



Action Plan for
International Economic Affairs

Moving Montréal Forward



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Introduction

The City of Montréal is very active internationally, with recognized leadership in multiple fields, including implementation of creative, collaborative and innovative ecosystems, as well as in sustainable development. At a time of global economic integration and the increasingly rapid pace of technological change, large cities of Montréal's calibre are being called upon to play an increasingly important role beyond their traditional borders.

That role is perfectly in keeping with the idea of attracting investment and talent to Montréal, and with our desire to boost our businesses and organizations on the international stage. The 2018–2022 Action Plan for International Economic Development embraces those two goals while seeking to enhance Montréal's reach and influence as a creative city and a knowledge city, a great place in which to live and do business. These factors symbolize Montréal's strength, its uniqueness and, we firmly believe, its appeal. To that end, our action plan dovetails with the objectives stated in the City of Montréal Cadre stratégique des relations internationales (strategic framework for international relations), published in 2017.

Montréal's international reach is vital to its economic development. We stand ready to contribute to it, keeping firmly in mind that the enviable quality of life enjoyed by our citizens as well as our businesses and the city's excellent reputation worldwide are invaluable assets that we must build on.



Valérie Plante
Mayor of Montréal



Robert Beaudry
Executive Committee Member responsible for Economic and Commercial Development and Government Relations



Vision



Montréal, a hub
of innovation, talent,
and economic,
entrepreneurial,
international,
sustainable and
social development



The 2018–2022 Economic Development Strategy in Brief

This strategy coincides with a promising economic climate for the city

Montréal's economy has never been so vibrant, dynamic and progressive. Employment has reached record levels, and the city is attracting more and more talent, investment and innovative businesses.

The city has unmistakable assets when it comes to quality of life, innovation, talent, in an array of promising sectors. This economic development strategy builds on Montréal's strengths to fully take advantage of the opportunities afforded by environmental, social, and economic trends such as changing demographics and climate change.

Moreover, with its newly recognized status as the metropolis of Québec, Montréal has been granted new powers enabling it to better fulfil its role as an economic driver and integrate more economic development initiatives locally.

Montréal faces a number of economic challenges, however, which it must overcome in order to keep up its momentum:

- Access to and matching of the available labour force with companies' current and future requirements;
- Strengthening entrepreneurship to support business creation, growth, and succession planning;
- Commercialization of discoveries and innovation;
- Improving the economic reach and influence of Montréal and the international development of its businesses;
- Stimulation of economic centers and support for the integrated approach to territorial economic development;
- Consistency and co-ordination of all economic development initiatives;
- Increasing the client focus as part of the city's economic development.

Five Guidelines to Accelerate Montréal's Economic Development

Focus on know-how and talent

Objectives:

- Reinforce work skills to improve economic productivity;
- Ensure the attraction and retention of talent;
- Improve the match between the needs of businesses and available workers.

Stimulate entrepreneurship

Objectives:

- Stimulate business creation;
- Support the growth of small and medium-sized businesses;
- Increase the rate of survival among businesses and support succession planning.

Rejuvenate economic centres

Objectives:

- Transform and densify industrial zones by favouring quality amenities and attractive settings;
- Improve the accessibility and the mobility of people and goods to centres of employment;
- Ensure industrial complementarity and synergy, and highlight the territory's economic advantages;
- Boost retail and local business.

Boost Montréal's international reputation

Objectives:

- Reinforce the City of Montréal's reputation as a place of business;
- Ensure the development of Montréal businesses on international markets;
- Draw foreign investment to the city.

Ensure a powerful economic development network

Objectives:

- Ensure a client-focused approach;
- Enhance the City of Montréal's internal processes to boost the productivity of economic development programs and services;
- Reinforce Montréal's economic development ecosystem

Five High-Potential Sectors to Uphold the Guidelines of the Economic Development Strategy

The aim of the economic development strategy is to ensure ideal conditions for growth across all sectors of Montréal's economy. It prioritizes five high-potential sectors that will allow Montréal's economy to be more forward-looking and competitive, and make more productive use of city resources.

Because these five sectors are cross-cutting, supporting them will strengthen other sectors as well as future niches.

Cultural and Creative Industries

As a mainstay of Montréal's distinctive identity and character, the cultural and creative industries are a meeting point for creativity, culture, technology, and innovation. These industries include architecture and design, fashion, multimedia and video games, digital arts as well as traditional visual and live arts:

- Close to 92,000 jobs and \$8.6 billion in annual economic benefits to the Greater Montréal Area.¹

Life Sciences and Health Technologies

The life sciences and health technology sector encompasses activities ranging from research to product and service development, including medical equipment manufacturing, research and development (R&D) services, and pharmaceutical distribution.

In Montréal, this sector represents 40,000 jobs, or 80% of direct jobs in life sciences, along with 65% of Québec GDP in the sector.²

Digital Industry

The digital industry, at the root of innovation sectors, provides leverage for attracting both domestic and foreign investment. Increasingly widespread, it has proliferated through all other activity sectors, allowing new business models to emerge. Its primary sub-sectors are artificial intelligence and deep learning, virtual augmented reality, big data, advanced manufacturing, software and IT services, as well as telecommunications services:

- More than 100,000 jobs in the city, or 8% of Montréal jobs overall, and 72% of jobs in information and communication technologies (ICT) across Québec³;
- \$12 billion of Québec's GDP is generated by the ICT sector.⁴

¹ Chamber of Commerce of Metropolitan Montréal (CCMM), *The creative industries: Catalysts of wealth and influence for Metropolitan Montréal*, 2013.

² Montréal InVivo, *Window on the life sciences in Greater Montreal*, 2013.

³ Techno Montréal, *Profil des TIC*, 2014.

⁴ *Ibid.*

Mobility and Transport

Serving most economic sectors, including public transport, manufactured goods, distribution centres, wholesale and retail trade, e-commerce, and last-mile delivery, this key industry combines all modes of transport and their disparate logistics. The development of new sustainable and intelligent transport systems is an opportunity to strengthen Montréal's place within the industry:

- 63,000 jobs in the Montréal agglomeration in 2015 ⁵;
- \$6.1 billion of the agglomeration's GDP in 2014.

Cleantech Sector

An emerging and fast-growing sector, cleantech reconciles economic growth with environmental performance. Ensuring the transition to a low-carbon economy, this sector promotes innovation through the creation of products and services that impact other sectors of economic activity, while fostering the creation of innovative companies. The cleantech sector consists primarily of green chemistry, energy efficiency, renewable energy, sustainable mobility, waste management, water management, remediation of contaminated sites, treatment of ambient air, etc.:

- 120 foreign subsidiaries employing more than 15,300 people;
- 60% of jobs in the cleantech sector are based in Montréal.

⁵ Montréal en statistiques, *Profil sectoriel : Transport et entreposage* (SCIAN 48-49), July 2017.

Five Overall Indicators targeted by the Economic Development Strategy for 2018–2022:

Achieve an **employment rate** in the Montréal agglomeration of 65% of the population aged 15 and over by 2022
(2017 : 61 %)

Increase the share of **full-time employment** in total employment for the agglomeration to 82%
(2017 : 81 %)

Reduce the share of the population aged 15 and over without a **high school diploma** in the Montréal census metropolitan area (CMA) to no more than 12% by 2022
(2017 : 15 %)

Achieve a **university graduation** rate among the population aged 15 and over in the CMA of at least 32% by 2022
(2017 : 29 %)

Increase the **employment rate of immigrants** aged 25 to 54 in the agglomeration to at least 80%, thereby reducing the gap between the employment rate of immigrant populations and those born in Canada
(2017 : 78 %)

8 Action Plans to achieve the vision and objectives of the economic development Strategy

Action Plan for Entrepreneurship

Action Plan for an Efficient Network

Action Plan for Design

Action Plan for Knowledge and Talent

Action Plan for International Economic Affairs

Action Plan for Social Innovation

Action Plan for Commerce

Action Plan for the Economic Development of the Territory

The role of international affairs in the Economic Development Strategy

- A strong international profile for the city and its businesses.
- An essential lever for attracting talent and direct investment from abroad.
- A lever for innovation.



Action Plan for International Economic Affairs

Summary of the Action Plan

Area		Strategies
1	Develop international opportunities for our companies	<ul style="list-style-type: none">• Support businesses in their efforts to meet potential customers and partners from abroad.
2	Boost Montréal's reputation	<ul style="list-style-type: none">• Promote the attractiveness of Montréal as a place for doing business, and its primary economic sectors, to international stakeholders;• Optimize the economic benefits of international events held in Montréal;• Along with key economic stakeholders, participate in international events both in Montréal and abroad.
3	Draw more foreign investment to Montréal	<ul style="list-style-type: none">• Optimize the City's contribution to the foreign direct-investment value chain;• Provide strategic support and guidance to foreign subsidiaries so as to drive their growth.



Boosting Montréal's International Reputation

A strategic direction crucial to the city's economic growth

Today, reinforcing presence on international markets is key to business growth as well as territorial development. The production process, from input provision to final product delivery, is increasingly realized within global supply chains, segmented across multiple sites and countries that are selected based on the presence and competitive cost-effectiveness of skills and resources. This situation, combined with the rapid pace of technological change, has led to fierce competition between international metropolises to attract talent, investments and leading-edge businesses. Montréal must therefore step up its competitive game internationally so as to consolidate its economy and ensure prosperity.

With the Action Plan for International Economic Affairs, Montréal intends to meet that challenge, acting simultaneously to strengthen its international presence, develop its companies on international markets, and attract foreign direct investment.

Strengthening Montréal's international profile

Montréal is an international city, with many of its assets recognized around the world. **In 2017, the city was named the fifth most promising location in the Americas for foreign direct investment in the American Cities of the Future 2017/18 rankings.**⁶ The study cited Montréal's dynamic business climate, healthy high-tech sectors, excellent universities and research centers, highly skilled labor force, and enviable quality of life.

Montréal must keep up its efforts to differentiate itself and preserve its strong, distinctive image. In addition to building on characteristics already acknowledged by the international community, it must emphasize its economic areas of excellence, industrial diversity, vibrant startup ecosystem, and more. The goal is to maximize economic benefits stemming from international input. **In short, Montréal must position itself internationally as a metropolis of choice in which to live, create study and, of course, do business and invest.**

⁶ FDI Intelligence, American Cities of the Future 2017/18, April/May 2017.

Developing local businesses on international markets

The Montréal market and the broader Québec market are relatively small compared with the growth potential of many Montréal-based businesses. As a result, those businesses must establish an international development strategy, or strengthen an existing strategy, to remain competitive and in turn ensure their growth. They must position themselves to more effectively deal with international competition and capitalize on current technological changes as well as those on the horizon.

“The processes of internationalization and innovation often go hand in hand and are mutually reinforcing within businesses; it would therefore be desirable to allocate more funds to support the development of SMBs in new national and international markets, in close co-ordination with actions that promote innovation.”⁷

Via its Action Plan for International Economic Affairs, the City, working in concert with its partners and in the context of the powers and resources vested in it under the “Montréal Reflex” agreement, intends to support Montréal businesses and organizations (e.g., universities, incubators/accelerators, R&D centres, etc.) seeking to develop internationally. Keys to internationalization include boosting companies’ export capability, collaborating on innovation, valuing and commercialization, and creating strategic partnerships with key global economic players.

The City must seek to maximize business and networking opportunities for companies, both here in Montréal, during international events and when welcoming foreign business delegations, and as part of trade missions and events organized abroad by the City or its partners.

Attracting foreign direct investment (FDI)

FDI is a major economic catalyst. In 2017, international companies invested more than \$2 billion in the Greater Montréal Area, which amounted to 15% of economic growth in Québec. This represented an increase of 50% compared with 2016 and of 100% compared with 2015. **More than 5,000 direct, quality jobs were created or maintained as a result of those investments.**⁸

Internationally, FDI promotes technology transfers, exports, and growth in productivity, wages and jobs. Non-traditional investments, including research and development alliances along with partnerships for supply chain optimization, technology transfer and intellectual property sharing, are on the rise and could account for a significant share of FDI in the years to come.⁹

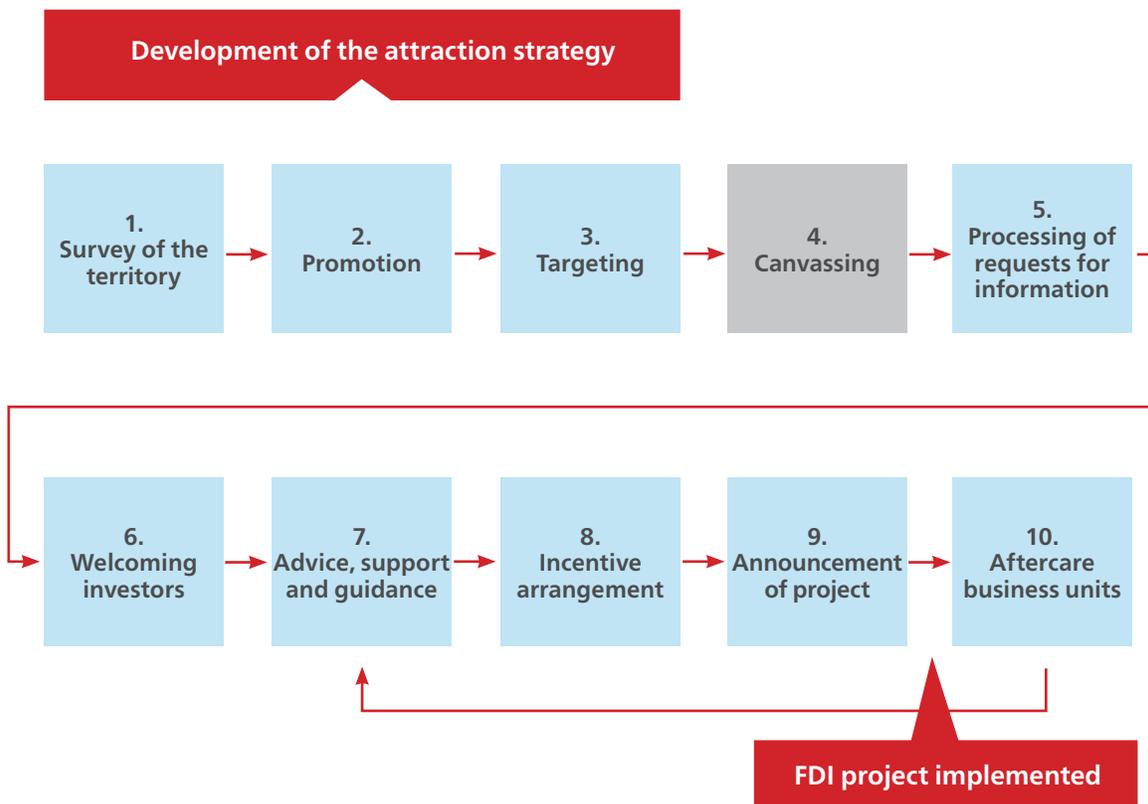
Through the Action Plan for International Economic Affairs, the City will contribute to attractiveness and will provide support and guidance for FDI projects, notably by optimizing its contribution to the FDI value chain, working closely and in complementarity with partners such as Montréal International on the steps corresponding to the blue boxes in the diagram on the following page.

⁷ OECD, City of Talent Montreal – An Action Plan for Boosting Employment, Innovation and Skills, OECD-LEED, Montréal, 2018.

⁸ Montréal International, 2 milliards d’investissements pour MI et les sociétés étrangères en 2017, Communiqués, 2 Mars 2018.

⁹ Innovation Québec, quoted in : http://ville.montreal.qc.ca/pls/portal/docs/page/SOMMET_FR/MEDIA/DOCUMENTS/Investissements_etrangers.pdf.

Chaine de valeur de l'investissement direct étranger (IDE)



Steps in the FDI value chain presenting opportunities for action by the City with the goal of improving Montréal's attractiveness, in close collaboration with our partners including Montréal International, Investissement Québec, the Ministère de l'économie, de la science et de l'innovation du Québec (MESI), the Metropolitan Cluster Secretariats, the PME MTL network, etc.

Source : Plan directeur de l'investissement direct étranger du Grand Montréal 2011-2015 prepared by Raymond Chabot Grant Thornton for the Montréal Metropolitan Community, 2011

Foundations of the Action Plan for International Economic Affairs

Principles underlying the City's action

The role of the International Economic Affairs team is to:

- Advise authorities on challenges, which are both economic and international;
- Co-ordinate City of Montréal economic missions abroad;
- Welcome foreign economic-development delegations;
- Attract and support the growth of foreign direct investment.

Its actions are supported by the following principles:

- Prioritization: concentrate efforts on priority sectors and challenges so as to achieve a multiplier effect;
- Optimization/valuing: maximize the added value of current and future projects;
- Collaboration/partnership: work in concert with Montréal players involved internationally as well as foreign stakeholders.

Main challenges identified in the action plan

Positioning the City on a competitive and constantly evolving playing field

"The globalization of markets also has an impact on competition between municipalities. Whereas municipalities in the past showed little or no concern for other locations around the world, today they are in competition with all of those cities to attract investment. With the globalization of value chains, investment is more mobile. It is easier now for companies to change production sites, and as a result every municipality must constantly display innovation to attract investors."¹⁰

The same observation can be made with regard to attraction of human capital. Today, highly skilled workers (talents) also "shop around" for places in which to live and work, so cities must deploy significant efforts to attract them.

Being more visible internationally is an objective shared by most large cities. All while developing its international profile, Montréal must ensure that it retains its assets as an inclusive, welcoming city with superior quality of life—factors that are key to its strength and uniqueness.

Levers of action:

- Promote Montréal's assets internationally;
- Maximize the opportunities available at international events enough in line with our priority sectors.

¹⁰ Les clés du développement économique local: Analyse des stratégies de six villes nord-américaines, Institut du Québec, pp. 5–6.

Internationalization of markets

From 2015 to 2016, Québec exports to the United States declined by 4%, and exports from all of Canada declined by 2%. The ongoing uncertainty about the future of NAFTA is confirmation that, for our local businesses, market diversification has become a necessity. It is important to take advantage of Canada's trade agreements with Asia (the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, or CPTPP), with Europe (the Canada–European Union Comprehensive Economic and Trade Agreement, or CETA) and potentially with Mercosur, which represents a market of more than 200 million people in South America. These numbers prove that economic missions are essential for supporting the integration of Montréal businesses in the new global value chains.

Lever of action:

- Encourage networking between Montréal businesses and customers or potential partners from abroad.

Consolidating support and guidance mechanisms for foreign subsidiaries

Foreign subsidiaries play a key role in Greater Montréal's economy:

- 2,200 subsidiaries in 2,600 facilities, or 1% of all facilities;
- 195,000 direct jobs, or 10% of the labour force;
- \$31 billion, or 20%, of the region's GDP.

Consolidating the foreign-subsidiary support ecosystem is a key factor, both for ensuring growth and for retaining FDI. To improve monitoring of foreign subsidiaries established in Montréal, the Action Plan for International Economic Affairs will establish conditions conducive to strengthening the City's collaborative framework with stakeholders in the FDI value chain.

Lever of action:

- Ensure high-quality support and guidance for FDI projects by optimizing the City's contribution to the FDI value chain.

SWOT Analysis of the Environment and Markets

Strengths

- **Diversified economy: Montréal is the world leader in several high-tech sectors, including video games, special effects for film and television, life sciences, health technologies, and aerospace**
- **Emerging sectors of economic excellence that are in high demand in promising niches (e.g., artificial intelligence, augmented/virtual reality, the arts & culture industries)**
- **International recognition as a creative, festive and welcoming city**
- **Presence of dynamic foreign subsidiaries offering highly competitive working conditions**
- **World-class higher education network**
- **Recognized for quality-of-life**
- **Relatively low operating costs**
- **Multilingual, well-educated population**
- **Clean, low-cost energy**

Weaknesses

- **Montréal is insufficiently recognized internationally as a place in which to do business and invest**
- **The city's competitive advantages (e.g., clean, low-cost energy, low operating costs and cost of living) are not well known abroad**
- **Potential for networking with foreign stakeholders is not fully leveraged during the many international activities held in Montréal**
- **High concentration of exports toward the U.S. market**
- **Proportion of exporting businesses below the Canadian average**
- **Fairly complex export-assistance ecosystem due in part to a high number of players**

Opportunities

- Better highlight Montréal's economic attractiveness as part of the city's brand image, by emphasizing hallmarks already recognized by the international community (e.g., creative city, knowledge city, superior quality of life)
- Take advantage of Montréal's many international events to promote the city's assets and provide networking opportunities to entrepreneurs
- Leverage Montréal's growing reputation and influence in certain high-tech and emerging sectors (e.g., artificial intelligence, videogames) to attract more investors, talents and businesses
- Take advantage of the signing of new international trade agreements to diversify export markets
- Strengthen existing partnerships and develop new ones, as needed
- Build on the experience and expertise of Montréal companies that are already well established internationally

Threats

- Strong international competition to attract talents, investors and businesses
- Competition from foreign companies in a context of globalization
- Increasingly fast pace of technological change
- Uncertainties stemming from protectionism

A \$4.3-million
budget over
four years.

3 areas
of action.

19 actions.

Developing International Opportunities for Our Companies

To grow, remain competitive and ensure their sustainability, Montréal companies must establish an international presence or strengthen their existing one. Participation in international activities and events, held in Montréal or elsewhere, represents an ideal opportunity to develop new networks and penetrate new markets.

AREA 1

Strategies	Actions	Performance indicators
<p>Support businesses in their efforts to meet potential customers and partners from abroad</p>	<ul style="list-style-type: none"> • Co-ordinate preparation of economic and trade missions abroad, in collaboration with partners • Collaborate on setting up business meetings for Montréal companies and organizations as part of International missions, international events in Montréal, and hosting of foreign delegations • Facilitate visits by foreign business delegations and opportunities for networking between them and Montréal businesses 	<ul style="list-style-type: none"> • Number of companies taking part in missions • Number of personalized business meetings • Number of delegations hosted

AREA 1

Boosting Montréal's Reputation

Montréal is raising the competitive bar for other international metropolises to attract talent, investments and businesses. More than ever, Montréal must step up its international game to ensure visibility and prosperity.

AREA 2

Strategies	Actions	Performance indicators
<p>Promote the attractiveness of Montréal as a place for doing business, and its primary economic sectors, to international stakeholders</p>	<ul style="list-style-type: none"> • Co-ordinate preparation of economic and trade missions abroad, in collaboration with our partners • Host foreign journalists and influencers • Contribute to the brand image creation project lead by the International Relations Bureau in collaboration with Montréal International, Tourisme Montréal, the Chamber of Commerce of Metropolitan Montréal, the Montreal Metropolitan Community, and the other City organizations with an international dimension 	<ul style="list-style-type: none"> • Number of foreign stakeholders informed • Number of foreign journalists and influencers posted
<p>Optimize the economic benefits of international events held in Montréal</p>	<ul style="list-style-type: none"> • Provide financial support for the presentation of international events in Montréal in our priority sectors, after conducting in-depth analyses of their economic benefits • Collaborate on setting up business meetings for Montréal companies and organizations as part of International events in Montréal 	<ul style="list-style-type: none"> • Number of events supported • Number of personalized business meetings
<p>Along with key economic stakeholders, participate in international events both in Montréal and abroad</p>	<ul style="list-style-type: none"> • Contribute to the content of international events held in Montréal so as to raise awareness of the city's attractiveness and strengths among foreign attendees • Facilitate participation by Montréal experts as guest speakers or participants at international events in Montréal or abroad • Monitor international events of interest to Montréal 	<ul style="list-style-type: none"> • Number of events supported • Number of experts positioned

Drawing More Foreign Investment to Montréal

Foreign direct investment (FDI) is a significant wealth-creation instrument for businesses as well as a catalyst of economic development that is indispensable to Montréal's prosperity. The Action Plan aims to optimize the City's role in providing support and guidance to FDI projects, and to boost the performance of measures destined to support foreign subsidiaries.

AREA 3

Strategies	Actions	Performance indicators
<p>Optimize the City's contribution to the foreign direct investment value chain</p>	<ul style="list-style-type: none"> • Enhance collaborative methods with our outside partners (so as to increase the benefits of efforts aimed at attraction and support as part of the FDI projects of Montréal International and other stakeholders in the FDI value chain) • Support City departments in ensuring optimized processing of requests for information, welcoming of investors, and support and guidance for FDI projects • Develop opportunities studies for each of the five priority sectors in support of FDI promotion, targeting and canvassing • Ensure access to a database enabling characterization of the comparative benefits to Greater Montréal of attracting FDI 	<ul style="list-style-type: none"> • Formal frameworks updated • Number of opportunities studies developed • Access to database
<p>Provide strategic support and guidance to foreign subsidiaries</p>	<ul style="list-style-type: none"> • Update the formal collaborative framework for providing support and guidance to foreign subsidiaries with Montréal International and other partners in the FDI value chain • Meet representatives of foreign subsidiaries to learn more about their needs and stimulate their contributions to Montréal's economic development • Facilitate the conducting of demonstration and collaboration projects with foreign subsidiaries in the City of Montréal's areas of interest and action • In collaboration with other City departments, support and guide foreign subsidiaries in their search for solutions, to ensure issues are resolved and their projects rapidly come to fruition 	<ul style="list-style-type: none"> • Formal framework updated • Number of foreign subsidiaries met per year • Number of projects facilitated • Number of subsidiaries supported



Conclusion

The goals of the Action Plan for International Economic Affairs are to attract foreign investors, talents and businesses to Montréal as well as support local businesses and organizations internationally, while working to ensure Montréal's reach and influence as a creative city and a knowledge city renowned as a great place in which to live and do business. This action plan acts in a cross-cutting manner on the five priority sectors identified in the Montréal: Geared up for the Future economic development strategy.

The plan depends on strengthening existing partnerships with other City departments as well as outside collaborations to promote consistency of economic action internationally as well as to optimize and strengthen the assets that make Montréal such an attractive, vibrant city.

Glossary of Terms

Foreign direct investment (FDI)

The Organization for Economic Co-operation and Development (OECD) defines direct investment as a "category of cross-border investment made by a resident in one economy (the direct investor) with the objective of establishing a lasting interest in an enterprise (the direct investment enterprise) that is resident in an economy other than that of the direct investor."

Stages in the FDI value chain

Presented below are definitions of the various phases in the foreign direct investment value chain as established in the Plan directeur de l'investissement direct étranger du Grand Montréal 2011-2015 (master plan for foreign direct investment in Greater Montréal, 2011–2015) prepared by Raymond Chabot Grant Thornton for the Montréal Metropolitan Community in 2011.

Survey of the territory

Study of the key characteristics of a given territory or sector's potential for attracting FDI, including its competitive advantages and growth opportunities for potential foreign investors.

Promotion

Set of measures (branding, tools, events, missions, etc.) deployed to enhance the reputation of a given territory and highlight its distinct advantages for FDI purposes.

Targeting

Identification of companies potentially interested in establishing a presence in the territory, or whose integration into the industrial fabric would be conducive to the territory's economic development.

Canvassing

Establishment of direct contact with foreign companies to understand their needs and present the competitive advantages specific to the territory and its industrial fabric.

Processing of requests

Responses to unsolicited requests for information from potential foreign investors or site locators and conducting of the appropriate follow-up.

Welcoming investors

Direct presentations to foreign investors of potential sites and partners for their implementation, as part of visits to the territory.

Advice, support and guidance

Provision of complementary information and support for the purposes of planning an investment project and approaching to government bodies.

Incentive arrangement

Evaluation of the needs related to an investment project and provision of an incentive offer, usually via an existing program (e.g., tax credits, permanent resident visas, loan guarantee, training, local assistance) or assistance in obtaining a key contract.

Announcement of project

Announcement, most often limited to the parties directly involved (e.g., governments, agency) of the decision to proceed with the foreign investment project on the territory, and of the expected benefits of the projects (e.g., investment, job creation).

Aftercare of business units

Provision of support and guidance to subsidiaries of foreign companies implemented on the territory to encourage them to remain and reinvest there, and facilitate completion of their projects. Support may be local (direct) and international via the head office.

Economic Development Mobilization Forum

Fall 2018

Montréal 

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