Wednesday, June 01, 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. Council Members are prohibited from sending text messages, e-mails and other electronic messaging during the meeting.

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

7. Economic Development and Enterprise Services

   To be received

8. Minutes
9. **Other/New Business**


10. **Referred Matters**

   Note: In accordance with the Procedure By-law, the Referred Matters List will be published quarterly on a meeting agenda for Committee’s reference and consideration. A copy of the current [Referred Matters List](#) for this Committee is publicly available on the City’s website.

11. **Deferred Matters**

12. **Notices of Motion**

13. **Correspondence**

13.1 Correspondence from George Hanus, President and CEO, The Greater Toronto Marketing Alliance, dated March 31, 2016, re: *2015 Greater Toronto Marketing Alliance Annual Report: Building On Success*.

   *To be received*

14. **Councillors Question Period**

15. **Public Question Period**

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

16. **Closed Session**
17. **Adjournment**

Next Meeting: June 15, 2016
ORIGIN OF PRESENTATION

Motion EDO33-2016

- That staff be requested to align our municipal cooperation relationships with the Council-approved International Business Development Strategy and report back to Committee on possible relationships and business development opportunities.
GLOBAL STRATEGIC DIRECTION

Four Goals:

• Small and Medium Enterprises (SMEs)
• Partnerships/Alliances
• Diaspora
• Foreign Direct Investment
POWER OF GLOBAL CITIES

Cities Drive Future Economies - City 600
TARGETED SECTORS & CLUSTERS

Brampton’s Strongest Performing Sectors:
- Advanced Manufacturing, Supply Chain, Food and Beverage Processing, Human Health and Sciences, Information and Communication Technology, Business Services

World’s Fastest-Growing Sectors:
- Knowledge Economy, Human Health and Sciences, Information and Communication Technology (esp. Mobile)
# Global Opportunities – Americas

<table>
<thead>
<tr>
<th>Region</th>
<th>USA</th>
<th>USA</th>
<th>USA</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Lakes: Chicago-Milwaukee-Minneapolis</td>
<td>HHS, AM</td>
<td>HHS, AM</td>
<td>AM</td>
<td>HHS</td>
</tr>
<tr>
<td>South East:</td>
<td></td>
<td></td>
<td>Texas/South West i.e.</td>
<td>Eastern Seaboard:</td>
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<tr>
<td>Atlanta-Charlotte-Raleigh</td>
<td></td>
<td></td>
<td>Plano</td>
<td>Boston to Philadelphia</td>
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<tr>
<td>West Coast: San Francisco to San Diego</td>
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</tbody>
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**Proposed Approach**

- MOU, Sister City, PQMs, Trade Shows, In-Mkt Consultants, Support Partner Activities, Mktg & Social Media, Receive Delegations, Aftercare

**Key:**
- AM = Advanced Manufacturing
- HHS = Human Health and Sciences
- ICT = Information and Communication Technology
# GLOBAL OPPORTUNITIES - EUROPE

<table>
<thead>
<tr>
<th>Global</th>
<th>Country</th>
<th>Sectors</th>
<th>Region</th>
<th>Proposed Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>United Kingdom</td>
<td>AM</td>
<td></td>
<td>MOU, Sister City, PQMs, Trade Shows, In-Mkt Consultants, Support Partner Activities, Mktg &amp; Social Media, Receive Delegations, AfterCare</td>
</tr>
<tr>
<td></td>
<td>Germany</td>
<td>AM</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Italy</td>
<td>AM, HHS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Midlands or N.Powerhouse</td>
<td>North: Hanover or South: Rhineland region</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Key:**
AM = Advanced Manufacturing
HHS = Human Health and Sciences
# GLOBAL OPPORTUNITIES - ASIA

<table>
<thead>
<tr>
<th>Global Country</th>
<th>ASIA</th>
<th>China</th>
<th>Turkey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sectors Region</td>
<td>AM</td>
<td>AM</td>
<td>AM</td>
</tr>
<tr>
<td>Chandigarh/Punjab and S.India Industrial Corridor</td>
<td>AM</td>
<td>AM</td>
<td>AM</td>
</tr>
<tr>
<td>Proposed Approaches</td>
<td>AM</td>
<td>AM</td>
<td>AM</td>
</tr>
</tbody>
</table>

- **India**
  - AM
  - Chandigarh/Punjab and S.India Industrial Corridor
  - AM

- **China**
  - AM
  - Beijing, and Jiangsu Province
  - AM

- **Turkey**
  - AM
  - Marmara Region - Catalca-Kocaeli-Bolumu
  - AM

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**Key:**

AM = Advanced Manufacturing
LOCAL ROLE OF BRAMPTON ECONOMIC DEVELOPMENT

- Provide a Nurturing Environment
- Networks in key industries and markets
- Raised awareness
- Brampton well positioned to:
  - identify and implement strategic solutions
  - Remain focused on qualitative business growth
- Promote economic growth and vitality
NEXT STEPS

2017 International Business Development and Marketing (IBDM) Work Plan
CONCLUSIONS

This Global Relationships & Opportunities strategy will align with:

• CoB 2016-2018 Strategic Plan: Smart Growth
• EDC 2015-2018 Priorities and Intended Outcomes
• EDT 2017 IBDM Work Plan and Budget

And will achieve a proactive approach to managing possible municipal cooperation relationships and business development opportunities
Thank you!

Sohail Saeed
Director, Economic Development & Tourism
905.874.3849
Sohail.Saeed@brampton.ca

www.brampton.ca/peoplepoweredeconomy
www.investbrampton.ca
Date: 2016-05-04

Subject: Post-Mission Information Report - Atlanta Human Health and Sciences Mission

Contact: Cassandra Baccardax, Senior Advisor, International Investment, Office of the Chief Operating Officer, Economic Development and Tourism, 905-874-3693, cassandra.baccardax@brampton.ca

Recommendations:

1. That the report from Sohail Saeed, Director, Economic Development and Tourism, dated May 4, 2016, to the Economic Development Committee Meeting of June 1, 2016, re: Post-Mission Information Report - Atlanta Human Health and Sciences Mission (File CE.x), be received.

Overview:

- In support of Council’s commitment to economic growth in Brampton, Council approved a 2015 International Business Missions report and 2016 Work Plan for the City.

- As per Council direction, a follow-up report on each international trade mission is to be provided.

- This report focuses on the City’s most recent efforts in attracting Human Health and Sciences investment through its execution of a business mission in Atlanta region, Georgia, USA, during April 2016.

- Highlights of the mission included 10 Pre-Qualified Meetings as well as meetings with Canadian Trade Commissioner Service and Metro Atlanta Chamber of Commerce.

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

Background:

Atlanta business mission was proposed to Economic Development Committee (EDC) January 20, 2016 in the Report entitled, “2015 International Business Missions Report and 2016 Work Plan”. It was approved by EDC Resolution ED004-2016. The Council Resolution is C021-2016.
The Confirming By-law is 14-2016. This information report is a “report back” on this mission.

**Current Situation:**

<table>
<thead>
<tr>
<th>Mission:</th>
<th>Atlanta Human Health and Sciences Business Attraction Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDC Meeting Date:</td>
<td>June 1, 2016</td>
</tr>
<tr>
<td>Date of Mission:</td>
<td>April 24-28, 2016</td>
</tr>
<tr>
<td>Sector(s):</td>
<td>Human Health and Sciences including sub-sectors of Medical Devices, Medical Services, Biotechnology, Pharmaceuticals, and MedTech</td>
</tr>
<tr>
<td>Market:</td>
<td>Metro Atlanta, Georgia, South East USA</td>
</tr>
<tr>
<td>Location:</td>
<td>Metro Atlanta</td>
</tr>
<tr>
<td>Attendee(s):</td>
<td>Snr. Advisor International Investment, Economic Development &amp; Tourism (EDT)</td>
</tr>
<tr>
<td>Partner(s):</td>
<td>CIDEP</td>
</tr>
<tr>
<td>Cost:</td>
<td>$12,281 ($10,000 lead generation, $2281 travel costs)</td>
</tr>
</tbody>
</table>

**Metrics:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contacts</td>
<td>14</td>
</tr>
<tr>
<td>Pre-Qualified Meetings (PQMs)</td>
<td>10+2</td>
</tr>
<tr>
<td>Arranged</td>
<td></td>
</tr>
<tr>
<td>PQMs Held In Person</td>
<td>9+2</td>
</tr>
<tr>
<td>Leads</td>
<td>9</td>
</tr>
<tr>
<td>Prospects</td>
<td>7</td>
</tr>
<tr>
<td>Hot Prospects</td>
<td>2</td>
</tr>
</tbody>
</table>

*Prospect: businesses who are giving serious consideration to the Greater Toronto Area/Brampton, with the market and financial wherewithal to invest sometime in the next 12-36 months.*

*Hot Prospect: a prospect with a more urgent timeline, whose goal is to make an investment in the next 6-12 months.*

**Highlights:**

- 9 client meetings with 7 prospects and 2 of those “hot” prospects
  - 1 meeting held at the Georgia Institute of Technology (GIT) business incubator
- 1 additional meeting to be held by conference call next month
- Two (2) meetings with organizations: Canadian Trade Commissioner Service (TCS) Atlanta (Global Affairs Canada) and Metro Atlanta Chamber of Commerce. Both are strong contacts for trade and investment and partnerships will be nurtured.

Learnings / Other Notes:
- Using a lead generation consultant to organize meetings was key to the effectiveness and efficiency of the mission.
- Lead generator consultant arranged high-quality leads – the majority have a solid business case for expansion in Canada plus the resources to invest.
- TCS Atlanta recommends future activity in South East cities such as Atlanta, Charlotte, Raleigh-Durham, Nashville and others, in various sectors.
- The current exchange rate makes it very affordable for American investment in Canada at this time. Other compelling attributes include Canada’s low federal tax rate of 26.5%, approximately 10% lower than state of Georgia. Most PQMs were in the suburbs of Atlanta, and these businesses immediately understood Brampton’s value proposition of being located in a large market while profiting from lower site costs.

Corporate Implications:

Financial Implications

This activity was funded from the approved 2016 Current Budget of the EDT Division. The expenditure breakdown is as follows:

<table>
<thead>
<tr>
<th>2016 Budget: Human Health Sciences Atlanta, April 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Generation</td>
</tr>
<tr>
<td>Flight, hotel</td>
</tr>
<tr>
<td>Other travel costs</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
</tr>
</tbody>
</table>

Other Implications: Next Steps

Staff shall undertake the following next steps:

1. Immediate follow up of the two “hot prospects”;
2. Receipt of the post-mission report from the lead generation consultant, expected mid-May;
3. Follow-up on remaining leads and prospects, as well as other influential contacts;
4. EDT has a protocol for client follow-up which includes touch points at regular intervals over the next two years, to ensure Brampton and the region become investors’ top site selection choices;
5. Planning for a 2017 mission to Atlanta or other cities in the U.S. South East will take place as part of 2017 budget and work plan activities.

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”

Moreover, this activity aligns with the intended outcomes of the EDC Priorities for the Term of Council 2014 – 2018:

1. Economic Growth and Vitality
   a. Business and employment growth
   b. Increased domestic and foreign investment
   c. Generate wealth and prosperity (strengthen quality of life)
   d. Increase assessment/tax revenue

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

Conclusion:

This mission was highly productive and client follow-up protocol will be executed so that Brampton is a top North American choice for international investors.

EDT recommends returning to the U.S. South East for additional lead generation in 2017.

Approved by: Cassandra Baccardax

Approved by: Sohail Saeed

Report authored by: Cassandra Baccardax
# Corporate Visitation Program Companies – June 2016

<table>
<thead>
<tr>
<th>Business</th>
<th>Address</th>
<th>Date &amp; Time</th>
<th>Ward</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zgemi</strong></td>
<td>100 Wilkinson Rd Unit 16 - 18</td>
<td>Jun 3</td>
<td>3</td>
</tr>
<tr>
<td>30 f/t employees</td>
<td></td>
<td>10 am</td>
<td></td>
</tr>
<tr>
<td>Construction, general</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>contractors, design,</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>build, development,</td>
<td></td>
<td></td>
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<tr>
<td>renovations</td>
<td></td>
<td></td>
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<tr>
<td><strong>ItalPasta</strong></td>
<td>116 Nugget Crt L6T 5A9</td>
<td>Jun 10</td>
<td>8</td>
</tr>
<tr>
<td>50 f/t employees</td>
<td></td>
<td>2 pm</td>
<td></td>
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<tr>
<td>Dry pasta manufacturing</td>
<td></td>
<td></td>
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<tr>
<td><strong>QBD Cooling Systems</strong></td>
<td>31 Bramsteel Rd L6W 3K6</td>
<td>Jun 17</td>
<td>3</td>
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<tr>
<td>175 f/t employees</td>
<td></td>
<td>10 am</td>
<td></td>
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<tr>
<td>Refrigerated cooler</td>
<td></td>
<td></td>
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<tr>
<td>display cases</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Magnum Integrated Systems</strong></td>
<td>200 First Gulf Blvd L6W 4T5</td>
<td>Jun 24</td>
<td>3</td>
</tr>
<tr>
<td>60 f/t employees</td>
<td></td>
<td>10 am</td>
<td></td>
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<tr>
<td>Manufacture/design/</td>
<td></td>
<td></td>
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<tr>
<td>engineer equipment in</td>
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<tr>
<td>primary metals</td>
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<td></td>
<td></td>
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<tr>
<td>industries</td>
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</table>
March 31, 2016

Mr. Dennis Cutajar  
Commissioner, Economic Development & Communications  
City of Brampton  
2 Wellington Street West  
Brampton, ON  
L6Y 4R2

Dear Mr. Cutajar,

The Greater Toronto Marketing Alliance has been the lead marketing agency for the Greater Toronto Area (GTA) in foreign direct investment for over 18 years. We have built on a proven track record of accomplishments and demonstrated accountability to our partners.

This was the best year in the history of the GTMA with 29 confirmed foreign direct investments by international companies creating over 120 initial direct-jobs in the GTA. In two years these new companies are expected to employ over 660 people.

When combining our 2015 results with earlier foreign direct investments, the GTMA has attracted 156 new international companies, creating over 5,200 direct-jobs which are contributing over $574 million annually to the GDP of the GTA. This has also resulted in well over $9 million in annual property taxes in the region.

I take this opportunity to thank our regional and municipal partners, private sector partners, colleges and universities, as well as the federal and provincial governments, for their support of our core needs and numerous FDI projects. Together we have been making the GTA a global magnet for foreign direct investment.

This is the last Annual Report of the GTMA. In early 2016 the GTMA will be merged with Invest Toronto to form a new, larger, better funded and staffed FDI agency for the Toronto Region.

I thank my GTMA colleagues for their consistently outstanding work and the GTMA Board of Directors for the support they have provided to the organization. We are completing the GTMA’s mandate for the Greater Toronto Area on a very high and successful level. The GTMA, together with Invest Toronto, has helped to lay the foundation for a very good start to the new agency.

I invite you to read the attached report. As always, the lines of communications with the GTMA had been open as we built on the mandate that was created in 1997. This mandate has now been assumed by the new regional agency as of April 2016.

Yours truly,

George Hanus  
President & CEO
2015 GTMA ANNUAL REPORT

BUILDING ON SUCCESS

GREATER TORONTO MARKETING ALLIANCE
2015 was another record-breaking year for the GTMA with respect to attracting foreign direct investment (FDI) to the Greater Toronto Area (GTA).

Collectively, we should all be proud of our achievements and contributions to the economy of the GTA as George Hanus, President & CEO outlines in greater detail within his letter. The GTMA continued to implement its FDI activities based on the 2011-2014 Corporate Strategic Plan. This plan was the result of an extensive consultation process with stakeholder groups and the GTMA Board of Directors.

This past year saw the GTMA focus on a select number of established and also new markets and limited sectors for proactive FDI work. However, the GTMA also assisted projects from other markets and sectors referred by partner organizations. The numerous projects and meetings have actively involved the private and public sector partners in our investment attraction efforts.

The GTMA’s human and financial resources were focused on its core mandate of FDI. This is reflected in our excellent results in 2015. Over the past several years, we have been implementing the recommendations of the “Roadmap to Revitalization” project on the future of the GTMA. Discussions with key decision-makers at the most senior levels of the provincial and federal governments have generated very encouraging indications of support. As such, we have played an active role in the creation of a new investment attraction agency that is expected to receive increased regional, provincial and federal funding in 2016.

The GTMA continued to face challenges of limited resources for its very important role. However, by collaborating with regional partners and related economic development organizations, a broader vision for the region was developed through the assistance of the “Roadmap to Revitalization” report. We understand that cities and regions are the key economic drivers of our nation. As such, I look forward to my continued collaboration with my municipal colleagues across the GTA, so that we can present a more cohesive and robust value proposition for international investment through the new agency that will be replacing the GTMA. The foundation of this new agency will be built upon a merger of the GTMA and Invest Toronto, and is expected to be operational by April.

Once again, I thank the GTMA staff for their hard work and efforts this past year. I must also highlight my appreciation of the Mayors and Regional Chairs and their respective municipal economic development professionals for their continued support of the GTMA. We are also thankful to the federal government for its support through the Department of Foreign Affairs, Trade and Development (DFATD) now known as Global Affairs Canada and the provincial government through the Ontario Ministry of Economic Development, Employment and Infrastructure (MEDEI) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

This is the final annual report of the GTMA. After over 18 years of active and successful efforts for the Greater Toronto Area, the GTMA is being transitioned into the new regional agency. The GTMA and its board, executive, staff, and partners can be proud of their shared contributions, which laid the foundation for this new and enhanced investment attraction model.

Mayor Dave Ryan
City of Pickering
Chair, GTMA
The GTMA has achieved a high level of success this year. We continued to apply what was working best at the GTMA, and made it work even better with our stakeholders and partners for the Greater Toronto Area (GTA). The GTMA continued to focus its resources and energies into its core mandate of foreign direct investment (FDI) on behalf of the GTA. We have built on a proven track record of accomplishments and demonstrated accountability back to our partners. This was the **best year in the history of the GTMA** with 29 confirmed foreign direct investments by international companies creating 121 initial direct jobs in the GTA.

In two years these new companies are expected to employ over 665 people.

We have collaborated for over 18 years with our partners in regional governments, business and academia to build on our past successes. When combining our 2015 results to the earlier investments, the GTMA has attracted 156 new international companies, creating about 5220 direct jobs which are **contributing over $574 million annually to the GDP** of the GTA. This has also resulted in well over $9 million in annual property taxes in the region.

We recognized that no organization could afford to be complacent. The challenge we undertook was one which required us to create a new climate and new commitment to meet today’s competitive environment in attracting new international investors. Our 2011-2014 Corporate Strategic Plan outlined our goals and strategies. In the past three years we brought a new focus and commitment to our FDI efforts, expanding the advanced manufacturing sector and a new approach in working with in-market representatives who have the right business connections. This approach has been confirmed by the increased flow of new investors.

We had worked on the new “Roadmap to Revitalization” initiative that looked at how the GTMA compares to other jurisdictions with the intention of gaining support for an expanded role of the GTMA through additional resources. This effort was pursued throughout the year under the leadership of our Chair, Mayor David Ryan. We had applied for funding and had then been advised that this would only be possible if a new foreign direct investment agency would be created. This was encouraging news in our efforts on behalf of the GTA based on the recommendations of the report. We then assisted in the creation of this new agency.

The GTMA, along with its broad network of stakeholders, was part of a commitment that builds on the considerable strengths and diverse economy in the GTA. The success of the GTMA was based on a **commitment to the long-term and to team work**. We continued to seek ways of collaborating with our local partners while reaching out to international intermediaries to strengthen the GTA’s profile and position among international investors.

We’re proud of our partnerships across the region, with the private sector and public sector and also our relationship with the GTA colleges and universities in the important role they play in our investment attraction strategy.

As President & CEO, my activities were focused on communication and corporate sustainability. With our network of stakeholders effective communication was vital in keeping everyone informed. We listened to their needs. I had also been active in selected FDI projects to secure more new investors for the GTA and presented to several incoming foreign business delegations to raise the profile of the GTA in furthering their foreign business activities.

Our funding partners continued to show support for the GTMA in 2015. I want to take this opportunity to thank our regional and municipal partners, private sector partners, colleges and universities, as well as the federal and provincial governments, for their support of our core requirements and on numerous FDI projects.

This is the **last Annual Report of the GTMA**. In early 2016 the GTMA will be merged with Invest Toronto to form a new, larger, better funded and staffed FDI agency for the Toronto Region. I take this opportunity to thank my GTMA colleagues and the GTMA Board of Directors for the support they have provided to me and the organization. We are completing the GTMA’s mandate for the Greater Toronto Area on a very high and successful level. The GTMA has also laid the foundation, along with Invest Toronto, for a very good start to the new agency.

Together we have been making the GTA a global magnet for foreign direct investment.

George Hanus
President & CEO
GTMA
## INTERNATIONAL MARKETS

**INTERNATIONAL MARKETS TARGETED**
- Europe – The Netherlands, Italy, United Kingdom, Switzerland, Germany, Sweden, Finland, Belgium and Poland
- South America – Brazil, Chile and Colombia
- United States of America – California and Chicago
- The Middle East – Turkey

**JOINT MARKETING PARTNERSHIPS**
- Ontario Technology Corridor (OTC)
- Ontario Food Cluster (OFC)

## ACTIVITIES WHERE INTERNATIONAL LEADS WERE GENERATED IN 2015

<table>
<thead>
<tr>
<th>MARKET</th>
<th>ACTIVITY</th>
<th>CITY/REGION</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>OTC: GDC/Game Connection &amp; PQM</td>
<td>California</td>
<td>March 2 - 5</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>PQM</td>
<td>Amsterdam</td>
<td>March 30 - April 3</td>
</tr>
<tr>
<td>Brazil</td>
<td>OFC: APAS &amp; PQM</td>
<td>Sao Paulo</td>
<td>May 2 - 7</td>
</tr>
<tr>
<td>Italy</td>
<td>PQM</td>
<td>Northern Regions</td>
<td>May 11 - 15</td>
</tr>
<tr>
<td>USA</td>
<td>OFC: Sweet &amp; Snacks Expo &amp; PQM City of Mississauga</td>
<td>Chicago</td>
<td>May 19 - 21</td>
</tr>
<tr>
<td>Switzerland</td>
<td>PQM</td>
<td>Benelux</td>
<td>June 15 - 19</td>
</tr>
<tr>
<td>Brazil / Chile / Colombia</td>
<td>PQM</td>
<td>Sao Paulo, Porto Alegre / Santiago / Bogota</td>
<td>July 26 - August 7</td>
</tr>
<tr>
<td>Germany</td>
<td>OTC: GDC / Gamescom &amp; PQM</td>
<td>Cologne</td>
<td>August 3 - 8</td>
</tr>
<tr>
<td>Italy</td>
<td>PQM</td>
<td>Northern Regions</td>
<td>September 4 - 11</td>
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<tr>
<td>UK / Italy / The Netherlands</td>
<td>PQM</td>
<td>London / Northern Regions / Amsterdam</td>
<td>October 2 - 13</td>
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<tr>
<td>Germany</td>
<td>OFC: ANUGA &amp; PQM</td>
<td>Cologne</td>
<td>October 10 - 14</td>
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<tr>
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<td>PQM</td>
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<td>October 25 - November 6</td>
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<td>Stockholm / Helsinki</td>
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<tr>
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<td>Exploratory / PQM</td>
<td>Istanbul</td>
<td>November 10 - 13</td>
</tr>
<tr>
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<td>November 10 - 13</td>
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<td>Brussels / Rotterdam / Zurich / Stockholm</td>
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<td>Exploratory / PQM</td>
<td>Warsaw / Krakow</td>
<td>November 20 - 29</td>
</tr>
</tbody>
</table>

*See page 12 for legend*
13.1-6

INTERNATIONAL INVESTMENT

The GTMA’s main mission is to attract foreign direct investment (FDI) into the Greater Toronto Area (GTA) in order to boost the economy and foster job creation. **2015 proved to be our best year!** We secured 29 international investments and created 121 new direct jobs that are estimated to grow to 665 jobs in the next two years.

### 2015 NEW INVESTMENTS

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>GTA LOCATION</th>
<th>SECTOR</th>
<th>ORIGIN</th>
<th>INITIAL JOBS</th>
<th>LEAD YEAR</th>
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<tbody>
<tr>
<td>Dekra</td>
<td>Toronto / Brampton</td>
<td>Adv. MFG / Automotive</td>
<td>Germany</td>
<td>6</td>
<td>2007</td>
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<tr>
<td>Mysis</td>
<td>Toronto</td>
<td>ICT</td>
<td>USA</td>
<td>4</td>
<td>2010</td>
</tr>
<tr>
<td>Murex</td>
<td>Toronto</td>
<td>ICT</td>
<td>France</td>
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<td>2010</td>
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<tr>
<td>Paques</td>
<td>Richmond Hill</td>
<td>Energy &amp; Environment</td>
<td>The Netherlands</td>
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</tr>
<tr>
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<td>Toronto</td>
<td>Financial Services</td>
<td>The Netherlands</td>
<td>3</td>
<td>2012</td>
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<tr>
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<td>Adv. MFG</td>
<td>UK</td>
<td>6</td>
<td>2012</td>
</tr>
<tr>
<td>Stefanini</td>
<td>Toronto</td>
<td>ICT</td>
<td>Brazil</td>
<td>1</td>
<td>2012</td>
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<tr>
<td>Talav Systems</td>
<td>Vaughan</td>
<td>Adv. MFG</td>
<td>Italy</td>
<td>2</td>
<td>2012</td>
</tr>
<tr>
<td>Assetlink</td>
<td>Toronto</td>
<td>Business Services</td>
<td>Australia</td>
<td>3</td>
<td>2013</td>
</tr>
<tr>
<td>Bolat Materials</td>
<td>Mississauga</td>
<td>Mining / Construction</td>
<td>India</td>
<td>3</td>
<td>2013</td>
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<tr>
<td>Grintex India Limited</td>
<td>Markham</td>
<td>Aerospace &amp; Defense</td>
<td>India</td>
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<td>2013</td>
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<tr>
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<td>Toronto</td>
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<td>USA</td>
<td>1</td>
<td>2013</td>
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<td>Pilosio</td>
<td>Whitchurch-Stouffville</td>
<td>Construction</td>
<td>Italy</td>
<td>3</td>
<td>2013</td>
</tr>
<tr>
<td>Acanto</td>
<td>Markham</td>
<td>ICT</td>
<td>Brazil</td>
<td>2</td>
<td>2014</td>
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<tr>
<td>Alexander Dennis</td>
<td>Vaughan</td>
<td>Adv. MFG</td>
<td>UK</td>
<td>19</td>
<td>2014</td>
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<tr>
<td>Forno Santa Europa</td>
<td>King City</td>
<td>Agri-Food</td>
<td>Italy</td>
<td>2</td>
<td>2014</td>
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<tr>
<td>Galtronics Corporation</td>
<td>Toronto</td>
<td>ICT</td>
<td>Israel</td>
<td>10</td>
<td>2014</td>
</tr>
<tr>
<td>LINKBYNET</td>
<td>Toronto</td>
<td>ICT</td>
<td>France</td>
<td>2</td>
<td>2014</td>
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<tr>
<td>Nano Leaf</td>
<td>Toronto</td>
<td>Green Tech</td>
<td>Hong Kong</td>
<td>15</td>
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<tr>
<td>Pro Bono Bio</td>
<td>Toronto</td>
<td>Life Sciences</td>
<td>UK</td>
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<td>2015</td>
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<tr>
<td>BAS Holding</td>
<td>Multiple</td>
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<td>The Netherlands</td>
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<td>2015</td>
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<tr>
<td>Edil Capacci</td>
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<td>Construction</td>
<td>Italy</td>
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<td>USA</td>
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<td>TopDesk</td>
<td>Toronto</td>
<td>ICT</td>
<td>The Netherlands</td>
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<td>2015</td>
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### CLIENT ACTIVITY

<table>
<thead>
<tr>
<th>CLIENT TYPE</th>
<th>QUARTER</th>
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<td>Hot Leads</td>
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<tr>
<td>Prospects</td>
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<td>13</td>
</tr>
<tr>
<td>New Investments</td>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>

**LEADS** are investment related inquiries generated from trade shows and conferences, business trips, pre-qualified lead generation programs or by direct contact through the web or as a referral. Leads are generated internally through GTMA’s lead generation team or through intermediary referrals from the government of Canada, Ontario, regions and municipalities, private-public sectors and the Canadian Post.

**HOT LEADS** are inquiries that have been followed up, had a preliminary visit to the GTA and a meeting with the GTMA has taken place. Hot leads at this point have not met with GTMA’s service partners.

**PROSPECTS** are qualified investors that have visited the GTA and have received a substantial amount of direct servicing including meetings with representatives from the GTMA and its partners with the potential investor’s key location decision-makers. Prospects have also been provided with business development support.

**NEW INVESTMENTS** are investors that have confirmed that they have opened operations within the GTA.
Europe and North America are in the forefront as the largest source of the GTMA's leads and prospects. However, South America and Asia are growing rapidly in importance as sources for investment. While the high-activity industries are led by ICT and advanced manufacturing, 2015 witnessed a steady interest from the construction and business services sectors. Increasingly, GTMA's marketing initiatives are accounting for growing proportions of investment.

**INVESTMENTS IN THE GTA ASSISTED BY THE GTMA (1999-2015)**

- **Acanto**
- **Accenture Inc.**
- **AIC Group Film Studios**
- **Alexander Dennis**
- **Alnairll**
- **American United Entertainment**
- **Apex Systems**
- **Aquantia**
- **Arkati Inc.**
- **Arkadium**
- **Assetlink**
- **Avanti**
- **BAS Holding**
- **BBA**
- **Bolat Materials**
- **Brand Networks**
- **BRE Group**
- **Buchanan Group**
- **Centro Solar AG**
- **Circles**
- **Citifinancial**
- **Coach IT**
- **Cognizant Tech Solutions**
- **Coin Co International Plc**
- **Computer Aid Inc.**
- **Corp Events**
- **Credit Risk Management**
- **CSF Radiators**
- **Custom Blog Products Can**
- **Dealer Tire**
- **Deekra**
- **Delta Light**
- **DEME/DEC NV**
- **DIF**
- **Direct-Link**
- **Doogits**
- **Edil Capacci**
- **EDP Renewables**
- **EIE Global**
- **ETAP-ON-LINE**
- **Fairfax Third Bank**
- **Fifth Third Bank**
- **First Commercial Bank**
- **FK Biotech**
- **FlexCash**
- **Forcecare**
- **Forno Santa Europa**
- **Forward Innovations Tech Inc.**
- **Foster Moore**
- **Fronius Canada**
- **Galtronics Corporations**
- **Gameloft**
- **Gateway Technolabs**
- **Grintex India Limited**
- **HDF/DTA**
- **Helukabel USA Inc.**
- **Indieogo**
- **IDOM**
- **Informed Consulting Ltd**
- **Infosys Technology Innovation**
- **KBE Intelligent**
- **Kerridge Inc**
- **Koei Inc**
- **Larchgold Canada Co Ltd**
- **LINKBNET**
- **LISEC Engineering**
- **Little Kickers**
- **LotusMart**
- **Martifer Solar**
- **Mastek**
- **Mazzoli**
- **Mirabaud**
- **Moirys**
- **Mountain Warehouse**
- **Murex**
- **Nanoleaf**
- **Nation Builder**
- **Nestle IT**
- **New GPC Inc**
- **Newgen**
- **Oak Systems International**
- **Oaksam Canada Inc**
- **OAO Tech**
- **Old Navy / The Gap**
- **Ortec Finance**
- **Patri Computer Systems**
- **Paques**
- **Peer Network**
- **Penn Corp**
- **Pilosio**
- **Plenary Group Canada**
- **Polaris Software Lab Canada**
- **Polyflor**
- **Pro Bono Bio**
- **Project-I**
- **PSide**
- **Rational**
- **Return Path**
- **RiseSmart**
- **Satyam Computer Services**
- **SDI Media Group**
- **Sessions Automation**
- **Services LCS Canada Inc**
- **Shootround**
- **Siliken Renewable Energy**
- **Sinovel Wind**
- **Siradel Canada**
- **Soundhound**
- **Spintopia/Vision2Hire**
- **Stefanini**
- **Sumitomo**
- **Summer Music Conference**
- **Sycor Canada Inc**
- **Talav Systems**
- **Tannoral**
- **Target**
- **Tech Space (Regus Bus. Centres)**
- **Tem International**
- **The Swann Group**
- **TheraVite Inc**
- **Thoroughbred Technologies**
- **TopDesk**
- **TOS Trade Canada Inc**
- **Turner & Townsend**
- **Ubisoft Toronto**
- **Uline Shipping Supply Specialist**
- **Vocser Limited**
- **Ward and Burke Construction Ltd**
- **We RecoverData**
- **Wilton Manufacturing**
- **Wipro Technologies**
- **Wrench Solutions**
- **Zomato**
13.1-8
THE REGIONAL ECONOMIC IMPACT OF NEW FOREIGN DIRECT INVESTMENT

Foreign Direct Investment (FDI) is a key driver of economic growth. GTMA’s regional approach to economic development activities, including attracting FDI, drives region-wide economic prosperity. FDI results in:

- Quantifiable economic benefits including: new capital investments, jobs and tax revenues for all levels of government.
- Spill over economic benefits such as: new knowledge, talent, scale, global distribution networks, enhanced competition, and productivity gains.

SAMPLE BUSINESS PROFILES OF NEW INVESTMENTS

The following selection of 2015 investors highlights the diverse nature of businesses entering the GTA. These companies have selected different municipalities to host their investment endeavours and plan to engage an advanced labour market to grow their business. A complete list of 2015 investors can be found on page 4.

Pro Bono Bio, the world’s leading nanotechnology company from UK offering health and lifestyle products, has launched its North American operations with headquarters based in Toronto, Canada and secured US$15M in funding to accelerate the global launches of FLEXISEQ™ and SEQUADERMA™ as well as help fund its ambitious research and development programs that continue to place Pro Bono Bio at the forefront of nanotechnology healthcare development. The company hired their Canadian CEO, Jason Flowerday, who brings a great deal of relevant experience as part of the top team heading up Pro Bono Bio’s expansion into North America. The company started operations with 3 staff members slated to increase to 20 by end of 2017.

Ortec Finance, a global provider of technology and advisory services for risk and return management, set up an office in Toronto to service its Canadian clients. Established in Rotterdam in 1981, Ortec Finance has 200 employees who combine mathematical ability, business awareness, and practical application to deliver innovative and pragmatic solutions for over 350 worldwide institutional and private investors with combined assets in excess of $2 trillion. The Toronto office is headed by the Country Manager and will have 3-5 employees by the end of 2016.

Aquantia, a leading semiconductor developer and global supplier of high-speed connectivity solutions for data centers, enterprise and WLAN applications, opened an 4,600 sq. ft. office in Toronto with 10 employees, slated to increase to 15 by end of 2016. Headquartered in Silicon Valley, California, Aquantia offers 10GBASE-T and AQRate PHY product lines lead the market with low-power, high-performance, and high-density silicon solutions.

German-based Dekra expanded to Canada opening up two locations and hiring 6 employees locally in Brampton and Toronto to provide independent testing, inspections, and certifications to Canadian customers in the automotive sector. The two testing facilities have a combined area of 10,000 sq. ft. One of the world’s leading expert organizations with 35,000 employees in 50 countries, Dekra performs 26 million vehicle inspections worldwide each year. In North America, DEKRA’s services are expanding as they work diligently to meet customer needs in the US, Canada and Mexico.

With 500 employees and 11 branches worldwide, TOPdesk set up its Canadian office in Toronto in 2015 hiring a Country Manager and 2 employees in the start-up phase. The Dutch company TOPdesk offers standardized but flexible service management software, as well as services such as training and consultancy. TOPdesk is a powerful and complete service management package for IT, Facilities Management and eHRM help desks. Over 4,000 organizations use their software to improve their services. TOPdesk’s user-friendly solution, experienced consultants and expert support help raise service levels and reduce department workload.
GTMA's collaboration and coordination produces results: New foreign direct investments in the GTA

Between 1999-2015, the GTMA has helped 156 foreign companies start operations in the GTA resulting in:

- Creating approximately 5,220 new direct jobs
- Occupying 1 million sq. ft. of office and manufacturing space
- Over $91 million annually in property taxes
- Over $574 million annually to GTA GDP
- A boost to GTA sectors such as Business Services, Energy, Green Tech, Finance, HR, ICT, Agri-Food, Life Sciences, Digital Media, Advanced Manufacturing, Retail, Warehouses, Packaging, Construction, Mining, Automotive and Aerospace

*Based on estimate given by the City of Toronto (2015) $385k and $115000 employees

The Ontario Ministry of Economic Development, Employment and Infrastructure (OMEDDI) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) have been active partners with the GTMA on a project basis in selected sectors and markets for which their support is much appreciated. The GTMA is also an active user of the Ontario Investment and Trade Centre (OITC).

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13.1-10

BUILDING RELATIONSHIPS — INTERNATIONALLY

The Greater Toronto Marketing Alliance (GTMA), in cooperation with its 51 public-private sector partners, continued to be active throughout 2015, travelling to develop leads and generate results for the GTA on the international level.

“Our long standing relationship and collaboration with the GTMA has been instrumental in helping dynamic businesses to invest in Canada and the Greater Toronto Area. My investment advisory staff have worked closely with Tony Romano and his investment team. The GTMA’s business alliances are unique, bringing the right partners to the table with the experience to relate to our client’s goals and needs. They are one of our strongest partners and we look forward to continuing our relationship to build on what we have achieved.”

Khawar Nasim, Senior Trade Commissioner, Canadian Embassy, The Hague, The Netherlands

The GTMA dealt with a total of 672 new investment leads, met with 112 potential investors and garnered 29 new investments for the GTA in 2015. In order to build and nurture those all-important personal relationships, GTMA representatives worked with companies from several markets, paying special attention to four international markets in particular; Europe, South America, Asia and the Middle East.

EUROPE
ITALY, THE NETHERLANDS, BELGIUM, SWEDEN, SWITZERLAND, FINLAND
MARCH 12-21 / MAY 11-15 / JUNE 15-19 / SEPTEMBER 3-12 / OCTOBER 2-13 / NOVEMBER 7-13 / NOVEMBER 19-20

“The GTMA continued to be proactive in the European market, targeting Italy, Netherlands, Belgium, in addition to participating as part of the Canada Community City Alliance (CCCA) initiative in Sweden and Switzerland. The international partnerships and collaborations with our global intermediaries, Canadian Posts and in-market consultants has played a critical role in our success and strengthen our ability to attract new foreign investment to the Greater Toronto Area.”

Tony Romano, Vice President, Corporate and Investor Services

GERMANY
AUGUST 3-8 / NOVEMBER 10-13

As a member of the Ontario Food Cluster regional initiative, the GTMA partnered with 10 Ontario communities targeting Anuga in Cologne, Germany - the largest fair for the global food industry. The five-day event attracted over 7000 exhibitors from more than 100 countries. Liana Hovakimyan represented the GTMA as part of the delegation meeting with over 45 pre-qualified companies considering Canada as their North American expansion hub.

Following the meetings at the fair, the GTMA executed a GTA soft-landing program for Natural Cakes from Israel and Roboplast from Italy, both participants at Anuga.
POLAND
NOVEMBER 22-27
Over the last several years, the GTMA has been meeting with a number of Polish companies especially in the digital media/ICT sector at major trade shows throughout Europe and North America. GTMA has been monitoring their activities and interest in the North American market and recently these companies have shown keen interest in establishing a presence in the market. Gerald Pisarzowski, Vice-President Business Development organized the first GTMA mission into that market to meet with these firms. Some firms were looking to expand into the market while others were also looking for talent to bolster their production and improve their products, making them more competitive and appealing to the global market.

A special thanks to Robert Schweinberg, CARO Consultants, Nicholas Lepage, Counsellor Commercial, Senior Trade Commissioner Canadian Embassy in Poland, and Hanna Mroz, Trade Commissioner.

SOUTH AMERICA
BRAZIL / CHILE / COLOMBIA
MAY 4-7 / JULY 27-AUGUST 7 / OCTOBER 26-NOVEMBER 6
Gerald Pisarzowski, Vice-President Business Development organized three missions into the South American market one of which was on behalf of the Ontario Food Cluster to participate in APAS, a major food and beverage processing trade show held every year in Sao Paulo. The OFC delegation met with companies at the trade show but also held a number of pre-qualified meetings with companies in their headquarters in Sao Paulo. In addition to companies in the food and beverage processing sector other sectors of interest included digital media, and ICT. Building on the solid foundation established in the Brazil market and based on an opportunity analysis of South America the GTMA decided to explore opportunities in Chile and Colombia.

During this trip the GTMA met with over 50 companies interested in expanding their operations into North America and were willing to consider the Toronto region as a location for their investment.

A special thank you to Immersion Lab, Mauricio Godinho, Mayor Bonnie Crombie, City of Mississauga, Mayor David Ryan, City of Pickering and Councillor Ana Baitão, City of Toronto. The GTMA would like to also thank Stephane Larue, Consul General, Consulate General of Canada in Sao Paulo, Geoff White, Senior Trade Commissioner, Canadian Embassy in Chile and Ladan Amirrazzi, Counsellor (Commercial) and Senior Trade Commissioner and Claudia Gutierrez, Trade Commissioner, Canadian Embassy in Colombia.

MIDDLE EAST
TURKEY
NOVEMBER 10-13
The GTMA was invited by the Istanbul Chamber of Commerce to participate in a seminar focusing on business opportunities in the GTA. Many Turkish companies are already doing business in other parts of the globe and they are showing a growing interest in North America. Gerald Pisarzowski, Vice-President Business Development introduced the GTMA’s “Soft Landing” program and spoke about the client servicing that the Alliance offers companies interested in establishing an operation in the GTA.

The GTMA would like to thank Stephen Green, Partner, Green & Spiegel and Eren Sari, Business Development Consultant, Green & Spiegel, 2nd Rene Wassil, Canadian Commercial Attache, Consul and Trade Commissioner, Canadian Consulate General in Istanbul for their support and assistance with this mission.
13.1-12
BUILDING RELATIONSHIPS LOCALLY

MAY 13
Annual General Meeting (AGM)

OCTOBER 21-22
Think Canada: Global Business Summit

THINK CANADA: GLOBAL BUSINESS SUMMIT

BRINGING WORLD CLASS BUSINESS THINKING TO ONTARIO AND THE TORONTO REGION

Think Canada: Global Business Summit welcomed 58 ready-to-expand global business leaders to be a part of Canada's largest inbound foreign direct investment initiative held at the Ontario Investment and Trade Centre from October 21 to 22, 2015. On October 21st, 7 expert professionals from Banking, Legal, Immigration, Taxation, Human Resources, Marketing and Real Estate discussed why prospects from Advanced Manufacturing, Agri-Food, Construction, Energy, Financial Services, Health Services, ICT, Logistics, Retail and Business Services, should invest in Canada. In addition, GTMA engaged with all levels of government, across all public and private sectors including Canadian Posts, to schedule 436 B2B meetings between prospects and Canadian companies. Whether it's Greenfield Investment, partnerships or joint ventures, Think Canada: Global Business Summit was a vehicle for foreign investors to tap into vast resources from the public and private sectors in order to better understand how to locate their business in Canada. Currently, 23 Foreign investors have confirmed dates and programs on expanding their companies to the GTA.

Think Canada: Global Business Summit was made possible by the funding support from: Invest Canada Community Initiatives, part of Global Affairs Canada programs, Scotiabank, Miller Thomson LLP, CTS North America, Green & Spiegel LLP, Collins Barrow LLP, thinkCOMPASS Inc., City of Brampton, City of Mississauga, City of Pickering, Durham Region, City of Toronto and Invest Toronto.

Think Canada: Global Business Summit was an initiative supported by the government of Ontario.

ENGAGING STUDENTS IN THE GTA

George Hanus, President and CEO of GTMA, gave presentations at York University and Schulich School of Business about the GTA, the GTMA and investment attraction to students studying economic development. The GTMA welcomes opportunities to engage with students and contribute to local education programs.
# INTERNATIONAL LEAD GENERATING STRATEGIES PLANNED FOR 2016

## GTMA FINAL LEAD GENERATING PLANS FOR 2016

<table>
<thead>
<tr>
<th>MARKET</th>
<th>ACTIVITY</th>
<th>CITY/REGION</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>OTC: Mobile World Congress &amp; PQM</td>
<td>Barcelona</td>
<td>February 22 - 26</td>
</tr>
<tr>
<td>Brazil</td>
<td>CCCA &amp; PQM</td>
<td>Rio de Janeiro / Sao Paulo / Recife</td>
<td>March 7 - 16</td>
</tr>
<tr>
<td>USA</td>
<td>OTC: GDC &amp; PQM</td>
<td>California</td>
<td>March 14 - 18</td>
</tr>
<tr>
<td>France / Netherlands / Italy</td>
<td>PQM</td>
<td>Paris / Amsterdam / Rome / Milan</td>
<td>March 27 - April 8</td>
</tr>
</tbody>
</table>

While the GTA is an attractive product to sell as a centre for business and innovation and a leading world economic powerhouse, extensive research and consultations undertaken since 2012 determined that the GTA is facing increasing global competition for FDI from other foreign jurisdictions and is significantly underperforming relative to its potential. As a result, a new regional FDI attraction agency incorporated as GTA Region Investment Attraction (Newco, with the brand name to be finalized), has been formed and will be launched in April, 2016. NewCo will replace the GTMA as well as InvestToronto - the FDI attraction agency for the City of Toronto and a GTMA partner. NewCo will act as the catalyst to meet this challenge and will take increasingly aggressive actions to attract FDI and secure renewed commitment for the Greater Toronto Area to succeed in today’s competitive investment attraction environment.

## LEGEND

- **APAS**: International Exhibition for Supermarkets
- **BRIC**: Brazil, Russia, India, China
- **CCBC**: Canada China Business Council
- **DFATD**: Department of Foreign Affairs, Trade and Development Canada
- **FDI**: Foreign Direct Investment
- **GDC**: Game Developers Conference
- **ICCO**: Italian Chamber of Commerce of Ontario
- **MEDEI**: Ministry of Economic Development, Employment and Infrastructure
- **OFC**: Ontario Food Cluster
- **OMAFRA**: Ontario Ministry of Agriculture, Food and Rural Affairs
- **OTC**: Ontario Technology Corridor
- **PQM**: Pre-Qualified Meetings
We believe in building strong partnerships. The GTMA partnerships brings together the 29 municipalities and regions that make up the Greater Toronto Area (GTA), colleges and universities, the governments of Ontario and Canada, several not-for-profit organizations and a cross section of private-sector corporations. Drawing on the expertise and resources of our partner organizations, the GTMA actively promotes the GTA internationally and provides companies with professional assistance in evaluating, planning and implementing an expansion or move into the GTA.

The GTA is Canada's largest and most influential regional market, covering 7,124 square kilometers (2,750 square miles) with a growing population of over 6.1 million.
The GTMA maintains constant contact and collaboration with its partners in the public and private sectors. We are proud of the breadth and quality of the leaders who have agreed to serve on our boards and committees. Their leadership, dedication and guidance have contributed to building the foundation for the continued success of the GTMA.

**BOARD OF DIRECTORS**

**VOTING MEMBERS**

- **Mayor David Ryan**, Chair, Public Sector Region of Durham, City of Pickering
- **Michael S. Ras**, Vice Chair, Sen. Assoc. Public Affairs GCI Group
- **George Hanus**, President & CEO, Greater Toronto Marketing Alliance
- **Mayor John Tory**, City of Toronto
- **John Davidson**, Director, Economic Development, Regional Municipality of Halton
- **Eugene Gierzak**, Partner, Miller Thomson LLP
- **Gary Carr**, Regional Chair, Regional Municipality of Halton

- **Derek Millar**, Vice President, CTS North America
- **Colin Ross**, President, DTZ, a UGL Company
- **Robert Siddall**, Chief Financial Officer, Metrolinx
- **John B. Simcoe**, Partner, Audit & Assurance, PricewaterhouseCoopers LLP
- **Ted Grucetzer**, Vice President, Corporate Relations & Communications, Ontario Power Generation
- **Dr. Pamela Ritchie**, Dean, Faculty of Business & Information Technology, University of Ontario Institute of Technology

- **Lorraine McKee**, Acting Vice President, Stakeholder Relations & Communications, Greater Toronto Airports Authority
- **Mayor Linda Jeffrey**, City of Brampton
- **Joe Li**, Regional Councillor, City of Mississauga
- **Michael Williams**, General Manager, Economic Development & Culture, City of Toronto, GTAEDP for Toronto

**NON-VOTING MEMBERS**

- **Jim Feir** (Associate), Director & Senior Trade Commissioner, Foreign Affairs, Trade & Development Canada
- **Norman Lingard**, Manager, Economic Development, Town of Caledon
- **Susan Amringer**, Director, Economic Development, City of Mississauga
- **Kathy Weiss**, Director, Economic Development & Tourism, Regional Municipality of Durham
- **Doug Lindebloom**, Director, Economic Strategy, Regional Municipality of York
- **Dennis Cutajar**, Chief Operating Officer, City of Brampton

**HONOURARY BOARD MEMBERS**

- **Hazel McCollum**, Former Mayor, City of Mississauga
- **Lawrence M. Tenenbaum**, Chairman & CEO, Kilmer Van Nostrand Co. Ltd
- **David Agnew**, President, Seneca College of Applied Arts & Technology
- **Elyse Allan**, President & CEO, General Electric Canada
- **John Bicove Jr.**, Executive Chairman Obelisk
- **Dr. Ron Bordessa** (Ret.), President Emeritus, University of Ontario Institute of Technology

- **Ann Buller**, President & CEO, Centennial College of Applied Arts & Technology
- **David Crombie** (Ret.), President, & CEO, Canadian Urban Institute
- **David Gavin**, Associate Chair, Ontario Civilian Police Commission
- **Paul Godfrey**, President & CEO, Postmedia Network Inc.
- **Sheldon Levy**, President & Vice-Chancellor, Ryerson University
- **Peter Lukasiewicz**, Chief Executive Officer, Gowling Lafleur Henderson LLP

- **B. William Masson** (Ret.), President, H. Martin Ltd.
- **Dr. David Naylor** (Ret.), President Emeritus, University of Toronto
- **Gordon Nixon** (Ret.), President & CEO, RBC Royal Bank
- **Philip Olsson**, Partner, KJ Harrison & Partners Inc.
- **Hari Panday**, President & CEO, PanVest Capital Corporation
- **Dale E. Richmond**, President & CEO, DERX Inc.

**EXECUTIVE COMMITTEE**

- **Mayor David Ryan**, Chair, Region of Durham, City of Pickering
- **George Hanus**, President & CEO, Greater Toronto Marketing Alliance
- **John Davidson**, Director, Economic Development, Regional Municipality of Halton
- **Jonathan Simcoe**, Partner, Audit & Insurance, PricewaterhouseCoopers LLP
- **Michael S. Ras**, Senior Associate, Public Affairs, GCI Group

- **Dr. Pamela Ritchie**, Dean, Faculty of Business & Information Technology, University of Ontario Institute of Technology
- **Derek Millar**, Vice President, CTS North America

**NOMINATING & GOVERNANCE COMMITTEE**

- **Robert Siddall** (Chair), Chief Financial Officer, Metrolinx
- **George Hanus**, President & CEO, Greater Toronto Marketing Alliance

**COMPENSATION COMMITTEE**

- **Derek Millar**, Vice President, CTS North America
- **George Hanus**, President & CEO, Greater Toronto Marketing Alliance
- **Michael S. Ras**, Senior Associate, Public Affairs, GCI Group
- **Mayor David Ryan**, GTMA Chair, Region of Durham, City of Pickering

**AUDIT COMMITTEE**

- **John B. Simcoe** (Chair), Partner, PricewaterhouseCoopers LLP
- **George Hanus**, President & CEO, Greater Toronto Marketing Alliance
- **Mayor David Ryan**, GTMA Chair, Region of Durham, City of Pickering

**CORPORATE GOVERNANCE**
The GTMA is the lead marketing agency for the Greater Toronto Area (GTA) and the key point of contact for foreign direct investment (FDI) in the GTA.

**WHO WE ARE**

The GTMA, a public-private partnership, has served as the key point of contact for companies exploring various opportunities in the Greater Toronto Area. The partnership brings together the 29 municipalities and regions in the GTA, the governments of Ontario and Canada, several not-for-profit organizations, colleges and universities, and a cross-section of private sector corporations.

GTMA business information and site selection services are fully confidential and provided at no cost. Investors working with the GTMA receive support and expert guidance from human resource consultants, financial and legal advisors, and commercial/industrial real estate professionals. They also benefit from key contacts with corporate executives and senior government officials. By providing all-encompassing services to investors, the GTMA helps facilitate investment in the GTA, and ensures the region is positioned internationally as a preferred business location.

**OUR MISSION**

To expand the economy of the Greater Toronto Area by raising the profile of the region internationally to attract new investment and employment.

**OUR VISION**

To be recognized as the primary marketing voice for attracting international investment and employment to the Greater Toronto Area.

**WHO BENEFITS**

The GTMA has helped secure investments that have brought thousands of jobs and hundreds of millions of dollars in activity to the GTA since 1997. All of our partners have shared in the benefits. These returns will continue to grow as further investments now in planning and negotiation stages come to fruition.

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May 25, 2016

Dennis Cutajar  
Chief Operating Officer  
City of Brampton  
dennis.cutajar@brampton.ca

Dear Mr. Cutajar,

On behalf the Downtown Brampton BIA Board of Directors, we are reaching out to you to discuss the opportunity for the Downtown Brampton BIA and the City of Brampton to strengthen each other’s core function in the promotion of Brampton’s downtown at large.

As you know, the Downtown Brampton BIA promotes the commercial area as a vibrant shopping, dining and cultural district. Through the use of promotional activities such as special events, event sponsorship, advertising, and beautification programs, the BIA aims to keep the area foremost in the public’s mind as an attractive, place to shop, eat, work, play and discover.

With the newly revived Downtown Brampton BIA in place, the board of directors would like to invite you and your staff to be an official partner with the BIA. At the grass-roots level, we encourage you to feel free to have your staff participate and/or attend our working BIA committees & sub-committees which currently include:

- Events & Promotions
- Classic Car Celebrations
- Marketing & Communications
- Food + Drink

In addition to this, we would also like to extend this invitation to the Downtown Brampton BIA Board of Director’s monthly meetings, which are held on the second Tuesday of every month from 8:30 – 10:00 a.m. at the BIA office.

The Downtown Brampton BIA Board of Directors truly believe that great things can happen with strong and strategic partnerships. We are confident that together, we can make a significant impact on revitalizing the City of Brampton’s downtown core.

Sincerely,

Peeyush Gupta  
Chair  
Downtown Brampton BIA

Suzy Godfroy  
Executive Director  
Downtown Brampton BIA