

# YOUR REGION FOR BUSINESS

Toronto Global  
Business Plan 2017/18

**FINAL**

September 25th, 2017

# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
REVIEW OF 2016-2017.....	7
PLAN FOR 2017-2018 .....	8
LEAD GENERATION & CLIENT SERVICES .....	9
RESEARCH & MARKETING.....	19
HUMAN RESOURCES .....	21
OPERATIONS & GOVERNANCE .....	23
Annual Municipal Commitments .....	26
CONCLUSION.....	31
APPENDIX I.....	32
APPENDIX II.....	33
APPENDIX III.....	35

# EXECUTIVE SUMMARY

## Overview

2017/18 represents an important milestone for Toronto Global operating as the regional investment attraction agency for the Toronto Region. This first full-year of operations is reflected in the 2017/18 Business Plan for the organization. This plan seeks to outline the operational goals for the agency in this foundational year and provide recommendations on how best to build the new regional agency, achieve results, and set the stage for moving forward.

With the new agency representing the cities of Toronto, Mississauga and Brampton and the regions of Halton, York, and Durham, and funded by all three levels of government, building Toronto Global's capacity needs to be done in partnership and collaboration with our funding partners (See Appendix I for a map of the Toronto Region).

The Business Plan was approved by the Economic Development Officer's (EDO) Management Council on March 9<sup>th</sup>, 2017. Suggestions from the EDO Management Council were incorporated and the plan was presented to the Toronto Global Board of Directors for approval on June 20<sup>th</sup>, 2017. With additional suggestions made by the Board, the Mayors' and Chairs' Strategy Council reviewed and approved the Business Plan on September 25<sup>th</sup>, 2017.

## What We Do

Toronto Global is an international sales organization focused on attracting new foreign direct investment (FDI) for the Toronto Region. As a results-oriented and client-centric investment attraction agency our work centres on identifying prospective foreign investors, understanding their business needs and presenting innovative and value-added solutions that will assist the client's location decision-making process. With the international investor being at the centre of our outreach it is imperative we are aligned with our funding partners strategies to present a collective value proposition for the Toronto Region at the municipal, provincial and federal level.

In 2017/18, the organization's objectives are as follows:

- + 40 new investments
- + 600 new jobs (within 3 years)
- + \$250M invested
- + 200 targets identified
- + 125 opportunities transferred into the sales funnel

(See Appendix II for our 2017/18 Toronto Global Priorities and Outcomes)

The organization has identified the following priority markets and sectors to focus efforts in this foundational year. These have been selected after a review of previous foreign investment successes in the Toronto Region along with consultation with our municipal partners.

Priority Markets	Priority Sectors
<ul style="list-style-type: none"> <li>+ USA</li> <li>+ UK</li> <li>+ European Union (focus on Western Europe)Asia - China/Japan/South Korea</li> </ul>	<ul style="list-style-type: none"> <li>+ Technology</li> <li>+ Financial Services [working with the Toronto Financial Services Alliance (TFSA)]</li> <li>+ Life Sciences</li> <li>+ Food and Beverage</li> <li>+ Advanced Manufacturing</li> <li>+ Cleantech</li> </ul>

## Setting Up for Success

As this is the first full-year of operations, significant efforts are required to build the organizational capacities and processes for Toronto Global to succeed. The goal is to not only meet our 2017/18 objectives but to ramp-up and position the organization to achieve even more aggressive targets in future years.

As such, in 2017/18 Toronto Global will focus on on-boarding new staff and developing sales-oriented capacities, processes and strategies together with new research and marketing functions to support the client-facing sales team while achieving our investment targets. Toronto Global will have to continue to develop the marketing tools and techniques needed, including new digital and visual materials to better tell the Toronto Region’s story.

Additionally, from an operations and governance standpoint, Toronto Global needs to build the strategic and oversight capacity of the new Board of Directors as well as develop and implement new accounting and reporting practices to adhere to an intricate funding and governance model.

These are important building efforts that will professionalize our collective work within the region to achieve our primary goal - attracting foreign companies to set up in the Toronto Region.

Accordingly, the 2017/18 business plan focuses on the following areas and objectives:

<b>Lead Generation &amp; Client Services</b>	<b>Research &amp; Marketing</b>	<b>Human Resources</b>	<b>Business Operations &amp; Governance</b>
<ul style="list-style-type: none"> <li>+ Implement Client Service Model &amp; CRM</li> <li>+ Enhance internal prospecting capabilities</li> <li>+ Develop market strategies</li> <li>+ Build-out service provider roster</li> </ul>	<ul style="list-style-type: none"> <li>+ Develop marketing strategy</li> <li>+ Develop a regional data and site selection tool</li> <li>+ Develop sector partnerships and value propositions</li> <li>+ Expand regional value propositions</li> <li>+ Further develop marketing tools and resources to build the business case internationally for the Toronto region</li> </ul>	<ul style="list-style-type: none"> <li>+ Build-out staff complement</li> <li>+ Implement job evaluations and performance metrics</li> <li>+ Staff training</li> <li>+ Enhance regional knowledge</li> </ul>	<ul style="list-style-type: none"> <li>+ Recruit and orient Board of Directors</li> <li>+ Develop 5 year strategic plan</li> <li>+ Develop accounting and reporting frameworks</li> </ul>

## **Budget**

The budget for 2017/18 — \$6,372.559 million – has been drafted by Toronto Global in consultation with our shared services provider, the Toronto Port Lands Company (TPLC). We will work with TPLC to ensure we are tracking costs for each budgetary line item in order to assess our resources, needs and effectiveness in subsequent years. Expenditures will be tracked to ensure we are measuring cost effectiveness on a quarterly basis. The budget will be in line with both our federal and provincial funding partners’ fiscal year which runs from April 1<sup>st</sup> to March 31<sup>st</sup>.

Additionally, in January 2017, Toronto Global’s application for federal funding through the Invest Canada Community Initiatives (ICCI) program was approved for \$312,500 of matching funds for 2017. Major elements of our application consist of \$310,000 for lead generation services in the United States, Europe and Asia; \$190,000 for FDI Strategic Planning and Analysis, including

regional data and sector analysis within the region; \$105,000 for FDI Tools and Material Development, specifically to design a regional site selection tool for the Toronto Region along with \$20,000 for staff training.

## Notes & Assumptions

- + Toronto Global will leverage and acquire existing assets of Invest Toronto – office space, furniture, capital inventory, electronic equipment, existing leases, shared services, etc.;
- + Work will be structured to minimize overlap and maximize our leverage with the municipalities and the provincial and federal government departments. Alongside this plan, we are submitting a mission and resource planning document. It should be noted that the mission plan includes markets initially identified as our focus for 2017. Additional markets for lead generation efforts may be added, but the schedule will be updated quarterly and provided to all our funding partners;

(See Appendix III for our 2017 Draft Business Mission Schedule as of March 30, 2017)

- + Toronto Global will take on Invest Toronto's membership with the Consider Canada City Alliance (CCCA), a Federal organization that represents Canada's 11 largest municipalities. Member meetings of the CCCA take place twice a year. With the announced changes to the Invest in Canada program and creation of a new "Hub", the CCCA might change as an organization and we will monitor these events closely.

# REVIEW OF 2016-2017

2016/2017 was a transitional year for Toronto Global.

In 2016, Toronto Global was formed through the merger of Invest Toronto and the Greater Toronto Marketing Alliance (GTMA). Although missions were completed throughout the year, leads were followed and foreign direct investments were closed, the primary focus of the year centered on obtaining the agreement of all parties on the structure, approach and funding for Toronto Global.

During the year, we:

- + Negotiated and finalized funding agreements with the Federal, Provincial and seven municipal governments;
- + Designed the new governance model that will serve as the operating structure for the new organization which incorporates an Economic Development Officers (EDO) management group,
- + Designed the composition for a full private sector board of Directors with regional representation and the Mayor's and Chairs Strategy Group, which will provide oversight and strategic direction to the new agency;
- + Identified and consulted on key priorities to be integrated into a long-term strategic plan;
- + Identified, designed and strengthened critical processes such as a client service model; mission planning and protocol; lead generation tactics, the need to develop market strategies, etc.;
- + Developed a brand strategy for the organization that is reflected in a new visual identity, in addition to building the promotional materials required by the Lead Generation and Client Services team to effectively sell the region to international investors;
- + Designed and implemented a market-focused organizational structure;
- + Established performance expectations and accountabilities; and
- + Recognized the requirement for enhanced and diverse skill sets to meet the challenge of increasing the Toronto Region's share of FDI, and began a recruiting process to acquire talent.

# PLAN FOR 2017-2018

## Overview

Toronto Global is focused on identifying and closing new foreign direct investment (FDI) opportunities in the Toronto region that will create jobs for residents and contribute to the region's GDP. This is also a year where collaboration with our partners is a top priority and where we earn our place with our partners by consistently generating value.

Upon considering our current pipeline of leads, planned missions, frequency of referrals from federal and provincial governments along with the size of the Toronto Global team, we believe we have established ambitious targets for 2017/18.

In this first full-year of operations, the organization's objectives are as follows:

- + 40 new investments
- + 600 new jobs (within 3 years)
- + \$250M invested
- + 200 targets identified
- + 125 opportunities transferred into the sales funnel

A considerable amount of resources are required to secure and service qualified leads. We are dedicating more resources to proactive prospecting, lead generation and strategic selling. The goal is to bring more companies into our pipeline, to supplement existing efforts of securing leads through missions, enquiries, and referrals and to close more deals by establishing consistent sales methodologies and engaging in value-added client relationships throughout the opportunity lifecycle. An enhanced internal prospecting capability will allow us to align our sales efforts with municipal strategies for targeting and attracting new investment in designated sectors and geographies throughout the region.

In addition, Toronto Global needs to develop the networks, capacities and strategies to enable us to secure strategic and transformative investments. These investments, which could set the stage for the Toronto Region's further economic development and growth, will require the involvement of many players, including all levels of government. Toronto Global needs to develop the capacity and capability with the private sector and government to identify and pursue new investments for the region.

In addition to increasing the size of the team, in 2017/18 significant efforts will be put towards developing the required organizational capacities and processes for Toronto Global to succeed. The objective is not only to meet 2017/18 targets but to ramp-up and position the organization to achieve even more aggressive targets in future years.

And, from an operations and governance standpoint in this first full year of operations, Toronto Global needs to build the strategic and oversight capacity of the new Board of Directors as well as develop and implement new accounting and reporting practices to adhere to an intricate funding and governance model.

These are important building efforts that will professionalize our collective work within the

region to achieve our primary goal - attracting foreign companies to set up in the Toronto Region.

To achieve these objectives, the 2017/18 Business Plan focuses on four critical areas which are expanded on below:

- + Lead Generation & Client Services
- + Research & Marketing
- + Human Resources
- + Operations & Governance

It is our goal to ensure that we are constantly building our reputation for providing quality service in attracting foreign direct investment. At the core of the services we offer to our international clients and partners is a commitment to excellence. With our expanded resources and mandate, we are honoured to work together with our funding partners to execute a new regional endeavour that will serve the interests of the entire region as we meet a new and even more challenging international marketplace.

## **LEAD GENERATION & CLIENT SERVICES**

Lead generation and client servicing is at the core of Toronto Global's business operations. The lead generation and clients service team is the sales team for the Toronto Region. The 2017/18 Business Plan proposes methods to not only continue the development of our pipeline of qualified leads but recalibrate our approach to lead generation and client servicing.

By the end of the reporting year, the primary goals of the Lead Generation & Client Services team are to:

- + Fully implement the Client Service Model and Client Relationship Management (CRM) processes developed in 2016/17
- + Enhance internal prospecting capabilities;
- + Develop a focused geographical approach that will help achieve targets, while keeping a pulse on markets with future potential;
- + Build out the service provider roster in order to have service providers who know the Toronto region;
- + Engage the private sector, educational institutions and stakeholders to build an engaged network of partners to build out the value proposition for the Toronto Region
- + Build up the networks, strategies and capabilities to help secure strategic and transformative investments for the region
- + Develop the team to the intended complement (See 'Human Resources');

- + Continue to enhance and develop our knowledge base of the region, their economic development strategies and strengthen the connection to various sector-specific value propositions (See 'Research & Marketing'); and
- + Develop key resources to support the sales and client service process (see Research & Marketing).

## **Client Service Model & CRM**

### **Client Relationship Management**

In building a world-class investment attraction agency, it is crucially important for Toronto Global to implement and fully leverage a Client Relationship Management (CRM) system. The CRM is the core system of the company. It is the intellectual property of the business, it provides a complete inventory of our client base and service providers, tracks our engagement with clients, third parties, stakeholders etc. and measures our individual and team KPIs throughout the year.

In 2016, Toronto Global adopted the existing CRM system from Invest Toronto. We have conducted a thorough review of the system and substantially rebuilt its functionality to incorporate increased users and capacity in measuring results and tracking clients along the investment cycle.

The enhanced and upgraded functionality will assist us with workflow management as well as evaluating the effectiveness of our prospecting and outreach tactics over the year. The CRM represents the foundational underpinning of the core of our business – our sales and prospecting pipeline. It is the essence of our work and will allow us to professionalize our lead generation and client servicing work across both sectors and markets. The CRM is also directly integrated into our increased reporting requirements which require regular snapshots of our pipeline on a quarterly basis.

### **CLIENT SERVICE MODEL**

The Client Service Model was developed in 2016/17 to create a service approach that is consistent and helpful, establishes credibility and trust with our clients and stakeholders, and ultimately keeps the team focused on closing investment opportunities.

The Client Service Model was developed with advice and input from the Economic Development Officer's management committee who represent our municipal partners.

The Client Service Model provides definitions for opportunities within the service funnel which are reflected in our Client Relationship Management (CRM) tool to allow for tracking and reporting. It also identifies criteria for targeting and qualifying sales prospects.

For Toronto Global to claim an investment "win", the company must confirm a real estate transaction, hire a minimum of five employees within the first three years (confirmed in writing) and confirm the investment amount (capital and operating expenditures) for the first three years. Additionally, Toronto Global staff must have had a consistent and ongoing relationship throughout the opportunity lifecycle and make a "strategic contribution" to the company's establishment in the Toronto Region.

Strategic contributions include:

- + **Research & Advice:**
  - + Industry and market research
  - + Benchmarking and comparative analysis
  - + Data sharing
  - + Real estate advice
  - + Strategic market entry advice
  
- + **Market Familiarization:**
  - + Management & coordination of client visits to the Toronto Region
  - + Connections to industry expertise and resources

Throughout 2017/18 the Client Service Model and use of the CRM will be embedded into daily operations through on-boarding procedures, on-going training, and regular performance tracking and reporting.

## Enhance Internal Prospecting Capabilities

Previous FDI attraction work relied heavily on both third party lead generation firms and referrals from federal and provincial counterparts. While those activities will continue in some degree, Toronto Global will be focused on developing capacity to generate a greater number of qualified leads in-house. The following tactics will be put in place to support these sales efforts:

- + **New Tools & Resources**

Access to a selection of new online tools and resources (i.e. public and private company databases) to enable the team to research and target companies that are in expansion mode.
  
- + **Channel Partner Development**

While our funding partners, particularly at the provincial and federal levels, will continue to be important lead referral partners, Toronto Global also recognizes the untapped potential of maximizing local networks. To that end, the team will take an organized and focused approach to networking within the Toronto Region in order to further build our regional awareness, and develop and nurture trusted partner relationships. The team will be organized by sector and by professional service designation with the objective to gain expertise, and build network channels that will result in opportunity referrals. We will be seeking input and advice from our partners and stakeholders on further enhancing this aspect of our outreach.
  
- + **Dedicating in-house resources**

A significant disadvantage associated with the engagement of third party lead generation firms, is the lack of access to the raw data associated with the third party firm's prospecting efforts. To begin efforts to reduce the use of third party firms, an in-house contractor will be added to the team and will dedicate 100 per cent of their time to lead prospecting in alignment with Toronto Global's target markets. The success and contribution of this resource will be evaluated throughout an initial five month contract period funded through the federal ICCI program.

+ **Engage Existing Businesses**

One ultimate success factor in increasing FDI to the Toronto Region will be the active engagement of private sector companies and institutions across the region. All major cities that enjoy a large share of FDI do so by leveraging their existing businesses, especially those global firms that have already established a presence in the region. The support, involvement and lead generating referral potential of the private sector is significant. In 2017-18, we will work with all governments to enhance Toronto Global's ability to leverage referrals from existing companies.

+ **Leveraging Online Presence and Social Networks**

The overarching objectives throughout the design and development of [torontoglobal.ca](http://torontoglobal.ca) were to reduce the distance between the potential investor and a member of Toronto Global's Lead Generation & Client Service team. Additional enhancements will be made to the website this year to ensure that content is streamlined and easily found. These enhancements will include the following:

- + Enhanced Search Engine Optimization
- + Incorporating IP intelligence to curate content to audiences based on location

In addition to website enhancements, Toronto Global's marketing and communications team will develop a communications strategy, incorporating a social media plan, to enhance promotion and develop targeted activities to gain prospecting intelligence and further support sales efforts. This is further described in the Research and Marketing section of the business plan.

## **Develop a Focused Geographical Approach**

Regional teams will be developing market-specific strategies. . While these market strategies are intended to be long-term in nature (at least 2-3 years), they are also intended to be continually evolving to reflect changing market factors. Regional and municipal partners will have the opportunity to provide recommendations and advice on market strategies at joint meetings held throughout the year. The following will be considered and incorporated into the development of the market strategies.

- + A review of past performance – What has been successful? What has been challenging? What have we learned?
- + An analyses of the market and economic factors that trigger strategic actions
- + Implementation objectives and tactics to execute the strategic approach with targets dispersed throughout – this includes the number of missions (and dates for the year) and related mission information/rationale, social media outreach, target timelines for number of leads generated, number of investments, etc.
- + A method of measuring progress and success – How will we know if this strategy is on track? If not, how can we adapt it?

- + Input from all of our funding partners based on their experience in-market

## PRIORITY MARKETS

Toronto Global will focus on markets where there is an alignment with the Toronto Region's strengths. Companies invest in foreign countries for three key reasons: to gain access to new markets, to access resources, or to lower costs.

Companies principally invest in the Toronto Region to take advantage of the strong talent base and competitive business costs, and depending on where they are from, to gain access to the North American market. This thesis could be tested and challenged in the months ahead, but recent international events present opportunities we need to leverage.

Building our priorities for 2017/18, we canvassed our municipal partners and reviewed our past wins across the Toronto Region with respect to both geographies and sectors. This provided us with a focus for where our efforts should be concentrated. Elie Farah, from Montréal International, was also an important part of the analysis and work we did in selecting our priority markets and sectors.

In aligning our target markets with our regional partners, we are coordinating our efforts and maximizing our reach. Toronto Global will focus the greater part of its time and resources on sales tactics to pursue companies in the following primary markets:

Market Team	Current Geographical Focus	Potential Geographical Focus*
Europe A	+ United Kingdom + France	+ Sweden + Austria
Europe B	+ Germany + Netherlands	
United States – East	+ New York + Illinois	+ North Carolina + Massachusetts
United States – West	+ California + Colorado	+ Mexico
Asia	+ China + South Korea + Japan	+ India + Taiwan

\*Potential geographical focuses will be analyzed and considered as the Toronto Global team is developed to full complement and builds adequate capacity.

+ **United States & Western Europe**

Both the United States and the United Kingdom have been great sources of new investments in the Toronto Region. With recent events, they offer an accelerated opportunity for us and therefore, we are putting a heavy emphasis on these two markets and increasing our prospecting and targeting in both countries while scaling up the number of in-market missions in 2017-18. We have noted Mexico as a secondary market depending on the events within North America during the course of the year and discussions with regard to NAFTA.

+ **Asia**

With respect to Asia, there are three markets we have identified as needing our resources and attention: China, Japan and South Korea. Each market is complex, and at this stage, we do not have the resources or bench strength to service all of these markets. While we are recruiting for a Regional Director for Asia, these markets represent medium- to long-term returns and continued engagement with many agencies. We need a tactical, deliberate and thoroughly-researched strategy for Asia. To that end, Toronto Global has received funding from Invest Canada Communities Initiative (ICCI) to undertake a dedicated strategy for Asia. This strategy should consider the following with respect to the opportunity for foreign direct investment into the Toronto Region:

- + Toronto's selection as the offshore RMB trading centre in North America
- + The announcement of the Canada portal on Alibaba
- + The significant fall off in greenfield investment projects from China
- + The existing concentration of Japanese companies in the Toronto Region
- + Canada's new trade agreement with South Korea,
- + The fact that many mainland Chinese companies have Hong Kong offices that are responsible for international expansion
- + Taiwan's technology industry

This does not suggest that opportunities in other markets would not be pursued. In fact there are markets such as Israel and Latin America that are strategically important across the region for building up a startup ecosystems, technology transfers, educational best practices etc. In our initial years these other markets could be pursued and missions conducted on a case-by-case basis. However, programming, collateral materials, communications, relationship building, and other enabling activities will be focused on our priority markets. Leads from secondary markets would come from certain avenues, such as through referrals, in-market trade commissioners or digital channels, but would not receive extensive budgetary resources in 2017.

It should also be noted that our partnerships with Global Affairs Canada (GAC), Ontario's Ministry of Economic Development and Growth (MEDG) and the Ministry of International Trade (MIT), which is now home to the in-market Senior Economic Officers (SEOs) for the Ontario government, are essential to our work in-market. We have built collaborative relationships that

are pivotal to our operations and we aim to strengthen those alliances going forward. They are by far our most significant partners because of their reach and in-market presence.

## **PRIORITY SECTORS**

The Toronto Region's strongest sectors and the areas in which we are most likely to achieve success are set out below.

It is important to remember that a key message in the Toronto Region's value proposition is the fact that we have one of the most diverse economies in North America. It is a testament to the resilience of our economy that we are strong in all of the most important industry sectors.

Toronto Global worked in concert with the economic development officers in the Toronto Region to determine the main sectors of focus, as follows:

- + Technology
- + Financial Services (partnered with the TFSA)
- + Life Sciences
- + Food and Beverage
- + Advanced Manufacturing
- + Clean Tech

These sectors will be the main filters through which we will decide which relationships to foster, which events to attend and where to allocate our resources.

Woven into these priority sectors is the critical importance of what is often referred to as the "creative cluster". This sector includes film and television production, music, book publishing, magazine publishing, interactive digital media and commercial theatre and music. Ontario is among North America's top entertainment and media economies, ranking third in employment (behind California and New York). It is among the world's highest revenue-generating creative clusters, and has the potential to rise above its current status at the top of the 'second tier' of media economies to join the ranks of Paris, London and New York as a top-tier entertainment and media economy.

Arts, culture and entertainment is a major economic driver for the Toronto region, providing direct jobs and attracting investment, talent and visitors. The creative sector plays an important role in making our region vibrant and livable. While the City of Toronto has a Film and Entertainment Industries division and shares a dedicated resource with the Province of Ontario in Los Angeles, we have worked together on a number of sales pitches and will continue to do so on behalf of any of the municipalities in the region. We understand the growth and jobs potential of the creative sector.

By far the largest number of FDI projects across the Toronto Region are in the technology sector. Toronto is an ideal location for technology companies to establish operations, given the wealth of talent at competitive salaries and the generous R&D incentives available. Markets with innovative technology industries include the United States, the UK, and Europe, as well as China, Japan, South Korea and India.

Accessing the large financial sector in the Toronto Region is a major draw for foreign technology companies, and the Toronto Financial Services Alliance (TFSA) is a good resource for these firms. The TFSA represents the financial services sector within the City of Toronto and the region, and is an important partner for Toronto Global, as we work closely with them to service clients in this sector. Given the nature of our business and our outbound missions, and the strengths of the financial services/fintech sector, we are often approached by companies in this space. We take every opportunity to promote the TFSA and provide their team with updates on our financial services clients. We also use the TFSA as a financial services sector specialist for the firms we are working with to provide more insight and information. Given the growth of the sector and its expansion within the region, we need to heighten our engagement. We will be looking at discussing a formal operating agreement with the TFSA in 2017.

Toronto Global has also received ICCI funding to undertake a sector analysis for both the Financial Services and Health & Life Sciences sector. The objective of these studies are to gain a deeper understanding of the clusters in the Toronto Region, identify FDI opportunities and develop strategic value propositions for targeted foreign companies that will complement the existing ecosystem.

## **MISSIONS**

Toronto Global has established a mission protocol document and mission approval process that is geared towards ensuring missions effectively contribute to the sales process and are evaluated accordingly.

A business mission schedule (see Appendix III) will be updated throughout the year and shared with funding partners. Toronto Global has also requested that funding partners update the schedule with missions undertaken by their respective organizations. Sharing this information is an important step in helping all partners coordinate and leverage international outreach activities across the network.

Toronto Global will also assume membership in the Consider Canada City Alliance (CCCA), a federal organization representing Canada's 11 largest municipalities. We will build the activities of the CCCA into our lead generation and mission planning. In 2017, the alliance is planning a mission to China and Europe. The advantage of this partnership is that the federal government, through trade officers at posts abroad, recruits companies that are pre-qualified for investment into Canada in advance of each mission. In addition, our federal partner covers the costs of lead generation, venues, speakers and other common logistics. Last year, the federal government seconded a staff member from Invest in Canada to work as an embedded trade commissioner for the CCCA working out of the Invest in Ottawa offices. This staff resource has been a very valuable point of reference for us further strengthening the relationship between the CCCA members and Global Affairs Canada.

Toronto Global is often invited to participate in investment missions alongside the Government of Ontario, the Government of Canada, and municipal leaders. We will continue to evaluate these missions on a case-by-case basis. Although Toronto Global will not attend all partner missions we are pleased to work closely with our partners on advancing any FDI opportunities that are uncovered during these missions. In the early years of the agency, this might be the best use of our time and resources.

### **Build-out the Service Provider Roster**

In 2017/18 Toronto Global will put increased focus on expanding our network of private sector service providers, as well as other regional and municipal partners and organizations who may assist our efforts in attracting FDI to the Toronto Region.

The Client Service Model establishes selection criteria for professional service provider contacts to be added to Toronto Global's "Approved Vendor List". These criteria ensure that Toronto Global's service provider partners represent the business community across the region and adhere to Toronto Global's standards of client service. We value input and guidance from our partners in creating a roster of private sector service providers across the region

The CRM will be used to increase oversight of service provider referrals from Toronto Global by tracking the frequency of each referral as well as feedback from both staff and clients on the quality of service received.

# RESEARCH & MARKETING

With lead generation and client servicing at Toronto Global's core, our marketing and research and insights teams will all be oriented toward enhancing our ability to generate and close new investment opportunities for the Toronto Region. 2017/18 will focus on the following activities.

## Develop a Marketing & Communications Strategy

Toronto Global will be developing a separate communications and marketing plan that will support the lead generation and client servicing work within the agency. The plan will consider/encompass a number of tactics designed to raise the profile of Toronto Region in our target markets and support our sales efforts including:

- + The effective use of social media channels such as Twitter, LinkedIn, and Instagram to support and expand our lead generation efforts in targeted markets while also enhancing our networks domestically;
- + The production of innovative marketing materials to differentiate Toronto Global from competing jurisdictions.
- + The implementation of tools and processes to support the lead generation and client services team to; quickly develop professional presentations and proposals, ensure information is continuously up to date and adheres to Toronto Global's visual identity and; assists in the delivery of the Toronto Region value proposition to clients
- + Leveraging the Toronto Region business community "Corporate Canada" to promote the region
- + Expanding our visual library both in terms of enhanced regional photography and video to create a more comprehensive and expansion line of sight to the regions value proposition and to better tell the Toronto Region's story.

## Develop Regional Datasets & Tools

To truly represent the Toronto Region in its entirety, and support the client services team in 2017/18, Toronto Global's Research and Insights team will work to:

- + Compile critical site location information at the regional level.
- + Develop relationships with external organizations to continuously advocate for the availability of relevant economic and sector data that represents the Toronto Region
- + Work with the municipalities within the Toronto region to understand their economic development strategies and where increased investment fits both in terms of sectors and markets within their jurisdictions;

- + Develop an online region-wide site selection tool to support location recommendations and advice. Details of the project are currently under development and support has been received from the ICCI program to offset development costs.

## **Develop Sector-Specific Value Propositions & Insights**

Gaining industry insights region-wide is a critical element to developing value propositions and providing current and accurate advice to clients.

Toronto Global has received ICCI funding to undertake a sector analysis for both the Financial Services and Health & Life Sciences sector. Both of these sectors have been identified as high potential sectors to leverage in the creation of a regional technology supercluster. The objective of these studies are to gain a deeper understanding of the clusters in the Toronto Region, identify FDI opportunities and develop strategic value propositions for targeted foreign companies that will complement the existing ecosystem.

Developing relationships with sector organizations within the Toronto Region will be important for contributing to the above research studies as well as for gaining knowledge and insights into Toronto Global's other priority sectors. We will also be consulting with the municipalities as we undertake our research activities throughout the year. The added component of a Research and Insights team to Toronto Global was designed to upgrade both our professional services to international clients and to provide a deeper dive into the economic opportunities in the municipalities across the region. In building up the team and the services we offer we need to understand the economic development imperatives and goals within each municipality. Achieving a greater degree of understanding of their investment needs and gaps will ensure we are attracting foreign investment that fits within their needs and plans for their communities.

# HUMAN RESOURCES

As previously mentioned, a considerable amount of resources are required to deliver on Toronto Global's objectives of securing new foreign direct investment for the Toronto Region. We are dedicating more resources to proactive lead generation and to strategic selling as well as to supporting the client services team with marketing and research.

The team that will represent Toronto Global is comprised of a diverse group of professionals from a number of different business backgrounds, with some team members having municipal experience and others having worked in business throughout the region and around the world.

In 2017/18 we will continue to build the team to the full complement and ensure that staff are properly trained and supported to identify opportunities, service clients and represent the Toronto Region in its entirety. We will also work to develop and implement appropriate staff and team performance metrics to focus on achieving results.

To ensure our resources are focused on the core businesses of attracting FDI to the Toronto Region, when the need arises, Toronto Global will outsource various Human Resources functions including; defining job descriptions, recruitment, development of performance management processes, training, etc.

## Develop the Team to Full Complement

In 2017-2018, Toronto Global will be nearly doubling in size. The following positions, as of March 2017 are being actively recruited:

- + Executive Vice President, Lead Generation & Client Services
- + Regional Director – Europe
- + Regional Director – Asia
- + Regional Director – North America
- + Research Analyst
- + Senior Advisor x 2
- + Advisor

Recruitment and on-boarding of new staff will occur in waves with a priority to on-board most senior positions first. Our budget allocations for labour and staff costs represent a full complement by the end of the fiscal year and includes the costs for professional recruitment throughout the year.

## Tailored Training & Coaching

Toronto Global is committed to ensuring that staff continuously develop the required skill sets to be successful in our mandate.

Tailored training programs for new and existing staff will be implemented throughout 2017/18. These training programs will incorporate internal processes and procedures with a particular

focus on the new Client Service Model to ensure those concepts are embodied into daily operations. Toronto Global will bring in third party professionals to enhance skills in other critical areas such presentation effectiveness and sales tactics to equip the team with the tools and knowledge necessary to conduct more proactive lead generation and sales nurturing to increase the number of new investments.

We were able to leverage the professional services of Elie Farah, a former Vice President at Montréal International for the past fifteen years, for team and individual training at Toronto Global. He conducted a two-day course for the entire Toronto Global team, including 4 new staff members that joined Toronto Global in February. His training model has been embedded within the work being done internally and with the EDO's on our Client Service Model. He will be a valuable resource for us throughout the year as we on-board additional staff and has agreed to be available for both team and individual training and coaching.

## **Continue to Develop & Enhance Regional Knowledge**

As Toronto Global's team grows, it is imperative that a proactive plan be in place to continuously share and develop regional knowledge throughout the organization. The team plans to achieve a growing base of regional awareness and understanding with the following tactics:

- + **Regional Familiarization Tours**

Toronto Global staff participated on familiarization tours in each of our funding municipalities throughout 2016/17. These tours (7 in total) were immensely helpful in providing staff with an understanding of each municipality's unique characteristics and value proposition within the Toronto Region. To continue with this hands-on experience, Toronto Global has allocated approximately \$30,000 to work with funding EDO members to conduct a second set of tours in 2017/18 – once full staff complement has been reached. Further, since new team members will be coming on board throughout the year, a call is open to any EDO members that happen to be hosting tours with other groups to forward offers for new members of our team to join, as appropriate. We have already been able to integrate some of our new staff in selected tours being conducted for other groups.

- + **Employee On-Boarding**

Regional content (via information shared by the EDOs and available on EDO websites and materials) is integrated into all employee onboarding.

- + **News Monitor**

Toronto Global's Marketing and Communications team puts out a weekly News Monitor that compiles business news and events from across the Toronto Region. This information is sent to clients, partners, service providers, and staff acting as a valuable tool for staying up to date on regional information.

## Key Performance Indicators – Staff

Developing individual performance metrics that align with the organization's set goals and objectives is important to ensure staff is focussed on achieving success and representing the values and image of Toronto Global.

In addition to achieving the targeted investment deals, dollars and jobs, the following aspects will be considered/incorporated into staff and team performance evaluations:

- + Engagement and connections with companies, financiers, academia, and incubators within the region.
- + Increasing knowledge of Toronto Region's municipalities.
- + As we broaden our reach domestically, we will also discuss metrics for increased private sector engagement.
- + Client surveys and assessment of our services will also be introduced.
- + Prudent fiscal management of the budget envelope (selected staff)

## OPERATIONS & GOVERNANCE

In this first full year of operations, Toronto Global will need to allocate significant attention to developing and refining the operations and governance models and processes. Particular focus will be given to ensuring these processes are manageable and sustainable for the long-term and do not detract from Toronto Global's primary objective of attracting new foreign direct investment to the Toronto Region. In 2017/18, this will include:

- + Recruiting and orienting a new Board of Directors
- + Developing and approving a 5-year strategic plan
- + Implement new accounting and reporting practices to adhere to an intricate funding and governance model that involves three levels of government.

## Board of Directors

The Board of Directors of Toronto Global is responsible for oversight of the management of the business and affairs of the Corporation. When complete, the Board will be made up of 15 innovative leaders who share a passion for the Toronto Region and Toronto Global's overall mandate of increasing foreign direct investment into the region. The makeup of the Board will be extremely diverse, both in skillset and experience, ranging from culture and arts to finance and information technology.

The Board will convene five times per year for public meetings around the region and will play a critical role in the organization's strategic planning process. It is a fully private sector Board that will take strategic direction from the Mayors and Chairs in the Toronto Region. They will be responsible for approving the corporation's strategic plan, the annual business plan, the audited financial statements and ensuring effective management of the organization.

## **Strategic Plan**

The strategic planning process for Toronto Global is an important component of the direction the corporation seeks to play in securing new foreign investments for the Toronto Region. Achieving the highest level of coordination and cooperation amongst partners and stakeholders will be critical to this exercise. To this end the EDO's have participated in a planning process to discuss elements of a strategic plan. Going forward a critical function for the new board of directors will be to layout the core objectives for Toronto Global over the next five years. Imbedded into the elements of any strategic plan will be the need to develop a sustainable funding formula for the agency beyond 2018. In order to safeguard both the stability and success of the company it will be important to get wide buy in on the strategic plan and the go forward direction for Toronto Global. As the first investment attraction agency for the Toronto Region funded by all three levels of government it is crucial that the strategic plan outline the opportunities, challenges and goals presented by this collective effort. Ensuring we adopt best practices and capture the optimism and growth with the region is an important part of the work that needs to be done within the strategic planning process.

## **Accounting & Reporting**

Toronto Global's funding model is an intricate set of arrangements from three different levels of government, including three cities and three regions at the municipal level. The province of Ontario releases funds at selected intervals throughout the year with quarterly reporting requirements. The quarterly reports provided to the Province of Ontario are detailed updates of our activities, missions and performance metrics. This includes the number of identified FDI target companies, qualified leads, number of corporate calls, closed deals, jobs and investment numbers. The provincial reports will be shared each quarter with all our funding partners. Toronto Global will also be available to present to any of the municipal councils on our operations and results

The funding from the federal government is provided on a reimbursable basis, meaning that the funds have to be expended first and claimed afterwards. In our negotiations with the federal government, we agreed to reserve labour and rental costs as the standard claims for the federal contribution. At the municipal level, we are responsible for invoicing the municipalities and regions each fiscal year for their yearly allocation. This funding amount was set in 2013 and remains the same for the three-year period until 2018/19 fiscal year.

Toronto Global has assumed the shared services arrangement that Invest Toronto had established with the Toronto Port Lands Company (TPLC). This is in line with our initial assumptions during the transition period to limit our costs wherever possible and concentrate our resources on our core sales functions in the lead generation and client servicing department. We have increased our budgeted amount for shared services and will have to carefully monitor the capacity and resources that our accounting and reporting requirements

require. This is an area that might very well have to be supplemented in ensuing years – both in terms of increasing budget and/or staff resources.

# REVENUE & BUDGET

## Toronto Global Funding Structure

	2016/17	2017/18	2018/19	Total
<b>Federal*</b>	\$1,408,410 Secured: Dec. 2, 2016	\$1,891,590	\$2,700,000	<b>\$6,000,000</b>
<b>Provincial</b>	\$2,500,000 Secured: June 8, 2016	\$2,500,000	\$2,500,000	<b>\$7,500,000</b>
<b>Municipal</b>	\$1,980,969 Secured: Dec. 29, 2016	\$1,980,969	\$1,980,969	<b>\$5,942,907</b>
<b>Total</b>	<b>\$5,889,379</b>	<b>\$6,372,559</b>	<b>\$7,180,969</b>	

\* Federal Government funding is on a reimbursable basis only

## Annual Municipal Commitments

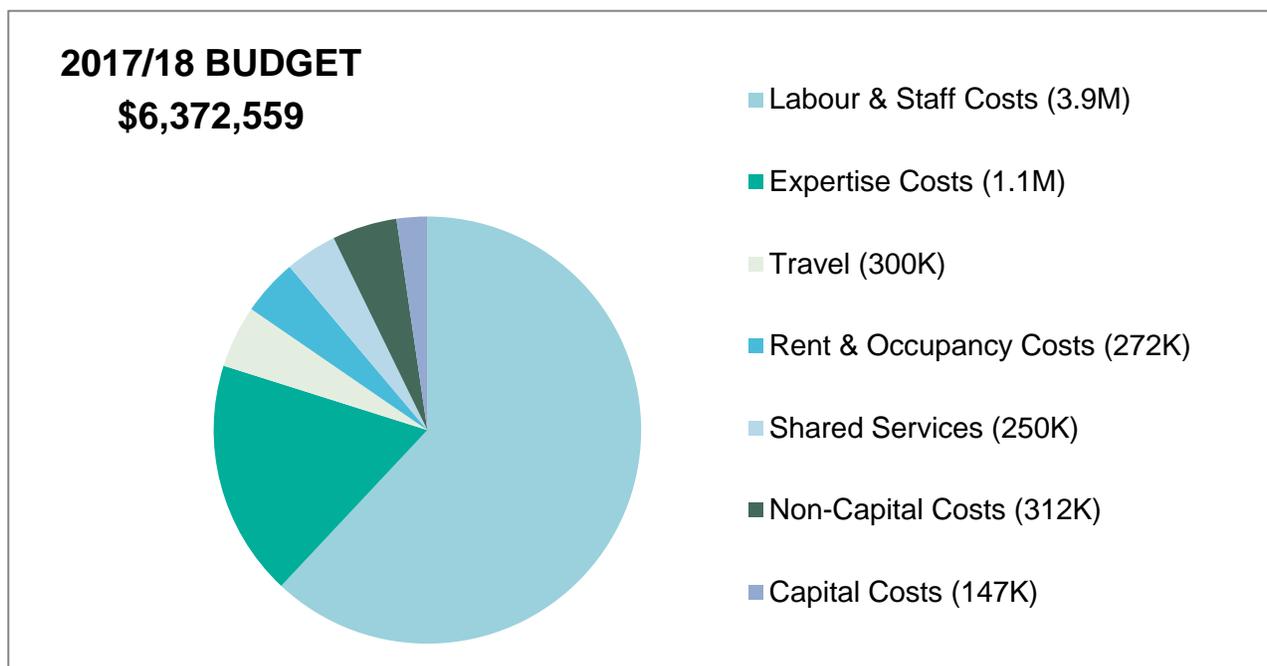
<b>EFFECTIVE APRIL 1, 2016 TO MARCH 31, 2019</b>	
City of Brampton	\$167,135
Durham Region	\$206,397
Halton Region	\$160,038
City of Mississauga	\$227,598
City of Toronto	\$890,412
York Region	\$329,389
<b>Total</b>	<b>\$1,980,969</b>

Toronto Global's funding structure is outlined above. As previously noted, it is a complicated set of financial arrangements that require careful monitoring of resources and adherence to separate reporting requirements for each level of government. It is important in this context to note that federal government funding is on a reimbursement basis only. Based on this feature of their funding, in our negotiations over the operating agreement, we agreed that we would use the federal funding to claim labour and rental costs. The amounts would form a standard claim and be consistent for each claim.

## Expenditures

The chart below displays the approximate distribution of the Toronto Global annual budget. The bulk of our budget is dedicated to salaries. The salary dollars should not be viewed as overhead, since most of the staff is assigned to lead generation and client servicing. As our agency is essentially a professional services organization, it is important to recognize that salary dollars drive lead generation, marketing, and client servicing work.

In our present status quo budget, we have approximately \$1.5M of discretionary program dollars, and \$3.9M of personnel costs to carry out our mission. The fixed costs of the organization, including our office rent, IT services, professional fees, and corporate overhead, are slightly under \$975K per annum.



\*Initial draft only – numbers to be confirmed with TPLC

Another feature of Toronto Global's budget is the resources we receive from the federal government through the Invest Canada – Community Initiatives (ICCI) Program. The program provides financial support to communities for foreign direct investment (FDI) initiatives and activities. The ICCI program provides reimbursement of up to 50 per cent of eligible expenses – for example, a project with a total of \$200,000 in eligible expenses would receive \$100,000 back from the program. Funding support is in the form of non-repayable contributions up to \$300,000, and agreements are made for a one-year period.

Toronto Global's 2017 application was submitted in December 2016. In January 2017 we received funding confirmation for **\$312,500** of approved expenditures. As noted, however, our budget has to accommodate the provision of funds for the full amount - \$625,000 – until the money is reimbursed. We count these funds as revenue in our budget accounting.

## Toronto Global's 2017 Invest Canada (ICCI) Program Approval

PROJECT YEAR	ACTIVITY DESCRIPTIONS	TOTAL PROJECT COST	ICCI CONTRIBUTION
<b>2017</b>	+ FDI Lead Generation and Meeting in-market with potential investors in the United States, UK, Europe and Asia	\$310,000.00	\$155,000.00
	+ FDI Strategic Planning and Analysis	\$190,000.00	\$95,000.00
	+ FDI Tool and Material Development	\$105,000.00	\$52,500.00
	+ FDI Training	\$ 20,000.00	\$ 10,000.00
	<b>TOTAL:</b>	<b>\$625,000.00</b>	<b>\$312,500.00</b>

## Toronto Global Draft 2017/2018 Budget

April 1<sup>st</sup> 2017 – March 31<sup>st</sup> 2018

	2017/2018 Budget (\$)
<b>Labour &amp; Staff Costs</b>	
Salaries	3,525,000 *
Chair's Honorarium	85,000
Board Recruitment	125,000
Staff Recruitment	125,000
Training & Education	40,000
Temporary Staff	20,000
Employee Engagement & Familiarization Events	30,000
<b>Labour &amp; Staff Costs</b>	<b>3,950,000</b>
<b>Expertise Costs</b>	
Lead Generation Services	310,000 **
Consulting Fees	100,000
Accounting & Audit Fees	30,000
Legal Fees	150,000
FDI/Research Consultants	190,000 ***
HR Consulting Fees	55,000
Marketing Costs	170,000 ****
Marketing Data	25,000
Website Design & Maintenance	50,000
Corporate Collateral Materials	25,000
Translation & Interpreter Costs	20,000
PROJ – Event Tables	5,000
PROJ – Event Tickets	10,000
<b>Expertise Costs</b>	<b>1,140,000</b>
<b>Shared Services</b>	<b>250,000</b>
<b>Non-capital Costs</b>	
Office Expenses	277,700
Printing / Stationary / Business Cards	35,000
<b>Non-Capital Costs</b>	<b>312,700</b>
<b>Rent &amp; Occupancy Costs</b>	<b>272,069</b>
<b>Travel</b>	
Airfare/Hotel/Conventions/Misc. Travel	<b>300,000</b>

	<b>2017/2018 Budget (\$)</b>
<b>Capital Costs</b>	
Facilities Improvements	90,000
IT Capital Expenditures	32,790
Furniture & Fixtures	25,000
<b>Capital Costs</b>	<b>147,790</b>
<b>Total Expenses</b>	<b>6,372,559</b>
<b>2017/18 Toronto Global Budget</b>	<b>6,372,559</b>
<b>ICCI Approved Grant</b>	<b>312,500 (Revenue)</b>

\* Salary costs include COL & 20% contingency fund for performance remuneration

\*\* Lead Generation Costs include budgets for individual market strategies

\*\*\* FDI Research and Insights includes funds for a research strategy incorporating approved ICCI projects

\*\*\*\* Marketing Costs include funds for a marketing strategy including social media and business community events – domestic & international

## CONCLUSION

For Canada, international engagement is essential. As our business community expands its reach into global markets, the opportunities for the Toronto Region are significant. As the country's financial and business capital, we need to secure increased opportunities and expanded supply chains with investors around the world. Leveraging our enhanced global profile and attractive value proposition will provide both increased access and growth for businesses across the region.

The 2016 census results from Statistics Canada show that Canada remains the fastest growing nation in the G-7. The census revealed that two-thirds of Canadians live within 100 kilometres of the southern Canada-United States border – our most significant trading partner. Ontario remains, by far, the most populous province with 13.4 million people, representing 38.3% of the Canadian population. The Toronto metropolitan area has the largest population of any metropolitan area in Canada with 6.4 million people, with a population of 2.7 million people in the City of Toronto alone. This represents almost eight per cent of the Canadian overall population. The Toronto Region is also home to three municipalities that rank in the Top 20 Fastest Growing Municipalities in Canada: Milton, King and Whitchurch-Stouffville.

The census data also shows that the population of the metropolitan area of Toronto has outpaced the national growth rate over the last five years. Statistics Canada has found that municipalities located on the edge of the census metropolitan areas are growing faster than the municipalities located in the centre of the census metropolitan area. Toronto Global has a unique opportunity to leverage the advantages of sustained growth in the region's 29 municipalities to attract investment and match talent to quality jobs in the Toronto Region.

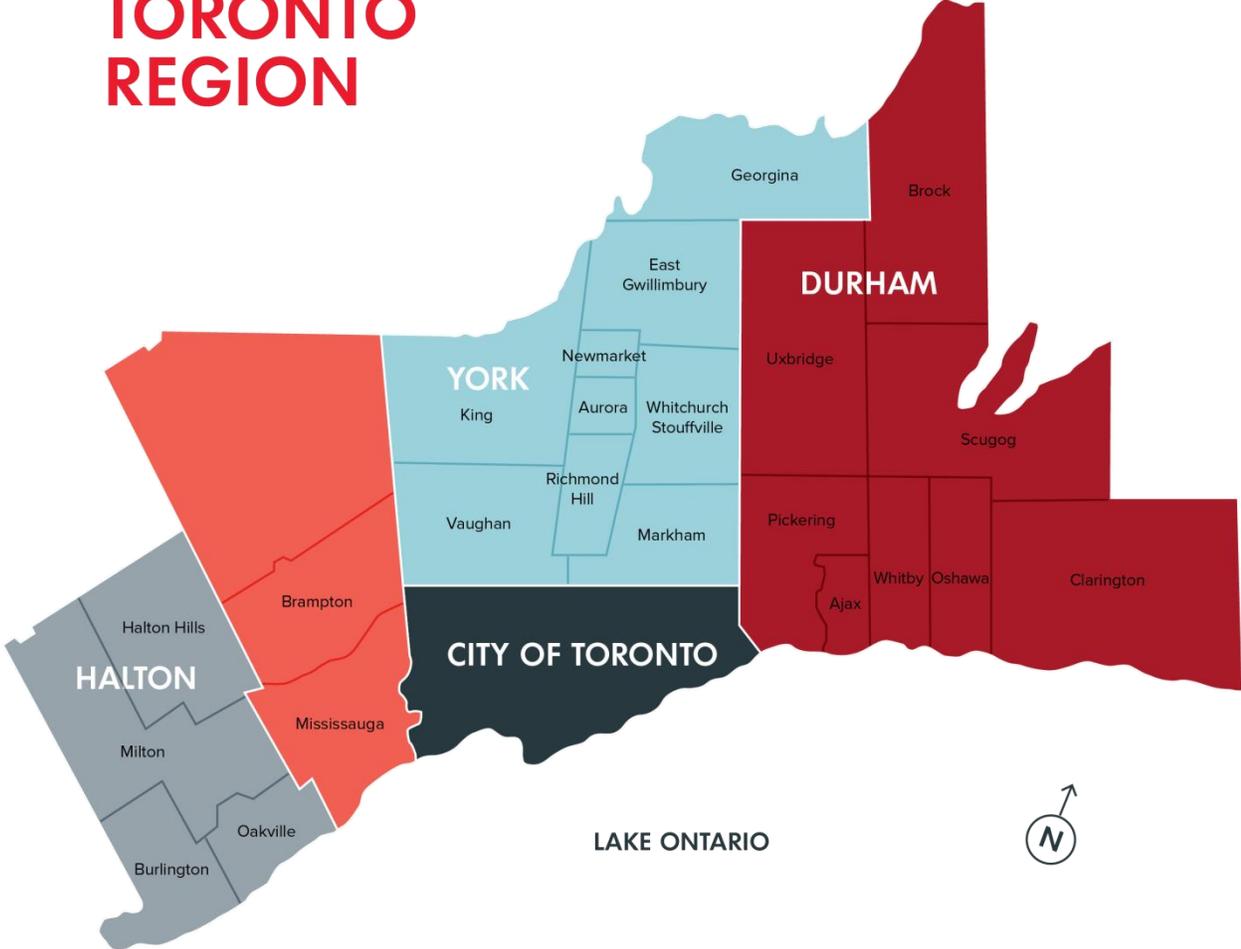
The establishment of a regional investment attraction agency for the Toronto Region has the potential to build significantly on accomplishments already seen throughout the region and further enhance the Toronto region's global standing. The 2017-18 business plan provides concrete steps to move forward in setting the stage for an enhanced investment attraction agency for the Toronto Region. These next steps allow us to reach out in new ways with a renewed emphasis on developing a pipeline of investment leads and increased partnership with our colleagues in the investment attraction arena for the benefit of the entire Toronto Region.

We appreciate receiving input from our partners on the initiatives set out in this plan. We are excited to advance our efforts to sell the Toronto Region as the preeminent investment destination in North America.

# APPENDIX I

## Regional Map

# TORONTO REGION



## APPENDIX II

### 2017/2018 Toronto Global Priorities & Outcomes

#### KEY PERFORMANCE INDICATORS (KPIs)

Measure of Object	Goal
Number of new investments	40
Number of new jobs created	600 positions (within first three years of operations)
Dollar amount invested (capital expenditures + operating expenditures)	\$250M (within first three years of operations)
Number of targets identified	200
Number of companies transferred into the service funnel	125

#### SECTORS

Priority Sectors	Technology, Financial Services, Life Sciences, Food & Beverage, Advanced Manufacturing, Clean Tech
Supporting Key Partners	Toronto Region municipalities, Province of Ontario, Government of Canada, TFSA, Life Sciences Ontario, Regional Boards of Trade, Toronto Film & Entertainment, Tourism Toronto

#### CHANNELS

Primary	Economic Development staff in the Toronto Region, Global Affairs Canada, Ministry of Economic Development and Growth, Ministry of Citizenship, Immigration and Trade, Consider Canada City Alliance
Secondary	Bilateral Chambers of Commerce, Site Selectors, Boards of Trade
Tertiary	Private businesses, private individuals

## 2017/2018 Toronto Global Priorities & Outcomes

### OUTREACH PROGRAM

<b>Business Plan for 2017/2018</b>	+ Work with our partners to ensure coordination on business investment strategies and missions
<b>Building the Toronto Region's Global Profile</b>	+ Enhance relations with GAC, MEDEI, MCIT, site selectors and foreign trade offices + Plan at least one mission to each targeted market
<b>Marketing Strategy, Social Media Strategy &amp; Website Development</b>	+ Upgrade website and expand social media presence to become a significant online presence for the new regional agency
<b>Collaborating with Partners</b>	+ Work with partners and regional municipalities to enhance the standing of the Toronto Region as a global destination for international business investment

## APPENDIX III

### Toronto Global 2017 Draft Business Mission Schedule & Resource Allocations\*

\*In-market business missions, in particular locations and times, are subject to change and updates through the course of the year.

Date	City, Country	Partner/Event	Rationale	2017 Staff & Resource Allocation
January 30 <sup>th</sup> -February 3 <sup>rd</sup>	Los Angeles, CA	ICCI/MEDG	Follow-up Mission	1 Toronto Global Staff
February 6 <sup>th</sup> -7 <sup>th</sup>	Ottawa	Consider Canada Cities Alliance (CCCA)	CCCA Winter Meeting	1 Toronto Global Staff
February 22 <sup>nd</sup> – 23 <sup>rd</sup>	NYC	Canadian Consulate	Follow-up Mission & Networking	1 Toronto Global Staff
March 6 <sup>th</sup> -17 <sup>th</sup>	Beijing, Tianjin & Qingdao, China	Global Affairs Canada / CCCA	Participate as part of the Canadian delegation in B2B meetings & investment Seminars  Private program of corporate calls	2 Toronto Global Staff
March 13 <sup>th</sup> -15 <sup>th</sup>	Tucson, AZ	The Site Selector's Guild	2017 Annual Conference	2 Toronto Global Staff
April 3 <sup>rd</sup> -7 <sup>th</sup>	San Francisco, Ca	ICCI/MEDG	Follow-up Mission	1 Toronto Global Staff
April 3 <sup>rd</sup> – 7 <sup>th</sup>	Paris & Lyon, France	MIT/GAC	Follow-up Mission	1 Toronto Global Staff
April 10 <sup>th</sup> – 13 <sup>th</sup>	London, U.K.	MEDG	Follow-up Mission	2 Toronto Global Staff
April 25 <sup>th</sup> – 27 <sup>th</sup>	Chicago, IL	MEDG/Canadian Consulate	Fintech Exchange 2017 Conference and Follow-up Mission	1 Toronto Global Staff
May 15 <sup>th</sup> -19 <sup>th</sup>	Denver, CO	MEDG & Canadian Consulate	Follow-up Mission	1 Toronto Global Staff
June	NYC	MEDG & Canadian Consulate	Follow-up Mission	1 Toronto Global Staff
June 19 <sup>th</sup> -23 <sup>rd</sup>	Los Angeles, CA	MEDG & Consulate of Canada	Follow-up Mission	1 Toronto Global Staff
September	California	MEDG & Canadian Consulate	Follow-up Mission	1 Toronto Global Staff

<b>Date</b>	<b>City, Country</b>	<b>Partner/Event</b>	<b>Rationale</b>	<b>2017 Staff &amp; Resource Allocation</b>
September	Greater Seattle Area	MEDG & Canadian Consulate	Exploratory Mission	TBC
November 19 <sup>th</sup> or 24 <sup>th</sup>	Europe	GAC/CCCA	Participate as part of the Canadian delegation in B2B meetings & investment seminars  Private program of corporate calls	2 Toronto Global Staff