



**MINUTES** of the meeting of the Board of Directors of Toronto Global  
held at Halton Region, 1151 Bronte Road, Oakville, Ontario  
on Tuesday, February 4, 2020 at 3:00 p.m.

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Present:	Mark Cohon	-	Chair
	Janet Ecker	-	Vice Chair
	Cecile Chung		
	Lisa De Wilde		
	Steve Howse		
	Bilal Khan		
	Catherine Roche (via teleconference at 320 p.m.)		
By Invitation:	Toby Lennox	-	Chief Executive Officer
	Winston Young	-	Chief Financial Officer
	Dan Hengeveld	-	Director, Investment Attraction
	Leslie Sutherland	-	Corporate Secretary, VP, HR & Business Operations
	Julia Sakas	-	Director of Communications & Marketing
	Aneta Krzysciak	-	Executive Assistant, Senior Management and Assistant Corporate Secretary
	Erika Lewis	-	Senior Communications Specialist
	Nicole Guy	-	Recording Secretary, MinuteTakers Inc. (via teleconference)
Guest:	Chair Gary Carr	-	Halton Region
	John Davidson	-	Halton Region
	Christine Carrington	-	Halton Region

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1. **CALL TO ORDER**

- (a) *Notice and Quorum* – Proper notice having been given and there being a quorum present, M. Cohon called the meeting to order at 3:00 p.m. and presided as Chair.
- (b) *Conflict of Interest Declaration* – No conflict of interest was declared under the *Municipal Conflict of Interest Act* and the *Ontario Business Corporations Act*.

2. **HALTON REGION PRESENTATION**

Chairman Gary Carr welcomed the Board to Halton and thanked the Toronto Global Board and staff for their efforts on behalf of the region.

- (a) *Overview* – John Davidson and Christine Carrington of Halton presented information on the region, including quality of life achievements, growth and new construction, industry and employment, etc. It was noted that Halton is the fastest-growing region in Canada.
- (b) A number of new developments were highlighted for information. City planning is focused on increasing mobility, allowing residents to live and work, and the Region is

working to install infrastructure to support future growth of both population and business.

- (c) *Life Sciences* – Toronto Global’s assistance will be appreciated in generating investments in Life Sciences, and advocating with the government to implement programs for this sector.
- (d) *Economic Development* – The 2012-2021 Halton Economic Development Strategic Implementation Plan was reviewed for information. Toronto Global’s role in investment lead protocol was outlined; it was noted that the Halton Economic Development Office does tend to defer investment attraction to Toronto Global, and understands that the two agencies are working together rather than competing. Halton offers a great value proposition and would like to regularly meet with Toronto Global to ensure their information is up to date to best sell the Region. J. Davidson recommended that the Toronto Global Business Plan include a strategy for accommodating and adapting to the regular turnover of elected officials.

### 3. **APPROVAL OF PREVIOUS MINUTES**

The Chair asked for any errors or omissions in the Minutes of the Board of Director’s meeting dated November 26, 2019 that were distributed prior to the meeting.

On Motion by S. Howse and seconded by B. Khan it was,  
**RESOLVED THAT the Minutes of the Board of Directors Meeting of November 26, 2019 be accepted as presented.** Motion carried.

### 4. **CEO REPORT**

T. Lennox provided an operations update, with highlights as follows:

- (a) *Reorganization* – Dan Silverman has left Toronto Global, and Toronto Global is now using this opportunity to investigate potential restructuring.
- (b) *Financial Update* – It was noted that the cash balance was \$1.3 million at the end of January 2020, and submissions are being made for government reimbursements. In light of the improved cashflow, Toronto Global will be reactivating a number of activities, such as travel missions.

### 5. **PIPELINE UPDATE**

D. Hengeveld presented the pipeline report, with highlights noted as follows:

- (a) *Results* – It was noted that there is beginning to be some pick-up in Advanced Manufacturing. Capital expenditures are already outperforming targets for the year. Results to date as compared to targets were presented for review.

- (b) *Investment Attraction Challenges* – Upon inquiry, it was clarified that the team makes an effort to help clients see the value of the entire region. Familiarizing clients with the Toronto Region and Canada in general continues to be a challenge. T. Lennox expressed concern regarding the lack of investments in York and Brampton, and the team will be conducting a number of workshops to investigate potential causes and solutions to this issue.
- (c) *Transit* – A member inquired regarding the impact of transit and other infrastructure on investments. D. Hengeveld clarified that transportation is a significant factor. The cost of housing has also had an impact.

## 6. **HUMAN RESOURCES AND GOVERNANCE UPDATE**

S. Howse provided a report on the last HR & Governance Committee meeting, with highlights noted as follows:

- (a) *Board Vacancies* – The Committee has agreed that it is not necessary to use a recruitment firm, and instead is using municipal and professional networks to compile a pool of candidates.
- (b) *Director Terms* – It is recommended that at the next re-appointment, Director terms be staggered to prevent turnover of multiple Board members at the same time, going forward.
- (c) *Policies* – The Committee was provided an update on how the roll out for the 6 month Pilot Work from Home policy was received by staff, the pilot policy is in place from January 1, 2020 to June 30<sup>th</sup>, 2020. S. Howse also updated the Board that the Committee was provided an initial draft of an Advocacy Policy by T. Lennox; feedback was provided and a revised draft is to be submitted at the next HR & Governance Committee.

## 7. **NEW / OTHER BUSINESS**

No other business was brought before the meeting.

## 8. **DATE OF NEXT MEETING**

The next meeting of the Board of Directors will be held on Tuesday, April 21, 2020 at 3:00 p.m. (location to be confirmed).

## 9. **ADJOURNMENT**

There being no further business, the meeting was concluded at 4:45 p.m. for an in-camera session.



MINUTES: Toronto Global Board of Directors, February 4, 2020

A handwritten signature in black ink, appearing to be "M. H. ...", written over a horizontal line.

Chair

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