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GREATER TORONTO MARKETING ALLIANCE (GTMA) 2007 REVIEW AND STRATEGIC PLAN 2008 – 2010

The Planning and Economic Development Committee recommends the following:

1. **The presentation by Lou Milrad, Chairman and CEO, Greater Toronto Marketing Alliance, be received; and**

2. **The recommendation contained in the following report dated March 28, 2008, from the Commissioner of Planning and Development Services, be adopted:**

1. RECOMMENDATION

It is recommended that:

1. Council endorse the new Greater Toronto Marketing Alliance (GTMA) Strategic Plan 2008-2010.

2. PURPOSE

To provide background information on the performance of the GTMA in 2007 and the presentation of the GTMA Strategic Plan 2008 – 2010 by Lou Milrad, Chairman and CEO.

3. BACKGROUND

The GTMA's primary function is marketing the Greater Toronto Area (GTA), building awareness with international companies of the GTA's competitive location advantages and acting as the facilitator of direct foreign investment projects.

Since it was established in 1999, the Greater Toronto Marketing Alliance (GTMA), (hereafter called the GTMA), has acted as a single point of access for the world's business leaders to the Greater Toronto Area (GTA) and its 25 municipalities and 4 regions Durham, Halton, Peel and York. The GTMA approach is broad based in both geographic and industry sector terms given the partners it represents.

The GTMA has established a positive working relationship with the Department of Foreign Affairs and International Trade (DFAIT) and the Ministry of Economic Development and Trade (MEDT) who provide direct business referrals. Once a contact has been established with a company, the GTMA facilitates introductions to key public and private sector partners based on client needs.

The GTMA organizes and participates in foreign business missions and forums and business events based on the annual business plan in partnership with its public and private sector partners. Participation in 2007 events is further detailed in this Report. The work of the GTMA also involves conducting business research activity that focuses on the identification of qualified business leads.

The GTMA also operated specialized programs in 2007. The GTA Advanced Manufacturing Program comprises industrial design and the automotive and aerospace sectors and aims to bring new investments from Germany. The second program focuses on interactive digital media through the Ontario Technology Corridor (OTC) and is a partnership of the GTMA, the Ministry of Economic Development and Trade (MEDT), Canada's Technology Triangle (CTT) and the Ottawa Centre for Research and Innovation (OCRI).

As a participant in this partnership, York Region Economic Development leverages the work of the GTMA.

4. ANALYSIS AND OPTIONS

Leads and Prospects

Information & Communications Technologies (ICT) represented the largest group of leads (68%)

GTMA client activity is categorized by leads and prospects. Leads are companies in key sectors that were contacted through a pre-qualified program but do not currently have expansion plans in North America. Prospects are qualified investors that have visited the GTA and have received direct servicing.

In 2007 the GTMA garnered 155 leads or investment related inquiries and 23 prospects.

INDUSTRY SECTORS	# of 2007 Leads	% of Total	# of 2007 Prospects	% of Total
Automotive/Advanced Manufacturing (Auto/Adv. Manu.)	20	13	3	13
Information & Communications Technologies (ICT)	105	68	9	39
Business Services (BS)	11	7	5	22
Business Process Outsourcing/Contact Centers (BPO/CC)	0	0	1	4
Energy and Environment (EN2)	3	2	1	4
Finance, Insurance & Real Estate (FIRE)	4	3	1	4

Life Sciences (LS)	1	1	0	0
Not elsewhere classified (NEC)	3	2	2	9
Other Manufacturing (Other Manu.)	4	3	0	0
Warehousing, Distribution & Logistics (WDL)	4	3	1	4
Total	**155**	**100**	**23**	**100**

Definitions – Leads and Prospects
Source: Greater Toronto Marketing Alliance (GTMA)
January-December 2007 Review

4.1 ORIGIN OF 2007 LEADS AND PROSPECTS

Lead interest came from 23 countries with the majority coming from Europe (57%) followed by Asia (24%). The majority of prospect interest came from Europe (30%) and North America (30%).

Germany (21%) and India (20%) made up the largest portion of countries interested in information about the GTA

Origin of Leads	#	%
Asia	37	24
Europe	89	57
Middle East	1	1
North America	26	17
South America	2	1
Total	**155**	**100**

Origin of Prospects	#	%
Africa	2	9
Asia	5	22
Australia	1	4
Europe	7	30
North America	7	30
South America	1	4
Total	**23**	**100**

Source: Greater Toronto Marketing Alliance (GTMA)
January-December 2007 Review

4.2 SOURCE OF 2007 LEADS AND PROSPECTS

Lead and prospect interest received by the GTMA originated in a number of formats. These included pre-qualified lead generation programs, through government and private referral, by direct contact, familiarization tours and through marketing initiatives.

In 2007 the GTMA participated in the following trade shows, conferences and business missions to generate leads:

- June - Business Mission to Denmark, Sweden and the Netherlands
- March - MIPIM2007, Real Estate Investment Opportunity Show, Cannes, France
- March - GTA Inaugural Familiarization Tour, Mississauga
- March - Great Lakes Manufacturing Forum, Toronto
- April - Society of Automotive Engineers (SAE) Consulate Reception, Detroit
- May - Intelligent Community Forum (ICF), New York City
- May - CoreNet Global, Denver
- May - BIO 2007, Boston
- Sept. - Frankfurt Auto Show, Frankfurt Germany
- Nov. - Exploratory Mission into Asia
- Dec. - Phoenix Initiative

Government referrals were the prime source of prospects in 2007

Of the total number of leads 71% or nearly ¾ originated through GTMA's marketing initiatives. 74% of prospect visits were generated by government and 17% were generated through GTMA marketing initiatives which continue to grow.

Source Type Leads	#	%
Government	32	21
Private	4	3
Direct	9	6
Marketing Initiatives	110	71
Total	**155**	**100**

Source Type Prospects	#	%
Government	17	74
Private	1	4
Direct	1	4
Marketing Initiatives	4	17
Total	**23**	**100**

***Source: Greater** Toronto Marketing Alliance (GTMA)*
January-December 2007 Review

4.3 GTMA CORPORATE STRATEGIC PLAN 2008 – 2010

During 2007, the GTMA consulted with its stakeholders, governments, foreign consulates, industry associations and businesses in a research-based consultation process on how to best advance the GTA's investment and trade interest. The development of the GTMA's Corporate Strategic Plan 2008-2010 was based on the feedback received during the consultations. In addition, the GTMA undertook a research-based strategic revitalization initiative that better enabled to define its vision, mission and value proposition. See *Attachment 1* - GTMA Corporate Strategic Plan 2007 – 2010 Brochure.

The key areas of the GTMA's 2008 – 2010 Strategic Plan are:

- To attract international business investment to the GTA.
- To cultivate value-added relationships with and for public and private sector partners.
- To deliver marketing support and information that responds to the needs of two key constituencies – partners and international investment clients.

Five functions are requisite factors for the ultimate success of the GTMA's 2008 – 2010 Strategic Plan

1. Commitment from the Board, staff and partners to position the GTMA as a marketing organization.
2. Maintenance of quality relationships with partners.
3. Recognition and support of partners service needs.
4. Revitalization of the GTMA's resource and funding model
5. Need for dynamic, visionary leadership from the Board of Directors and senior staff

4.4 RELATIONSHIP TO VISION 2026

The Region's participation in the GTMA supports the goal of Vision 2026, for A Vibrant Economy, by advancing the investment and trade interests of York Region within the Greater Toronto Area.

5. FINANCIAL IMPLICATIONS

Funding sources for the GTMA are federal government's Community Investment Support Program (CISP), Durham, Halton, Peel and York Regions, the GTA Municipalities, the Greater Toronto Airport Authority (GTAA), the Ontario Aerospace Council (OAC), the Toronto Region Research Alliance (TRRA), private sector partners and sponsors. As a regional partner, the Region contributes $100,000 annually to the program from the approved Economic Development Budget. The total GTMA budget for 2007 was $1,624,000 with $500,000 sourced from the GTA municipalities.

6. LOCAL MUNICIPAL IMPACT

As a regional partner in the GTMA, the Region represents and promotes the interests of each of the nine local municipalities and provides opportunities for area municipalities to engage in trade missions, participate in sector initiatives, provide input to annual GTMA business plans and attend networking functions.

7. CONCLUSION

It is recommended that the Region continue to work with the GTMA to leverage investment opportunities and that Council endorse the strategic direction of the GTMA Strategic Plan for 2008 and 2009.

For more information on this report, please contact Patrick Draper, Director of Economic Strategy and Tourism at Ext. 1503.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause is included with this report.)