Wednesday, January 20, 2016
1:00 p.m. – Regular Meeting

Council Chambers – 4th Floor – City Hall

Members:
City Councillor J. Bowman – Wards 3 and 4 (Chair)
Regional Councillor G. Gibson – Wards 1 and 5
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6
Regional Councillor M. Medeiros – Wards 3 and 4
Regional Councillor G. Miles – Wards 7 and 8
Regional Councillor J. Sprovieri – Wards 9 and 10
City Councillor D. Whillans – Wards 2 and 6
(Vice-Chair, Economic Development and Enterprise Services)
City Councillor P. Fortini – Wards 7 and 8
City Councillor G. Dhillon – Wards 9 and 10

For inquiries about this Agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:

Sonya Pacheco, Legislative Coordinator
Phone (905) 874-2178, TTY (905) 874-2130, cityclerksoffice@brampton.ca

Note: Some meeting information may also be available in alternate formats, upon request
Note: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting. Committee Members are prohibited from using phones and other electronic devices during meetings except for tablets and laptops used for meeting agenda business.

1. Approval of Agenda

2. Declarations of Interest under the Municipal Conflict of Interest Act

3. Consent

* The following items listed with an asterisk (*) are considered to be routine and non-controversial by the Committee and will be approved at this time. There will be no separate discussion of any of these items unless a Committee Member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

(nil)

4. Announcements

5. Delegations

6. Staff Presentations

6.1. Presentation by A. Wong, Manager, Office of the Central Area, Office of the Chief Operating Officer, re: Office of the Central Area Business Plan Update.

7. Economic Development and Enterprise Services


Recommendation

Recommendation

8. Minutes

9. Other/New Business

10. Referred Matters

10.1. Referred Matters List – Economic Development Committee

To be received

11. Deferred Matters

12. Notices of Motion

13. Correspondence

13.1. Correspondence from Chandra Sharma, Director, Watershed Strategies Division, Toronto and Region Conservation Authority, dated December 17, 2015, re: City of Brampton Appointment to Partners in Project Green: The Pearson Eco-Business Zone, Executive Management Committee (File BB.x)

14. Councillors Question Period

15. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)

16. Closed Session
17. **Adjournment**

Next Regular Meeting: February 3, 2016
Office of the Central Area

Business Plan Update

Economic Development Committee
January 20, 2016
Role and Services of the Office of the Central Area

**Year Service Established:**
2014

**Jurisdiction:**
Council Resolution# CW076-2013 and Confirming By-law# 93-2013 (office establishment) and Council Resolution# CO73-2015 and Confirming By-law #71-2015 (approving mandate of the office)

**Vision: (Office of the Central Area)**
Through the delivery of service excellence, be a leader in helping the City achieve its vision for the Downtown and Central Area.

**Mandate:**
Coordination of service delivery in the Central Area
One-stop shop for business in the Central Area
To create opportunities for businesses to locate within the Central Area
# Short Term Priority Initiatives 2016:

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate a Central Area <strong>Corporate Calling and Outreach Program</strong></td>
<td>Implementation</td>
</tr>
<tr>
<td>Develop a <strong>Central Area Marketing and Communication Plan</strong> to facilitate new</td>
<td>Completed</td>
</tr>
<tr>
<td>investment and development</td>
<td></td>
</tr>
<tr>
<td>Facilitate the development of the <strong>Peel Memorial District Economic Development</strong> Plan</td>
<td>RFP In Progress</td>
</tr>
<tr>
<td>Implement an extended <strong>downtown parking</strong> hours initiative</td>
<td>In Progress</td>
</tr>
<tr>
<td>Support the start-up of the reconstituted <strong>Business Improvement Area Board of Management</strong> and its 2015 programs and services</td>
<td>In Progress</td>
</tr>
<tr>
<td>Implementation of current <strong>Community Improvement Plan</strong> financial and planning tools including the Façade Improvement Program (FIP), Building Improvement program (BIP), Development Charges Incentive Program (DCIP) and the Signage Program.</td>
<td>Implementation, Budget for Study approved</td>
</tr>
<tr>
<td>Initiate phase one of an Interactive <strong>3D physical model of the Downtown</strong></td>
<td>Budget Approved</td>
</tr>
<tr>
<td>Investigate the feasibility of developing a <strong>downtown mobile application</strong> (app)</td>
<td>Budget Approved</td>
</tr>
<tr>
<td>Expansion of new <strong>Central Area Incentives Program</strong></td>
<td>Budget Approved</td>
</tr>
</tbody>
</table>
## Business Establishments and Employees

### Central Area

<table>
<thead>
<tr>
<th>Area</th>
<th>Number of Business</th>
<th>Area</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP-07 Downtown</td>
<td>509</td>
<td>SP-07 Downtown</td>
<td>6,490</td>
</tr>
<tr>
<td>SP-36 Queen/Bramalea</td>
<td>970</td>
<td>SP-36 Queen/Bramalea</td>
<td>15,246</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,479</strong></td>
<td><strong>Grand Total</strong></td>
<td><strong>21,376</strong></td>
</tr>
</tbody>
</table>

### Employment Projections

- **SP-07 Downtown**
  - 2021: 34,830 employees
  - 2021: 43,418 employees
  - 2026: 48,754 employees

- **SP-36 Queen/Bramalea**
  - 2021: 3,089 employees
  - 2021: 3,418 employees
  - 2026: 3,941 employees

### Source

Source: Brampton Business Census Survey, City of Brampton 2015
### Business Establishments by North American Industry Classification System (NAICS)

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Number</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Construction</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>31-33</td>
<td>Manufacturing</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Wholesale Trade</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>44-45</td>
<td>Retail trade</td>
<td>398</td>
<td>1</td>
</tr>
<tr>
<td>48-49</td>
<td>Transportation and warehousing</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>Information and cultural industries</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>Finance and insurance</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>Real estate and rental and leasing</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>Professional, scientific and technical services</td>
<td>133</td>
<td>5</td>
</tr>
<tr>
<td>55</td>
<td>Management of companies and enterprises</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>Administrative and support, waste management and remediation services</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>61</td>
<td>Educational services</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>62</td>
<td>Health care and social assistance</td>
<td>236</td>
<td>2</td>
</tr>
<tr>
<td>71</td>
<td>Arts, entertainment and recreation</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>72</td>
<td>Accommodation and food services</td>
<td>172</td>
<td>4</td>
</tr>
<tr>
<td>81</td>
<td>Other services (except public administration)</td>
<td>197</td>
<td>3</td>
</tr>
<tr>
<td>91</td>
<td>Public administration</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Source: Brampton Business Census Survey, City of Brampton 2015
Vacancy by Retail and Office
2015 December

Source: Based off Central Area Business & Office Inventory spreadsheet
## Range Net Rent – 2015 Dec

<table>
<thead>
<tr>
<th>Type</th>
<th>Total</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Storefront</td>
<td>$20 sq. ft.</td>
<td>Central Area</td>
</tr>
<tr>
<td>Retail Strip Plaza</td>
<td>$20-$24 sq. ft.</td>
<td>Queen Street East</td>
</tr>
<tr>
<td>Office in Retail Strip Plazas</td>
<td>$18-$22 sq. ft.</td>
<td>Queen Street East</td>
</tr>
<tr>
<td>Office in Office</td>
<td>$18-22 sq. ft.</td>
<td>Central Area</td>
</tr>
<tr>
<td>Office in Medical Arts</td>
<td>$12-15 sq. ft.</td>
<td>Queen Street East</td>
</tr>
<tr>
<td>Office Storefront</td>
<td>$22-$24 sq. ft.</td>
<td>Central Area</td>
</tr>
<tr>
<td>Retail Space Indoor Mall (based off 2,000 sq. ft.)</td>
<td>$60-$120 sq. ft.</td>
<td>Bramalea</td>
</tr>
<tr>
<td>Office in Retail Plaza (not on the first floor)</td>
<td>$8-$24 sq. ft.</td>
<td>Queen Street East</td>
</tr>
</tbody>
</table>

Source: Office of the Central Area Rent Rate spreadsheet November 2015
Value of Building Permits Issued for Central Area
2006-2015

Central Area $467,538,948

<table>
<thead>
<tr>
<th>Category</th>
<th>2006-2015 Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office-Commercial</td>
<td>$31,035,847.00</td>
</tr>
<tr>
<td>Retail Commercial</td>
<td>$92,494,486.00</td>
</tr>
<tr>
<td>Commercial High Rise</td>
<td>$140,000.00</td>
</tr>
<tr>
<td>Residential</td>
<td>$343,868,615</td>
</tr>
</tbody>
</table>

Source: Building Permit Summary Provided by City of Brampton Building Department
Property Assessment Value 2015 October

Central Area $4,140,773,223

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>$2,294,259,266</td>
</tr>
<tr>
<td>Industrial</td>
<td>$241,414,550</td>
</tr>
<tr>
<td>Multi-Residential</td>
<td>$675,177,246</td>
</tr>
<tr>
<td>Residential</td>
<td>$929,922,158</td>
</tr>
</tbody>
</table>

Source: Based off the 2015 Taxation and Assessment for the City of Brampton
Property Taxes 2015 October

Central Area $66,392,413

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>$30,648,961</td>
</tr>
<tr>
<td>Industrial</td>
<td>$4,663,242</td>
</tr>
<tr>
<td>Multi-Residential</td>
<td>$11,117,870</td>
</tr>
<tr>
<td>Residential</td>
<td>$19,962,340</td>
</tr>
</tbody>
</table>

Queen/Bramalea $39,540,031

Downtown $16,868,835

Source: Based off the 2015 Taxation and Assessment for the City of Brampton
Current Development Activities 2015

48 applications

- 11 Minor Variance
- 1 Consent
- 2 ZBL/OP/SB/CD
- 6 Pre Applications
- 13 Site Plan
- 13 Façade and Building Improvements
- 2 Sign Permit Fee Subsidy Application

Start Here ....Get There
Central Area Business Update

New Business and Employment

- **37** New Businesses
  - J.Red Co
  - Sterling Dental Bramalea City Centre
  - Gateway News
  - Joey’s Deli

- **1** Business Expansion
  - H&M Bramalea City Centre (15,000 Sq. Ft.)
  - Approximately 38 New Employees\(^1\)

- **10** Business Closures
  - Target Bramalea City Centre
  - Joe Fresh Bramalea City Centre

\(^1\) Estimate based on 1 employee per 400 sq. ft. of retail space
You’re Invited to a Business Networking Event

**Placemaking • Economy**

Tuesday February 9th, 2016 from 5 to 9 pm
City Hall Atrium and Conservatory
Join us for:
Networking
A unique Marketplace
Guest Speakers from:
Yonge-Dundas Square, Downtown Yonge BIA
Peel Memorial Centre for Integrated Health & Wellness,
Bramalea City Centre

Tuesday February 9th, 2016 in the City Hall Atrium and Conservatory
5-7 pm: Marketplace and networking
7-9 pm: Speakers and networking

Network in our unique Marketplace featuring Brampton businesses, organizations and City departments.
Next Step
February 3, 2016 Economic Development Committee Update

1. Central Area Marketing Plan
2. 3D Interactive Marketing Model
3. Peel Memorial District Economic Development Plan
4. CA Business Development and Marketing Framework
5. Public Relations Campaign
6. Central Area Incentive Program
7. Central Area App

Start Here ….. Get There
Date: 2015-12-21

Subject: Budget Committee 2016 Follow-up: Business Representative Position in the Economic Development and Tourism Division

Contact: Sohail Saeed, Director Economic Development and Tourism (Tel: 905-874-3849; E: sohail.saeed@brampton.ca)

Recommendations:

1. That the report from Sohail Saeed, Director Economic Development and Tourism dated December 21, 2015, to the Economic Development Committee meeting of January 20, 2016, re: Budget Committee 2016 Follow-up: Business Representative Position in the Economic Development and Tourism Division (File CE.x), be received; and

2. That Economic Development Committee approve the conversion of the Business Representative position from contract status to a permanent full time status as proposed by the Economic Development and Tourism Division

Overview:

- This report originates from Budget Committee Recommendation BC052-2015 dated December 4 2015, whereby Council approved funding for a Business Representative position in the Economic Development Office subject to a staff report outlining the roles and responsibilities of the Business Representative position. This report recommends that Economic Development Committee approve the contract conversion of the position ‘Business Representative’ in the Economic Development and Tourism Division to a full-time position. As this long standing position is funded by an operating grant from the Province of Ontario, converting the Business Representative position to full-time complement will have a budget impact of $8,000 annually in additional employee benefits.

- It is important for the City of Brampton to develop and retain talent to create sustainability and continuity over many years. As a front-line position, the Business Representative is the first point of contact that the business community has with the Economic Development and Tourism Office.

- On July 8th, 2015 the City of Brampton Economic Development Plan 2015-2018 was approved by Council with a mission to strengthen Brampton’s outstanding quality of life by encouraging economic growth, innovation and
entrepreneurship that enhance the City’s brand and residents’ lifestyles.

- The Business Representative position supports Goal 2 of the three-year Economic Development Plan to *Create a Culture of Innovation to Facilitate and Support Entrepreneurship*.

**Background:**

**Origin of Report**

This report originates from the following Council Resolution:

- Budget Committee Recommendation BC052-2015, stating; that the staff request for the Office of Community Engagement (1 position) and Economic Development (1 position) be held in abeyance pending the Chief Operating Officer reporting back to Council in January 2016.

**Current Situation:**

Since 1998, The City of Brampton has received funding from the Province of Ontario for the operation of the Brampton Entrepreneur Centre (BEC). The funding received from the Province supports programming and marketing costs for a portion of BEC’s core services. BEC promotes and supports the formation and continued success of small and medium-sized businesses in the City of Brampton. The BEC team leads seminars and workshops, consultations and business plan reviews with a strong customer service approach. The services provided to clients are easily accessible and highly responsive to client needs.

The City of Brampton utilizes the funds from the Province to fund the position of the Business Representative (Representative). This is a frontline customer service position that serves BEC and Economic Development and Tourism clients. The Representative resolves business inquires, assists clients through the steps of registering businesses and walks clients through writing a business plan and creating cash flow projections.

The Representative leads business start-up seminars and is an active member in the Brampton business community. The Representative attends business networking events and builds relationship with clients at different stages, from business start-ups to business expansion. See attached Job Description Appendix 1.

On July 8th, 2015 the City of Brampton Economic Development Plan 2015-2018 was approved by Council with a mission to strengthen Brampton’s outstanding quality of life by encouraging economic growth, innovation and entrepreneurship that enhance the City’s brand and residents’ lifestyles.

The Business Representative supports Goal 2 of the three-year Economic Development Plan to *Create a Culture of Innovation to Facilitate and Support Entrepreneurship*.
**Corporate Implications:**

**Financial Implications:**
Converting the Business Representative contract to a full-time position represents a cost to the City of Brampton of $8,000 in 2016 in additional employee benefits. 2016 budget contains sufficient funding for this request. The primary funding source for this position is a long-standing operating grant from the Province of Ontario to the Brampton Entrepreneur Centre. There are no additional funding impacts.

**Staffing and Service Level Implications:**
The Business Representative is currently a contract position. It is important for the City of Brampton to develop and retain talent to create sustainability over many years. As a front-line position, the Business Representative is the first point of contact with business clients. The individual in this role is required to develop long term relationships and deliver consistent service.

In 2015, the Business Representative position fulfilled 2,000 small business inquiries.

This report recommends that the position of Business Representative be converted to full time status.

**Strategic Plan:**
This report aligns with the Strategic Plan priority of Smart Growth: Cultivate economic growth and stability, innovation hubs and foreign investment.

**Conclusion:**
With approval of the recommendation in this report, the City of Brampton will continue to demonstrate its commitment to economic growth. The Business Representative position supports a culture of entrepreneurship, encourages business start-ups and is a positive contributing factor to Brampton’s economy.

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Sohail Saeed, Director
Economic Development
and Tourism

**Attachments:**

1. Job Description, REPRESENTATIVE, SMALL BUS. SERVICES

Report authored by: Denise McClure
Appendix: Job Description, REPRESENTATIVE, SMALL BUS. SERVICES

PRIMARY FUNCTION:
To support the launch and growth of small business ventures by providing administrative support to the Section and frontline customer service assistance to aspiring and established small business owners and entrepreneurs.

POSITION DUTIES:
- Respond to, direct and track Economic Development inquiries including walk-in, telephone and email; ensuring departmental and corporate standards and guidelines are upheld.
- Provide small business clients with information on the various services and programs offered by the Brampton Entrepreneur Centre.
- Inform small business clients of small business regulations and start-up requirements.
- Ensure stock levels of information material are readily available for clients and information is updated as required.
- Assist clients with public access terminals and provide information on additional websites resources as required.
- Assist the BEC team with seminar, workshop and special event registration, room logistics and assembly of presentation material.
- Enter and update information in various databases; including CLASS, ACT! and BizPaL ensuring data is accurate and up to date.
- Generate usage and activity level reports as required.
- Process financial transactions and prepare deposits for BEC seminars, events, business directory sales and other revenue sources.
- Reconcile, deposit and log daily revenue transactions.
- Update BEC website with relevant content in a timely manner, using SharePoint software; design titles and content pages to be user-friendly and aesthetically pleasing.
- Co-ordinate newsletter and other marketing pieces to community contacts and partners.
- Provide administrative assistance to the BEC unit and manager; including boardroom bookings, mail distribution and courier arrangements.
- Perform other similar and related duties as assigned.

SELECTION CRITERIA:
Post-secondary certificate or diploma in Office or Business Administration. One to two years administrative support experience in a customer service focused environment. Personal entrepreneurial experience an asset. Knowledge of Brampton business community desired. Exceptional interpersonal skills. Knowledge of MS Office Suite, SharePoint and strong Internet skills, including business research. Knowledge of CLASS event registration and ACT!, or other CRM software, an asset. Good performance and work record. Ability to work occasional hours before/after standard business hours.
Date: 2016-01-04

Subject: 2015 International Business Missions Report and 2016 Work Plan

Contact: Sohail Saeed, Director Economic Development and Tourism (Tel: 905-874-3849; E: sohail.saeed@brampton.ca)

Recommendations:

1. That the report from Sohail Saeed, Director Economic Development and Tourism, dated December 22, 2015, to the Economic Development Committee Meeting of January 20, 2016, re: [2015 International Business Missions Report and 2016 Work Plan (File CE.x)], be received; and

2. That Economic Development Committee approve the proposed International Business Development and Marketing Work Plan 2016, as outlined in this report; and

3. That the amended Business Mission Attendance Protocol (BC022-2015) be further amended as follows: (a) Where referenced, the following paragraph be deleted “Travel outside the Province of Ontario by Economic Development Staff, not be permitted without the prior approval of City Council”; and (b) where referenced, replaced with “Travel outside of Canada by Economic Development Staff, not be permitted without the prior approval of City Council”.

4. That the Mayor and City Clerk be authorized to execute the necessary agreements required to effect the International Business Development and Marketing 2016 Work Plan, subject to the form of such agreements being to the satisfaction of the City Solicitor (or designate) and the contents of such agreements to the satisfaction of the Chief Operating Officer (or designate.)

Overview:

- **Foreign Investment** has been identified as one of three goals under the Smart Growth priority of City of Brampton’s 2016-2018 Strategic Plan.
- The purpose of this report is to provide Economic Development Committee with a status update on 2015 International Business Development and Marketing (IBDM) missions and lead generation initiatives, as well as information and recommendations regarding the proposed International Business Development and Marketing Work Plan (the “Plan”) for 2016.
- The 2016 Plan outlines objectives and actions designed to drive intended
outcomes of economic growth and vitality, positive business climate, positive City profile and image, all while monitoring and measuring economic performance and results.


Background:

International Business Investment (Attraction) has been identified as one of seven economic development priority themes at the beginning of this term of Council by Economic Development Committee, and endorsed by Council January 28, 2015 in resolution ED004-2015.

The four year International Business Development and Marketing Plan 2015-2018 was passed by Council resolution BC022-2015 and approving by-law C115-2015 on April 2, 2015, subject to any travel outside of Ontario being approved by Council and subject to an annual review which would allow for updates as the changing business landscape might require. The mission of the IBDM program is “To generate awareness locally, domestically and internationally of Brampton’s competitive advantages as a choice North American business location, in order to support and encourage local economic growth and nurture a global business environment.” On September 9, Economic Development Committee approved the report “International Business Development and Marketing Major Activities and Missions 2015", passed by Council resolution C280-2015 and confirming by-law 233-2015, subject to the provision of post-mission reports.

Council further demonstrated its support of FDI activity by committing to partnerships with two regional organizations for 2016-2018: T.O. Health and a new regional Toronto FDI agency (aka GTMA or Newco.) On November 4, 2015 Economic Development Committee approved the report on the Toronto Region Human Health and Sciences Cluster Initiative (also known as TO Health! Initiative), managed by the Toronto Region Board of Trade (TRBoT), and staff were authorized to contribute $50,000 per year for three years in support of this initiative. On November 18, 2015, Economic Development Committee approved the report on the New Greater Toronto Area Foreign Direct Investment Agency (yet to be named; currently GTMA or Newco) and staff is authorized to contribute $167,135 per year for three years to the new agency in support of this initiative (ED-081). Both of these 2016 Budget requests were passed by Council through 2016 budget on December 9, 2015.

Furthermore, on December 1, The Brampton Board of Trade (BBoT) presented its 2016 pre-budget submission to Brampton City Council, including seven recommendations, the first of which was “…that Brampton City Council: 1) Allocate sufficient resources to allow staff and elected officials to travel to destinations with justifiable trade prospects; that mission objectives be clearly identified and approved
in advance; and that trip reports be completed in a timely fashion, outlining the results of the trip."

Finally, Foreign Direct Investment has been identified as one of three goals under the Smart Growth priority of City of Brampton’s 2016-2018 Strategic Plan, as follows: “Cultivate economic growth and stability, innovation hubs and foreign investment.”

2015 Mission Activity Report

Six (6) outbound missions were accomplished in third and fourth quarters 2015, as follows:

- NEBS - New Exporters to Border States – exploratory event – attended to determine if Brampton should host a delegation to this event next year
- Corenet – Corporate Real Estate Global Summit (service providers and real estate brokers) - partnership with EDCO Real Estate Alliance, pre-qualified meetings
- PLMA – Private Label Manufacturing Association food and beverage trade show
- Chicago – Health and Life Sciences and Advanced Manufacturing pre-qualified meetings (PQMs)
- Minneapolis - Health and Life Sciences pre-qualified meetings
- Boston - Health and Life Sciences pre-qualified meetings

And two more Lead Generation Initiatives that did not include outbound travel:
- Germany Lead Generation initiative
- Italy Lead Generation initiative

There are various purposes for missions, which may include one or more of the following:

- Business investment lead generation
- Research/exploration of market, sector or show/event
- Business-to-business (B2B) match making (international companies with local companies)
- Development of influential contacts who may provide future leads
- Sector knowledge and trends, especially those which influence FDI practices


Primary Markets for 2015: North East United States and Great Lakes Basin

Altogether, these missions and lead generation initiatives produced 71 pre-qualified meetings (PQMs), resulting in 64 leads and 24 prospects. These results are very

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strong, as a result of hiring lead generation consultants to research, pre-qualify, and schedule the meetings.

The three missions to Chicago, Minneapolis and Boston where leads were visited at their places of business achieved the strongest results, while the leads from the Corenet and PLMA trade shows were not quite as strong. It is typical for trade show leads to be earlier-stage, higher level inquiries than those held at a lead’s place of business. Similarly, the lead generation work done in Italy, using the consultant’s business network, seem to be slightly stronger than the leads generation work done in Germany, where the consultant identified leads through a trade show.

All Leads have been followed up with appropriate information as per queries during the initial meeting. Ongoing following up continues for all Prospects, who typically had more in-depth, “personalized” questions requiring specific research. The IBDM program has a protocol for follow up at various intervals, i.e. three, six and 12 months, and this protocol is being executed through 2016.

Invest Canada Cities Initiative “ICCI” program, operated by FedDev Ontario/ Government of Canada, provided 50% funding for the cost of hiring lead generation consultants for the Chicago mission as well as the Germany and Italy lead generation initiatives.

Total cost for all missions and initiatives was $47,045 ($62,045 less $15,000 contributed by ICCI.) Trade show focused missions tend to be less expensive than PQM focused missions, but as noted above, tend to result in fewer real prospects. Please see Appendix 1: Outbound Mission Activity Summary 2015 for detailed metrics of each mission as well as cost breakdown. Please see Appendices 2-6 for detailed summaries of each mission

A successful IBMD program relies on using a variety of marketing tactics to generate Brampton’s awareness and image, and to produce leads and prospects. Future programming should include both trade show-based missions and PQM-based missions, although the PLMA and Corenet shows do not need to be attended again for a number of years. Heath and Life Sciences appears to be a sector with strong investment interest. Advanced Manufacturing also continues to produce good quality leads.

Current Situation:

Introduction

Increasing globalization over the last few decades is a phenomenon that affects economy, business life and society. The combination of transportation, technological and geo-political and other advances have made it more practical and profitable to conduct international trade, which presents both increasing competitive challenges and business opportunities. The increasing integration and interdependence of domestic and international markets cannot be ignored; geographical boundaries are becoming artificial boundaries. The municipality has a role to play to support the
local business environment in managing these rapid changes and in leveraging the growth opportunities.

**Global FDI Marketplace**

**Emerging Markets** continue to fuel global economic growth, despite the slowing of major economies such as China. Emerging markets continue their march toward transitioning to a free-market-oriented-economy and the expansion of the middle class, improving standards of living, social stability and tolerance, as well as an increase in cooperation with multilateral institutions. These markets have the potential to yield greater profit to the businesses that capitalize on them, but also more risk from various factors. The four largest emerging and developing economies, measured by Gross Domestic Product (GDP) are the “BRIC” countries (Brazil, Russia, India and China).

**Free Trade Agreements** continue to guide Canada’s trading and FDI strategy, including The North American Free Trade Agreement (“NAFTA”), between Canada, United States and Mexico, currently the largest free trade region in the world; The Comprehensive Economic Trade Agreement (“CETA”), between Canada and the European Union, anticipated to be ratified in 2016, opening up a market of 550,000,000 consumers and superseding NAFTA in size; Trans-Pacific Partnership (“TPP”), agreed to in principle in 2015; and Canada’s 12 other Foreign Trade Agreements (FTAs), further 11 proposed agreements, and exploratory discussions with another six countries. These in-force, in-negotiation and exploratory FTAs demonstrate Canada’s aggressive pursuit of globalization and aim to position Canadian companies for success in the worldwide market by enabling businesses to compete on a more even playing field with local firms in the FTA partner countries.

**United States’** economy continued a modest climb throughout 2016. Despite Canada’s increasing trading diversification, the U.S. remains our largest trading partner. Their recovering economy benefits Canada’s exports, particularly given the relative value of the dollar. Furthermore, Canada’s fiscal strength, lower corporate tax rate, federal and provincial research and development business incentives, skilled/educated workforce, and similar business climate and culture, make Canada an attractive location for expansion for American companies at this time.

**Regional Partnerships**

**Greater Toronto Marketing Alliance (GTMA) / Newco / New Regional FDI Agency**

---


3 Canada-Caribbean Community (CARICOM), Canada-Central America Four (CA4), Dominican Republic, India, Israel FTA Modernization, Japan, Morocco, Singapore, Canada-Trans-Pacific Partnership Negotiations, Ukraine and Costa Rica FTA Modernization

4 Turkey, Thailand and MERCOSUR countries (Spanish: Mercado Común del Sur, Portuguese: Mercado Comum do Sul. Argentina, Brazil, Paraguay, Uruguay and Venezuela.)
The need for a regional approach to economic development is critical to the growth of the greater Toronto region. In 2012, a consulting report prepared by the firm of PwC concluded that FDI activities in the GTA are underperforming relative to other competitive investment attraction agencies, mainly due to limited financial resources. Subsequently, the Board of the GTMA decided to dissolve by the end of 2015, and transition to a larger Agency in 2016. With anticipated funding support from the Regional, Provincial and Federal governments, a new regional FDI agency to serve the Toronto Area is on track to launch in April 2016. GTMA will be moving out of its existing premises at the end of 2015 and will be sharing office space with Invest Toronto starting in January, 2016. (Invest Toronto will be dissolved with the launch of the new agency.) The new agency, yet to be named, will increase the GTA’s capacity and capabilities to attract business investment from across the globe to the Toronto Region, including Brampton. The GTMA will continue to operate as usual until the end of March, 2016: exploring new investment markets, meeting with leads and prospects, carrying out client servicing and addressing the FDI needs of the GTA.

2015 was the best year for the GTMA to date. As of Dec 15, 2015, 18 companies had confirmed their investments in the GTA. They are from Europe, USA, Latin America, and Asia. An additional 167 companies had been contacted and are active leads to be developed for the new organization in 2016. These and all leads that are in process with the GTMA will be transferred to the new organization to continue follow-up and client servicing.

Since 2016 is a transition year, Brampton will continue to work closely with GTMA/the new Agency, sharing work plans and collaborating whenever appropriate. It is anticipated that as many as three times as many leads will come to Brampton as a result of the creation of the new agency, once it has transitioned (i.e. beginning in 2017.)

**T.O. Health**

T.O. Health is the initiative launched May 6, 2015 with the purpose of building and supporting a strong and vibrant human health and sciences cluster in the Toronto region. Seventeen industry leaders from across the GTA have developed a vision and a brand for the Toronto Region human health and sciences cluster, along with a 3-year tactical plan. The shared goal is to market Toronto Region as one of the top five human health ecosystems in North America, attracting more risk capital, more management talent, and ultimately more FDI to the region. Brampton has committed to a three-year partnership with T.O. Health, and T.O. Health is currently in discussions with the new Greater Toronto Area Foreign Direct Investment Agency (aka GTMA) to build a formal partnership.

**2016 Work Plan**

The 2016 Work Plan will be achieved by following the IBDM 2015-2018 Plan, as follows:

1. Supporting SMEs in Brampton to reach their international goals
2. Promoting Brampton internationally through strategic partnerships
3. Engaging local talent, knowledge and networks of the Diaspora
4. Pursuing Investment Attraction by supporting and helping fund the formation of a new central, regional foreign direct investment agency in the Greater Toronto Area. All activities will be underpinned by:

- The creation and distribution of companion information resources and marketing materials
- Services and resources will be delivered in a manner that offers easy accessibility with a strong customer service approach, and will continue to evolve to be highly responsive to stakeholders’ needs and changing economic and market conditions
- A focus on priority sectors, i.e. Health & Life Sciences (H&LS), Information and Communication Technology (ICT), Advanced Manufacturing (AdvMfrg or AM) Food & Beverage Processing (Food & Bev or F&B)
- A focus on Priority Markets, i.e. U.S.A., Western Europe, India, Brazil
- Small and Medium enterprises (SMEs) will be targeted, especially those that are highly innovative

Activities in Support of Goals

There are a number of recommended updates for the 2016 Work Plan, reflecting 2015 goals/activities achieved, status changes in continuing activities, new appropriate activities identified as part of changes in the regional business environment, and changed strategy as a result of provincial policy, federal policy and the global economic outlook.

Sectors of Focus: Health and Life Sciences (H&LS), Information and Communication Technology (ICT), Advanced Manufacturing (AM) and Food and Beverage Processing (F&B). There are no changes from 2015, but more emphasis on H&LS. Markets: United States, Western Europe (i.e. Italy, U.K.), Brazil, India. Secondary markets: Markets being targeted by GTMA/new agency (in partnership.) There are no additions from 2015, but China and Turkey have been removed from the secondary market list in order to keep the scope of the program manageable.

Note: Effective at the launch of the new regional FDI Agency, estimated April 2016, Brampton FDI activities must be complementary to the Agency’s and not competitive in terms of sectors or markets.

See Appendix 7 which summarizes key activities that will be pursued in support of each goal during the 2016 time-frame.

Outbound Missions

The recommended lead generation and related outbound mission schedule for 2016 is detailed in Appendix 8. The recommendations are based on priority sectors, markets and partnerships, and include corresponding objects

Intended Outcomes

The intended outcomes align with the intended outcomes of new Economic Development Committee Priority Themes for the Term of Council 2015-2018, as follows:
1. Economic Growth and Vitality
2. Positive Business Climate and Business Experiences
3. Positive Business Profile and City Image as an Investment Location
4. Monitor and Measure Economic Performance and Results

Outcomes of Activities
As Brampton approaches status as Canada’s eighth largest city, with 8700 businesses and a young, skilled and multicultural labour force, this Plan will continue to help foster a nurturing environment for global business activities, and in turn, a network of business, association and governmental relationships in key industry sectors and strategic market locations. It will raise domestic and international awareness of Brampton’s profile and image as an ideal location for investment. Ultimately, it will contribute to economic growth and vitality through business retention, expansion and new business attraction.

With the 2016 work plan aligning with the strong, multi-year international Plan, Brampton will continue to be positioned to identify and implement strategic solutions to ensure that its approach to advancing international business development and marketing activities remains current, effective, and focused on qualitative business growth over the next three years and beyond.

Corporate Implications:

Economic Development Plan:
This International Business Development and Marketing 2016 Work Plan aligns with Brampton’s Economic Development goals to Strengthen Brampton’s outstanding quality of life by encouraging economic growth, innovation, and entrepreneurship that enhance the City’s brand and residents’ lifestyles.

More specifically, it aligns with the Economic Development Priorities for the 2015-2018 term of Council, which are:

1. Downtown and Queen Street Corridor Economic Growth Initiatives
2. Business Engagement (BR&E) – Grow Businesses from Within (Economic Gardening)
3. Support Advocacy for Infrastructure Expansion
4. Innovation and Entrepreneurship
5. International and Domestic Business Investment (Attraction)
6. Business Climate and Image
7. Festivals and Special Events

Further, this Plan aligns with the new Economic Development Committee 2015-2018 Intended Outcomes:
• Economic Growth and Vitality
• Positive Business Climate and Business Experiences
• Positive Business Profile and City Image as an Investment Location
• Monitor and Measure Economic Performance and Results
Updates to the 2016 program (Work Plan with specific 2016 activity) as well as mission reports will be presented to Economic Development Committee for approval throughout 2016 as warranted, following the approval of this initial 2016 Work Plan. Key performance indicators (KPIs) will be monitored, and then presented to Economic Development Committee, on a regular basis. Key findings and outcomes shall be included in future Service Plan updates and Budget Presentations to Economic Development Committee.

Financial Implications:
The proposed International Business Development and Marketing Work Plan for 2016 is projected to cost $336,135. This plan consists of $119,000 for International Business Development, $167,000 for the new Regional Foreign Direct Investment Agency and $50,000 for T.O. Health. There is sufficient funding in the 2016 budget for this initiative.

Governance:
The International Business Development and Marketing 2016 Work Plan fits within the mandate of the new Economic Development Committee. The Committee shall provide direction and advice on the Work Plan for the balance of the Plan in 2016 and beyond, and will provide approval for any new partnerships and business development missions.

Policy Impact
Staff attendance at approved international business development and marketing activities will comply with:

- Business Mission Attendance Protocol
  - City Council Resolution C350-2013

Complete Policies and Protocols can be found on the City of Brampton Portal / website.

Travel Outside Ontario
Under the current Business Mission Attendance Protocol, as amended by Council, economic development staff cannot travel outside of Ontario unless approved by Council. The approval process can take up to 4-6 weeks, which is not very efficient and competitive when following up on a lead prospect in Montreal or Calgary, for example. Brampton Economic Development staff also represent Brampton and work closely with various national industry associations, including the Economic Development Association of Canada (EDAC), whereby events are held all over Canada. Any such activity is recorded as part of the annual business development plan and results are tabulated in the divisional KPIs and shared with Economic
Development Committee. Staff recommends that Council approval be required when travel is required outside of Canada.

Staff Liaison

Economic development staff responsible for planning, implementing and monitoring this Plan includes: the Director of Economic Development and Tourism; Senior International Investment Advisor.

Communication

Following approval of this report, staff shall communicate Council’s decision to key partners, such as the Greater Toronto Marketing Alliance (GTMA); Department of Foreign Affairs, Trade and Development -Trade Commissioner Service and Consular Service; Ontario Ministry of Economic Development, Employment and Innovation (MEDEI) via the Ontario International Marketing Centres; Export Development Canada (EDC); The Brampton Board of Trade International Trade Committee; and others.

Staff shall present this report on the City web site and also communicate it through the economic development social media program and its e-newsletter. Corporate Communication staff shall also be advised to ensure the City responds to enquiries from members of the media.

Strategic Plan:

This report aligns with the City’s Strategic Plan priority of Smart Growth

- Cultivate economic growth and stability, innovation hubs and foreign investment

Conclusion:

The 2015 mission and lead generation activity metrics demonstrate the success of proactive, in-market initiatives in generating awareness internationally of Brampton’s competitive advantages as a choice North American business location, in order to support and encourage local economic growth and nurture a global business environment.

This recommended 2016 Work Plan builds upon and refines the 2015-2018 International Business Development and Marketing Plan, and will help foster a nurturing environment for global business activity, and in turn, foster a network of governmental, association, business and other influential relationships in key industry sectors and strategic market locations. It will raise domestic and international awareness of Brampton’s profile and image as an ideal location for business growth and investment. Ultimately, it will contribute to Brampton’s economic growth and vitality through business retention, expansion and new business attraction.

In conclusion, Staff recommends that Economic Development Committee approves the 2016 International Business Development and Marketing Work Plan.
Attachments:

1. Outbound Mission Activity Summary 2015
2. Chicago Mission Report
3. Corenet Mission Report
4. PLMA Mission Report
5. Minneapolis Mission Report
7. 2016 Activities in Support of Goals
8. 2016 Recommended Outbound Business Mission Schedule

Report authored by: Cassandra Baccardax, Senior Advisor International Investment
Appendix 1: Outbound Mission Activity Summary 2015

Mission Metrics 2015

<table>
<thead>
<tr>
<th></th>
<th>Contacts</th>
<th>Meetings</th>
<th>Leads</th>
<th>Prospects</th>
<th>Audience</th>
</tr>
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<tr>
<td>Corenet</td>
<td>27</td>
<td>8</td>
<td>10</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>PLMA</td>
<td>20</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chicago</td>
<td>19</td>
<td>10</td>
<td>10</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>Minneapolis</td>
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<td>10</td>
<td>10</td>
<td>4</td>
<td>0</td>
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<tr>
<td>Boston</td>
<td>15</td>
<td>11</td>
<td>11</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Lead Gen - Germany</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Lead Gen - Italy</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>0</td>
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<tr>
<td><strong>TOTALS:</strong></td>
<td><strong>117</strong></td>
<td><strong>71</strong></td>
<td><strong>64</strong></td>
<td><strong>24</strong></td>
<td><strong>100</strong></td>
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Mission Expenses 2015

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<tr>
<th></th>
<th>Travel</th>
<th>Lead Gen</th>
<th>ICCI Subsidy</th>
<th>Total Investment</th>
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<td>NEBS</td>
<td>253</td>
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<td>3264</td>
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<td>PLMA</td>
<td>1487</td>
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<td></td>
<td>$1,487</td>
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<td>Chicago</td>
<td>1325</td>
<td>10000</td>
<td>-5000</td>
<td>$6,325</td>
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<tr>
<td>Minneapolis</td>
<td>1593</td>
<td>10000</td>
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<td>$11,593</td>
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<td>1623</td>
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<td>-5000</td>
<td>$5,000</td>
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<tr>
<td><strong>TOTALS:</strong></td>
<td><strong>$ 9,545.00</strong></td>
<td><strong>52,500.00</strong></td>
<td><strong>$(5,000.00)</strong></td>
<td><strong>$ 47,045.00</strong></td>
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</table>
NEBS Mission – Buffalo – Oct.

“New Exporters to Border States”. With partner Province of Ontario – Ministry of Citizenship, Immigration and International Trade (MCIIT). Not a lead generation event, but an opportunity to learn about resources for local Brampton companies starting/expanding exports to U.S.A. Intent is to host a Brampton delegation of new exporting companies on this Mission in 2016.


CoreNet – corporate real estate network - construction/investment trade show, Los Angeles, USA – Lead Gen, trade show booth with partner EDCO – construction and real estate

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Tally</th>
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<tbody>
<tr>
<td>Contacts</td>
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<td>Leads</td>
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<tr>
<td>Prospects</td>
<td>1</td>
</tr>
<tr>
<td>Audience (if applicable)</td>
<td>n/a</td>
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USA & international Food & Beverage sector; attended with the Ontario Food Cluster (OFC) team as the Greater Toronto Marketing Alliance (GTMA) rep (GTMA is an OFC member)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Brampton</th>
<th>OFC Team</th>
<th>Tally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contacts</td>
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<tr>
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<td>19</td>
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<td>Leads</td>
<td>7</td>
<td>#*</td>
<td>Waiting on OFC</td>
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<tr>
<td>Audience (not applicable)</td>
<td>0</td>
<td>0</td>
<td></td>
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<tr>
<td>Brampton businesses visited on the show floor:</td>
<td>6</td>
<td>n/a</td>
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Chicago Health & Life Science Mission – Chicago – Nov.

Pre-Qualified Meetings (PQMs) with prospective business investors; with partners CIDEP and Invest Canada Communities Initiative (ICCI)” – Government of Canada Dept. of Foreign Affairs, Development and Trade (DFADT). 50% funded by ICCI.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Tally</th>
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<tbody>
<tr>
<td>Contacts</td>
<td>19</td>
</tr>
<tr>
<td>Meetings</td>
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<td>Leads</td>
<td>10</td>
</tr>
<tr>
<td>Prospects</td>
<td>8</td>
</tr>
<tr>
<td>Audience (CUSBC luncheon)</td>
<td>100</td>
</tr>
</tbody>
</table>
**Minneapolis Health & Life Science Mission – Minneapolis – Nov.**

Pre-Qualified Meetings (PQMs) with prospective business investors; with partner CIDEP

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Tally</th>
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<tbody>
<tr>
<td>Contacts</td>
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</tr>
<tr>
<td>Meetings</td>
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<td>Leads</td>
<td>10</td>
</tr>
<tr>
<td>Prospects</td>
<td>4</td>
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<tr>
<td>Audience (if applicable)</td>
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**Boston Health & Life Science Mission – Boston – Dec.**

Pre-Qualified Meetings (PQMs) with prospective business investors; with partner CIDEP

<table>
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<td>Contacts</td>
<td>15</td>
</tr>
<tr>
<td>Meetings</td>
<td>11 (7+4 conference calls)</td>
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<tr>
<td>Leads</td>
<td>11</td>
</tr>
<tr>
<td>Prospects</td>
<td>4+</td>
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<td>Audience (if applicable)</td>
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</table>

**International Lead Generation – Germany, via “MOTEK” show**

NO travel involved. Lead generation abroad via consultant. 50% funded by Invest Canada Communities Initiative “ICCI” – Government of Canada Dept of Foreign Affairs, Development and Trade (DFADT)

<table>
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<td>Prospects</td>
<td>2</td>
</tr>
<tr>
<td>Audience (if applicable)</td>
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**International Lead Generation – Italy**

NO travel involved. Lead generation abroad via consultant. 50% funded by Invest Canada Communities Initiative “ICCI” – Government of Canada Dept of Foreign Affairs, Development and Trade (DFADT)

<table>
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<tbody>
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<td>6</td>
</tr>
<tr>
<td>Meetings</td>
<td>6</td>
</tr>
<tr>
<td>Leads</td>
<td>6</td>
</tr>
<tr>
<td>Prospects</td>
<td>5</td>
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<tr>
<td>Audience (if applicable)</td>
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### ICCI Funded Tally:

<table>
<thead>
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<th>Indicator</th>
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<th>Germany</th>
<th>Italy</th>
<th>Totals</th>
</tr>
</thead>
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<td>40</td>
</tr>
<tr>
<td>Meetings</td>
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<td>31</td>
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<td>Leads</td>
<td>10</td>
<td>10</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>Prospects</td>
<td>8</td>
<td>2</td>
<td>5</td>
<td>14</td>
</tr>
</tbody>
</table>

Meetings or “pre-qualified meetings” (PQMs) are scheduled appointments with businesses, typically where the business has been pre-qualified by the in-market consultant as a company interested in doing business from Ontario/GTA.

A business contact is defined as all people met outside of Canada on a particular outbound mission, including Canadian and foreign government, business associations (i.e. Chambers, sector specialists), business owners and employees (whether considering FDI into Canada or not). All of these people have the potential to promote Brampton to their networks.

A business lead is defined when a sales presentation/pitch is made to a foreign business and when a foreign investment inquiry arrives at the City of Brampton through its web site, email, phone, in writing, by a referral or in-person contact. The company shows an interest in working with the GTMA/City of Brampton to explore opportunities for their business in the Brampton or Ontario or Canadian marketplace.

A business prospect is defined when a company commits to investigate the Brampton marketplace in more detail. This occurs when the City receives one or more in-depth service requests to explore location, business opportunities. The foreign company demonstrates serious commitment when a business decision-maker from the company, or through an intermediary of the business, visits the City.

Audience is defined as a group of people collected to hear a presentation by a CoB staff person or dignitary, typically an economic overview and top reasons for investing in Brampton/Canada. Alternately/additionally, an “audience” can be a social media message, i.e. tweet, composed by a CoB staff person that has been retweeted by an event organizer to the event attendees (all who are following the event on Twitter.) Not all outbound missions present an opportunity to reach an audience.
Appendix 2: Chicago Mission Report

International Business Development and Marketing Mission Report

<table>
<thead>
<tr>
<th>EDC Meeting Date:</th>
<th>January 20, 2016</th>
</tr>
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<tbody>
<tr>
<td>Mission:</td>
<td>Chicago, Illinois, USA</td>
</tr>
<tr>
<td>Dates:</td>
<td>October 19-21, 2015</td>
</tr>
<tr>
<td>Sector(s):</td>
<td>Health &amp; Life Sciences, Advanced Manufacturing, Food &amp; Bev</td>
</tr>
<tr>
<td>Market:</td>
<td>Great Lakes Basin/N.E. United States</td>
</tr>
<tr>
<td>Location:</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Attendee(s):</td>
<td>Snr. Advisor International Investment, Economic Development &amp; Tourism</td>
</tr>
<tr>
<td>Partner(s):</td>
<td>ICCI, CIDEP</td>
</tr>
<tr>
<td>Budget/Actual Cost:</td>
<td>Actual: $ 6325 + $5000 paid by ICCI = $11,325</td>
</tr>
<tr>
<td></td>
<td>($10,000 consultant, $1325 staff travel costs)</td>
</tr>
</tbody>
</table>

OVERVIEW:

- Pre-Qualified Meetings (PQMs) with prospective business investors from USA
- Lead generation company CIDEP identified and qualified the meetings prior to setting up scheduled appointments, and co-attended all meetings with Brampton EDT staff
- 50% of CIDEP’s fee is reimbursed by Invest Canada Cities Initiative “ICCI” (Government of Canada)
- Chicago was chosen because of its comparable size to Greater Toronto Area and the recommendation from CIDEP that Health & Life Sciences and Advanced Manufacturing leads could be found
- **10 Meetings**
  - **10 Leads** (all considered leads since pre-qualified by CIDEP)
    - 5 Health & Life Sciences
    - 3 Advanced Manufacturing
    - 2 Food & Beverage Processing
  - **8 Prospects** for investment from these 10 meetings; 2 strong prospects (18 months), 6 long-term prospects (2-4 years)
- All companies were small & medium-sized enterprises (SMEs) with a broad range of origins:
  - entrepreneurs with new product lines and medical researchers with pharmaceuticals in clinical trial
  - second generation, family-owned, small but rapidly expanding American companies
  - medium-sized companies with American or European head offices
most were located in the greater Chicago area rather than downtown Chicago

HIGHLIGHTS: (provide hyperlinks where applicable to event home page, brochure, exhibitor list)

• This mission produced 10 leads for Brampton. Brampton EDT staff encountered two (2) strong prospects and another six (6) future prospects, all which will receive after-care in 2016
• Visiting investor prospects in person demonstrates how serious Brampton is about attracting investors, and quickly builds a strong relationship based on trust. When these companies visit GTA/Brampton during future site selection research, Brampton will already be a familiar/comfortable business community with a reliable contact person
• Brampton EDT staff attended Canada-U.S. Business Council (Chicago) luncheon with Government of Canada’s Chicago Trade Commissioner Service (TCS) staff; introduced Brampton to the audience of 100.

METRICS:

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<td>Prospects</td>
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<td>Audiences</td>
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</table>

LEARNINGS/ OTHER NOTES

• Health and Life Sciences leads asked about availability of incubator space and venture capital funding
• The two companies that are not investment prospects still hold potential to do business with Brampton firms, where introductions can be made between the U.S. business and a local business (i.e. supplier, customer, joint venture etc.).
• Using a consultant to identify these leads was key to the effectiveness and efficiency of the mission, as cold calling the Chicago business community would have been impossible.
• Three meetings per day was ideal; greater Chicago is North America’s fifth largest city (pop.) with a very large geographical spread.
• An extra day could have been scheduled into the mission to allow for a one-to-one meeting with TCS.
RECOMMENDATIONS
This mission was highly productive:

- Lead generator consultant CIDEP arranged high-quality leads – the majority have a solid business case for Canadian expansion and the resources to invest
- CIDEP recommends choosing another U.S. city for lead generation in 2016, but returning to Chicago in 2017
- U.S. economy is currently expanding, and the current exchange rate makes it very affordable for U.S. investment in Canada
- Attending the CUSBC luncheon produced additional contacts and an audience opportunity for Brampton; future missions should be extended beyond PQMs to take advantage of similar opportunities (1 day prior/post the PQM schedule)
Appendix 3: Corenet Mission Report

International Business Development and Marketing Mission Report

<table>
<thead>
<tr>
<th>EDC Meeting Date:</th>
<th>January 20, 2016</th>
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</thead>
<tbody>
<tr>
<td><strong>Mission:</strong></td>
<td>CoreNet – Corporate Real Estate Global Summit</td>
</tr>
<tr>
<td><strong>Dates:</strong></td>
<td>October 18-21, 2015</td>
</tr>
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<td><strong>Sector(s):</strong></td>
<td>Real Estate &amp; Service Providers</td>
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<td><strong>Market:</strong></td>
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<td><strong>Location:</strong></td>
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<tr>
<td><strong>Attendee(s):</strong></td>
<td>Manager, Business Development and Marketing Economic Development &amp; Tourism</td>
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<tr>
<td><strong>Partner(s):</strong></td>
<td>EDCO, CIDEP</td>
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<td><strong>Budget/Actual Cost:</strong></td>
<td>Actual: $5,763.65</td>
</tr>
<tr>
<td></td>
<td>($ 2,500 partnership fee to EDCO in 2014 for lead generation consultant, $3263.65 staff travel costs)</td>
</tr>
</tbody>
</table>

**OVERVIEW:**
- This international event was attended by over 2,500 corporate real estate executives where they benefit from learning cutting edge technologies, new and creative corporate real estate solutions and network from around the world.
- Pre-Qualified Meetings (PQMs) with prospective business investors from USA and Canada
- Lead generation company CIDEP identified and qualified the meetings prior to setting up scheduled appointments, and co-attended all meetings with Economic Development Council of Ontario (EDCO) Real Estate Alliance team members
- All companies were small & medium-sized enterprises (SMEs) service providers from the US. Met with one real estate broker (Cushman & Wakefield).

**HIGHLIGHTS:** (provide hyperlinks where applicable to event home page, brochure, exhibitor list)
- Medium format trade show component with U.S. service providers displaying their products. This mission produced 1 lead for Brampton.
- 13 Meetings
  - 13 Leads (all considered leads since pre-qualified by CIDEP)
    - 12 Service Providers
    - 1 Real Estate
1 Prospect for investment from these meetings; 0 strong prospects (18 months), 0 long-term prospects (2-4 years)

- N. Johnston attended with a team of municipalities representing the EDCO Real Estate Alliance. Team consisted of municipal members from Hamilton, Simcoe County, London, Durham Region, Pickering, Whitby, and St. Thomas.
  - 12 scheduled meetings
  - 1 drop by meeting attended by N. Johnston

- Received a list of the attendees which we will be following up with.
- Other contacts met:
  - Tim Peters, Cushman & Wakefield
  - Jeff Lever, Cushman & Wakefield
  - Fabiana Strubrich, Knoll

### METRICS:

<table>
<thead>
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<th>Metric</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
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<tr>
<td>PQ in-person meetings held</td>
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<tr>
<td>PQ conference calls held</td>
<td>0</td>
</tr>
<tr>
<td>Leads</td>
<td>1</td>
</tr>
</tbody>
</table>

### LEARNINGS/ OTHER NOTES

- The agreement between EDCO and the consultant needed to be more flexible. The consultant could have set up meetings with site selectors but that wasn’t the direction of the agreement.
- Can’t always rely on the consultant for meetings.
- With 2400 in attendance, using a consultant to identify leads is the key to the effectiveness and efficiency of the mission.
- There was great interaction with the representatives from the Economic Development Offices that attended. Having had a chance to spend time with these individuals was very advantageous as I was able to get further insight about their programs and compare notes.
- Attending as part of a regional group is effective in that you can meet with a greater number of attendees and pool results.
RECOMMENDATIONS

- This is the first time that the Economic Development Office has participated with the Economic Development Council of Ontario Real Estate Investment Alliance.

- The results from the wrap up discussion with the EDCO Real Estate Alliance team included the following outcomes:
  
  o They realized after participating this year that this show is attended mainly by site selectors and real estate professionals. The lead gen company set up meetings with companies that were at the show but were not the right contacts. It is understood that no deals are to be made on the floor. It was noted that no meetings with site selectors took place and that, if the group was to consider participating again, site selectors would be their only target.

  o There were only 80-85 Canadians that participated in the show including the EIA group.

  o The lead generation company did not do a good job on matchmaking even considering the challenges. There was only one lead generated, the correspondence will be included with the meeting notes. The slide deck that is used for each show needs to be better aligned.

  o It was recommended that CIDEP not be issued the MIPIM RFP.

  o It was also recommended that prior to each show a call take place to update partners on each other’s opportunities.

- With regards to the CoreNet Global Conference there were opportunities to meet with site selectors, and real estate brokers on our own and to attend the conference seminars. There were some seminars that were relevant. If the right pre-con meetings were made it would have been beneficial to attend as there were potential connections to be had.

- City of Brampton will monitor the event and would consider going again in 2019 if leads were focused on Real Estate industry (site selectors) and not on Service Providers.
Appendix 4: PLMA Mission Report

**International Business Development and Marketing Mission Report**

<table>
<thead>
<tr>
<th>EDC Meeting Date:</th>
<th>January 20, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission:</strong></td>
<td>“PLMA” – Private Label Manufacturer’s Association annual trade show</td>
</tr>
<tr>
<td><strong>Dates:</strong></td>
<td>November 15-18, 2015</td>
</tr>
<tr>
<td><strong>Sector(s):</strong></td>
<td>Food &amp; Beverage Processing</td>
</tr>
<tr>
<td><strong>Market:</strong></td>
<td>United States – 90%; other international exhibitors-10%</td>
</tr>
<tr>
<td><strong>Location:</strong></td>
<td>Chicago, IL</td>
</tr>
<tr>
<td><strong>Attendee(s):</strong></td>
<td>C. Baccardax, EDT</td>
</tr>
<tr>
<td><strong>Partner(s):</strong></td>
<td>OFC, GMTA</td>
</tr>
<tr>
<td><strong>Budget/Actual Cost:</strong></td>
<td>Actual: $1343</td>
</tr>
</tbody>
</table>

**OVERVIEW:**
- Large format show with U.S. and international displayers
- Pre-Qualified Meetings (PQMs) with prospective business investors from USA & beyond
- C. Baccardax represented partner Greater Toronto Marketing Alliance (GMTA) and worked with GTMA’s partner Ontario Food Cluster (OFC) at this show
- For more than 30 years, PLMA’s annual trade show has been the industry event of the year, where retailers and wholesalers source for their private label programs. More than 1,300 companies from 40 countries exhibited their products, including 25 international pavilions. Exhibitors range from small and medium-size companies to well-known national brand makers who also supply store brands
- Private label market share has reached nearly 25% of unit sales (U.S.) and is expanding faster than national brands. Retailers coast-to-coast have committed themselves to an aggressive store brands strategy while specialty chains are using their own brands to create shopper loyalty unheard of only a few years ago

**HIGHLIGHTS:** (provide hyperlinks where possible to event home page, brochure, exhibitor list)
- 32 Total Meetings for the OFC team: 19 PQMs and 13 drop-by meetings
- Team consisted of OFC municipal members from Greater Toronto, Brantford, Quinte, other south west and eastern Ontario municipalities
  - 7 scheduled meetings attended by C. Baccardax
  - 4 drop-by meetings attended by C. Baccardax
Visiting investor prospects in person demonstrates how serious Ontario/GTMA/Brampton is about attracting investors, and quickly builds a strong relationship based on trust. When these companies visit Ontario/GTA during future site selection research, Brampton will already be a familiar/comfortable business community.

Additionally C. Baccardax visited all six (6) Brampton companies that were exhibiting at the trade show.


List of Exhibitors: available in hard copy only

---

### METRICS:

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<td>PQ Meetings held</td>
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<td>Prospects</td>
<td>3</td>
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</table>

### LEARNINGS/ OTHER NOTES

This mission produced 32 leads for the OFC team members. OFC will be preparing a final report before end of year. Brampton EDT staff encountered a few (ie.1-2) prospects and a number (ie.4-6) of possible future prospects, but most companies were looking for distributors/agents in Canada, not investment.

However, there is potential to make introductions between the U.S./international businesses met at PLMA and local businesses, where an interest in joint ventures were identified.

Being the largest city in this OFC team, and the one closest to Toronto, gave Brampton an edge over other OFC municipal members. Conversely, companies locating in Brampton, as part of the GTA, do not benefit from certain investment incentives that small communities in Ontario are able to offer prospective investors.

Using a consultant to identify these leads was key to the effectiveness and efficiency of the mission, as attempting to visit 2500 booth displays over two days to determine those interested in expanding into Ontario would have been impossible.

An unexpected benefit of attending was discovering that six (6) Brampton businesses were exhibiting at the show, and being able to visit them all in person on the show floor. This out-of-country visit demonstrated Brampton Economic Development’s commitment to building the strength of the Food & Bev sector, and to enriching relationships between City Hall and the local business community. Important business retention and expansion (BR&E) work was achieved.
RECOMMENDATIONS

The mission was worthwhile for three reasons:

- Networking with Brampton-based businesses
- Potential to make introductions between the U.S./international businesses met at PLMA and local businesses, where an interest in joint ventures were identified
- Brampton can use the 2015 hard copy exhibitor list to cold call any of the international (non-U.S.) companies

However, since the primary goal was to identify international investment leads and prospects, Brampton should not attend this mission in the near future due to minimal results.

Investment leads were weaker than expected. U.S. food & beverage companies, at this point in time, are well aware of Loblaw, Sobey’s, Metro, as well as Shoppers Drug Mart, Walmart and Costco, as the major food retailers in Canada; most were looking to expand business through one of these retailers, or alternatively, through an agent/distributor. Most also intend to rely on the help of these partners with Canadian labelling requirements (nutritional and bilingual.)

Since GTMA is a partner of OFC, the final report will be shared with GTMA, who will in turn share it with the GTA municipalities. In 2016, Brampton can use the report to follow up on any particular leads that seem suitable to the Brampton business community.

The state of the private label industry should be monitored over the next 3-4 years. Changes in consumer habits, the food production industry, and Canadian grocery retailing etc. may mean that attending PLMA in the future will be a valuable tactic the growth of the Brampton food and beverage sector.
Appendix 5: Minneapolis Mission Report

**International Business Development and Marketing Mission Report**

<table>
<thead>
<tr>
<th>EDC Meeting Date:</th>
<th>January 20, 2016</th>
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<tbody>
<tr>
<td><strong>Mission:</strong></td>
<td>Minneapolis-St. Paul, Minnesota, USA</td>
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<td><strong>Dates:</strong></td>
<td>November 23-25, 2015</td>
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<td><strong>Sector(s):</strong></td>
<td>Health &amp; Life Sciences, Advanced Manufacturing</td>
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<td><strong>Market:</strong></td>
<td>Great Lakes Basin, United States</td>
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<td><strong>Location:</strong></td>
<td>Minneapolis, St. Paul and greater MSP area, IL</td>
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<tr>
<td><strong>Attendee(s):</strong></td>
<td>Snr. Advisor International Investment, Economic Development &amp; Tourism</td>
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<tr>
<td><strong>Partner(s):</strong></td>
<td>CIDEP</td>
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<td><strong>Budget/Actual Cost:</strong></td>
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<td>($10,000 consultant, $1574 staff travel costs)</td>
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**OVERVIEW:**
- Pre-Qualified Meetings (PQMs) with prospective business investors from USA
- Lead generation company *CIDEP* identified and qualified the meetings prior to setting up scheduled appointments, and co-attended all meetings with Brampton EDT staff
- Minneapolis-St. Paul was recommended by the consultant because of its reputation as a leading U.S. Health & Life Sciences hub, with an adequately sized business community to generate the required number of leads
- **10 Meetings**
  - 10 Leads (all considered leads since pre-qualified by CIDEP)
    - 8 Health & Life Sciences
    - 2 Advanced Manufacturing (1 medical device, 1 medical equipment)
  - 4 Prospects for investment from these 10 meetings; 2 strong prospects (18 months), 2 long-term prospects (2-4 years)
- All companies were small & medium-sized enterprises (SMEs) with a broad range of origins:
  - medical researchers with pharmaceuticals in clinical trial
  - second generation, family-owned, small but rapidly expanding American companies
  - medium-sized corporations with American head offices
  - most were located in the greater MSP area rather than downtown Minneapolis
HIGHLIGHTS: (provide hyperlinks where applicable to event home page, brochure, exhibitor list)

- This mission produced 10 leads for Brampton. Brampton EDT staff encountered two (2) strong prospects and another two (2) future prospects, all which will receive after-care in 2016.
- Visiting investor prospects in person demonstrates how serious Brampton is about attracting investors, and quickly builds a strong relationship based on trust. When these companies visit GTA/Brampton during future site selection research, Brampton will already be a familiar/comfortable business community with a reliable contact person.
- Brampton EDT staff attended a lunch with Government of Canada’s Minneapolis Trade Commissioner Service (TCS) staff; more meeting time would have been helpful.

METRICS:

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<td>PQ Meetings held</td>
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<td>Prospects</td>
<td>4</td>
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</table>

LEARNINGS/ OTHER NOTES

- Companies in the MSP area seem to be well-funded; while incentives are welcomed, financial backing is not required to make the business decision.
- A number of companies in the MSP area were eager to learn about incubator space.
- Using a consultant to identify these leads was key to the effectiveness and efficiency of the mission, as cold calling the Minneapolis-St. Paul business community would have been impossible.
- A few companies that are not investment prospects still hold potential to do business with Brampton firms, where introductions can be made between the U.S. business and a local business (i.e. supplier, customer, joint venture etc.)
- Three to four meetings per day was ideal; greater MSP has a large geographical spread (though not as large or as congested as travelling in Chicago).
- An extra day could have been scheduled into the mission to allow for a lengthier one-to-one meeting with TCS.
- Attending the same week as U.S. Thanksgiving made scheduling the Wednesday a bit challenging.
RECOMMENDATIONS
This mission was highly productive:

- Lead generator consultant CIDEP arranged high-quality leads – the majority have a solid business case for Canadian expansion and the resources to invest
- U.S. economy is currently expanding, and the current exchange rate makes it very affordable for U.S. investment in Canada
- CIDEP recommends choosing another U.S. city for lead generation in 2016, but returning to Minneapolis-St. Paul in 2017
International Business Development and Marketing Mission Report

<table>
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<tr>
<th>EDC Meeting Date:</th>
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<td>Mission:</td>
<td>Boston, Massachusetts, USA</td>
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<td>Dates:</td>
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<td>Market:</td>
<td>N.E. United States</td>
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<td>Location:</td>
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<td>Attendee(s):</td>
<td>Snr. Advisor International Investment, Economic Development &amp; Tourism</td>
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<td>Partner(s):</td>
<td>CIDEP</td>
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<td>($10,000 consultant, $1623 staff travel costs)</td>
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</table>

OVERVIEW:

- Pre-Qualified Meetings (PQMs) with prospective business investors from USA
- Lead generation company CIDEP identified and qualified the meetings prior to setting up scheduled appointments, and co-attended all meetings with Brampton EDT staff
- Boston and area was recommended by the consultant because of its reputation as the leading U.S. Health & Life Sciences hub
- 10 Meetings
  - 11 Leads (all considered leads since pre-qualified by CIDEP)
    - 11 Health & Life Sciences
    - 7 in person; 2 conference calls (Dec 16/15); 2 conference calls pending
  - 4 Prospects for investment from these 11 meetings; 2 strong prospects (18 months), 2 long-term prospects (2-4 years); plus results from pending conference calls
- All companies were small & medium-sized enterprises (SMEs) with a broad range of origins:
  - medical researchers with pharmaceuticals or biotech solutions in clinical trial
  - medium-sized corporations with American head offices
  - most were located in Cambridge and the Greater Boston area rather than downtown Boston
HIGHLIGHTS: (provide hyperlinks where applicable to event home page, brochure, exhibitor list)

- This mission produced 11 leads for Brampton. Brampton EDT staff encountered two (2) strong prospects and another two (2) future prospects, all which will receive after-care in 2016; plus results from pending conference calls.
- Visiting investor prospects in person demonstrates how serious Brampton is about attracting investors, and quickly builds a strong relationship based on trust. When these companies visit GTA/Brampton during future site selection research, Brampton will already be a familiar/comfortable business community with a reliable contact person.
- Brampton EDT staff did not have time to attend a meeting with Government of Canada’s Minneapolis Trade Commissioner Service (TCS) staff, but did have a conference call.
- Similarly, EDT staff contacted the Cambridge Chamber of Commerce a couple of weeks in advance, but was not able to set a meeting date during the mission dates.

METRICS:

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<td>PQ in-person meetings held</td>
<td>7</td>
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<td>PQ conference calls held</td>
<td>4</td>
</tr>
<tr>
<td>Leads</td>
<td>10</td>
</tr>
<tr>
<td>Prospects</td>
<td>4</td>
</tr>
</tbody>
</table>

LEARNINGS/ OTHER NOTES

- Companies in the Cambridge and Greater Boston area seem to be well-funded; while incentives are welcomed, financial backing is not required to make the business decision.
- Using a consultant to identify these leads was key to the effectiveness and efficiency of the mission, as cold calling the Cambridge/Greater Boston business community would have been impossible.
- A few companies that are not investment prospects still hold potential to do business with Brampton firms, where introductions can be made between the U.S. business and a local business (i.e. supplier, customer, joint venture etc.)
- Three meetings per day was ideal; greater Boston has a large geographical spread (though not as large or as congested as travelling in Chicago).
• An extra day could have been scheduled into the mission to allow for a one-to-one meeting with TCS, a meeting with the Cambridge Chamber, and a more flexible schedule for Prospect appointments
• Early December posed a challenge for contacts and clients; a number of clients indicated to CIDEP that dates were inconvenient due to year-end workloads

RECOMMENDATIONS
This mission was highly productive:
• Lead generator consultant CIDEP arranged high-quality leads – the majority have a solid business case for Canadian expansion and the resources to invest
• U.S. economy is currently expanding, and the current exchange rate makes it very affordable for U.S. investment in Canada
• CIDEP recommends returning to Boston, U.S. for additional lead generation in spring 2016
**Appendix 7: Activities in Support of Goals**

<table>
<thead>
<tr>
<th><strong>Goal 1:</strong> Support SMEs in Brampton</th>
<th><strong>Goal 2:</strong> Promote Brampton Internationally Through Partnerships</th>
<th><strong>Goal 3:</strong> Engage Local Talent, Knowledge and Networks (Diaspora)</th>
<th><strong>Goal 4:</strong> Pursue Investment Attraction (GTA FDI agency)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Visits</td>
<td>Develop and Nurture Stakeholder Relationships</td>
<td>Leverage Contacts to Promote Brampton's Value Proposition</td>
<td>Mayor Jeffrey to sit on GTMA Board of Directors 2016</td>
</tr>
<tr>
<td>Promote Exporting Programs</td>
<td>Actively Support BBoT International Committee and its activities</td>
<td>Utilize digital media i.e. webinars, social media, to distribute messaging</td>
<td>Continue to support the transition of the current agency</td>
</tr>
<tr>
<td>Outbound delegations to U.S.A. (i.e. NEBS missions)</td>
<td>Actively Support Events and Activities of other Stakeholders</td>
<td>Actively Support Business Events and Activities of the Diaspora</td>
<td>Actively Support the GTMA’s 2016 Program (Q1 only)</td>
</tr>
<tr>
<td>Business-to-Business Matching</td>
<td>Lead generation and development</td>
<td>Match Brampton firms’ capabilities to Inbound Delegations</td>
<td>Actively support the New Agency’s 2016 program (Q2-Q4)</td>
</tr>
<tr>
<td>Promote Brampton Companies to Partners</td>
<td>Pre-Qualified Meetings</td>
<td>Other people-to-people ties</td>
<td>Participate in 2016 lead-generation opportunities including partnered outbound missions</td>
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<td>Promote Brampton Companies to Diaspora</td>
<td>Industry trade show programs</td>
<td>India Institute of Technology Alumni Canada (IITAC)</td>
<td>Inquiry handling and development (increased volume expected)</td>
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<td>Support the Formation of a Business Incubator</td>
<td>Inquiry handling and development</td>
<td></td>
<td>Think Canada Event or other FDI event</td>
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<tr>
<td>Support EDT’s 2016 Trade Show strategy</td>
<td>Liaison with in-market consultants</td>
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<td>After-Care</td>
<td>Market research and analysis</td>
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<td>BBoT Export Event</td>
<td>Support Mayor’s Office with High-profile VIP/dignitary visits</td>
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<td></td>
<td>Marketing and advocacy</td>
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<tr>
<td></td>
<td>Apply for ICCI (federal) funding for FDI activities</td>
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Appendix 8: 2016 Recommended Outbound Business Mission Schedule:

The recommended lead generation and related outbound mission schedule to date is as follows:

<table>
<thead>
<tr>
<th>Purpose/Event</th>
<th>Sector</th>
<th>Market</th>
<th>Timing/Location</th>
<th>Partner</th>
<th>Who</th>
<th>Objective(s)</th>
<th>Budget</th>
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<tr>
<td>Mobile World Congress</td>
<td>ICT</td>
<td>Europe/worldwide</td>
<td>Feb 22-25, 2016 Event held annually in Spain</td>
<td>GTMA, OTC*</td>
<td>1 EDT Staff</td>
<td>Meet with 25+ ICT &amp; Digital Media leads</td>
<td>$3500</td>
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<td>MIPIM</td>
<td>Real Estate &amp; Commercial Sector Development</td>
<td>Europe/worldwide</td>
<td>March, 2016 Event held annually in France</td>
<td>EDCO, Province of Ontario</td>
<td>1 EDT Staff</td>
<td>Meet with min. 8 global developers to promote commercial development in Brampton</td>
<td>$9000</td>
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<tr>
<td>Lead Generation and PQMs</td>
<td>Food &amp; Bev if Q1; ICT if Q4</td>
<td>Brazil</td>
<td>Q1 or Q4, exact location according to where firms reside</td>
<td>***ICCI</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads</td>
<td>$8000</td>
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<tr>
<td>Canada’s Largest Food Trade Show SIAL 2016</td>
<td>Food &amp; Bev</td>
<td>Montréal</td>
<td>Q2 2016</td>
<td>Province of Ontario, GTMA</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads</td>
<td>$1200</td>
</tr>
<tr>
<td>Lead Generation and PQMs</td>
<td>H&amp;LS, Adv. Mfrg., Food &amp; Bev</td>
<td>Italy</td>
<td>Q2, location according to where firms reside</td>
<td>***ICCI</td>
<td>1 EDT Staff</td>
<td>Meet with min. 8 leads</td>
<td>$8000</td>
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<td>Event Title</td>
<td>Location</td>
<td>Time Frame</td>
<td>Industry</td>
<td>Agency</td>
<td>Event Type</td>
<td>People</td>
<td>Events Location</td>
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<tr>
<td>USA Lead Generation and PQMs</td>
<td>H&amp;LS</td>
<td>San Francisco</td>
<td>Q2 2016</td>
<td>***ICCI</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads; and TCS/OIMC</td>
<td>$7000</td>
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<tr>
<td>NEBS – New Exporters to Border States</td>
<td>All</td>
<td>USA</td>
<td>Q2 (May) or Q3 (Sept.) 2016, Buffalo, N.Y.</td>
<td>MCIIT**</td>
<td>1 EDT Staff</td>
<td>Host Brampton delegation (min. 6 firms) on export learning</td>
<td>$1000</td>
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<td>Lead Generation and PQMs</td>
<td>H&amp;LS, Adv. Mfrg</td>
<td>United Kingdom</td>
<td>Q2 or Q3, location according to where firms reside</td>
<td>***ICCI</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads</td>
<td>$13500</td>
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<tr>
<td>USA Lead Generation &amp; PQMs</td>
<td>H&amp;LS</td>
<td>Atlanta</td>
<td>Q4 2016</td>
<td>BBoT</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads; and TCS/Chamber</td>
<td>$11500</td>
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<tr>
<td>USA Lead Generation &amp; PQMs</td>
<td>H&amp;LS</td>
<td>Boston</td>
<td>Q4 2016</td>
<td>BBoT</td>
<td>1 EDT Staff</td>
<td>Meet with min. 10 leads; and TCS, Chamber</td>
<td>$11500</td>
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| Regional FDI Agency (aka GTMA/Newco) Support  | Brampton's Primary Sectors | To be recommended by the Agency | TBD      | Region' FDI Agency | 1 EDT Staff | Act as Agency’s rep or join when invited by Agency to attend | [$3500]   | $3500 travel per
<table>
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<tr>
<th>2016 Total: minimum 10 missions</th>
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<th></th>
<th></th>
<th>outbound missions</th>
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<td>2017 Q1:</td>
<td></td>
<td></td>
<td></td>
<td>91+ leads 58+ prospects</td>
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<tr>
<td>ICCC India Mission</td>
<td>All</td>
<td>India</td>
<td>January 2017</td>
<td>ICCC 1 EDT Staff Follow the ICCC itinerary, visiting multiple cities and sectors - meetings with over 200 potential businesses</td>
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<tr>
<td>MIPIM 2017</td>
<td>Commerci al Sector Developm' nt</td>
<td>W. Europe/ worldwide</td>
<td>March, 2017</td>
<td>EDCO, Province of Ontario 1 EDT Staff Meet with minimum 8 global developer s to promote commerci al developm' nt in Brampton</td>
</tr>
<tr>
<td>Regional FDI Agency (aka GTMA/New co) Support</td>
<td>Brampton's Primary Sectors</td>
<td>To be recom- mended by the Agency</td>
<td>Q1, 2017</td>
<td>Region'l FDI Agency 1 EDT Staff Act as Agency's rep or join when invited by Agency to attend outbound missions</td>
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</tbody>
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* OTC - Ontario Technology Corridor
** MCIIT - Ministry of Citizenship, Immigration and International Trade
*** If ICCI funding is not approved by FedDev Ontario, the source and issuer of the funding, Brampton Economic Development will condense from four missions to two, which will be determined by Economic Development at the time according to the two with the most relevance.
### Economic Development Committee

<table>
<thead>
<tr>
<th>RML ID</th>
<th>Origin Meeting</th>
<th>Report to Committee</th>
<th>Report Name (working title only)</th>
<th>Original Deadline/Target</th>
<th>Revised Target Date</th>
<th>Revision Number</th>
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<td>RM 35/2015</td>
<td>2015/09</td>
<td>ED059-2015 ED</td>
<td>Central Area Interactive 3D Model Project (options for project phases and boundaries, model scale, and associated costs and budget availability)</td>
<td>2015/12/02</td>
<td>2016/02/03</td>
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<td>A. Wong x43444</td>
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<tr>
<td>(2015-029)</td>
<td></td>
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<td>RM 37/2015</td>
<td>2015/11</td>
<td>ED076-2015 ED</td>
<td>Merits and criteria for extending the Façade and Building Improvement Programs to all other areas of the City</td>
<td>2016/03/02</td>
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<td></td>
<td>T. Plant x45929</td>
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<td>(2015-045)</td>
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</table>
17 December 2015

Mr. Peter Fay, City Clerk
City of Brampton
2 Wellington St. West
Brampton, ON
L6Y 4R2

Dear Mr. Fay,

Re: City of Brampton Appointment to Partners in Project Green: The Pearson Eco-Business Zone, Executive Management Committee

We would like to thank the City of Brampton for its support of Partners in Project Green and specifically, Councillors Jeff Bowman and Doug Whillans for their service on the Executive Management Committee.

At Authority meeting #10/15, held on November 27, 2015 the following resolution was approved:

THAT the Partners in Project Green Executive Management Committee, Performance Committees and Service Centres Terms of Reference, as outlined in Attachment 1, be approved;

THAT the appointment of members to Partners in Project Green Executive Management Committee as outlined in the staff report, be approved;

AND FURTHER THAT staff work with the Executive Management Committee to fill vacancies in the Partners in Project Green Executive Management Committee and subcommittees.

We invite the City of Brampton to reaffirm Councillors Jeff Bowman and Doug Whillans as representative to the Executive Management Committee and to sit as the vice chair of one of our performance committees. The term of appointed representative would be from January 1, 2016 to December 31, 2017.

Partners in Project Green is an initiative to develop North America’s largest eco-business zone on the industrial lands surrounding Toronto Pearson International Airport. The aim of the project is to assist existing businesses in improving their financial and environmental performance, while acting as a catalyst for attracting new eco-economic investment into the business area.
Should you have any questions or require additional information, please do not hesitate to contact Mr. Alex Dumesle at (416) 661.6600, extension 5316 or via email at adumesle@trca.on.ca.

Yours truly,

Chandra Sharma, MCIP RPP
Director, Watershed Strategies Division
Toronto and Region Conservation Authority

2016-2018 Terms of Reference: Partners in Project Green Executive Management Committee, Performance Committees and Service Centres

1. Background

Partners in Project Green: A Pearson Eco-Business Zone was developed by the Greater Toronto Airports Authority (GTAA), the Region of Peel, City of Toronto, City of Brampton, City of Mississauga and Toronto and Region Conservation Authority (TRCA) to transform the lands surrounding Toronto Pearson into an internationally recognized community of eco-friendly businesses. The Partners in Project Green Steering Committee was first established in 2008 in response to a recommendation in the approved Partners in Project Green: A Pearson Eco-Business Zone Strategy, 2008. After two successful terms, five governance committees were established in lieu of the original Steering Committee to yield more focused results as prescribed in the program’s revised strategy introduced in 2013. To date, the new governance structure has proven effective in driving meaningful actions and innovation throughout the Pearson Eco-Business Zone and beyond.

1.1 Toronto and Region Conservation Authority Direction

At Authority Meeting #10/15, held on November 27, 2015, Resolution #A229/15 was approved, in part, as follows:

... THAT the Partners in Project Green Executive Management Committee, Performance Committees and Service Centres Terms of Reference, as outlined in Attachment 1, be approved; ...

2. Vision

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone into an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

3. Executive Management Committee

3.1 Mandate

Reporting to the TRCA Board (Appendix A), the Executive Management Committee will be established as a subcommittee to TRCA with the purpose of:

- assisting businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance;
- retaining and attracting green investment in the Pearson Eco-Business Zone; and,
- acting as a catalyst for new ideas, innovation, excellence and improvement in the employment lands encompassed by the Pearson Eco-Business Zone.
3.2 Roles & Responsibilities
Specifically, the Executive Management Committee will be primarily responsible for:

- providing leadership and communication among Partners in Project Green members and supporters;
- acting as a spokesperson for Partners in Project Green;
- reviewing and approving the Partners in Project Green strategy and programs as required;
- reviewing and approving the Partners in Project Green budget;
- monitoring overall Partners in Project Green priorities and performance;
- publishing an annual report; and
- providing legal, governance and issue-resolution guidance relating to Partners in Project Green activities.

Secondary responsibilities shall include:

- facilitating access to strategic partners and advisors;
- where appropriate, serving as a resource and contact for media and government relation inquiries;
- appointing Chairs to Subcommittees (i.e., Performance Committees and Service Centres); and
- facilitating, initiating and directing resources to Subcommittees.

3.3 Structure
Supported by the Secretariat, the Executive Management Committee will have a Chair and Vice-Chair (or two Co-Chairs at the discretion of the Committee), and will be comprised of fifteen (15) Voting and as many as three (3) Advisory Members.

3.3.1 Executive Management Committee Voting Members
The Executive Management Committee will consist of fifteen (15) Voting Members including the Chair and Vice-Chair, senior-level representatives of the founding agencies (TRCA, GTAA, Region of Peel and the City of Toronto), strategic partners, members of the business community and a number of government representatives as follows:

- **GTAA** (one (1) voting representative)
  - One voting member will be selected from the executive leadership team at the GTAA.

- **Business Community Leaders** (Maximum of eight (8) voting representatives)
o Eight members drawn from representatives of the Pearson Eco-Business Zone business community.

- **TRCA** (one (1) voting representative)
  - The Authority Chair or other designated member of staff (Chief Executive Officer or the Director of Watershed Management).

- **Credit Valley Conservation** (One (1) voting representative)
  - The Credit Valley Conservation Chair or other designated member of staff (Chief Administrative Officer)

- **Municipality Leaders** (Four (4) voting representatives)
  - One representative (Councillor or Designate) from each of the municipalities financially supporting PPG programming such as the Region of Peel, City of Toronto, City of Brampton and City of Mississauga.

3.3.2 **Executive Management Committee Advisory Members**

In addition to Voting Members, up to three (3) Advisory Members can be invited to join the Executive Management Committee and support its activities.

- **Federal, Provincial and/or Municipal Governments** (Maximum two (2) advisory representatives)
  - One Member of Provincial Parliament, and/or one Member of Parliament, and/or one municipal representative, and/or senior staff representatives from all levels of government may be invited to participate.

- **Business Community** (Maximum one (1) advisory representative)
  - An additional Advisory Member may be drawn from the Pearson Eco-Business Zone, representatives of the business community, and/or industry associations at the request of the Voting Members of the Executive Management Committee.

3.4 **Appointment Process**

Membership on the Executive Management Committee will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

- **Involvement with Partners in Project Green** – the organization must be a formal member of Partners in Project Green; and,

- **Sector** – whether the organization represents a critical sector within the Pearson Eco-Business Zone; or

- **Organizational leadership on sustainability** – whether the organization has shown sustainability leadership; or
• Location – whether the organization is operating and/or has a connection to the Pearson Eco-Business Zone.

Executive Management Committee members will be appointed for a two-year, renewable term by TRCA.

Municipalities and other levels of governments will be formally requested to make appointments and all proposed appointments will be presented to the Authority for formal approval.

The Chair and Vice-Chair will be elected by the members of the Executive Management Committee.

Delegation of Committee roles & responsibilities shall not be encouraged, and managed by exception. All delegations will be subject to approval by Committee Chairs.

3.5 Chair and Vice-Chair

The Executive Management Committee Chair and Vice-Chair (or Co-Chairs) will provide leadership in building a shared vision and community commitment for moving forward with a blueprint for action. The Chair will have the following additional responsibilities:

• being the primary spokesperson for Partners in Project Green at public and official functions;
• presiding over Executive Management Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
• recruiting Subcommittee members; and
• facilitating progress on Partners in Project Green initiatives in collaboration with working group chairs.

In the absence of the Chair, the Vice-Chair will perform the above functions.

3.6 Business Community & Municipality Leaders

Business Community and Municipality Leaders appointed to the Executive Management Committee, excluding the Chair and Vice-Chair, will be required to sponsor a Subcommittee (i.e., Performance Committee or Service Centre). As such, Business Community and Municipality Leaders will have the following additional responsibilities:

• assuming the responsibilities of Chair or Vice-Chair for a given Subcommittee;
• recruiting and appointing Subcommittee members;
• communicating strategic directives issued by the Executive Management Committee to the Subcommittee;
- facilitating progress on Subcommittee initiatives;
- monitoring Subcommittee progress and performance and reporting to the Executive Management Team; and
- championing green economic development in the Pearson Eco-Business Zone.

3.7 Meetings
The Executive Management Committee will meet at least four (4) times per year, roughly every three (3) months. Meetings are anticipated to be approximately two (2) hours in length – at the discretion of the Executive Management Committee – and an agenda will be distributed in advance of meetings.

It is anticipated that members will commit at least four (4) days per year to prepare for and attend Executive Management Committee meetings as well as the Annual General Meeting (AGM). The Chair will have the discretion to call additional conference call meetings if required.

3.8 Reporting
The Executive Management Committee is responsible to the broader region and community and the overall goals of Partners in Project Green. It will be accountable to the goals of Partners in Project Green by ensuring measurable goals are set and monitored, assessed and reported.

The Executive Management Committee is a subcommittee of TRCA and will regularly update the Authority on the status of Partners in Project Green initiatives, and provide updates to municipal councils and the GTAA board as requested.

3.9 Quorum & Governance
A quorum will consist of voting members in numbers greater than or equal to one-third of the total number of voting members on the Executive Management Committee.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the Chair will cast the deciding vote.

TRCA Rules of Conduct and Purchasing Policies will be adhered to as required.

4. Performance Committees
4.1 Mandate
Reporting to two (2) Executive Management Committee members (Appendix A), Performance Committees will be established as subcommittees to the Executive Management Committee. As such, Performance Committees will be task-oriented and formed based on Executive Management Committee priorities to:
• Contribute to the realization of the Partners in Project Green vision and Executive Management Committee mandate; and
• Contribute to the successful development and implementation of new and existing Partners in Project Green programs and initiatives.

4.2 Roles & Responsibilities
Specifically, Performance Committees will be responsible for:

• advising staff on key Partners in Project Green sector specific issues;
• providing sector and subject-area expertise to inform the design and/or execution of key Partners in Project Green performance area programs;
• providing market intelligence and recommendations for new performance area program opportunities;
• leading the design and/or execution of initiatives and collective projects in line with Partners in Project Green strategic objectives;
• owning program performance metrics and reporting progress to the Executive Management Committee; and
• serving as ambassadors for the program among peer/industry groups.

4.3 Structure
Including the Chair and Vice-Chair, every Performance Committee will be comprised of seven (7) to twelve (12) senior-level representatives who have a particular interest in and/or expertise relevant to the major challenges of the corresponding performance area (Appendix A).

4.4 Appointment Process
Membership on Performance Committees will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

• Involvement with Partners in Project Green Project – the organization must be a formal member of Partners in Project Green Project; and,
• Sector – whether the organization represents a critical sector within the Pearson Eco-Business Zone; or,
• Organizational leadership on sustainability – whether the organization has shown sustainability leadership; or,
• Location – whether the organization is operating and/or has a connection to the Pearson Eco-Business Zone.

Members of each Performance Committee will be appointed for a two-year, renewable term by the Performance Committee Chair.
Performance Committee Chairs will be appointed by the Executive Management Committee.

Delegation of Committee roles & responsibilities shall not be encouraged, and managed by exception. All delegations will be subject to approval by Committee Chairs.

4.5 Chair and Vice-Chair

Performance Committee Chairs and Vice-Chairs will be business community or municipal representatives taken from the Executive Management Committee. In order to ensure broad representation, the Chair and Vice-Chair of any given Performance Committee shall not share the same company affiliation.

In general, Chairs and Vice-Chairs will provide leadership on specific initiatives and effective communication between the Executive Management Committee and Performance Committee, and among Performance Committees as appropriate. The Performance Committee Chair will have the following additional responsibilities:

- being the primary spokesperson for the Performance Committee at public and official functions;
- setting work program and meeting schedule in collaboration with Performance Committee members and the Secretariat, and presiding over Performance Committee meetings;
- recruiting Performance Committee members;
- monitoring Subcommittee progress and performance and reporting to the Executive Management Team; and
- championing green economic development in the Pearson Eco-Business Zone.

In the absence of the Chair, the Vice-Chair will perform the above functions.

4.6 Meetings

Performance Committees will meet at least four (4) times per year including the Annual General Meeting (AGM), roughly every three (3) months or at the call of the Chair. Meetings are anticipated to be two (2) hours in length and an agenda will be distributed in advance of meetings.

It is anticipated that members will commit at least four (4) days per year to prepare for and attend Performance Committee meetings as well as the AGM. The Chair will have the discretion to call additional conference call meetings if required.

4.7 Reporting
Performance Committees are responsible to the broader region and community and the overall goals of Partners in Project Green. They will be accountable to the goals of Partners in Project Green by ensuring that all goals relevant to a given Performance Committee and approved by the Executive Management Committee are carefully monitored, assessed and reported.

Performance Committees are subcommittees of the Executive Management Committee and will regularly update the Executive Management Committee on the status of Performance Committee initiatives based on a predetermined reporting schedule.

4.8 Quorum and Governance

A quorum will consist of at least one-third of the members of the Performance Committee, including at least one of the two Chairs.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the Chair will cast the deciding vote.

TRCA Rules of Conduct and Purchasing Policies will be adhered to as required.

4.9 Staff Liaison

Additionally, the Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be requested to designate appropriate staff to liaise with Performance Committees as required.

5. Service Centres

5.1 Mandate

Reporting to the Executive Management Committee, Service Centres will be established as subcommittees to the Executive Management Committee (Appendix A). As such, Service Centres will be task-oriented and formed based on Executive Management Committee priorities to:

- contribute to the successful development and implementation of new and existing Partners in Project Green self-sustaining profit centres; and
- contribute to the realization of the Executive Management Committee's mandate.

5.2 Roles and Responsibilities

Service Centre committee Roles and Responsibilities will be developed by staff, as required, with approval form the Executive Management Committee.

6. Secretariat

The Executive Management Committee, Subcommittees and their Chairs will be supported by a secretariat led by Partners in Project Green staff from the Toronto and
Region Conservation Authority. The Secretariat will provide facilitation, project and program development and implementation, research and policy analysis, administrative and recruitment support, financial management and communications.

7. Funding

Executive Management Committee and Performance Committee members will contribute their expertise as in-kind services. Compensation for transportation will be provided for attendance at meetings according to TRCA policy where these are not covered by their agency or other source. Core funding for Partners in Project Green will come from both public and private sector organizations, with specific funding for programs and projects being sought from a variety of funding sources.
APPENDIX A - Governance Structure and Delivery Chain

The following figures illustrate Partners in Project Green governance structure and intended value delivery chain.

GOVERNANCE STRUCTURE
1. Executive Management Committee [15-18]
   - GTAA X1
   - Business Leaders X 8
   - Municipalities X 4
   - TRCA X1
   - CVC X1
   - Optional advisory members X3: from business community and government
2. Performance Committees [7-12/committee]
   - Chairs from Executive Management Committee
3. Service Centres [7-12/centre]
   - Chairs from Executive Management Committee

MEETINGS
1. Executive Management Committee [4 meetings]
   - 3 in-person + AGM
   - Additional conference calls as required
2. Performance Committees [4 meetings]
   - 3 in-person/conference calls + AGM
3. Service Centres [As required]

GLOSSARY
- AGM Annual General Meeting
- CVC Credit Valley Conservation
- PPG Partners in Project Green
- TRCA Toronto Region Conservation Authority

LEGEND
- Direct report
- Performance accountability with operational independence

Figure 1 - Governance Structure
Figure 2 - Governance Delivery Chain
Figure 3 – Typical Performance Committee Structure and Delivery Chain
## Corporate Visitation Program Itinerary – January & February 2016

<table>
<thead>
<tr>
<th>Business</th>
<th>Address</th>
<th>Date &amp; Time</th>
<th>Ward</th>
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</thead>
</table>
| Caps’n Plugs  
25 employees - Manufacturer & Distributor of caps, plugs and industrial closures | 165 SUN PAC BLVD UNIT 4 | January 15 – 10 AM | 8 |
| Almag Aluminum  
343 employees - Manufacturer of aluminum extrusions | 22 FINLEY RD & 12 FINLEY RD | January 22 – 10 AM | 3 |
| Courtyard by Marriott  
40 employees - Hotel (159 rooms) and Convention Centre | 90 BISCAYNE CRES | January 29 – 11 AM | 3 |
| Amcor Ricio  
103 employees - Manufacturing plastic containers for beverage applications, flexible packaging for the food and healthcare markets. | 95 BISCAYNE CRES | February 5 – 9 AM | 3 |
| Zochem Inc.  
40 employees - Manufacturing, wholesale & sell zinc oxide | 1 TILBURY CRT | February 12 – 10 AM | 3 |
| NAFTA Foods  
300 employees - Specialized in blending, baking, and packaging | 725 INTERMODAL DR | February 19 – 10 AM | 8 |
| Mandarin Restaurants  
191 employees - Authentic Chinese food and Convention Centre | 8 CLIPPER COURT | February 26 – 2 PM | 3 |
Date: January 20, 2016
To: Mayor and Council
From: Sohail Saeed, Director – Economic Development and Tourism
Subject: 2016 Brampton Business Directory

It gives me great pleasure in making the following announcement:

The City of Brampton’s Economic Development Office has released the 2016 Brampton Business Directory. Featuring more than 8,700 businesses, the new directory is fully interactive, allowing the user to search, sort, and print or export company data to MS Access, Excel or ASCII formats.

Accessing comprehensive Brampton employer information has never been easier. Numerous fields including Full or Partial Company Name or Address, Geographic Area, Business Description, Industry Classification (NAICS), Key Contact, Employment and others may be searched individually or in combination to help the user locate the exact goods or services required.

The 2016 Brampton Business Directory has been designed to provide access to information in a variety of ways that users will find invaluable. Other advanced features include direct links to company web sites and email, single page business profiles and customized output. Users will find the new directory a user friendly application with multiple functions and a wealth of additional information such as:

- Being able to marketing to local businesses in Brampton.
- Better understand your industry supply chain and support industries.
- Act as a tool for direct sale and marketing.

The 2016 Brampton Business Directory is compiled and produced by the City of Brampton Economic Development and Tourism Office. It is available in CD format for $75.00. A key tool for sales and marketing, you can purchase your copy either by filling out a form at http://ow.ly/UIcKy or by calling the Economic Development and Tourism Office at 905-874-2650 or call 311 at any time.

Please let me know if there are any questions, your feedback is very important to us!

Sohail Saeed