



**MINUTES** of the meeting of the Board of Directors of Toronto Global  
held at 225 King Street West, Suite 901, Toronto, Ontario  
on Monday, September 24, 2019 at 3:00 p.m.

---

Present:	Mark Cohon	-	Chair
	Janet Ecker	-	Vice Chair
	Nitin Kawale		
	Bilal Khan		(via teleconference)
	Lisa De Wilde		
	Satish Rai		
	Catherine Roche		(via teleconference at 3:30 p.m.)
	Cecile Cheung		
By Invitation:	Toby Lennox	-	Chief Executive Officer, Toronto Global
	Winston Young	-	Chief Financial Officer, Toronto Global,
	Terrie O'Leary	-	Exec. VP, Business Strategy Toronto Global
	Dan Silverman	-	Exec. VP, investment Attraction, Toronto Global
	Leslie Sutherland	-	VP Human Resources & Business Operations, Toronto Global
	Nicole Guy	-	Recording Secretary, MinuteTakers Inc. (via teleconference)
Guest:	Jan De Silva	-	President & CEO, Toronto Region Board of Trade
Regrets:	Jodi Kovitz		
	Steve Howse		
	Genevieve Bonin		

---

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 3:04 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. **APPROVAL OF PREVIOUS MINUTES**

The Chair asked for any errors or omissions in the Minutes of the Board of Director's meeting dated June 17, 2019 that were distributed prior to the meeting.

On Motion by J. Ecker and seconded by L. De Wilde it was,  
**RESOLVED THAT the Minutes of the Board of Directors Meeting of June 17, 2019 be accepted as presented.** Motion carried.

### 3. **2020 BOARD CALENDAR**

- (a) *Meeting Schedule* – A proposed schedule of Board meetings for 2020 was presented for review. Members were requested to review the calendar and advise of any conflicts.
- (b) *Meeting Locations* – It was noted that the Board would like to begin rotating the meeting locations throughout the region again.

### 4. **CEO REPORT**

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

- (a) *Funding Update* – Toronto Global is currently in final discussions with legal representatives for all municipalities.
- (b) *Missions* – For financial reasons, travel was cut back over the last year. However, the pipeline is very full and travel is now necessary. A number of upcoming trips were briefly outlined for information. A full travel schedule will commence again, with an eye to ensure any and all travel requests are scrutinized to ensure value for money spent.
- (c) *Lead Generation* – A lead generator to look at sectors within the “905” has been engaged. A number of roundtables have been scheduled with regional partners to keep up-to-date on the value proposition throughout the region and to attempt to open channels between the team and their municipal partners.

### 5. **TORONTO REGION BOARD OF TRADE PRESENTATION**

Jan De Silva, President & CEO, Toronto Region Board of Trade, was welcomed to the meeting to discuss the current mandate and upcoming initiatives of the organization. Highlights of the presentation and discussion were noted as follows:

- (a) *Overview* – In the past, the region has not been able to think and plan as a regional economy, and it is necessary to eliminate some of the pain points to accomplish this goal. Through their new location, named World Trade Centre, the Toronto Region Board of Trade is activating a trade acceleration program to develop export strategies and improve opportunities for Toronto Region companies. In addition, the Board of Trade has launched the Economic Blueprint Institute, which will be working to develop an economic development strategy for the wider Toronto Region. This work will be of importance to Toronto Global as it will provide additional data, strategies and direction for our regional work.
- (b) *Partnership and Collaboration* – The Toronto Region Board of Trade has spent time with other FDI offices and Boards of Trade, and created a Corridor Council comprised of the Chambers of Commerce to combine efforts and prepare the blueprint.

MINUTES: Toronto Global Board of Directors, September 24, 2019

- (c) *Clusters* – The Board will also be working to develop a cluster strategy. Clusters provide additional structure to growth strategies within sectors and would be an invaluable resource to Toronto Global.
- (d) *Use of Blueprint* – The blueprint will be a digital platform accessible by municipalities to allow them to access information on their own residents, where they are working, how connections between parts of the region can be improved, etc. The Board of Trade is looking into curating master classes to help municipalities understand how other jurisdictions organize themselves and help them plan their own economies.
- (e) *Next Steps* – There is a need for maximizing synchronicity between Toronto Global and the Toronto Region Board of Trade, which reinforce each other.  
*J. De Silva was thanked for her presentation and departed the meeting at 4:05 p.m.*

## 6. **STRATEGIC PLAN**

T. O’Leary presented a timeline for developing the 2020 Strategic Plan. Highlights of the discussion were noted as follows:

- (a) *Timeline* –Toronto Global has begun working on a new five-year strategic plan. Toronto Global has committed to complete and share this plan within six months of signing the municipal funding agreement. A timeline of the steps to reach this goal was presented for discussion.
- (b) *Ad Hoc Strategic Planning Committee* – Members were asked to consider joining the ad hoc committee to assist and oversee the development of the strategic plan.
- (c) *Next Steps* – A collaborative process for developing the Plan is desired, and external stakeholders will be consulted to provide input on key priorities, etc. It was suggested that the timeline be sent to the Mayors and Chairs for feedback. ***Action: M.Cohon suggested an Ad-hoc Committee of the Board be established to review the strategic plan timeline and content and provide feedback. Additional Action: Timeline to be sent to the Mayors and Chairs for review.***

## 7. **FINANCE & AUDIT COMMITTEE REPORT**

S. Rai provided a brief report on behalf of the Committee, with no discussion required.

## 8. **HUMAN RESOURCES AND GOVERNANCE COMMITTEE REPORT.**

M. Cohon provided a report on behalf of the Committee, with highlights as follows:



The Committee's current priority is to recruit new Board members. The Board's skills matrix was distributed for review, identifying gaps that need to be filled. Board Members will be contacted and asked to identify any potential candidates.

9. **NEW / OTHER BUSINESS**

No other business was brought before the meeting.

10. **DATE OF NEXT MEETING**

The next meeting of the Board of Directors will be held on Tuesday, November 26, 2019 at 3:00 p.m. at the Toronto Global office.

11. **ADJOURNMENT**

There being no further business, the meeting was concluded at 4:20 p.m. for an in-camera session.

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

Chair