

**Toronto Global  
Business Plan  
2018/2019**

**FINAL**

**April 30<sup>th</sup>, 2018**



# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	4
Overview .....	4
What We Do.....	4
Budget.....	7
Notes & Assumptions .....	7
REVIEW OF 2017-2018.....	9
PLAN FOR 2018-2019.....	10
Overview .....	10
INVESTMENT ATTRACTION .....	12
Targets.....	12
Priority & Secondary Markets & Sectors.....	12
Investment Attraction Tools & Upgrade of Client Relationship Management (CRM) .....	17
Building and Diversifying our Pipeline.....	18
Building on the Team’s Regional Knowledge.....	21
RESEARCH & INSIGHTS .....	24
Regional Data.....	24
Tools & Insights.....	25
Sector Strategies.....	25
MARKETING & COMMUNICATIONS .....	28
Implementing our Marketing & Communications Strategy.....	28
Marketing Conversion Funnel.....	29
HUMAN RESOURCES .....	30
Develop the Team to Full Complement.....	30
OPERATIONS & GOVERNANCE .....	34
Five-Year Strategic Plan for Board of Directors .....	34
ACCOUNTING & REPORTING .....	36
REVENUE & BUDGET .....	37
Annual Municipal Commitments.....	38
Expenditures .....	38
Toronto Global’s 2018 Invest Canada (ICCI) Program Approval* .....	40

Toronto Global Draft 2018/2019 Budget .....	41
CONCLUSION .....	43
APPENDIX I .....	45
APPENDIX II .....	46
APPENDIX III .....	48

# EXECUTIVE SUMMARY

## Overview

2018/19 represents a significant year for Toronto Global operating as the regional investment attraction agency for the Toronto Region. The first full-year of operations was reflected in the 2017/18 Business Plan for the organization and in our annual report which will be published mid-year. However, one of the most seminal initiatives for Toronto Global was the region's response to the Amazon HQ2 RFP which was outside the scope of the plan. This speaks to the nature of the business we are in and the imperative for city regions to be able to respond to outside events and investment opportunities quickly, effectively and in partnership with all levels of government. This plan seeks to build on lessons learned from that work and our first year of operations. It outlines the operational goals for the agency in 2018/19 and provides recommendations on how best to continue the important work of the agency, build on our results, and set the stage for generating new leads and increasing and stabilizing our investment pipeline.

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

The draft Business Plan was reviewed and discussed at the Economic Development Officer's (EDO) Management Council on March 23rd, 2018. Suggestions and input from the EDO Management Council were incorporated with additional suggestions added by the Board of Directors of Toronto Global. The plan was reviewed and approved by the Mayors' and Chairs' Strategy Council on April 30<sup>th</sup>, 2018.

## What We Do

Toronto Global is the 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 understanding the region's value proposition and economic priorities and identifying prospective foreign investors, understanding their business needs and presenting innovative and value-added options 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 2018/19, the organization's objectives are as follows:

- + 30 new investments
- + 900 new jobs (within 3 years)
- + \$250M invested
- + 350 opportunities transferred into the sales funnel

(See Appendix II for our 2018/19 Toronto Global Priorities and Outcomes)

The organization has identified the following priority markets and sectors to focus their efforts on this year. These have been selected after a review of our pipeline in 2017/18, discussions with our funding partners and a comprehensive review of the track record of previous foreign investments in the Toronto Region.

Priority Markets	Priority Sectors
<ul style="list-style-type: none"> <li>+ USA</li> <li>+ UK</li> <li>+ Europe (focus on Western Europe)</li> <li>+ Japan and 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 (working with TO Health &amp; our municipal partners)</li> <li>+ Food and Beverage</li> <li>+ Advanced Manufacturing</li> <li>+ Cleantech</li> </ul>

As this is the second full-year of operations, significant efforts are geared to supporting the organizational capacities and processes for Toronto Global. The goal is to not only meet our 2018/19 objectives but to ramp-up and position the organization to achieve substantive results in future years. We want to build on the extraordinary profile being the only location outside the United States shortlisted for the Amazon HQ2 bid presented for the Toronto Region.

As such, in 2018/19 Toronto Global will focus on on-boarding a number of key staff positions and further developing and refining our sales-oriented capabilities, processes and strategies, together with new research and marketing functions. Toronto Global will be utilizing expanded marketing tools and techniques, including a substantially enhanced digital and social media strategy to enhance our prospecting capability and extend the reach of the Toronto Region value proposition in a cost effective manner. Our successful paid social media campaign with LinkedIn on the Amazon bid accelerated our work in the digital space and illustrated the potential this avenue offers us for developing leads.

Additionally, from an operations and governance standpoint, Toronto Global needs to build the capacity to develop and implement the accounting and reporting practices to adhere to an ever evolving and even more intricate funding and governance model.

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

Accordingly, the 2018/19 business plan focuses on the following areas and objectives:

Investment Attraction	Research & Insights Marketing & Communications	Human Resources	Business Operations & Governance
+ Identify targets & priority markets & sectors for 2018/19	+ Regional & cross-sectoral technology and innovation research project	+ Update & review organizational chart & review staffing requirements for the year	+ Complete 5 year strategic plan for Board review & consideration
+ Integrate new lead generation tools & upgrade the CRM	+ Regional Data Inventory & Benchmarking Database	+ Build-out staff complement & review HR role within the office	+ Align enhanced accounting and reporting frameworks for added compliance in 2018/19
+ Focus on strengthening and diversifying our pipeline for future growth	+ Implement the financial & life sciences sector strategies – including seeking alignment with partner organizations	+ Refine and build upon ongoing employee individual objective setting & annual performance reviews which are aligned with job evaluations and performance metrics	+ Review office space requirements & arrangements
+ Grow the team's regional knowledge and expand regional value propositions	+ Data and content management system	+ Plan for enhanced training & coaching	+ Ensure compliance with new Accessibility Act
+ Pilot with participating municipalities to identify gaps in their ecosystem to target prospects & identify existing foreign companies looking for an expanded mandate	+ Website/SEO Strategy & Update	+ Implement an annual employee engagement survey	+ Review back office operations & shared services in light of new consolidation of our shared services provider with CreateTO
	+ Social Media Strategy & Asset Design	+ Implement succession plan which aligns to diversity & inclusion initiatives	
	+ Regional Video & Photography		
	+ Work with partners and the provincial government on joint marketing and research initiatives		

## Budget

The budget for fiscal year 2018/19, \$7,536.716 million, has been drafted by Toronto Global in consultation with our shared services provider, the Toronto Port Lands Company (TPLC). Changes at the City of Toronto in late 2017 saw the staff at TPLC move into a new agency, called CreateTO. The new agency will honour our existing shared services arrangement but we will need to assess how best to go forward in light of these organizational changes. We work side by side every day with TPLC to ensure we are tracking costs and expenditures for each budgetary line item in order to measure our resources, needs and effectiveness.

A lesson learned from the first full year of operations and funding is that our financial planning requires an astute and dedicated balance between our budget and our cash flow. This is made complicated by the staggered times of the receipt of funding, and that our federal funding is made on a reimbursement basis only. As a result, we have a carry forward balance that will always be used to offset expenditures, as it will be in 2018/19. Our previous operational budget was in line with both the federal and provincial funding partners' fiscal year which runs from April 1<sup>st</sup> to March 31<sup>st</sup>. We are continuing to operate on a fiscal year basis however our provincial funding this year will run for fifteen months from January 1<sup>st</sup> 2018 until March 31<sup>st</sup> 2019. Our run rate in 2017/18 was approximately \$6.3 million dollars and this next year will see us ramp up to \$7.5 million using the carry forward. We would be looking to stabilize at around this level with negotiations starting in 2018/19 on renewing our funding agreements and terms. We have already met with our federal funding partners, Fed Dev Ontario, to discuss next steps and moving to a five year funding profile.

Additionally, in January 2018, Toronto Global's application for federal funding through the Invest Canada Community Initiatives (ICCI) program was approved for \$235,000 of matching funds for 2018.

## Notes & Assumptions

- + Toronto Global acquired the existing office of Invest Toronto – the office space, furniture, capital inventory, electronic equipment, existing leases, shared services, etc. With a modest renovation budget we were able to maximize our space to accommodate 25 staff. We are presently at capacity and our physical constraints hamper our ability to grow or offer co-location opportunities with any operational partner. We will be looking at options to further maximize or co-locate in 2019 as the need for additional space has been acute. In addition, we will be following up on suggestions from the EDOs to flesh out other options regarding space and increasing our regional presence.
- + We consistently work to minimize overlap and maximize our relationship with the municipalities and the provincial and federal government departments. When in market we inform our provincial and federal partners of our market strategies, mission plans and client meetings. 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 2018. The schedule will be updated quarterly and provided to all our funding partners. We also ask all of our municipal partners for their mission schedules to share with our funding partners in order to

coordinate and inform both levels of government when we are participating and holding international meetings. Both schedules are available to all funding partners.

(See Appendix III for our 2018 Draft Business Mission Schedule as of March 1st, 2018)

- + Toronto Global is an important member of the Consider Canada City Alliance (CCCA), a national 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 the new Invest in Canada foreign promotion agency, CCCA might change as an organization and we will monitor these events closely. The current membership fee might increase if the CCCA is embedded in the new agency.

## REVIEW OF 2017-2018

2017/2018 was the first year of operations for Toronto Global. On February 3<sup>rd</sup> 2017, Toronto Global was formally launched. With a commitment of \$19.5 million dollars by all three levels of government the new agency was empowered to represent the Toronto Region to foreign investors. During the year, we:

- + Hired a professional staff numbering 22 people to staff the new agency, with over half working on investment attraction; 12 people who are client facing, and 10 who are in supporting functions of research, marketing and operations.
- + Meet regularly with the Economic Development Officers (EDO) management group within the region and approved a full business plan for the first year of operations;
- + Conducted 43 missions (half of which were 1 or 2 day US missions), went to 8 international markets, and met with 511 clients Organized an inaugural mission to New York for the Mayors and Chairs to introduce Toronto Global to the business community and followed up with a Toronto Global event in London England. The United States and Europe were the two areas of heavy concentration in the year.
- + On boarded a number of investor prospecting and intelligence tools for the investment attraction team – Pitchbook, Costar, LinkedIn Sales Navigator as well as FDI Benchmarks, FDI Intelligence, FDI Professionals and FDI 365. Training sessions were scheduled with the team to ensure that the tools were used to augment and supplement our lead generation work and outreach;
- + Expanded on our brand strategy across a number of platforms and upgraded our presence on social media;
- + Worked closely with our provincial and federal colleagues to align our client service model and our client servicing to maximize our collective effectiveness and to ensure close cooperation in integrating both our lead generation and outreach activities;
- + Established performance metrics and objectives for all staff, with specific expectations and accountabilities;
- + Concluded an operating agreement with our partners at the Ontario Investment Office to ensure collaboration and reduce overlap;
- + Served as the lead agency to provide the Toronto Region's response to the Amazon HQ2 RFP. Working with our municipal partners and provincial and federal colleagues organized the bid book that was submitted and provided online. To date 15,000 people/organizations have downloaded our bid book. Currently we are heading up the second phase of work as the Toronto Region was shortlisted with 19 other US cities to the second stage of the process. As the only Canadian location to make the list we are very proud of the work that was done by all our colleagues to achieve the timelines and milestones of submitting one regional bid on behalf of the Toronto Region.

# PLAN FOR 2018-2019

## 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 continues to be a top priority and where we seek to earn our place alongside our partners by consistently generating value.

Our focus will be to ensure the development of a robust, durable and vibrant pipeline that will ensure a continued stream of investments over the years to come. We also believe that our singular advantage is to achieve this through prospecting for clients – by bringing the Toronto Region value proposition to the doorstep of companies that may not have considered the Toronto Region as a destination for their future success.

Toronto Global continues to place a high standard for claiming an investment “win”. To be counted as a new investment, Toronto Global must have had an ongoing relationship with the client throughout the FDI life cycle and made a strategic contribution to the location decision-making process. Furthermore, Toronto Global must have evidence of a real estate transaction along with a confirmation on jobs created (or to be created over three years) and the investment value.

We have established new performance targets for 2018/19 that take into account year one results, the current opportunity pipeline , operational capacity, frequency of referrals from federal and provincial governments, and FDI results of peer investment attraction agencies. These new targets see a reduction in the number of new investments from 2017/18 but an increase in the number of jobs created.

Performance Metric	Target	
	2018/19	2017/18
New Investments	30	40
Jobs Created (confirmed within 3 years)	900	600
Investment Value	\$250 Million	\$250 Million
New Opportunities transferred into sales funnel	350	125

Toronto Global needs to develop the networks, capacities and strategies to enable us to identify and 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 will be developing the capacity and capability with the private sector and government to identify and pursue new investments for the region. Quarterbacking the Amazon RFP allowed Toronto Global to gain the first-hand experience of substantially expanding our networks and we will continue to work every day to ensure we are representing the opportunities in the region to international investors.

To achieve these objectives, the 2018/19 Business Plan focuses on five critical areas which are expanded on below:

- + Investment Attraction (formerly Lead Generation & Client Services)
- + Research & Insights
- + Marketing & Communications
- + Human Resources
- + Business Operations & Governance

It is our goal to ensure that we are constantly building our reputation for seeking out investors and 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. We are honoured to work together with our funding partners to execute a new regional endeavour for Canada's business and financial capital that will serve the interests of the entire region as we meet a new and even more challenging international marketplace.

# INVESTMENT ATTRACTION

Investment Attraction is at the core of Toronto Global's business operations. The Investment Attraction team is the sales team for the Toronto Region. The 2018/19 Business Plan proposes methods to not only continue the development of our pipeline of qualified leads but strengthen and diversify our approach to lead generation and client servicing.

## Targets

For 2018/19 the organization's objectives are as follows:

- + 30 new investments
- + 900 new jobs (within 3 years)
- + \$250M invested
- + 350 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 short, our objective is to engage with companies who have not considered the Toronto Region. In a tight globally competitive market, we cannot afford to wait for companies to discover us. We have to bring our value proposition to them. The training and onboarding of new staff, building our regional partnerships, and aligning our efforts with targeted outreach to specific companies identified with our municipal colleagues, will be our top priority this year.

## Priority & Secondary Markets & Sectors

Toronto Global will continue focusing 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 will be tested and challenged in the months ahead.

Building our priorities for 2018/19, we reviewed our wins and current pipeline across the Toronto Region with respect to both geographies and sectors. This provided us with a focus for where our efforts should be concentrated and expanded.

### Developing a Focused Geographical Approach

Our regional teams have been 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 have had the opportunity to provide input on a number of our market strategies. The following considerations are 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 could 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

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	Primary Geographical Focus	Secondary Geographical Focus*
Europe A	+ United Kingdom	+ Scandinavia + France
Europe B	+ Germany + Netherlands	
United States – East	+ New York/New Jersey + Illinois + Texas	+ North Carolina + Massachusetts + Florida + Georgia
United States – West	+ California + Colorado	+ Seattle

Asia

+ South Korea  
+ Japan

+ China  
+ India

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

+ **United States & Western Europe**

Both the United States and the United Kingdom have been the primary sources of new investments in the Toronto Region. With recent events, they offer an accelerated challenge and opportunity for us and therefore, we are continuing to put a heavy emphasis on these two markets and increasing our prospecting and targeting in both countries. With the signing and completion of the free trade agreement with Europe (CETA) we are aggressively supplementing our engagement and coordinating with the lead generation and marketing efforts of our provincial and federal partners. Leveraging the opportunity and recognition the Toronto Region gained by being the only Canadian location to make the 20 city/region shortlist for Amazon's HQ2 will be a priority for the team. Recent events in North America and accelerated negotiations with regard to NAFTA may challenge our efforts and coordination with our provincial and federal partners will be essential.

+ **Asia**

With respect to Asia, there are two primary markets identified as needing our resources and attention: Japan and South Korea, with China being a secondary market. Each market is complex, and at this stage, we do not have the bench strength to service all of these markets. While we are recruiting to cover Asia, these markets represent medium- to long-term returns and continued engagement with many agencies. While we are engaged in staffing up our capabilities to service clients in Asia, and have been servicing clients from that region, we do need a tactical, deliberate and researched strategy for Asia. Toronto Global was invited to attend the recent meeting in Toronto with the Asia Business Leader's Advisory Council (ABLAC) hosted by the Asia Pacific Foundation of Canada. The group, launched in 2016, comprises a high level group of Asian and Canadian business leaders who convene annually to identify and articulate opportunities for improved Canadian-Asian business engagement. The CEO's in attendance reinforced the imperative for Canadian municipalities to have a coordinated and broader engagement in Asia at a higher level. They stressed the need for municipalities and provinces to go to Asia under the Canada brand. With the signing of the new trade agreement in Asia (CPTPP) they encouraged the federal government to take the lead in investor outreach and engagement in these markets. In building out our work in Asia we will be cognizant of the following:

- + Toronto's selection as the offshore RMB trading centre in North America
- + The building 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 signed trade agreement with Asia Pacific – CPTPP
- + The new free trade agreement with South Korea
- + The imperative to coordinate our missions and outreach with our federal and provincial partners

Our market priorities do not suggest that opportunities in other markets will not be pursued. In fact there are markets such as Israel and Latin and South America that are strategically important across the region for building up startup ecosystems, technology transfers, educational best practices etc. As we stated in our previous business plan, these other markets would 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 come from many avenues, such as through private sector referrals, in-market trade commissioners or digital channels. All leads are and will be serviced by the team but would not receive dedicated budgetary resources in 2018/19.

It should also be noted that our partnerships with Global Affairs Canada (GAC), Ontario's Ministry of Economic Development and Growth (MEDG), the Ontario Investment Office (OIO) 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 and a talent pipeline that is only growing across a number of sectors but specifically in STEM areas. It is a testament to the resilience of our economy that we are strong and growing in all of the most important industry sectors.

Toronto Global worked in concert with the economic development officers from our funding municipalities in the Toronto Region to determine the main sectors of focus in our initial year of operations and those priority sectors remain, as follows:

- + Technology
- + Financial Services (partnered with the TFSA)
- + Life Sciences (partnered with TO Health, Life Sciences Ontario and our municipalities)
- + Food and Beverage
- + Advanced Manufacturing
- + Clean Tech

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 on an as-requested basis. We understand the growth and jobs potential of the creative sector.

By far the largest number of FDI projects across the Toronto Region is in the technology sector. However, technology is an enabler for all of Toronto Global's priority sectors. We have a number of technology opportunities in the pipeline that converge with life sciences, manufacturing, financial services, food and beverage, etc. A key focus for the investment attraction team in 2018/19 will be to diversify our pipeline across all sectors and to break down the technology category within our CRM. We have gained enormous exposure for our technology reputation right across the region. The Toronto Region 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. The comparisons and growth we are able to show against major US competitor city regions has been of great value in our sales efforts.

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. We have signed an operating agreement with the TFSA and will be building out our work together on a go forward basis. 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 will partner with the TFSA as a financial services sector specialist for the firms for potential clients to provide more insight and information into the sector across the region.

In 2017 Toronto Global received ICCI funding for a sector analysis for both the Financial Services and Health & Life Sciences sector. The objective of these studies was to gain a deeper understanding of these sectors in the Toronto Region, identify FDI opportunities and develop strategic value propositions for targeted foreign companies that will complement the existing ecosystem. We held extensive stakeholder meetings with our partners both in the initial stages of the work and in the final report stage. We consulted widely and will be integrating the findings into our prospecting and lead generation work in our primary markets. We are also sharing the expanded value propositions with all of our partners. This work was truly a collaborative effort. In the lead up to Toronto's hosting of the international clusters conference by the Institute for Competitiveness and Prosperity (ICP) in October 2018 both of these initiatives also offered us the opportunity to introduce our regional partners to the conference organizers who want to integrate regional tours for the conference participants in both of these sectors.

## **Missions**

Toronto Global 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. In keeping with a prospecting approach to lead generation, missions are only undertaken as a method of following up on contacts and leads. This approach ensures the effectiveness of missions.

Our business mission schedule for 2018/19 (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 municipalities. Sharing this information is an important step in helping all partners coordinate and leverage international outreach activities across the network.

Toronto Global represents the Toronto region at the Consider Canada City Alliance (CCCA) mentioned earlier. We build the activities of the CCCA into our mission planning. In 2017, the CCCA mission to Europe was very fruitful in terms of new leads into our pipeline. In the fall of 2018 the CCCA will be scheduling a second mission to Europe to further sell the benefits of CETA hand in hand with the federal government. 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. The federal government has a seconded staff resource from the Invest in Canada bureau working as an embedded trade commissioner for the CCCA 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. With the announcement on March 12<sup>th</sup> of the federal government's new investment promotion and attraction agency, called Invest in Canada, it will be imperative for us to work together to integrate our international activities and outreach. The new CEO of the new federal agency is the former chair of the CCCA and headed up Vancouver Economic Development.

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.

## **Investment Attraction Tools & Upgrade of Client Relationship Management (CRM)**

### **Client Relationship Management (CRM)**

In building a world-class investment attraction agency, it is crucially important for Toronto Global to implement and fully leverage a reliable and sophisticated 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 metrics throughout the year.

In 2017, Toronto Global adopted the existing CRM system from Invest Toronto. This was done both to ensure we could be up and running as soon as possible and to be cost effective. While we revamped the system and substantially rebuilt its functionality to incorporate increased users and capacity in measuring results and tracking clients it has come up short in terms of its practical effectiveness.

With the onboarding of our new EVP, Investment Attraction we have gained a very professional resource in terms of best practices in investment attraction. Moving to a more sophisticated and updated technology will enhance and upgrade our capabilities and significantly assist us with workflow management as well as evaluating the effectiveness of our prospecting and outreach tactics. We have conducted an internal review of the options available and consulted with a number of our municipal and provincial partners on what would offer the best system for our needs. With the vast arrange of new tools we are using to generate leads our present system just doesn't allow us to integrate and track these new tools effectively. The CRM represents the foundational underpinning of the core of our business – our sales and prospecting pipeline. It is the essence of our work. We require our CRM to be directly integrated into our increased reporting requirements which require regular snapshots of our pipeline on a quarterly basis. The current system does not provide the reporting features we need. This will be a substantial investment in time, training and resources. But we have determined that it is needed and needs to be done this year.

### **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. It provides definitions for opportunities within the service funnel which is monitored and tracked in our CRM. It also identifies criteria for targeting and qualifying sales prospects.

### **Building and Diversifying our Pipeline**

To achieve the targeted number of closed deals, Toronto Global must place significant resources on prospecting to build the front-end of the opportunity funnel. In 2018/19 an additional lens of sector diversification will be applied to prospecting with an underlying objective to increase the number of opportunities within Advanced Manufacturing, Food and Beverage, Cleantech, Financial Services, Life Sciences.

While Toronto Global does not dictate the location within the region where these investments will ultimately land, increased sector diversification within the opportunity pipeline should, over time, also result in increased geographic diversification of investment "wins".

The following tactics will be employed in 2018/19 to begin building a larger and more diversified opportunity funnel:

## **In-house Prospecting: New Tools & 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. In 2017 we engaged in-house contractors who dedicated 100 per cent of their time to lead prospecting in alignment with Toronto Global's target markets. The success and contribution of these resources has been a tremendous addition to our pipeline. These efforts have substantially increased our lead prospecting efforts and have now been integrated into our team and individual performance metrics.

While this is a resource intensive process, prospecting will, over time, yield a resilient and robust sales pipeline that will be a relevant contributor to the economic success of the region.

To support in-house prospecting efforts, Toronto Global has access to the following tools and resources that enables the team to research and target companies that are in expansion mode:

1. FDI Markets is a service from the Financial Times offering the most comprehensive online database of cross-border Greenfield investments and investment signals available, covering all countries and sectors worldwide.
2. FDI Benchmark specializes in the analysis of all areas relating to foreign direct investment.
3. FDI Intelligence provides industry-leading insight and analysis on cross-border expansion, greenfield inward investment and foreign direct investment trends.
4. LinkedIn Sales Navigator features a powerful set of search capabilities, improved visibility into extended networks, and personalized algorithms to help reach targeted decision makers.
5. FDI Professionals helps identify location advisors and government contacts to support inward investment projects.
6. Pitchbook provides the industry's most comprehensive M&A, private equity and venture capital database.
7. FDI365 is a customized global online business intelligence platform that is a gateway for international investment attraction and business recruitment.
8. CoStar is the world leader in commercial real estate information with the most comprehensive database of real estate data throughout the US, Canada and the UK.

## **Channel Partner Development**

While our funding partners, particularly at the provincial and federal levels, continue to be important lead referral partners, Toronto Global also recognized the untapped potential of maximizing local networks. To that end, the team undertook 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 is organized by geography and by professional service designation with the objective to gain expertise, and

build network channels that will result in opportunity referrals. We continue to seek input and advice from our partners and stakeholders on further enhancing this aspect of our outreach.

### **Strategic Prospecting & Sector Partnerships**

As further described in the Research and Insights section of this business plan, the implementation of the Financial Services and Life Sciences FDI Strategies completed in 2017/18 will increase focus on prospecting for key opportunities areas within these two sectors as a first step in working towards a more diversified opportunity pipeline.

The Technology and Innovation project being undertaken this year (see research & insights section) will explore the strongest opportunities for FDI resulting from the convergence of technology with other priority sectors, including manufacturing and food and beverage. The insights from this work will help to direct prospecting efforts in these sectors and may also identify areas requiring further research or resources.

Additionally, Toronto Global will seek to develop or enhance relationships with organizations focused on each of our strategic sectors in an effort to align our FDI attraction mandate with broader sector/cluster based strategies. Examples of such organizations include NGM Canada (the Advanced Manufacturing Supercluster organization), the Toronto Financial Services Alliance, TOHealth!, The Greater Golden Horseshoe Food and Farming Alliance, and others.

### **Engage Existing Businesses**

One ultimate success factor in increasing FDI to the Toronto Region is 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 2018, we will offer a couple of pilot projects to interested municipal partners (upper and lower-tier as appropriate) to explore how to better leverage/partner with existing foreign-owned companies in the region to identify opportunities for new global mandates for their existing operations and/or to gain insights on potential opportunities with other foreign-owned business within in their supply chains.

### **Leveraging Online Presence and Social Networks**

The overarching objectives throughout the design and development of torontoglobal.ca was to reduce the distance between the potential investor and a member of Toronto Global's Investment Attraction team. We have started to revamp our website and additional enhancements will be made 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
- + Social media outreach in key markets in advance of targeted missions coordinated to supplement the team's outreach

In addition to website enhancements, Toronto Global's marketing and communications team has developed a communications strategy, incorporating a social media plan, to enhance promotion and develop targeted activities to gain prospecting intelligence and further supporting

the team's sales efforts. This is further described in the Marketing and Communications section of the business plan.

## **Building on the Team's Regional Knowledge**

As Toronto Global's team changes and grows, it is imperative that we proactively and continuously share and develop regional knowledge throughout the organization. We plan to build 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 \$20,000 to work with funding EDO members to conduct a second set of tours in 2018/19 – 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 & Training**

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

### **Lunch & Learns with our Municipal Partners**

A number of our municipal partners have held information sessions with the team at Toronto Global which has proved very valuable to all of our staff. We plan on expanding these sessions in 2018 and also holding them across the region.

### **Attending Events Across the Region**

The Toronto Global team attended events right across the region this past year. From the release of municipality's sector strategies, to attending industry open houses, Mayor's Annual Luncheon addresses, regional board of trade events, meetings of council and economic development committees, the entire team is encouraged and mandated to keep abreast of developments across the region. All staff have a component of their individual performance rated on how many regional events they were able to attend throughout the year. We will continue to encourage and incorporate attending regional events as part of everyone's individual performance metrics.

### **News Monitor**

Toronto Global's Marketing and Communications team distributes a weekly News Monitor that compiles business news and events from across the Toronto Region. This information is sent to over 350 clients, partners, service providers, and staff acting as a valuable tool for staying up to

date on business and regional content and events. Over the year we have substantially increased the number of articles in the monitor that reflect new developments, achievements and events right across the Toronto Region.

### **Updated Regional Video and Photography**

We will be investing substantial resources in 2018/19 updating our regional photography and video of the region. We are also working together with both Toronto Tourism, who represents Toronto, Brampton and Mississauga and the Ontario Investment Office who has just finished launching new marketing materials for the Province of Ontario. We will be accessing their resources as well to increase our availability of regional content.

### **Pilot Projects**

As discussed above, we will work with interested municipal partners on a number of pilot projects in 2018/19 that, in addition to identifying new potential opportunities for FDI, will serve Toronto Global in developing a more nuanced understanding of strengths and assets across the Toronto Region. Greater integration may also include a stronger presence by Toronto Global staff across the region as well as coordinated efforts for targeting prospects, global mandates and client servicing.

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

In 2017/18 Toronto Global put increased focused on expanding our network of private sector service providers.

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

Our current CRM has limited functionality on categorizing and reporting on service providers. We will continue to work on establishing a more effective method of tracking and reporting on our service providers. One of the motivations for transferring our CRM in 2018 is the ability to provide increased oversight of service provider referrals and tracking the frequency of each referral as well as feedback from both staff and clients on the quality of service received.

### **Summary**

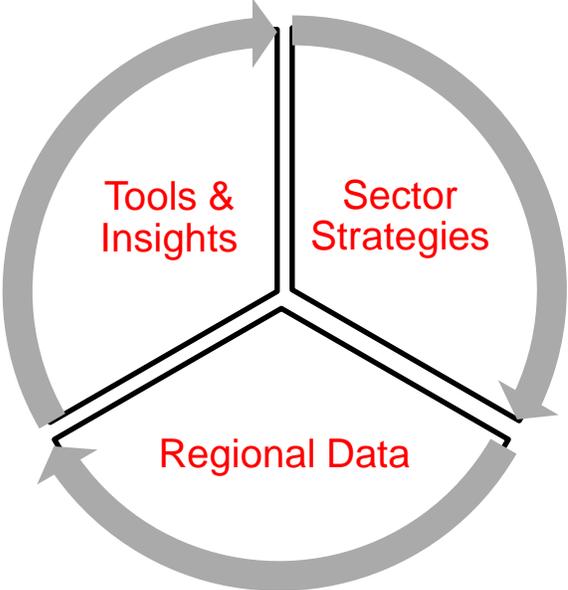
By the end of the reporting year, the primary goals of the Investment Attraction team are to:

- + Integrate a new Client Relationship Management (CRM) system in order to provide enhanced reporting and tracking capabilities for the team and our municipal partners;
- + Continue to build and enhance our internal prospecting capabilities with the new tools and training we have onboarded in 2017/18;

- + Build on the focused geographical approach on the United States and Europe – our two most important markets, while keeping a pulse on markets with future potential especially with the new trade agreements signed by our federal partner in both Europe and Asia;
- + Build out the service provider roster in order to have service providers who represent the Toronto region;
- + Continue to 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;
- + Work with our municipal partners to do a number of pilot projects to identify prospective leads and design the outreach and value proposition to help secure strategic and transformative investments for the region;
- + Continue to fill out 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 & Insights'); and
- + Integrate the sector specific value propositions and key partnerships and resources to support the sales and client service process (see Research & Insights).

# RESEARCH & INSIGHTS

Toronto Global’s Research and Insights team is charged with developing foundational regional data and translating it into tools and strategies in support and guidance of the organization’s core investment attraction and sales and marketing efforts. Further, it is designed to be collaborative in nature to achieve overarching regional economic development goals and objectives. In 2018/19, we have split our activities into three main buckets – constructing regional datasets, developing insights tools, and building sector strategies – each contributing to and informing the others.



## Regional Data

Catalyzed by the Amazon HQ2 Request for Proposals and the addition of a Research & Insights Analyst, Toronto Global developed a considerable number of comparable site selection datasets in 2017/18. With continued challenges related to Canada and U.S. data comparability, amplified by the discontinuation of the KPMG Competitive Cost Model, we will continue to build and enhance the regional data library. Key objectives in 2018/19 include:

- + **Develop or acquire** additional regional (and comparable) datasets to respond to common site selection inquiries and support sector –based niche value propositions.
- + **Support municipalities** in achieving ISO37120 certification by the World Council on City Data.
- + **Implement a Data Management System/Tool** to enhance our ability to efficiently analyze and update the increasing number of datasets.

## Tools & Insights

The regional datasets and analysis conducted above are of little value if not translated into tools and insights that bring it to life and contribute to Toronto Global's ability to identify, pitch, service and effectively communicate to prospective investors. Key objectives in support of this goal in 2018/19 include:

### Mapping Tools:

- + **Neptis Geoweb:** Last year, Toronto Global worked in partnership with the Neptis Foundation to significantly increase the number of datasets as well as to improve the back-end functionality of the Neptis Geoweb tool. With development work nearing completion, Phase 1 of the enhanced tool will be launched in 2018/19. A scope of work for Phase 2 – to enhance front-end user functionality - will also be developed.
- + **Other:** Toronto Global is aware of a number mapping initiatives being undertaken or completed by various partner organizations. In 2018/19 Toronto Global will compile an inventory of available mapping tools that support our ability to showcase regional assets and evaluate opportunities to support or enhance initiatives underway.

**Toronto Region FDI Attractiveness Global Benchmark Report:** Following ISO37120 certification by a critical mass of Toronto Region municipalities, Toronto Global intends to work with WCCD to develop a global benchmark report that aggregates results and compares the Toronto Region on key attributes impacting investment attractiveness.

**Sales & Marketing Content:** Leveraging data and research analysis to support investment attraction and marketing communications efforts is at the core of the Research & Insights team mandate. Key objectives in support of this goal in 2018/19 include:

- + Contribute content that supports the *implementation of the marketing and communications strategy*, in particular with respect to **updated sector profiles, business cases and new web content**, including the launch of a Research & Insights “**blog**” series.
- + In collaboration with the Investment Attraction and Marketing & Communication Team, **implement a Content Management System** that enhances our ability to build and update presentations and business cases more quickly and efficiently.

## Sector Strategies

### Life Sciences & Financial Services FDI Strategy: Implementation

Toronto Global undertook two sector-based FDI strategies in 2017/18 to better direct our efforts related to Health & Life Sciences and Financial Services. The strategies were carried out in collaboration with our municipal, provincial and federal partners as well as with a number of relevant sector-based organizations. They resulted in the prioritization of a select number of

opportunity areas for which to focus investment attraction efforts, articulated the critical components of the Toronto Region value proposition and provided go-to-market prospecting intelligence. In 2018/19 we will build on this work to:

- + Ensure it is integrated into the prospecting efforts of the Investment Attraction team, and evaluated as to its effectiveness in diversifying the opportunity funnel
- + Enhance and refine data to build out the niche value propositions and develop corresponding sales and marketing tools
- + Establish relationships with key stakeholder partners - including potential pilot projects - that serve to provide enhanced specialized sector knowledge and augment our ability to reach prospective investors and deliver value-added services throughout the FDI lifecycle

### Toronto Region to Waterloo Technology & Innovation FDI Strategy

Toronto Global, in partnership with Waterloo EDC has received ICCI funding to undertake a technology and innovation focused project that considers the geography put forward in the Toronto Region response to Amazon HQ2 - which includes the Toronto Region, Waterloo Region, Hamilton and Guelph. Key objectives and deliverables include:

- + Addressing issues of Canada and U.S. data comparability along with local narrative inconsistencies with the development of a shared knowledgebase relevant to technology-focused corporate location decisions
- + Identifying and prioritizing key opportunity areas for FDI resulting from regional strengths in technology and the convergence of those technologies and strengths with other priority sectors, including manufacturing and food and beverage
- + Recommending a collaborative and coordinated go-to-market approach for attracting FDI

### Cluster Development Support

The Toronto Region is home to a diverse group of industry clusters that span municipal boundaries. A strong presence of well-organized regional cluster organizations would serve as value-added partners to Toronto Global by providing strategic guidance, international connections and opportunity servicing support. However, currently, few such organizations exist. While cluster development is outside the scope of Toronto Global's mandate, Toronto Global is supportive of initiatives designed to facilitate cluster development in the Toronto Region, including the following key activities in 2018/19:

**TCI Network Cluster conference (Toronto, October 2018):** Toronto Global is playing a supporting role to the Institute of Competitiveness & Prosperity (the 'Institute') in developing Day 1 conference programming - Cluster Tours. In particular, Toronto Global is assisting with the facilitation of economic development collaboration across municipalities and organization within the Toronto Region to create approximately 10 cluster immersion experience tours and corresponding narratives designed to showcase the region to an international audience; culminating in a research paper by the Institute.

## Diversifying Sector Knowledgebase

Recognizing the importance of enhancing the organization's knowledge and capacity to identify and service FDI opportunities across each of Toronto Global's identified priority sectors, in 2018/19 we will undertake the following activities to enhance and diversify sector capacity:

- + **Leverage TCI Network Cluster Conference Immersion Experiences:** The ten cluster immersion experiences under development (discussed above) include a wide range of industries – including each of Toronto Global's priority sectors of advanced manufacturing, food and beverage, cleantech, financial services, life sciences and technology along with secondary sectors related to the creative and cultural industries. The content developed for these experiences will be leveraged to provide a base narrative (along with sales material/content) and direction for prospecting and servicing FDI opportunities
- + **Enhance/Develop Strategic Industry/Cluster Partnerships:** While Toronto Global interacts with a number of industry/cluster organizations across the region, in 2018/19 we will begin exploring key strategic relationships (beyond Financial Services and Life Sciences above) with the objective of aligning our FDI attraction mandate with larger sector and/or cluster-based economic development strategies across each of Toronto Global's priority sectors - including; Advanced Manufacturing, Technology & Innovation (including Interactive Digital Media), and Food & Beverage. Examples of such organizations include NGM Canada (the Advanced Manufacturing Supercluster organization), the Toronto Financial Services Alliance, TOHealth!, The Greater Golden Horseshoe Food and Farming Alliance, GTA Food Cluster, and Food & Beverage Ontario and others.

# MARKETING & COMMUNICATIONS

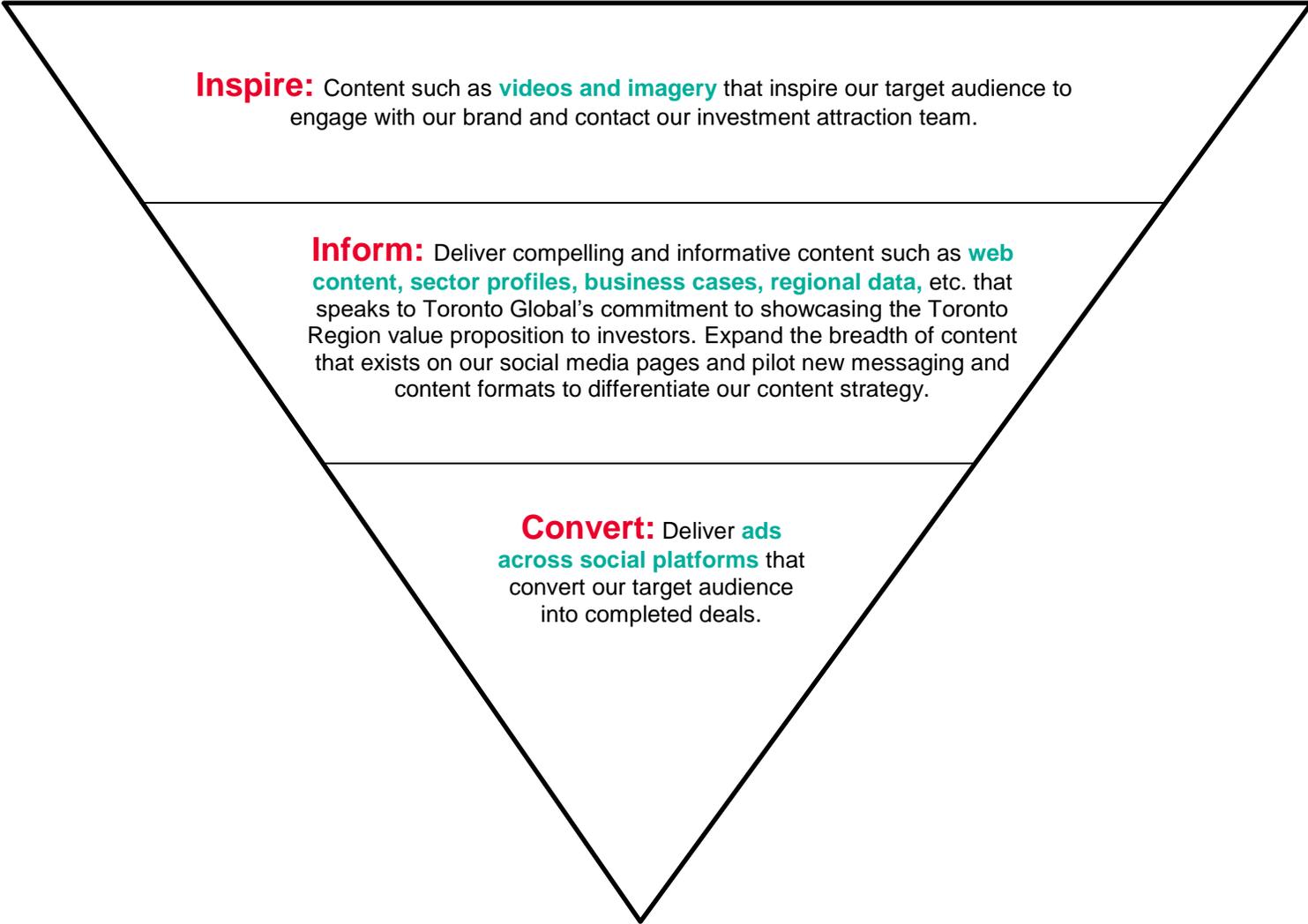
## Implementing our Marketing & Communications Strategy

The Marketing & Communications Strategy for 2018/19 introduces key digital enhancements to support the investment attraction team's lead generation efforts internationally and grow our networks domestically. Our focus areas include raising the profile of the Toronto Region and highlighting our unique value proposition to international targets. Key objectives include:

- + **Website:** Enhancing torontoglobal.ca with new content and streamlining user experience to ensure that we are effectively targeting and engaging our audience.
- + **SEO/SEM:** Implementing an SEO/SEM strategy that ensures the Toronto Region's value proposition and our services are easily discoverable by our target audience through both organic and paid searches.
- + **Social Media:** Expanding and engaging our target audiences through compelling content that differentiates us from our competitors using social media channels. Leveraging key partnerships and insights from social platforms and the investment attraction team, we will focus on themes that resonate with international investors through paid and organic social media campaigns.
- + **Collateral:** Creating innovative digital marketing materials to highlight the regional value proposition and key industry sector strengths.
- + **Visual Content:** Producing a video that will effectively tell the Toronto Region story by evoking an emotional connection and encouraging investors to engage with our investment attraction team. Enhancing our image library to expand our regional assets for use across our marketing channels.
- + **Public Relations:** Actively engaging our shareholders and stakeholders by promoting wins and milestones for the region and showcasing the regional value proposition.
- + **Client Servicing:** Supporting the lead generation team in developing client presentations and business proposals by introducing new tools and processes.
- + **Partnerships:** Developing partnerships with key regional organizations to leverage assets that enhance and complement the value proposition of the Toronto Region.

# Marketing Conversion Funnel

All Marketing & Communications objectives for 2018/19 will highlight the value proposition of the region in order to convert the target audience into wins for the Investment Attraction team. The content created to engage our audience will fall into one of the following stages in the Marketing Conversion Funnel:



# HUMAN RESOURCES

As previously noted, 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 investment attraction and to strategic selling as well as to supporting the investment attraction team with marketing and research but we still require the resources and team to support those activities.

The team that we are building at Toronto Global is comprised of a group of professionals from diverse business backgrounds, with a number of team members having municipal experience and others having worked in business/government throughout the region/province and around the world. Toronto Global launched its business operations with 11 staff members in February 2017. We have since increased our headcount by hiring an additional 13 people with 3 voluntary and 5 involuntary departures in 2017 and 2018.

In 2018/19 we will continue to build the team to the full complement and ensure that staff are 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 individual and team performance metrics to focus on achieving results.

To ensure our resources were concentrated on the core businesses of attracting FDI to the Toronto Region, Toronto Global had outsourced human resources functions including; defining job descriptions, recruitment, development of performance management processes, training, etc. With the transfer of our shared service agreement to a new agency we have had to bring in house the HR function on a contract basis.

## **Update/Revisit Organizational Chart & Review Staffing Requirements for the Year**

As year one has concluded and we move into year two, it will allow us an opportunity to review our organizational structure to ensure we are set up for maximum success. This, along with the fact that the Shared Services agreement with TPLC is currently under review as a result of the merger of TPLC and Build Toronto into the newly established organization, CreateTO, will also mean we will need to determine what gaps we need to focus on. This will be a priority in the first quarter of 2018.

## **Develop the Team to Full Complement**

In 2018-2019, Toronto Global should be 25 in size after the following positions are filled. The following positions, as of March 2018 are being actively recruited:

- + Director, Investment Attraction, UK
- + Manager, Investment Attraction, Asia
- + Team Lead, Investment Attraction
- + Advisor, Investment Attraction

Our budget allocations for labour and staff costs represent a full complement by mid fiscal year and include the costs for professional HR services and recruitment throughout the year.

## **Objective Setting & Annual Performance Reviews**

In support of *our Pay for Performance* culture we will ensure we have clear measurements for assessing performance in an unbiased manner. In 2017/18 we implemented an annual performance management program that ensures each employee has developed clear performance objectives utilizing S.M.A.R.T. methodology, and that KPI's have been established within the organization for all employees to work towards and be measured against.

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

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

- + Engagement and connections with companies, financiers, academia, and incubators across 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 across the region.
- + Client surveys and assessment of our services will also be introduced.
- + Prudent fiscal management of the budget envelope (selected staff)

Our first performance cycle will be completed within the first quarter of 2018/19. On this front we are participating in the work being done by Montreal International in terms of benchmarking compensation and salaries in the investment attraction business. Our business relies on talented professionals who work directly with C suite business executives. Montreal International is doing some important work to understand the best tools to recruit and retain employees in the investment attraction and promotion space.

## **Plan for Enhanced Training & Coaching**

Toronto Global is committed to ensuring that staff continuously develops the required skill sets to be successful in our mandate. These training programs incorporate internal processes and procedures with a particular focus on the Client Service Model to ensure those concepts are embodied into our daily operations.

Finding the right mix for and within a team requires professional resources as well as training and coaching. With the changes to our back office provider we have retained the services of an

HR professional who has been instrumental in assisting us internally with coaching, employment offers, recruiting staff and making changes within the team.

While tailored training and coaching programs have been implemented for new and existing staff these do require committed resources that we feel are very necessary for both the work we do and the type of office environment we want to recreate.

An example of some effective training programs introduced to the staff was our session with LinkedIn Sales Navigator. It is a tool designed to help to do three things extremely well: focus on the right people and companies, stay informed on key updates on priority accounts, and build trust with prospect companies in order to engage with them meaningfully. The end goal is to enhance lead generation efforts and to add companies to the pipeline.

The team received an afternoon training session directly from LinkedIn on the use of Sales Navigator and began using the platform in January 2018. To date, the team has been very engaged and found the tool very effective in prospecting new leads. As well, our Digital Marketing Specialist is an administrator of Sales Navigator, and has been monitoring the team's activity on the platform and sending updates on their engagement to encourage them to continue getting to know and use the program for their lead generation efforts.

*"I've used Sales Navigator for my prospecting for our next trip to Chicago. So far, from sending direct messages, I've landed five meetings for that trip. Four of those are major targets (over 200 people, lots of funding/growth, strategic sector) that I had previously been unsuccessful getting through to over email. It's been great for identifying the right people at the company, and I find it to be a more personal approach than email." - Graeme Cooke, Senior Advisor, February 2018*

With respect to training on the HR side, a four quadrant Learning & Development Roadmap will be developed and implemented with a focus on ensuring staff are trained in all compulsory legislative training requirements, but also that attention in identifying development needs for staff, from both an individual contributor and also People Leader perspective. The roadmap will also have a section specifically focused on employees identified as high performers and their unique training needs.

## **Annual Employee Engagement Survey**

With a keen focus in ensuring we have an engaged workforce, the implementation of an employee engagement survey is crucial as it provides a vehicle for employees to provide anonymous feedback with regard to their employee experience without concern of having to identify themselves. In so doing, it allows management to spot trends and see where employees are focused and, in some cases, unhappy and/or disengaged or concerned. It provides employees a venue for open feedback. Employees who are both highly engaged and enabled are 50 per cent more likely to outperform expectations

Once the results are tabulated from the survey it will allow senior management an opportunity to spot trends, both good and bad, to see how we are performing against employee expectations. It also allows an opportunity for gaps to be identified within the employee value proposition and

where improvement is required to ensure we are trending towards being identified as an Employer of Choice. Results of the survey will go to the Human Resources committee of the Board of Directors for comment and direction. As we are building an agency for the long term these are important inputs into the kind of environment we are creating and its impact on attracting qualified staff.

### **Implement Succession Plan**

In 2018, a focus will be on developing and implementing a succession planning management process that has rigor and identifies Key People, Key Positions, Emerging Leaders, Critical Resources and also identifies any misplaced employees. By proactively implementing this annual and on-going process and making it a focus for 2018/19 this will ensure we have the right people in place to deliver on our strategic priorities and safeguards the organization from talent gaps.

We will develop a four quadrant Learning & Development Roadmap that ensures we are providing supportive training and development to all staff and will have one quadrant of the road map specific to high performers learning and development needs.

As a progressive employer we understand the value of diverse talent and input. Our focus within both a robust Succession Plan and Talent Acquisition process is to ensure we develop and seek out talent from a diverse background and develop specific metrics to measure our outcomes and approach against.

### **Implement Internal Human Resources Information System (HRIS)**

We will seek out an appropriate HRIS system that aligns to the size of Toronto Global and becomes the centralized system of record for all HR-related information inclusive of all compensation and personal data of employees and also acts and unifies HR management processes such as benefits administration and ideally aligns to our payroll system. An important element of the new system will be to also provide employees with the ability to access and update all personal relevant information, to view and edit data including emergency contact information, vacation records etc. An employee self-service portal will allow electronic access to employee information and benefits booklets and claim forms. Streamlining our records system will assist in centralizing our records with our shared services provider.

## OPERATIONS & GOVERNANCE

Toronto Global spent a significant amount of time this past year to developing and refining the operations and governance processes. Particular focus was given to ensuring these processes were manageable and sustainable in the long-term and did not detract from Toronto Global's primary objective of attracting new foreign direct investment to the Toronto Region. In 2017/18, this included:

- + Recruiting and orienting a new 15 member Board of Directors
- + Implement new accounting and reporting practices to adhere to an intricate funding and governance model that involves all three levels of government.

### Five-Year Strategic Plan for Board of Directors

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 participated in a planning process to discuss elements of a strategic plan early in 2017. 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. With the establishment of the new Ontario Investment Office for the Province of Ontario, our planning, both short and long term, needs to be coordinated with their longer range objectives. Added to that, the setting up of the Government of Canada's foreign promotion and investment agency, Invest in Canada, and the need to align our work with our partners becomes critical. 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. The opportunities presented and lessons learned from the Amazon RFI and shortlisting process will be invaluable to this exercise and aligning our collective efforts on behalf of the region. The commitment from the federal government to enter into a five year funding arrangement with Toronto Global allows us to align the renewal of our funding along these parameters.

The Board of Directors of Toronto Global is responsible for oversight of the management of the business and affairs of the Corporation. The Board is 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 is diverse, both in skillset and experience, ranging from culture and arts to finance and information technology.

The Board convenes five times per year for public meetings around the region and will play a critical role in the organization's strategic planning process that will be a priority in 2018. It is a fully private sector Board that will take strategic direction from the Mayors and Chairs in the Toronto Region. They are responsible for approving the corporation's strategic plan, the annual business plan, the audited financial statements and ensuring effective management of the

organization. We have had three resignations from the Board and will be seeking to fill those positions in 2018.

### **Align Accounting and Reporting Practices with Funding Partners**

As previously noted our accounting and reporting practices require keeping a tight control on expenditures and monitoring expenses closely. We are responsible for invoicing each municipality for their annual contribution. We are negotiating our second year of funding with the Province of Ontario and they have informed us that there will be new reporting requirements for 2018/19. We are waiting on the contribution agreement to review. With regards to federal funding we negotiated for our submission to be for labour and rent costs. Important to note that we need to incur these expenses first and then claim for reimbursement. As well we reprofiled our funding with the federal government earlier this year which is noted in the Revenue and Budget section of our business plan. We have held discussions with Fed Dev post the federal budget earlier this month to discuss a longer term plan for funding. They agree and will be working with us in the months ahead to work out a five year funding agreement. With different levels of reporting required for each level of government it does not seem possible for us to align the reporting standards. Having secured a commitment from the new agency in the city of Toronto to honour our shared services agreement it remains critical to have experienced accounting professionals negotiating and submitting claims for our provincial and federal funding components. These are important considerations for us in going forward to look longer term at how we handle the back office operations of Toronto Global.

### **Review Office Space Requirements and Arrangements**

2018/19 will see us reach full capacity in the current offices. It is an office space that gets well used especially with the number of client meetings we hold. We have met with Oxford Properties to see what options they may have for us expanding on this floor. In the meantime we also continue to pursue discussions with other organizations on co-locating. The Toronto Board of Trade has also reached out to us with regards their plans for a World Trade Center housing all of the agencies providing services to foreign investors. This concept holds a lot of merit and we will continue to meet with them to investigate further options going forward. Certainly by 2019 we will be reaching maximum capacity.

### **Accessibility (AODA), Bill 148, Bill 168, Bill 132**

As a provincially regulated employer, we have ensured compliance has been strictly aligned regarding Accessibility, Bill 148, Bill 168 and Bill 132. Toronto Global employees have been trained in all aspects of the above noted legislation.

On-going compliance, implementation and review inclusive of compliance requirements on Toronto Global's website have and will continue to be implemented under specific Accessibility tabs and all Talent Acquisition postings. In 2018 we will expand our required commitment to Accessibility by posting our Multi-Year Accessibility plan on our website. We are in compliance with provincial Pay Equity legislation by ensuring we utilize a point's based system in formally evaluating all jobs within Toronto Global. We further comply by seeking "blind: external compensation data specific to each job within Toronto Global.

In addition to provincial legislation we will determine what our compliance requirements are specific to new federal Pay Equity legislation.

## 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 released funds at selected intervals throughout the 2017 calendar year with quarterly reporting requirements. The quarterly reports provided to the Province of Ontario were detailed updates of our activities, missions and performance metrics. They included the number of identified FDI target companies, qualified leads, number of corporate calls, closed deals, jobs and investment numbers. The provincial reports were shared each quarter with all our funding partners. Toronto Global has also done a number of presentations to municipal councils and Boards of Trades across the region.

The funding we receive 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. During the course of the year we were advanced funds by Fed Dev Ontario from the third into the second year. The total amount of their funding remained the same. As well Fed Dev Ontario's mandate was renewed in the federal budget tabled in early February 2017. We are meeting with them later this month to discuss our funding post December 2018. 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. Payments from municipal governments are received at different times throughout the year.

Toronto Global assumed the shared services arrangement that Invest Toronto had established with the Toronto Port Lands Company (TPLC). This was in line with our assumptions during the transition period to limit our costs wherever possible and concentrate our resources on our core sales functions in the investment attraction and client servicing department. While we increased our budgeted amount for shared services because of the expanded and complicated nature of our funding commitments the transfer of our back office support services to a new agency was not anticipated. The new agency, CreateTO, will honor our shared services agreement but only on the accounting and reporting side, therefore HR services are exempt. The expertise and knowledge our TPLC colleagues have with regards to our reporting is extremely valuable and we need to be able to access those resources. This will be especially important with the upcoming renewal of our funding and moving to a longer term funding period of five years. However 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 Commitments

	2016/17	2017/18	2018/19	Total
<b>Federal*</b>	\$1,408,410 Secured: Dec. 2, 2016	\$2,781,590 <sup>2</sup>	\$1,810,000 <sup>3</sup>	<b>\$6,000,000</b> <sup>1</sup>
<b>Provincial</b>	\$2,500,000 Secured: June 8, 2016	\$2,500,000 <sup>4</sup>	\$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>\$7,262,559</b>	<b>\$6,290,969</b>	

<sup>1</sup>Federal Government funding is on a reimbursable basis only.

<sup>2</sup>Federal contributions re-profiled as of Jan 22, 2018. 2017/18 Federal contribution increased by \$890,000 as funds were advanced from 2018/19. Original contribution \$1,891,590.

<sup>3</sup>2018/19 Federal contribution decreased by \$890,000 with re-profiling of Federal contributions. Original contribution \$2,700,000.

<sup>4</sup>Funds to be received.

# 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>

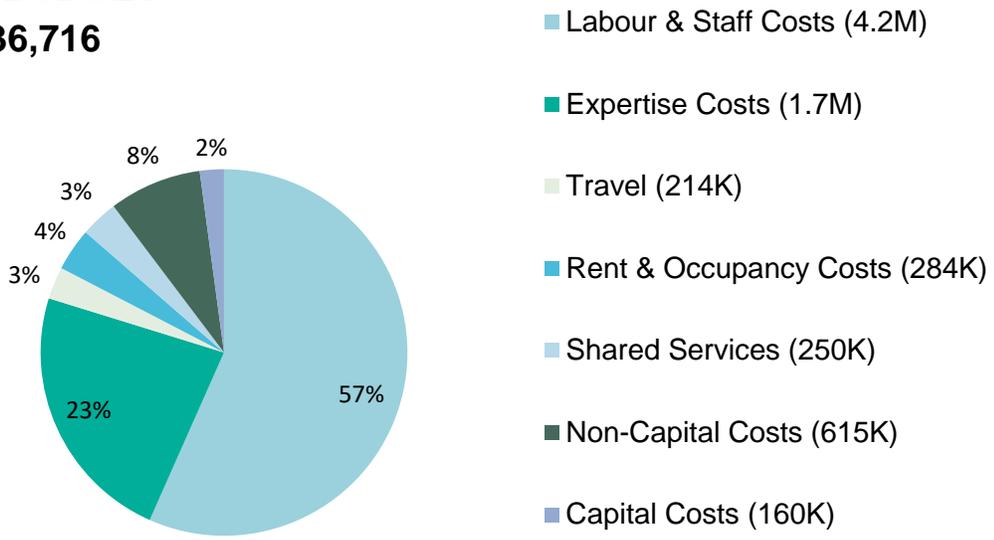
Toronto Global's funding commitments are outlined above. As previously noted, it is a complicated set of financial arrangements that require careful monitoring of resources and adherence to separate reporting requirements for each level of government. It is important in this context to note that federal government funding is on a reimbursement basis only. Based on this feature of their funding, in our negotiations with Fed Dev Ontario, 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. During the 2017/18 fiscal year we were asked to reprofile funds from the federal government which are noted in the chart above.

## Expenditures

The chart below displays the approximate distribution of the Toronto Global 2018/19 budget. The bulk of our budget is dedicated to salaries. The salary dollars should not be viewed as overhead, since most of the staff are assigned to investment attraction, client servicing and supporting those core activities. As our agency is essentially a professional services organization, it is important to recognize that salary dollars drive investment attraction, lead generation, marketing, and client servicing work.

In our present status quo budget, we have approximately \$1.6M of discretionary program dollars, and \$4.2M of personnel costs. The fixed costs of the organization, including our office rent, IT services, professional fees, and corporate overhead, are slightly under \$1.7M this year.

**2018/19 BUDGET**  
**\$7,536,716**



\*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 2018 application was submitted in November 2017. In January 2018 we received funding confirmation for **\$235,000** of approved expenditures. As noted, however, our budget has to accommodate the provision of funds for the full amount - \$470,000 – until the money is reimbursed. We count these funds as revenue in our budget accounting. We also received additional money in 2017 later in the year towards programs we had running in the investment attraction space. We hope to therefore be able to increase our allocation later in the year.

## Toronto Global's 2018 Invest Canada (ICCI) Program Approval\*

PROJECT YEAR	ACTIVITY DESCRIPTIONS	TOTAL PROJECT COST	ICCI CONTRIBUTION
<b>2018</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	\$100,000.00	\$ 50,000.00
	+ FDI Tool and Material Development	\$ 60,000.00	\$ 30,000.00
	<b>TOTAL:</b>	<b>\$470,000.00</b>	<b>\$235,000.00</b>

\*Toronto Global received \$400,000 in total ICCI funding in 2017. This was an increase from the original amount of \$312,500.

## Toronto Global Draft 2018/2019 Budget

April 1<sup>st</sup> 2018 – March 31<sup>st</sup> 2019

	2018/2019 Budget (\$)
<b>Labour &amp; Staff Costs</b>	
Salaries	4,067,000 *
Chair's Honorarium	85,000
Board Recruitment	25,000
Staff Recruitment	25,000
Training, Education Learning & Professional Development	22,000
Shared Staff, Contract Employees, Interns	25,000
Employee Engagement & Familiarization Events	20,000
<b>Labour &amp; Staff Costs</b>	<b>4,269,000</b>
<b>Expertise Costs</b>	
Lead Generation Services	310,000 **
Consulting Fees	130,000
Accounting & Audit Fees	25,000
Legal Fees	10,000
Technology Cluster Analysis & FDI Strategy	100,000 ***
HR Consulting Fees	240,000
Digital and Social Media Strategy	300,000
Public Relations	110,000
Creative Design Marketing Services	140,000
Marketing Data	50,000
Website Design & Maintenance	100,000
Corporate Collateral Materials	10,000
Video and Photography	150,000
HR Technology Maintenance & Upgrades (HRIS and ESSP)	50,000
Translation & Interpreter Costs	10,000
Event Tables & Tickets	8,500
<b>Expertise Costs</b>	<b>1,743,500</b>
<b>Shared Services</b>	<b>250,000</b>
<b>Non-capital Costs</b>	
Investment Attraction CRM Licenses and Sales Tools	160,000
Global Benchmarking Tools	60,000 ****
Industry Reports and Research	35,000
Office Expenses	310,600

	<b>2018/2019 Budget (\$)</b>
Printing/Stationary/Business Cards	50,000
<b>Non-Capital Costs</b>	<b>615,600</b>
<b>Rent &amp; Occupancy Costs</b>	<b>284,416</b>
<b>Travel</b>	
Airfare/Hotel/Conventions/Misc. Travel	<b>214,200</b>
<b>Capital Costs</b>	
Facilities Improvements	20,000
IT Capital Expenditures	130,000
Furniture & Fixtures	10,000
<b>Capital Costs</b>	<b>160,000</b>
<b>Total Expenses</b>	
<b>2018/19 Toronto Global Budget</b>	<b>7,536,716</b>

#### **Sources of Revenue/Funding**

Federal	1,810,000
Provincial	2,500,000
Municipal	1,980,969
ICCI Grant	235,000
<b>Subtotal</b>	<b>6,525,969</b>
Prior year's funding (deferred contributions to be used)	1,010,747
<b>Total revenue to support 2018/2019</b>	<b>7,536,716</b>

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

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

\*\*\* FDI Research and Insights includes funds for a technology cluster analysis and FDI strategy incorporating approved ICCI projects

\*\*\*\* Global benchmarking tools include funds for FDI attractiveness global benchmarking activity incorporating approved ICCI projects

# CONCLUSION

For Canada, international engagement is essential. As the business and financial capital of Canada, the Toronto Region has a vested interest in increasing foreign investment to build our economic base. The groundwork has been laid with the recent signing of comprehensive trade agreements with Europe, Asia Pacific and the upcoming discussions with South America. As our business community expands its reach into global markets, the opportunities for the Toronto Region are significant. Leveraging our enhanced global profile and attractive value proposition will provide both increased access and growth for businesses across the region.

The latest IMF world economic outlook shows that Canada is the fastest growing economy 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.

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. With 45% of Fortune 500 companies having a presence in the Toronto Region we have a unique opportunity to leverage our existing strengths across the region's 29 municipalities to attract and increase global investment.

In partnership with Toronto Global, the University of Toronto's Munk School of Global Affairs released a report last month called, "Collaborating for investment attraction in the Toronto Region," which outlined the economic benefits of foreign direct investment (FDI) to the entire Toronto Region. The research showcased that FDI, regardless of location, benefits the region as a whole. All regional jurisdictions ultimately benefit in terms of employment creation, taxes, the purchase of supplies and services as well as other benefits.

*"The leading firms of today weigh location decisions on the basis of what strategic assets regions as a whole – not just particular jurisdictions – can offer them in the context of a highly competitive international marketplace. Working together to strengthen and promote the region's business and talent ecosystem will allow each jurisdiction to prosper while creating a winning value proposition for the Toronto Region to attract global firms."*

*– David A. Wolfe, Author  
Innovation Policy Lab, Munk School of Global Affairs, University of Toronto*

Toronto Global will continue to place collaboration across the region at the forefront of everything we do, leveraging our dedicated Investment Attraction Team and key partnerships across government, education institutions, site selection and sector experts.

The establishment of a regional investment attraction agency for the Toronto Region further enhances the Toronto region's global standing. The 2018/19 business plan provides concrete steps to move forward. These next steps allow us to reach out with a renewed emphasis on

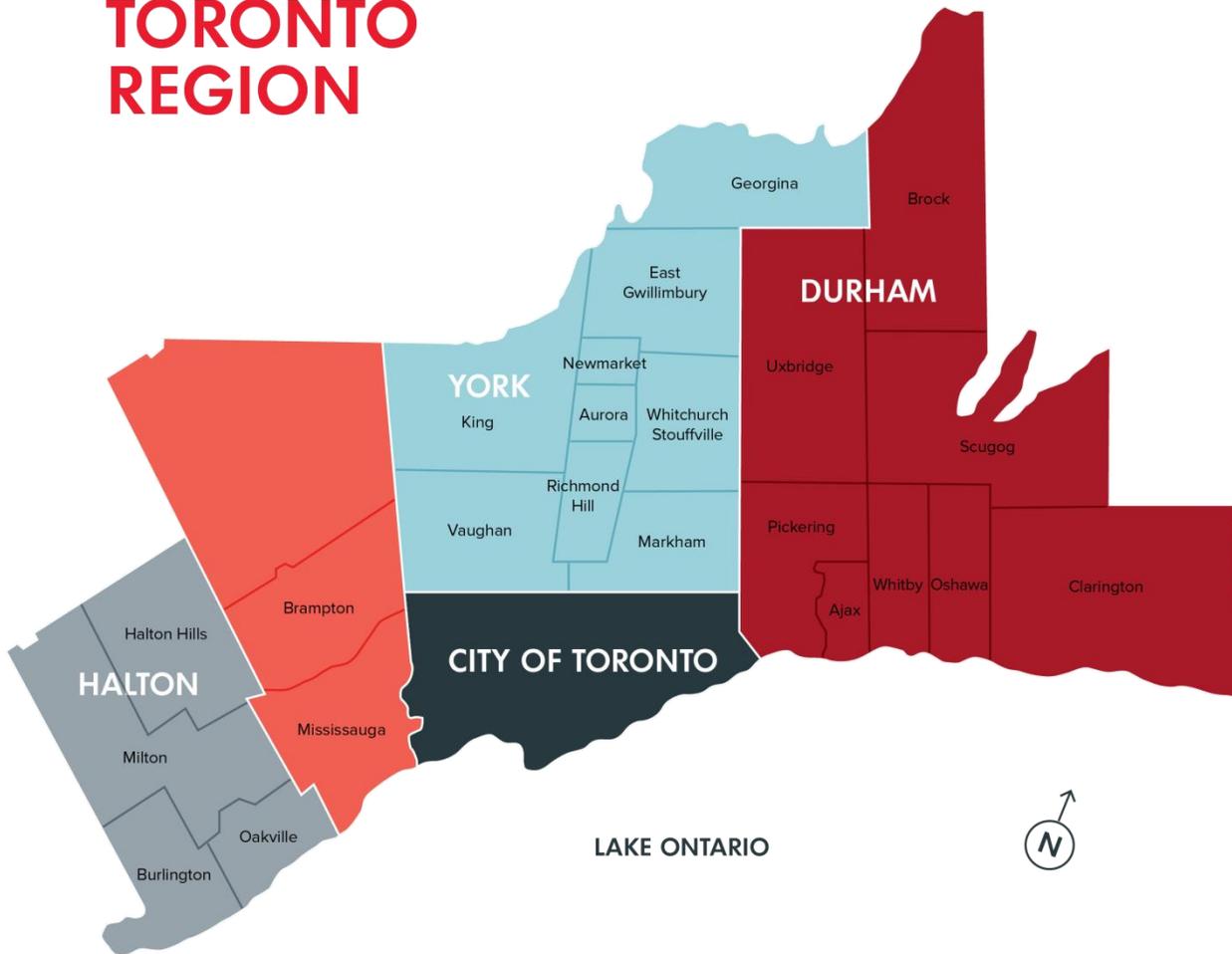
developing a pipeline of investment leads and increased partnership with our colleagues in the investment attraction arena for the benefit of the entire Toronto Region.

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

### 2018/2019 Toronto Global Priorities & Outcomes

#### KEY PERFORMANCE INDICATORS (KPI'S)

Measure of Object	Goal
Number of new investments	30
Number of new jobs created	900 positions (within first three years of operations)
Dollar amount invested (capital expenditures + operating expenditures)	\$250M (within first three years of operations)
Number of companies transferred into the service funnel	350

#### SECTORS

<b>Priority Sectors</b>	Technology, Financial Services, Life Sciences, Food & Beverage, Advanced Manufacturing, Clean Tech
<b>Supporting Key Partners</b>	Toronto Region municipalities, Province of Ontario, Government of Canada, FedDev Ontario, Ontario Investment Office, TFSA, Life Sciences Ontario, Regional Boards of Trade, Toronto Film & Entertainment, Tourism Toronto, TOHealth!, NGM Canada (Advanced Manufacturing Supercluster), *Golden Horseshoe Food and Farming Alliance, *GTA Food Cluster, *Food & Beverage Ontario

\*Partnership to be developed in 2018/19

#### CHANNELS

<b>Primary</b>	Economic Development staff across the Toronto Region, Global Affairs Canada, Ministry of Economic Development and Growth, Ontario Investment Office, Invest in Canada, Ministry of Citizenship, Immigration and Trade, Consider Canada City Alliance, FedDev Ontario
<b>Secondary</b>	Bilateral Chambers of Commerce, Site Selectors, Boards of Trade
<b>Tertiary</b>	Private businesses, private individuals

## 2018/2019 Toronto Global Priorities & Outcomes

### OUTREACH PROGRAM

<b>Business Plan for 2018/2019</b>	+ Work with our partners to ensure coordination on business investment strategies and missions
<b>Building the Toronto Region's Global Profile</b>	<ul style="list-style-type: none"> <li>+ Enhance relations with MEDEI, FedDev Ontario, OIO, MCIT, GAC, Invest in Canada, site selectors and foreign trade offices</li> <li>+ Plan/coordinate at least one mission to each targeted market</li> </ul>
<b>Marketing Strategy, Social Media Strategy &amp; Website Development</b>	+ Upgrade website and expand social media presence to reinforce our sales and prospecting strategies
<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 2018 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	LOCATION	PARTNER OR EVENT	RATIONALE	STAFF MEMBERS
January 16, 2018	Boston, MA	Canadian Trade Commissioner and Province of Ontario	Targeted outreach	Daniel Silverman & Daniel Hengeveld
January 17, 2018	Fort Lauderdale, FL	Canadian Trade Commissioner	Exploratory mission Targeted outreach	Daniel Silverman, Daniel Hengeveld & Graeme Cooke
January 24-25, 2018	New York, NY	Consul (Economic Affairs – Ontario) with the Consulate General of Canada, New York	Follow-up mission Targeted outreach	Daniel Silverman Matt Switzer
January 29, 2018 - February 1, 2018	San Diego, CA	Canadian Consulate	Lead generation	Liana Hovakimyan
January 31, 2018 - February 1, 2018	Ottawa, ON	Consider Canada Cities Alliance (CCCA)	To attend the semi-annual meeting	Toby Lennox & Terrie O'Leary
February 20-22, 2018	Chicago, IL	C2MP Event	Targeted outreach	Daniel Hengeveld
January 31 – February 9, 2018	Amsterdam Berlin/Munich	Integrated Systems Europe Conference	Attend ISE conference, follow up on CCCA fall mission, meetings with prospects and Trade Commissioners in Germany	JanWillem Gille
February 26, 2018 - March 1, 2018	Madrid, Spain & Barcelona/A'dam	Mobile World Congress/OIO Meetings with European Tech Companies (NL-Germany-Suisse)	Attend conference, new outreach, lead generation & follow-up with the Ontario Investment Office	JanWillem Gille
February 28, 2018 – March 2, 2018	New York, NY	Consul (Economic Affairs – Ontario) with the Consulate General of Canada, New York	Follow-up mission Targeted outreach	Matt Switzer
March 6-8, 2018	Miami, FL	Canadian Consulate/Trade Commissioner	Exploratory mission To attend a networking luncheon put on by the Canadian Consulate	Graeme Cooke
March 13-16, 2018	Denver, CO	Canadian Consulate C-Suite @ a Mile High Event	Follow-up mission	Liana Hovakimyan & Michael Keoshkerian
March 19-22, 2018	Los Angeles, CA	Canadian Consulate	Follow-up mission	Liana Hovakimyan
March 19-23, 2018	London, UK	Canadian Consulate/TFSA	Innovate Finance Global Summit	Salman Khan
March 19-22, 2018	Cincinnati, OH	Site Selectors Guild/OIO	Conference	Graeme Cooke & Matt Switzer
April, 2018	Raleigh & Washington	Federal Trade Commissioner	Exploratory mission Lead Generation	Daniel Hengeveld
April 23-27, 2018	San Francisco, CA	Canadian Consulate	Follow-up mission Lead Generation	Liana Hovakimyan & Michael Keoshkerian

DATE	LOCATION	PARTNER OR EVENT	RATIONALE	STAFF MEMBERS
May 6-9, 2018	Savannah, GA	Industrial Asset Management Council	Industrial Asset Management Council Spring Forum Lead Generation	Daniel Silverman & TBC
May, 2018	NYC & NJ	Canadian Consulate	Targeted outreach	Daniel Hengeveld & Matt Switzer
May 28-31, 2018	Seattle, WA	Canadian Consulate	Follow-up mission Lead Generation	Liana Hovakimyan
June 2-7, 2018	Boston, MA	OIO/Mississauga/Brampton/TO Health	Biotechnology Innovation Organization (Bio) Conference	TBC
June 7 – 8, 2018	London, UK	Industrial Asset Management Council	Industrial Asset Management Council – Lead Generation	Daniel Silverman
June 7 – 8, 2018	London, UK	ICF Canada	Lead Generation	Salman Kahn
June 11 – 13, 2018	London, UK	World Forum for FDI	Targeted Outreach	Daniel Silverman
June 13 – 14, 2018	Liverpool, UK	AI Summit High Commission	Partner with High Commission	Salman Kahn
July 11-15, 2018	Hannover, Germany	CeBIT	Digital Innovation conference, follow up with Trade Commissioner, outreach & lead generation	JanWillem Gille
Fall 2018 (TBC)	TBC (Europe/India)	Consider Canada Cities Alliance (CCCA)	Fall Mission/Lead Generation	TBC
Fall 2018 (TBC)	TBC	Second Site Selectors Guild	Site Selectors Conference	TBC
Fall 2018 (TBC)	TBC	Industrial Asset Management Council	Industrial Asset Management Council Fall Forum Lead Generation	Daniel Silverman
October 16, 2018 - October 18, 2018	Toronto, CA	TCI Network Global Conference	Cluster conference sponsored by ICP	TBC
November 12-15, 2018	Düsseldorf, Germany	Medica trade fair	Attend the world forum for medicine, outreach & lead generation	JanWillem Gille
November 26-30, 2018	San Francisco	Canadian Consulate	Follow-up mission Lead Generation	Liana Hovakimyan