



The Regional Municipality of Durham

COUNCIL INFORMATION PACKAGE

September 1, 2017

Information Reports

[2017-INFO-91](#) Commissioner of Planning and Economic Development – re: Toronto Global Quarterly Report, April 2017 to June 2017, and Final Progress Report

Early Release Reports

There are no Early Release Reports

Staff Correspondence

There are no Staff Correspondence

Durham Municipalities Correspondence

There is no Durham Municipalities Correspondence

Other Municipalities Correspondence/Resolutions

There are no Other Municipalities Correspondence/Resolutions

Miscellaneous Correspondence

1. [Alzheimer Society](#) – re: Invitation to an event at their Annual General Meeting – featuring a play: “I’m Still Here”
2. [Lake Simcoe Region Conservation Authority](#) – re: Invitation to LSRCA’s Stormwater Management - Low Impact Development Tour – September 19, 2017
3. [Ontario Energy Board](#) – Enbridge Gas Distribution Inc. – Fenelon Falls Pipeline Project – Notice of Application

Advisory Committee Minutes

1. Affordable and Seniors’ Housing Task Force Committee minutes – [June 21, 2017](#)

Action Items from Council (For Information Only)

[Action Items](#) from Committee of the Whole and Regional Council meetings

Members of Council – Please advise the Regional Clerk at clerks@durham.ca by 9:00 AM on the Monday one week prior to the next regular Committee of the Whole meeting, if you wish to add an item from this CIP to the Committee of the Whole agenda.



The Regional Municipality of Durham Information Report

From: Commissioner of Planning and Economic Development
Report: #2017-INFO-91
Date: August 15, 2017

Subject:

Toronto Global Quarterly Report, April 2017 to June 2017, and Final Progress Report

Recommendation:

Receive for information

Report:

1. Purpose

1.1 The purpose of this report is to provide Council with an overview of Toronto Global's Quarterly Report (April 2017 to June 2017), and the Final report which covers the period April 1, 2016 to June 2017.

2. Background

2.1 The attached Q4 Progress Report and Final Progress Report is a requirement pursuant to the terms of The "Ontario Transfer Payment Agreement" between the Ministry of Economic Development and Toronto Global. In addition, these reports are provided to their Board of Directors as well as the EDO Management Council consisting of Economic Development Directors from the Regional Municipalities of Durham, Halton and York and the Cities of Toronto, Brampton and Mississauga.

2.2 The document is divided into two sections. The first section reports on the Q4 activities of Toronto Global for the period of April 1, 2017 to June 30, 2017. The Final Report, which makes up section two of this document, provides an overall summary of the work of Toronto Global for the period April 1, 2016 to June 30, 2017.

3.0 Quarterly Report

- 3.1 **Mission Activity** - Seven missions were undertaken by Toronto Global staff to the United States, France and the U.K. These missions reflect the market focus of their business plan, the results of their prospecting activities and the levels of interest they received from Canadian posts abroad. Details of these missions can be found in Schedule B of the report.
- 3.2 The Toronto Global team secured one new investment in the City of Toronto during the Q4 period. Details of this investment can be found on Page 10 of the report.
- 3.3 **Staff Recruitment** - three individuals joined the Lead Generation and Client Services Team. Daniel Silverman, Executive Vice President, Lead Generation & Client Services is an investment attraction professional with twelve years of senior experience in the industry; Erez Van Ham, Director, Asia was previously Director and Head of Global New Market Development and Partner Management with Research in Motion and worked primarily in Japan; and Adam MacRae, Senior Advisor, USA has a background in account management and research, and was most recently posted as an Analyst for the Province of Ontario.
- 3.4 Toronto Global is in the process of recruiting for the following positions within the Lead Generation and Client Services team: Regional Director, Western Europe; Senior Advisor, Western Europe and Senior Advisor, Asia. Two additional positions on the Business Strategy and Operations team are being recruited for a Digital Marketing Specialist, and a Research Analyst. The recruitment process for these positions will continue throughout the summer. Once these positions are filled, Toronto Global will have reached its planned complement of staff.
- 3.5 **EDO Management Council** - On June 8, the 2017/2018 Toronto Global draft business plan and budget was reviewed and endorsed. It was then sent to the Board of Directors for approval. The next EDO Management Council meeting is scheduled for September 21, 2017. Toronto Global continues to provide regular updates on mission planning to the Economic Development Officers.
- 3.6 **Board of Directors** - Toronto Global held its first Board of Directors meeting on Tuesday, June 20, at the Canon Canada Headquarters in Brampton. Toronto Global Board meetings will rotate throughout the GTA and are open to the public. Notice of board meetings and agendas as well as Board of Director list and composition can be found on the Toronto Global Website at www.torontoglobal.ca.

3.7 The next Board of Directors meeting is scheduled to be held in Durham Region on Tuesday, September 12 from 3 to 5 p.m.

4. **Final Report**

4.1 The summary report addresses four aspects of Toronto Global's progress during the period of April 1, 2016 to June 30, 2017: These include: Lead Generation and Client Services; Corporate Matters; Communications and Marketing; and Stakeholder Engagement.

4.2 **Lead Generation and Client Services** - Considerable effort has been expended on evolving the lead generation processes previously employed by Invest Toronto and the Greater Toronto Marketing Alliance (GTMA). Toronto Global undertakes a more strategic, market-focused approach to lead generation which relies on in-house prospecting for leads.

4.3 Toronto Global's capacity to self-generate leads and targets has increased dramatically since Toronto Global's official launch on February 3. Between February 3 and June 30, Toronto Global's prospecting team identified 532 companies which may benefit from relocation to the Toronto Region.

4.4 **Governance** - The negotiation of the Funding Agreement between Toronto Global and the municipal funding partners was completed on December 2, 2016, which meant that the governance model for the company was agreed to and implemented. This governance model features the following elements:

- That the Mayors' and Chairs' Strategy Council, which has the capacity to approve Toronto Global's business plan and strategic plan, call the company to account at any time and qualify members to be appointed to the company's Board of Directors. The Mayors' and Chairs' Strategy Council is unique in that the Mayors and Chairs from each municipal funding party have the same voting rights, notwithstanding a varying level of financial contribution;
- That the EDO Management Council provide a formal consultation regime between Toronto Global and the municipal economic development officers, including a consultation regime on the development of business plans, market strategies and other operational matters; and
- That a private sector Board of Directors oversees the management and operation of Toronto Global.

- 4.5 Toronto Global received provincial funding in April 2016, but did not formally launch until February 2017. The intervening period between April 1 and the launch date was used to complete negotiations with each of the federal and municipal governments on funding agreements, governance models, transforming staff and the recruitment of new Board of Directors. Details can be found on Page 12 of the report.
- 4.6 **Staffing** - Due to the timing of the completion of the funding arrangements with the federal and municipal governments in December of 2016, Toronto Global was only able to offer employment to Invest Toronto and GTMA staff in December. It was at this point that Toronto Global was able to manage the complete staff as one team.
- 4.7 An organizational chart for Toronto Global was developed in 2016. Notably, the organization chart was based upon the priority regional markets for Toronto Global: Asia (Japan, South Korea and China), United States (East and West), the UK and France, and Germany and the Netherlands. Each priority market is staffed by a Regional Director and a Senior Advisor or Advisor.
- 4.8 The lead generation team is led by the EVP of Lead Generation, and the Business Strategy and Operations team is dedicated to providing communications, marketing and research capabilities and capacities for Toronto Global.
- 4.9 **Communications and Marketing** - While Toronto Global finalized its new name style, brand narrative and visual identity in late 2016, Toronto Global did not have its own collateral, communications materials or website. Significant effort was expended through 2016 to build out the visual identity to represent the region and create branded brochures, sector profiles, presentation decks, report templates, a photographic library and a new website. The website launched in conjunction with the launch of Toronto Global on February 3. Since the launch of the website on February 3, the remaining collateral materials, promotional materials and visual aids were built out by the Communications & Marketing team. These materials continue to be updated to ensure relevance. Details can be found on Page 16 of the report.
- 4.10 **Stakeholder Outreach** - The primary focus for stakeholder engagement has been to gain an understanding of regional priorities through familiarization tours (FAM) and meetings with all GTA municipalities. Durham Region hosted a FAM tour for Toronto Global staff in January 2017 and will host a second one in the Fall of 2017.

- 4.11 Toronto Global is also collaborating with a number of partners on a series of data and research related initiatives. Aligning with partners provides Toronto Global the opportunity to leverage existing work, reduce duplication of effort and costs, extend our reach and find new ways to describe the benefits the Toronto Region offers international investors. The following provides a brief overview of these partnerships and initiatives.
- 4.12 **Performance Milestones** - The Provincial Agreement required Toronto Global to observe and report upon the following milestones:
- Initiations of operations
 - Client Interaction Mandate
 - Launch of Toronto Global; and
 - Website Launch

Details of milestone outcomes can be found on page 20 of the report.

5. Financial Overview

- 5.1 As per the 2016 Toronto Global Funding Agreement, Durham Region has committed \$206,397 annually for three years based on approval during the business plan and budget process for 2016, 2017 and 2018.

6. Conclusion

- 6.1 The Q4 Progress Report (April 2017 to June 2017) and Final Report (April 2016 to June 2017) from Toronto Global provides an update on the activities undertaken by Toronto Global.
- 6.2 Staff will provide Regional Council with future Toronto Global Progress Reports to communicate information on the activities of the organization.

Respectfully submitted,

Original signed by

B.E. Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

YOUR REGION FOR BUSINESS

Quarterly Report –
April 1, 2017 – June 30, 2017
- and -
Final Progress Report

July 2017

If you require this information in an accessible format, please contact [Toronto Global](mailto:info@torontoglobal.ca) at info@torontoglobal.ca or 416-981-3888.

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Introduction

The following Progress Report is provided pursuant to the terms of The “Ontario Transfer Payment Agreement” between the Ministry of Economic Development and Growth and GTA Region Investment Attraction (for the purposes of this report, referred to as Toronto Global), dated as of March 31, 2016 (the “ Provincial Agreement”). In addition, this progress report is provided pursuant to the funding agreement dated as of December 2, 2016 among Toronto Global and the Regional Municipalities of Durham, Halton and York and the Cities of Toronto, Brampton and Mississauga.

This report is divided into two sections. The first will provide a report on the activities of Toronto Global for the period April 1, 2017 – June 30, 2017. This includes performance metrics as well as financial statements for the relevant period.

In addition, the Provincial Agreement stipulates that Toronto Global is to deliver a “Final Report” in accordance by July 21, 2017. This Final Report, which makes up section two of this document, provides an overall summary of the work of Toronto Global that has been funded by the Agreement for the period April 1, 2016 to June 30, 2017, including whether the milestones and deliverables were completed on budget and on schedule.

Please note, as has been discussed with the Province of Ontario, due to circumstances beyond our control, audited financial statements for the period April 1, 2016 – March 31, 2017 are not currently available. Unaudited financial statements will be available by August 4, 2017, with audited financial statements being provided by September 15, 2017.

QUARTERLY REPORT

Lead Generation Activity

The period of April 1, 2017 – June 30, 2017 represents the first quarter to date where Toronto Global’s focus on prospecting and procuring self-generated leads has manifested itself in a significant increase in the number of targets. This increase is the result of a number of steps that have been undertaken by Toronto Global over the course of several months. These steps include the hiring of an in-house lead generator through funds received from the federal government’s Invest Canada – Community Initiatives (ICCI) program, staff training and recruitment as well as the implementation of prospecting strategies on particular missions.

This represents the initial phase of the change in lead generation processes. Toronto Global’s sales pipeline remains founded on leads received through more traditional sources, such as the federal and provincial government posts abroad, third party networks and lead generators. We anticipate that the number of clients in our pipeline as a result of self-generated leads will show.

Toronto Global’s capacity to generate leads and prospects will continue to be developed as additional staff and processes are brought on-line. Toronto Global continues to examine new prospecting tools and is looking to expand our network of local contacts to open new avenues for leads. These avenues include discussions with private sector service providers such as law firms, banks and consulting firms, as well as with business associations, universities and others. As an example, Toronto Global has recently concluded an operating arrangement with the

Toronto Financial Services Alliance (TFSA), which will increase the opportunities for strategic cooperation between Toronto Global and the financial sector.

Toronto Global is meeting with all the funding municipalities in the Toronto Region to ensure alignment between each municipality's economic development priorities and Toronto Global's prospecting initiatives.

Toronto Global has recently issued requests for proposals for assistance with studies into the foreign direct investment priorities for the life science/health care sector and the financial services sector. These two studies are funded by contributions from the federal government's ICCI program. The studies, which will involve stakeholder outreach to inform its conclusions, will serve to further shape the prospecting priorities for the Lead Generation and Client Services team.

Finally, Toronto Global is seeing a significant increase in the number of international firms that are interested in capitalizing on the Toronto Region's strengths in artificial intelligence and its applications. The Toronto Region has clearly captured the attention of the international market with announcements such as the creation of the Vector Institute, but this attention is also serving to assist in highlighting the Toronto Region's value proposition in the technology cluster as a whole.

Performance Metrics

The metrics for the Quarterly Period are described below.

The following summary concerns transactions which closed during this reporting period (April 1, 2017 – June 30, 2017).

+ Number of identified FDI target companies	Targets: 833 Prospects: 53
+ Number of corporate calls conducted	Number of calls: 42 Number of meetings: 119
+ Number of qualified FDI leads transferred into the sales funnel	49 opportunities were created in the sales funnel Level 1: 32 Level 2: 11 Level 3: 6 *The definitions for “Level 1,” “Level 2,” and “Level 3” will be found below.
+ Number of closed deals	1
+ Number of new jobs	400 over 3 years
+ Amount (in \$CDN) of new investment in the GTA	N/A*
+ Current transfer (into the sales funnel) to closed deal conversion rate	*The Toronto Global CRM is being further developed to track this metric.
+ Number of closes to date	14

* Toronto Global is still in discussions with Booking.com to determine the amount of new investment associated with the opening of their facility in the Toronto Region.

** “Jobs retained” is not a metric that is currently tracked by Toronto Global as we do not have direct responsibility for business retention and expansion. As reflected in our Client Service Model and aligned with the Province our pipeline definitions are as follows:

Service Funnel – Level 1

- + Serious interest to expand or relocate with willingness to consider the Toronto Region. Project timeline: within 3 years
- + Activities and services: receive a project outline or business plan; customized research to support decision making process; maintaining contact to support the company’s ongoing research

Service Funnel – Level 2

- + Committing resources to expansion. Project is 90 days to 18 months from decision
- + Activities and services: engaging sector expertise; research; coordinating visits; site selection support; connecting to local resources (i.e. associations, post-secondary, professional service providers, etc.)

Service Funnel – Level 3

- + In the process of establishing a location in the Toronto Region. Investment timeline: within 90 days

Mission Activity

In addition, the following missions were undertaken during the Quarterly Period. These missions reflect the market focus in our business plan, the results of our lead prospecting activities and the levels of interest that we have received from the Canadian posts abroad.

Missions have been undertaken in the following markets (full mission reports are attached as Schedule “B”):

- + San Francisco (April 3 – 7)
- + France & U.K. (April 3 – 14)
- + Chicago (April 24 – 27)
- + Denver (May 15 – 19)
- + France & U.K. (June 5 – 16)
- + Los Angeles (June 19 – 23)
- + New York (June 27 – 29)

Recruitment of Staff

Since the last Progress Report, three individuals joined the Lead Generation and Client Services Team.

- + **Daniel Silverman**, Executive Vice President, Lead Generation & Client Services

Daniel is an investment attraction professional with twelve years of senior experience in the industry. Daniel joins us from ROI, a lead generation firm in Montréal, where he held the position of Senior Vice President, Business Development. Daniel has worked with clients from all across the globe, including the United Kingdom, Europe, the United States and Asia. He is well versed in the Toronto Region value proposition having family in the region as well as extensive business engagement with clients here. Daniel has particular expertise in prospecting and lead generation.

- + **Erez Van Ham**, Director, Asia

Erez has joined us as the Regional Director, Asia. Erez was previously Director and Head of Global New Market Development and Partner Management with Research in Motion and worked primarily in Japan. Erez has extensive experience in Japan, Korea and has worked in China and speaks Japanese. Erez provides Toronto Global with the opportunity to expand our reach in Asia.

- + **Adam MacRae**, Senior Advisor, USA

Adam has joined us as a Senior Advisor (United States, West). Adam has a background in account management and research, and was most recently posted as an Analyst for the Province of Ontario. Previously, he was an Advisor for the Permanent Mission of Israel to the United Nations, where he led research and policy analysis related to international relations and economic development issues. He has also served as a consultant to provide market entry advice for an expanding North American-based

company. Adam has a M.Sc. in Political Economy from the London School of Economics, a BA in Government from the Interdisciplinary Centre University in Israel and Business Administration exchange at Singapore Management University (Singapore).

In accordance with the business plan and organization chart presented to the EDO Management Council and the Toronto Global Board of Directors, Toronto Global is in the process of recruiting for the following positions within the Lead Generation and Client Services team: Regional Director, Western Europe; Senior Advisor, Western Europe and Senior Advisor, Asia.

Two additional positions on the Business Strategy and Operations team are being recruited for; a Digital Marketing Specialist and a Research Analyst.

The recruitment process for these positions will continue throughout the summer. Once these positions are filled, Toronto Global will have reached its planned complement of staff.

Economic Development Officers (EDO) Management Council

In accordance with the Terms of Reference for the EDO Management Council, on June 8, the 2017/2018 Toronto Global draft business plan and budget was reviewed and endorsed, with only one minor change. The updated version was then sent to the Board of Directors for approval. The next EDO Management Council meeting is scheduled for September 21, 2017. Toronto Global continues to provide regular updates on mission planning to the Economic Development Officers.

The current Toronto Global mission schedule can be found [here](#) and the mission schedule for municipalities within the Toronto Region can be found [here](#).

Board of Directors

Toronto Global held its first Board of Directors meeting on Tuesday, June 20, at the Canon Canada Headquarters in Brampton. A news release was issued on June 20, announcing the new Board of Directors. Approved Board meeting dates for the balance of the fiscal 2017/18 year can be found in the chart below. As mentioned in the past, Toronto Global Board meetings will rotate throughout the region. Board meetings of Toronto Global are open to the public and notice of board meetings and agendas can be found on the Toronto Global [Website](#).

Each municipality will be offered the opportunity to present the priorities and aspirations for each host region. The Brampton Board of Trade chose to make a presentation to the Board at the June meeting detailing its view of the opportunities presented by the City of Brampton.

We are also pleased to report that the Toronto Global Business Plan was approved by the Board of Directors. In accordance with the Funding Agreement between Toronto Global and its municipal funding parties, the Business Plan will be referred to the Mayors' and Chairs' Strategy Council for final approval at its meeting scheduled for September 25, 2017.

Our next Board meeting is set to take place on Tuesday, September 12, 2017 in Durham Region. The website will be updated with an exact meeting location as details are finalized.

2017-2018 Board of Directors Meeting Dates

Date	Time	Location (Location details will be updated prior to the meeting)
Tuesday, September 12, 2017	3:00-5:00pm	Durham
Tuesday, November 21, 2017	3:00-5:00pm	Mississauga
Tuesday, January 16, 2018	3:00-5:00pm	York
Tuesday, April 10, 2018	3:00-5:00pm	Halton
Tuesday, June 19, 2018	3:00-5:00pm	Toronto

Success Stories

BOOKING.COM

Booking.com is a world leading platform for online reservations. Each day, over 1.2 million rooms are reserved on Booking.com. The Booking.com website and apps attract visitors from both the leisure and business sectors worldwide.

A truly international company, Booking.com's platform is available in more than 40 languages, and represents more than 1.2 million active properties across 225 countries and territories. Known for customer service excellence, Booking.com operates a multi-lingual, problem-solving in-house customer service team that is reachable 24/7. For any company operating on a global stage, access to skilled and diverse talent is a key element of success – and Booking.com discovered that a location in the Toronto Region provides unparalleled access to the most multicultural region in the world.

Toronto Global worked closely with Booking.com's expansion team to identify and streamline access to the information, contacts and resources that mattered most to support both the company's decision-making process and ultimate entry into the Toronto market. Booking.com's decision to establish its global customer service centre in Toronto was strongly influenced by the region's multicultural, talented and customer-centric workforce, and regional connectivity.

In addition to the 200 employees that Booking.com plans to hire in 2017, the company has a goal to employ approximately 600 people at this location in the next four to five years. This is not your average call centre – Booking.com's beautifully executed, state-of-the-art offices will appeal to people seeking to work with an industry leader that values an inclusive and dynamic work environment and employee development.

“We are thrilled to be opening our new facility in downtown Toronto where we can attract highly skilled talent from one of the most multicultural cities in the world. This year, we aim to hire more than 200 individuals for various operational management roles, as well as front-line customer service executive positions to work with our customers around the world, providing service in a variety of languages, including English, French, Arabic, Mandarin, Brazilian Portuguese and Russian.”

- *Robert Ahearn, Regional Director Customer Service, Americas, Booking.com*

FINAL REPORT



Introduction

The Agreement between Toronto Global and the Province of Ontario provides that the final report shall include, among other things: “an overall summary of (Toronto Global’s) progress” including whether milestones and deliverables were completed on budget and on schedule.

The following provides a summary report of the work done to date on the development of Toronto Global during the period of April 1, 2016 to June 30, 2017. This summary report will address four aspects of Toronto Global’s progress during this period: Lead Generation and Client Services, Corporate Matters, Communications and Marketing, and Stakeholder Engagement.

Overview

2016-2017 has been a significant period of transition for Toronto Global. With the assistance of funding from our funding partners that was received over the course of the year, Toronto Global was able to lay the groundwork for the delivery of its mandate. Indeed, while the provincial funding was received in April of 2016, Toronto Global did not formally launch until February of 2017. As will be discussed, the intervening period between April 1 and the launch date was used to complete negotiations with each of the federal and municipal governments on funding arrangements, solidify its operating and governance models, transform the staffing of the company and recruit a new Board of Directors.

As of April 1, 2016 the Province of Ontario was the sole funder of Toronto Global, then known as “NEWCO”. Negotiations with each of the federal and municipal governments were underway. Toronto Global was governed by an Interim Board of Directors comprised of the Mayors of Toronto, Mississauga and Pickering, the Chair of the Regional Municipality of York, and three private sector individuals: Janet Ecker, Pat Horgan and Toby Lennox.

Toronto Global had only one employee, Toby Lennox, serving as Interim CEO, while efforts were underway to merge the staff of Invest Toronto and the Greater Toronto Marketing Alliance (GTMA). The organization had no name style, brand, visual identity, website, collateral, or CRM, and did not have an implemented strategic approach to lead generation and client services.

Toronto Global finalized its funding arrangements with the federal and municipal governments on December 2, 2016. Due to the reimbursement nature of federal funding, Toronto Global did not receive any federal funding until March of 2017.

Lead Generation and Client Services

The metrics for the period April 1, 2016 through June 30, 2017 are provided in Schedule “C”.

It is important to note, however, that considerable effort has been expended on evolving the lead generation processes employed previously by Invest Toronto and the GTMA. While the two previous organizations relied largely on reactive measures or third party lead generators, Toronto Global has been developing a capacity to undertake a more strategic, market-focused approach to lead generation which relies upon proactive, in-house prospecting for leads.

This conversion to a more proactive approach, however, has only been possible with the completion of the governance and operating models, as well as bringing the staff of both companies under Toronto Global.

In addition, the following matters in lead generation and client services were addressed:

- + The identification of priority markets and sectors. Toronto Global will be focusing on those markets which are traditionally active in FDI and have a track record in investments in Canada. These markets are: South Korea, China, Japan, the United States (divided into two markets – East and West), the United Kingdom, France, Germany and the Netherlands. Toronto Global will also have the capacity to respond to inquiries received from any market. Additional markets are currently being examined, and may be included in our priority markets as capacity is brought on stream. Toronto Global's priority sectors were established in discussions with the EDO Management Council, and include: financial services, life sciences, advanced manufacturing, food and beverage, technology and cleantech. Toronto Global will, however, assist with inquiries in other sectors when asked.
- + An operating model was concluded with the Municipal Funding Partners. This operating model is reflected in the Terms of Reference for the EDO Management Council, which is attached to the Municipal Funding Agreement. This operating model is subject to review and discussion with the EDO Management Council. Toronto Global is currently in discussions with the Ontario Investment Office (OIO) to conclude an operating agreement between the two organizations.
- + A roughly seven-month complete restructuring and tailoring of an existing CRM was undertaken to deliver the capacity to track and report metrics as required by the Provincial Funding Agreement. This restructuring is central to the ability of Toronto Global to serve clients, track leads and to determine progress toward Toronto Global's stated goals and objectives.
- + A new client services model describing our approach, defining wins and outlining services provided was developed and has been review by the EDO Management Council. It is important to emphasize that this client service model imposes a stricter test upon Toronto Global for claiming a close or a "win" than had been used by either Invest Toronto or the Greater Toronto Marketing Alliance. The client service model requires that a demonstrable strategic contribution has been made by the Toronto Global team that has resulted in employment, the purchase or leasing of property, and a capital investment by the prospective investor.
- + Over 50 hours of training for staff on FDI techniques and approaches was provided by Elie Farah, former Vice President of Lead Generation at Montréal International. In addition, familiarization tours were undertaken in the fall of 2016/winter of 2017 through all of the municipalities of the region. These training sessions and familiarization tours will continue as the company grows and develops.
- + On April 3, using funds provided by the Federal government through the ICCI program, an in-house lead generation consultant was retained.

As a result of these initiatives, Toronto Global's capacity to self-generate leads and targets has increased dramatically since Toronto Global's launch on February 3. Between February 3 and June 30, Toronto Global's prospecting team identified 532 companies which may benefit from relocation to the Toronto Region.

Finally, in order to ensure Toronto Global generates investments that are most relevant to our region, Toronto Global received funding through ICCI to undertake two sector-based foreign direct investment strategies in 2017; one in Healthcare & Life Sciences and another in Financial Services. Toronto Global is undertaking these projects in collaboration with regional sector organizations and funding partners. The objectives of these projects are to contribute to a strategic, proactive approach to investment attraction by (1) building an evidence-based approach to defining and prioritizing niche opportunities for FDI that will support and grow these clusters within the Toronto Region and (2) preparing the Lead Generation and Client Services team to effectively pitch and service prospective international clients. Toronto Global is currently at the stage of receiving proposals from consultants to complete the scope of work. The projects are expected to be complete by late fall of 2017.

Corporate Matters

Governance Model

The negotiation of the Funding Agreement between Toronto Global and the municipal funding partners was completed on December 2, 2016, which means that the governance model for the company was agreed to and implemented. This governance model features the following elements:

- + That the Mayors' and Chairs' Strategy Council, which has the capacity to approve Toronto Global's business plan and strategic plan, call the company to account at any time and qualify members to be appointed to the company's Board of Directors. The Mayors' and Chairs' Strategy Council is unique in that the Mayors and Chairs from each municipal funding party have the same voting rights, notwithstanding a varying level of financial contribution.
- + That the EDO Management Council provide a formal consultation regime between Toronto Global and the municipal economic development officers, including a consultation regime on the development of business plans, market strategies and other operational matters.
- + That a private sector Board of Directors oversees the management and operation of Toronto Global.

Board Recruitment

Under the direction of Toronto Global's Chair, Mark Cohon, who was appointed on September 19, 2016, Toronto Global retained the services of Korn Ferry, an internationally-recognized recruiting firm, to assist with the recruitment of a Board of Directors that would reflect the economic, cultural and commercial diversity of the Toronto Region. Board recruitment began in late November, 2016, and the first six directors were approved by the Mayors' and Chairs' Strategy Council on January 25, 2017, at which point the Interim Board resigned. The next three candidates were nominated and approved on March 21, 2017, and the final four candidates were nominated and approved on April 24, 2017.

The process for the recruitment and appointment of the Board of Directors took longer than anticipated as every attempt was made to ensure that the matrix of skills, attributes and willingness to serve was observed. Ultimately, however, Toronto Global's candidates for

nomination to the Board were unanimously approved by the Mayors' and Chairs' Strategy Council.

The composition and profile of the Board of Directors can be accessed on the [Toronto Global Website](#).

The Board held its first orientation session on May 2 and its first Board meeting was held on June 20.

Staffing

Due to the timing of the completion of the funding arrangements with the federal and municipal governments in December of 2016, Toronto Global was only able to offer employment to Invest Toronto and GTMA staff in December. It was at this point that Toronto Global was able to manage the complete staff as one team.

An organization chart for Toronto Global was developed in 2016. Notably, the organization chart was based upon the priority regional markets for Toronto Global: Asia (Japan, South Korea and China), United States (East and West), the UK and France, and Germany and the Netherlands. Each priority market is staffed by a Regional Director and a Senior Advisor or Advisor.

The lead generation team is to be led by the EVP of Lead Generation and Client Services and directly supported by a Director of Lead Generation and Client Services. The Director of Lead Generation and Client Services is responsible for resource management, reporting, and metrics and processes. In addition, the Director of Lead Generation and Client Services has an Advisor reporting to her to accommodate any inquiries and leads received from external sources that are not otherwise allocated to one of Toronto Global's priority markets.

There has been a significant turn-over of staff within the Lead Generation and Client Services team. Of the nine Lead Generation and Client Services staff that were employed with Invest Toronto and the GTMA as of April 1, 2016, only four remain. Two employees were let go, while three chose to pursue opportunities elsewhere.

Toronto Global engaged the services of Lee Hecht Harrison Knightsbridge to assist in recruiting additional staff. Through this recruiting process, six new employees in the Lead Generation and Client Services team have been hired, including a new EVP, Lead Generation and Client Services. Clearly, this turn-over in staff had a direct impact on Toronto Global's capacity to generate leads and serve clients. That said, however, Toronto Global was able to recruit staff whose skills and experience are directly relevant to fulfilling the mandate of Toronto Global.

The Business Strategy and Operations team is dedicated to providing communications, marketing and research capabilities and capacities for Toronto Global. One additional communications professional joined the team in June of 2016, while a new Director of Research and Insights was hired in February of 2017.

Attached as "Schedule "D" is an up-to-date organization chart. Still to join the Toronto Global team is a Digital Media Specialist, a Research Analyst, a Regional Director for Western Europe, a Senior Advisor for Western Europe, and a Senior Advisor for Asia.

Toronto Global has, with the assistance of a human resources consultant, developed a performance management system which will provide for the orderly and consistent appraisal and rewarding of staff for performance. Goals and objectives have been developed for each employee and management staff has been trained in assessment processes and protocols.

Finally, the proposed compensation scheme, including pensions provided by OMERS and benefits, has been subject to a third party review.

Back of house arrangements with Toronto Port Lands Company

Toronto Global has entered into a Shared Services Agreement with the Toronto Port Lands Company (TPLC) whereby TPLC will provide accounting, audit, insurance, and some human resources functions. The out-sourcing of these services allows Toronto Global to focus on its core mandate of attracting and securing foreign direct investment.

Toronto Global Business Plan

After consultation with the Economic Development Officers Management Council, the Toronto Global Business Plan was approved by the Board of Directors on June 20, 2017. This business plan will be provided to the Mayors' and Chairs' Strategy Council for approval in September.

Communications & Marketing

While Toronto Global finalized its new name style, brand narrative and visual identity in late 2016, Toronto Global did not have its own collateral, communications materials or website. Significant effort was expended through 2016 to build out the visual identity to represent the region and create branded brochures, sector profiles, presentation decks, report templates, a photographic library and a new website. The website launched in conjunction with the launch of Toronto Global on February 3. Since the launch of the website on February 3, the remaining collateral materials, promotional materials and visual aids were built out by the Communications & Marketing team. These materials continue to be updated to ensure relevance.

Toronto Global has repurposed the former Invest Toronto twitter account and News Monitor, a weekly newsletter containing reports, statistics, business news articles and events from across the region, to be inclusive of the latest information from all 29 municipalities. These marketing initiatives have been very popular, with our Twitter following growing to nearly 3,750 followers as of July 21, 2017, and an increased demand for subscriptions to the News Monitor by our regional, federal and provincial partners since its relaunch as the Toronto Global News Monitor.

Further work to develop the Toronto Global website is currently underway, in addition to the creation of social media, website content and digital marketing strategies that will form part of an overall strategic communications & marketing strategy. The overall strategy is currently under development, and will inform further customization of marketing and communications material to speak directly to investors across multiple markets and sectors.

The formal public launch of the Board of Directors occurred on June 20, 2017, in conjunction with the first official Board of Directors' meeting. A news release was issued, in addition to a video testimonial from the Chair of the Board, Mark Cohon. On the same day, a Board of Directors page was added to the Toronto Global website, and an internal Board Portal was developed to provide Directors with confidential access to Board Materials, meeting minutes and additional resources to assist Board Members with their responsibilities. Beginning the

week of July 25, 2017, a summer-long digital media campaign will launch that will include the release of additional video testimonials, visuals, blogs, tweets and LinkedIn posts surrounding each unique Board Member and their personal reasons for choosing to do business in the Toronto Region. As part of the overall Communications & Marketing Strategy, further cross-channel marketing campaigns will be launched at strategic times both domestically and in-market to engage our local business community as well as to bring awareness to the international business community about Toronto Global's services and the business attributes of the Toronto Region.

Stakeholder Outreach

The primary focus for stakeholder outreach has been to gain an understanding of regional priorities through familiarization tours and meetings with municipalities. This has allowed the team to gain sources of data, information, analysis & insights, increased leads, networks and sources of business, and has helped to provide support for the overall mandate of Toronto Global.

Toronto Global has also undertaken an outreach program with the private sector with a view toward accessing the private sector as a source of leads, information and insight.

Below is a short list of meetings that took place in 2016/2017 and represents an ongoing discussion with stakeholders and partners.

- + Toronto Region Board of Trade Economic Development Committee
- + York Region Council
- + Mayor of Brampton's Roundtable Discussion
- + Oakville Chamber of Commerce
- + Vaughan Chamber of Commerce
- + Tourism Toronto
- + Toronto Region Board of Trade
- + Idea Summit Leadership Team - Durham Region
- + KPMG
- + University of Toronto
- + TOHealth!
- + York Regional Council
- + Invest in Holland
- + Ontario Ministry of Health and Long-Term Care
- + Deloitte
- + Neptis Foundation
- + George Brown College
- + DS Avocats
- + Scotiabank Digital Banking Lab
- + The Vector Institute
- + Life Sciences Ontario
- + Institute of Competitiveness & Prosperity
- + City of Brampton; Life Sciences
- + City of Mississauga; Life Sciences
- + City of Toronto; Sector Development Office, Life Sciences (Phone)

- + Ontario Investment Office; Investment Services Branch, Site Planning & Coordination Unit

Toronto Global is also collaborating with a number of partners on a series of data and research related initiatives. Aligning with partners provides Toronto Global the opportunity to leverage existing work, reduce duplication of effort and costs, extend our reach and find new ways to describe the benefits the Toronto Region offers international investors. The following provides a brief overview of these partnerships and initiatives.

Neptis Foundation

The Neptis Foundation is a privately capitalized charitable foundation that conducts and disseminates nonpartisan research, analysis and mapping related to the design and function of Canadian urban geographies. The Neptis Geoweb is an interactive mapping and information platform for the Toronto Region. It incorporates policy, administrative and census data, which are typically siloed in different government organizations.

Toronto Global is working with the Neptis Foundation to leverage and expand their GeoWeb tool to incorporate additional data elements identified as critical to the site selection decision-making process. When complete, this tool will increase Toronto Global's ability to describe, among other things, the demographics, transportation networks, business environment, and growth and commuting patterns, in order to provide international investors with a greater understanding of the economic integration across the Toronto Region and to better understand which part of the region best meets their business requirements. This project is underway with expected completion later in 2017. The Neptis Foundation is part of the steering committee for the IWB project (see below). This is an important collaboration for Toronto Global as Neptis has produced some groundbreaking work on regional economic development patterns as well as specifically on the economic zone around Pearson Airport and its importance to the regional economy.

World Council on City Data/Global Cities Institute

The World Council on City Data (WCCD), located at the University of Toronto, is the global leader in standardized city data. The WCCD hosts a network of innovative cities committed to improving services and quality of life with open city data and provides a consistent and comprehensive platform for standardized urban metrics. WCCD created the first international standard on city data in May 2014. ISO 37120 – Indicators for City Services and Quality of Life, which includes a comprehensive set of 100 indicators that measure a city's social, economic, and environmental performance. The standard allows for 'apples-to-apples' comparison between municipalities. Currently three Toronto Region municipalities – Toronto, Oakville, and Vaughan - have obtained the certification.

Toronto Global is exploring a partnership with WCCD to launch their 'Investable Cities Index' in fall 2017, a tool that analyzes how attractive cities are to investors. Toronto Global would like to work with WCCD to facilitate additional Toronto Region municipalities to achieve the standard to allow for the ability to aggregate and compare the Toronto Region as a whole against other global jurisdictions.

George Brown College Institute without Boundaries

The Institute without Boundaries (IwB) at George Brown College is an educational program and studio that applies collaborative design programs to social, ecological and economic issues. IwB is completing the last year of a five-year research program exploring regional ecologies, an approach that emphasizes the study of the regional scale of cities and their surrounding areas. The research focus for 2017/18, Continuous Communities, aligns well with Toronto Global's mandate to promote the Toronto Region internationally as an economically integrated, continuous community that offers a myriad of benefits and opportunities to businesses with a variety of location needs.

Toronto Global will be IwB's corporate partner for the 2017/18 year. The curriculum based project will explore further what makes the Toronto Region attractive to international businesses, how international businesses integrate into and benefit the Toronto Region and how to best communicate Toronto Global's story both locally and internationally. The project will provide the opportunity to engage multiple stakeholders within the Toronto Region and internationally to deliver recommendations designed to shape and improve a regional strategy to attract foreign direct investment. The project will begin in September 2017 with various milestones delivered throughout the academic year.

The collaboration with George Brown is in keeping with Toronto Global's approach to establish relationships with all of the Toronto Region's post-secondary institutions.

Institute of Competitiveness and Prosperity

The Institute of Competitiveness and Prosperity is an independent, not-for-profit organization that deepens public understanding of macro and microeconomic factors behind Ontario's economic progress. The Institute provides Canadian Cluster Data through an interactive portal. The Institute of Competitiveness and Prosperity is a steering committee member for the IwB project (above) as understanding clusters on a regional basis is an important component of communicating Toronto Region's value proposition. The Institute is also hosting the TCI Global Conference in 2018. The annual conference is a forum to create progress in the practice of cluster development, regional competitiveness, and innovation support. Toronto Global is exploring opportunities with the Institute to leverage this conference to further our mandate of attracting international businesses to the Toronto Region.

Consider Canada City Alliance

As one of 13 members that make up the Consider Canada City Alliance (CCCA), Toronto Global is partnering with other member municipalities to obtain data tools and subscriptions. The approach has the benefit of reducing costs and standardizing data across Canada's largest municipalities and regions to make it easier for international investors to evaluate locations across Canada. The CCCA is also aligning with the new Invest Canada Hub on data requirements and advocating for improvements in data collection techniques to reduce the gap between the U.S. and Canada with regard to site selection data availability. The CCCA will be meeting in Toronto this fall alongside the International Economic Development Council Conference taking place in Toronto in September.

Report on Milestones and Upcoming Priorities

The Provincial Agreement required Toronto Global to observe and report upon the following milestones as described in Schedule “C” to the Agreement.

Milestone	Date	Comments
+ Initiation of operations by Toronto Global	June 2016	Toronto Global continued the operations of Invest Toronto and the GTMA through a blended operation in April of 2016. Joint missions were undertaken in the name of Toronto Global and planning for Toronto Global was undertaken by a combined team. Due to delays in funding for Toronto Global, offers of employment to all staff were only possible in December of 2016.
+ “Client Interaction Mandate” completed to the satisfaction of the Ministry and signed by both the Recipient and Ministry	August 2016	A draft “Operating Agreement” was prepared and shared with the Ministry of Economic Development and Growth. It was agreed that this agreement should be concluded with the newly created Ontario Investment Office. This document is largely complete and will be executed by both parties on the conclusion of discussions between the two parties.
+ Launch of Toronto Global Brand	July 2016	Toronto Global’s brand identity was developed through 2016 and was publicly launched together with the website on February 3. The timing of this was due to the timing of the completion of negotiations with the federal and municipal governments.
+ Website Launch	September 2016	See above

Toronto Global’s priorities will continue to be expanding our capacity to generate leads and serve clients whose investments are relevant and important to the Toronto Region and its sectors. This means that we will be dedicated to implementing the tools and processes that underpin a professional and best-in-class lead prospecting and client service process. This will be achieved through the recruiting and training of staff, increasing Toronto Global’s networks both here and abroad, and ensuring that Toronto Global has a deep and abiding understanding

of the opportunities, aspirations, assets and attributes of the municipalities and sectors within the Toronto Region.

Toronto Global will also be focused on addressing one of its main challenges – the lack of regional data and regional priorities for lead generation within our priority sectors. It will be critical for Toronto Global to continue to enhance the Toronto Region value proposition through gaining a thorough understanding of the dynamics of the Toronto Region and the future aspirations of the region and its sectors.

SCHEDULE "A"

FINANCIAL STATEMENTS

Greater Toronto Region Investment Attraction
t/a, Toronto Global

Cash Flow

For April 1 to June 30, 2017

(Preliminary & Unaudited)

\$

LABOUR

Salaries and Benefits	560,877
Recruitment	28,502
Training and Education	4,746

Labour and Staff Costs **594,125**

EXPERTISE

Lead Generation Services	36,610
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Consulting Fees **36,610**

Accounting and Audit Fees	7,500
Legal Fees	27,753
HR Consulting Fees	12,814

Professional Fees **48,067**

Marketing Costs	18,876
Marketing Data	2,825
Corporate Collateral Material	2,129
Event Tables & Tickets	4,952

Marketing Costs **28,782**

Shared Services Payroll Allocation	60,375
Shared Services Office Cost Allocation	9,206

Shared Services **69,581**

NON-CAPITAL COSTS

Printing	1,092
Printing	1,092
Airfare/Trainfare/Baggage charges	9,696
Hotels and Accomodation	17,616
Taxi/Automobile/Parking	3,774
Meals/Entertainment	3,882
Conventions	2,173
Miscellaneous Travel Costs	25
Travel	37,165
IT Services	8,276
System Installation & Maintenance	18,711
Telephone/Cable/Internet	7,328
Insurance	2,766
Equipment Leases	1,559
Service Contracts	1,187
Subscriptions and Dues	1,181
Postage and Courier	141
Stationery & Supplies	698
Mobile Devices and Applications	4,158
Cabs/Mileage/Parking	1,363
Business and Hospitality Costs	880
Miscellaneous Office Costs	956
GST/HST Costs	754
Bank Charges	1,276
Service Charges	354
Meeting & Seminars	113
Kitchen Supplies	425
Building, Furniture, Fixtures and Equipment	4,804
Board Meeting Expenses	1,237
Business Expenses for Board of Directors	625
Office Expenses	58,791
Office Rent - Minimum Rent	36,909
Office Rent - CAM	20,040
Office Rent - Taxes	11,655
Office Rent - Parking	2,756
Rent & Occupancy Costs	71,361
<u>CAPITAL COSTS</u>	

Facilities Improvements
IT Capital Expenditures

2,119
20,068

Capital Costs

22,186

GRAND TOTAL

967,761

SCHEDULE “B” MISSION REPORTS

Northern California: April 3-7, 2017

Objective & Summary of Activities

This mission to Northern California served two primary objectives:

<p>Objective 1:</p> <p>Meet with pre-qualified target companies in Northern California to present investment opportunities in the Toronto Region, discuss the companies’ growth plans, and determine how Toronto Global can facilitate expansion to the Toronto Region.</p>	<p>Historically, former missions to California targeted mostly the San Francisco Metropolitan Area and Silicon Valley. The objective for this mission was to continue assessing opportunities in Northern California.</p> <p>Research Consultants International (RCI) was engaged by Toronto Global to support lead generation for this mission based on the criteria provided by Toronto Global. RCI generated 15 meetings with new target companies.</p>
<p>Objective 2:</p> <p>Build strategic relationships with the Trade Commissioners at the Canadian Consulate in San Francisco, Palo Alto and the Senior Economic Officer (SEO) for Ontario.</p>	<p>The Canadian Trade Commissioners and Ontario’s Senior Economic Officer were invited to attend all client meetings with Toronto Global. Joint outcalls proved to be very effective as companies received both Canada-wide and region-specific information.</p>
<p>Entire Mission:</p> <p>Continue active prospecting in California, which has been identified as a primary source market for FDI wins into the Toronto Region.</p>	<p>This mission was the first foray of Toronto Global into the Northern California to assess opportunities in San Francisco and Silicon Valley and build strategic relationships with federal and provincial government representatives.</p>

Results

Locations	Total number of meetings	Number of new leads identified	Number of meetings with existing clients	Number of meetings with new multipliers
+ San Francisco	16	16	0	0
+ San Mateo				
+ Santa Clara				
+ Walnut Creek				

Insights, Next Steps & Recommendations

- + Timing of this mission coincided with President Trump's Executive Orders to review the H1B visa with the potential threat of suspension. Should this suspension occur, companies with employees holding H1B visas will face the risk of losing valuable human capital. A few companies Toronto Global engaged with during this mission expressed these concerns and were keen to investigate the ease of getting a work visa in Canada.
- + 4 out of 16 companies Toronto Global met with employed Canadian champions who are driving expansion planning to the Toronto Region. Toronto Global will prospect similar opportunities more pro-actively as Canadians are often very familiar with the value proposition of the region.
- + Sharing leads with the federal and provincial governments ahead of the mission proved to be successful. Out of the 15 companies identified by RCI, 4 had been earlier approached by Ontario's International Investment Development Representatives (IIDR). Toronto Global connected with the relevant IIDR's in-market and received up-to-date information on the latest communication with those companies. This provided an opportunity to present unified and collaborative messaging to companies who might otherwise have been confused with the multilayer governmental organizations approaching them at different times. The follow up will also be managed collaboratively.
- + The next mission to San Francisco is scheduled for late 2017 or early 2018. The mission will build on the April 2017 mission and target meetings with a minimum of 15 newly identified opportunities matching Toronto Global's FDI prospection criteria, as well as follow up meetings with the existing clients and multipliers. This next mission will be planned based on Toronto Global's internal lead generation activity.

France (Paris and Lyon) and the United Kingdom (London)
April 3 - 13, 2017

Objective & Summary of Activities

France: April 3-7

<p>Objective 1:</p> <p>Develop networks that can assist in generating investment leads and help understand the opportunity for Toronto Global in France.</p>	<p>Ontario's Senior Economic Officer based in France introduced Toronto Global to a number of intermediaries in Paris, and the Lyon Chamber of Commerce did the same in the Lyon Region.</p> <p>In total, Toronto Global met with 20 intermediaries from both public and private sectors including Chambers of Commerce, banks and cluster organizations.</p> <p>Toronto Global also attended the Internet of Things trade show in Lyon and met a number of companies interested in learning more about opportunities in the Toronto Region.</p>
<p>Objective 2:</p> <p>Attend conference on Doing Business in Canada in Lyon</p>	<p>This conference was recommended to Toronto Global by Business France. The event was an opportunity for Toronto Global to engage with the Lyon business community and be introduced to a number of companies and intermediaries.</p>

United Kingdom: April 10-14, 2017

<p>Objective 1:</p> <p>Meet with companies that have an interest in expanding business operations and have an interest in the Toronto Region.</p>	<p>In total, Toronto Global met with 11 companies – 5 meetings were organized by the lead generator, 4 meetings were organized by the federal government, and 2 meetings were organized by Toronto Global. Meetings with three intermediaries also took place.</p>
<p>Objective 2:</p> <p>Participate in a fintech roundtable event organized by Ontario’s Senior Economic Officer.</p>	<p>At the request of Toronto Global, the Ontario Senior Economic Officer invited members of TechUK (the principal tech association in the United Kingdom) to a breakfast roundtable at which a technology executive from a Canadian bank spoke and answered questions. Six companies attended, of which four are qualified opportunities to invest in the Toronto Region.</p>
<p>Objective 3:</p> <p>Attend Innovate Finance’s annual conference. Innovate Finance is the principal fintech association in the United Kingdom.</p>	<p>Toronto Global attended the conference and engaged with a number of exhibitors, and identified at least one that is likely to establish operations in the Toronto Region.</p>

Results

Locations	Total number of meetings with prospects	Number of new opportunities identified	Number of meetings with existing clients	Number of meetings with new multipliers
France	10	0	0	20
UK	18	20	1	2

Insights, Next Steps & Recommendations

France:

- + There certainly are strong economic ties between France and Québec, a significant Québec economic development presence in France and French companies often think of Québec as the ideal place to expand to North America. However, the intermediaries Toronto Global met with all felt that this dynamic is ready to change for a number of reasons: executives are interested in the larger Toronto market and the fact that it is more open to the even larger US market; and the capacity for the English language in France has vastly improved and executives see an opportunity to work in Toronto and perfect their English to be an excellent career move. This, along with a very dynamic technology sector and generous French and European Union financial support for small and medium-sized enterprises to expand globally, contributes to France being a market with strong potential for Toronto Global.

Next Steps

- + It will be critical for Toronto Global to continue to foster relationships within the fintech and health sciences sectors in France and to collaborate with provincial and federal partners to do so.
- + TO Health! and Toronto Global agreed to coordinate activities for a delegation of companies that Medicen (the health sciences cluster organisation for the Paris Region) will bring to Montréal and Toronto in 2018 (dependent on funding from the EU). This initiative is spearheaded by Ontario's Senior Economic Officer. In the interim, Toronto Global's support for such a mission will be leveraged to build the Toronto Region's profile with Medicen members.
- + BioXCluster is a "mega-cluster" of four European biotech and health care clusters from the regions of Auvergne-Rhone-Alpes (France), Bavaria (Germany), Piedmont (Italy) and Catalonia (Spain). TO Health! recently signed an MOU wherein TO Health! is now the lead contact for business missions from the BioXCluster to the Toronto Region. Toronto Global should engage with TOHealth! to build contacts in these regions.
- + Finance Innovation is the key fintech cluster in the Paris Region, which has worked with more than 1,000 companies. Ontario's Senior Economic Officer has initiated discussions with Finance Innovation regarding potential collaboration. Although a meeting could not be arranged during Toronto Global's time in Paris, the Senior Economic Officer subsequently met with Finance Innovation to discuss two project initiatives. Finance Innovation is interested in the idea of a fintech delegation visiting Toronto that would be jointly hosted by Toronto Global and the Toronto Financial Services Alliance and were also open to the idea of a roundtable/symposium in Paris that would focus on key aspects of fintech in the Toronto Region.
- + Strengthen ties with Business France in Toronto and the Consul General of Toronto with the goal of expanding Toronto Global's network to companies of interest visiting Toronto from France.

UK:

- + Toronto Global continues to deal with a substantial number of leads from the UK that result from close collaboration with the federal and provincial staff at the High Commission in London, the lead generator engaged by Toronto Global and Toronto Global's internal lead generation.
- + Companies that Toronto Global met with tend to be in the technology sector, are interested in expanding outside of the UK, and see the Toronto Region as a dynamic area in a stable country - whereas they are not confident of the future with Europe and are wary of the current situation in the United States. There is a general assumption that there would be a good cultural fit between the UK and Canada as well.
- + Attending Innovate Finance's annual conference was very useful as Toronto Global was able to make contact with a number of companies currently being followed up with.

Next Steps

- + Undertake internal lead generation – based on Financial Times of London Fastest Growing European Companies listing.
- + Continue collaboration with Ontario's Senior Economic Officer and Global Affairs Canada in London with regard to a mission in fall 2017 and to ensure alignment of interests in future programming.

Chicago: April 24-27, 2017

Objective & Summary of Activities

This mission to Chicago served three primary objectives:

<p>Objective 1:</p> <ul style="list-style-type: none"> + Conduct meetings with qualified leads to explore expansion plans, discuss Toronto Global, and provide insight on the advantages of the Toronto Region; + Meet with multipliers in the Chicago area to expand Toronto Global's network and reach into the region. 	<p>Toronto Global conducted meetings in conjunction with the Canadian Trade Commissioners based in Chicago, and the Ontario Senior Economic Officer-New York in the Greater Chicago Area. Meetings were held with qualified leads generated by all three parties.</p> <p>Toronto Global undertook all of its lead generation in-house, and the effectiveness of this approach will be used to inform the USA East Market Strategy going forward.</p>
<p>Objective 2:</p> <p>Leverage the FinTech Exchange 2017 conference and associated roundtables, networking events and presentations to build new relationships.</p>	<p>The Fintech Exchange 2017 provided an opportunity to leverage the Province of Ontario's sponsorship to meet with new fintech companies interested in hearing more about the Province and Toronto, as well as using the draw of a champion speaker, to engage with companies interesting in hearing more about the Toronto Region.</p>
<p>Entire Mission:</p> <ul style="list-style-type: none"> + Introduce Toronto Global's Regional Director to key stakeholders in the Chicago market; + Build strategic relationships with federal Trade Commissioners in Chicago and the province's Senior Economic Officer, New York. + Gauge the local business environment and evaluate FDI potential of Chicago market. 	<p>Canada's Trade Commissioners and Ontario's Senior Economic Officers form an invaluable part of Toronto Global's network by connecting Toronto Global to local multiplier organizations, facilitating meetings, and providing key intelligence on the local market. Working closely with these partners will become increasingly important as Toronto Global transitions to in-house lead generation and qualification. Building and maintaining these relationships was a critical piece of the mission.</p>

Results

April 24-27

Locations	Total number of meetings	Number of new leads identified	Number of meetings with existing clients	Number of meetings with new multipliers
+ Chicago	8 meetings 3 events	4	2	4

Next Steps & Recommendations

Strategy

The mission to Chicago proved to be a valuable test of Toronto Global's move toward in-house lead generation, and informative to the development of an updated USA East Market Strategy. A highly targeted internal lead generation campaign to target 27 companies in the Chicago area yielded positive responses from two new companies. This resulted in a meeting with one of those companies during the trip, and the second scheduled for a phone meeting at a later date. Based on the methods used in the approach, Toronto Global has a better understanding of how to conduct such outreach in the future for this particular market.

Collaboration with Government Partners

The Canadian Trade Commissioners stationed in Chicago, Ontario's Senior Economic Officer-New York and Toronto Global attended the majority of the mission's outcalls together. The approach proved effective, and sent a powerful and collaborative message about Canada, Ontario and Toronto Region to the investor or multiplier. Furthermore, leads from all three parties were shared in advance of the mission as was client follow-up and information sharing after the mission's conclusion.

Fintech Exchange 2017 Conference

Toronto Global's approach to the Fintech Conference 2017 was two-fold. Using the attendee list to qualify and target companies attending the event allowed for a highly focused engagement strategy at the conference. Additionally, Toronto Global worked closely with Ontario's SEO to leverage the Province's booth and sponsored lunch at the conference to engage those interested in hearing more about the Ontario, and subsequently, Toronto Region story. Each method proved effective in generating new leads.

Additionally, leveraging the draw of the champion speaker at this event to engage companies wanting to hear more about the Canada, Ontario and Toronto Region was valuable to meeting potential new leads.

Chicago Market

There exists a broad familiarity with the Toronto Region within the Chicago market. Toronto and Chicago are linked closely through their financial services industries, and likewise, the State of Illinois and Province of Ontario are large and economically important trading partners, with many companies selling into the Ontario market. Accordingly, the Toronto Region's value proposition plays very well with Chicago area companies, and targeting those with substantial sales in Canada, but no operations, is recommended going forward.

That being said, challenges remain in the Chicago market. Although companies are familiar with the Toronto Region in general, they are not fully aware of its advantages and potential. When engaging leads, time and resources are required to ensure they have a true understanding of all the Toronto Region has to offer.

In-Market Schedule

Toronto Global's next mission to Chicago is tentatively planned for September 2017.

Denver: May 15-19, 2017

Objective & Summary of Activities

This mission to Denver served three primary objectives:

<p>Objective 1:</p> <p>Introduce Toronto Global to the Denver/Colorado market, gauge the marketplace as an effective target market for FDI attraction, and work alongside Denver's Trade Commissioner at the Consulate General of Canada.</p>	<p>Establish a strong and fruitful relationship with the Consul General's office.</p> <p>Have conversations with executives and industry on why and how the Greater Denver Area is a growing and expanding marketplace.</p> <p>Understand Colorado's perception of the Toronto Region and Canada as a place to invest and do business.</p>
<p>Objective 2:</p> <p>Meet with qualified investment leads and multipliers.</p>	<p>Toronto Global engaged with the lead generation firm Research Consultants International (RCI) who arranged eleven pre-qualified meetings with prospective companies.</p> <p>Toronto Global, along with the Trade Commissioner, arranged four pre-qualified investment meetings and three multiplier meetings.</p>
<p>Objective 3:</p> <p>Participate in the World Trade Centre event in Denver.</p> <p>Participate in Boulder Start-Up Week, a weeklong, event-filled schedule.</p>	<p>The World Trade Centre full day event in Denver brought together Colorado's business community to discuss trending global trade and economic issues, challenges and opportunities. The event consisted of keynote presentations, panel discussions, roundtable talks and breakaway sessions. It served two purposes: the first being an opportunity for lead generation, the second was to learn and discuss the economic trends in Denver/Colorado.</p> <p>Boulder's Start-Up Week brought together and highlighted the city's emerging business ecosystem, players and trends.</p>

Results & Insights

May 15-19

Location	Total number of meetings	Number of new leads identified	Number of formal, pre-arranged meetings with existing clients	Number of formal meetings with new multipliers
Denver/Boulder	16 + 2 events	13	0	3

The five-day mission was anchored around the World Trade Centre Denver 'WTCD' event and the weeklong Boulder Startup week.

The WTCD was interesting in that it gave Toronto Global a crash course on Colorado's economy, its economic action (incentive) plan, and where it expects to see the most growth and why. Clearly, Colorado's deep roots in technology and its talented workforce have helped attract new entrants like Uber, Google and Facebook, and the University of Colorado in Boulder has helped transform that city into an entrepreneur-hub, as many startups pick Boulder to begin their journey.

Boulder's Startup Week was severely hampered due to the blizzard-like weather on the date that Toronto Global was in town, with power outages and many events ultimately being cancelled. The one event that Toronto Global attended was slated to have 200+ participants, whereas in actuality 30 or so people showed up.

Regarding company meetings, eleven pre-qualified meetings were arranged by RCI, a lead generation firm. Only nine meetings took place due to unforeseen cancellations hours before the meetings. These two meetings will be rescheduled as conference calls over the coming weeks. Multiplier meetings were arranged to help fill in the gaps, which proved fruitful in the long run.

Toronto Global and Denver's Trade Commissioner arranged four pre-qualified meetings and three multiplier meetings.

The Denver market was surprising in that the strongest leads came from very niche and unique companies, which were identified by the contracted lead generator. Toronto Global's traditional internal lead generating qualifiers would not have caught these leads. This observation tells us that perhaps a wider net of initial businesses to connect with may be needed at the outset.

One thesis that Toronto Global held going into the mission was that the Greater Denver Area was now home to strong, home-grown technology companies, and that these companies would soon begin to look at geographical expansion. With that in mind, Toronto Global targeted 20 high-potential companies and worked along with the Consul General's Trade Commissioner, our external lead generation firm (RCI), and then finally our own internal strategies to connect and engage with these specific companies. The results were disappointing in that Toronto Global didn't receive the interest that was expected. Upon further review, a more strategic approach may have been warranted when reaching out to these targets, including expanding our qualifiers for targeted companies, longer lead times, more follow ups, use of different means of communication, and trying other executives within the organization. Persistence is necessary, and Toronto Global has since built up its Colorado network, which will invariably help in future endeavors.

Next Steps & Recommendations

Toronto Global recommends further developing and nurturing the Greater Denver Area market as a source of FDI leads from USA West.

Follow ups have begun with the strongest and investment-ready leads that Toronto Global met in-market. Multiple firms have verbally committed to Toronto visits over the course of the next two months, and so it is important to showcase and refine the Toronto Region's value proposition for each specific investment inquiry.

Denver-based multipliers strongly recommended that any return mission to Denver should be anchored around Denver Startup Week in September or C-Level @ Mile High in March, both events organized by the Colorado Technology Association (CTA). Denver Startup Week, which is said to be the largest of its kind in North America, brings together tech companies, CEOs, Venture Capitalists, etc., for a week of networking every year. The C-Level @ Mile High attracts more than one thousand technology companies and influential IT leaders from across the USA. The CTA mentioned that it would be pleased to work with Toronto Global to help connect and introduce us to the companies that would be of interest to us during both events.

Many of the Colorado prospects may be still in their initial stages of growth, however, now is an opportune time to create relationships within the Colorado community. By connecting and working closely with the Colorado Technology Association, and the other multipliers that were engaged, coupled with Toronto Global's own internal lead generation strategy, a sizable impact can be made across the entire Colorado eco-system. Stringent monitoring and follow-ups would be needed to stay top of mind, relevant, and trustworthy. Many of these companies have the potential to have a sizable capital raise at any time, and so it would be important to stay abreast of the movers.

France (Paris) and the UK (London and Manchester) June 7 - 16, 2017

Objective & Summary of Activities

France: June 7-9

Objective 1:

Meet with companies and establish new contacts that represent FDI opportunities for the Toronto Region.

Toronto Global engaged Altios, a lead generation firm, which organized a number of corporate calls with companies in a number of sectors. Many were thinking of expansion to the United States until Altios spoke with them about the Toronto Region.

Objective 2:

Continue to build and develop partnerships with business and sector organizations.

Working with the Ontario Senior Economic Officer, Toronto Global re-connected with Paris-based cluster organizations Medecin (Life Sciences) and Innovation Finance (Fintech). Toronto Global is currently working with both organizations to collaborate on future events.

United Kingdom: June 12-16

<p>Objective 1:</p> <p>Attend event featuring a panel on the Toronto-Waterloo Innovation Corridor at the Canadian High Commission</p>	<p>Toronto Global, along with the Waterloo Economic Development Corporation, the Toronto Region Board of Trade and Ontario’s Senior Economic Officer organized a session during London Tech Week that focused on strengths of the corridor in technology related to smart cities. There were approximately 100 attendees and Toronto Global connected with a number of companies for follow-up regarding potential investments in the Toronto Region.</p>
<p>Objective 2:</p> <p>Meet with companies and establish new contacts that represent FDI opportunities for the Toronto Region.</p>	<p>Meetings with FDI prospects were organized through the Provincial and Federal representatives based in the United Kingdom and through internal lead generation efforts by the Toronto Global team.</p>
<p>Objective 3:</p> <p>Participate in aspects of the Toronto Region Board of Trade’s Smart Cities mission held as part of London Tech Week</p>	<p>Toronto Global’s participation included:</p> <ul style="list-style-type: none"> + Meeting with members of the London & Partners team responsible for the North American market to identify opportunities to collaborate + Initial assessments of FDI opportunities in Manchester
<p>Objective 4:</p> <p>Attend XLR8 Technology Conference to network with technology companies and promote FDI opportunity in the Toronto Region.</p>	<p>XLR8 is a technology conference and exhibition that was held during London Tech Week. Toronto Global attended and connected with a number of companies that are interested in knowing more about opportunities for them in the Toronto Region.</p>



Results

Locations	Total number of meetings with prospects	Number of new leads identified	Number of meetings with existing clients	Number of meetings with new multipliers
France	10	6	0	5
UK	19	7	4	2

Insights, Next Steps & Recommendations

France:

- + The lead generator organized a number of excellent meetings where all the companies except one have plans to expand to North America. Typically, they were thinking of the United States or Québec until the lead generator spoke to them about the Toronto Region. That being said, the lead generator undertook a great deal of work to discover the companies that were prepared to meet with Toronto Global. This would indicate that Toronto Global and its partners have significant work ahead to raise the region's profile in France. A strategy is to be developed that will take this into consideration in collaboration with provincial and federal partners.
- + Based on Toronto Global's experience in France after two missions in 2017, and on consultation with the Ontario Senior Economic Officer, consideration will be given to focusing on two regions in France – Paris and Greater Lyon.

Next Steps

- + Further develop relationships for collaboration with intermediaries. In this regard and subsequent to the June mission, Toronto Global worked in Toronto with CapDigital, the cluster organization for digital industries in the Paris Region. This included presenting the Toronto Region's value proposition to companies that were part of the mission and organizing meetings for CapDigital at DMZ and MaRS to explore potential partnerships.
- + Collaborate with the Ontario Senior Economic Officer to organize a fintech roundtable with Innovation Finance members the first week of December to highlight the Toronto Region's value proposition for French fintech companies.
- + Undertake a strategy in collaboration with the Ontario Senior Economic Officer and the Federal government to reach out to current clients and major fintech companies in

France with respect to programming they can take advantage of at Sibos, a global financial services conference being held in Toronto in October.

- + The next Toronto Global mission to France is scheduled for the first week of December.

United Kingdom:

- + The key reason that Toronto Global travelled to the UK at this time was to be present to meet UK companies at the Toronto –Waterloo Innovation Corridor event hosted by the Ontario Senior Economic Officer. The mission to London allowed for some meetings with companies that are excellent investment opportunities for the Toronto Region, to build ties with intermediaries and to gain an understanding of the potential for Toronto Global in Manchester and Northern England.

Next Steps

- + Collaborate with the Ontario Senior Economic Officer and Trade Commissioner services to re-connect with current clients and major fintech companies in the UK about programming they can take advantage of at Sibos, a global financial services conference held in Toronto in October. Collaborate with Global Affairs Canada and the Ontario Economic Officer to organize events in late fall 2017 to profile expertise in the Toronto Region and the role of Toronto Global.
- + The next mission to the UK is planned for late November 2017.

Greater Los Angeles Area: June 19-23, 2017

Objective & Summary of Activities

This follow up mission to Los Angeles served two primary objectives:

<p>Objective 1:</p> <p>Assess investment target companies in Southern California.</p>	<p>The objective of this follow up mission was to identify and connect with target companies to discuss growth plans and business development strategies in Canada, determine key drivers behind expansion plans and to present targeted investment opportunities in the Toronto Region.</p> <p>Research Consultants International (RCI) was engaged by Toronto Global to support lead generation for this mission based on the criteria provided earlier and the feedback from previous FDI trips. Toronto Global had 11 meetings during this mission secured by RCI.</p>
<p>Objective 2:</p> <p>Continue collaboration with the Trade Commissioner focused on technology at the Canadian Consulate in Los Angeles.</p>	<p>Toronto Global established a very good working relationship with the Trade Commissioner focused on technology during the previous mission to LA in January 2017. This contact is very well connected in the LA technology sector and facilitated meetings with three technology companies. Where possible, meetings with new prospects were attended together - the joint outcall approach proved to be very effective as the companies received both Canada-wide and region-specific information.</p>
<p>Entire Mission:</p> <p>Continue active prospecting for inbound FDI in California, which has been identified as one of the two primary source markets for FDI wins into the Toronto Region.</p>	<p>This mission was Toronto Global's second foray into Southern California to assess the opportunities in the Los Angeles Metropolitan Area. This was also the first time Toronto Global engaged in the internal prospecting of leads for this market, to add to meetings secured by RCI. In total, close to 100 LA-based companies were targeted by Toronto Global through customized individual emails and follow up telephone calls. Based on the outreach, two meetings were successfully secured, while 8 companies responded with an interest for a conversation at a later time. The objective is to continuously refine the outreach strategy.</p>

Results

Locations	Total number of meetings	Number of new leads identified	Number of meetings with existing clients	Number of meetings with new multipliers
+ Los Angeles + Santa Monica + Irvine + Newport Beach + Culver City + El Segundo + Glendale + West Hollywood	17 (including one call)	17	0	0

Insight, Next Steps & Recommendations

- + The majority of targets identified operate in the Artificial Intelligence (AI) and Machine Learning (ML) space. Toronto Global targeted this area of focus due to the Toronto Region's strong value proposition, the recently established Vector Institute and the continuous excellence of AI-related research at the University of Toronto. Many companies were not aware of these developments in Canada and expressed genuine interest in learning more and discussing possible R&D initiatives in the Toronto Region. The Government of Canada's commitment into the Vector Institute, along with major players such as Google, Uber, nVIDIA, the five largest Canadian banks, four big consulting firms, etc. supported the perception of the Toronto Region as a risk-free and very conducive business environment with strong public and private support. Toronto Global shared its report on Artificial Intelligence with relevant companies who found it extremely helpful and full of useful facts and information. The objective is to build a comprehensive local network in the AI and ML space to offer possible business synergies and partnerships with Canadian counterparts, which will help drive expansion to the region.
- + Generally, most of our discussions with LA-based companies started with their questions about the market size and opportunities in the Toronto Region, with the focal point being the penetration into the Canadian market through sales and rentals of their products and equipment. By asking targeted questions, the focus was then shifted onto the expansion of their software development initiatives and the benefits of doing this in the Toronto Region. Many companies complained about the fierce tech talent war in California and talent retention pressures, both contributing to the skyrocketing costs of software engineers. Toronto Global shared the tech salaries comparison report based on Robert Half's annual reports, which was welcomed by the companies. The combination of the high-quality tech talent of the Toronto Region with its cost competitiveness, as well as the SR&ED credits and Canada's friendly immigration policies were the main focus of discussions and spurred significant interest and willingness to learn more about investing in Canada, in particular in the R&D space of the Toronto Region. Toronto Global has set up a number of follow up calls with SR&ED advisors, third-party recruiters and service providers to provide more information to the companies that are in the process of comparing various markets with the goal to expand their software development activities.
- + With regard to business sentiments around President Trump and his policies, it is noteworthy that many tech-focused companies mentioned Canada was in the news and on their radar recently due to the friendly immigration policies and the new Global Skills Initiative, and was generally perceived as a safe haven. As tech companies rely heavily on foreign talent, Canada becomes the best choice for their expansion location; however, there is still "familiarization work" to be done as it relates to Canadian taxes, credits, payroll and benefits. On the other hand, a company in the manufacturing sector and another in the shipping services space have clearly expressed their pro-Trump inclinations and trust in his politics. Their question was primarily on the repatriation of profits back to the USA. While it's early to make any inferences, there is a visible opposition to Trump's policies by tech companies because of their reliance on foreign talent, while companies in the manufacturing sector were either indifferent or pro-Trump.
- + Vancouver still comes up as the preferred location for expansion for some LA-based companies based on geography and time-zones. However, companies appreciated the opportunity to learn about the Toronto Region and many were impressed with the size,

opportunities and business environment, in addition to the availability of skilled and multi-lingual tech talent.

The next full-week mission to Los Angeles is scheduled for February 2018. The mission will build on the two previous missions in 2017 and form part of the current (2017-2018) fiscal year. The mission will target meetings with a minimum of 15 newly identified companies fitting the FDI prospection criteria, as well as follow up meetings with the existing clients and multipliers. Prospecting for the next Los Angeles mission will be done internally by Toronto Global.

NEW YORK CITY: June 27-29, 2017

Objective & Summary of Activities

This mission to New York City served three primary objectives:

<p>Objective 1:</p> <p>Participation in the Networking event 'Canada's AI Summit', hosted by the Consulate General of Canada.</p>	<p>The evening event hosted 100+ NY-based executives that were interested in learning more about the Canadian technology space, with a specific lens on Artificial Intelligence. This served as a great networking opportunity for both potential leads and future multipliers.</p>
<p>Objective 2:</p> <p>Continue to execute and refine Toronto Global's internal lead generation strategy.</p>	<p>Continue the process of identifying, researching and connecting with a targeted pool of companies and other qualified prospects/multipliers in-house.</p> <p>Further refine the process to reflect successes from the mission.</p>
<p>Objective 3:</p> <p>Conduct meetings with targeted companies and multipliers.</p>	<p>Toronto Global secured nine company meetings in-market, while another four were secured as phone calls due to unavailability of company executives.</p>

Results

Location	Total number of formal meetings	Number of new leads identified	Number of meetings with existing clients	Number of meetings with new multipliers
New York City	8	13	1	0

The three-day mission was anchored around the event 'Canada's AI Summit' which was hosted by Canada's Consul General in New York City.

The event had a strong turnout to hear from a panel of Canadian AI executives and from the keynote speaker, Jordan Jacobs, CEO of Layer 6 AI and co-founder of the Vector Institute. The speaker shared insights and anecdotes on running an AI company in Toronto.

The main theme was the Toronto Region's talent. The Region is cost-competitive, has an abundance of tech talent, and the talent tends to be loyal, meaning employees remain at their jobs longer when compared to their American counterparts (Layer6 AI has roughly 40 employees, and not one has left in four and a half years). These stories were important as Toronto Global was able to reiterate them as practical examples throughout their meetings in New York City. In particular, the stickiness of Toronto's talent resonated deeply with companies.

Many multipliers were engaged at the event, and Toronto Global will continue discussions with them in the short term.

Regarding the USA East team's internal lead generation strategy, the team was encouraged by the results. A target pool of over two hundred companies was identified, and after thorough outreach and follow-ups, 13 new leads became active. The team will continue to reflect on these results and the lead generation methodology to continue to improve the strategy.

Of the 13 new leads, nine in-market meetings were confirmed. One meeting was cancelled due to unforeseen circumstances, and has since been rescheduled as a conference call. Four meetings have been scheduled for conference calls, as company executives were unavailable during Toronto Global's time in New York.

The in-market meetings that took place proved to be very valuable - all had begun the process, or were in the various stages of expansion planning. These companies were either considering Toronto Region directly, or were looking at other technology hubs across North America.

In most cases, the primary driver of expansion plans was talent. Talent in New York City is becoming increasingly expensive and hard to find, and companies wanted to know they could scale quickly without hitting a talent ceiling in markets they were considering. Market access was the second driver of expansion. Outside of the Toronto Region, companies were collectively looking at Montréal, San Francisco, Raleigh, Denver and Atlanta for these reasons.

Next Steps & Recommendations

Follow-up is underway with the leads identified, as the USA East team is working to move them through the Sales Funnel.

Regarding Toronto Global's internal lead generation strategy, it will be important to create a process for pro-active outreach. This includes how best to create a target pool using specific qualifiers, researching targets, and then initiating contact with the companies. The process should be scalable and repeatable, allowing for the sharing of best practices and new ideas to drive the strategy forward.

Toronto Global will begin to introduce leads identified with the Trade Commissioner Service in New York City when timing is appropriate.

Regarding the targeted pool of companies that Toronto Global originally gathered, this list will be continually used and built upon for future outreach and missions into New York City.

New York City will continue to be a strong source of targeted leads for the USA East team. It is important that the team stays abreast of company news, especially those within the technology space. Talent and cost constraints will continue to be key drivers of international expansion for US companies, and the USA East team will remain proactive in its outreach and travel to market.

SCHEDULE "C" FINAL REPORTING METRICS

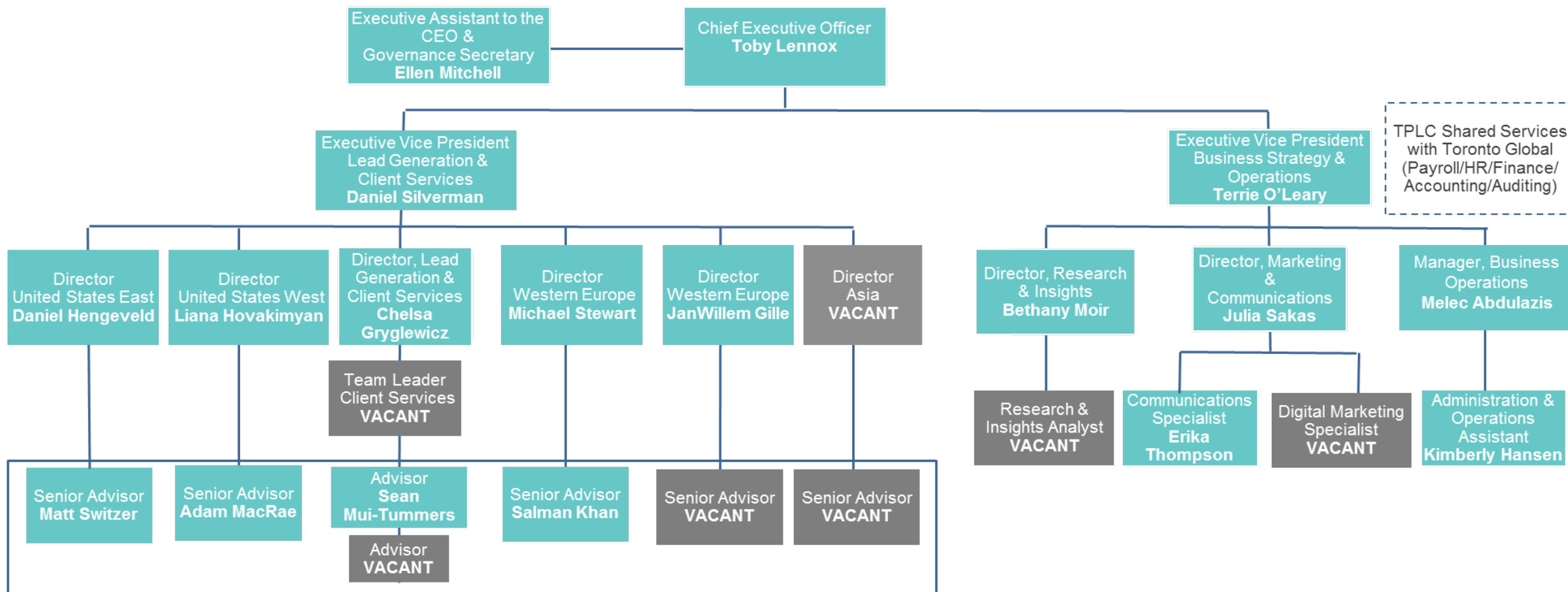
The following summary concerns transactions which closed during this reporting period (April 1, 2016 – June 30, 2017).

+ Number of identified FDI target companies	Targets 889 Prospects 183
+ Number of corporate calls conducted	773
+ Number of qualified FDI leads transferred into the sales funnel	125 opportunities were created in the sales funnel Level 1: 80 Level 2: 35 Level 3: 10
+ Number of new jobs	(over the next 3 years) 661
+ Amount in (\$CDN) of new investment in the GTA	\$6,362,000
+ Current transfer (into the sales funnel) to closed deal conversion rate	*The Toronto Global CRM is being further developed to track this metric.
+ Number of closes to date	14



June 2017

SCHEDULE "C"- TORONTO GLOBAL ORGANIZATION STRUCTURE



TPLC Shared Services with Toronto Global (Payroll/HR/Finance/Accounting/Auditing)

Vacant Positions

Alzheimer Society

DURHAM REGION

AUG 24 '17 PM3:30

You Are Invited to our Annual General Meeting

FEATURING:

“I’m Still Here”

Presented By: act2studioWORKS*

A play that helps foster meaningful interaction and
illuminates the reality of living with dementia



When: Monday September 18, 2017 from 6:30 pm to 8:30 pm

Where: St. Francis Centre - 78 Church St. South, Ajax (Church St. S of Hwy 2)

RSVP by: Monday September 11, 2017 on asdr.eventbrite.ca

Email: information@alzheimerdurham.com

Phone: 905-576-2567 ext. 5226 or Toll Free 1-888-301-1106



Alzheimer Society of Durham Region

1600 Champlain Ave., Suite 202, Whitby, ON L1N 9B2

Phone: 905-576-2567 | Toll Free 1-888-301-1106

0-1624137-0-26

From: Trish Barnett <T.Barnett@lsrca.on.ca>
Sent: August-24-17 11:46 AM
To: 'Aurora Clerks Department'; 'Christopher Raynor (York Region)'; 'Cindy Maher (New Tecumseth)'; 'Dawn McAlpine (Barrie)'; 'Debbie Leroux (Uxbridge)'; 'Doug Irwin (Oro-Medonte)'; 'Fernando Lamanna'; 'Gillian Angus-Trail'; 'Janet Nyhof'; 'Janette Teeter (Oro-Medonte)'; 'Jennifer Connor (Ramara)'; 'John Daly (Simcoe)'; 'John Espinosa'; 'JP Newman (jnewman@scugog.ca)'; 'Judy Currins (Kawartha Lakes)'; 'Karen Shea (kshea@innisfil.ca)'; 'Kathryn Smyth (King)'; 'Kiran Saini (Newmarket)'; 'Lisa Lyons (Newmarket)'; 'Mike Derond (Aurora)'; Clerks; 'Patty Thoma'; 'Rebecca Murphy (Clerk, Bradford/West Gwillimbury)'; Thomas Gettinby
Subject: Invitation to LSRCA's Stormwater Management - Low Impact Development Tour - September 19, 2017

Good morning Regional and Municipal Clerks:

Further to my email of August 10th, below is an invitation to our tour of local Low Impact Development sites, which we ask that you please share with your members of Council.

SHOWCASE

Join us!

**Stormwater Management
Low Impact Development**

Touring by bus

LID retrofit locations:

- Forest Glen Rd. and Ray Twinney Recreation Complex, Town of Newmarket
- Aurora Community Centre, Town of Aurora

LID in new residential development:

- Mossall Homes Residential Subdivision, Town of Newmarket

Tuesday, September 19, 2017

12:00 noon - 4:30 pm (lunch provided)

**120 Bayview Parkway
Newmarket ON L3Y 3W3**

RSVP by September 8th, 2017

t.barnett@LSRCA.on.ca
905-895-1281, ext. 223

C.S. - LEGISLATIVE SERVICES

Original
To: CIP ✓
Copy
To:
C.C. S.C.C. File
Take Appr. Action

Thank you and regards,

Trish Barnett
 Coordinator, BOD/CAO, Projects and Services
Lake Simcoe Region Conservation Authority
 120 Bayview Parkway,
 Newmarket, Ontario L3Y 3W3
 905-895-1281, ext. 223 | 1-800-465-0437 |
t.barnett@LSRCA.on.ca | www.LSRCA.on.ca

Twitter: @LSRCA
 Facebook: LakeSimcoeConservation

The information in this message (including attachments) is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the Municipal Freedom of Information and Protection of Privacy

From: Trish Barnett

Sent: Thursday, August 10, 2017 2:38 PM

To: 'Aurora Clerks Department'; 'Christopher Raynor (York Region)'; 'Cindy Maher (New Tecumseth)'; 'Dawn McAlpine (Barrie)'; 'Debbie Leroux (Uxbridge)'; 'Doug Irwin (Oro-Medonte)'; 'Fernando Lamanna'; 'Gillian Angus-Trail'; 'Janet Nyhof'; 'Janette Teeter (Oro-Medonte)'; Jennifer Connor (Ramara); 'John Daly (Simcoe)'; 'John Espinosa'; 'JP Newman (jnewman@scugog.ca)'; 'Judy Currins (Kawartha Lakes)'; 'Karen Shea (kshea@innisfil.ca)'; 'Kathryn Smyth (King)'; 'Kiran Saini (Newmarket)'; 'Lisa Lyons (Newmarket)'; 'Mike Derond (Aurora)'; 'Pat Madill'; 'Patty Thoma'; 'Rebecca Murphy (Clerk, Bradford/West Gwillimbury)'; T Gettinby (Brock)

Subject: SAVE THE DATE: Invitation to LSRCA's Stormwater Management - Low Impact Development Tour

Good afternoon Regional and Municipal Clerks:

We would be pleased if you could share this **Save the Date** email with your Members of Council. A formal invitation will be sent along in the near future.

Dear Chairs, Mayors and Members of Council:

The application of Low Impact Development (LID) solutions to stormwater management is gaining momentum across the Lake Simcoe Watershed.

To help Mayors and Members of Council gain a greater understanding of LID and its many benefits, LSRCA is hosting a tour of recently completed LID demonstration projects. The tour will showcase LID techniques integrated into a new subdivision development and retrofitted into existing municipal infrastructure, including a residential road and a recreation centre.

The tour, which will begin with lunch at LSRCA's administrative offices on Tuesday, September 19th @ 12:00 p.m., will provide an opportunity to see LID projects first hand, speak to experts about LID and discuss opportunities for your municipalities.

In summary...

What: Lunch and a tour of local Lake Simcoe watershed LID sites, new and retrofitted.

When: Tuesday, September 19th from 12:00 p.m. to approx. 4:30 p.m.

Who: Lake Simcoe watershed Members of Council and senior municipal staff.

Where: Starting with lunch at LSRCA's administrative offices located at 120 Bayview Parkway in Newmarket and touring some local LID sites by coach.

Why: A great opportunity to gain a greater understanding of LID and its many benefits, as well an opportunity to see LID projects first hand, speak to experts about LID and discuss opportunities for your municipality.

RSVP: to Trish Barnett @ t.barnett@lsrca.on.ca by Friday, September 8th.

We hope you are able to join us !

If you have any questions, please do not hesitate to contact us.

Trish Barnett

Coordinator, BOD/CAO, Projects and Services

Lake Simcoe Region Conservation Authority

120 Bayview Parkway,

Newmarket, Ontario L3Y 3W3

905-895-1281, ext. 223 | 1-800-465-0437 |

t.barnett@LSRCA.on.ca | www.LSRCA.on.ca

Twitter: @LSRCA

Facebook: LakeSimcoeConservation

The information in this message (including attachments) is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the Municipal Freedom of Information and Protection of Privacy Act and by the Personal Information Protection Electronic Documents Act. If you have received this message in error, please notify the sender immediately and delete the message without making a copy. Thank you.

Enbridge Gas Distribution Inc. has applied to the Ontario Energy Board for approval:

- To construct 37 kilometres of natural gas pipelines in the Regional Municipality of Durham to serve the community of Fenelon Falls
- To charge a System Expansion Surcharge of \$0.23 per m³ to all new customers taking distribution service from the facilities in the community of Fenelon Falls and all new customers of similar community expansion projects
- For a Certificate of Public Convenience and Necessity for the City of Kawartha Lakes

Learn more. Have your say.

Enbridge Gas Distribution Inc. has applied to the Ontario Energy Board for approval to construct 37 kilometres of natural gas pipelines consisting of two segments:

- The **Sunderland Segment** consists of 8 kilometres of 6 inch diameter pipeline starting in the community of Sunderland in the Township of Brock and connecting to Enbridge Gas' existing pipeline at Farmstead Road in the City of Kawartha Lakes.
- The **Fenelon Falls Segment** consists of 29 kilometres of 6 inch and 4 inch diameter pipeline starting in the community of Oakwood and ending in the community of Fenelon Falls in the City of Kawartha Lakes.

Enbridge Gas Distribution Inc. has applied for a Certificate of Public Convenience and Necessity for the City of Kawartha Lakes to allow it to construct the natural gas facilities.

Enbridge Gas Distribution Inc. has also applied for approval to charge a System Expansion Surcharge of \$0.23 per m³ to all new customers in the community of Fenelon Falls that take service from the proposed facilities and all new customers of similar community expansion projects.

A map of the proposed pipeline project is provided below.

THE ONTARIO ENERGY BOARD IS HOLDING A PUBLIC HEARING

The Ontario Energy Board (OEB) will hold a public hearing to consider the application filed by Enbridge Gas. During the hearing, we will question Enbridge Gas on the case. We will also hear questions and arguments from individual consumers, municipalities and others whose interests would be affected. At the end of this hearing, the OEB will decide whether to approve the application.

As part of its review of this application, the OEB will assess Enbridge Gas' compliance with the OEB's Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Pipelines and Facilities in Ontario.

The OEB will also assess whether the duty to consult with Indigenous communities potentially affected by the proposed pipeline has been discharged with respect to the application.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

BE INFORMED AND HAVE YOUR SAY

You have the right to information regarding this application and to be involved in the process.

- You can review the application filed by Enbridge Gas on the OEB's website now.
- You can file a letter with your comments, which will be considered during the hearing.
- You can become an active participant (called an intervenor). Apply by **September 5, 2017** or the hearing will go ahead without you and you will not receive any further notice of the proceeding.
- At the end of the process, you can review the OEB's decision and its reasons on our website.

LEARN MORE

Our file number for this case is **EB-2017-0147**. To learn more about this hearing, find instructions on how to file letters or become an intervenor, or to access any document related to this case, please select the file number **EB-2017-0147** from the list on the OEB website: <http://www.oeb.ca/noticelctc>. You can also phone our Consumer Relations Centre at 1-877-632-2727 with any questions.

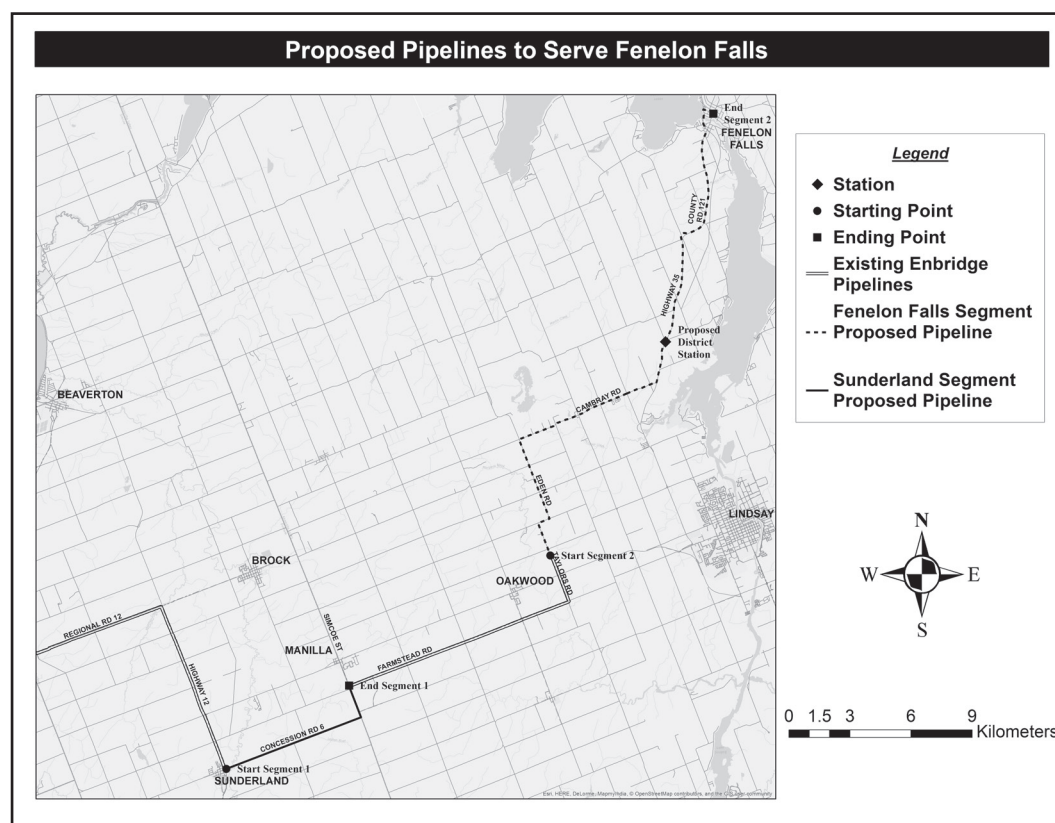
ORAL VS. WRITTEN HEARINGS

There are two types of OEB hearings – oral and written. The OEB will determine at a later date whether to proceed by way of a written or oral hearing. If you think an oral hearing is needed, you can write to the OEB to explain why by **September 5, 2017**.

PRIVACY

If you write a letter of comment, your name and the content of your letter will be put on the public record and the OEB website. However, your personal telephone number, home address and email address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.

This hearing will be held under section 90(1), section 97 and section 36 of the Ontario Energy Board Act, 1998, S.O. 1998, c.15 (Schedule B) and section 8 of the Municipal Franchises Act R.S.O. 1990, c. M.55.



Ontario

Ontario Energy Board / Commission de l'énergie de l'Ontario

ONTARIO ENERGY BOARD

IN THE MATTER OF the *Ontario Energy Board Act, 1998*, S.O. 1998, c. 15 (Schd. B), as amended (the “OEB Act”) and the *Municipal Franchises Act*, R.S.O. 1990, c. M.55, as amended (the “MF Act”);

AND IN THE MATTER OF an application under section 36 of the OEB Act for an order or orders approving a rate to be applied as a System Expansion Surcharge in respect of each Community Expansion Project by Enbridge Gas Distribution Inc.;

AND IN THE MATTER OF an application by Enbridge Gas Distribution Inc. under section 90 of the OEB Act for an order or orders granting leave to construct natural gas distribution pipelines and ancillary facilities to serve the community of Fenelon Falls in the City of Kawartha Lakes;

AND IN THE MATTER OF an application under section 8 of the MF Act for an order or orders granting a Certificate of Public Convenience and Necessity to Enbridge Gas Distribution Inc. for the construction of works in the City of Kawartha Lakes.

LEAVE TO CONSTRUCT APPLICATION: FENELON FALLS PIPELINE PROJECT

1. The Applicant, Enbridge Gas Distribution Inc. (“Enbridge”), is an Ontario corporation with its head office in the City of Toronto. It carries on the business of selling, distributing, transmitting and storing natural gas within the province of Ontario.
2. This Application is made pursuant to the guidance provided by the Ontario Energy Board (the “Board”) in its EB-2016-0004 Generic Community Expansion Decision with Reasons (“Community Expansion Decision”) issued on November 17, 2016. In accordance with the findings made by the Board in the Community Expansion Decision, Enbridge proposes a System Expansion Surcharge (“SES”) to be paid by all new customers served by Community Expansion Projects undertaken by Enbridge.
3. The proposed SES is a fixed volumetric rate of \$0.23 per cubic metre that will be charged in addition to Enbridge’s base distribution rates as approved by the Board from time to time. Enbridge hereby applies to the Board under section 36 of the OEB Act for approval

of the SES to be charged to all new customers taking gas distribution service from a Community Expansion Project.

4. Enbridge proposes to undertake a Community Expansion Project, in respect of which the SES would apply, to serve the community of Fenelon Falls in the City of Kawartha Lakes (the "Project"). The Board gave notice of Enbridge's proposal to serve Fenelon Falls and requested expressions of interest from any other parties with plans to provide natural gas services to the community, but no such expressions of interest were received. Accordingly, this Application does not engage the competitive process contemplated in the Community Expansion Decision.
5. For the purposes of providing natural gas service to Fenelon Falls, Enbridge proposes to build two natural gas pipelines (the "Facilities"). A map showing the proposed pipeline routes can be found at Exhibit C, Tab 1, Schedule 1, Attachment 1 of the pre-filed evidence filed together with this Application.
6. The proposed Facilities are comprised of two segments; the Sunderland Segment of reinforcement pipeline and the Fenelon Falls Segment of distribution pipeline. The Sunderland Segment consists of approximately 8 kilometres of Nominal Pipe Size ("NPS") 6 inch steel pipeline plus ancillary facilities. The Fenelon Falls Segment consists of approximately 29 kilometres of a combination of NPS 6 inch and NPS 4 inch steel and polyethylene pipeline, together with ancillary facilities.
7. The Sunderland Segment would originate near the point where Highway 7/12 intersects with Regional Road 10/Brock Concession Road 6 in the community of Sunderland in the Township of Brock. It would travel east along Brock Concession Road 6 and then north on Simcoe Street to a termination point at Farmstead Road where it would tie in to an existing Enbridge pipeline.
8. The Fenelon Falls Segment would originate near the intersection of Highway 7 and Taylor's Road west of the town of Lindsay in the community of Oakwood. From there it would travel north along Taylor's Road, continue east along Quaker Road, north along Eden Road and then east along Cambray Road/County Road 9 to Highway 35. From this point the pipeline would travel north to the community of Fenelon Falls, terminating near the intersection of Bond Street and Colborne Street/County Road 121.
9. Enbridge has developed forecasts of costs, customer additions and revenues for the Project and has concluded that the Project requires a grant of funding from the Infrastructure Ontario Natural Gas Grant Program in order to be economically feasible. Funding under the Natural Gas Grant Program is conditional on an expansion project receiving all necessary approvals from the Board. In order to proceed with the Project, Enbridge will require a grant of funding from Infrastructure Ontario to make the Project

economically feasible, as well as approval of Enbridge's management. On this basis, Enbridge hereby applies to the Board under section 90 of the OEB Act for leave to construct the Facilities.

10. Enbridge has entered into a Municipal Franchise Agreement with the City of Kawartha Lakes. Enbridge also holds a number of Certificates of Public Convenience and Necessity granted by the Board in respect of former municipalities that now form part of the City of Kawartha Lakes. In order to allow Enbridge to construct the Facilities to serve Fenelon Falls, Enbridge hereby applies under section 8 of the MF Act for a Certificate of Public Convenience and Necessity in respect of the City of Kawartha Lakes.
11. The route and location for the proposed pipelines were selected by an independent environmental consultant (Stantec Consulting Ltd.), through the process outlined in the Board's *Environmental Guidelines for the Location, Construction, and Operation of Hydrocarbon Pipelines in Ontario (Sixth Edition, 2011)* (the "Guidelines"). Despite the environmental and socio-economic assessment work for the Fenelon Falls project having been completed prior to the release of the 7th edition of the Guidelines, Enbridge has endeavored to follow the process outlined in this most recent version of the Guidelines. To that end Enbridge engaged the Ministry of Energy to determine if there is a duty to consult requirement triggered by the Fenelon Falls project. Information on indigenous consultations and Duty to Consult activities can be found at Exhibit H, Tab 1, Schedule 1 of the pre-filed evidence.
12. Input from the public and area stakeholders and First Nations was sought during the route selection process and was incorporated into the final alignment decision. Details on the route selection and the Environmental and Socio-Economic Impact Assessment ("ER") of the proposed facilities are included at Exhibit D, Tab 1, Schedule 3, Attachment 1. The proposed measures outlined in the ER will be implemented to mitigate and potential environmental impacts.
13. Enbridge has included draft agreements at Exhibit G, Tab 1, Schedule 3 that will be offered to affected landowners where the need for an easement arises.
14. Construction is scheduled to commence no later than April 2018 in order to begin providing gas distribution service to Fenelon Falls by October 2018. Exhibit E, Tab 1, Schedule 1 provides the proposed construction schedule.
15. A list of interested parties and permitting authorities is provided at Exhibit A, Tab 2, Schedule 3.
16. Enbridge requests that this Application proceed by way of written hearing in English.

17. Enbridge therefore requests, on the basis set out in paragraph 9, above, that the Board make the following orders:
- (i) an order pursuant to section 36 of the OEB Act approving the proposed SES for all customers that take natural gas distribution service from a Community Expansion Project by Enbridge and associated changes to the Glossary of Terms in Enbridge's rate handbook;
 - (ii) an order pursuant to section 36 of the OEB Act approving an SES with a term of 40 years for all customers that take gas distribution service from the Fenelon Falls Community Expansion Project described in this Application;
 - (iii) an order pursuant to section 90 of the OEB Act granting leave to construct the Facilities;
 - (iv) an order pursuant to section 97 of the OEB Act, 1998 approving the proposed form of easement agreements; and
 - (v) an order pursuant to section 8 of the MF Act granting a Certificate of Public Convenience and Necessity to Enbridge in respect of the City of Kawartha Lakes.
18. Enbridge requests that copies of all documents filed with the Board in connection with this proceeding be served on it and on its counsel, as follows:
- (a) The Applicant: Regulatory Affairs
Enbridge Gas Distribution Inc.

Address for personal service: 500 Consumers Road
Toronto, ON M2J 1P8

Mailing Address: P. O. Box 650
Scarborough, ON M1K 5E3

Telephone: (416) 495-5499
Fax: (416) 495-6072
E-Mail: EGDRRegulatoryProceedings@enbridge.com

(b) The Applicant's counsel: Fred D. Cass
Aird & Berlis LLP

Address for personal service and mailing address: Suite 1800, Box 754
Brookfield Place, 181 Bay Street
Toronto, Ontario
M5J 2T9

Telephone: (416) 865-7742
Fax: (416) 863-1515
E-Mail: fcass@airdberlis.com

DATED JULY 26, 2017, at Toronto, Ontario.

ENBRIDGE GAS DISTRIBUTION INC.
By its counsel

AIRD & BERLIS LLP

[original signed]

Fred D. Cass

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

The Regional Municipality of Durham

MINUTES

AFFORDABLE AND SENIORS' HOUSING TASK FORCE COMMITTEE

Wednesday, June 21, 2017

A regular meeting of the Affordable and Seniors' Housing Task Force Committee was held on Wednesday, June 21, 2017 in the Council Chambers, Regional Municipality of Durham Headquarters, 605 Rossland Road East, Whitby at 9:01 AM

Present: Councillor Ballinger, Township of Uxbridge
Councillor Carter, City of Oshawa
Councillor Chapman, Chair, City of Oshawa
Councillor Drew, Township of Scugog
Councillor Jordan, Town of Ajax
Councillor Pickles, Vice-Chair, City of Pickering
Councillor Roy, Town of Whitby
Regional Chair Anderson

Absent: Councillor Foster, Municipality of Clarington
Councillor Grant, Township of Brock
Councillor Ryan, City of Pickering

Staff

Present: M. Blake, Planner, Planning & Economic Development Department
J. Connolly, Director, Housing Services, Social Services
G.H. Cubitt, Chief Administrative Officer
H. Drouin, Commissioner of Social Services
R. Jagoe, Policy Analyst, Housing Services, Social Services
C. McCreight, Administrative Assistant, Social Services
M. Seppala, Systems Support Specialist, Corporate Services – Information Technology
M. Simpson, Director, Financial Planning and Purchasing, Finance Department
N. Prasad, Committee Clerk, Corporate Services – Legislative Services

1. Approval of Agenda

Moved by Councillor Carter, Seconded by Regional Chair Anderson,
That the agenda for the June 21, 2017 Affordable and Seniors'
Housing Task Force Committee meeting, be approved.

CARRIED

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Councillor Carter, Seconded by Councillor Pickles,
That the minutes of the Affordable and Seniors' Housing Task
Force meeting held on May 17, 2017 be adopted.

CARRIED

4. Opening Remarks, Purpose and Objectives

Chair Chapman thanked everyone for attending the Roundtable held on June 20, 2017 and thanked staff for their hard work and efforts in organizing the event.

5. Presentation – Defining a Durham Region Approach

K. Wianecki, Director of Practice at Planning Solutions Inc., provided a PowerPoint presentation entitled, "Defining a Durham Region Approach". A copy of the presentation was provided as a handout.

K. Wianecki provided a recap of the 23 key messages discussed at the May 17, 2017 meeting as follows:

1. More purpose built rental supply is needed;
2. Low and moderate income households have limited housing options;
3. Social housing is vital to rental affordability;
4. Long waiting list for long term care beds;
5. Few options for seniors between independent and dependent living;
6. Need for a greater choice of housing for seniors across Durham Region;
7. Durham expects to see an increase in density over time with greater diversity;
8. There may be opportunities to enhance existing programs to further support affordable housing and seniors housing objectives;
9. Need for partners to realize success;
10. Need to retain high density sites;
11. Defer development charges for affordable housing/social housing;
12. Concerns about low turnover in social housing units;
13. Recognize that it is not just about affordable housing but about affordability and what can be done to ensure communities are livable, viable and inclusive;
14. Consider developing a region-wide surplus asset inventory that could be made available for affordable and seniors' housing;
15. The Region is not to be the developer or builder;

16. Explore adaptive reuse and opportunities to make better use of seasonal facilities including schools, trailer parks etc.;
17. Explore opportunities for more streamlined planning and permitting processes;
18. Financial implications and carrying costs for maintenance need to be understood and addressed;
19. Need for a standard of care policy to ensure that affordable and seniors housing units are maintained and that the quality doesn't deteriorate over time;
20. Cost of land in Durham Region is increasing and partners from Provincial, Federal and private sectors are needed;
21. Regional Council must be committed to the implementation of affordable and seniors housing;
22. Need to continue to gather ideas and information from others; and
23. Ensure that ample opportunity for roundtable participants to offer insight and wisdom to the Task Force is provided.

6. Discussion Items

A) Overview of Task Force direction to date – identification of key areas of focus

K. Wianecki stated that the Task Force's direction to date is that the report's strategies and recommendations must be reasonable, practical and implementable. She stated that the focus must be on aligning supply with demand by increasing the overall supply of affordable rental housing and increasing the range of choices associated with seniors' housing.

With regards to increasing the supply of affordable housing and the range of seniors' housing choices in Durham Region, K. Wianecki provided a summary of thoughts, suggestions and recommendations provided by the Task Force as follows:

- Policy & Regulatory Measures
 - Planning Process
 - Use Planning Act Provisions to Advantage: Create Affordable Housing & Seniors' Housing Opportunities
 - Support and encourage adaptive reuse
 - Increase the Range of Housing Types to Supply Affordability and Resiliency
 - Be strategic and forward thinking
 - Greater efficiencies and effectiveness
- Communication, Education & Awareness
 - Affordable Housing Protocols & Agreements
 - Barrier/Obstacle Assessment
- Responsible Advocacy
 - Advocate for an updated definition of "Affordable"

- Develop an inventory of publicly owned lots suitable for affordable housing and/or seniors' housing projects
- Durham region to be a facilitator or catalyst of innovation
- Strengthening Partnerships
 - Focus on what the Region does well, but identify solutions that involve others
 - Explore partnership opportunities
 - Lead by example
 - Find 'Made in Durham' solutions
 - Build affordable housing and seniors' housing that in turn will create vibrant, healthy communities
- Fiscal Measures
 - Planning Fees
 - Development Charges
 - In-kind Contributions
 - Maintain existing supply
 - Reduced Operating Costs
- Recommendations for Upper Levels of Government
 - Review and revise definition of 'Affordable'
 - Fiscal support for affordable housing and seniors' housing projects
 - Investigate and implement appropriate incentives that can assist landlords in maintaining and/or improving affordable housing and seniors' housing
- Recommendations for Our Municipal Partners
 - Work collaboratively to identify surplus sites to support a regional surplus asset inventory
 - Explore opportunities to utilize the full suite of planning tools
 - Explore opportunities for land donations and/or long term lease of municipally owned sites to support affordable housing and seniors' housing providers
 - Explore opportunities for property tax reductions
- Recommendations for Our Industry & Community Partners
 - Work with development community to facilitate innovation in housing design
 - Showcase and share innovation
 - Partner with academia

B) Facilitated Dialogue – Task Force Members

K. Wianecki stated that the key ingredients of success as discussed at the Thought Leaders and Roundtable are leadership, partnerships, collaboration, communication & education, advocacy and a flexible, multi-faceted approach.

With regards to the key learnings that emerged from the Roundtable, K. Wianecki provided the following recap of the discussions:

- Think outside the box; density, infill, variety, mixed use are all points of leverage that allow affordable communities;
- Need to think of housing smaller household sizes;
- Affordable housing needs a new term that's positive;
- The Region needs to lead by example;
- Don't be afraid to take risks;
- Affordable housing should be in a class of its own;
- Range of solutions and flexibility is needed;
- Champions at all levels are needed;
- Dedicated resources and staff are valuable and advantageous;
- Municipalities are points of leverage with regards to the municipal lands that they hold;
- Important to strategically manage and leverage assets to scale up operations, expand into new business areas, improve efficiencies and change attitudes;
- There are many ingredients to success and the Region needs to be creative and think about changing the rules;
- There needs to be political and financial commitment;
- There needs to be coordination and collaboration with governments at all levels;
- Important to set targets so progress can be tracked and reported on; and
- Recognize that the problem is complex but learnings continue to evolve.

C) Based on the presentations and what you have heard to date?

K. Wianecki requested that the Committee provide feedback with respect to the following questions:

- What makes sense for Durham?
- Where could/should the Region be focusing its efforts?
- What key recommendations must be part of the Task Force Report?
- What incentives can be provided to promote, support and advance more purpose-built rental housing?
- What can/should the Region be doing to support more affordability in the rental market?

Discussion ensued and the Committee provided the following comments:

- There needs to be a cultural change when addressing housing needs;
- Examine things that are within the Region's control;
- Set out goals and targets to deliver and achieve;

- Build partnerships;
- Continue to lobby federal and provincial governments;
- Determine the reasons why people are seeking affordable housing and address underlying issues;
- Determine whether short term as well as long term affordable housing can be offered;
- Look into incentives such as transit;
- Look at areas for opportunity housing;
- Build communities where different units are available;
- Promote education of communities by way of an outreach program;
- Look at ways to address the stigmatism attached to affordable housing;
- Look at surplus lands owned by federal and provincial governments;
- Address issues related to maintenance of existing properties;
- Looking at ways to offer assistance to people on the waiting lists; and
- Important for each municipality to continue discussion.

Discussion also ensued with regards to the possibility of having a composite report from staff every year with regards to the progress of the recommendations proposed by the Task Force. It was also suggested that the Task Force report examine what measures municipalities can explore or put in place to ensure that higher densities be built as approved and throughout the development of the site.

7. Information Items

A) Draft Table of Contents for the Task Force Report

A copy of the draft Table of Contents for the Task Force Report was provided as Attachment #2 to the Agenda.

Moved by Councillor Pickles, Seconded by Regional Chair Anderson,
That Information Item 7 A) be received for information.
CARRIED

B) Electronic Survey Update on Reponse Rate & Key Messages

A copy of the Electronic Survey Update on Response Rate and Key Messages was provided as Attachment #3 to the Agenda.

C) Clarington File Number DV.59.01 – Regarding Seniors Housing

Correspondence from the Municipality of Clarington dated June 5, 2017 was provided as Attachment #4 to the Agenda.

D) Letter from Jim Richards, Orono

Correspondence from J. Richards, Orono resident, dated April 18, 2017, was provided as Attachment #5 to the Agenda.

Moved by Councillor Roy, Seconded by Councillor Ballinger,
That Information Items 7 B), C) and D) respectively, be received for information.

CARRIED

8. Other Business

There was no other business.

9. Date of Next Meeting

Wednesday, September 20, 2017 at 9 AM.

10. Adjournment

Moved by Councillor Roy, Seconded by Councillor Jordan,
That the meeting be adjourned.

CARRIED

The meeting adjourned at 11:08 AM

Councillor Chapman, Chair,
Affordable and Seniors' Housing Task
Force Committee

N. Prasad, Committee Clerk

Action Items Committee of the Whole and Regional Council

Meeting Date	Request	Assigned Department(s)	Anticipated Response Date
September 7, 2016 Committee of the Whole	Staff was requested to provide information on the possibility of an educational campaign designed to encourage people to sign up for subsidized housing at the next Committee of the Whole meeting. (Region of Durham's Program Delivery and Fiscal Plan for the 2016 Social Infrastructure Fund Program) (2016-COW-19)	Social Services / Economic Development	October 5, 2016
September 7, 2016 Committee of the Whole	Section 7 of Attachment #1 to Report #2016-COW-31, Draft Procedural By-law, as it relates to Appointment of Committees was referred back to staff to review the appointment process.	Legislative Services	First Quarter 2017
October 5, 2016 Committee of the Whole	That Correspondence (CC 65) from the Municipality of Clarington regarding the Durham York Energy Centre Stack Test Results be referred to staff for a report to Committee of the Whole	Works	
December 7, 2016 Committee of the Whole	Staff advised that an update on a policy regarding Public Art would be available by the Spring 2017.	Works	Spring 2017
January 11, 2017 Committee of the Whole	Inquiry regarding when the road rationalization plan would be considered by Council. Staff advised a report would be brought forward in June.	Works	June 2017

Meeting Date	Request	Assigned Department(s)	Anticipated Response Date
January 18, 2017	In light of the proposed campaign self-contribution limits under Bill 68 and the recent ban on corporate donations which will require candidates for the elected position of Durham Regional Chair to raise the majority of their campaign funds from individual donors, staff be directed to prepare a report examining the potential costs and benefits of a contribution rebate program for the Region of Durham.	Legislative Services	Fall 2017
March 1, 2017 Committee of the Whole	Staff was directed to invite the staff of Durham Region and Covanta to present on the Durham York Energy Facility at a future meeting of the Council of the Municipality of Clarington.	Works	
March 1, 2017 Committee of the Whole	Staff was requested to advise Council on the number of Access Pass riders that use Specialized transit services.	Finance/DRT	March 8, 2017
March 1, 2017 Committee of the Whole	A request for a report/policy regarding sharing documents with Council members.	Corporate Services - Administration	Prior to July 2017

Meeting Date	Request	Assigned Department(s)	Anticipated Response Date
<p>May 3, 2017 Committee of the Whole</p>	<p>Discussion ensued with respect to whether data is collected on how many beds are created through this funding; and, if staff could conduct an analysis of the Denise House funding allocation to determine whether an increase is warranted. H. Drouin advised staff would investigate this and bring forward this information in a future report.</p>	<p>Social Services</p>	
<p>May 3, 2017 Committee of the Whole</p>	<p>Discussion ensued with respect to whether staff track the job loss vacancies in Durham Region, in particular the retail market. K. Weiss advised that staff will follow-up with the local area municipalities and will report back on this matter.</p>	<p>Economic Development & Tourism</p>	