BUILDING ON SUCCESS
2015 was another record-breaking year for the GTMA with respect to attracting foreign direct investment (FDI) to the Greater Toronto Area (GTA).

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

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

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

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

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

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

Mayor Dave Ryan
City of Pickering
Chair, GTMA
The GTMA has achieved a high level of success this year. We continued to apply what was working best at the GTMA, and made it work even better with our stakeholders and partners for the Greater Toronto Area (GTA). The GTMA continued to focus its resources and energies into its core mandate of foreign direct investment (FDI) on behalf of the GTA. We have built on a proven track record of accomplishments and demonstrated accountability back to our partners. This was the best year in the history of the GTMA with 29 confirmed foreign direct investments by international companies creating 121 initial direct-jobs in the GTA. In two years these new companies are expected to employ over 665 people.

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

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

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

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

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

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

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

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

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

George Hanus
President & CEO
GTMA
# INTERNATIONAL MARKETS

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

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

## ACTIVITIES WHERE INTERNATIONAL LEADS WERE GENERATED IN 2015

<table>
<thead>
<tr>
<th>MARKET</th>
<th>ACTIVITY</th>
<th>CITY/REGION</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>OTC: GDC/Game Connection &amp; PQM</td>
<td>California</td>
<td>March 2 - 5</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>PQM</td>
<td>Amsterdam</td>
<td>March 30 - April 3</td>
</tr>
<tr>
<td>Brazil</td>
<td>OFC: APAS &amp; PQM</td>
<td>Sao Paulo</td>
<td>May 2 - 7</td>
</tr>
<tr>
<td>Italy</td>
<td>PQM</td>
<td>Northern Regions</td>
<td>May 11 - 15</td>
</tr>
<tr>
<td>USA</td>
<td>OFC: Sweet &amp; Snacks Expo &amp; PQM City of Mississsauga</td>
<td>Chicago</td>
<td>May 19 - 21</td>
</tr>
<tr>
<td>Switzerland</td>
<td>PQM</td>
<td>Bern</td>
<td>June 15 - 19</td>
</tr>
<tr>
<td>Brazil / Chile / Colombia</td>
<td>PQM</td>
<td>Sao Paulo, Porto Alegre / Santiago / Bogota</td>
<td>July 26 - August 7</td>
</tr>
<tr>
<td>Germany</td>
<td>OTC: GDC / Gamescom &amp; PQM</td>
<td>Cologne</td>
<td>August 3 - 8</td>
</tr>
<tr>
<td>Italy</td>
<td>PQM</td>
<td>Northern Regions</td>
<td>September 4 - 11</td>
</tr>
<tr>
<td>UK / Italy / The Netherlands</td>
<td>PQM</td>
<td>London / Northern Regions / Amsterdam</td>
<td>October 2 - 13</td>
</tr>
<tr>
<td>Germany</td>
<td>OFC: ANUGA &amp; PQM</td>
<td>Cologne</td>
<td>October 10 - 14</td>
</tr>
<tr>
<td>Brazil / Chile / Colombia</td>
<td>PQM</td>
<td>Sao Paulo / Santiago / Bogota</td>
<td>October 25 - November 6</td>
</tr>
<tr>
<td>Brazil</td>
<td>OTC: Futurecom &amp; PQM</td>
<td>Sao Paulo</td>
<td>October 26 - 29</td>
</tr>
<tr>
<td>Sweden / Finland</td>
<td>OTC: Exploratory Mission &amp; PQM</td>
<td>Stockholm / Helsinki</td>
<td>November 7 - 13</td>
</tr>
<tr>
<td>Turkey</td>
<td>Exploratory / PQM</td>
<td>Istanbul</td>
<td>November 10 - 13</td>
</tr>
<tr>
<td>Germany</td>
<td>OTC: Productronica &amp; PQM</td>
<td>Munich</td>
<td>November 10 - 13</td>
</tr>
<tr>
<td>USA</td>
<td>OFC: Private Label &amp; PQM City of Brampton</td>
<td>Chicago</td>
<td>November 15 - 17</td>
</tr>
<tr>
<td>Belgium / The Netherlands / Switzerland / Sweden</td>
<td>CCCA / PQM</td>
<td>Brussels / Rotterdam / Zurich / Stockholm</td>
<td>November 19 - 28</td>
</tr>
<tr>
<td>Poland</td>
<td>Exploratory / PQM</td>
<td>Warsaw / Krakow</td>
<td>November 20 - 29</td>
</tr>
</tbody>
</table>

See page 12 for legend
INTERNATIONAL INVESTMENT

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

**2015 NEW INVESTMENTS**

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>GTA LOCATION</th>
<th>SECTOR</th>
<th>ORIGIN</th>
<th>INITIAL JOBS</th>
<th>LEAD YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dekra</td>
<td>Toronto / Brampton</td>
<td>Adv. MFG / Automotive</td>
<td>Germany</td>
<td>6</td>
<td>2007</td>
</tr>
<tr>
<td>Misys</td>
<td>Toronto</td>
<td>ICT</td>
<td>USA</td>
<td>4</td>
<td>2010</td>
</tr>
<tr>
<td>Murex</td>
<td>Toronto</td>
<td>ICT</td>
<td>France</td>
<td>6</td>
<td>2010</td>
</tr>
<tr>
<td>Paques</td>
<td>Richmond Hill</td>
<td>Energy &amp; Environment</td>
<td>The Netherlands</td>
<td>2</td>
<td>2011</td>
</tr>
<tr>
<td>DIF</td>
<td>Toronto</td>
<td>Financial Services</td>
<td>The Netherlands</td>
<td>3</td>
<td>2012</td>
</tr>
<tr>
<td>Polyflor</td>
<td>Mississauga</td>
<td>Adv. MFG</td>
<td>UK</td>
<td>6</td>
<td>2012</td>
</tr>
<tr>
<td>Stefanini</td>
<td>Toronto</td>
<td>ICT</td>
<td>Brazil</td>
<td>1</td>
<td>2012</td>
</tr>
<tr>
<td>Talay Systems</td>
<td>Vaughan</td>
<td>Adv. MFG</td>
<td>Italy</td>
<td>2</td>
<td>2012</td>
</tr>
<tr>
<td>Assetlink</td>
<td>Toronto</td>
<td>Business Services</td>
<td>Australia</td>
<td>3</td>
<td>2013</td>
</tr>
<tr>
<td>Bolat Materials</td>
<td>Mississauga</td>
<td>Mining / Construction</td>
<td>India</td>
<td>3</td>
<td>2013</td>
</tr>
<tr>
<td>Grintex India Ltd.</td>
<td>Markham</td>
<td>Aerospace &amp; Defense</td>
<td>India</td>
<td>1</td>
<td>2013</td>
</tr>
<tr>
<td>Indiegogo</td>
<td>Toronto</td>
<td>ICT</td>
<td>USA</td>
<td>1</td>
<td>2013</td>
</tr>
<tr>
<td>Pilosio</td>
<td>Whitchurch-Stouffville</td>
<td>Construction</td>
<td>Italy</td>
<td>3</td>
<td>2013</td>
</tr>
<tr>
<td>Acanto</td>
<td>Markham</td>
<td>ICT</td>
<td>Brazil</td>
<td>2</td>
<td>2014</td>
</tr>
<tr>
<td>Alexander Dennis</td>
<td>Vaughan</td>
<td>Adv. MFG</td>
<td>UK</td>
<td>19</td>
<td>2014</td>
</tr>
<tr>
<td>Forno Santa Europea</td>
<td>King City</td>
<td>Agri-Food</td>
<td>Italy</td>
<td>2</td>
<td>2014</td>
</tr>
<tr>
<td>Galtronics Corporation</td>
<td>Toronto</td>
<td>ICT</td>
<td>Israel</td>
<td>10</td>
<td>2014</td>
</tr>
<tr>
<td>LINKBYNET</td>
<td>Toronto</td>
<td>ICT</td>
<td>France</td>
<td>2</td>
<td>2014</td>
</tr>
<tr>
<td>Nano Leaf</td>
<td>Toronto</td>
<td>Green Tech</td>
<td>Hong Kong</td>
<td>15</td>
<td>2014</td>
</tr>
<tr>
<td>Pro Bono Bio</td>
<td>Toronto</td>
<td>Life Sciences</td>
<td>UK</td>
<td>3</td>
<td>2014</td>
</tr>
<tr>
<td>Seasons Automation</td>
<td>Toronto</td>
<td>ICT</td>
<td>Brazil</td>
<td>4</td>
<td>2014</td>
</tr>
<tr>
<td>Aquantia</td>
<td>Toronto</td>
<td>ICT</td>
<td>USA</td>
<td>10</td>
<td>2015</td>
</tr>
<tr>
<td>BAS Holding</td>
<td>Multiple</td>
<td>Energy</td>
<td>The Netherlands</td>
<td>2</td>
<td>2015</td>
</tr>
<tr>
<td>Edil Capacci</td>
<td>Toronto</td>
<td>Construction</td>
<td>Italy</td>
<td>2</td>
<td>2015</td>
</tr>
<tr>
<td>LotusMart</td>
<td>Brampton</td>
<td>Agri-Food</td>
<td>Hong Kong</td>
<td>2</td>
<td>2015</td>
</tr>
<tr>
<td>Mazzoli</td>
<td>Toronto</td>
<td>Adv. MFG</td>
<td>Italy</td>
<td>1</td>
<td>2015</td>
</tr>
<tr>
<td>Ortec Finance</td>
<td>Toronto</td>
<td>ICT</td>
<td>The Netherlands</td>
<td>1</td>
<td>2015</td>
</tr>
<tr>
<td>RiseSmart</td>
<td>Toronto</td>
<td>Human Resources</td>
<td>USA</td>
<td>3</td>
<td>2015</td>
</tr>
<tr>
<td>TopDesk</td>
<td>Toronto</td>
<td>ICT</td>
<td>The Netherlands</td>
<td>2</td>
<td>2015</td>
</tr>
</tbody>
</table>

**CLIENT ACTIVITY**

<table>
<thead>
<tr>
<th>CLIENT TYPE</th>
<th>QUARTER</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Leads</td>
<td>38</td>
<td>52</td>
</tr>
<tr>
<td>Hot Leads</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Prospects</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>New Investments</td>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

SAMPLE BUSINESS PROFILES OF NEW INVESTMENTS

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

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

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

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

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

With 500 employees and 11 branches worldwide, TOPdesk set up its Canadian office in Toronto in 2015 hiring a Country Manager and 2 employees in the start-up phase. The Dutch company TOPdesk offers standardized but flexible service management software, as well as services such as training and consultancy. TOPdesk is a powerful and complete service management package for IT, Facilities Management and eHRM help desks. Over 4,000 organizations use their software to improve their services. TOPdesk’s user-friendly solution, experienced consultants and expert support help raise service levels and reduce department workload.
The GTMA’s FDI Initiatives are made possible by the funding support from Invest Canada — Community Initiatives, part of the Department of Foreign Affairs, Trade and Development, Canada’s Global Commerce Support Program.

Between 1999-2015, the GTMA has helped 136 foreign companies start operations in the GTA resulting in:

- Creating approximately 5,220 new direct jobs
- Occupying 3 million sq ft of office and manufacturing space
- Over $9 million annually in property taxes
- Over $574 million annually to GTA’s GDP
- A boost to GTA Sectors such as: Business Services, Energy, Green Tech, Finance, HR, ICT, Agri-Food, Life Science, Digital Media, Advanced Manufacturing, Retail, Warehouse, Packaging, Construction, Mining, Automobile and Aerospace

*Based on estimates given by the City of Toronto (2015): $315/sq ft and $110,000/employee
BUILDING RELATIONSHIPS — INTERNATIONALLY

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

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

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

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

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

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

Tony Romano, Vice President, Corporate and Investor Services

GERMANY
AUGUST 3-8 / NOVEMBER 10-13

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

Following the meetings at the fair, the GTMA executed a GTA soft-landing program for Natural Cakes from Israel and Roboplast from Italy, both participants at Anuga.
BUILDING RELATIONSHIPS — INTERNATIONALLY

POLAND
NOVEMBER 22-27

Over the last several years, the GTMA has been meeting with a number of Polish companies especially in the digital media/ICT sector at major trade shows throughout Europe and North America. GTMA has been monitoring their activities and interest in the North American market and recently these companies have shown a keen interest in establishing a presence in the market. Gerald Pisarzowski, Vice-President Business Development organized the first GTMA mission into that market to meet with these firms. Some firms were looking to expand into the market while others were also looking for talent to bolster their production and improve their products, making them more competitive and appealing to the global market.

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

SOUTH AMERICA
BRAZIL / CHILE / COLOMBIA
MAY 4-7 / JULY 27-AUGUST 7 / OCTOBER 26-NOVEMBER 6

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

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

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

MIDDLE EAST
TURKEY
NOVEMBER 10-13

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

The GTMA would like to thank Stephen Green, Partner, Green & Spiegel and Eren Sari, Business Development Consultant, Green & Spiegel, and Rene Wassill, Canadian Commercial Attache, Consul and Trade Commissioner, Canadian Consulate General in Istanbul for their support and assistance with this mission.
THINK CANADA: GLOBAL BUSINESS SUMMIT

BRINGING WORLD CLASS BUSINESS THINKING TO ONTARIO AND THE TORONTO REGION

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

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

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

ENGAGING STUDENTS IN THE GTA

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

GTMA FINAL LEAD GENERATING PLANS FOR 2016

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

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

LEGEND

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

The GTA is Canada’s largest and most influential regional market, covering 7,124 square kilometers (2,750 square miles) with a growing population of over 6.1 million.

**PRIVATE PARTNERS**

**GOLD LEVEL PARTNERS**

- DTZ
- PwC
- KPMG
- THE IAN MARTIN GROUP

**SILVER LEVEL**

- Four Halls Inc.
- Greater Toronto Airports Authority
- INSIX
- Miller Thomson LLP
- Ontario Power Generation
- Scotiabank
- TSI International Group
- INKIND
- General Electric
- Herman Miller
- Metrolink

**BRONZE LEVEL**

- German Chamber of Industry and Commerce
- Great-West Life Assurance Company
- Green & Spiegel LLP
- Italian Chamber of Commerce of Ontario
- Letze LLP
- National Bank of Canada
- Syntropy Canada
- thinkCOMPASS Inc.

**ENTREPRENEUR**

- HR Options
- Isabella Bertani CA
- Loh Architects

---

**PUBLIC SECTOR PARTNERS**

- Town of Ajax
- Town of Aurora
- Township of Brock
- City of Burlington
- Municipality of Clarington
- Town of East Gwillimbury
- Town of Georgina
- Town of Halton Hills
- Township of King
- City of Markham
- Town of Milton
- Town of Newmarket
- Town of Oakville
- City of Oshawa
- City of Pickering
- Town of Richmond Hill
- Region of Peel
- Township of Scugog
- City of Toronto
- Township of Uxbridge
- City of Vaughan
- Town of Whitby
- Town of Whitchurch-Stouffville

---

GTMA PARTNERS
GTMA LEADERSHIP – BOARDS AND SUBCOMMITTEES

The GTMA maintains constant contact and collaboration with its partners in the public and private sectors. We are proud of the breadth and quality of the leaders who have agreed to serve on our boards and committees. Their leadership, dedication and guidance have contributed to building the foundation for the continued success of the GTMA.

BOARD OF DIRECTORS

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

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

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

NON-VOTING MEMBERS
Jim Feir (Associate), Director & Senior
Trade Commissioner
Foreign Affairs, Trade & Development
Canada

NOMINATING & GOVERNANCE COMMITTEE

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

COMMITTEES

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

Dr. Pamela Ritchie, Dean, Faculty of
Business and Information Technology,
University of Ontario Institute of Technology

COMPENSATION COMMITTEE

Derek Miller, Vice President
CTS North America

William Thorsell (Ret.),
Director & CEO
Royal Ontario Museum
Rita Tsang, Founder, Chairman & CEO
Tour East Holidays
The Rt. Hon. John N. Turner, Partner
Miller Thomson LLP
Dr. Robert Turner (Ret.),
President & CEO
Sheridan Institute of Technology & Advanced Learning
Richard E. Waugh (Ret.),
President & CEO
Scotiabank
Dr. Jeff Zabudsky, President & CEO
Sheridan Institute of Technology & Advanced Learning
THE GREATER TORONTO MARKETING ALLIANCE (GTMA)

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

WHO WE ARE

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

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

OUR MISSION

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

OUR VISION

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

WHO BENEFITS

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