GREATER TORONTO
MARKETING ALLIANCE

NEW & REVITALIZED

CORPORATE STRATEGIC PLAN

2007-2010

ADVANCING THE INTERNATIONAL INVESTMENT AND TRADE INTERESTS FOR THE GREATER TORONTO AREA

FROM ASPIRATION TO SUCCESS

VISION

Our Vision articulates the enduring aspiration of the GTMA and serves to motivate us as we undertake our business activities day-to-day. It captures the essence of our organization … why we exist and our long-term goal for the alliance:

"To contribute to the growth of the economy as a leader in facilitating foreign direct investment for the Greater Toronto Area."

MISSION

Our Mission anchors our business planning by describing our core purpose and the approach we use when working with our partners. It conveys our raison d'etre … what we do and how we do it:

"The GTMA acts as an investment gateway, working collaboratively with its public and private sector partners across the GTA to connect them with international investors."

VALUE PROPOSITION

Our Value Proposition describes the impact and merit of our work. It expresses the success we achieve … how we make a difference to the economy and to our partners:

"The GTMA provides value to its partners and stakeholders by showcasing business opportunities and providing the information and support necessary to successfully attract foreign direct investment into the GTA more efficiently and effectively than the partners are able to do on their own."

STRATEGIC PLAN
2007-2010

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MESSAGE FROM THE CHAIR & PRESIDENT

DELIVERY ON CORPORATE STRATEGY WITH STRENGTH, LEADERSHIP AND PARTNERSHIPS

Over the course of 2007, the Greater Toronto Marketing Alliance heard from hundreds of its stakeholders across the GTA, consulted with businesses, governments, foreign consulates, as well as engaging individuals and industry associations in a broad and research-based strategic consultation process on issues related to how best do we advance the investment and trade interests of the Greater Toronto Area (GTA). The issues were as varied and diverse as were the views which have been transformed into, "GTMA's Corporate Strategic Plan 2007-2010" document.

The Corporate Strategic Plan 2007-2010 is the foundation on which the Greater Toronto Marketing Alliance (GTMA) will advance into the future. The strategic revitalization initiative has enabled the alliance to better define its core elements of purpose – its vision, mission and value proposition in the global economy of the twenty-first century. The GTMA's primary function is targeted marketing. This focused effort will position the GTMA as an investment gateway, serving as a facilitator of foreign direct investment into the GTA.

The GTMA Board of Directors looks to this Strategic Plan to guide success going forward so that the Alliance can continue to make a vital contribution to the future of the province and region through innovative business planning and services supporting foreign direct investment.

"The GTMA's primary function is targeted marketing, acting as the investment gateway and facilitator of foreign direct investment in the GTA."

With a renewed and strengthen leadership, and a steadfast commitment from the Board, the GTMA looks forward to the full participation of our public and private sector partners in executing the new strategic direction. Please join us as we take action to ensure the economic prosperity of our region. The requisite action is urgent and essential. The Greater Toronto Area and its residents deserve nothing less.

Lou Millrad
Chair & CEO

John G. Jung
President & COO

January 2008

ACKNOWLEDGEMENTS

The Greater Toronto Marketing Alliance recognizes the participation and valuable contribution of those who were involved in developing the new Corporate Strategic Plan 2007-2010.

We thank and acknowledge the many partners and stakeholders from across the Greater Toronto Area who came together for the GTA Global Vantage Conference on June 6, 2007 to provide advise and direction on meeting the challenges of advancing the investment and trade interests of the GTA. The input received during the conference and subsequent consultations has been invaluable in the development of the GTMA's new strategic direction.

Special thanks to the members of the Strategic Plan Steering Committee who contributed their time and expertise in guiding the development of this strategy, in particular our past President, Karen Campbell, GTMA Chair, Lou Milrad, and our lead facilitator Jackie Schach for her determination, guidance and expertise.

Members of the GTMA Board & Honorary Board welcome John Nay, U.S. Consul General (back row 2nd from the right) to the GTMA's Luncheon event.

THE MEMBERS OF THE STRATEGY PLAN STEERING COMMITTEE:

Lou Milrad
Chair & CEO
Greater Toronto Marketing Alliance

John G. Jung
President & COO
Greater Toronto Marketing Alliance

Don Baxter
Executive Director, Burlington
Economic Development Corp.

George A. Fierheller
President, Four Halls Inc.
GTMA Chair Emeritus

Carl Knipfel
Marketing Manager, City of Toronto
GTMA Director

Michael Ras
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Tony Romano
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Dr. Bernedette Schell
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GTMA Director

Tony Wong
Regional Councillor, Town of Markham
GTMA Director

STEERING PLANNING PROCESS & COMMITTEE FACILITATOR:

Jackie Schach
Delta Consulting Group

EXECUTIVE SUMMARY

This Strategic Plan is the foundation on which the Greater Toronto Marketing Alliance (GTMA) will advance into the future. In 2007, the GTMA entered into a research-based strategic revitalization initiative that has enabled the alliance to better define its core elements of purpose – its vision, mission and value proposition in the global economy of the twenty-first century.

The GTMA's primary function is targeted marketing. This focused effort paves the road to sales – in this case, defined as the infusion of foreign direct investment into the GTA. As the investment gateway, the GTMA opens the door and extends the invitation, serving as a facilitator of foreign direct investment into the GTA. The realization of the opportunity and its implementation – closing the sale – occurs within the municipal or regional sectors, likely with some support from private sector partners and assistance from the GTMA and/or the province, as necessary.

> *"The GTMA's primary function is targeted marketing…as the investment gateway, the GTMA opens the door and extends the invitation, serving as a facilitator of foreign direct investment into the GTA."*

Building from this, one could argue that a successful future for the Greater Toronto Area – indeed for all of the GTMA's public and private partners – lies in the GTA's economic strength, quality living standards, and prosperity. Accepting this argument, then, the GTMA serves to promote and leverage these ideals (i.e., 'market' the GTA). Underscored is the Toronto City Region as Canada's economic heart and soul, a regional market filled with opportunity and one of the pre-eminent access points to North America and the desire by local business and political leaders to keep it that way.

The GTMA recognizes that many competing global city-regions have been taking increasingly aggressive actions, both within and beyond Canada. Therefore, five levers of success need to be in place for the GTMA to realize its Vision and Mission and deliver its Value Proposition:

- Full commitment to positioning the GTMA as a marketing organization, that is, one that facilitates the FDI process for its partners;
- Maintenance of quality relationships as central to the effective functioning of the alliance;
- Recognition and support for the breadth of required services to achieve its mandate;
- Revitalization of the resource and funding model; and the
- Need for dynamic, visionary leadership from the Board and senior staff.

With these levers in place, along with the guidance from this Strategic Plan, the GTMA will be able to deliver:

- An increased level of external awareness of international investment opportunities in the GTA,
- A greater number of qualified leads and prospects for international investment by external organizations and corporations into the GTA,
- Improved cost effectiveness and gained efficiencies in generating those qualified leads and prospects, and
- Enhanced satisfaction with the quality of service provided to partners and international investment clients.

GUIDING PRINCIPLES

Councillor Kyle Rae (4th from the left), Chair, City of Toronto Economic Development Committee with the GTA Team at MIPIM 2007, Cannes, France.

U.S. Consul General, John Nay addresses GTMA luncheon audience on the implementation of the U.S. Western Hemisphere Travel Initiative

Mayor Hazel McCallion with the GTA delegation in India meeting with prospective investors as part of the GTMA's India Business Investment Attraction Mission.

The GTMA will realize its Vision and Mission and deliver its Value Proposition through a commitment to act and achieve results based on the following principles. These serve as the fundamental standards against which all strategic and operational choices are tested.

FOCUS

The GTMA creates, enables, and responds to FDI opportunities.

COLLABORATION

The GTMA seeks opportunities to engage its partners and to work together with other organizations that share a similar desire and who will mutually-benefit (with the GTMA) from promoting the GTA.

SYNERGY

The GTMA supports its partners' opportunities and FDI initiatives in the international arena in a manner that leverages complementary and reciprocal capabilities.

ACCOUNTABILITY

GTMA undertakings follow adopted and understood policies and procedures and are measured against agreed upon indicators.

VALUE

The GTMA measures its success through the increase in external awareness of the international investment opportunities in the GTA, the number of qualified leads for international investment by external organizations and corporations into the GTA, the cost effectiveness and gained efficiencies in generating those leads, and the quality of service provided to partners and international investment clients.

GTMA STRATEGIC PLAN 2007-2010

PLANNING CONTEXT

The Greater Toronto Area is an attractive product to sell – as a centre for business and innovation and a leading economic powerhouse in the world. The region is consistently ranked among the best locations for global business competitiveness, the environment, public services and the quality of life and education.

However, the Toronto city region is facing increased global competition in the field of international trade and investment. The GTMA recognizes that many competing global city regions have been taking increasingly aggressive actions. Therefore, meeting this challenge requires a renewed commitment to succeed in today's competitive marketing environment and attract new international investors.

Thus, as part of its continuous improvement processes, the GTMA embarked upon a process to identify actions and opportunities that will ensure its approach to growing the economy of the region remains not only successful but also be viewed as 'best in class'.

This renewed Strategic Plan is a step in that process which began in January 2007, when the GTMA engaged Deloitte & Touche LLP to prepare a series of background papers presenting and discussing the GTMA's position on several key topics in foreign direct investment and global business.

The points of view emerging from these papers were then presented to a broad cross-section of thought leaders via Executive Roundtable meetings with industry and government stakeholders from across the GTA. The Calls to Action that resulted from those roundtables served as the foundation for GTA Global Vantage 2007, held on June 6. Over 200 business, government and academic leaders from across the Greater Toronto Area and representatives from foreign trade entities came together to discuss solutions to the five Calls to Action emanating from the Deloitte report.

> *"The GTMA recognizes that many competing global city regions have been taking increasingly aggressive actions. Therefore meeting this challenge requires a renewed commitment to succeed in today's competitive marketing environment and attract new international investors."*

The GTMA Board of Directors and senior staff subsequently worked with this material, along with learning garnered from interviews with a cross-section of Economic Development Officers and other key stakeholders, together identifying the most critical themes for a successful, forward-looking strategic direction for the GTMA.

STRATEGIC DIRECTION & GOALS

The potential breadth of the GTMA's work is vast. Thus, strategic choices must be made in order to effectively operationalize this Strategic Plan through annual business plans. Our key areas of business activity, therefore, will be clustered within the following overarching goals:

GOAL 1

Attract International Business Investment to the GTA

The growth or acceleration of the GTA's international business investment is the target the GTMA aims for; it is the ultimate definition of success from the groundwork laid by the alliance. Clearly, then, this principle serves as the foundation for establishing our strategic action priorities.

GOAL 2

Cultivate Value-added Relationships with and for our Public and Private Sector Partners

Our Value Proposition defines our impact as the ability to create circumstances that attract FDI in a more effective and efficient way than any one organization or institution might be able to do on its own. Therefore, a focus on the nature and quality of those relationships that best contribute to fostering that fertile environment is another overarching goal for the GTMA.

GOAL 3

Deliver Marketing Support and Information That Responds to the Needs of Two Key Constituencies – Our Partners and the International Investment Clients

The GTMA is a facilitator and a catalyst of economic growth through FDI. That role necessitates an excellent level of support to stakeholders. As such, it is this overarching goal that articulates our service orientation and forms the basis of the final cluster of strategic action priorities for the GTMA.

Photography By: John G. Jung

Front row (l to r): Bronwyn Krog, Tim Dobbie, Bob Blazevski, Tour Guide, Robert MacIsaac, Christopher Sherriff-Scott, Michael Moxam, Kishani Navaratnam
Back row (l to r): Matt Jaecklein, Bob Onyschuk, Michael La Brier, Alan Vihant, Luc Corneli, Robert McBride, Rudy Reimer, Ted Tyndorf, John Campbell, Todd Latham, Mayor John Gray

ACTION PRIORITIES

I. ATTRACT INTERNATIONAL BUSINESS INVESTMENT TO THE GTA

- Determine and reach agreement on which key strategic international markets are beneficial for Greater Toronto in targeted sectors.
- Develop and implement an annual International Business Plan.
- Develop and implement a phased-in operating plan that allows for regular contact with and opportunity to influence potential international clients (through site selectors, consultants, and intermediaries including world and local trade centres, Chambers of Commerce, Canadian embassies, consulates and trade offices abroad as well as foreign consulates in the GTA).
- Continue to implement a focused marketing strategy (e.g., targeted pre-qualified meetings, awareness building forums) based on the strengths identified in our sector studies, as well as through information from third party strategy documents; and also use the knowledge gained therein as the common ground to strengthen/form new alliances (e.g., with GTA Economic Development Officers, the Board of Trade, Conference Board, and/or Toronto Region Research Alliance).
- Establish a network of global relationships and alliances to garner greater international attention for the Greater Toronto Area, using a broad base of both public and private-sector intermediaries.

II. CULTIVATE VALUE-ADDED RELATIONSHIPS WITH AND FOR OUR PUBLIC AND PRIVATE SECTOR PARTNERS

- Champion new allies and actively engage a broad range of board members, investors and other stakeholders in GTMA activities and initiatives.
- Continue to reach out to the five regions in the GTA to collaborate on value-added activities, functions and programs.
- Develop and use collateral materials for stakeholders that promote support for the GTMA as a long-term investment rather than an annual relationship that must be renewed; revisit the multi-year agreement with regional partners.
- Build on the work of the previously established Business Development Task Force, augmenting it with an external relations responsibility to establish a communications plan to effectively describe the results of the GTMA's efforts and to encourage buy-in from appropriate public- and private-sector organizations.
- Explore a broader range of funding models and opportunities to expand the base of GTMA partnerships.
- Use the renewed Vision, Mission and Value Proposition as a foundation to re-position and re-brand the alliance.

III. DELIVER MARKETING SUPPORT AND INFORMATION IN RESPONSE TO THE NEEDS OF TWO KEY CONSTITUENCIES: OUR PARTNERS AND THE INTERNATIONAL INVESTMENT CLIENTS

- Understand and anticipate the expectations of GTMA customers and adapt our marketing efforts to best address their needs.
- Strengthen the alignment and partnership linkages between GTMA's international investment attraction initiatives and the global outreach efforts employed locally by the Economic Development Officers across the various regions in the GTA.

LESSONS LEARNED

The list below summarizes the 'lessons learned' about the determining factors of success necessary for the GTMA to realize its mission as an investment gateway for the Greater Toronto Area:

- Commitment from the Board, staff and partners to positioning the GTMA as essentially a marketing organization (i.e., not a sales organization);
- Maintenance of quality relationships – with leaders in our five Regions, between Economic Development Officers and the GTMA, among partners, between partners and the GTMA, between the GTMA staff and Board, and so on – as central to the effective functioning of the alliance;
- Recognition and support for the breadth of services required by partners in order to realize their FDI goals;
- Revitalization of the resource and funding model, in acknowledgement of its continuing vulnerability to support the desired capacity of the organization; and the
- Need for dynamic, visionary leadership from the Board and senior staff, along with on-going efforts to cultivate third-party champions.

In other words, these five functions are requisite factors for the ultimate success of this Strategic Plan. While their presence is implicit in the plan and its component parts, effort and attention will be required over time in order for the GTMA to sustain its mandate.

FROM STRATEGIC PLAN TO OPERATIONAL SUCCESS

The Strategic Plan guides the governance by the Board of Directors, requiring their utmost commitment and diligence to ensure its tenets are upheld and its results are realized. The plan serves as an operational 'roadmap' to ensure that the GTMA is able to proactively implement its mandate.

This Strategic Plan defines the GTMA's direction and intended results over the next 3 to 5 years (2007-2010). It serves as the foundation upon which annual business plans will be built during that same time period. Therefore, it is a critical document for the GTMA staff to understand and uphold as they build operational plans year-over-year. These annual plans 'translate' the Strategic Plan into action. Its Action Priorities are converted to time-bound work and projects that deliver the GTMA Value Proposition and advance the organization's Mission and Vision.

(l to r) Mayor David Ryan, City of Pickering; Lou Milrad, Chair & CEO, GTMA; Dr. Rick Miner, President, Seneca College of Applied Arts & Technology; Hon. Jim Flaherty, Canada's Finance Minister; Todd Latham, Founder & Publisher, ReNew Canada magazine; Derek Millar, Regional Manager, Ian Martin Limited; Scott Ewart, Chief Legal and Public Affairs Officer, Molson Canada

It is the staff's responsibility to develop the business plans and, ultimately to deliver the results promised therein. It is the Board's responsibility to carefully review and approve the annual business plan and then to actively support its implementation, which may include being called upon to represent the alliance's interests to various parties or take part in GTMA-sponsored projects/activities.

This interaction between Board and staff is on-going and reciprocal and should provide a key communication conduit for all on a regular basis. Whenever possible, the use of an annual planning calendar can help to facilitate that communication and allow for the kind of oversight required to ensure the GTMA's Guiding Principles are being upheld and the intended results are being achieved.

Annual business plans break down the Strategic Plan's overarching themes into action-oriented pieces, with clear deliverables and measures of success. The description of these milestones and their accompanying targets or indicators can vary over time, but they will generally fall in the following categories:

- Level of external awareness of international investment opportunities in the GTA,
- Number of qualified leads and prospects for international investment by external organizations and corporations into the GTA,
- Degree of cost effectiveness and gained efficiencies in generating those qualified leads, and
- Satisfaction with the quality of service provided to partners and international investment clients.

Measurement systems and protocols will be established to track results in these four areas. In addition, assessment will be made through on-going direct communications outreach with the GTMA's constituent public and private sector partners and with any formalized government entity as may exist at a given time or within a particular planning year.

GTMA staff will regularly communicate organizational progress on the agreed-to measures, and the Board of Directors will provide guidance and advice based on the information received. As with the development of the annual business plan, monitoring the progress and making necessary adjustments are on-going and reciprocal responsibilities between the Board and staff leadership. Accountability and transparency to partners and funders demands this.

> *It is the staff's responsibility to develop the business plans and, ultimately to deliver the results promised therein. It is the Board's responsibility to carefully review and approve the annual business plan and then to actively support its implementation, which may include being called upon to represent the alliance's interests to various parties or take part in GTMA-sponsored projects/activities.*

Tony Romano, Director, Corporate Affairs, GTMA hosts partners at the GTMA's Fall luncheons: French Consulate, Toronto Region Research Alliance, Hill & Knowlton, Department of Finance, Waterfront Toronto. MEDT and the Australian Trade Commission.

In particular, achieving the Value Proposition is intended to be the sine qua non in defining success for the GTMA. During the life of this strategic plan, that Value Proposition will be demonstrated both quantitatively and qualitatively, that is, through the achievement of the articulated targets and results in the Annual Business Plans year over year coupled with continual improvements in satisfaction ratings from partners, clients and key stakeholders.

CONCLUSION

The guidelines, fundamental concepts, standards and principals presented in this strategic plan provide the GTMA with a foundation framework that will enable it to grow forward, playing a vital role for its private and public sector partners through its positive impact on the economic prosperity of the GTA region.

GREATER TORONTO MARKETING ALLIANCE
BOARD OF DIRECTORS

Mayor David Miller speaks to a sold-out audience at the GTMA-City of Toronto launch of the KPMG Competitive Alternative Study.

David Gavsie, GTMA Director with Sandra Pupatello, Minister of Economic Development and Trade, Province of Ontario.

(l to r) GTMA Director Steve Shaw, Greater Toronto Airports Authority with Mayor Frank Scarpitti, Town of Markham at a GTMA partners networking event.

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John G. Jung
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Greater Toronto
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Patrick Draper
Program Director
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Mayor Susan Fennell
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David Gavsie
Chair, Alcohol and Gaming
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Paul Green
Director
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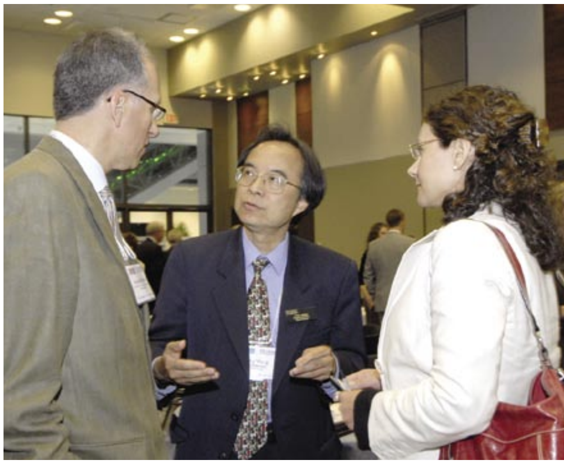
Partner
Miller Thomson LLP

Richard Waugh
President & CEO
Scotiabank

Bernard R. Wilson
Corporate Director

Members of the GTA delegation on the GTMA led Scandinavian Energy and Environment Business Investment Attraction Mission.

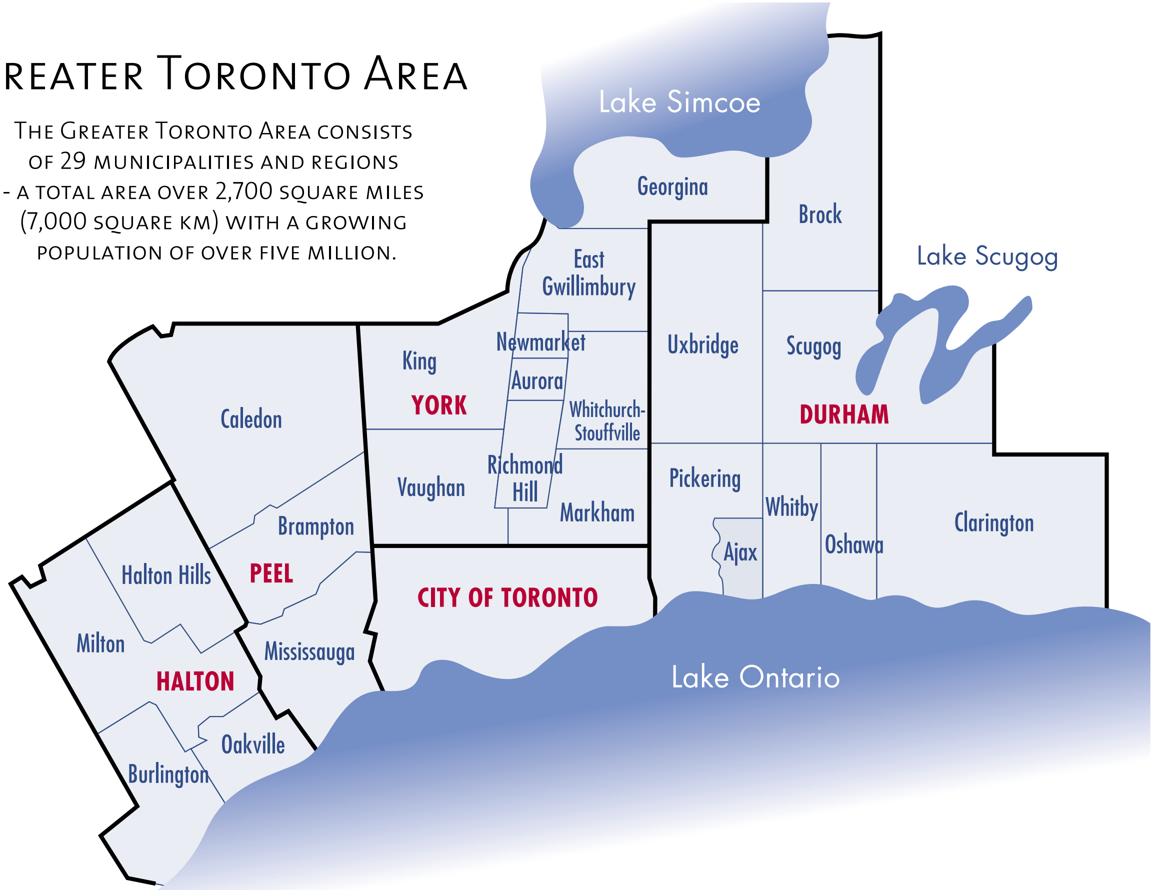
(l to r) GTMA Chair Emeritus, George A. Fierheller with GTMA Board Director Dr. Robert Turner, President, Sheridan College and Dr. Rick Miner, President, Seneca College.



GTMA Director Regional Councillor Tony Wong meets with several of the over 200 delegates who attended the GTMA's Global Vantage Conference event in June 2007.

Greater Toronto Area

The Greater Toronto Area consists of 29 municipalities and regions - a total area over 2,700 square miles (7,000 square km) with a growing population of over five million.



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