



FDI Attraction Strategy

December 2022



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1

Overview of strategy



The need for an investment attraction strategy



7.1% CAGR
(FDI flow growth
during 1990-2021)

The pandemic adversely affected FDI movement during 2020, but surged 64% in 2021 – reaching USD \$1.6T (surpassing pre-pandemic levels by 6.9%).

Foreign direct investment (FDI) represents a key opportunity for Hamilton to advance its economy and bolster existing sectors. This FDI strategy is a call to action and provides a prioritized framework to accelerate investment by leveraging previous City of Hamilton (“City”) strategies.

Technological innovation and ongoing effects from the pandemic have significantly influenced and altered investment decisions as the economy has evolved. Increasingly, investors are exploring opportunities to re-shore their supply chains and discover new sources of growth in foreign markets. Investors are often prioritizing locations with talent availability, resilient supply chains, innovative technology, dependable infrastructure and flexible business models when making site selection and investment decisions. This presents numerous opportunities for Hamilton to attract FDI that will accelerate economic growth.

The City must continuously communicate a consistent value proposition to attract and retain investor interest, and be both proactive and responsive to investor opportunities.

This document describes a refreshed strategic approach for attracting and retaining FDI.

Defining FDI for the Hamilton context

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

Fundamentals

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

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



Innovation

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

Sustainability

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

High-quality jobs

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

Ecosystem acceleration

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



**Strategic
Investment
for Hamilton**

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

Sources: UNCTD, Invest in Canada.

Strategy on a page



VISION

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

Strategic pillars



City branding

A unique brand that highlights key capabilities and distinguishes Hamilton.



Attraction services

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



Strategic partnerships

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

Key enablers

Key infrastructure assets*	Robust local supply chain	Development opportunities	Innovation ecosystem
Federal and provincial initiatives	Talent pool and quality of life	Hamilton Immigration Partnership Council	Information communications technology (ICT)

Spotlighted sectors

	Manufacturing		Agribusiness and food processing		Decarbonization technologies
	Life sciences		Digital media and film		

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

City branding actions

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

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

Attraction services actions (1/2)

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

Attraction services actions (2/2)

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

Strategic partnerships actions (1/2)

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

Strategic partnerships actions (2/2)

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

2

Hamilton's value proposition



Hamilton's value proposition



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

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

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

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

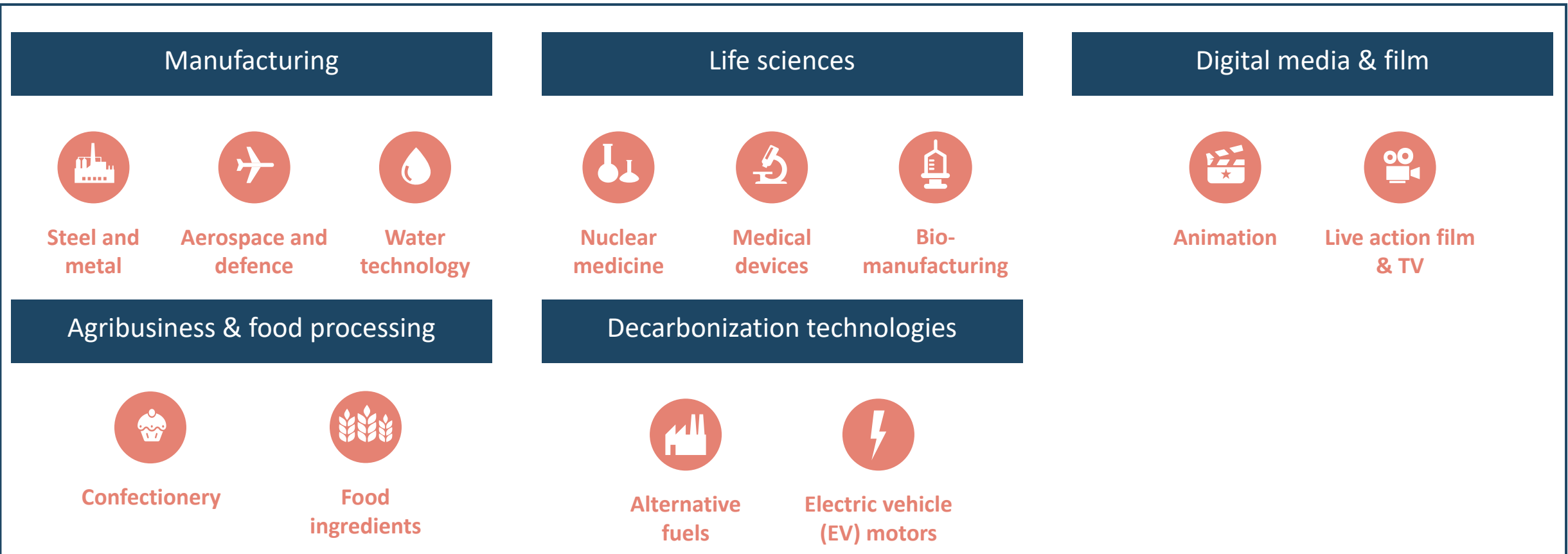
3

Spotlighted sectors and strategic accelerators



Spotlighted sectors and subsectors

Research identified the following sectors and related subsectors that are economically important to Hamilton and/or offer strong investment attraction opportunities. While other areas were considered, a focused approach which leverages key enablers (such as ICT and transportation networks) is required to maximize efforts and attract investment into Hamilton.



Manufacturing – advantages and growth opportunities

Steel and metal manufacturing



- **Established ecosystem:** Hamilton holds a global reputation as a steel and metal manufacturing hub which includes major manufacturers such as ArcelorMittal Dofasco and Max Aicher North America (MANA).
- **Research capabilities:** Hamilton is home to the largest metal research centre in Canada, CANMET Materials, and has featured major investments in efficiency and sustainability from local companies.

Growth opportunity: expand*

Steel and metal manufacturing continues to be major contributors to Hamilton's economy. The City should focus on expanding current investments by exploring business opportunities around innovation and sustainability with a focus on R&D.

Aerospace and defence



- **End-to-end supply chain:** Hamilton offers aerospace and defence companies an end-to-end supply chain that includes a diverse range of capable suppliers and major defence contractors (e.g. L3Harris).
- **R&D partnerships:** institutions such as Mohawk College and McMaster University offer R&D partnership opportunities to local companies which include the Centre for Aviation Technology at the Hamilton International Airport.

Growth opportunity: expand

Hamilton is becoming a preferred destination for aerospace and defence companies. The City could accelerate this growth by attracting new investors across the supply chain.

Water technology



- **Innovation ecosystem:** Hamilton has a growing ecosystem of globally reputable research centres focused on technologies related to alleviating water scarcity. This includes the UN Institute for Water which offers a joint graduate program called "Water without Borders" together with McMaster university.
- **Location:** Hamilton offers companies a strategic location that provides direct access to Lake Ontario's 393 cubic meters of water.

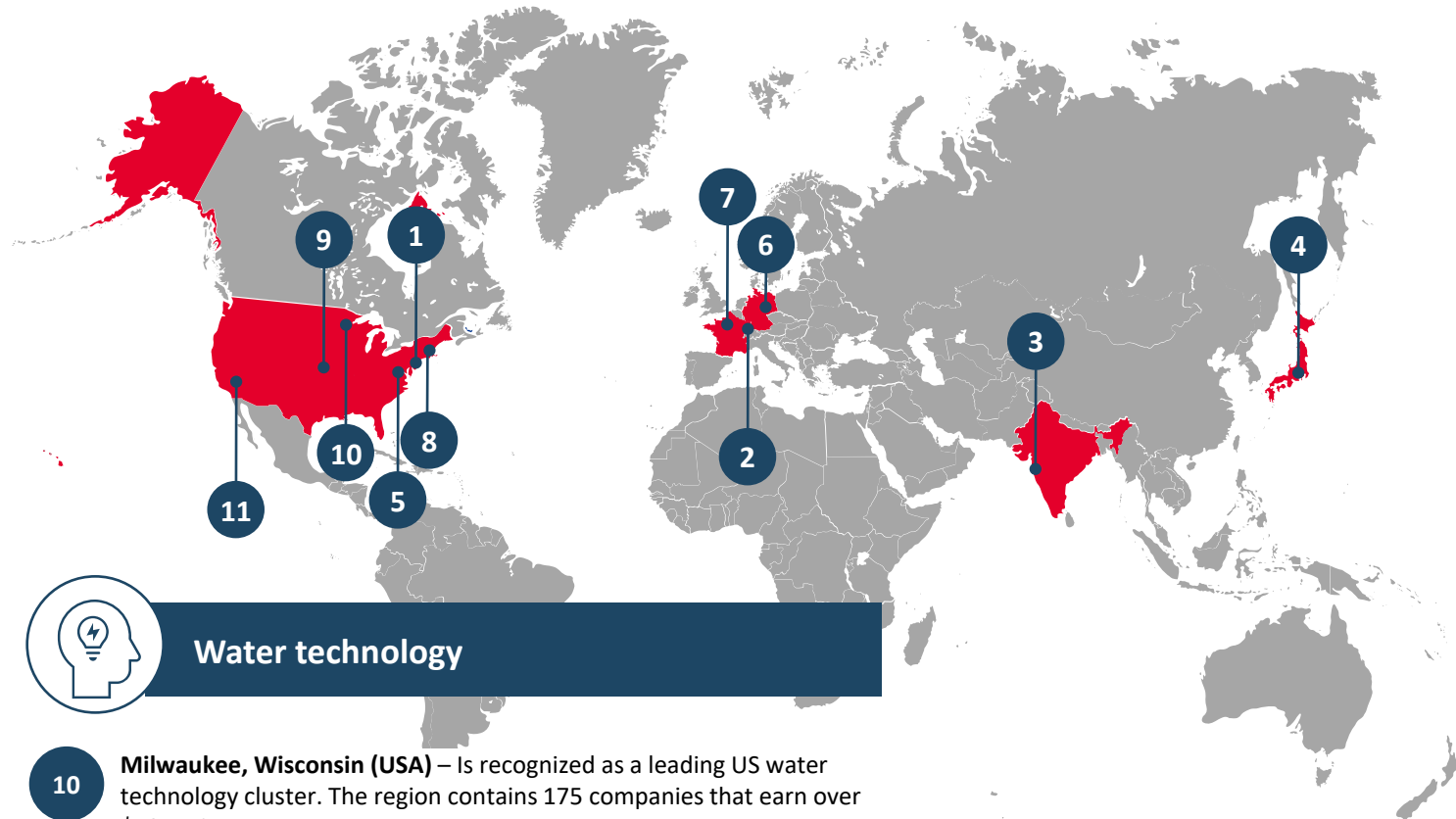
Growth opportunity: secure

Hamilton's R&D capabilities and strategic location uniquely position Hamilton to attract investment and water technology companies as the world faces worsening water scarcity issues.

Note: refer to slide 37 for growth opportunity descriptions.

Sources: Statistics Canada, Natural Resources Canada, Invest in Hamilton, Invest in Canada, Invest Ontario, Foresight Canada, United Nations.

Manufacturing target markets



Water technology

10

Milwaukee, Wisconsin (USA) – Is recognized as a leading US water technology cluster. The region contains 175 companies that earn over \$10.5B in revenue.

11

Las Vegas, Nevada (USA) – Has been an epicenter for innovation in water technology, which includes hundreds of start-ups, millions in state funding, and the annual Water Smart Innovations Conference.



Steel and metal manufacturing

1

New York (USA) – Home to Stelco owner, Lindsay Goldberg.

2

Luxembourg – Home to the headquarters of Hamilton's largest private sector employer, ArcelorMittal Dofasco.

3

Mumbai (India) – One of the world's largest producers of steel, with leading companies, such as Tata Steel, Vedanta, JSW Steel, headquartered in Mumbai.

4

Tokyo (Japan) – The country produced the third most steel in 2021 and leads green innovations such as hydrogen-based steelmaking. Tokyo is home to the country's top manufacturers, Nippon Steel, JFE, and Kobe Steel.



Aerospace and defence

5

Washington D.C. (USA) – Home to the US Department of Defence and offices for 37 major defence contractors.

6

Berlin (Germany) – The German federal government has committed to €100B in annual defence spending to meet NATO obligations.

7

Blagnac (France) – Large aerospace cluster through the presence of Airbus which has already built up manufacturing in Montreal and the US.

8

Hartford, Connecticut (USA) – Home to "Aerospace Alley", a network of thousands of advanced manufacturing firms supported by the USD \$75M Connecticut Manufacturing Fund.

9

Berkeley, Missouri (USA) – Home to a thriving ecosystem of aerospace companies, such as Boeing, Essex Industries, and Ducomm (working on civilian and military aircraft and supply).

Life sciences – advantages and growth opportunities

Nuclear medicine



- **Established ecosystem:** Hamilton is a nuclear medicine epicenter, housing key assets such as specialized hot cell labs and the McMaster Nuclear Reactor, Canada's most powerful research reactor.
- **Growing investment:** Hamilton is an increasingly favored destination for nuclear therapeutic companies, which have nearly tripled in number since 2016. Local companies include Fusion Pharmaceuticals, which saw the second-largest PO for a Canadian biotechnology start-up.

Growth opportunity: expand

Hamilton can facilitate continued growth in nuclear medicine by encouraging expansion investments for local companies and leveraging Hamilton's research capabilities to attract foreign investment.

Medical devices



- **Growing ecosystem:** the number of local medical device companies in Hamilton has skyrocketed in recent years, as companies benefit from Hamilton's mix of an established industrial network and life sciences expertise.
- **Talent pipeline:** programs at McMaster and Mohawk support the development of required skills for the industry – including Mohawk's Medical Device Reprocessing program.

Growth opportunity: expand

Hamilton can capitalize on the continued growth of the subsector by pursuing investment into existing Hamilton companies, as well as marketing the benefits of Hamilton to attract new medical device companies.

Biomanufacturing

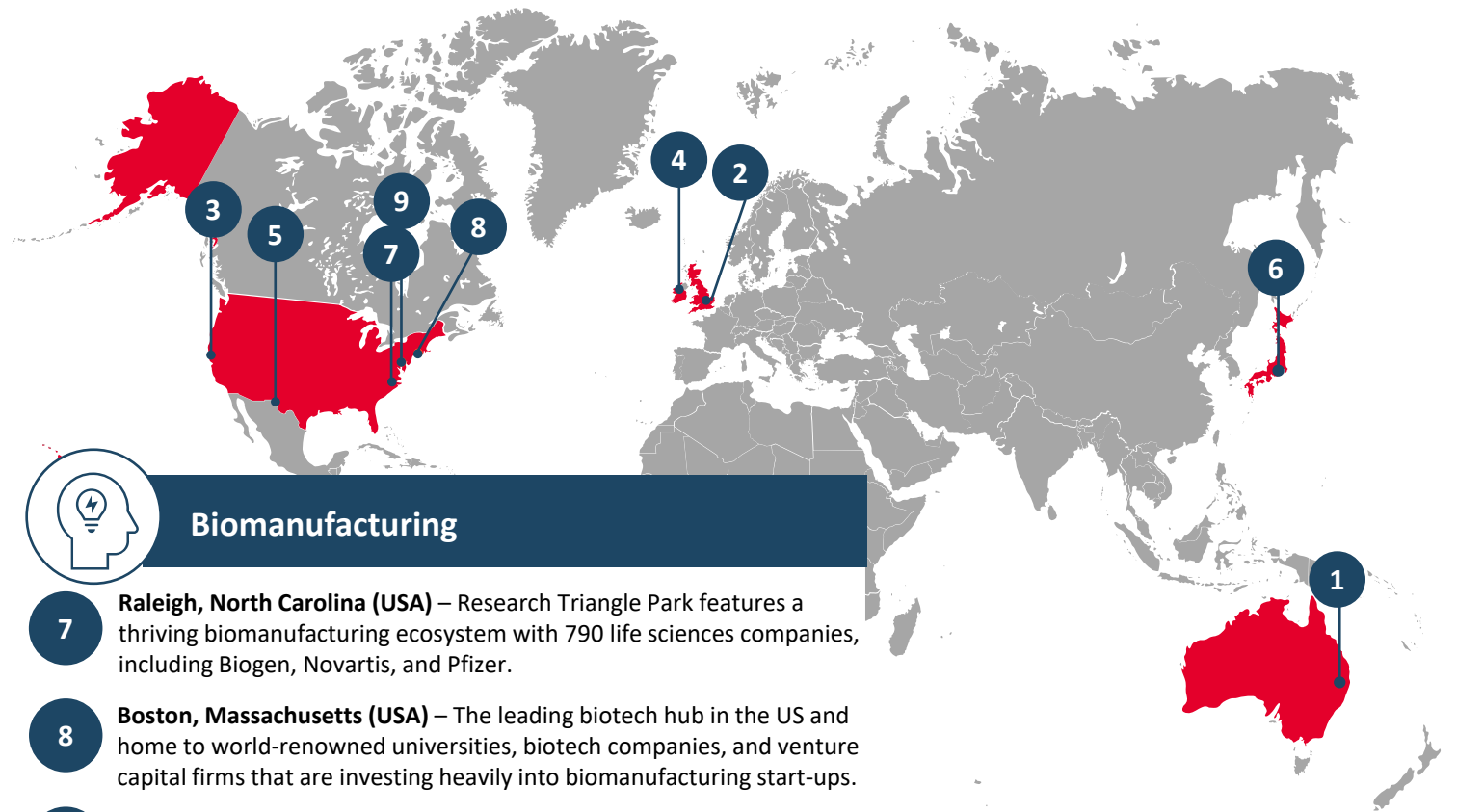


- **Industrial capacity:** Hamilton's long legacy as an epicentre of Canadian manufacturing positions the city well for attracting biomanufacturing investment with the city's abundance of industrial development land and a capable supply chain.
- **Strategic industry:** following supply chain issues brought on by the pandemic, Canadian governments will likely distinguish biomanufacturing as a strategic industry and require more domestic production. As a result, major biomanufacturers will need to establish new facilities within Canada.

Growth opportunity: secure

Given the lasting effects from the pandemic, Hamilton's industrial legacy and expertise in life sciences, Hamilton is an ideal destination to attract biomanufacturers looking to locate in Canada.

Life sciences target markets



Biomanufacturing

7

Raleigh, North Carolina (USA) – Research Triangle Park features a thriving biomanufacturing ecosystem with 790 life sciences companies, including Biogen, Novartis, and Pfizer.

8

Boston, Massachusetts (USA) – The leading biotech hub in the US and home to world-renowned universities, biotech companies, and venture capital firms that are investing heavily into biomanufacturing start-ups.

9

Philadelphia, Pennsylvania (USA) – Features prominently on several cell and gene therapy rankings in the US due to extensive research infrastructure, well-renowned universities, and presence of local cell and gene therapy companies such as Passage Bio and Cabaletta Bio.



Nuclear medicine

1

Sydney (Australia) – A life nuclear medicine hub supported by ANSTO, a leading Australian research institute supporting thousands of scientists from industry and academia.

2

London (United Kingdom) – Has created a network of gene therapy hubs to advance research and facilitate funding by leveraging medical faculties at King's College and the NHS's Blood and Transplant facilities.



Medical devices

3

California (San Jose and Los Angeles areas) (USA) – The most concentrated cluster of medical device companies in the US, with over 1,400 patents and 39,000 employees.

4

Dublin (Ireland) – Home to over 300 medtech and medical device companies, including Medtronic's global HQ and employs the most medtech personnel per capita in Europe.

5

Phoenix, Arizona (USA) – Has 178 medical equipment manufacturing establishments.

6

Tokyo (Japan) – A major cluster of medical device companies which includes Hitachi Healthcare, and hosts major industry trade shows such as Medtec Japan.

Agribusiness & food processing – advantages and growth opportunities

Food ingredients



- **Established ecosystem:** Hamilton is an established food manufacturing hub that includes key processors of grains and other plant-based resources such as seed and flour mills, supported by thousands of farms located across the Hamilton-Niagara region.
- **Direct market access:** Hamilton's location offers direct access to tens of millions of nearby Canadian and US consumers. Companies benefit from Hamilton's network of highways and rail lines, an airport that specializes in cargo, and a port that specializes in agri-food cargo shipping.

Growth opportunity: expand

Hamilton can leverage its existing strengths in food processing and ability to provide direct market access with assets tailored to meet the needs of agri-food to continue to expand its presence of food ingredient processors.

Confectionary

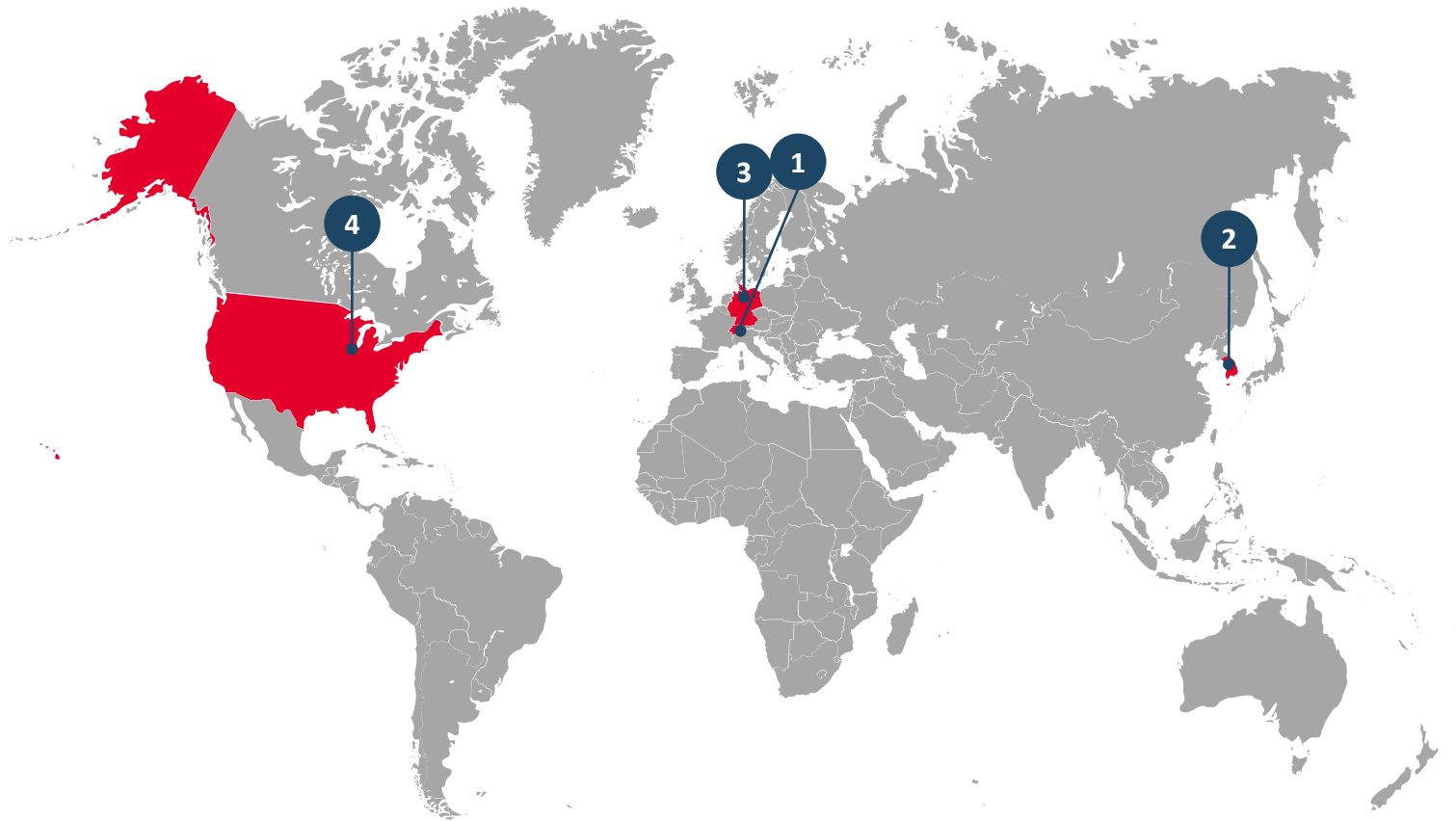


- **Global manufacturers:** Hamilton is home to numerous confectionary manufacturers such as Mondelez and Karma Candy. These operations have grown alongside Hamilton's agribusiness and food processing sector, with major expansions that include a \$40M investment from Mondelez in 2019.
- **Capable suppliers:** Hamilton confectionary processors benefit from the city's raw material processors that include a sugar refinery which provides competitively priced sugar, and flour mill.

Growth opportunity: expand

Given the growth of confectionary manufacturing in Hamilton, the City should continue to support further expansions from existing local processors. Additionally, the City should look to attract new manufacturers that can take advantage of Hamilton's strengths and integrate into the local supply chain.

Agribusiness and food processing target markets



Food ingredients

- 1 Bern (Switzerland)** – Home to a cluster of food ingredient companies, first and foremost Nestle, which is the world’s largest food and beverage company.
- 2 Seoul (South Korea)** – Represents a growing cluster of food processing companies that generated over \$60B in sales nationwide in 2019. Domestic companies are heavily reliant on imports of processed ingredients.



Confectionary

- 3 Berlin (Germany)** – Home to one of the world’s largest chocolate and confectionery industries in the world with a market value of over \$13B CAD and 136 manufacturers such as Haribo and August Storck.
- 4 Chicago, Illinois (USA)** – A global hub for confectionery production including companies such as Mars Candy and Tootsie Rolls, and home to the annual Sweets & Snacks Expo.

Digital media & film – advantages and growth opportunities

Animation



- **Supporting ecosystem:** animation studios have access to an abundance of local digital media companies, which include 130 graphic design companies, and 200 video production companies. Hamilton has a strong creative industries sector with a large talent pool of individuals skilled in illustration and all mediums of visual art.
- **Local film industry:** Hamilton is a growing film cluster which includes Pipeline Studios (a global animation studio), and supports hundreds of animated contents each year.

Growth opportunity: secure

Hamilton's emerging animation subsector has opportunity to take advantage of the city's broader growth in the overall film industry. The City should look to leverage its strengths to attract new players into the local market.

Live-action film and TV

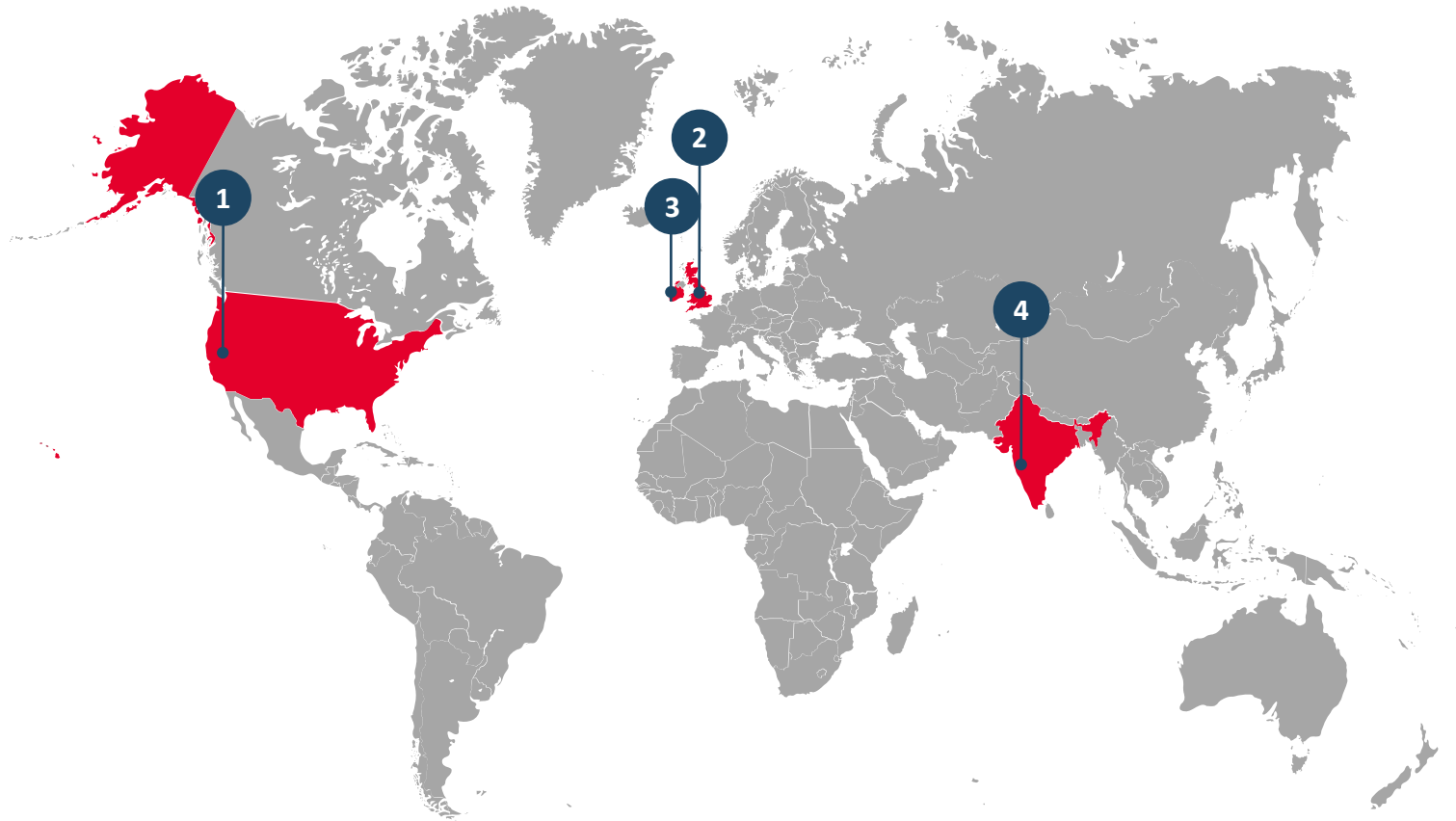


- **A booming film cluster:** Hamilton's film industry has thrived in recent years, becoming the 3rd largest film cluster in Canada. Hamilton's proximity to Toronto offers film makers a wide range of locations within and beyond the city. Recent major productions include *The Boys*, *Umbrella Academy*, and *Titans*.
- **Growing studio capacity:** numerous film studios have opened in Hamilton in recent years with more planned to open in the future. Studios and other film businesses in Hamilton benefit from the city's abundance of competitively priced industrial land, provincial tax credits for production, strong local and regional workforce, and long standing reputation as a film production destination.

Growth opportunity: expand

Hamilton should leverage city strengths and its favorable industry reputation through a two-pronged approach that continues to attract major domestic and international film productions and expands and attracts additional tier 2 and 3 film studio spaces.

Digital media & film target markets



Animation & live-action film and TV

- 1 Los Angeles, California (USA)** – A global centre of film and digital media, the city has 6,264 video production and distribution enterprises.
- 2 London (United Kingdom)** – A major European film hub, London houses film studios for Sony Pictures, Warner Bros., 20th Century Fox, United International Pictures, Paramount and Disney.
- 3 Dublin (Ireland)** – A fast-growing European hub for film and TV productions that supports the industry through its development agency “Screen Ireland”. The average budget of an Irish feature film has grown to €3.9 m.
- 4 Mumbai (India)** – The home to Bollywood, the centre of the Hindi film industry and produces over 1,000 films a year.

Decarbonization technologies – advantages and growth opportunities

Alternative fuels



- **A growing ecosystem:** Hamilton is home to reputable biofuel companies (e.g. Biox), that produce carbon-neutral energy. These companies are supported through the City's Climate Action Strategy and benefit from competitively priced industrial brownfield development sites.
- **Development opportunities:** As hydrogen is projected to represent 18% of global energy consumption by 2050, opportunities exist to leverage recent initiatives across Hamilton to support the clean energy transition in Canada and abroad.

Growth opportunity: secure and expand

Hamilton's industrial capabilities, commitment to decarbonization, and growth in hydrogen demand put the city in a unique position to attract investment into a hydrogen supply chain and to support the expansion of the local alternative fuels ecosystem.

EV motors

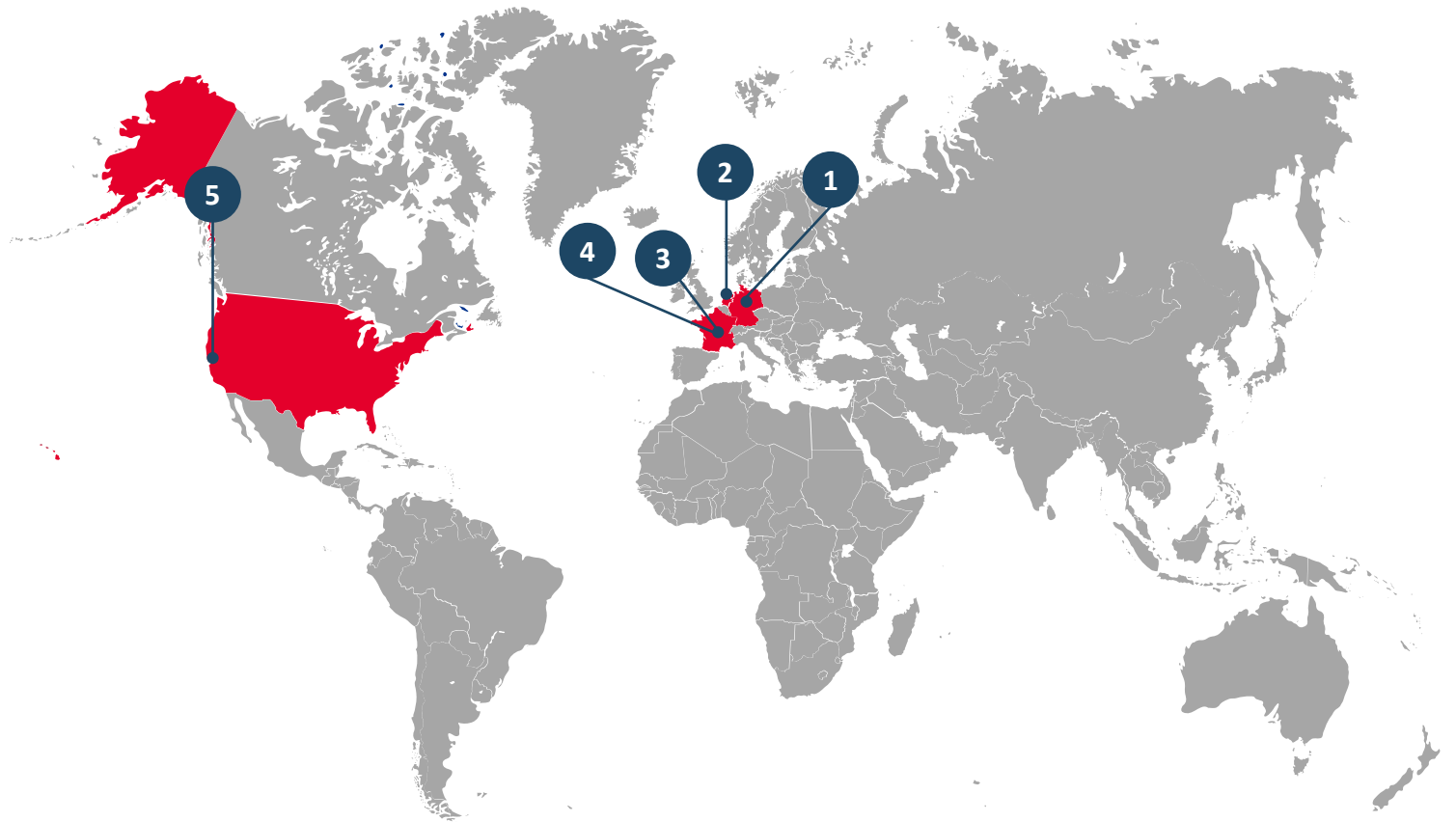


- **Growing presence:** Hamilton features a growing ecosystem of companies working on EV motors. For example, Enedym, a company that develops electric propulsion motors, is headquartered at the McMaster Innovation Park.
- **Innovation hub:** iHub's reputation and resources position Hamilton to become a global destination to develop, test and commercialize EV technologies. By leveraging iHub's work, Hamilton can support local subject matter experts (SMEs) and also ensure the adequate training of Hamilton's EV workforce.

Growth opportunity: secure

Hamilton should focus on securing local SMEs and supporting iHub's work as well as attracting more investment into its growing EV motors sector.

Decarbonization technologies target markets



Alternative fuels

- 1 Berlin (Germany)** – The German federal government is committed to pursuing alternative fuel sources such as biofuel and hydrogen with a more than €8B investment into large scale hydrogen projects announced in 2022.
- 2 Amsterdam (Netherlands)** – The national government is aiming to supply over 25% of the hydrogen demand in northwestern Europe.
- 3 Paris (France)** – France is a global leader in biofuel with a market value of \$4.2B in 2021 and production of ethyl alcohol that accounts for 32% of output in Europe.



EV motors

- 4 Munich (Germany)** – Is an automotive industry hub with a growing specialization in EVs, which includes major companies like Siemens and Tesla and a large cluster of academic research universities.
- 5 Los Angeles, California (USA)** – A 2020 Los Angeles Economic Development Corporation report recorded 275,600 EV-related jobs in California. California is home to vehicle manufactures, battery manufactures, charging system manufacturers, suppliers and related sales teams.

Strategic accelerators

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



Clean energy transition

The City of Hamilton has demonstrated a commitment to transitioning to clean and sustainable energy through initiatives such as the Hamilton Region Decarbonization Hub, ReCharge Hamilton, and ArcelorMittal Dofasco's decarbonization commitments. These initiatives, along with federal and provincial ambitions will help to further develop local capabilities and attract private investment in this growing sector.



Labour attraction

Hamilton is continuing to attract labour by serving as a desirable destination for Canadians and immigrants. Hamilton has access to a strong labour pool supported by neighbouring regions (e.g., Toronto, Waterloo, Kitchener, Guelph, Brantford), is viewed as a more affordable alternative to Toronto, and having a high quality of life (thriving night scene, beautiful natural areas, etc.). Highlighting Hamilton's attractiveness for potential new residents will further bolstering the city's labour pool and help increase Hamilton's competitiveness.



Collaborating with academic institutions and research centres

Hamilton is the home to numerous research centres (e.g., CanmetMATERIALS and NGen) and reputable academic institutions (e.g., McMaster University, Mohawk College, and Redeemer University, as well as partnership agreements with post-secondary institutions in neighbouring jurisdictions such as Niagara and Guelph). These organizations offer companies wide-ranging opportunities to develop new innovations through collaborative research partnerships. Partnerships enable companies to explore and test new technologies in facilities that they would otherwise not have access to.



Partnerships with neighbouring regions


Hamilton is located in the economic heartland of Canada, with neighbouring regions that include Waterloo and Toronto. Companies often invest in multiple locations across southern Ontario to reap synergies by taking advantage of the unique strengths available in each region. Hamilton can strengthen its FDI attraction efforts by partnering with neighbouring FDI attraction agencies and applicable government entities (e.g., Waterloo EcDev, Toronto Global, Invest Ontario, Invest in Canada, the Consider Canada City Alliance) and conveying consistent marketing and branding across the broader region.

4

Implementation roadmap










High-level implementation roadmap – City branding (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Recognizable and consistent branding	Conduct market research to obtain detailed insights on existing gaps and challenges related to Hamilton’s brand and investor awareness of the city’s competitiveness.	Leader	Government, support organizations, industry				Medium
	Develop refreshed marketing/branding materials with consistent and focused messaging, visual identity, and narrative for each spotlighted sector.	Leader	Government				Medium
	Ensure messaging included in investor materials (e.g. pitchbooks, Invest in Hamilton,) reinforces a single Hamilton brand, while highlighting unique opportunities within each area of focus.	Leader	Government				Medium
Industry awareness	Undertake marketing campaigns at industry events and key trade shows within each of the spotlighted sectors.	Leader / champion	Industry, investors				Medium
	Highlight success stories on the Invest in Hamilton website, showcasing businesses that have expanded in Hamilton to emphasize growth opportunities available to investors.	Leader	Support organizations, industry				High
	Ensure all levels of government are aware of notable industry successes and opportunities by promoting recent wins/opportunities Hamilton City Council, Invest Ontario, and Invest in Canada.	Champion	Government, support organizations industry,				High
	Launch sector and targeted social media campaigns that exhibit the unique benefits of investing in Hamilton.	Leader	Industry, investors				Medium

High-level implementation roadmap – City branding (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Regional branding	Leverage Invest in Hamilton Partnership and regional partners such as Waterloo Economic Development and Toronto Global attraction to jointly develop materials (e.g. information pamphlets, pitchbooks) which promote the southern Ontario region to potential investors.	Supporter	Support organizations, partner regions	<div></div>			Medium
	Leverage and align with federal and provincial investment attraction branding initiatives led by organizations such as Invest Ontario and Invest in Canada to further support Hamilton’s brand.	Supporter	Government	<div></div>			Medium


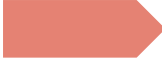




High-level implementation roadmap – Attraction services (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Investor outreach	Develop a refreshed list of the top potential investors within key target markets which includes key contact information, an overview of the organization and opportunity for each spotlighted sector.	Leader	Government, support organizations, industry				High
	Leverage the existing Hamilton Partnership, municipal, provincial, and federal relationships (as appropriate) to connect with potential investors.	Connector	Government, partner regions, investors				High
	Organize foreign trade missions with potential investors in key target markets for each spotlighted sector.	Leader	Government, investors				High
	Launch reverse trade missions for companies operating within Hamilton's spotlighted sectors.	Leader	Government, industry				Medium
Website enhancement	Increase availability of data, reports, and step-by-step assistance on the Invest in Hamilton website to make it easier for potential investors to receive information at a glance.	Leader	Government, academia, support organizations				High
	Provide website users with more maps, search options, graphs and interactive tools for a more personalized online experience.	Leader	Government, support organizations				Medium
	Establish standards related to responding to Requests for Information on the Invest in Hamilton Website.	Leader	Investors				Medium

High-level implementation roadmap – Attraction services (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Information sessions	Host regular information sessions for existing and potential investors focused on key topics of interest (such as international hiring practices, obtaining licensing, land development processes)	Connector	Industry, investors				Medium
	Connect potential/existing investors looking to hire foreign labour with key resources across Hamilton.	Connector / champion	Investors, support organizations				High
	Connect with Hamilton's immigrant communities (as appropriate) to increase trade/export opportunities of Hamilton products.	Leader	Support organizations				Medium
	Offer aftercare support to companies following their investment to ensure better retention and promote opportunities for expansion.	Leader	Investors				Medium
	Spotlight the City's Economic Development Office as key sources of information to stakeholder groups across the Hamilton including businesses, academia, and associated organizations.	Leader	Industry, academia, support organizations				Medium
Market entry support	Develop concierge services within the City's Economic Development Office and Invest in Hamilton focused on connecting companies with accessing available resources or appropriate expertise.	Leader	Industry, investors				High
	Continue to leverage partnerships with Invest Ontario and Invest in Canada to enhance ability to respond to site selection requests from investors.	Leader	Government, investors				Medium

High-level implementation roadmap – Attraction services (3/3)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Market entry support (cont.)	Maintain up-to-date materials relevant to the site selection process to ensure Hamilton has the ability to respond to data/information requests from key partners/potential investors quickly.	Leader	Government				Medium
Data insights	Undertake detailed assessment on the data most desired/relevant for potential investors.	Leader	Government				High
	Based on the data assessment, seek to obtain licenses on the data most critical to supporting the site selection and lead generation process.	Leader	Government				High
	Explore options to partner with academic research institutions and the City to process the most popular data requests faster and in a streamlined way.	Connector	Academia				Medium
	Leverage existing data (as applicable) available internally to the City, and highlight potential data gaps to key City partners.	Leader	Government, support organizations				Medium
	Partner with local universities and the City to build up reports and datasets on key topics such as talent availability Hamilton.	Leader	Academia				Medium

High-level implementation roadmap – Strategic partnerships (1/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
National and international connections	Network with Global Affairs Canada's Trade Commissioners based in foreign target markets to assist the City in facilitating connections with potential investors and establish an in-market representative that promotes the Hamilton brand.	Connector	Government				High
	Regularly attend Invest Ontario and Invest in Canada events to maintain close relations and exchange ideas and insights.	Connector	Government				Medium
	Host an information day for provincial officials ("Queen's Park Day") to increase awareness of Hamilton's value proposition among MPPs and staff.	Leader	Government				Medium
	Host an information day for federal officials ("Day on the Hill") to increase awareness of Hamilton's value proposition among MPs and staff.	Leader	Government				Medium
	Identify a provincial and federal champion who is kept up-to-speed about key wins and opportunities (e.g., local MPs, cabinet ministers).	Leader	Government				High
Local connections	Strengthen partnerships with community partners, academia (including employment liaison officers, researchers with recently obtained large-scale grants, etc.) to promote commercialization opportunities for R&D taking place in Hamilton.	Connector	Academia, support organizations				Medium
	Identify champions across key stakeholder groups that promote Hamilton's value proposition and key assets locally and abroad.	Leader	Industry, support organizations				Medium
	Leverage Hamilton Immigration Partnership Council (HIPC) to understand opportunities for strategic, long-term partnerships.	Leader	Government				Medium
	Host discussions with business leaders in Hamilton to better understand the support they need to more efficiently attract investment and hire foreign workers.	Connector	Industry				Medium

High-level implementation roadmap – Strategic partnerships (2/2)

Strategic objectives	Actions	City of Hamilton role	Groups involved	<6months	6-24 months	>24 months	Priority
Local connections (cont.)	Build up a program jointly managed by Invest in Hamilton and HIPC that offers integrated immigration and FDI attraction advisory services to companies wishing to expand in or enter Hamilton.	Leader	Government				Medium
	Operationalize the Global Hamilton Council, bringing local private sector organizations and representatives (e.g., business owners, industry representatives, lawyers, financial services, accountants, tax advisory) together that will support and advise the City on investment attraction and trade initiatives, and help growth the Hamilton brand globally.	Leader	Industry, support organizations				Medium
Cross jurisdictional collaboration	Through collaboration with the Consider Canada City Alliance, organize/attend events with investment attraction agencies in Southern Ontario.	Leader / connector	Government, partner regions				Medium
	Develop partnerships with emerging US collaborator jurisdictions (such as Buffalo, Minneapolis, Houston) within each spotlighted sector.	Leader	Partner regions				Medium
	Organize and attend events with investment attraction agencies across North America. Focus to be given on jurisdictions that are of comparable size and composition to Hamilton.	Leader / connector	Partner regions				Medium

5

Appendices



A

Background



Leveraging FDI to help drive value



Expand and **retain** current investment positions within Hamilton. Foreign investors with an established presence in Hamilton represent the best opportunity to quickly expand local Foreign Direct Investment (“FDI”) stock. Targeting these investors offers the highest potential for success and is the most cost-effective strategy.



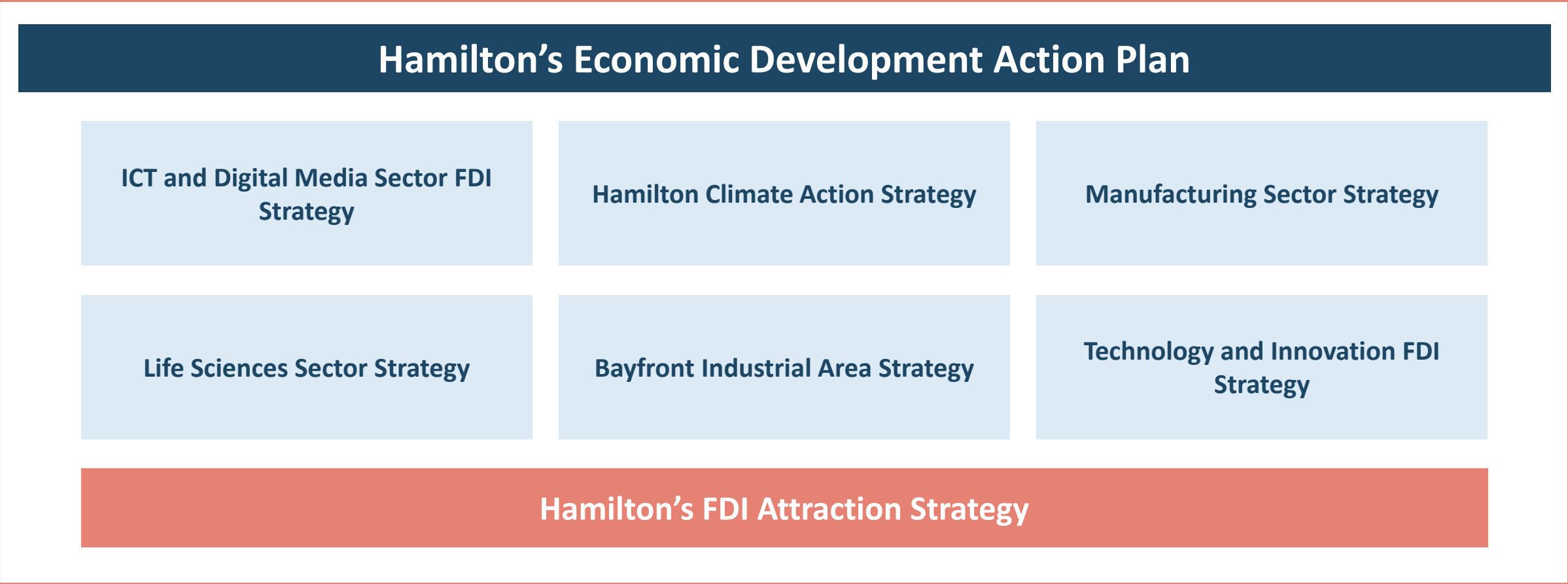
Secure new investment into Hamilton from strategically identified sectors. Attracting new investors into Hamilton from foreign markets and across Canada can provide a range of benefits such as: introducing new technologies, upskilling workers, strengthening local supply chains, and increasing competitiveness.



Accelerate the growth and transition of Hamilton into a diversified and sustainable economy by increasing the number of quality FDI transactions.

Related initiatives

In addition to desktop research and stakeholder consultation, Hamilton’s FDI Attraction Strategy is built on insights from previous City of Hamilton sector strategies and economic development initiatives as part of the broader Hamilton Economic Development Action Plan.



Key stakeholder groups required to support the strategy

The groups listed in Hamilton's FDI Attraction implementation roadmap include key stakeholders mentioned throughout the strategy. To support successful execution, the City will need to be responsible for leading or supporting each action in coordination with all stakeholders involved.



Academia and research centres

Including universities, colleges, training programs, and research organizations that are focused on innovative research that is relevant to investors and developing local talent. In Hamilton, these include McMaster University, Mohawk College and Redeemer University as well as research centres such as CANMET Materials Technology Laboratory, iHub, etc.



Industry

Includes organizations located in Hamilton that are both established (e.g., ArcelorMittal Dofasco, Mondelez and L3Harris), as well as start-up/scale-up companies.



Government

Including all three levels of government (Government of Ontario, Government of Canada, and the City of Hamilton).



Potential investors

Including companies looking to relocate to Hamilton, as well as angel investors, private equity funds, and venture capitalists that provide companies with initial and ongoing financial means to invest in research, development, capital, marketing, and commercialization.



Support organizations

Including Next Generation Manufacturing Canada (NGen), McMaster Innovation Park (MIP), Hamilton Immigration Partnership Council, accelerators (Innovation Factory Hamilton Technology Centre, etc.), economic development agencies (Invest Ontario, Invest in Hamilton), and other organizations (e.g., Hamilton Chamber of Commerce) that support Hamilton's economy and FDI attraction initiatives.

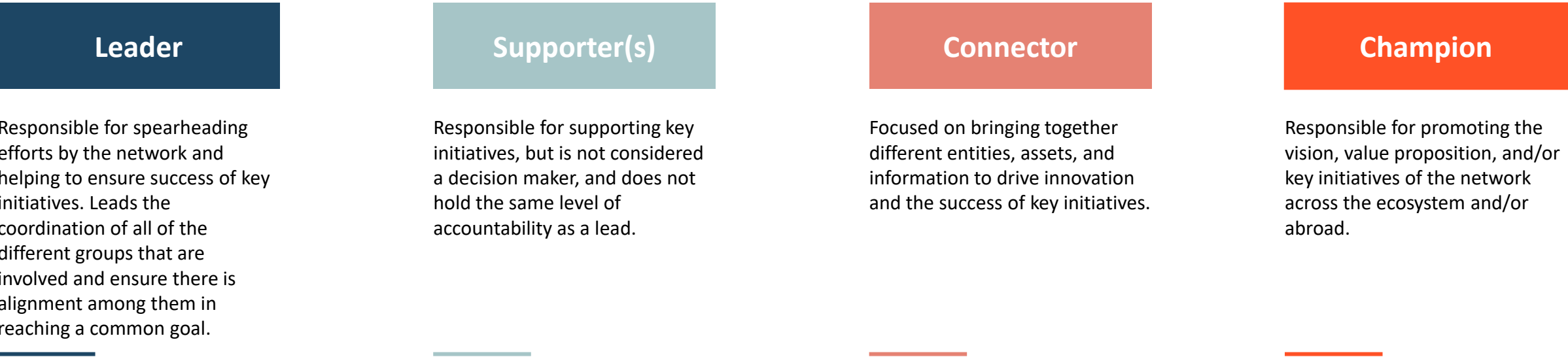


Partner regions / municipalities

Includes neighbouring regions such as Waterloo and Toronto that Hamilton can collaborate with on investment attraction initiatives, as well as other regions/municipalities across Canada and the US that .

Related implementation roles and responsibilities

An FDI attraction strategy needs to be led by a single entity to ensure clarity and accountability. In this case, the lead is the City of Hamilton and associated entities such as Hamilton Economic Development. While the City will need to rely on key stakeholders to help drive initiatives that support investment attraction, the City is ultimately responsible for leading most initiatives, taking action, and measuring results. Overall, it is important that all stakeholder groups work together to attain a common goal for increasing quality investment. Fragmentation or a lack of collaboration among key stakeholders can result in efficiency loss and lost investment opportunities as potential investors seek to invest in a market where a comprehensive suite of services or supports is easily accessible.



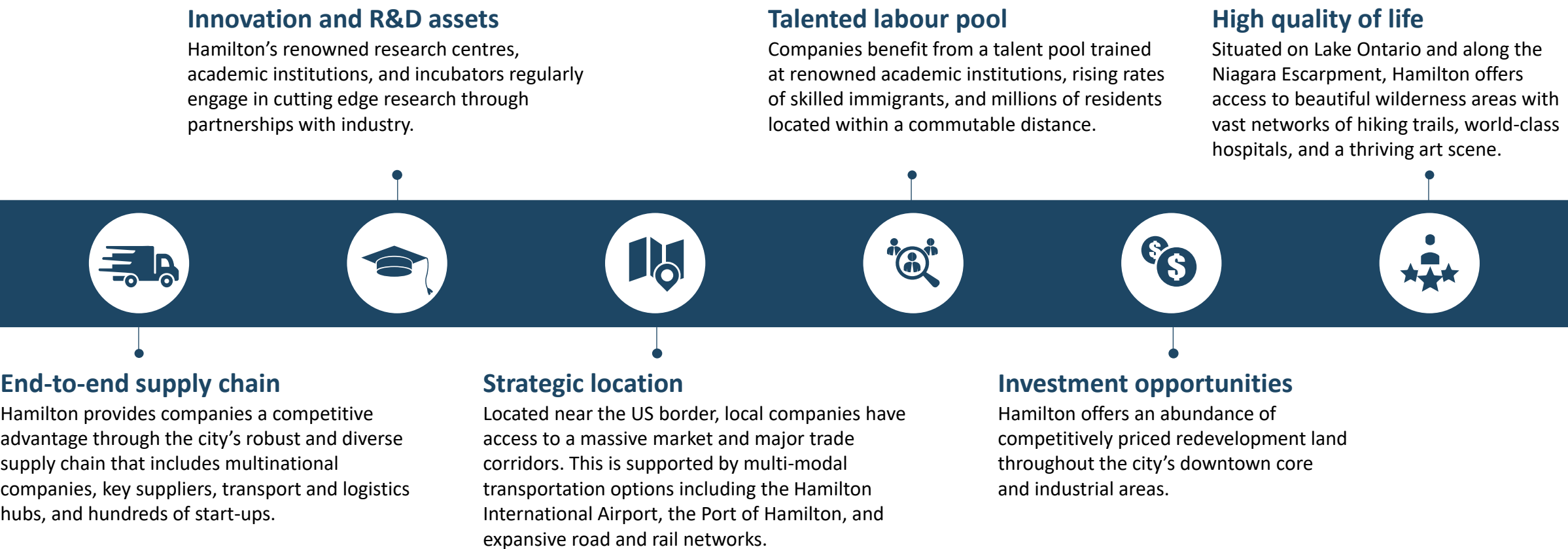
B

Key strengths and challenges



Key strengths

Attracting investment for Hamilton will require drawing on city strengths. The strengths outlined below are especially valued by investors.



Key challenges

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



C

Sector insights



Manufacturing in Hamilton

Areas of strength



An established sector

Hamilton’s manufacturing sector is key to the city’s economy and continues to generate significant exports. Leading subsectors by cumulative value of regional export sales between 2017 and 2022 include:

- Iron and steel (\$7.2B since 2017)
- Automotive (\$1.6B since 2017)
- Chemical (\$555M since 2017)



Industry innovation

Hamilton manufacturers develop industry-leading innovations through available partnerships with reputable research centres. Local research centres include:

- NGen – Next Generation Manufacturing Canada is a nationally leading advanced manufacturing supercluster (based in Hamilton) which supports industry innovation, with a focus on technology.
- McMaster University’s iHub (an integrated automotive, aerospace and advanced manufacturing network) connects SMEs with researchers.
- Mohawk College’s Additive Manufacturing Innovation Centre works with industry on applied research to improve efficiency and product design.



Robust supply chains

Including SMEs/suppliers and major manufacturers such as:

- L3Harris (aerospace and defence)
- ArcelorMittal Dofasco (steel)
- Liburdi (automation)
- Walters Group (engineering)
- McMaster Manufacturing Research Institute (MMRI)

Key takeaways

Manufacturing continues to be a core foundation of Hamilton’s economy.

Historically known as a manufacturing hub, Hamilton continues to feature and attract reputable multinational companies, leading research centres, and innovative SMEs.

The City and industry’s recent announcements surrounding decarbonization indicate a strong focus towards sustainability – in line with international trends and opportunities which should be capitalized.

\$21B

Generated in sales from Hamilton’s manufacturing sector in 2021.

11%

Of the local labour force works in manufacturing (25,000 employees)

7.2%

Compound annual growth rate of Hamilton’s manufacturing sales since 2016.

750

Manufacturing companies operating in Hamilton

Sources: Invest in Hamilton, Government of Canada, NGen, McMaster University, Mohawk College

Life sciences in Hamilton

Areas of strength



Rapidly growing life science cluster

Hamilton has a thriving life sciences cluster. Local sector trends between 2016 and 2021 include:

- 43 new companies established, with the number of nuclear medicine, digital health and medical device companies nearly tripling.
- 83 new products/services that were commercialized/licensed.
- A CAD \$100M investment in 2017 made by Stryker (one of the world's largest medical device companies) to build Canadian headquarters.
- More than CAD \$600M raised in startup funding, including a CAD \$270M IPO of Fusion Pharmaceuticals, the second largest IPO for a Canadian biotechnology firm.



Leading research capabilities

- Hamilton Health Sciences (the second largest hospital network in Ontario and the fourth largest in Canada), has an annual research spend of over CAD \$170M and 450 researchers.
- St. Joseph's Healthcare Hamilton has +200 researchers, 285 clinical research projects and 77,000+ sq. ft. in lab space.
- McMaster Nuclear Reactor (Canada's most powerful research reactor and the nation's only major neutron source) enables cutting-edge R&D and produces ~60% of iodine-125 globally, enough for ~70,000 treatments

Key takeaways

Globally, innovation in the life sciences sector continues to attract major investment.

Hamilton is well positioned to take advantage of these trends, as the city's long-standing history in R&D has supported the region in becoming a rapidly growing life sciences cluster. The city should look to continue building on its strengths including:

- Unique research capabilities and existing infrastructure (e.g. nuclear reactor).
- A thriving startup ecosystem
- A growing number of multinational companies
- World-class universities and hospitals

\$5.7B

The annual GDP generated by Hamilton's life sciences sector

50%

Growth in the number of Hamilton life science companies between 2016 and 2021

>30K

Hamilton's life sciences sector includes more than 30,000 employees.

200+

Public and private sector life sciences organizations in Hamilton

Agribusiness and food processing in Hamilton

Areas of strength



Major exporting sector

In Hamilton, agribusiness and food processing is a growing source of exports. Leading regional subsectors by cumulative value of export sales between 2017 and 2022 include:

- Meat processing (CAD \$541M)
- Agriculture (CAD \$395M)
- Grain and oilseed (CAD \$137M)
- Bakeries and tortilla (CAD \$388M)
- Sugar and confectionary (CAD \$105M)
- Fruit, vegetables and specialty foods (CAD \$230M)



End-to-end supply chain

- +650 local farms across 118,000 acres, generating over CAD \$650M in annual revenue.
- Ontario's largest port enables exports through three grain export terminals and capabilities like liquid and dry bulk storage.
- Raw input processors such as Sucro Sourcing (sugar), P&H Milling (wheat), and Bunge (oilseed).



Major local investment

- CAD \$22.5M investment in 2021 from German vertical farm company, Infarm, developed the company's largest growing centre in North America – with a growing capacity of 37,000 sq.ft.
- CAD \$80M expansion in 2021 by protein food processor Sierra, growing capacity by ~160,000 sq.ft. and creating 100 jobs.
- Mondelez's CAD \$40M expansion in 2019 that increased candy production by 11M pieces per day and added 50 jobs.
- A \$180M CAD investment by Bartek to create the world's largest malic and food-grade fumaric acid production plant in Stoney Creek.

Key takeaways

Agribusiness and food processing is one of Hamilton's fastest growing industries. Hamilton is home to numerous major multinational companies (e.g., Mondelez, Maple Leaf Foods, G.S. Dunn, Bimbo Canada/Canada Bread). Companies benefit from the city's end-to-end supply chain, including Ontario's largest port, which enables largescale exports.

Hamilton has an opportunity to leverage federal agribusiness initiatives and further build on the globally recognized 'made in Canada' brand when promoting the sector.

\$375M

In FDI since 2013 that has created hundreds of new jobs

35%

10-year growth in the number of food manufacturing employees in Hamilton, totaling 9,500

\$2B

The value of Hamilton's annual exports from agribusiness and food processing

120+

Food and beverage manufacturers operating in Hamilton

Digital media & film in Hamilton

Areas of strength



Growing film industry

Hamilton is the 3rd largest film cluster in Canada, hosting major productions such as *The Boys*, *Umbrella Academy*, and *Titans*. The city is home to programs such as design programs offered by Mohawk College. In recent years, numerous film companies have opened in Hamilton, including:

- Aeon Bayfront Studios (2021) – a 67,000 sqr.ft. studio with production space.
- Hamilton Film Studios (2018) – a 6,500 sqr.ft. studio that offers location and production equipment rentals.
- Digital Canaries (2015)



Supporting digital media services

Digital media in Hamilton has grown alongside the local film industry, with:

- 130 graphic design companies (the majority of which are sole proprietorships).
- 200 motion picture and video production companies (most of which employ less than 20 people).
- Global animation studio, Pipeline Studios, that holds partnerships with companies that include Sony, Disney, Netflix, Nickelodeon, Hasbro, TVO Kids, Universal, and others.



McMaster University research

Centre for Networked Media and Performance – which produces new forms of communication by leveraging network technology.

- Pulse Lab – which supports community driven research and needs through multimedia technologies.

Key takeaways

Hamilton is becoming a leading film cluster in Canada.

An abundance of industrial land has enabled large studios to open in recent years, attracting major international productions. These productions have been supported by the local digital media sector.

Ongoing global focus towards streaming services present an opportunity for Hamilton to increase FDI into the sector.

\$60M

Spent on film production in Hamilton in 2019

450+

Hamilton digital media companies, with the majority being start-ups

3rd

Hamilton is home to Canada's third largest film cluster.

900+

Film related businesses located in Hamilton, employing over 9,000 people

Decarbonization technologies in Hamilton

Areas of strength



Green city initiatives

- The City of Hamilton is actively supporting numerous green initiatives. These include:
- A Climate Action Strategy to reach net zero emissions by 2050 through actions such as improving electric vehicle infrastructure, bicycle infrastructure, and others.
 - Supporting the development of the Hamilton Regional Decarbonization Hub, with a focus on reducing/eliminating emissions across multiple sectors.
 - iHub within McMaster University that supports more than 230 SMEs with commercializing new clean technologies. The organization received federal support through a CAD \$10M investment in 2021.
 - ArcelorMittal Dofasco's CAD \$1.8B project for adopting cleaner manufacturing processes that will reduce emissions which received CAD \$900M through federal and provincial funding.
 - The City's newly appointed Climate Change Office.



Notable local companies

- ArcelorMittal Dofasco (metal and steel)
- Nerva Energy (energy efficiency)
- Biox (renewable fuel)
- Menloloab (electric car design)
- Enedym (engineering consultancy)

Key takeaways

Hamilton is a growing hub of activity related to cleantech and decarbonization. Supported by organizations such as iHub, the City has the potential to capitalize on emerging cleantech opportunities – one of the world's fastest growing investment areas.

This can further be accelerated by efforts across Hamilton – including key initiatives by government and industry – to become a recognized decarbonization hub.

\$57M

City investments into green initiatives since 2019.

60%

Reduction in emissions at ArcelorMittal's Hamilton operations by 2028

5M

Canadians are forecasted to be employed in cleantech by 2030

43%

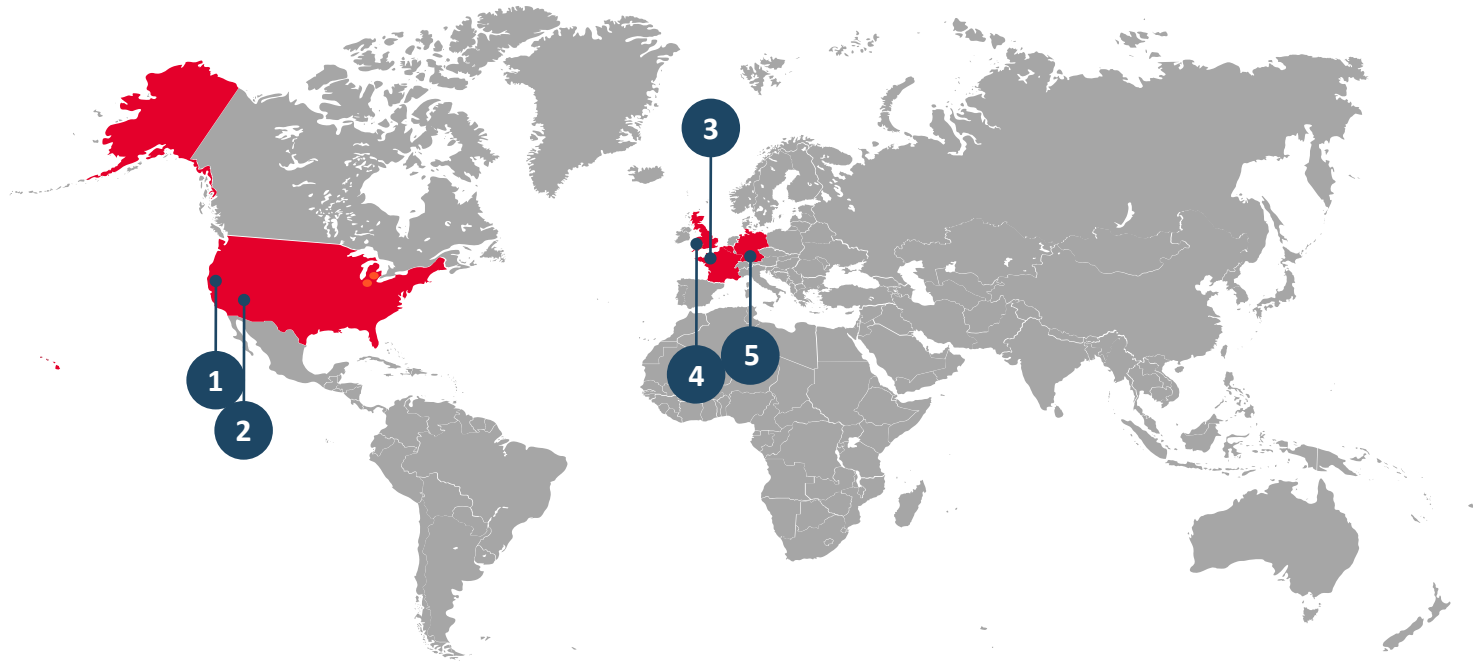
Reduction in Hamilton's corporate emissions since 2005

D

Sector focused trade shows
and trade commissioners



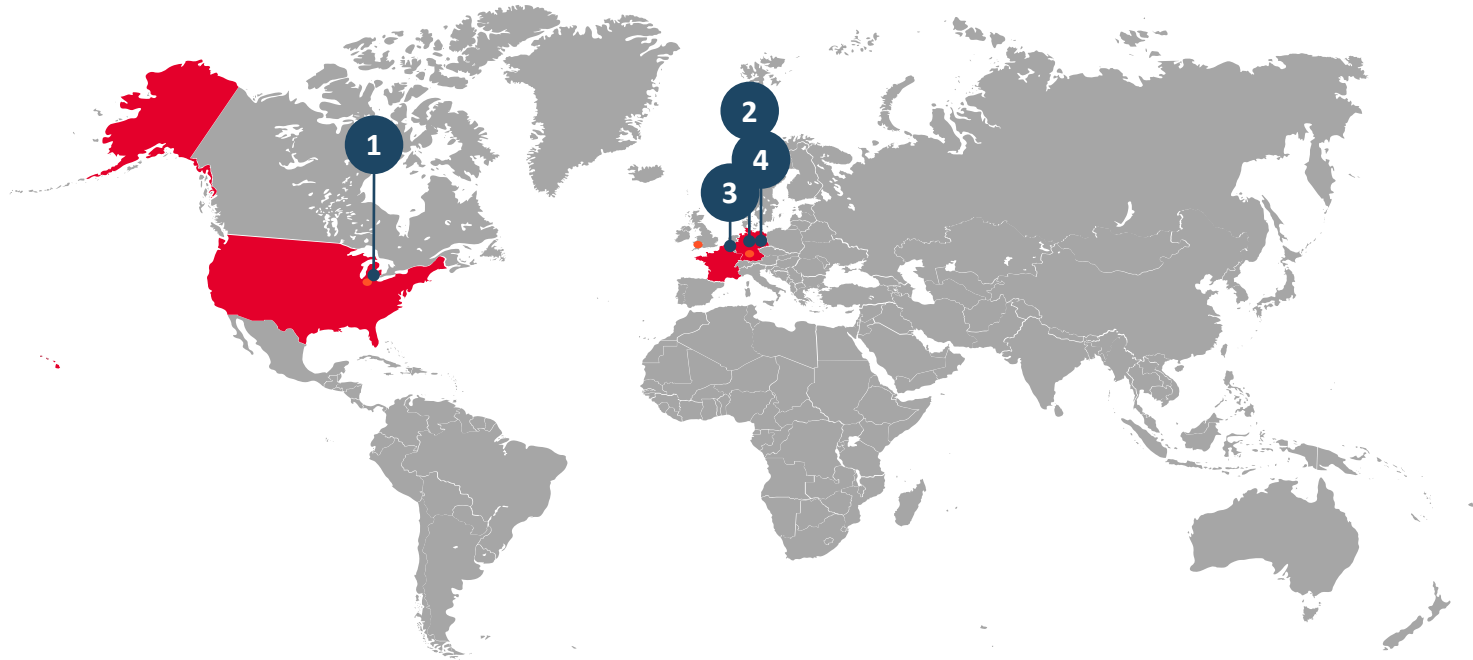
Sector focused trade shows (1/4)



Aerospace manufacturing

- 1 Los Angeles, California (US)** – The Aerodefence Manufacturing Expo is produced by SME, in partnership with industry OEMs. The Expo showcases advanced technology and panelists from government and industry.
- 2 Glendale, Arizona (US)** – The American Aerospace & Defense Summit is dedicated to manufacturing and R&D in American aerospace and defense.
- 3 Paris (France)** – The Paris International Airshow hosts over 130,000 trade visitors and over 300 Official Delegations from 98 countries.
- 4 Hampshire (UK)** – The Farnborough International Airshow is a platform for private, military, commercial and civil sectors to showcase their aircraft, technology and equipment.
- 5 Berlin (Germany)** – The ILA Berlin Air Show is the largest aerospace trade show in Germany covering technology and pressing topics in the industry.

Sector focused trade shows (2/4)



Agribusiness and food processing

1

Chicago, Illinois (US) – The Sweets and Snacks Expo is the largest confectionery, sweets and snacks trade show in North America.

1

Chicago, Illinois (US) – The Institute of Food Technologies (IFT) Annual Meeting & Food Expo is designed to connect science and business to provide a place to find solutions to challenges in the global science of food community.

2

Cologne (Germany) – The ISM Confectionary Trade Fair is the world's leading trade fair for confectionary and snacks.

3

Brussels (Belgium) – The World Confectionary Conference assembles delegates and suppliers from across the world in the sweets, snacks and bakery markets.



Steel and metal manufacturing

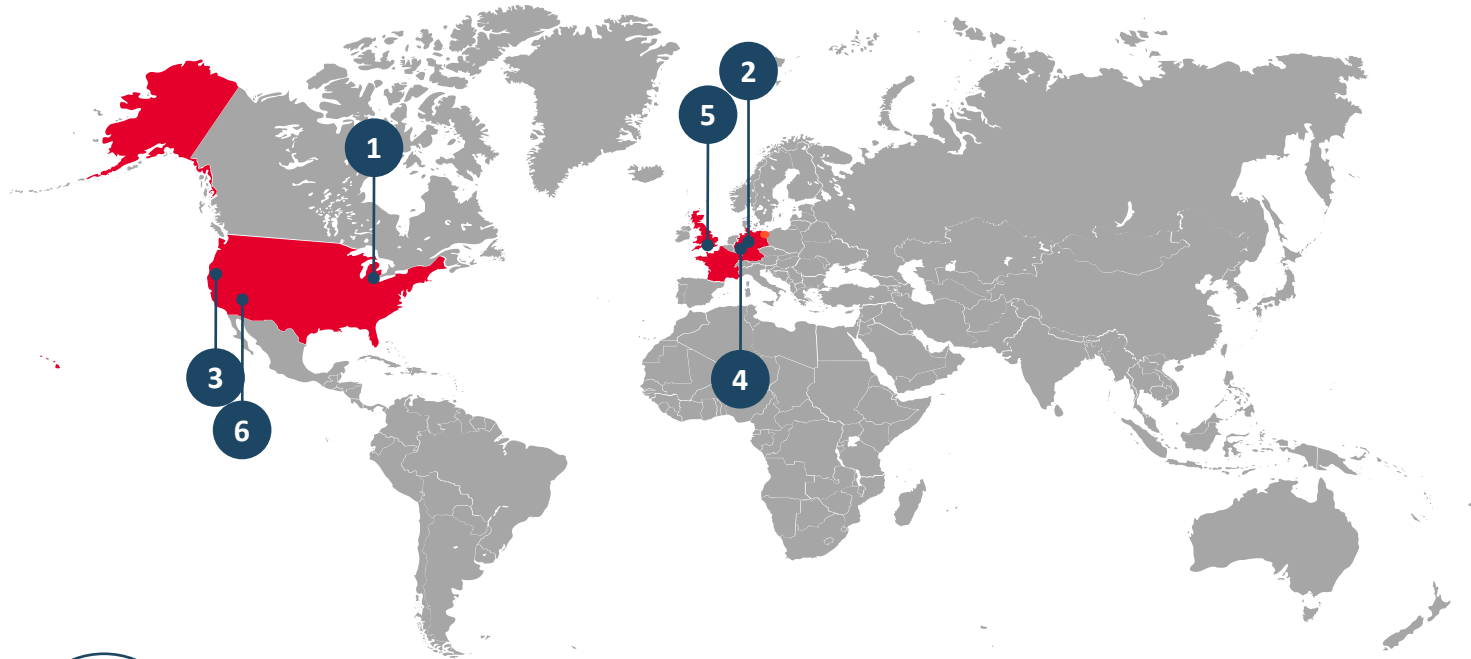
1

Chicago (US) – The International Manufacturing Technology Show is one of the largest manufacturing and technology shows in North America.

4

Dusseldorf (Germany) – The International Exhibition for Metallurgical Technology with Congress offers an opportunity to network with an investment friendly audience.

Sector focused trade shows (3/4)



Film and animation

4

Berlin (Germany) – The European Film Market is one of the top three meeting places of the international film and media industries.

6

Las Vegas, Nevada (US) – The National Association of Broadcasters 2023 highlights next generation technology in the broadcast, media and entertainment industry.



EV manufacturing

1

Detroit, Michigan (US) – The Electric and Hybrid Technology Expo brings together engineers, business leaders, companies and innovators to discover products and solutions for the future.

2

Köln Messe (Germany) – The Industrial Vehicle Technology Expo brings together individuals to facilitate discussion on new technologies.



Alternative fuels

3

Anaheim, California (US) – The Advanced Clean Transportation Expo is a place to discover vehicles, products and solutions driving fleet sustainability.

4

Berlin (Germany) – The International Conference on Renewable Mobility “Fuels of the Future” is an industry trade show with a focus around biofuels, mineral oils and automotive, chemicals, transportation and logistics, policy, science and research.



Defense manufacturing

5

London (UK) – The DESI connects governments, national armed forces, thought leaders and the defense supply chain globally to provide networking opportunities, demonstrations and education.

Sector focused trade shows (4/4)



Nuclear medicine

1

Vienna (Austria) – The European Congress of Radiology is an international meeting on radiology and includes radiology professionals, radiographers, physicists, industry representatives, and reporters.



Bio manufacturing

2

San Francisco, California (US) – The American Biomanufacturing Summit provides biopharmaceutical executives with current trends, strategic insights and best practices.

3

Basel (Switzerland) – The Bio Europe Spring conference is a platform for individuals to connect with key stakeholders across the industry.

E

Key sources



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