced by the city’s access to the airport, which has the largest number of established international connections for both people and cargo of any airport in Canada. At present, there are numerous small businesses in the City that – while wholly Canadian in ownership structure – are benefitting from established “people” connections to foreign markets and partners. In essence, local entrepreneurs are utilizing their own international connections – often (though not exclusively) based on the national or cultural background of the entrepreneur – to develop export, import and trade ventures based in Mississauga.

There are significant opportunities to amplify this effect and build more internationally-oriented businesses by more effectively engaging with the existing cultural and national communities in Mississauga, and assisting them with entrepreneurial ventures that



utilize their international connections. Further, if there are additional small Canadian companies in Mississauga with international connections, then the City may have additional potential ambassadors or international connections which may be leveraged for new or wider international contacts that could assist with broader FDI recruitment efforts.

### 5.3.3 Accessing the “Local” Multinationals

Mississauga is home to offices of 61 Fortune 500 companies and 50 Global 500 companies, many with additional business units scattered throughout the world. Prominent examples of companies in this position include DuPont, FedEx, General Electric, Kellogg, and Hewlett-Packard, among a number of the world’s other largest multinationals. By operating in Mississauga, each of these companies has an understanding of the positive local business environment and related success factors that come with locating a business unit or divisional office in Mississauga. This raises the possibility that they may become allies or champions in efforts to identify, target and recruit other divisions within their corporate structures to also locate to Mississauga.

This “domestic” market of multinational companies represents a logical action area for international marketing, especially within the sector-based activities. Marketing activities might involve building relationships with the local leadership team of these multinationals, with the intention of outlining the advantages associated with locating further business units and activities in Mississauga. Mississauga has already had some success on this front, with recent examples including the consolidation of the external GlaxoSmithKline and Hatch Engineering operations into existing Mississauga-based operations. In establishing a connection with local decision makers, the City can stay up-to-date on potential expansion or acquisition plans of the companies in question, and perhaps work with local executives to establish relationships with more senior decision-makers at the parent company. This is particularly relevant for sectors like life sciences and advanced manufacturing technologies, where mergers, acquisitions, and industry restructuring continue to occur.

### 5.3.4 Focusing on BRIC Nations

In 2001, an analyst at Goldman Sachs coined the term “BRIC Nations” to describe the fast growing economic powerhouses of Brazil, Russia, India and China. These four nations account for more than 25% of the world’s land mass, and more than 40% of its population, but they also represent some of the fastest-growing economies in the world. As a result, the BRIC nations will become increasingly important as drivers of foreign direct investment; the domestic success of new companies in the BRIC nations will prompt them to pursue opportunities for international expansion over time. In some sectors – such as Financial Services – BRIC-driven investment is already beginning to dominate global FDI activity. In some discussions, the BRIC definition is expanded to



include a second tier of fast-growing economies, often including Mexico, Indonesia, Turkey and South Korea.

In a sense, countries that have traditionally been the beneficiary of inward FDI are starting to look outward for new opportunities, much like the developed economies have done for some time. In this process, Ontario is increasingly seeing investment from these markets and is working to actively establish stronger relationships as well.

However, Mississauga's current BRIC-headquartered investment is low compared to investment from other areas of the world. At the same time, Mississauga has existing "people" connections to each of these markets, but especially China and India. The City also continues to be involved in investment and relationship-building activities with Brazil, most recently through an IT mission in September of 2011. As investment patterns continue to shift and reorient themselves in light of macroeconomic restructuring at the global level, the City should place a greater emphasis on links to and investment attraction from the BRIC countries.

### **5.3.5 Global Supply Chains and Security**

As a multimodal hub with extensive international connections, Mississauga plays a key role in goods and passenger movement into and out of Canada. The presence of the Canadian Border Security Agency (CBSA) for 24 hour customs clearance and U.S. Customs and Border Protection (CBP) allows for efficient movement of goods and passengers throughout North America. The presence of international carriers offers cargo-based opportunities throughout the rest of the globe as well. The presence of international goods and passenger movement opportunities may alone anchor additional non-governmental investment around security and logistics. This is especially relevant with the increasingly global movement of goods and concerns about security and safety. However, the addition of ICT-related opportunities and a skilled population may translate into an even more compelling argument for investment in the niche sector.

In essence, Mississauga is home to a unique mix of both trade/transport and security infrastructure and expertise. For companies operating in a truly international context, this can be a compelling combination of assets, and one that few other communities in Ontario can lay claim to. Building an understanding of these assets, and the way in which they open doors for international trade, executive staff mobility, capital flows and talent attraction may provide the City with a powerful marketing tool in the FDI context.



## 6 International Marketing Action Plan

Sound economic development marketing strategies must build on the unique assets and resources in a community to build a framework for achieving economic prosperity and marketing that communicates to the world. The plan must contain inspirational objectives, as well as a set of associated actions for achieving the desired outcomes. But the most successful strategies are community-based, with the ability to draw on the expertise and connections of other organizations to achieve the vision for prosperity. For that reason, the strategy must be generated from a detailed assessment of the local economic assets and connections and the insights and consensus of the local community.

Communities face new challenges in an economic development and international marketing context. These challenges are fundamentally altering the tactics that are being used as well as the goals and objectives that communities are aspiring to. Several broad economic trends will undoubtedly affect any community's international marketing plans, regardless of their target markets or sectors, such as:

- The continuing rise of knowledge-based industries that require new skill sets within the labour force, and the opportunities to source that talent from a more global catchment area.
- The ongoing globalization of the economy and the need for more regional partnerships and collaborations to increase connectivity and available resources.
- The increasing economic prominence of many of the world's developing economies, creating new sources of outward FDI and new sources of competition for developed economies in attracting FDI.

The City's economic development strategy outlined the overarching goal of becoming a "Global Business Magnet". The following section provides an overview of the strategic international marketing directions required for Mississauga to work towards that goal. The actions are divided into three objective areas focused on building the resources and profile required of Mississauga to increase its competitiveness on the global stage:

1. Building Administrative Capacity: Build a sustainable set of financial and administrative resources to promote the City to a more global audience on an ongoing basis.
2. Building Community Capacity: Enhance the opportunities to create more global connections based on the existing multicultural and multinational profile of Mississauga's business community.
3. Targeting Strategic Markets and Sectors: Market Mississauga's advantages to a broad global audience with sector-specific tactics as appropriate.





Each action has been given a specific priority (high, medium, or low). It should be noted that in some cases, staff time and financial resources may be needed from a number of different organizations to fully implement the action, and in those cases, a potential list of partnering organizations have been recommended.

**Note: For the purposes of this action plan, “High Priority” actions are to be initiated within two years, “Medium Priority” actions within two to four years, and “Low Priority” actions in four to five years or more quickly as resources permit.**



## 6.1 Building Administrative Capacity

Action 1: Develop dedicated resources in Mississauga's economic development division to support ongoing international marketing activities.				
Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>Many of the best practices in economic development and FDI marketing point to the importance of dedicated resources focused on the effort, such as staff time and funding. Dedicated resources at the City can maintain connections with local companies focused on global trade, and maintain the presence and image of Mississauga on the global scale on an ongoing basis. Further, financial resources can assist with leveraging funding from partners and other levels of government for marketing initiatives.</p> <p>In order to appeal to potential investors and partners, the City must signal that it is genuinely interested in establishing and managing a global presence. Establishing committed and sustainable resources devoted to international marketing activities are a logical first step.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Establish a dedicated Manager position focused on international marketing and development</li> <li>■ Convene a small team of economic development and communications staff on a semi-regular basis to provide strategic direction on international marketing activities through the department. Source staff from other departments as needed (i.e. IT, planning, CAO's office, or Mayor's office).</li> <li>■ Establish a dedicated pool of financial resources to support international marketing initiatives, including print/electronic materials, communications, web sites, and travel.</li> <li>■ Seek out new partners to undertake joint marketing initiatives, such as sector-specific efforts targeting BRIC nation investments, or materials to support work with local multinationals in efforts to attract additional business lines from within their corporate structures</li> </ul>	High	<p>Full-time Manager position to be created</p> <p>Annual funding from City budget for international marketing efforts, to be supplemented by external funds</p>	Economic Development Office (EDO)	<p>Mississauga Broad of Trade (MBOT), Ministry of Economic Development and Trade (MEDT), Local businesses, Local industry and cultural organizations, other municipal departments, Economic Development Advisory Council (EDAC)</p>



Action 2: Create new marketing materials and projects focused on building a stronger web-presence for the City, and a stronger global identity				
Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>The new international marketing strategy for the City outlines new information related to international investment flows, as well as new target opportunities within specific industries and jurisdictions. Further, while the City currently engages in international marketing efforts, the strategy signals an opportunity for the City to build its activity and profile in international marketing. Given that the City envisions an expanded role in international marketing, there is a set of marketing-related activities that should be considered by the City which will assist with building the City's international profile.</p> <p>Communities commonly undergo branding exercises in an attempt to establish a new identity that builds on their assets and differentiates them from the competition. While useful to have undertaken, these branding exercises are not necessarily critical to the success of an international marketing strategy. Dedicated print and electronic resources, paired with a well thought out and visually pleasing web-presence can be more critical to establishing an international presence. The quality of digital and print content and frequency of web-based updates become priorities in that context. The EDO has an opportunity to re-evaluate its current web-based and print resources, and undertake new activities that better support the new international marketing agenda.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Consider the establishment of web-based microsites (one to six page sites) separate from the City's site, focused on general international marketing and promotion of Mississauga (consider the overarching value proposition) and Mississauga's positioning in the target sectors (one site for each target sector).</li> <li>■ Develop more promotional domains and URL addresses for web-based marketing initiatives (microsites or the EDO website), such as 'investmississauga.ca' or 'mississaugalifesciences.ca.'</li> <li>■ Develop short (two to four pages) visually-oriented print materials for each target sector that build on the sector-specific value propositions and offer content relevant to potential target markets. Materials should be developed in digital "print on demand" format to minimize costs associated with frequent updates.</li> <li>■ Building on the EDO's existing social media activities and presence, research best practices in Web 2.0 international engagement and marketing activities.</li> </ul>	High	<p>Utilizes a portion of the annual funding</p> <p>Likely eligible for matching funds from senior levels of government</p>	EDO	Other municipal departments, industry associations, DFAIT, MEDT



## 6.2 Building Community Capacity

Action 3: Establish connections with local multinational firms, export-oriented businesses, and entrepreneurs to create new connections with international markets based on Mississauga's diverse corporate and business community profile.				
Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>As with the local population, the diversity of the local business community may offer new opportunities for Mississauga in an international marketing and investment attraction context. The business community will likely have strong supplier and customer connections with markets that are related specifically to activity across the value chain in each of the target sectors. Thus opportunities may emerge with countries that have strengths in industries more complementary to Mississauga's economy, or countries that have a more limited representation in the local population, such as Japan, Switzerland, France, Russia, or Brazil.</p> <p>In a business community context, Mississauga may have opportunities on which to capitalize from the entrepreneurial capacity of its new Canadians. New immigrants, by nature, are one of the more enterprising subsets of the population. Many arrive in Canada to begin new lives with a vast array of business and professional experience gained abroad. By developing programming around business and entrepreneurial support for these new members of the community, the City may be making investments in a new set of business ambassadors and businesses which could make new international connections.</p> <p>Thus it makes sense to work with the entire business community in an international marketing context, from potential entrepreneurs to existing multinational firms. For some international connections and markets, the local business community may even be better positioned to lead investment attraction initiatives. Thus, partnerships with key local businesses and local business organizations will be a key element.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Work with the Mississauga Business Enterprise Centre (MBEC) to develop programming focused on supporting foreign-born entrepreneurs and nurture relationships with export-oriented new businesses. This could include piloting a "newcomer entrepreneurship" program modeled after the existing Cultural Enterprise program for cultural industries.</li> <li>■ Create an inventory of export-oriented small businesses headquartered in Mississauga with direct and established links to international markets and partner</li> </ul>	High	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Some seed funding from the annual budget allocation may be required for some projects</p>	EDO/MBOT	<p>EDAC, Mississauga Board of Chinese Professionals and Businesses, Mississauga Chinese Business Association, MEDT, Department of Foreign Affairs and International Trade (DFAIT)</p>



<p>firms, i.e. Exogem, FAMO, or Japan Direct.</p> <ul style="list-style-type: none"><li>■ Establish connections with national business organizations to develop specific marketing messages and tactics to best reach their members and the business connections of their members.</li><li>■ Work with MBOT and other business organizations to hold an annual “International Investment” summit focused on Mississauga’s place in the global economy, aimed at the local business community to disseminate information about the previous year’s successes and the coming year’s activities. Key external stakeholders should be invited to this event, including provincial and federal trade officials, and representatives of foreign trade offices.</li><li>■ Establish a Mississauga International Partnerships Program (MIPP) to act as a “Rapid Response Team”. Activities could include the creation of a global connections toolkit of marketing information/materials to be distributed widely to stakeholders at local multinationals, export-oriented businesses, and local entrepreneurs, and the establishment of ongoing and informal communications with those stakeholders to offer support.</li></ul>				
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**Action 4: Establish connections with local cultural organizations to create new connections with international markets related to Mississauga's diverse population base.**

Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>Based on the notion that a community's national and cultural communities routinely maintain links and contacts with other members of those same communities in other countries, the cultural diversity of a community becomes increasingly important in a globalized economy. There are opportunities for Mississauga to leverage those existing relationships in a manner that may produce investment attraction and trade partnerships for the community. In the global competition for talent, these more social connections may assist with talent attraction.</p> <p>An international marketing strategy based on the diversity of Mississauga's population would emphasize the following countries with the most prevalent "people" connections to Mississauga: India, England, Scotland, Ireland, China, Italy, Poland, Portugal, Philippines, and Germany. Targeting entire countries may be counterproductive, so the City should work with local cultural organizations to target direct, mutually beneficial partnerships with key communities in those jurisdictions.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Create connections with local cultural and national organizations representing Mississauga's largest cultural and national communities.</li> <li>■ Utilize the Mississauga International Partnerships Program (MIPP) to engage these communities and consult on strategic marketing directions and target markets.</li> <li>■ Work with these cultural organizations to generate support for the promotion of Mississauga to their international connections.</li> <li>■ Develop a protocol between the City, the MIPP and these community organizations related to incoming business and trade missions, cultural representations and delegations. The protocol should outline who leads the community's response and in which circumstances, and how the various groups involved will partner effectively. External organizations such as Sister Cities International and the Federation of Canadian Municipalities may be helpful in identifying models for this protocol.</li> </ul>	Medium	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Some seed funding from the annual budget allocation may be required for some projects</p>	EDO	<p>Local cultural and national groups, MBOT, key business leaders, University of Toronto-Mississauga (UTM), Sheridan College</p>



**Action 5: Leverage the existing expertise of Mississauga's business and business support communities to assist with global marketing and facilitation of development.**

Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>Just as there is value to utilizing the existing connections of the local business community in a marketing context, the expertise of business professionals from around Mississauga can be utilized to assist with the facilitation of investment once Mississauga becomes the chosen destination. Similar to the best practices examples, this team would facilitate investments in Mississauga, but also act as a largely unparalleled (among Ontario communities) example of business community support for FDI attraction.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Establish a global investment response team of professionals from across Mississauga focused on finance, goods movement, immigration, law, and land development to assist with investment inquiries and new investment facilitation. Support with City staff expertise where necessary.</li> <li>■ Facilitate semi-regular meetings with the response team to proactively address issues with international investment attraction and accommodating new business investment in Mississauga.</li> </ul>	Medium	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Some seed funding from the annual budget allocation may be required for some projects</p>	EDO	<p>Local businesses, MBOT, UTM, Sheridan College, Mississauga Real Estate Board, Regional Innovation Centre</p>





## 6.3 Targeting Strategic Markets and Sectors

Action 6: Work to consolidate and leverage Mississauga's ICT sector strengths to access new markets, growth sectors, and current global FDI opportunities.				
Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>Mississauga benefits from the presence of a number of multinationals in the ICT sector, which may offer opportunities to build the profile of the City in new international markets and in new and emerging growth subsectors. Potential areas of economic activity to target could include: wireless technologies, cloud computing, security solutions, semantic web, and quantum computing. A key component of subsector targeting is to consider technologies and areas that have relevance for Mississauga's other target sectors, such as manufacturing, logistics, and life sciences. Further, the city should pay particular attention to marketing opportunities in developing economies, such as China, India, and Brazil.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Build relationships with key multinational brands to promote the advantages of Mississauga as a location in the GTA for additional business units</li> <li>■ Work with other levels of government to establish lead generation strategies focused on key growth subsectors</li> <li>■ Partner with the GTMA in key tradeshow and outreach activities related to the ICT and digital media sector</li> <li>■ Establish partnerships with government entities and consulates of key international markets related to ICT, such as China, India and Brazil.</li> </ul>	High	Utilizes new Manager position, and existing economic development staff	EDO	GTMA, MEDT, DFAIT, Ontario networks of Excellence, The Bloom Centre, Interactive Ontario, Canadian Interactive Alliance, Regional Innovation Centre



**Action 7: Establish a position for Mississauga in the efforts to grow the financial services sector across the Toronto Region into a top-ten global centre, with emphasis on back-office operations.**

Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>The proximity to Toronto offers Mississauga the opportunity to play a key role in the development of Canada's presence in global financial services. Mississauga has a critical role in supporting the development of the Region as a global financial centre. Mississauga has potential opportunities around attraction of investment from key emerging economies and Asian markets, and has the potential to support development of back-office and technology-based financial services companies (i.e. ecommerce, wireless payments).</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Initiate discussions with regional and provincial organizations to determine the appropriate marketing strategies that complement those of the Toronto Region in the financial services sector</li> <li>■ Work with existing foreign-owned financial institutions in Mississauga to identify potential opportunities originating in emerging markets</li> <li>■ Target marketing activities at technology-based firms that can service the GTA region's financial services industries</li> </ul>	High	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Annual funding from City budget for international marketing efforts, to be supplemented by external funds</p>	EDO	Toronto Financial Services Alliance (TFSA), MEDT, GTMA



Action 8: Market Mississauga as a strategic logistical hub along the global, national, and regional supply chain.				
Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>The presence of Canada's largest airport in the City makes Mississauga an undeniable element of the import and export of goods and people from Canada. Mississauga has a number of opportunities related to supporting Canada's goods movement objectives and supporting new and technology-driven innovation in multimodal transport.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Establish a working relationship with Industry Canada's Trade Corridors Initiative, based on key linkages with international partners (i.e. China, Japan).</li> <li>■ Establish links to key global supply chain and trade initiatives to promote Mississauga's multimodal logistics companies.</li> <li>■ Work with key sector companies to understand key multimodal transportation requirements and advantages.</li> <li>■ Market the City as a key exit and entry point for logistics and goods movement in Canada, stressing the intersection of ICT and logistics opportunities.</li> </ul>	Low	Utilizes new Manager position, and existing economic development staff	EDO	Canadian Supply Chain Sector Council, Supply Chain Logistics Canada, Industry Canada, the Bloom Centre, Project Green, Greater Toronto Airport Authority



**Action 9: Build on the traditional manufacturing strengths of the GTA and establish Mississauga as a key location for advanced manufacturing technologies.**

Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>The city has a presence in some key subsectors of advanced manufacturing related to automotive, aerospace and environmental technologies. Further, the presence of key multimodal logistics, especially the airport, serves to market the city as a hub for the rapid movement of goods in and out of the GTA. Key marketing opportunities revolve around green manufacturing, alternative energy, technology-driven processes, automotive and aerospace. Key markets include Japan, Germany, China, and the U.S.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Work with key local industry to understand the elements of the value proposition that will most appeal to technology-based manufacturers.</li> <li>■ Establish marketing materials that build on the advantages of environmental policies and incentives relevant to green and technology-based manufacturers.</li> <li>■ Work with key multinationals in the sector to build the profile of Mississauga as a location for additional investment.</li> </ul>	Low	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Some seed funding from the annual budget allocation may be required for some projects</p>	EDO	MEDT, DFAIT, the Bloom Centre, Canadian Manufacturers and Exporters



**Action 10: Build on the existing strengths of the life sciences sector and other sectors to access new opportunities related to technology-integration, and new markets for FDI.**

Rationale and Key Elements	Priority	Resources	Lead	Partners
<p>Mississauga has an established profile in life sciences, traditionally related to pharmaceuticals, but increasingly related to new subsectors of opportunity like bioinformatics and medical devices. A strong ICT sector and presence in the largest healthcare and life sciences cluster in the country enhance the opportunities. Mississauga should capitalize on the growth potential of key life sciences subsectors by marketing these advantages. New sources of FDI, such as India, should be considered.</p> <p>Key action elements:</p> <ul style="list-style-type: none"> <li>■ Work with current leaders in ICT and Health Information Technologies to understand the key elements of competitiveness for the City.</li> <li>■ Work with other levels of government to establish lead generation strategies focused on key growth subsectors like Health Information Technologies and medical devices.</li> <li>■ Market Mississauga as a key location opportunity for new life sciences companies.</li> <li>■ Establish relationships with local industry to promote opportunities in contract manufacturing.</li> </ul>	Medium	<p>Utilizes new Manager position, and existing economic development staff</p> <p>Some seed funding from the annual budget allocation may be required for some projects</p>	EDO	<p>International industry organizations, local industry, MEDT, GTMA, DFAIT, TRRA, Life Sciences Ontario, Biotech Canada, Regional Innovation Centre</p>