

Building the Future

of

GREEN

Toronto's Green Sector International
Marketing Plan





Report prepared by the Innovolve Group
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Putting “Toronto the Greener” on the world stage

Following the release of Toronto’s *Agenda for Prosperity (2008)* and *People, Planet & Profit (2007)* report, the Green Sector *International Marketing Plan* responds to a common call to action: to raise the profile of Toronto Region’s emerging green sector on the world stage. The enclosed strategic plan brings clarity to communications messaging, tactics, opportunities and priority actions that will build stronger global awareness of the Region’s green economic potential.

From economic crisis to sustainable competitive advantage

In the face of a global economic crisis, national and regional bodies are rethinking the design of core financial systems, consumer consumption patterns, and the manner through which nations collaboratively tackle economic and environmental issues. This global re-think suggests that the prospect of sustainable development through green sector development will likely grow in relevance as market drivers such as green infrastructure development, green collar job creation, and clean technology production continue to show promise for economies worldwide. A real opportunity exists for the Region to build a competitive market advantage by stimulating local green sector activity that sees citizens adopting green energy and product alternatives, and businesses benefiting from greater international trade of locally produced goods and expertise.

Leveraging Toronto Region’s collective might

A core principle underlying the Plan is recognition that closer collaboration among regional stakeholders has the potential to yield deeper, more rapid and mutually beneficial results for the Toronto Region. To this end, the 14 tactics outlined in the Plan have been designed to be multi-stakeholder in nature, drawing on the collective strength of public, private and not-for-profit stakeholders. Just as Plan recommendations have been informed by extensive stakeholder consultation, implementation excellence will require a heightened degree of regional collaboration and coordination.

Marketing the Toronto Advantage

The Plan acknowledges Toronto’s potential to become renowned as a “city of solutions” – solutions to the serious health, climate and resource conservation challenges shared the world over. Globally aware, home to a skilled workforce, and complete with the advanced business infrastructure required for green sector commercialization, Toronto has the essential ingredients to nurture and attract intellectual and financial capital to fuel its green sector development. Based on these core strengths, the Plan details a value proposition on which to build the Region’s communications platform, which is further supported by a comprehensive assessment of local capacities and global green sector marketing best practices. Most importantly, the portfolio of tactics contained in the Plan is underpinned by an objective to build local capacity for greening and expand market opportunities for green sector businesses operating in the Region.

From strategy to action

The Plan puts forward a strategy designed to capitalize on high-leverage channels, promote regional message alignment, and facilitate speed-to-market. The recommended tactics detailed within are built around three principal Action Areas:

- i. **Global Leadership:** Harnessing the relationship networks and cultural affinity of our diverse citizenry to raise the Region’s profile and facilitate commercial activity in priority markets.
- ii. **Positioning:** Showcasing the Region’s expertise and market potential through influencer networks that can be leveraged to communicate Toronto’s story forcefully and authentically.
- iii. **Market Facilitation:** Amplifying the sector’s ability to capitalize on global opportunities on a timely basis through targeted relationship-building and market penetration support.

Overview of tactics

1. **Green Global Advocate Network:** Convening and providing support to a global network of influencers charged with proactively advancing regional green sector development through positive representation, relationship-building, and commercial engagement.
2. **Green Leaders Forum:** Comprised of leaders of diverse industry associations, this informal committee will serve as a forum for dialogue and collaboration aimed at promoting shared agenda-setting and collective action around international marketing and green sector development.
3. **Green Experts Speaker Series:** Promoting the Region's green expertise through a coordinated effort to showcase local industry experts at high profile speaking venues.
4. **Regional Branding Campaign Materials:** Developing a suite of communications materials that will be used in targeted visibility, branding and education initiatives aimed at showcasing the Region's green sector value proposition in priority overseas markets.
5. **World Media Familiarization Mission:** Creating positive exposure for the Region by inviting journalists from leading publications to experience the Region's green sector success stories first hand.
6. **Marketing Alliance Network:** Formalized partnerships with Canadian global trade bodies and business networks to disseminate a suite of standardized campaign materials and messaging.
7. **Trade Show Penetration:** Establishing a *Toronto Green Pavilion* at key international industry trade shows and conferences to promote the Region's capabilities and provide international exposure to local businesses.
8. **MUSH Sector Green Procurement Conference:** Creating and hosting a unique conference/trade show experience that caters to an international audience of MUSH sector buyers seeking education on emerging green procurement trends and best practice.
9. **Green Executive Centre of Excellence:** Partner with regional academic institutions offering green-focused executive and technical training programs in a joint campaign to promote Toronto as an executive training destination for tomorrow's green economy leaders.
10. **International Commercialization Agent:** City officer responsible for mining high-leverage opportunities for inbound/outbound green sector activity. Principal responsibilities include providing sector intelligence to local businesses and promoting collaboration between regional commercialization centres to promote more rapid response to international opportunities.
11. **BRIC Green Enterprise Task Force:** An economic development team dedicated to engaging key BRIC nation stakeholders in inbound and outbound regional green sector activities.
12. **Green Commercialization Portal (Outbound):** A collaboration zone for green sector innovators seeking a fluid environment to mobilize around market opportunities. Modeled after recent innovations in "open source" corporate innovation, this online community will amplify local capacity for meeting international demands with increased speed, scale and differentiated product/service offerings.
13. **One-Stop Investment Portal (Inbound):** A coordinated regional online hub that unifies and amplifies existing economic development and trade portals with green-specific information, resources and business services.
14. **Investor Immersion Missions:** Targeted investor recruitment missions that build excitement for regional investment opportunities and convert priority FDI prospects.

Scaleable implementation approach

Each tactic is designed to enable the City to tailor investments around varying degrees of engagement, ownership and oversight with respect to tactic implementation. Notably, these tactics have been designed to invite shared participation and investment from regional stakeholders and industry partners, be scaleable, and in many instances be built in stages in order to accommodate a broad spectrum of implementation scenarios. Together, these tactics offer the potential to generate long-term returns through a focus on forging strategic relationships and channel partnerships – essential building blocks for successfully showcasing the many paths to prosperity made possible by Toronto's emerging green sector.

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Green Economic Development Defined:

Those programs or initiatives that encourage retention, growth and attraction of companies or organizations which offer products or services that directly or indirectly reduce the impact on the environment.

People, Planet & Profit Report, (2007)

Vision for a green and prosperous future

A global city with a diverse citizenry and vibrant commercial and cultural assets, Toronto has long been regarded as a premiere destination to live, work and play. In short, Toronto is a world city – a modern, cosmopolitan centre that is universally lauded for operating effectively within a global context. An increasingly important aspect of this narrative is Toronto’s dedication to sustainable development, which has set the City on an ecologically conscious and socially progressive growth trajectory. Specifically, the Toronto Region is home to an emerging green/renewable energy sector that has the potential to strengthen the Region’s appeal to would-be investors and residents. The powerful combination of Toronto’s reputation, its capacity for innovation and rapidly increasing global interest in environmental issues, creates a tremendous opportunity for Toronto to simultaneously expand into a high-growth market, create jobs and improve the environment.

People, planet, profit and beyond

This Plan has been produced in response to recommendations put forward by the City of Toronto’s *People, Planet and Profit*, (2007) study, which underscores the need for a Green Sector/Renewable Energy International Marketing Plan to attract foreign direct investment (FDI) into this emerging sector. The theme of providing commercialization support to unlock the full potential of Toronto’s green sector is further echoed by complementary research led by such stakeholders as the Toronto Region Research Alliance, Greater Toronto Marketing Alliance, Ontario Centre for Environmental Technology Advancement, and Toronto Economic Development, Culture and Tourism, in addition to various activities currently being championed by Toronto Region actors. Implementing the recommendations contained in the City’s Green Economic Sector Development Strategy will have the effect of stimulating the demand for sustainable services, having local firms service these growing demands, filling gaps in the marketplace and ensuring that the labour force has the necessary skills and training to design, install and maintain new technologies and processes.

International marketing plan objectives

The enclosed Green Sector International Marketing Plan has been engineered to support complementary policies and initiatives aimed at attracting foreign direct investment and export opportunities for green sector businesses operating in the Toronto Region. The Plan brings clarity to communications messaging, tactics, opportunities and priority actions that will build stronger awareness of the Region’s green economic potential. With plans for implementation in 2009/10, the Plan also promotes integrated messaging amongst the marketing activities of existing industry organizations and stakeholders. Toronto can be a **hub of environmental innovation** that provides environmental solutions for the world at the same time as it evolves into a centre for environmental technology development and production.

International Marketing Plan Objectives

- Help to promote and market existing Green Sector/Renewable Energy businesses internationally
- Encourage greater collaboration and cooperation within the Region’s Green Sector/Renewable Energy cluster
- Enhance and expand business opportunities for regional Green Sector/Renewable Energy businesses
- Identify key markets for new business development for regional Green Sector/Renewable Energy businesses
- Act as a catalyst to attract new foreign direct investment (FDI) to Green Sector/Renewable Energy industries and businesses

The upside of down – a global economy in crisis

This Plan has been authored and released during a period of unprecedented global economic crisis – a scenario that poses both threats and opportunities for Plan implementation. With national and regional bodies adjusting to new structural economic hardships and declining consumer and investor confidence, green economic development has the potential to take on new meaning for the Region.

Developments that may influence the Sector’s trajectory include:

- Under the leadership of recently elected President, Barack Obama, the United States administration is setting a tone for a new era of global collaboration around climate change, defined by heightened emphasis on clean energy production and a proposed cap-and-trade program to reduce US GHG emissions 80% by 2050;
- Aggressive planned Federal and Provincial spending to stimulate local economies includes significant commitments to infrastructure renewal;
- High-profile decline of traditional manufacturing industries – most notably the automotive sector – is sparking heightened debate around the need for investment in emerging knowledge-based sectors such as the green sector;
- Ontario’s proposed Green Energy Act promises to boost investment in renewable energy projects and increase conservation through policies and incentives aimed at sparking growth in clean and renewable energy sources, improving household energy conservation, and creating green collar jobs; and,
- A marked decline in the Canadian dollar from the modern-day highs experienced in recent years (reaching a high of \$1.06 US in 2007) is benefiting Canadian exporters.

Reflecting on how times of crisis have often triggered positive periods of reform throughout history, Toronto-based author, Thomas Homer-Dixon describes how with the right preparation, civilizations may be able to exploit breakdowns “to achieve deep reform and renewal of institutions, social relations, technologies, and entrenched habits of behavior.” Today’s economic downturn represents precisely such a scenario for the Toronto Region. Presently, the global community is collectively rethinking the design of core financial systems, consumer consumption patterns, and the manner through which nations collaboratively tackle economic and environmental issues. This global re-think suggests that the prospect of sustainable development through green sector development will likely grow in relevance and continue to shape the policy framework of governments worldwide in the years to come.

SHARED REWARDS THROUGH REGIONAL COLLABORATION 2.2

Green as a catalyst for shared value creation

Few sectors offer the same opportunities for value convergence as the green sector – a sector that promises to build a knowledge economy defined by high-value jobs, create wealth, protect natural capital and improve the health and wellness of local and international citizens alike. Recognizing this potential, Toronto has invested strategically to develop the sector through such initiatives as the Toronto Green Standard, Mayor’s Tower Renewal Project, and Better Buildings Partnership. Consistent with broader economic development goals outlined in the City’s *Agenda for Prosperity (2008)* strategy, the Plan responds to stakeholder calls for raising Toronto’s profile as a preferred destination for green economic development and investment.

“Toronto has the potential to become the place that serves a global market. Our social, cultural and economic diversity are richly embedded in our companies, entrepreneurs and labour force. We have the know-how and the connections to succeed in a global economy.”

Toronto’s Agenda for Prosperity

ABOUT THIS STUDY

Leveraging the assets and collective might of the region

Early in the Plan development process, it became clear that numerous regional synergies exist with respect to the current and planned initiatives of Toronto's neighbouring jurisdictions. As such, the Plan has been designed with regional collaboration in mind. The Plan has been authored with the inherent belief that success for any one jurisdiction will translate into greater wins for all, and thus, invites the ongoing participation of regional stakeholders to both shape and implement Plan recommendations. To paint a richer picture of the Region's green sector fundamentals, **Figure 1** offers a scan of regional economic development strengths and characteristics. **Section 4.2** provides a deeper overview of policy and tactical activities within each region, and suggests opportunities for combining these assets into a shared regional value proposition.

Figure 1 – Toronto Region Green Sector Positioning

Regional Statistics:

- 3,041,500 employees
- 269,000 businesses
- 20,000 green businesses
- 725 head offices
- 13 major universities & colleges
- \$17 billion + Planned infrastructure spending



STRATEGIC MARKETING FRAMEWORK **3.1**



The strategy and recommendations outlined in this plan have been formulated with input from local and international green sector influencers, who have been consulted through a stakeholder interview and ideation charrette process. A detailed summary of stakeholder consultation findings can be accessed in **Appendix B**.

Stakeholder-Driven Key Considerations

1. “Align marketing tactics and spend in priority City green infrastructure investment areas”
2. “Maximize speed-to-market, reach and impact through appropriately resourcing and outreach tactics supported by diverse sector stakeholders”
3. “Balance domestic and international development objectives: fulfill local potential first and foremost, attract international capabilities that complement or augment”

“We need to get prospective investors excited about being in Toronto.”

“Getting peers involved is key to being self-sustaining; we should connect investors with local entrepreneurs who can help navigate contacts and funding.”

Stakeholder consultations have been critical for shaping the Strategic Marketing Framework illustrated in **Figure 2**, by surfacing insights around the Sector’s communications needs, identifying channel opportunities, and clarifying issues and opportunities for international marketing. The Plan is anchored in a strategy to promote authenticity, regional message alignment, and speed-to-market through tactics that drive heightened visibility, positioning and market impact for the Region’s green sector. On the basis of this framework, the Plan presents an approach for fostering multi-stakeholder collaboration around tactic implementation.

“The City needs an over-arching vision; we can’t be marketed to in isolation.”

2008 International Marketing Charrette Participants

Figure 2– Strategic Marketing Framework



The Plan points to three principal Action Areas that speak to opportunities for leveraging the relationship networks of sector influencers, celebrating Toronto Region’s collective strength, and serving as a direct driver of new business activity across the Region’s international marketing efforts.

Figure 3 – Priority Action Areas



PLAN IMPLEMENTATION APPROACH 3.3

The recommended tactics to follow propose a variety of ways for regional partners to fulfill green sector international marketing and business development objectives. As outlined below, tactics have been designed to enable the City to tailor its investments around varying degrees of engagement, ownership and oversight with respect to tactic implementation.

Approaches to Plan Implementation

- **“Ownership/Partnership”**: Taking a lead or prominent role in establishing, resourcing and operating new stakeholder outreach, communications or market facilitation initiatives.
- **“Sponsorship/Visibility”**: Strategic sponsorship of programs and events that are largely developed and executed by outside partners.
- **“Representation”**: Contributing staff time or other City resources (e.g. committee or board representation) to support initiatives led by key influencer organizations that are active in green sector international marketing.
- **“Facilitation”**: Leveraging City brand equity and relationships to serve as a conduit for association and business stakeholders spearheading inbound and outbound green sector economic activity.

INTERNATIONAL BENCHMARKING 4.1

4

As was identified in the 2007 *People, Planet & Profit* report, the green sector landscape is already dotted with many examples of global best practice. With growing recognition of the multi-faceted benefits that accompany green economic activity, many jurisdictions are simultaneously investing in local green sector development, and engaging the international community through well-defined communications platforms. **Figure 4** highlights jurisdictions whose international marketing tactics are profiled in this section, and analyzed in further detail in Appendix D. Close examination of these practices is critical for developing a unique and authentic positioning strategy for the Toronto Region.

Figure 4 – Green Sector International Marketing Best Practice



MARKET OVERVIEW

GERMANY

Positioning

“Energy efficiency =
Made in Germany”

Strategy Highlights

Vocal about goal to become the world’s #1 country for renewables by 2020.

Branding strategy is to make the “Made in Germany” label internationally recognized as a mark of first-rate quality.

Tactic Highlights

Intersolar (Munich, 2009): World’s largest solar technology trade fair for the international solar industry.

Renewable Energy Export Initiative

Portal: Provides current industry information, country profiles for foreign target markets and subsidy information.

Energy Efficiency Export Initiative: Free one-stop-shop and central point of contact to German providers of energy-efficient products and services.

SINGAPORE

Positioning

“A global environment and water hub for business, investment, research and technology”

Strategy Highlights

“Promoting a highly competitive environment for complex, capital-intensive manufacturing – in particular, as an R&D base and provider of innovative water and solar energy solutions.

Tactic Highlights

Singapore International Water Week (SIWW): The Environment and Water Industry Development Council aims to develop SIWW into a premier event on the international water calendar.

BuySingapore: A public-private initiative to help local enterprises market products and/or services internationally via an online matching and trading portal.

SAN FRANCISCO

Positioning

“Global hub for creating and adopting clean technologies”

Strategy Highlights

Proactive in attracting leading green energy businesses, investments and marquee cleantech events.

Tactic Highlights

2009 San Francisco Cleantech Forum XXI: Hosted by the Cleantech Group, event gathering a critical mass of investors, entrepreneurs, policy makers, and industry influencers around cleantech.

Intersolar North America: Serving the entire solar energy supply chain, Intersolar is North America’s premier annual solar trade event.

Greening Asia Clean Technology Forums: In cooperation with the California Asia Business Council, forums disseminate intelligence and coordinate international activities around clean technology market developments in Asia.

ChinaSF: A collaborative public-private initiative aimed at stimulating trade with China – operated by the San Francisco Center for Economic Development and the City of San Francisco with the financial and strategic backing of key international business leaders.

SHANGHAI

Positioning

“China’s economic epicenter – a headquarter for multi-national business and hub for scientific research”

Strategy Highlights

Mid-to-long-term development plan for the renewable energy sector to significantly increase energy supply from renewables by 2020.

Promoting Shanghai as China’s richest talent and human resource centre and base for scientific and technological research.

Tactic Highlights

China-US Green Business Summit (April 2009): Exchange event designed to strengthen Sino-US environmental protection and technology exchanges and cooperation between companies. China and US are committed to exchanging mutually beneficial information on environmental protection technologies and innovation.

Danish-Chinese Wind Energy Development Programme: A bilateral development programme aimed at helping China improve its technological and management capacity in wind power development.

CHICAGO

Positioning

“Transforming into the most environmentally friendly city in the US”

Strategy Highlights

Positioning the City as the nation’s centre for the design, manufacturing and use of alternative energy technologies.

Tactic Highlights

WINDPOWER 2009 Conference and Exhibition: The premier wind energy industry event in North America.

The Chicago Solar Partnership (CSP): A public-private consortium established under the organization of the Illinois Solar Energy Association (ISEA), to advance the development of the solar energy industry in the Chicago metropolitan area.

World Business Chicago: A not-for-profit economic development corporation chaired by Mayor Daley, this office promotes the Chicago region’s global position as a thriving business location – coordinating the City’s business retention and attraction efforts, raising Chicago’s profile as a prime business location for companies.

ABU DHABI

Positioning

“Masdar City – the world’s first zero carbon, zero waste city powered entirely by renewable energy”

Strategy Highlights

Positioning Abu Dhabi as a world-class alternative energy R&D hub.

Driving the commercialization and adoption of sustainable energy, carbon management and water conservation technologies.

Tactic Highlights

World Future Energy Summit: Top government officials, heads of global organizations, leading environmentalists and investors meeting to discuss, debate and plan for the Future of Energy.

Masdar Procurement Portal: Online portal allows companies to add their information to a database of suppliers of goods and services for Masdar.

Masdar Institute of Science and Technology: Developed in cooperation with the Massachusetts Institute of Technology (MIT), aims to become a centre of high-caliber renewable energy and sustainability research capable of attracting leading scientists and researchers from around the world.

MARKET OVERVIEW

TEL AVIV

Positioning

“High tech innovator applying its R&D and VC expertise to solar and water technology”

Strategy Highlights

NEWTech program directing substantial resources towards strengthening the foundation of the water tech cluster and promoting its capabilities worldwide.

Tactic Highlights

CleanIsrael: Enables key stakeholders – entrepreneurs, investors, academics, government officials and service providers – to meet and exchange ideas about Israel’s growing renewable energy, water, and environmental sectors.

Israel Export & International Cooperation Institute: Facilitates trade opportunities, joint ventures and strategic alliances between local and international businesses.

MASHAV – Israel’s Center for International Cooperation: Official overseas development cooperation with the aim of sharing with the developing world, know-how and technologies which provided the basis for Israel’s own rapid development

AMSTERDAM

Positioning

“Gateway to Europe: Amsterdam, the Sustainable City”

Strategy Highlights

City place-making campaign rooted in sustainability.
Positioning City as a ‘proving ground’ of sustainable solutions for urban problems, particularly mobility and air quality.

Tactic Highlights

Netherlands Foreign Investment Agency (NFIA): Advises foreign businesses that wish to take advantage of the Dutch business environment as a strategic base to cover Europe.

Sustainable Amsterdam Conference: Event attracting experts from business and education to exchange knowledge about different aspects of sustainable development.

The Amsterdam Innovation Motor: Supported by a network of businesses, governments and research institutes in the Amsterdam region, aims to increase the capacity for innovation by financially supporting the development of new ideas and ventures that stimulate economic activity in sustainability and trade sectors.

TORONTO REGION GREEN ECONOMIC PROFILE **4.2**

A core principle underlining the Plan is recognition that closer collaboration among regional stakeholders has the potential to yield deeper, more rapid and mutually beneficial results for the Toronto Region. This section highlights capabilities and complementary green sector outreach and positioning activities that are unique to individual regional stakeholders.

PEEL REGION

Positioning

“A leading international commercial & advanced manufacturing zone, offering world-class business & transportation infrastructure”

Strategy Highlights

Positioning the Region of Peel as one of the most sophisticated and well equipped advanced manufacturing clusters in the country.

Promoting Peel as a cost competitive, business friendly environment with access to a rich pool of talent.

Tactic Highlights

The Mississauga International Investment Development Board (MIIDB): A collaborative public-private business ambassador program aimed at attracting high-quality and globally competitive international companies to Mississauga.

R.I.C. Centre (Research, Innovation, Commercialization): A non-profit organization that provides business and technical services to small and medium size enterprises (SMEs) to commercialize innovation. R.I.C.’s areas of focus include aerospace, advanced manufacturing and life sciences.

Partners in Project Green: The Region of Peel is a founding partner and supporter of the Partners in Project Green Pearson Eco-business Zone.

BramMatch Program: Provides companies in Brampton with an opportunity to promote their business and industry across Canada and internationally. The program focuses on five specific industry sectors; Advanced Manufacturing, Food and Beverage, Life Sciences, Information & Communication Technology, and Retail Administration & Logistics.

PEEL REGION - COMPANY SPOTLIGHT

Hydrogenics Corporation

Location: 5985 McLaughlin Road,
Mississauga, Ontario, L5R 1B8

Company Founded: 1995

Customers: Commercial Companies,
Heavy Manufacturers,
Light Manufacturers, Consumers

Employees: 130
www.hydrogenics.com

Snapshot

Hydrogenics Corporation is a leading global developer of clean energy solutions, advancing hydrogen technology by commercializing hydrogen based renewable energy solutions, hydrogen generation and fuel cell products. Hydrogenics is globally recognized for its product portfolio of fuel cell power modules and hydrogen generation systems that are an integral part of emerging alternative energy markets.

Woodland Biofuels Inc.

Location: 220 Superior Boulevard,
Mississauga, Ontario, L5T 2L2

Company Founded: 2000

Customers: Commercial Companies,
Carbon Exchanges

Employees: 10
www.woodlandbiofuels.com

Snapshot

Woodland Biofuels Inc. builds and sells plants that make use of cutting edge technologies to convert renewable waste materials into cellulosic ethanol. Using the patented Catalyzed Pressure Reduction (CPR™) technology, Woodland plants can convert waste streams into fuels, chemicals and pure water, providing an environmentally sound solution for converting all forms of biomass and other renewable resources into commercially attractive fuels.

MARKET OVERVIEW

HALTON REGION

Positioning

“Rapidly expanding region with a burgeoning biotechnology sector & significant planned infrastructure spending”

Strategy Highlights

Promoting Halton Region as a strategic place to do business, with strong potential for future growth due to its proximity to large industries in southern Ontario, strong transportation infrastructure and export capabilities.

Tactic Highlights

Halton Region’s Business Development Division (BDD):

One-window access to government programs, services, and information on Halton’s business environment. Offers an Export Networking Program and conducts a series of ongoing seminars providing relevant, current information to meet the needs of exporters.

Doing Business with Halton – A Guide for New and Current Suppliers: Developed by the Financial Services and Purchasing division to assist suppliers in doing business with Halton.

HALTON REGION - COMPANY SPOTLIGHT

Petro Sep Membrane Technologies Inc.

Location: 2270 Speers Road,
Oakville, Ontario L6L 2X8

Company Founded: 1999

Customers: Municipalities, Provincial and Federal Government, Commercial Companies, Heavy Manufacturers, Light Manufacturers, Oil and Gas Producers

Employees: 18
www.petrosep.com

Snapshot

Petro Sep is a world leader in providing sophisticated membrane systems that can recover and purify hazardous chemical waste streams. Petro Sep’s revolutionary membrane systems provide a cleaner, more cost effective solution that benefits manufacturers and the environment.

Fifth Light Technology (FLT)

Location: 1155 North Service Road West,
Oakville, Ontario L6M 3E3

Company Founded: 2000

Customers: Municipalities, Provincial and Federal Government, Commercial Companies, Heavy Manufacturers, Light Manufacturers, Electric Utilities

Employees: 35
www.fifthlight.com

Snapshot

Fifth Light Technology (FLT) is a leading technology provider in the commercial lighting management business in North America and across the globe. FLT develops complete integrated lighting control and management systems and deploys them on a turn-key basis. FLT’s lighting solutions are designed to reduce operating costs, provide a suite of web-based management tools and raise tenant satisfaction.

YORK REGION

Positioning

“Driving innovation by building leading IT, automotive, furniture, biotechnology & business service clusters”

Strategy Highlights

Positioning York Region as a cost-competitive place to do business and preferred destination for international corporations seeking a location for a global or Canadian corporate office.

Tactic Highlights

Sustainable Business Network in York Region:

The Economic Development branch in York Region is currently researching best practices for the operation of a regional sustainable business network. Through public-private sector collaboration, the network aims to enhance the environmental stewardship of local enterprises.

York Region Export Development Program: Familiarizes local companies with the programs and information required to succeed in the global marketplace.

YORK REGION - COMPANY SPOTLIGHT -

Encelium Technologies Inc.

Location: 68 Leek Crescent,
Richmond Hill, Ontario L4B 1H1

Company Founded: 2001

Customers: Commercial Companies,
Facility Owners and
Managers, Architects, Designers

Employees: 50
www.encelium.com

Snapshot

Encelium Technologies is an advanced technology development company specializing in energy management and control systems for commercial buildings. Encelium develops and markets leading edge energy management systems, which control lighting and other building loads to dramatically reduce energy costs. Encelium’s systems are designed to maximize energy savings and provide a return on investment that exceeds customer expectations.

6N Silicon Inc.

Location: 1B Royal Gate Blvd.,
Vaughan, Ontario L4L 8Z7

Company Founded: 2006

Customers: Commercial Companies

Employees: 100
www.6nsilicon.com

Snapshot

6N Silicon’s mission is to become the leading global supplier of solar grade silicon to the solar industry. 6N’s silicon purification process provides a revolutionary approach to the production of solar grade silicon for the photovoltaic industry. 6N has benefited from access to considerable industry experience in processing other metals and applying collective skills to refine the 6N solution.

MARKET OVERVIEW

DURHAM REGION

Positioning

“Ontario’s energy capital, at the forefront of applying & researching reliable energy solutions”

Strategy Highlights

Promoting Durham Region as one of the major energy clusters in North America with a skilled labour force, transmission capacity and infrastructure, R&D opportunities, and strong advanced manufacturing expertise.

Tactic Highlights

Durham Strategic Energy Alliance (DSEA). A membership based non-profit comprised of businesses, institutions and government offices committed to promoting and building upon Durham Region’s strengths in the energy sector.

Durham Sustainability Stewardship Program: A collaborative initiative between the Ontario Centre for Environmental Technology Advancement (OCETA), Canadian Centre for Pollution Prevention (C2P2), and Durham Sustain Ability to support community-based environmental stewardship, education and outreach in the Durham Region.

DURHAM REGION - COMPANY SPOTLIGHT

Environmental Waste International Inc.

Location: 283 Station St.,
Ajax, Ontario L1S 1S3

Company Founded: 1992

Customers: Municipalities, Provincial and Federal Government, Commercial Companies, Electric Utilities, Oil and Gas Producers, Carbon Exchanges

Employees: 5
www.ewmc.com

Snapshot

Environmental Waste International Inc. (EWI) offers products that help deal with organic waste challenges. EWI has developed a patented process for breaking down long chain hydrocarbons to their simpler form in an environmentally friendly and controlled manner, and has developed systems for wastewater sterilization and food waste dehydration and sterilization.

Global Emissions Systems Inc.

Location: 1650 McEwen Drive,
Whitby, Ontario, L1N 0A2

Company Founded: 2001

Customers: Municipalities, Provincial and Federal Government, Commercial Companies, Heavy Manufacturers, Light Manufacturers, Consumers Electric Utilities, Oil and Gas Producers, Carbon Exchanges

Employees: 9
www.gesi.us

Snapshot

Global Emissions Systems’ technology is capable of removing up to 96% of the toxic greenhouse gas (GHG) emissions from combustion engines (spark, compression, turbine) utilizing any commercially available low sulphur fuel. In most instances, the company’s process results in a marginal (2%) increase in horsepower and may improve fuel efficiency. Global Emissions Systems’ technology also qualifies for carbon credit trading, meeting the criteria set out in the ISO 14064-65 environmental standard.

TORONTO

Positioning

“Canada’s financial capital and home to a highly skilled, multi-cultural workforce”

Strategy Highlights

The City of Toronto promotes its skilled labour force, strong green professional service sector and R&D infrastructure as a hub of environmental technology development and production.

Promoting the City’s political leadership around sustainability and commitment to large-scale infrastructure spending, which will serve as catalysts for green sector development.

Tactic Highlights

Invest Toronto: A new arm’s-length corporation with a mandate to create jobs and garner new revenues for Toronto. Invest Toronto will have the task of promoting all the City has to offer in terms of investment opportunities, incentives and lifestyle on a global scale.

Build Toronto: A new arm’s-length corporation designed to manage and coordinate the development of under-utilized City real estate to uncover new value, stimulate job creation and regenerate neighbourhoods.

Mayor’s Tower Renewal: Initiative to dramatically improve the energy efficiency of over 1,000 high-rise residential concrete frame buildings in Toronto in order to reduce energy use and the release of greenhouse gases and air pollutants.

Waterfront Toronto: Initiative to transform the Toronto Waterfront into a series of sustainable, mixed-use vibrant communities.

Toronto Atmospheric Fund (TAF): Provides financing for Toronto-based initiatives that combat global climate change and improve air quality. TAF provides grants and loans and undertakes special projects to develop innovative local actions that lead to significant emission reduction results.

Partners in Project Green: The City of Toronto is a founding partner and supporter of the Partners in Project Green Pearson Eco-business Zone.

Greater Toronto Marketing Alliance (GTMA): A public-private partnership in Toronto that helps businesses explore opportunities to invest, expand or relocate to the greater Toronto area.

Green Enterprise Toronto (GET): GET is a non-profit that helps locally owned businesses thrive by being part of the ‘green’ solution.

Toronto Region Research Alliance (TRRA): An innovative network of regional leaders engaged in transforming the Toronto Region into a world-leading centre for research and research-intensive industry.

Ontario Centre for Environmental Technology Advancement (OCETA): OCETA is a private sector non-profit that offers services to SMEs including business mentoring, partnerships, accessing funding sources, and technology demonstration.

Ontario Environment Industry Association (ONEIA): The business association representing the interests of the environment industry in Ontario.

MARKET OVERVIEW

TORONTO - COMPANY SPOTLIGHT

Enwave Energy Corporation

Location: 181 University Ave.,
Toronto, Ontario, M5H 3M7

Company Founded: 1982

Customers: Institutional and Commercial Office
Buildings, Multi-residential Buildings

Employees: 1000+

www.enwave.com

Snapshot

Enwave Energy Corporation – one of the largest providers of district energy in North America – is Ontario’s leading provider of outsourced cooling, heating and energy management services. The company’s three intake pipes draw water from 83 metres below the surface of Lake Ontario and heat exchangers facilitate the energy transfer between icy-cold lake water and the Enwave closed chilled water supply loop. Enwave Energy Corporation is owned by the Ontario Municipal Employees Retirement System (OMERS) and the City of Toronto.

EnviroTower Technology (FLT)

Location: 380 Adelaide Street W.,
Toronto, Ontario, M5V 1R7

Company Founded: 2004

Customers: Commercial Office Buildings,
Healthcare, Institutional,
Government, Light Industrial

www.envirotower.com

Snapshot

EnviroTower provides a proven, reliable solution for maximizing energy and water efficiencies while minimizing environmental impacts of cooling towers. The company enables commercial, institutional and industrial organizations to drive down energy and water costs through a clean, comprehensive water treatment system that delivers consistent, measurable results.

CITY OF TORONTO CAPABILITIES ASSESSMENT (SWOT) **4.3**

Toronto Region green sector landscape

To assist in developing a branding and positioning strategy for the Toronto Region, the following SWOT analysis (summarized in **Figure 5**) highlights areas of consideration as the Region begins to undertake more vocal and visible communication around its green sector profile. This analysis recognizes that message tracks will need to be constantly updated as the sector continues to develop and reveal new narratives. Moreover, it underscores the need for ongoing and aggressive investment in supporting policy and infrastructure to ensure that the building blocks are in place for an authentic and truly compelling value proposition

Figure 5 – SWOT Analysis Summary

STRENGTHS				IMPLICATION:
Leading financial sector	Vibrant environmental civil society sector	Cost competitive business environment	Proximity to major NA markets	Strong professional services & financial sectors position the City as a powerful commercialization hub.
Visible green political leadership	Strong global city brand for liveability	Strong R&D infrastructure	Skilled service & tech-based workforce	
OPPORTUNITIES				IMPLICATION:
Significant planned infrastructure investment	Leadership in advanced water treatment/mgmt. technologies	Strong and growing green building cluster	Strong, diverse relationship networks create effective global touch-points	Can leverage infrastructure renewal as means of accelerating leading water/green building sectors.
WEAKNESSES				IMPLICATION:
Small, fragmented industry sector	Low global awareness of green sector profile	Lack of significant local demand base	Less well-established policy framework vs. leading jurisdictions	Small-scale, fragmented green business sector disadvantaged vs. established global players.
THREATS				IMPLICATION:
Limited awareness of eco-dev. initiatives among local green entrepreneurs	Behind many first movers in policy implementation	Less developed subsidies/incentives for renewable energy/cleantech than competing jurisdictions	Lack of coordinated regional vision, voice and policy framework	Delays in closing the “policy gap” may see the City fall further behind leading jurisdictions.

MARKET OVERVIEW

STRENGTHS

The Toronto 'brand' has a strong global reputation and recognition.

- Canada's financial capital – headquarters for five of Canada's six national banks, 90% of Canada's foreign banks, top accounting and mutual fund firms, and the Toronto Stock Exchange.
- 3rd largest financial, biotechnology and information technology centres in North America.
- Active trade centre with the highest concentration of consulates of any city in the world (over 100 consulates and foreign trade offices).
- Highest concentration of post-secondary institutions in Canada providing a skilled service and technology-based workforce and a backbone for an innovation network (defined by well-respected business and engineering schools).
- Strong R&D and innovation infrastructure attracts talented researchers from around the globe and brings together skilled workers from private companies, universities and public research institutes (e.g. MaRS Discovery District, Ontario Centres of Excellence).
- Strong advanced manufacturing capacity and expertise.
- Home to commercially viable large-scale green applications such as Enwave's deep lake cooling technology.
- Close proximity to US market allows for easy access to a lucrative potential market for green technologies and services.
- Mayor Miller appointed Chair of the C40 Cities Climate Leadership Group.
- Headquarters for the World Green Building Secretariat.
- Strong local grass-roots support for the green sector and network of non-profit organizations and associations dedicated to sustainability.

WEAKNESSES

- Limited awareness of the City's economic development initiatives and support services to assist emerging green sector entrepreneurs in commercializing innovations.
- Weaker policies and investment in supporting local green sector development and attracting FDI compared to established jurisdictions.
- Existing green business sector is small-scale from a revenue perspective and highly fragmented.
- Lack of local demand to support emerging technologies that can become globally competitive.
- Low global awareness of green sector opportunities and selling proposition.

OPPORTUNITIES

- Geographically well-positioned as portal/gateway into the North American market.
- Large-scale green initiatives, infrastructure renewal projects and procurement policies serving as catalysts to transform Toronto into a leading green city, and creating local demand for emerging technologies (e.g. Mayor's Tower Renewal, Waterfront Toronto, Partners in Project Green, Better Buildings Partnership, and Toronto Green Standard).
- Low-cost, highly skilled green professional services cluster positions Toronto as an ideal convener for green sector commercialization.
- Recognized leadership in significant and growing green sector movements around green building technologies/practices and water treatment/management.
- Strong cultural affinity and deep international business network offers strong touch-points for international trade and lead generation – note Canadian government's network of over 900 trade commissioners and the Ontario International Marketing Centres located in seven major foreign centres.

THREATS

- Lagging behind other foreign jurisdictions that have responded early to implementing green sector economic development policy.
- Attractive renewable energy and cleantech subsidies and incentives offered by competing jurisdictions are luring away domestic and international investment into the sector.
- Lack of coordinated Regional vision and sector development strategy poses risk of diluting resources and delivering competing messages to global audiences with respect to international marketing and communications activities.

5

As outlined in **Section 6.4**, a key output from this Plan will be the development of a regionally inclusive communications campaign to brand and position Toronto Region as a premier destination for green sector trade and investment. In support of this tactic, the following section proposes elements of the Region's green sector value proposition, key selling features and calls to action that can be incorporated into campaign development.

VALUE PROPOSITION: *“Building the Future of Green”*

Toronto is a city of solutions – a creative city that is committed to meeting the world's environmental challenges, and houses the business essentials, research expertise and globally aware workforce that will help bring sustainable solutions to market.

- *Investing in green infrastructure*
- *Commercializing new technology*
- *Trading with the world*

TORONTO REGION KEY SELLING FEATURES

1. A gateway into key North American markets that attracts a multi-cultural, global workforce.
2. Cost-competitive base of operations with first-class business and financial services infrastructure.
3. Critical mass of green sector professionals specializing in energy, environmental engineering, strategy and commercialization support.
4. World-class advanced manufacturing and R&D capacity.
5. Political leadership around sustainability and commitment to large-scale infrastructure spending that will serve as catalysts for green sector development.
6. Rich green social capital built around a vibrant not-for-profit, association, research and advocacy sector.

CALLS TO ACTION

- **Explore** the range of regional mega-projects that demand diverse environmental product and service solutions.
- **Connect** with an established community of environmental professionals that can help fast-track market expansion.
- **Invest** in making Toronto a home for business and gateway to proven and emerging green sector marketplaces.

Toronto named Canadian “City of the Future”

In 2007, Foreign Direct Investment (fDi) Magazine, a subsidiary of UK's Financial Times Group, conducted an independent study designed to assess the potential of North American cities to attract business investment projects. Toronto ranked as the top Canadian Major City and 2nd overall behind Chicago.

Judges reviewed nominations from 108 cities on more than 60 criteria in 7 core areas:

- *Economic potential*
- *Cost effectiveness*
- *Human resources*
- *Quality of life*
- *Infrastructure*
- *Business friendliness*
- *Development and investment promotion*

TORONTO GREEN SECTOR CATALYST PROJECTS **5.2**

Among Toronto Region's key strengths is its diverse range of green sector catalyst projects – major policy or infrastructure renewal programs that offer the potential to support significant, long-term development of the Region's green sector. With significant planned infrastructure spending across the Region and throughout the City of Toronto, numerous opportunities exist for incorporating green best practice. These opportunities could represent compelling selling propositions for domestic and international enterprises seeking a vibrant marketplace for green sector products and services. This section provides an overview of key catalyst projects that should be highlighted in ongoing marketing and communications initiatives.

Mayor's Tower Renewal

The Mayor's Tower Renewal is an initiative to dramatically improve the energy efficiency of over 1,000 high-rise residential concrete frame buildings in Toronto in an effort to reduce energy use and the associated release of greenhouse gases and air pollutants.



Goal Highlights

- Enhance local economic activity by creating local green jobs, increasing on-site, small-scale retail and markets, and new employment and business opportunities.
- Increase the demand for clean technologies such as solar, wind and geothermal energy solutions, and green roofs.
- Create a cleaner and healthier environment by reducing carbon emissions, public transportation, on-site waste management, and water efficiency.

Better Buildings Partnership

The Better Buildings Partnership is an innovative private-public sector partnership that promotes and implements energy efficiency and building-renewal retrofits in industrial, commercial, institutional and multi-residential buildings.



Project Highlights

- Multi-stakeholder collaboration between the City of Toronto, the Toronto Atmospheric Fund, energy management firms, local utilities, and building owners and managers.
- Stimulating local economic activity and generating new jobs in construction, manufacturing and engineering sectors by heightening demand for energy and water efficiency technologies.
- Developing best practices in energy and water efficiency programs to share with other jurisdictions.

REGIONAL VALUE PROPOSITION



Partners in Project Green

Partners in Project Green is a growing community of businesses working together to green their bottom line by creating an internationally recognized Eco-Business Zone around Toronto Pearson Airport. Through new forms of business-to-business collaboration, Partners in Project Green aims to become an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

Project Highlights

- The Eco-Business Zone includes over 12,000 hectares of industrial and commercial land.
- Canada's largest employment area, home to 12,500 businesses and more than 355,000 employees.
- Major sectors include automotive supply chain, logistics and warehousing, food processing, plastics and aviation.



Waterfront Toronto

Working with the community and public and private sector partners, Waterfront Toronto is revitalizing Toronto's waterfront with a series of sustainable commercial and residential communities, public spaces, and parks.

Goal Highlights

- Develop new waterfront communities that offer a high quality of life for residents and visitors.
- Attract innovative, knowledge-based industries to Toronto's Port Lands to stimulate economic growth through creative industries.
- Develop strategic partnerships to attract private sector investment.



Toronto Green Development Standard

The Toronto Green Development Standard provides an integrated set of targets, principles, and practices to guide the development of City-owned facilities and encourage sustainable development in the private sector.

Goal Highlights

- Set targets for improving air and water quality, reducing green house gas emissions, and enhancing the natural environment.
- Stimulate private sector development and generate skilled employment by increasing demand for sustainable technologies

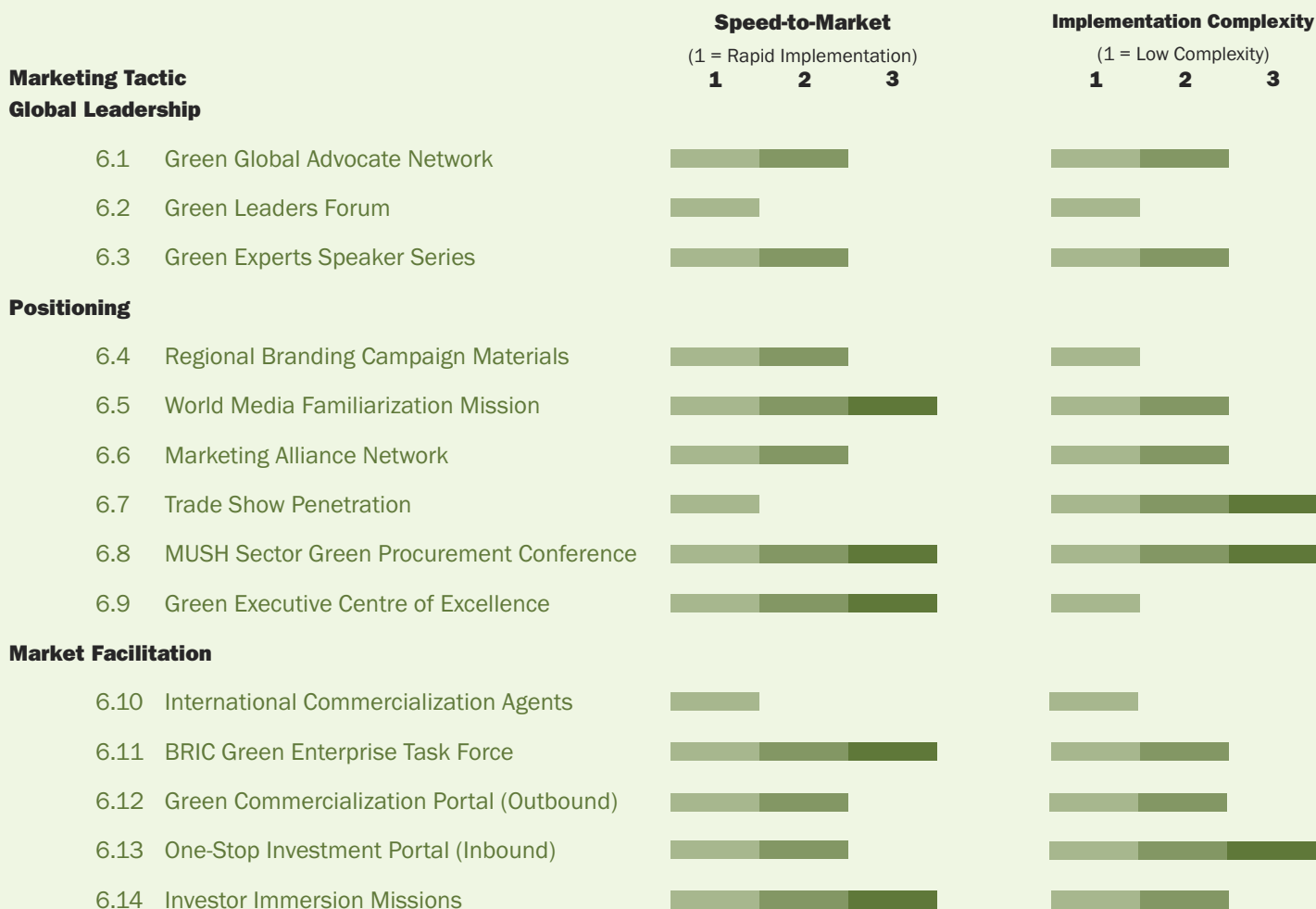
About this Section



This section details 14 marketing tactics for regional stakeholders to implement in the short-to-medium term. Driven by an over-arching objective to build capacity and expand market opportunities for local businesses, a balanced portfolio of tactics has been developed around the three Priority Action Areas identified in **Section 3.2: Global Leadership, Positioning, and Market Facilitation**. The City and its stakeholders have acknowledged that various degrees of collaboration and coordination are necessary for ensuring the Toronto Region as a whole best leverages its resources to achieve common green sector international marketing goals. As the following section illustrates, numerous stakeholders have been identified as potential implementation partners based on such criteria as shared organizational mandates and complementary skills and capacities.

Given the dynamic nature of regional partnership discussions, the Plan recognizes that uptake and implementation of tactics may take place in a fluid manner. As such, to support ongoing prioritization and decision-making efforts, **Figure 6** provides a relative ranking of estimated speed-to-market, and implementation complexity (i.e. coordination of stakeholders, degree of management oversight required). Notably, these tactics have been designed to invite shared participation and investment from regional stakeholders and industry partners, be scaleable, and in many instances be built in stages in order to accommodate a broad spectrum of implementation scenarios.

Figure 6 – Summary of Recommended Tactics



RECOMMENDED TACTICS

Introduction to tactics

Sections 6.1 to 6.14 provide an in depth overview of implementation plan considerations, target stakeholder and channel partners, and preliminary resource requirements for each of the recommended tactics. Each tactic has been designed to be stand-alone, however, numerous synergies exist between concepts. Accordingly, opportunities for tactics to complement and reinforce one another are identified throughout.

GREEN GLOBAL ADVOCATE NETWORK 6.1

Concept	Convening and providing support to a global network of influencers charged with proactively advancing regional green sector development through positive representation, relationship-building, and commercial engagement.
Action Area	<i>Global Leadership</i>
Key Partners & Channels	<ul style="list-style-type: none"> • Ontario Centre for Environmental Technology Advancement (OCETA) • Greater Toronto Marketing Alliance (GTMA) • Toronto Board of Trade (BOT) • Export Development Corporation (EDC) • Canadian Manufacturers and Exporters (CME)
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • City Staff Member as Program Coordinator (1/2 Full-time Equivalent) • Web/Content Development Team

AT A GLANCE

Implementation Plan

The City will convene a body of senior business and green sector leaders to form a network of advocates charged with representing Toronto's green sector across diverse international touch points (see also *Green Leaders Forum*, **Section 6.2**). As in volunteer board of director capacities, Advocates will serve for agreed upon terms and be required to commit to transparent member duties and governance conditions.

The City will provide base funding to create an online portal and resources to support and communicate with Advocates. Advocates will be provided with the necessary key messaging and briefing information to represent the Region's green sector by:

- i. Sharing leads generated during normal course of business with the local network informally and formally via online lead generation cards.
- ii. Reinforcing regional green sector messaging when liaising or conducting business with the international business community.
- iii. Acting as mentor for a minimum of 1 early-stage local green sector company per year.

RECOMMENDED TACTICS

Advocates will initially be drawn from the membership base of key partner groups, with a volunteer Steering Committee made responsible for reviewing nominations of individual to screen/qualify Advocates. The City can also refer to the *2009 OCETA SDTC Cleantech Growth & Go-to-Market Report* for profiles of candidate Ontario cleantech firms.

To bring visibility to Advocates and provide a means of fostering collaboration within the network, the City will also commission a micro site (to be linked to the *Green Commercialization Portal* and *One-Stop Investment Portal* – see **Section 6.12** and **6.13**). The micro site will be comprised of two sections:

Public: Provides public access to current/past roster of Advocates, as well as associated profiles.

Private (Advocates, City staff only): Houses key sector information/briefing documents about the Region’s green sector, allows Advocates to download promotional materials (see *Regional Branding Campaign*, **Section 6.4**) for dissemination, and provide a forum for Advocates to communicate with one another.

The Program Coordinator will be responsible for liaising with Advocates, managing leads and intelligence coming through the network, overseeing Advocate micro site development and maintenance, and providing briefing sessions to Advocates as required.

Key Action Steps

1. Establish criteria for identifying suitable Advocates.
2. Create Coordinator role to manage Advocate Network.
3. Develop terms of reference for Advocates and identify and engage appropriate industry influencers.
4. Develop online micro site to house key sector information/briefings for Advocates and serve as a public directory.
5. Coordinate PR launch to publicize formation of Network and associated activities.

Measuring Success

Key Success Measure	Targets
Number of members recruited per year	30 members nominated in Year 1
Number of green sector leads generated	90 leads in Year 1
Number of mentorship pairings per year	30 mentor relationships in Year 1
Media impressions	TBD

Concept	Comprised of leaders of diverse industry associations, this informal committee will serve as a forum for dialogue and collaboration aimed at promoting shared agenda-setting and collective action around international marketing and green sector development.
Action Area	<i>Global Leadership</i>
Key Partners & Channels	<p>Leading Environmental/Business Associations: Ontario Centre for Environmental Technology Advancement (OCETA), Ontario Environment Industry Association (ONEIA), Toronto Region Research Alliance (TRRA), Greater Toronto Marketing Alliance (GTMA), Ontario Ministry of International Trade and Investment (MITI), Canadian Business for Social Responsibility (CBSR), Durham Strategic Energy Alliance DSEA, Regional Boards of Trade</p> <p>Building/Infrastructure Associations: World Green Building Council, Canada Green Building Council, Sustainable Buildings Canada</p> <p>Research/Innovation Organizations: MaRS, University research programs/initiatives</p>
Implementation Tactic	Representation
Key Resources	<ul style="list-style-type: none"> • City or Regional Staff Member as Program Coordinator (1/5 Full-time Equivalent)

AT A GLANCE

Implementation Plan

- The City will lead the formation of an informal committee comprised of executive directors of diverse industry organizations that will convene on a regular basis to share information on green sector initiatives and set international outreach priorities.
- The Forum will be a volunteer, self-governing structure (with annual, rotating Chair duties) that convenes on a quarterly basis.
- Representative members will be challenged to find ways to advance international green marketing objectives through individual and collaborative efforts where appropriate.
- The City will provide staff time to coordinate meetings initially, with ongoing administration duties shared among member stakeholders.

Key Action Steps

1. Shortlist stakeholder groups eligible for Forum participation.
2. Convene Forum and collaboratively develop mandate, governance structure, operating principles, and objectives for the group.
3. Map out regular meeting schedule and targets for Year 1.
4. Create feedback mechanism for conveying Forum recommendations to appropriate regional marketing and investor relations representatives.

Key Success Measure	Targets
Targets to be developed by consensus during first meeting	TBD

GREEN EXPERTS SPEAKER SERIES 6.3

Concept

Promoting the Region’s green expertise through a coordinated effort to showcase local industry experts at high profile speaking venues.

Action Area

Global Leadership

Key Partners

Green Global Advocate Network (see **Section 6.1**)

& Channels

Major Environmental Trade Shows/Conferences: EECO, Toronto Green Building Festival, CaGBC Summit

Research/Innovation Organizations: MaRS, Centre of Excellence for Earth and Environmental Technologies, Centre of Excellence for Commercialization of Research, University of Toronto Centre for Emerging Energy Technologies, UOIT Sustainable Hydrogen Production Research, Institute for Research & Innovation in Sustainability (York), Waterloo Institute for Sustainable Energy/Centre for Advanced Photovoltaic Devices and Systems, Guelph Institute for the Environment, McMaster Institute for Energy Studies, Seneca College Centre of the Built Environment, Humber College Sustainable Energy and Building Technology Program

Leading Green Sector Associations: OCETA, ONEIA, Association of Power Producers of Ontario, Ontario Bio-fuels Association, Ontario Clean Water Association, Ontario Sustainable Energy Association, Ontario Energy Association, Canadian Geothermal Energy Association, Canadian Hydrogen Association, Canadian Solar Industries Association, Canadian Wind Energy Association, Green Enterprise Toronto (GET)

Implementation Tactic

Sponsorship/Visibility
Facilitation

Key Resources

- External Event Management Agency

AT A GLANCE

Implementation Plan

- With support of an external agency, the City will develop a program aimed at securing strategic speaking opportunities for regional green sector experts.
- Key responsibilities of the agency team include selecting appropriate candidates to represent the Region as green sector experts (e.g. subject area experts, business leaders, researchers etc.), convening and managing a Regional Selection Committee (responsible for vetting speaker selection), and actively reaching out to conference organizers to help negotiate speaking roles.

RECOMMENDED TACTICS

- The program will provide support/incentives (e.g. offset travel/accommodation costs, event sponsorship) for qualified industry experts to speak at global conferences. In exchange for City support, speakers will be required to incorporate green sector key messaging, visuals and supplementary communication material into their respective presentations.
- As in the Green Global Advocate Network (see **Section 6.1**), speakers can be pro-actively identified or self-nominated, but will need to meet a screening criteria and agree to a terms of reference in order to qualify for support.
- Criteria used by the Regional Selection Committee will include such factors as:
 - i. Unique competency in subject area;
 - ii. Industry experience and reputation;
 - iii. Volume of speaking engagements; and,
 - iv. Past speaker experience.
- Modeled after a “speaker agency” model, the City will create and publicize the roster of subject-area experts to organizers of key environmental and green sector investment conferences and tradeshows globally.

Key Action Steps

1. Issue RFP to external agencies to develop and administer the program.
2. Establish criteria for evaluating speakers and speaking opportunities.
3. Establish Regional Selection Committee with mixed public/private representation (potentially a function of the *Green Leaders Forum* – see **Section 6.2**).
4. Develop key messaging and supplementary communication material for speakers.
5. Develop online environment to house speaker database, associated biographies, and supporting industry information pertaining to fields of expertise.
6. Actively mine and secure speaking opportunities for speaker network.

Measuring Success

Key Success Measure	Targets
Number of speaking engagements	24 per year
Number of attendees reached)	10,000

REGIONAL BRANDING CAMPAIGN MATERIALS **6.4**

Concept	Developing a suite of communications materials that will be used in targeted visibility, branding and education initiatives aimed at showcasing the Region’s green sector value proposition in priority overseas markets.
Action Area	<i>Positioning</i>
Key Partners & Channels	Invest Toronto Toronto Region municipal trade offices: Peel Region, Halton Region, Durham Region, York Region
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • External Creative Agency • Media Buying Partner

AT A GLANCE

Implementation Plan

- With the support of regional stakeholders, the City will commission a suite of standardized campaign communication materials to bring to life the key messaging and regional value proposition proposed in this plan (see **Section 5.0**). Close collaboration during campaign development and dissemination will be important for ensuring a consistent value proposition is reflected through the various communications activities of regional partners.

- The creative suite (to be developed in conjunction with an external creative agency) will include such executions as:

Print

- Printed brochure
- One-page fact sheet
- Print ad (various dimensions)

Digital:

- Micro site splash page linking to proposed *One-Stop Investment Portal* (see **Section 6.13**)
- Digital brochure and fact sheet
- Media MAT story and media kit
- Digital banners for web advertising

- The City will engage a media buying partner to identify media insertion opportunities in priority overseas markets based on budget made available by supporting partners. Key channels will include prominent business/trade publications, and conference and trade shows.

Key Action Steps

1. Consult regional partners on project team and terms of reference for developing shared communications materials.
2. Identify priority overseas markets/jurisdictions and key media investment areas.
3. Assemble creative team to develop suite of standardized campaign materials.
4. Create shared media purchasing budget and outreach plan.

RECOMMENDED TACTICS

Measuring Success

Key Success Measure	Targets
Number of print impressions	TBD
Number of media impression (RSS feeds)	TBD
Number of impressions via experiential events (e.g. trade show sponsorship)	TBD

WORLD MEDIA FAMILIARIZATION MISSION 6.5

Concept	Creating positive exposure for the Region by inviting journalists from leading publications to experience the Region’s green sector success stories first hand.
Action Area	<i>Positioning</i>
Key Partners & Channels	Invest Toronto International publications (Green Sector, Business/Investor, Industry /Trade, General News): Cleantech Investor (UK), Clean Edge (San Francisco), Renewable Energy World Magazine (Int’l), SOLAR Today (US), Renewable Energy Focus (Int’l), The “Solarzeitalter” magazine (Germany), New Energy/ Neue Energie (Germany), Sustainable Industries Journal (San Francisco) etc. Ontario International Marketing Centres: Beijing, London, Los Angeles, Mexico City, Munich, New Delhi, New York, Paris, Shanghai, Tokyo
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> External PR/Event Management Agency

AT A GLANCE

Implementation Plan

- The City will develop a PR program dedicated to identifying and hosting influential journalists from high-leverage international business and cleantech/investment publications. By providing exclusive access to green sector projects and narratives, the initiative aims to create opportunities for positive, in-depth media coverage showcasing the Region’s strengths.
- Mission logistics, PR outreach and administration will be managed by an external agency. The external agency will be responsible for working with Regional external relations representatives and the *Green Leaders Forum* (see **Section 6.2**), to collectively develop story themes that are consistent with marketing/sector development priorities.
- As joint stewards of this initiative, the City and partner regions will provide core funding to support program development and mission expenses (e.g. journalists’ travel, accommodations and mission activities), and will allocate staff time for program administration.

Key Action Steps

1. Issue RFP for external agency to develop and orchestrate media missions.
2. Create database of story leads (e.g. showcase innovations, research projects, leading organizations, City mega projects) in collaboration with the regional external relations representatives and the *Green Leaders Forum* (see **Section 6.2**).
3. Develop a list of targeted publications and journalists for City/Regional approval.
4. Develop PR outreach strategy, including messaging and media kit material.

Measuring Success

Key Success Measure	Targets
Number of missions and feature stories	12 per year
Number of international media impressions	TBD

MARKETING ALLIANCE NETWORK 6.6

Concept

Formalized partnerships with Canadian global trade bodies and business networks to disseminate a suite of standardized campaign materials and messaging.

Action Area

Positioning

Key Partners

Canadian Chambers of Commerce abroad

& Channels

Foreign Chambers of Commerce in Canada

OTC-Ontario Technology Corridor

Ontario International Marketing Centres: Beijing, London, Los Angeles, Mexico City, Munich, New Delhi, New York, Paris, Shanghai, Tokyo

Domestic trade organizations: Business Development Bank of Canada (BDC), Business Gateway Service Ontario, Canada-Ontario Export Forum, Canadian Commercial Corporation, Department of Foreign Affairs and International Trade (DFAIT), Export Development Canada (EDC), Ontario Exports – International Trade Branch, Canadian Association of Importers and Exporters

International trade organizations: World Trade Centre, Canadian Trade Commissioner Service Offices, Ontario International Marketing Centres

Implementation Tactic

Facilitation

Key Resource

- City Program Coordinator

AT A GLANCE

RECOMMENDED TACTICS

Implementation Plan

- Build relationships with a diverse network of trade-focused organizations in an effort to build widespread awareness of Toronto’s green sector value proposition. Strategic relationships will serve as strategic channels for disseminating campaign communication materials and information (see **Section 6.4**) that support the Region’s green sector marketing priorities.
- The City will provide staff resources to lead stakeholder outreach and coordinate delivery of key communications materials to network partners.
- Delivered in planned cycles, outreach will take the form of campaign waves – each designed to spotlight such key themes or activities as:
 - “**Toronto the Greener, Open for Business**”: Media release to announce launch of *One-Stop Investment Portal* (see **Section 6.13**).
 - “**Think Sustainability, Think Toronto**”: Profiling advanced education options available to international businesses looking to build internal capacity for sustainability (see *Green Executive Centre of Excellence*, **Section 6.9**).
 - “**Taking the MUSH Sector Green**”: Promotional campaign for Toronto-based *MUSH Sector Green Procurement Show* (see **Section 6.8**).
- Network partners will receive support for integrating communications materials into outreach channels tailored for their respective constituents.

Key Action Steps

1. Establish relationships with global trade bodies that support the mission to advance Canadian green sector trade.
2. Schedule calendar of campaigns to push through channels on a regular basis.
3. Develop tailored information kits/campaign materials to meet the needs of each partner channel (see **Section 6.4**).

Measuring Success

Key Success Measure	Targets
Number of partnerships formed	12 global bodies/networks
Number of impressions through partner channels	TBD
Number of print impressions through partner channels	TBD
Number of media impression (RSS feeds) through partner channels	TBD
Number of impressions via experiential events (e.g. trade show sponsorship) through partner channels	TBD

TRADE SHOW PENETRATION **6.7**

Concept	Establishing a Toronto Green Pavilion at key international industry trade shows and conferences to promote the Region’s capabilities and provide international exposure to local businesses.
Action Area	<i>Positioning</i>
Key Partners	Ministry of International Trade and Investment (MITI)
& Channels	Ontario Ministry of the Environment GLOBE Foundation TRRA (Ecobuild Trade Show initiative, London, UK) Canadian Trade Commissioner Service international offices (over 150 offices around the world) Regional Economic Development Offices Canadian Chambers of Commerce Abroad International tradeshow + conferences in priority industries/ jurisdictions
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • Program Coordinator/Pavilion Team (1/2 Full-Time Equivalent)

AT A GLANCE

Implementation Plan

- In partnership with Regional stakeholders, the City will lead the creation of a mobile Toronto Green Pavilion that aims to elevate the visibility of Toronto’s green sector value proposition and companies through major international trade shows. A Program Coordinator will be responsible for developing supporting communications materials, administration and logistical coordination.
- The pavilion design will be scaleable, including a prominent display showcasing Regional green sector investment opportunities and – where appropriate – providing exhibition space for company representation in a Regionally branded trade show environment.
- Staff for the Pavilion will be drawn from existing Regional partner staff, as well as Canadian trade partners abroad.
- Working in collaboration with regional Trade Commissioner offices and Canadian Chambers of Commerce, the Pavilion team will also leverage each trade show opportunity to orchestrate formal match-making meetings between local and participating Canadian businesses.

RECOMMENDED TACTICS

- The Pavilion team will identify high-profile international tradeshows based on established criteria: priority markets, target industry sub-sectors, and reach/visibility. Suitable forums being targeted by MITI in 2009 include:
 - Wind 2009 – Hannover, Germany: Apr. 20-24
 - Windpower 2009 – Chicago, USA: May 4-7
 - ASES (American Solar Energy Society) Conference – Buffalo, NY: May 11-16
 - All Energy Event – Aberdeen, Scotland: May 11-16
 - Intersolar – Munich, Germany: May 27-29
 - PV America – Philadelphia, USA: June 8-10
 - European Offshore Wind Conference – Stockholm, Sweden: Sept. 14-16
 - F-Cell – Stuttgart, Germany: Sept. 28-29
 - CANBIO Bioenergy Conference – Edmonton, Canada: Oct. 14-16
 - Canadian Solar Industries Association Conference – Toronto, Canada: Dec.

Key Action Steps

1. Identify Pavilion Team Coordinator within City Staff.
2. Create committee to develop mission objectives that respond to regional priorities.
3. Establish criteria for selecting events and gain alignment on priority trade shows to target.
4. Issue RFP for events agency to develop the Pavilion concept, suite of supporting communications and staff training material.
4. Launch outreach campaign to raise awareness of Pavilion opportunity among qualifying Canadian firms.

Measuring Success

Key Success Measure	Targets
Number of events attended	12 per year
Number of delegates reached	75,000 per year (based on tradeshows indicated above)
Number of Canadian businesses profiled/engaged	TBD

MUSH SECTOR GREEN PROCUREMENT SHOW **6.8**

Concept	Creating and hosting a unique conference/trade show experience that caters to an international audience of MUSH sector buyers seeking education on emerging green procurement trends and best practice.
Action Area	<i>Positioning</i>
Key Partners	Invest Toronto
& Channels	Clinton Foundation C40 Initiative Canadian Federation of Municipalities World Green Building Council DSEA-Durham Strategic Energy Alliance Municipal Authorities of key Foreign Jurisdictions Ontario International Marketing Centres: Beijing, London, Los Angeles, Mexico City, Munich, New Delhi, New York, Paris, Shanghai, Tokyo)
Implementation Tactic	Sponsorship/Visibility
Key Resources	<ul style="list-style-type: none"> External Event Management Agency

AT A GLANCE

Implementation Plan

- The City will support the creation of a financially self-sustaining flagship conference and tradeshow dedicated to MUSH (Municipalities, Universities, Schools and Hospitals) sector green procurement aimed at attracting a large domestic and international audience. This event will position Toronto as a critical meeting place for municipal stakeholders looking to draw on learning from around the world and interact with suppliers offering innovative product and service solutions.
- The City can consider collaborating deeply with the C40 city network as a means of generating conference programming and securing a diverse and sizeable global audience base.
- Key event components will include:
 - Conference:**
1-2 day agenda with plenary and/or break out learning sessions covering such MUSH sector-specific themes as MUSH green buildings, green procurement strategy development, sustainability reporting, and socially responsible investing.
 - Trade Show:**
A companion trade show component will provide local product/service suppliers the opportunity to directly engage captive MUSH sector buyers and influencers. In addition to providing a venue for exhibition booths, suppliers will be invited to host both informal tradeshow-floor demonstrations/education sessions and participate in relevant sponsored break out sessions.

RECOMMENDED TACTICS

- Engage the *Green Global Advocate Network*, *Green Leaders Forum*, and *Marketing Alliance Network* (see **Sections 6.1, 6.2** and **6.6** respectively) to access key MUSH sector influencers for content and delegate sales.
- Ensure a highly visible component profiling Toronto Region's efforts to transform the GTA into North America's greenest region.

Key Action Steps

1. Engage an arms-length organization (e.g. Invest Toronto) to serve as project lead for the initiative.
2. Issue RFP to event management firms to develop session content, manage event logistics, and oversee sponsorship and sales functions.
3. Assemble a board of advisors to assist with content development and strategic relationship building.
4. Develop key messaging and marketing collateral (website, print/digital advertising, sponsorship kit, media materials etc.).
5. Issue call for local suppliers to participate as tradeshow exhibitors and/or contribute to conference program content.
6. Promote event through channel partners.

Measuring Success

Key Success Measure	Targets
Number of conference attendees	3,000
Number of local tradeshow exhibitors engaged	125

GREEN EXECUTIVE CENTRE OF EXCELLENCE **6.9**

Concept	Partner with regional academic institutions offering green-focused executive and technical training programs in a joint campaign to promote Toronto as an executive training destination for tomorrow’s green economy leaders.
Action Area	<i>Positioning</i>
Key Partners & Channels	<p>Executive Education: University of Toronto (Rotman School of Management), York University (Schulich School of Business), Ryerson University (Ted Rogers School of Management), University of Ontario Institute of Technology, University of Waterloo</p> <p>Research/Innovation Organizations: University of Toronto Centre for Emerging Energy Technologies, UOIT Sustainable Hydrogen Production Research, Institute for Research & Innovation in Sustainability (York University), Waterloo Institute for Sustainable Energy (WISE)/Centre for Advanced Photovoltaic Devices and Systems (CAPDS), Guelph Institute for the Environment (GIE), McMaster Institute for Energy Studies (MIES)</p> <p>“Marketing Alliance Network” channel partners (see Section 6.6)</p>
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • External Creative Agency • Internal/External Media Buying Partners

AT A GLANCE

Implementation Plan

- Establish partnerships with regional academic institutions offering green-focused executive and technical training programs in a joint effort to showcase Toronto Region’s capacity for readying tomorrow’s green workforce.
- By coming together under a common branding/key message umbrella, institutions will be able to access a broader network of prospective program applicants. An additional benefit to institutions participating in this joint advertising feature will be the right to use a common branded element in their respective marketing collateral.
- The City will convene and chair a task force comprised of marketing representatives from target institutions to gain alignment on campaign objectives and lead messages prior to commissioning campaign development via an external media agency.
- With support of a creative agency, develop a suite of marketing material, which will include press releases, print/online banner advertisements, editorial supplements, and a dedicated online micro site to centralize information on and provide links to participating institutions. Campaign elements will be disseminated through stand-alone media insertions, as well as integrated into the existing media buys of participating institutions.

RECOMMENDED TACTICS

- Media buys will be financed through sponsorship tiers (commensurate to level of exposure) funded by participating institutions.

Key Action Steps

1. Develop prospect list and establish relationships with qualified academic institutions.
2. Issue RFP for agency to develop campaign content and creative.
3. Develop media plan/budget for placement of creative in select international channels.
4. Engage *Marketing Alliance Network* channel partners (see **Section 6.6**) for support disseminating campaign materials.

Measuring Success

Key Success Measure	Targets
Number of partner institutions	6 institutions
Number of print impressions	TBD
Number of media impression (RSS feeds)	TBD
Number of impressions via experiential events (e.g. trade show sponsorship)	TBD

INTERNATIONAL GREEN SECTOR COMMERCIALIZATION AGENT **6.10**

Concept	City officer responsible for mining high-leverage opportunities for inbound/outbound green sector activity. Principal responsibilities include providing sector intelligence to local businesses and promoting collaboration between regional commercialization centres to promote more rapid response to international opportunities.
Action Area	<i>Market Facilitation</i>
Key Partners	Invest Toronto
& Channels	World Trade Centre Toronto Greater Toronto Marketing Alliance (GTMA) Canadian Commercialization Centres: MaRS, Ontario Centres of Excellence (OCE), Sustainable Development Technology Canada (SDTC) <i>Green Global Advocate Network, Green Leaders Forum, and Marketing Alliance Network</i> (see Sections 6.1, 6.2 and 6.6 respectively)
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • New City Staff Position

AT A GLANCE

Implementation Plan

- The *International Green Sector Commercialization Agent* could operate within Invest Toronto – building on the strong existing infrastructure and complementary mandates that this unit affords.
- Under a mandate of helping local green sector companies capitalize on international business opportunities, key Agent responsibilities will include:
 - Identifying priority jurisdictions and commercial opportunities for heightened cross-border green sector trade;
 - Working with TRRA, MaRS, OCE, SDTC and related commercialization centres to identify and facilitate opportunities for inter-firm collaboration;
 - Generating leads and contacts for local businesses seeking opportunities for cross-border trade and strategic alliances;
 - Identifying and engaging priority FDI prospects to attract investment into the Region; and,
 - Creating formalized partnerships with outbound-focused regional trade bodies and – where appropriate – acting as a liaison and facilitator to help coordinate stakeholder activities.
- To help ensure activities are consistent with and amplify regional sector development priorities, the Agent will also work in close collaboration with the *Green Global Advocate Network*, *Green Leaders Forum*, and *Marketing Alliance Network* (see **Sections 6.1, 6.2** and **6.6** respectively).
- Agent candidates will be evaluated on the basis of knowledge of the Region’s green sector activities and players, and experience in business development and international trade.

Key Action Steps

1. Recruit *Invest Toronto International Green Sector Commercialization Agent*.
2. Establish relationships and protocol for working with regional outbound trade authorities, green commercialization centres and International Marketing Plan strategic partners.
3. Mine TRRA database to identify key businesses and clusters for international trade.
4. Develop database of international business and commercialization partners to engage directly or via local green sector businesses.

Measuring Success

Key Success Measure	Targets
Number of local inter-firm deals successfully closed	TBD
Number of inbound/outbound deals successfully closed	TBD

BRIC GREEN ENTERPRISE TASK FORCE **6.11**

Concept	An economic development team dedicated to engaging key BRIC nation stakeholders in inbound and outbound regional green sector activities.
Action Area	<i>Market Facilitation</i>
Key Partners	Invest Toronto
& Channels	Canadian Chambers of Commerce in BRIC regions Toronto Board of Trade (World Trade Centre Toronto) Ontario International Marketing Centres: BRIC regions (Beijing, New Delhi, Shanghai) Canadian Trade Commissioner Service BRIC offices
Implementation Tactic	Facilitation
Key Resources	<ul style="list-style-type: none"> City Project Coordinator (1/2 Full-Time Equivalent)

AT A GLANCE

Implementation Plan

- The *BRIC Enterprise Task Force* will consist of representatives from key Regional trade and investment bodies that will convene quarterly to coordinate activities aimed at facilitating trade between local and BRIC region enterprises.
- The Task Force will develop a pro-active strategy for engaging consulate, trade and business networking parties representing the BRIC region through such tactics as:
 - Hosting educational/networking sessions for Regional green sector enterprises to bring visibility to BRIC sector trade opportunities, issues and go-to-market strategies.
 - Hosting educational/networking sessions for BRIC sector stakeholders (made available to overseas audiences via webinars) to showcase Regional investment opportunities.
 - Leveraging strategic relationships with BRIC stakeholders to actively mine business development leads.
 - Facilitating inbound and outbound trade missions.
 - Sponsoring cultural and economic events that promote cross-border trade and relationship building with BRIC economies.
- Task Force activities will be managed with the assistance of a City Program Coordinator who will be responsible for liaising with Task Force members on a regular basis, tracking contacts and leads, and monitoring progress against quarterly goals.

Key Action Steps

1. Assemble Task Force consisting of Regional trade and investment representatives.
2. Establish Task Force terms of reference and priority tactics and goals.
3. Assign City Program Coordinator to manage Task Force activities.
4. Develop contact database of target domestic and international BRIC region stakeholders.

Measuring Success

Key Success Measure	Targets
Number of BRIC stakeholder trade bodies engaged	TBD
Number of successful lead conversions	TBD

GREEN COMMERCIALIZATION PORTAL (OUTBOUND) 6.12

Concept

A collaboration zone for green sector innovators seeking a fluid environment to mobilize around market opportunities. Modeled after recent innovations in “open source” corporate innovation, this online community will amplify local capacity for meeting international demands with increased speed, scale and differentiated product/service offerings.

Action Area

Market Facilitation

Key Partners

Invest Toronto

& Channels

Ontario Centre for Environmental Technology Advancement (OCETA)
 Ontario Ministry of Research and Innovation (MRI)
Commercialization Centres: TRRA, MaRS, OCE, SDTC
 Toronto Board of Trade (World Trade Centre Toronto)
 EDC

Implementation Tactic

Ownership/Partnership

Key Resources

- Web/Technology Developer
- City Project Coordinator (1/2 Full-Time Equivalent)

AT A GLANCE

Implementation Plan

- Partner with commercialization engines in the Region to develop an online community for green sector innovators seeking a fluid environment to collaborate on export-based market opportunities. The City will co-sponsor portal development alongside key partners, with ongoing maintenance and development being partially financed through a membership/user fee and paid advertising model.
- Within a password-protected members-only environment, users will be able to access a variety of tools and functions designed to help facilitate collective action between green sector entrepreneurs:
 - i. **Trend-spotting:** With the support of *International Commercialization Agents and Green*

RECOMMENDED TACTICS

Leaders Forum (see **Sections 6.2** and **6.10**), provide access to succinct market reports on international green sector trends and opportunities that support regional green sector development priorities.

- ii. **Market Maydays:** A peer-to-peer function that allows users to direct call-to-actions to other community members (at the sub-sector or individual company level) for a targeted set of collaboration issues:
 - Request a business development meeting
 - Seeking a joint-bidder on an RFP request
 - Issuing RFP for services
 - iii. **Ideation Threads:** In response to key trend and opportunities streams, a moderated environment for members to dialogue around potential market responses, validate and refine ideas, and when appropriate, issue “Market Maydays” to prospective partners to advance collective action around opportunities. Users can “subscribe” to specific interest threads to track community dialogue in their interest areas ongoing.
- Target audience for the system will include business development representatives from regionally based green sector companies, policy makers, trade bodies and the investment community with an interest in product/service commercialization and market development.
 - The Portal will be promoted through partner commercialization centres, association hubs and targeted media channels.

Key Action Steps

1. Recruit supporting partners.
2. Issue RFP to external agency for Portal design and development.
3. Develop launch campaign and membership drive.

Measuring Success

Key Success Measure	Targets
Number of members	100 active user organizations in Year 1
Traffic to portal	TBD
Number of “Maydays” issued	TBD

ONE-STOP INVESTMENT PORTAL (INBOUND) **6.13**

Concept	A coordinated regional online hub that unifies and amplifies existing economic development and trade portals with green-specific information, resources and business services.
Action Area	<i>Market Facilitation</i>
Key Partners	Invest Toronto Toronto Board of Trade (World Trade Centre Toronto) Regional Trade Partners: Peel Region, Halton Region, Durham Region, York Region, Province of Ontario
Implementation Tactic	Ownership/Partnership
Key Resources	<ul style="list-style-type: none"> • Web/Technology Developer • New City Project Manager Role

AT A GLANCE

Implementation Plan

- With the support of regional and association trade bodies, the City will lead efforts to develop a coordinated regional online hub catered to serving green sector investors and overseas business. While the City will provide seed funding for the portal development, ongoing maintenance and updates will be financed through a shared funding model between key regional partners.
- As a one-window access to the Region’s green sector investment environment, the Portal will draw selectively from existing sources and serve to more pointedly address such prospective investor needs as:
 - i. Sector opportunities and market intelligence
 - ii. Projects and investment opportunities
 - iii. Regional incentives
 - iv. Business networking and matchmaking services
 - v. Professional services
- Regional trade/economic development channels to draw from and link to will include:
 - Toronto:**
 - Invest Toronto
 - Toronto Economic Development Culture and Tourism
 - Peel:**
 - The Mississauga International Investment Development Board (MIIDB)
 - Mississauga Business Enterprise Centre (MBEC)
 - Brampton Economic Development Office (EDO)
 - Halton:**
 - Halton Region’s Business Development Division (BDD)
 - Burlington Economic Development Corporation
 - Oakville Economic Development
 - Milton Economic Development

RECOMMENDED TACTICS

Durham:

- Durham Economic Development and Tourism
- Durham Strategic Energy Alliance (DSEA)

York:

- York Region Economic Strategy and Tourism
- York Region Export Development Program

Provincial:

- Ontario Ministry of Economic Development
- Ontario International Trade Branch
- Invest and Trade Ontario Site

- A City Program Manager role will be established to serve as liaison between content contributors and ensure timely updates to the portal ongoing.

Key Action Steps

1. Gain buy-in for concept among key regional trade authorities.
2. Conduct comprehensive survey of existing economic development and trade portals to identify information and tools and services that will be centralized in the Portal environment.
3. Issue RFP for development firm to develop functional specifications and build portal structure and online content.
4. Establish relationships, common objectives and protocol for working with content contributors to ensure timeliness of information.
5. Launch internationally in collaboration with *Marketing Alliance Network* partners (see **Section 6.6**).

Measuring Success

Key Success Measure	Targets
Number of regional content partners	6 regional trade/economic development partners
Traffic to portal	TBD

RECOMMENDED TACTICS

INVESTOR IMMERSION MISSIONS 6.14

Concept	Targeted investor recruitment missions that build excitement for regional investment opportunities and convert priority FDI prospects.
Action Area	<i>Market Facilitation</i>
Key Partners	Invest Toronto Toronto Board of Trade (World Trade Centre Toronto) Commercialization Centres: Toronto Regional Research Alliance (TRRA), MaRS, Ontario Centres of Excellence (OCE), Sustainable Development Technology Canada (SDTC) Investor-Focused Publications/Portals: fDi Magazine, fDi Magazine online portal, fDi Atlas, International Trade Center's Investment Map, FDI.net The World Association of Investment Promotion Agencies (WAIPA)
Implementation Tactic	Facilitation
Key Resources	<ul style="list-style-type: none"> • City Program Coordinator • External Event Management Agency

AT A GLANCE

Implementation Plan

- Partnering with regional trade/investment authorities, *Invest Toronto* will lead the development of an immersion mission program aimed at closing priority FDI leads. Missions will consist of targeted business/city official match making, as well as a guided tour of the Region's showcase green sector projects and investment opportunities.
- In collaboration with *International Commercialization Agents* (see **Section 6.10**), regional economic development representatives, and the *Green Global Advocate Network* (see **Section 6.1**), targets will be set annually based on the quality of leads available and overall attractiveness to the Region.
- Regional partners will pool funding to cover the cost of mission activities, as well as provide access to relevant city staff and political leadership during each visit.
- A Mission Team, led by an external agency, will be assembled to create programming, and coordinate investor correspondence, logistics and mission agenda throughout the process.

Key Action Steps

1. Establish criteria for evaluating and selecting prospective investor targets in collaboration with regional partners.
2. Engage an external agency to lead a Mission Team.
3. Identify and pursue priority targets.

Measuring Success

Key Success Measure	Targets
Number of investor firms engaged through missions	10 completed in Year 1
\$-value of FDI generated through successful lead conversions	TBD

7

BUILDING THE FUTURE OF GREEN

7.1

Toronto has the potential to become renowned as a “city of solutions” – an innovation and economic engine adept at engineering solutions to the serious health, climate and resource conservation challenges shared the world over. Globally aware, home to a skilled workforce, and complete with the advanced business infrastructure required for green sector commercialization, Toronto has the essential ingredients to nurture and attract intellectual and financial capital to fuel the development of its green sector.

As has been detailed throughout, close collaboration between regional stakeholders will be an important enabler moving forward. Through new forms of stakeholder collaboration, the City has the potential to yield deeper, more rapid and mutually beneficial results for the Toronto Region. Through such collaboration, Toronto will be able to forcefully show the world the many paths to prosperity made possible by its emerging green sector.

" Together, we are building partnerships. Together, we are making investments to create wealth and opportunity. Together, we are building a sustainable green economy that will make this an even more liveable city."

- Mayor David Miller speaking at the Canadian Club

" Our ambition is to increase the standard of living and quality of life for all Ontario's families. That is best achieved by creating the conditions for green economic growth."

George Smitherman,
Deputy Premier and Minister of Energy
and Infrastructure



8

APPENDIX A: STAKEHOLDER MARKETING CONSIDERATIONS 8.1

Figure 1 summarizes broad themes captured from stakeholder interviews and consultations, including a City of Toronto Green Sector International Marketing Charrette held on Dec. 2, 2008. These themes represent key considerations that Toronto green sector stakeholders believe should shape the City’s approach to international engagement.

Key Consideration	Rationale	Theme
<i>“Align business and government vision for green sector outreach”</i>	Need ongoing mechanisms for engaging local business community to ensure alignment around marketing vision and targets.	MESSAGE ALIGNMENT
<i>“Strive for message and activity continuity across neighbouring regions”</i>	Neighbouring regions need to find a way to collaborate and speak with a common voice, rather than dilute already scarce marketing resources.	
<i>“Streamline access to information and relationships”</i>	Need to ensure streamlined, single-point-of contact approach to facilitate access to sector information, relationship brokers, and direct business engagement.	FOCUSED OUTREACH
<i>“Focus on emerging foundational industries”</i>	Prioritize marketing investments to help rapidly build foundational environmental sectors – like water or wind energy – that offer both a strong growth outlook and rich opportunities for clustering.	
<i>“Pick and celebrate winners”</i>	Build communications around proven performers that have international brand call and credibility.	
<i>“Be action-oriented”</i>	Outreach must be active (i.e. not simply a passive website portal) and focus on speed-to-market in order to help the City compete with rapidly developing competing jurisdictions.	
<i>“Capitalize on existing, high-leverage channels”</i>	Focus investment on building the City’s profile through proven vehicles for connecting with target businesses and investors.	LEVERAGE FOR MAXIMUM IMPACT
<i>“Build self-sustaining, peer-to-peer support networks”</i>	Apply a “shared rewards, shared responsibility” philosophy to seeking creative approaches for resource sharing, cross-promotion, and co-development of outreach channels.	
<i>“Learn from others”</i>	As Toronto is a relative late-mover, draw on learning from other jurisdictions that have greater experience with international outreach.	

Figure 1 – Key Marketing Considerations Summary

APPENDIX B: STAKEHOLDER CONSULTATION INTERVIEW SUMMARY **8.2**

Interview Participants

- **Kevin Jones**
President & CEO, *Ontario Centre for Environmental Technology Advancement (OCETA)*
- **Corey Diamond**
President, *Summerhill Group*
- **Tom Heintzman**
Founder & CEO, *Bullfrog Power*
- **Alex Gill**
Executive Director, *Ontario Environment Industry Association (ONEIA)*
- **Michael Butters**
President, *MBC Energy & Environment*
- **Enrico Di Nino**
Ontario Ministry of the Environment, Environment Industry Office
- **Gerry Pisarzowski**
VP Business Development, *Greater Toronto Marketing Alliance*
- **Jennifer Matz**
Managing Deputy Director, *Office of Economic and Workforce Development, San Francisco*
- **Nico Tillie**
City of Rotterdam, Netherlands

Interview Key Findings

Current Perception:

- Toronto is lagging behind other jurisdictions in terms of support for green industries.
- Toronto is a challenging and expensive place to do business.
- Difficult to separate Toronto from Ontario and Canada in international circles.
- There is a natural association between Toronto (Canada) and respect for natural resources.

Features/Benefits:

- Service sector represents a key strength and point of differentiation (consulting, financial, design, research, marketing).
- High “intelligence pool” (advanced education and training) and skill diversity.
- Strong financial sector (access to capital).
- Expertise in green building aligned with investment in major green building projects

Challenges:

- Small scale, fragmented green business sector presents competitive disadvantage globally.
- Demand for greater government support for green businesses, particularly small players.
- Duplication of efforts between different levels of government and jurisdictions.
- Current green industry is tentative about expanding business internationally.

APPENDICES

Opportunities:

- Celebrate strong professional services sector (e.g. environmental consulting companies, energy consulting firms, environmental lawyers etc.).
- Position Toronto as a low-cost portal (in international standards) to the North American market.
- Work with neighbouring municipalities (including Golden Horseshoe, London, Waterloo, Niagara, Ottawa) to align goals and present a “green corridor” strategy with Toronto as the access point.
- Position City of Toronto as a “service agent”/“convener” of green sector commercialization.
- Build critical mass around water solutions to meet emerging global demand (waste water treatment).
- Build on momentum already behind green building movement to meet emerging global demand (sell Toronto expertise in architecture, engineering, building products and services).
- Leverage infrastructure renewal projects to position Toronto as leading green city (note: Rotterdam “Water City” vision).
- Take “Sister Cities” approach to attracting inbound missions.
- Aid green sector companies in adopting a consortium approach for offering “turn-key” green solutions.
- Ontario is well-positioned to get involved in Smart Grid development if there is quick movement.
- Toronto Stock Exchange is a natural vehicle to facilitate GHG emissions trading (Emissions trading and aggregation).
- Long-term benefit in positioning Toronto as “a convener” – Toronto can be a place to rub-shoulders, and attract highly educated creative talent who like to live in Toronto.

Marketing Key Considerations:

- Streamline access to information and relationships.
- Be action-oriented (potential to use a proactive “international opportunity-hunting” model to identify projects/opportunities around the globe and subsequently match local businesses to go after opportunities).
- Capitalize on existing, high-leverage channels and learn from others.
- Focus on emerging, foundational industries.
- Align business and government vision.
- Coordinated marketing and publishing papers contributed to strong reputation of areas like Netherlands, Germany, and Italy for waste management.
- Need to develop a later-stage commercialization hub (post-SDTC/MaRS) and an integrator that can unite companies that “each bring unique ingredients” to the table.
- Industry organizations can help to act as a marketing hub.
- Municipal green building policies that enforce mandatory environmental standards are leveling the playing field for green builders, and promoting innovation.
- Clustering of green technology and finance drives growth.
- Informal incubators can drive growth organically along side or in lieu of “place-making” policies.

APPENDIX C: STAKEHOLDER DESIGN CHARRETT

8.3

Date: Tuesday December 2, 2008

Location: Novotel Hotel, 3 Park Home Avenue, North York

Attendees:

City of Toronto, Innovolve

John Alderdice, Economic Development, *City of Toronto*

Rob Berry, Sector & Strategic Partnerships, *City of Toronto*

Anthony Watanabe, President & CEO, *Innovolve*

Garrick Ng, VP Sustainability, *Innovolve*

Jeff Ranson, Senior Associate, *Innovolve*

Natalie Guida, Analyst, *Innovolve*

External Stakeholders

Mike Singleton, Executive Director, *Sustainable Buildings Canada*

Leslie Kulperger, *SeeLine*

Anna Palamarchuk, Planning & Design Project Manager, *Waterfront Toronto*

Michelle Nobel, Director Marketing & Communications, *Waterfront Toronto*

Bill Tharp, President & CEO, *Quantum Leap Asset Management*

Susan McLean, Manager, Stakeholder Relations, *SDTC*

David Henderson, Managing Director, *XPV Capital*

Kevin Jones, President & CEO, *OCETA*

JD Hassan, VP Business Development, *Skymeter*

Nicolas Morgan, Director of Business Development, *Morgan Solar*

Alex Gill, Executive Director, *Ontario Environment Industry Association (ONEIA)*

“SELLING STORY”

In this exercise, participants were asked to rapidly brainstorm potential “key benefits” and/or “selling features” associated with Toronto’s Green/Renewable Energy sector.

As captured in the summary below, participants were subsequently challenged to work as a team to consolidate the free-flow views into key “Benefit Themes” and asked to reach alignment around key “Headline Stories” underlying each Benefit Theme.

Probing Q:

“What benefits can the Toronto region offer international investors and businesses looking to profit from the green/renewable energy sector?”

“Headline Story” Definition:

A succinct phrase that captures the key value proposition underlying each Benefit Theme.

“Toronto is a liveable city with good business infrastructure”

- Highly subsidized environment
- Government funding (OCE, Next Gen jobs fund)
- Location based incentives
- Strong manufacturing base
- Strong legal system + IP protection
- Strong financial, legal and engineering capabilities
- TSX – vehicle for flowing money
- Available credit
- Venture capital
- Ability to raise capital on Canadian markets
- Local debt markets
- Brand + reputation as a global leading community – high quality of life

“Toronto has globally recognized (world-class) talent”

- Proven experience + expertise
- Existing firms with expertise
- Academics (universities) + research (e.g. MaRS)
- Educated + skilled work force (Including Engineering + Manufacturing)
- Knowledge + R&D (science + technology)
- “Great Minds”
- 3 world-class universities + college network
- Access to: talented human resources, technical institutions, academia
- History + tradition of innovation
- Huge international/multicultural labour pool

“Toronto has public grassroots support for green”

- Cultural pre-disposition
- Soon-to-be green waterfront
- New ideas
- Recycling + consumer programs
- Largest Canadian consumer market
- Large number of Non-governmental associations (Environmental groups, Industry & Trade Associations)

“Toronto has a close proximity to the US and is cost competitive for business”

- Low energy costs
- Price for carbon
- Cost competitive, low dollar
- “Closed market”
- Access to the US market

“Toronto has an opportunity for infrastructure renewal leadership in N. America”

- Late mover potential (can learn from other’s mistakes)
- About to undertake major infrastructure renewal
- Numerous Toronto revitalization projects
- Mayor’s Tower Renewal
- Profile as 5th largest city in N. America
- Significant design community
- Social consensus and standard of living
- 25,000,000 sq ft of industrial roof space/solar/green roof opportunities

** CONCERNS **

- No government consistency/lack of support (particularly for small businesses)
- Unstable policy framework (policy changes as ministers change)
- Lacks clear leadership in support of green industry
- No measurable benchmarks
- No harmonized plan between governments/regions
- No overarching vision for the city (all sectors)
- Limited city support via procurement (local businesses not supported)
- Lagging behind other regions and municipalities
- Too much politics, not enough action
- Question legitimacy at heart of the “story” (Toronto is less green in practice than it claims)

Group A Channel Mind Mapping

CHANNEL	RESEARCH	NETWORKING	LEARNING	OTHER
Available Talent	<ul style="list-style-type: none"> Academic Institutions Search Firms Toronto Region Research Alliance (TRRA) SIFE- students in free enterprise 	<ul style="list-style-type: none"> Key Industry Influencers Investors via Networks like SDTC Internal Staff Ontario Centres of Excellence (OCE) 		
Supporting Programs + incentives	<ul style="list-style-type: none"> Toronto Region Research Alliance (TRRA) Lobbyists Provincial Government: MEDI, MRI 		<ul style="list-style-type: none"> Global City Summit 	<ul style="list-style-type: none"> Better Building Partnerships (BBP) CaGBC (LEED program) OPA
Infrastructure/ policy framework	<ul style="list-style-type: none"> Government Websites + Resources 	<ul style="list-style-type: none"> Lawyers / Legal Counsel 	<ul style="list-style-type: none"> Global City Summit (e.g. Singapore) Global Water Leaders Summit Global Water Week Global Bio Conference 	<ul style="list-style-type: none"> Clean Tech Conferences + Trade Shows SDTC
Tax Framework	<ul style="list-style-type: none"> Accounting firms (e.g. KPMG, PWC) Government Websites 			
All	<ul style="list-style-type: none"> Chamber of Commerce Tech Funds City Green Page (not yet existing) DFAIT equivalents EDC equivalent National Embassies (point people) 	<ul style="list-style-type: none"> Peer Networks "Canadian Clubs" Abroad Angel Investor Network Fund Advisors Big Canadian Businesses in Foreign Jurisdictions Associate Deputy Ministers Canadian High Commissioners 		<ul style="list-style-type: none"> Financial Institutions

“CHANNEL MIND-MAPPING”

In two groups, participants were asked to take on an international stakeholder perspective (i.e. Foreign Investor or Foreign business) and were challenged to identify key questions they would want answered when evaluating a foreign market’s potential for investment.

Probing Q:

Group A:

As an investor, what key questions would you want answered when determining where to invest internationally?

Group B:

As a business, what key questions would you want answered when determining where to do business internationally?

Following the key question brainstorming session, teams were asked to create mind-map clusters around four key question “nodes,” identifying channels they would access in order to answer the respective questions. Channels were based on four categories: Research (secondary), Networking, Learning (primary), and Other.

APPENDICES

Group B Channel Mind Mapping

CHANNEL	RESEARCH	NETWORKING	LEARNING	OTHER
"Responsive" Decision Makers	<ul style="list-style-type: none"> Universities 	<ul style="list-style-type: none"> City Officials Academics Empowered Staff Innovators, Influencers Access to Ministers 	<ul style="list-style-type: none"> Speakers, Experts 	<ul style="list-style-type: none"> Advocacy Groups
What are cities offering?	<ul style="list-style-type: none"> Government Programs Trade Map Google 	<ul style="list-style-type: none"> Lobbyist Cocktail Parties + Networking Events Introduction to city 	<ul style="list-style-type: none"> International Conferences Globe 	<ul style="list-style-type: none"> Board of Trade Business Success Stories
One Stop Shopping	<ul style="list-style-type: none"> Government Websites + Resources 	<ul style="list-style-type: none"> Business Match-making Enablers (e.g. ONEIA, OCE) "Global Entrepreneur Network" Trade Commission 	<ul style="list-style-type: none"> Pre-Conference Workshop 	<ul style="list-style-type: none"> Open Government Agencies
Support locating		<ul style="list-style-type: none"> Peer-to-Peer Networks 		

Action Card Team 1:**Concept: “T20”**

- The T20 campaign will position the City of Toronto as a world leader in water technology and innovation.
- Toronto-based firms and research institutions will be positioned as a “community” with expertise and authority on water-related issues.
- Lead messaging will promote Toronto’s leadership and influence, such as “You can’t afford not to participate in the T20 North American water community.”

Intended Outcome:

- Develop an internationally recognized reputation for the City of Toronto as a hub for developing and commercializing high impact water technology and innovations.
- Attract internationally based Cleantech companies to relocate and/or set up North American offices in Toronto and generate “green-collar” jobs.
- Attract investment from international firms in Toronto-based Cleantech (water) companies and R&D initiatives.
- Generate international demand for Toronto-based technology, services and expertise.

Scope/Reach:

- Domestic/Outbound: Provide support for existing Cleantech (water) companies to develop and commercialize their technologies/innovations. Market Toronto’s expertise internationally to create demand for products and services.
- International/Inbound: Market Toronto’s expertise internationally to attract Cleantech firms and investment.

Stakeholders/Partners:

- Entrepreneurs, Cleantech firms, Investors, Buyers (Foreign/Domestic)
- Toronto Municipal Government
- R&D Institutions, Academia

Target Communication Channels:**Conversion:**

- | | |
|--|--------------------------|
| • Government Divisions and organizations | • Associations/Alliances |
| • Foreign channels | • Investment community |
| • R&D/Commercialization | • Business |

Visibility:

- Attract and participate in international flagship cleantech conferences such as:
- Singapore International Water Week (SIWW)
- Water Leaders Summit & Expo, Singapore

Resource and budget requirements:

- Develop supporting policy, infrastructure and distribution
- Allocate funding and develop incentives to support Toronto-based industry
- Dedicate resources to align various existing government funding and incentive programs
- Create City operated “communication centre” to provide access to resources and services

“TACTIC DEEP-DIVE”

In groups of three, participants were asked to develop a marketing approach to convince a foreign audience to do business in Toronto, based around channels surfaced in Exercise 2 – “Channel Mind-Mapping.” Teams were challenged to justify their approaches for attracting foreign direct investment or mining export opportunities in order to uncover underlying motivations/rationale behind their decisions.

Each team had an opportunity to present their plan based on the following template categories:

1. *What is your concept?*
2. *What is your intended outcome?*
3. *What stakeholder(s) & channel(s) are you targeting?*
4. *What are the success measure(s)?*

Following the presentations, the audience was encouraged to pose questions and comments to probe for: (1) Channel Credibility/Reach (2) Stakeholder Influence; (3) Capacity to Overcome Challenges; and (4) Feasibility of Approach.

Probing Q:

“Develop a marketing approach to convince a foreign audience to do business in Toronto?”

APPENDICES

Rollout Plan:

- **Phase 1:** Streamline government programs and initiatives; Work with alliances/associations in the green sector to align efforts; Establish “communication” centre to provide access to government resources and services
- **Phase 2:** Identify key Toronto-based businesses and R&D institutes to promote; Provide businesses with support, resources and funding to build industry capacity and develop success stories
- **Phase 3:** Develop communications and marketing program; Build Toronto’s visibility on an international scale by leveraging target communication channels
- **Ongoing:** Build visibility and position Toronto as leader in water industry through continuous support of businesses and presence at key conferences and trade shows

Metrics and Key Success Factors: Based on key benchmark figures, measure:

- Economic growth/ROI
- Investment attraction/retention
- Business attraction/retention
- Cleantech portfolio growth
- Sustainable employment growth

Action Card Team 2:

Concept: “*Environment Business Commissioner*”

- Create an Environment Business Commissioners Office for the City of Toronto that would serve as a “One-stop shop” to help support and advance green business.
- The Office would act as a “conciierge” connecting green businesses and entrepreneurs to government support, programs, resources and funding.

Desired Outcome:

- Build the City of Toronto’s green business sector in order to compete on an international scale by supporting local industry and developing existing businesses and start-ups.
- Increase the City’s capacity and create success stories that can be marketed abroad.
- Make relocating/establishing a green business in Toronto easy for international companies by providing an easy, single point of access for resources and support.

Scope/Reach:

- Domestic/City Centric: Provide support and services for existing and emerging Toronto-based green business.
- International/Inbound: Act as portal to Toronto’s green business sector by providing incoming international businesses with information, support and services.

Stakeholders/Partners:

- Municipal divisions and committees
- Entrepreneurs/Start-ups, Existing Green Businesses, Investors (Foreign/Domestic)

Target Communication Channels:**Conversion:**

- Government Divisions and organizations
- Associations/Alliances
- R&D/Commercialization
- Business

Visibility:

- Attract and participate in international flagship cleantech conferences

Resource and budget requirements

- Assign and train staff to create a proactive, business-oriented team
- Dedicate resources to align various existing government funding and incentive programs
- Assign staff to conduct “Hail Mary” end-of-process interviews with entrepreneurs/startups

Rollout Plan:

- **Phase 1:** Streamline government programs and initiatives; Work with alliances/associations in the green sector to align efforts
- **Phase 2:** Establish Environment Business Commissioners Office to provide access to government resources and services; assign and train staff to provide desired services.
- **Phase 3:** Provide businesses with support, resources and funding to build industry capacity and develop success stories
- **Phase 4:** Develop communications and marketing program to promote Toronto’s services abroad; Build Toronto’s visibility on an international scale by leveraging target communication channels
- **Ongoing:** Build visibility and position Toronto as leader through continuous support of businesses and presence at key conferences and trade shows

Metrics and Key Success Factors: Based on key benchmark figures, measure:

- Leveraged capital (other sources)
- Turnaround time on requests (CMS)
- “Hail Mary” end-of-process interview

Action Card Team 3:**Concept: “The One-stop Shop”**

- Create a “one-stop shop” based on a customer driven service model to provide support services to incoming foreign businesses and investors.
- Develop a peer-to-peer support system that matches established Toronto-based green businesses with foreign businesses and investors.
- Market the ease of doing business in Toronto due to a single access point for support and resources and personal local touch-points.

APPENDICES

Desired Outcome:

- Successfully recruit critical foreign businesses and investors by connecting them with a support network of peers to facilitate their transition.
- Provide prospective businesses and investors with local touch-points and one point of access to support and resources.

Scope/Reach:

- International/Inbound: Attract foreign businesses and investors by providing them with one-on-one attention and support to ease their transition to Toronto.
- Domestic: Identify, recruit and train established local businesses to participate in the peer-to-peer network.

Stakeholders/Partners:

- Entrepreneurs, Green Businesses, Investors, Buyers (Domestic/Foreign)
- Professional services (local expertise)

Target Communication Channels:

Conversion:

- Government divisions and organizations
- Foreign channels
- Business
- Associations/Alliances
- Investment community

Visibility:

- Attract and participate in international flagship cleantech conferences

Resource and budget requirements:

- Create and train a proactive, business-oriented team
- Align various government funding and incentive programs

Rollout Plan:

- **Phase 1:** Streamline government programs and initiatives; Work with alliances/associations in the green sector to align efforts
- **Phase 2:** Establish “One-stop” Office to provide access to government resources and services; Assign and train staff to provide desired services. Identify and engage businesses to participate in the peer-to-peer network.
- **Phase 3:** Provide businesses with support, resources and funding to build industry capacity and develop success stories
- **Phase 4:** Develop communications and marketing program to promote Toronto’s services abroad; Build Toronto’s visibility on an international scale by leveraging target communication channels
- **Ongoing:** Build visibility and position Toronto as leader through continuous support of businesses and presence at key conferences and trade shows

Metrics and Key Success Factors: Based on key benchmark figures, measure:

- Job growth and retention
- Foreign business attraction and retention
- Economic growth in green sector
- Investment attraction and retention
- Portfolio growth (full cleantech portfolio)

Action Card Team 4:

Concept: “The Love Bomb”

- Develop a pre-packaged program to support direct and active targeting of foreign businesses and investors to the City of Toronto (“Go Get ‘Em” Strategy).
- The Program is designed to make identified investors feel excited about building their business in Toronto.
- The Program will promote Toronto success stories and sectoral leadership, with messaging such as “Hang with winners!” (water sector, AMR, Trojan Technologies, Zenon, TransCanada, etc.).

Desired Outcome:

- Successfully recruit critical foreign businesses and investment by providing them with a targeted, one-on-one introduction to the City of Toronto green sector and the benefits it has to offer.

Scope/Reach:

- International/Inbound: Attract foreign businesses and investors through hard sell tactics that promote the benefits of doing business in Toronto.

Stakeholders/Partners:

- Entrepreneurs, Green Businesses, Investors, Buyers

Target Communication Channels:

Conversion:

- Government divisions and organizations
- Foreign channels
- Business
- Associations/Alliances
- Investment community

Visibility:

- Attract and participate in international flagship cleantech conferences

Resource and budget requirements:

- Assign staff and funding to develop the package
- Assign staff to identify and court target businesses/firms

Rollout Plan:

- **Phase 1:** Streamline government programs and initiatives; Work with alliances/associations in the green sector to align efforts; Provide businesses with support, resources and funding to build industry capacity and develop success stories
- **Phase 2:** Assign staff and resources to create “Love Bomb” Package; Assign and train staff to provide desired services. Identify and engage key foreign businesses and investors
- **Phase 3:** Develop communications and marketing program to promote Toronto’s services abroad; Build Toronto’s visibility on an international scale by leveraging target communication channels
- **Ongoing:** Build visibility and position Toronto as leader through continuous support of businesses and presence at key conferences and trade shows

Metrics and Key Success Factors: Based on key benchmark figures, measure:

- Profit/ROI, tax revenue
- Investment attraction/retention
- Business attraction/retention
- Cleantech portfolio growth
- Sustainable employment growth

GLOBAL:

GERMANY

Lead Message/Vision

- The government-led **Renewable Energy Export Initiative** aims to aid German companies in exporting renewable energy technologies.
- German suppliers, manufacturers developers, etc. are grouped under a single international label: **“Energy Efficiency – Made in Germany.”** The branding initiative aims to make the label internationally recognized as a mark of first-rate quality <<http://www.renewables-made-in-germany.com/>>.
- **Key Features + Benefits Promoted Market:** Germany aims to be the #1 country for renewables in the world by 2020.
- **R&D:** As part of its ambitious “High Tech Strategy,” the German government will devote over EUR 15 billion to technology and innovation between 2006 and 2009 to push Germany even further ahead.
- **Incentives:** Germany offers generous investment incentives, covering up to 50% of capital expenditures. There are also proactive government policies and public funding programs to support the key areas of photovoltaics, offshore wind, and geo, solar-thermal, and bio-energy.
- **Legal & Political Framework:** Germany has pioneering clean energy policies, such as the Renewable Energy Sources Act and the Renewable Heat Sources Act.
- **Personnel:** World-class human resources and a renowned educational system make Germany fertile ground for innovation in the sector.

Key Channels + Tactics Used

Conferences + Tradeshows:

- **Renewable Energy World Europe Conference and Expo 2009:** May 2009 -concentrates on large, utility-scale renewable power technologies and applications along with business and policy <<http://ree09.events.pennnet.com/fl//index.cfm>>.
- **Intersolar 2009:** May 2009 – world’s largest solar technology trade fair, focusing on photovoltaic, solar thermal and solar architecture technologies <http://www.intersolar.de/index.php?id=intersolar&no_cache=1&L=1>.
- **4th European Solar Thermal Energy Conference (estec2009):** May 2009– provides information on markets and trends, technology and policies in the field of hot water preparation, space heating and solar assisted cooling <<http://www.estec2009.org/index.asp>>.

Marketing “Renewables made in Germany” Abroad:

- **Marketing package:** The global presentation of German companies and their renewable energy products and services including industry catalogues, CD Rom, website.
- **Renewable Energy Export Initiative Portal:** Includes country profiles for foreign markets, newsletters, subsidy information and dates <www.exportinitiative.de>.
- **Renewables Forum:** An international, web-based platform for suppliers and consumers <www.renewables-forum.com>.

- **“The Energy Efficiency Export Initiative”:** Database of German providers of energy-efficient products and services online free of charge. A one-stop-shop and central point of contact to help match international stakeholders with qualified German companies
<www.efficiency-from-germany.info/en>.

Resources + Support Available

Government Investor Support:

- **German Office for Foreign Trade (bfai) German Business Portal:** A service for foreign companies interested in the German market
<<http://www.bfai.de/EN/Navigation/German-Business-Portal/german-business-portal.html>>.
- **German Chambers of Industry and Commerce (IHKs) and its Association (DIHK):** The IHK’s consultancy service on innovation provides information on the latest technology, industrial property rights and government funding, as well as a web-based technology exchange
<<http://www.dihk.de/english/>>.
- **The German Chamber Network (AHKs):** AHKs are present in all countries that are of particular interest for the German economy and work to contact investors with German companies
<www.ahk.de>.

SINGAPORE

- Overall goal to develop Singapore into a **Global Clean Energy Hub** where clean energy products and solutions are developed and exported globally. *“Singapore: A global environment & water hub for business, investment, research and technology.”*
- **Water R&D and Technology:** Recognizing its unique position as an end-user and a ready market for water technologies, Singapore is well-placed to take the lead in the water industry as an R&D base and as a provider of water solutions.
- **Supporting Capabilities:** Pro-business environment, IP protection, extensive supplier base and technological expertise in commercial industries including: electronics, precision engineering and chemicals sectors, manufacturing and process automation.

Lead Message/Vision

Key Features +
Benefits Promoted**Conferences + Tradeshows:**

- **Singapore International Water Week (SIWW):** The inaugural SIWW took place in Jun/08, and will be held annually in Singapore < www.siww.com.sg>.
- **Clean Energy Expo Asia:** Sept. 2009 – The Expo brings together over 1000 leading clean energy specialists in Ethanol & Biofuels, Wind Energy, Carbon Finance & Trade, Solar Energy related sectors
<www.cleanenergyexpoasia.com>.

Key Channels + Tactics Used

Thought Leadership:

- **The Environment and Water Industry Development Council (EWI)** aims to make Singapore a hub for water-oriented events (i.e. Singapore International Water Week)
<<http://app.mewr.gov.sg/web/Contents/ContentsEWI.aspx?ContId=346>>.
- EWI’s **cluster development strategy** aims to develop the industrial ecosystem by:
 - Getting major international players to anchor their R&D, engineering, manufacturing and headquarters operations in Singapore;
 - Grooming local companies to be world-class champions; and
 - Creating an environment conducive to start-up companies in this industry.

APPENDICES

- Resources + Support Available**
- **Singapore Energy Efficiency Investment Forum:** Organized by REEEP (Renewable Energy & Energy Efficiency Partnership) & Sustainable Energy Association of Singapore
<<http://www.reeep.org/index.php?id=43&content=11000>>.
 - **The Singapore Environmental Industry Directory:** A comprehensive directory on environmental management, technologies, water and wastewater treatment, air pollution control, pest control and sustainable energy
<http://www.greensingapore.com/ttd_bizenterprise/index55.aspx?DirID=55&Version=english>.
 - **Networking Platforms:** Network China, India and Indonesia are premier networking platforms that help Singapore-based enterprises who have an interest in these markets to foster connections as well as share timely information, ideas and experiences
<<http://www.iesingapore.gov.sg/wps/portal/VenturingOverseas/IENetworks>>.
 - **BuySingapore:** A national initiative by International Enterprise (IE) Singapore in collaboration with private sector partners to help local enterprises market their products and services internationally through an online business matching and trading portal
<<http://www.buysingapore.com/Industries.aspx>>.

SAN FRANCISCO

- Lead Message/Vision**
- The City of San Francisco aims to be recognized as a global hub for the creation, adoption, and use of clean technologies; striving to attract cleantech businesses.
 - The Mayor's **Clean Tech Advisory Council (CTAC)**, established in 2005 aims to position the City as a leader in innovative environmental solutions.

- Key Features + Benefits Promoted**
- **Competitive strengths:** The San Francisco Bay region is a centre of finance and entrepreneurship, with top university and research centres and citizens that embrace public initiatives aimed at environmental protection.
 - **Financial resources:** as of 2008, California continues to lead in the nation's green energy and clean tech investments.
 - San Francisco has leadership potential in several cleantech sub-sectors including Carbon Offsets and Trading, Energy and Environmental Consulting, Energy Efficiency, Finance, Green Building, and Renewable Energy Generation.

- Key Channels + Tactics Used**
- Conferences + Tradeshows:**
- **2009 San Francisco Cleantech Forum XXI:** February 2009 - Hosted by the Cleantech Group, last year's networking event gathered nearly 1000 investors, entrepreneurs, policy makers, and other industry influencers <<http://cleantech.com/news/2864/cleantech-forum-san-francisco>>.
 - **Implementation of Renewable Energy in the Emerging Markets of Africa, Latin America and the Caribbean:** April 2009 - Organized by the Bay Area Center for International Trade Development in collaboration with several international organizations including energy industry leaders from public and private sectors in developing countries <<http://www.reem09.net/index.php>>.
 - **Intersolar North America:** July 2009- North America's premier and most comprehensive solar trade event, serving the complete solar energy supply chain. <www.intersolar.us>.
 - **2009 Solar Power Conference and Expo:** October 2009 - the largest solar conference and expo in the US attracting a wide range of professional attendees <<http://www.solarpowerconference.com/>>.

Associations/Alliances:

- **California-Asia Business Council (Cal-Asia)** is one of California's leading private-sector, non-profit, international business-promotion associations, helping California firms develop or expand their commercial ties with the economies of Southeast Asia and China <<http://www.calasia.org/>>.
 - The United States Commercial Service (US Department of Commerce) will be co-hosting regular "**Greening Asia Clean Technology Forums**" in cooperation with the California Asia Business Council. These forums will disseminate intelligence on clean technology market developments in Asia, and will serve to coordinate international market development activities.

Associations/Alliances:

- **ChinaSF:** A collaborative public/private economic development initiative operated by the San Francisco Center for Economic Development and the City of San Francisco with the financial and strategic backing of key international business leaders <<http://www.sfced.org/international/chinasf/chinasf-en/About-Us>>.
- **Silicon Valley Cleantech Alliance:** A dynamic collective of experienced and emerging professionals and students passionate about advancing clean technology, renewable energy and sustainable living <<http://svcleantech.org/>>.

Demand-side Strategies:

The City will use innovative demand-side strategies to broaden the market for clean technologies such as:

- **Solar power:** San Francisco has committed to develop at least 30 MW of photovoltaics by 2017 to meet its electricity load needs, as part of the city's Electricity Resource Plan.
- **Biodiesel:** The mayor has issued an executive directive for municipal fleets to convert to biodiesel. Meanwhile, the Biodiesel Access Task Force is working with gas stations and distributors to make biodiesel available in San Francisco.
- **Tidal and Wave Power:** The City is working toward the installation of tidal and wave energy projects using the most effective technologies.
- **Green Building:** The City and the developers of Hunters Point and Treasure Island aim to make the new developments a model of sustainability, building Treasure Island to LEED Gold standards.
- **Harnessing San Francisco's Clean-tech Future Report:** <<http://www.sfgov.org/site/uploadedfiles/moed/news/SFCleanTech2005.pdf>>

Government Investor Support:

- **Office of Economic and Workforce Development:** Mayor appointed cleantech manager, Jennifer Matz, is responsible for coordinating citywide cleantech initiatives, and liaising with the Mayor's Clean Technology Advisory council <http://www.sfgov.org/site/mainpages_index.asp?id=75632>.

Resources + Support Available**CHICAGO**

- The City of Chicago is committed to becoming the most environmentally friendly city in America. The 2006 Action Agenda commits the City to reduce its use of natural resources, invest in greener buildings, vehicles and materials, and save money through wise energy use and resource conserving actions.
- Mayor Richard Daley of Chicago is working to transform the city into the nation's center for environmental design and the manufacturing of components for the production of alternative energy.

Lead Message/Vision

APPENDICES

Key Features + Benefits Promoted

- **The Chicago Industrial Rebuild Program** - The City of Chicago Department of Environment (DOE), in partnership with ComEd, the University of Illinois at Chicago's Energy Resources Center and the Illinois Waste Management and Research Center (WMRC), developed a program to help the most energy and waste-intensive industries in Chicago become more energy efficient.
- DOE has developed a loan program that offers low or no interest loans to participating companies who implement energy conservation measures resulting from the City-funded assessments. <http://egov.cityofchicago.org/webportal/COCWebPortal/COC_ATTACH/IndusRebuildBrochure1.pdf>.

Key Channels + Tactics Used

Conferences + Tradeshows:

- **WINDPOWER 2009 Conference and Exhibition:** the premier wind energy conference and exhibition in North America with over 13,000 attendees and over 776 exhibitors expected <<http://www.windpowerexpo.org/>>.

Associations + Organizations:

- **The Chicago Solar Partnership (CSP):** A public-private consortium established to advance the development of the solar energy industry in the Chicago metropolitan area by leveraging the expertise of member organizations which include: municipal governments, electric utilities, organized labor, solar manufacturers and service providers, the financial community and educational institutions <<http://www.chicagosolarpartnership.org/index.php?src=gendocs&link=About>>.

Resources + Support Available

- **Chicago Center for Green Technology:** A "green building" that is home to government environmental agencies and private businesses that provide environmental products and services <www.cityofchicago.org/Environment/GreenTech/>.
- **One-Stop-Shop:** The one-stop communication shop will be established by the Climate Action Plan to serve as a central repository for energy efficiency program information, including information on financing assistance, contractors, and tax benefits.
- **World Business Chicago:** A not-for-profit economic development corporation chaired by Mayor Daley, this office promotes the Chicago region's global position as a thriving business location <<http://www.worldbusinesschicago.com/>>.

BEIJING

Lead Message/Vision

- China's mid-to-long-term development plan for the renewable energy sector promises to derive 10% of the country's energy supply from renewables by 2010 and 15% by 2020.

Key Features + Benefits Promoted

- **R&D and Innovation:** The Renewable Energy Plan calls for the development of China's own technologies and infrastructure to meet its renewable energy goals, establishing funds to subsidize renewables and corporate income tax breaks for companies developing technology.
- **Financial Resources: the National Development and Reform Commission (NDRC) of China** provides funds for pilot projects on renewable energy and new energy high-tech industrialization.
- **Policy and Regulation:** The Renewable Energy Law of China: Came into effect on Jan 1/08 and marks a new stage of development and utilization of renewable energy in China. Currently, China is developing and utilizing its renewable energy at a speed of more than 25% annually.
- **Scientific Research + Education:** Beijing is the largest base for scientific and technological research; the Chinese Academy of Science and Zhongguancun Scientific Park (which is known as China's Silicon Valley) are major Beijing research hubs.

Conferences + Tradeshows:**Beijing:**

- Clean Energy Expo China <www.cleanenergyexpochina.com>
- Wind Power Asia <www.windpowerasia.com>
- China WindPower 2009 <www.globalwind.org.cn>
- Green Business Summit: Hawaii April 2009 – An exchange event designed to strengthen the Sino-US environmental protection and technology exchanges and cooperation between the companies <<http://www.uschinagreen.com/>>.

Shanghai:

- 2009 4th Asia Solar Photovoltaic Exhibition <www.asiasolarexpo.com>
- 3rd China (Shanghai) International Wind Energy Exhibition & Conference 2009 <www.1exhibition.com>
- 6th International Solar PV Exhibition <www.ch-solar.com>
- PV Tech Expo China <www.nepconchina.com>
- PV Power Expo 2009 <www.snec.org.cn/indexe.asp>
- Windpower Shanghai 2009 <www.71www.cn/english/index.aspx>
- Expo 2010 'Better City, Better Life'
<<http://www.expo2010china.com/expo/expoenglish/oe/tal/index.html>>

Associations/Alliances:

- **The China Renewable Energy Entrepreneur Club:** Initiated by World Wildlife Fund, business and government partners to offer a new platform for the future growth of China's renewable energy sector <<http://www.wwfchina.org/english/loca.php?loca=557>>.
- **China Energy:** A monthly English review published by Chinadaily.com.cn, features the latest news, policies, analysis, statistics and information on exhibitions of China's energy industry <http://bizchina.chinadaily.com.cn/shp_per_energy.shtml>.

Government Investor Support:

- **One-stop Investment Service Station in Beijing:** Through an integrated package of professional services, **Invest Beijing** International (IBI) provides a comprehensive service to meet the foreign investor's every need as a one-stop window <<http://www.bjinvest.gov.cn/english/aib/>>.
- **Chinese Renewable Energy Industries Association:** An online portal identifying investment opportunities in the renewable energy sector < www.creia.net >.

Key Channels + Tactics Used

Resources + Support Available

ABU DHABI

- Abu Dhabi has a bold vision to transform itself into a global leader in new sustainable energy technologies.
- The goal of the Masdar City Initiative is to position Abu Dhabi as a world-class R&D and commercialization hub for new energy technologies and transition the region from being a technology consumer to technology producer <<http://www.masdaruae.com/home/index.aspx>>.

Lead Message/Vision

APPENDICES

Key Features + Benefits Promoted

- **The Masdar Institute of Science and Technology:** Developed in cooperation with the Massachusetts Institute of Technology (MIT), the Masdar Institute aims to become a centre of high-caliber renewable energy and sustainability research capable of attracting leading scientists and researchers from around the world <<http://www.masdar.ac.ae/>>.
- **Masdar's Carbon Management Unit:** The Unit was established to develop greenhouse gas emissions reduction projects.

Key Channels + Tactics Used

Conferences + Tradeshows:

- **World Future Energy Summit (WFES) –January 2009:** Top government officials, heads of global organizations, leading environmentalists and the largest international investors are meeting for a second year to discuss, debate and plan for the Future of Energy <<http://www.worldfutureenergysummit.com>>.
- **Environment 2009 Exhibition & Conference –January 2009:** the region's premier exhibition & conference, which focuses on comprehensive solutions in the environmental equipment, technology and services sectors <www.enviro-uae.com>.

Resources + Support Available

- **MASDAR Procurement Portal:** the portal allows companies interested in participating in the initiative to add their information to Masdar's database of suppliers of goods and services <<http://www.masdarprocurement.ae/>>.

AMSTERDAM

Lead Message/Vision

- The City of Amsterdam is positioned as a **Strategic location in Europe** ("Gateway to Europe").
- The goal of the **Amsterdam Sustainable City** initiative is to promote Amsterdam as a 'proving ground' of sustainable solutions for urban problems particularly mobility and air quality.

Key Features + Benefits Promoted

- **R&D Subsidies & Incentives:** Companies have access to various kinds of industry support and financial incentives in the way of subsidies, tax incentives, and more.
- **Science Park Amsterdam:** A world of science in a city of inspiration, Science Park Amsterdam is home to a number of important knowledge-based institutions <http://www.scienceparkamsterdam.org/background_block.jsp?page=2400>.
- **Knowledge exchange:** A network comprised of a wide variety of entrepreneurs, lecturers and researchers at knowledge and educational institutes, administrators and policy officials form an overarching knowledge network. Knowledge Foundation Amsterdam: <<http://translate.google.com/translate?hl=en&sl=nl&u=http://www.kenniskring.nl/&sa=X&oi=translate&resnum=2&ct=result&prev=/search%3Fq%3DKennisKring%2BAmsterdam%26hl%3Den%26client%3Dsafari%26rls%3Den-us>>.

Key Channels + Tactics Used

Conferences + Events:

- **Sustainable Amsterdam:** An event for Amsterdam to reflect on what the city has achieved in the area of sustainable development, CO2 reduction, research and education <http://www.iamsterdam.com/press_room/press_releases_0/2008/sustainability_as>.

Government/Industry Programs + Initiatives:

- **New Energy Docks, Amsterdam Center for Sustainable Solutions:** Aims to encourage start-ups in sustainable development. The foundation consists of an entrepreneurial Knowledge Bank (Dock 01) and a Business Incubator (Dock 02) that supports young, innovative companies in the field of sustainable energy and mobility
<<http://translate.google.com/translate?hl=en&sl=nl&u=http://www.newenergydocks.nl/&sa=X&oi=translate&resnum=1&ct=result&prev=/search%3Fq%3Dnew%2Benergy%2Bdocks%2Bamsterdam%26hl%3Den%26client%3Dsafari%26rls%3Den-us>>.
- **The Amsterdam Innovation Motor (part of Knowledge Amsterdam):** AIM invests in all stages of the innovation process, backing new ideas and supporting new ventures that stimulate entrepreneurship in the following sectors: Creative Industry, ICT and new media, Life Sciences, Sustainability and Trade and logistics <<http://www.aimsterdam.nl/amsterdam-innovation-motor-2>>

Government Investor Support:

- **The Amsterdam Foreign Investment Office:** A single contact point to help companies and organizations establish and maintain operations in the Amsterdam area <<http://www.ez.amsterdam.nl/>>.
- **The Netherlands Foreign Investment Agency (NFIA):** Provides assistance to foreign businesses that wish to take advantage of the Dutch business environment as a strategic base to cover Europe <<http://www.nfia.nl/>>.

Resources + Support Available**TEL AVIV**

- Given Israel's industry leadership in areas of solar energy, water technology, and high-tech, the country aims to become the "green" capital of the world.
- Israeli government has adopted the concept of a "green government," and aims to invest in water technology and clean energy in the coming years.
- **R&D and innovation:** Israel has a proven record of excellence and innovation in desert agriculture & irrigation, water technologies, solar energy and biotechnology sectors.
- **Flourishing start-up and VC industries:** Israel is ranked 2nd in the world for Venture Capital availability, Israel provides entrepreneurs with the necessary backing to turn their innovative ideas into profitable businesses.
- **NEWTech Program:** The Israeli government has allocated substantial resources towards strengthening the foundation of the water tech cluster and promoting its capabilities worldwide. Program objectives include increasing Israeli water technology exports, enhancing international investment and promoting water technology R&D <<http://www.israelnewtech.gov.il/>>
- Tel Aviv University to establish "super centre" for renewable energy aimed at advancing multidisciplinary research on viable renewable energy solutions and promoting the implementation of these solutions in Israel and around the world.

Lead Message/Vision**Key Features + Benefits Promoted****Conferences + Tradeshows:**

- **Renewable Energy and Beyond:** An international conference at Tel Aviv University where environmental research, policy and awareness are laying the foundations for cross-border cooperation in the Middle East and around the world <<http://energy08.tau.ac.il/>>
- **WATEC 09 exhibition:** Israel's premier event for showcasing its technologies and achievements in water and environment industry fields <<http://www.watec-israel.com/>>.

Key Channels + Tactics Used

APPENDICES

Business Associations/Alliances:

- **CleanIsrael:** Enables key stakeholders to meet and exchange ideas about Israel's renewable energy, water, and environmental sectors <<http://www.cleanisrael.com>>.
- **The California Israel Chamber of Commerce (CICC):** introduced its Cleantech Program and the Israel Cleantech Tour in the San Francisco Bay Area <<http://www.israelwebtour.com/cicccleantech/>>
- **The Boston Israel Cleantech Alliance:** connects cleantech investors, entrepreneurs, academic researchers and government officials in Israel and Boston <<http://www.boston-israel.org/>>.
- **The Israel Energy Forum (IEF):** A group of public, private and third sector organizations committed to strengthening Israel's energy security and independence <<http://www.energja.org.il/en>>.

Resources + Support Available

Government Investor Support:

- The Environmental Technologies sector of the Israel Export & International Cooperation Institute is the gateway to Environmental Technologies business in Israel <http://www.export.gov.il/Eng/_Articles/Article.asp?CategoryID=4&ArticleID=514>.
- **MASHAV – Israel's Center for International Cooperation:** Israel's official overseas development cooperation which aims to share Israel's expertise with the developing world <<http://mashav.mfa.gov.il/mfm/web/main/missionhome.asp?MissionID=16210&>>.
- **MATIMOP – The Israeli Industry Center for R&D:** MATIMOP is the principal technology clearing-house in Israel and operates the Israeli IRC (**Innovation Relay Center**) – a part of the European network, whose main objective is to enhance transfer of technologies, particularly for SMEs. MATIMOP also serves as the Israeli liaison for the **EUREKA program**, which helps companies and research institutes pool their resources in the development of leading technologies <<http://www2.matimop.org.il/1/index.html>>.

REGIONAL:

CITY OF TORONTO

Lead Message/Vision

- The City of Toronto aims to become a **hub of environmental innovation** that provides environmental solutions for the world at the same time as it evolves into a centre for environmental technology development and production. (2008 Agenda for Prosperity)

Key Features + Benefits Promoted

- **High Quality of Life:** Ranked #1 city in N. America for Best Quality of Life and Top City Region of the Future by FDI (Foreign Direct Investment) Magazine
- **Canada's financial capital:** Toronto is the 3rd largest financial centre in N. America by employment (behind New York and Chicago) and home to the Toronto Stock Exchange
- **R&D and innovation:** A strong network of universities and colleges and supportive technology research hubs, institutions and programs such as MaRS, Ontario Centres of Excellence which are starting to develop clean technologies, provide a backbone for the innovation network within the city.
- **Skilled workforce:** Toronto has the highest concentration of post-secondary institutions in Canada providing a skilled service and technology-based workforce.
- **Strategic location in North America:** Toronto's close proximity to the US allows for easy access to a potential market for green technologies and services

City Green Initiatives:

- **Mayor Tower Renewal:** Initiative to improve the energy efficiency of over 1,000 high-rise residential buildings in Toronto to reduce costly energy use and the associated release of greenhouse gases and air pollutants <<http://www.towerrenewal.ca/about.php>>.
- **Waterfront Toronto:** Initiative to transform the Toronto Waterfront into a series of sustainable, mixed use vibrant communities <<http://www.waterfronttoronto.ca/index.php?home=true>>.
- **The Better Buildings Partnership:** Operated by the Energy Efficiency Office, BBP promotes energy efficiency and building-renewal retrofits in industrial, commercial, institutional and multi-residential buildings <<http://www.toronto.ca/bbp/about.htm>>.
- **Toronto Atmospheric Fund:** TAF provides grants and loans and undertakes special projects to develop innovative local actions that lead to significant emission reduction results <www.toronto.ca/taf/>.
- **Transit City Plan:** The plan aims to revolutionize transit and transportation across Toronto, starting with seven new Light Rail Transit lines <www3.ttc.ca>.
- **Green Roof Design Standard:** The Standard is intended to provide a set of prescriptive requirements for the design, evaluation, and inspection of Green Roofs in the City of Toronto <<http://www.toronto.ca/greenroofs/policy.htm>>.
- **Clean Air Partnership:** A registered charity that works in partnership to promote and coordinate actions to improve local air quality and reduce greenhouse gases for healthy communities <<http://www.cleanairpartnership.org/>>.
- **Clinton Climate Initiative:** The city joined 16 other world cities in a Global Energy Efficiency Building Retrofit Program <<http://www.c40cities.org/>>.
- **Partners in Project Green:** The City of Toronto is a founding partner and supporter of the Partners in Project Green Pearson Eco-business Zone. Toronto has more than 1,700 hectares in the study area, primarily classified as employment lands www.partnersinprojectgreen.com.

City Investment Initiatives:

- **Invest Toronto:** an arms length corporation with a mandate to create jobs and garner new revenues for Toronto. Invest Toronto will have the task of promoting all the city has to offer in terms of investment opportunities, incentives and lifestyle on the world stage.
- **Build Toronto:** “Build Toronto” will engage private and public sector partners in the development of under-utilized City real estate to unlock value, stimulate the creation of desirable jobs and regenerate neighbourhoods, consistent with the City’s broader economic, social and environment goals.

Conferences + Tradeshows:

- **EECO Environment + Energy conference:** The only bi-national Business and Environment Forum that shines a spotlight on critical market risks and opportunities <<http://www.eeco2007.com/index.cfm?section=overview>>
- **The Green Living Show:** Toronto’s largest consumer show dedicated to all things green is a trusted source for all things green <<http://www.greenlivingonline.com/torontoshow/about.php>>
- **Solar Buildings Research Network:** This conference will be a cornerstone of Canadian efforts to promote innovative research and development in solar energy utilization <http://www.solarbuildings.ca/en/conference_focus>

Key Channels + Tactics Used

APPENDICES

- **Toronto Forum For Global Cities:** Forum for the world's leading experts to debate on the theme of *Global Cities in Challenging Times*. 4 main topics discussed: Transportation, Energy, Finance, and Innovation <<http://www.forumforglobalcities.com>>
- **CanWEA: 2009 Conference & Trade Show:** Gathering issues and individuals from around the world, this annual Conference and Trade Show is an opportunity to network and remain informed <http://www.canwea.ca/events/conference_e.php>.
- **IIDEX/NeoCon Canada:** Canada's largest exposition and conference for the design, construction and management of the built environment <<http://www.iidexneocon.com>>.
- **Green Roofs for Healthy Cities North America:** A conference aimed at accelerating market transformation for the green roof and wall industry, demonstrating the technological and environmental benefits of green roofs and walls <<http://www.greenroofs.org>>.

Resources + Support Available

Government Investor Support (Programs + Incentives):

- **Enterprise Toronto:** One-stop sourcing of services and programs tailored to meet the needs of the Toronto's Entrepreneurs and small businesses <<http://www.enterprisetoronto.com>>.
- **City of Toronto Economic Development Office:** Supports and assists existing businesses, potential investors and business associations <<http://www.toronto.ca/business/index.htm>>.
- **Economic Development Investment Services Team:** a channel to federal, provincial and municipal government, the team offers direct assistance to individuals, corporations and other organizations <http://www.toronto.ca/invest-in-toronto/investment_services.htm>.

Associations/Alliances:

- **Toronto Board of Trade (BOT):** BOT contributes directly to members' success by creating opportunities for governments and the business community to work together on business development issues <www.bot.com>.
- **World Trade Centre Toronto @ The Toronto Board of Trade:** Mandate is to help the business community conduct business globally by alerting them to services and opportunities available locally and abroad.
- **Green Enterprise Toronto (GET):** GET is a non-profit that helps locally owned businesses thrive by being part of the 'green' solution <www.greenenterprise.net/>.
- **Greater Toronto Marketing Alliance (GTMA):** GTMA is a public-private partnership in Toronto that helps businesses explore opportunities to invest, expand or relocate to the greater Toronto area <<http://www.greatertoronto.org/>>.
- **Toronto Region Research Alliance (TRRA):** TRRA is an innovative network of regional leaders engaged in transforming the Toronto Region into a world-leading centre for research and research-intensive industry <www.trra.ca>.
- **Ontario Centre for Environmental Technology Advancement (OCETA):** OCETA is a private sector non-profit that offers services to SMEs including business mentoring, partnerships, accessing funding sources, demonstration of technologies <<http://www.oceta.on.ca/>>.
- **Ontario Environment Industry Association (ONEIA):** located in Toronto, ONEIA is the business association representing the interests of the environment industry in Ontario <www.oneia.ca/>.
- **The Toronto City Summit Alliance:** The Alliance is a coalition of over 50 civic leaders in the Toronto region, formed to address challenges such as Toronto's expanding knowledge-based industry and decaying infrastructure <www.torontoalliance.ca>.

- **Canadian Urban Institute:** Located in Toronto, CUI is a non-profit dedicated to enhancing the quality of life in urban areas across Canada and internationally <www.canurb.com/>.
- **Sustainable Buildings Canada:** Located in Toronto, SBC aims to educate and support building professionals and policy makers in Canada <<http://www.sbcCanada.org>>.
- **World Green Building Secretariat:** Headquartered in Toronto, WGBC is a union of national councils whose mission is to accelerate the transformation of the global built environment towards sustainability <<http://www.worldgbc.org/>>.
- **International Council for Local Environmental Initiatives:** Headquartered in Toronto, ICLEI is an international association of local governments that have made a commitment to sustainable development <<http://www.iclei.org/index.php?id=global-about-iclei>>.

REGION OF PEEL - MISSISSAUGA

- The City of Mississauga is an environmentally responsible community committed to environmental protection, conducting its corporate operations in an environmentally responsible manner and promoting awareness of environmental policies, issues and initiatives.
- **Strong, Diverse Business Centre:** Close to 56,000 businesses; over 416,000 employees; 59 Fortune 500 Canadian head office; 1,300 multinational firms.
- **Key sectors:** Life Sciences; Information, Communications & Technology; Automotive & Aerospace and Finance, Insurance & Real Estate.
- **Rich talent pool:** Canada's 6th largest city with a population of 712,000; 10 universities and 11 colleges within commuting distance.
- **Strong business infrastructure:** One of the best telecommunications networks in the world with extensive fibre and broadband service.
- **Cost competitive and business-friendly:** Low property taxes; Competitive lease rates and land prices. Voted #2 for Best Economic Potential in North America in the 2007/2008 North American Cities of the Future competition by the Financial Times fDi magazine.

Lead Message/Vision

Key Features + Benefits Promoted

City Initiatives:

- **The Mississauga International Investment Development Board (MIIDB)** is a new initiative, in the form of a business ambassador program, is expected to attract high-quality and globally competitive international companies to Mississauga <http://www.mississauga.ca/portal/business/help?paf_gear_id=9700018&itemId=14700012>
- **Partners in Project Green:** The City of Mississauga is a founding partner and supporter of the Partners in Project Green Pearson Eco-business Zone. Mississauga has more than 6,400 hectares and half of the businesses in the eco-business zone, which is the largest of any of the municipalities <<http://www.partnersinprojectgreen.com/>>.
- **One Million Acts of Green:** The City of Mississauga is actively participating in CBC's nation-wide environmental campaign, One Million Acts of Green <<http://green.cbc.ca/>>.

Key Channels + Tactics Used

Local Cleantech Businesses:

- **Hydrogenics Corporation:** Based in Mississauga and listed on Corporate Knights' Next 10 Cleantech list which highlights emerging Cleantech leaders of tomorrow, Hydrogenics is a globally recognized developer and provider of hydrogen generation and fuel cell products and services, serving the growing industrial and clean energy markets <www.hydrogenics.com>.

APPENDICES

Resources + Support Available

- **R.I.C. Centre (Research, Innovation, Commercialization):** A non-profit organization that provides business and technical services to SMEs to commercialize their innovation. R.I.C.'s interests reside in the aerospace, advanced manufacturing and life sciences sectors in the Peel Region <<http://www.ric-centre.on.ca/8600.html>>.
- **Mississauga Board of Trade (MBOT):** A private-sector, not-for-profit business organization that takes a leading role in influencing change and growth in local, provincial, national and global markets <<http://www.mbot.com/web/guest/60>>.
- **Ministry of Research & Innovation (MRI):** Provides funding support to promote innovation through the Regional Innovation Network (RIN's). The RIN's bring commercialization services closer to the clients that need them - small firms, researchers, entrepreneurs and investors <<http://www.mississauga.ca/portal/business/startingabusiness>>.

REGION OF PEEL - BRAMPTON

Lead Message/Vision

- The City of Brampton is making efforts to encourage and facilitate eco-economic developments.

Key Features + Benefits Promoted

- 4th fastest growing city in Canada, Brampton offers local businesses the benefit of an expanding knowledge and skills base
- **Diversified business sector:** Home to businesses in the advanced manufacturing, food and beverage, life sciences, information and communication technology, and retail administration and logistics sectors.
- **Robust information and communication technology (ICT) sector:** Home to telecommunications equipment manufacturers and service providers, hardware manufacturers, software developers, system integrators, and computer service providers.
- **Sheridan College's Centre for Advanced Manufacturing and Design Technologies:** The City invested \$2.5 million to help build the Centre - established to produce graduates skilled in engineering, manufacturing management, design, and machining. It also assists local industries with the adoption and deployment of advanced manufacturing technologies; **setting up Brampton to be one of the most sophisticated and equipped advanced manufacturing cities in the country.**
- **Pillar of Technology:** With point-to-point fibre and access ring infrastructure and a high-capacity optic network expansion currently underway, Brampton is one of the most wired communities in Canada

Key Channels + Tactics Used

City Initiatives:

- **Partners in Project Green:** The City of Brampton is a founding partner and supporters of the Partners in Project Green Pearson Eco-business Zone. Brampton has more than 3,800 hectares and one-third of the businesses in the Pearson Eco-Business Zone <www.partnersinprojectgreen.ca>.
- **EcoSource Green Guide:** The Peel Environmental Network (PEN) and EcoSource developed the Green Guide site and monthly green e-newsletter to showcase the many options available in the Region of Peel to become more environmentally responsible citizens <http://thegreenguide.ca/peel_environmental_network_listings>.

Local Business Associations:

Brampton Board of Trade: The voice of business, actively working on behalf of members to represent their interests with various levels of government. Whether a home-based operation or a large multi-national company, BOT identifies issues and lobbies all levels of government on their behalf <<http://www.bramptonbot.com/newsroom-dec06-5-tt.htm>>.

Local Cleantech Businesses:

- **SunOpta BioProcess Inc.:** Based in Brampton and listed on Corporate Knights' Next 10 Cleantech list, SunOpta BioProcess engineers and markets proprietary steam explosion technology systems for the pulp, bio-fuel and food processing industries <<http://www.sunopta.com/index.aspx>>.
- **Small Business Enterprise Centre (SBEC):** Offers small business owners and entrepreneurs the resources and services to establish a successful momentum for their business <<http://www.brampton-business.com/>>.
- **Brampton Economic Development Office (EDO):** Fosters strategic business alliances and private-public partnerships with some of the City's biggest economic powerhouses and acts as resource for established businesses looking to relocate, redevelop, expand, or consolidate <http://www.brampton.ca/economic-development/content_ecodevt/ourservices.tml>.
- **BramMatch Program:** Supported by Industry Canada's Program for Export Market Development (PEMD) the goal of this program is to assist emerging and established companies build foreign markets through a unified marketing approach led by the Economic Development Office. This program will be used as the basis for Trade Missions into the United States and Europe.

Resources + Support Available

HALTON REGION - HALTON HILLS, MILTON, OAKVILLE, BURLINGTON

- The Halton Region is promoted as a strategic place to do business, with strong potential for future growth due to its proximity to large industries in southern Ontario, strong transportation infrastructure and export capabilities.
- **Sector strengths:** Halton is home to a growing biotechnology sector – in 2007, over 300 enterprises across the region operated in sectors typically associated with biotechnology.

Lead Message/Vision

Key Features + Benefits Promoted

Local Chambers of Commerce:

- **Burlington Chamber of Commerce:** <http://www.burlingtonchamber.com/>
- **Halton Hills Chamber of Commerce:** <http://www.haltonhillschamber.on.ca>
- **Milton Chamber of Commerce:** <http://www.chamber.milton.on.ca/>
- **Oakville Chamber of Commerce:** <http://www.oakvillechamber.com/>
- **Halton Region's Business Development Division (BDD):** provides one-window access to government programs and services, information on Halton's business environment and services to help establish, expand or consolidate a business within Halton's borders. BDD conducts a series of seminars to help meet the needs of new exporters and experienced exporters as well as an **Export Networking Program** <www.halton.ca/business/>.
- **Doing Business with Halton: A Guide for New and Current Suppliers:** Developed by the Financial Services and Purchasing division to assist suppliers in doing business with Halton <http://www.halton.ca/Business/purchasing/Doing_Business_with_Halton/DoingBusinessWithHaltonRegion.pdf>.

Key Channels + Tactics Used

Resources + Support Available

DURHAM REGION - AJAX, BROCK, CLARINGTON, OSHAWA, PICKERING, SCUGOG, UXBRIDGE, WHITBY

- Positioned as 'Ontario's Energy Capital,' Durham produces 30% of Ontario's energy generation needs and aims to be recognized as a leader in providing timely, sustainable and reliable energy solutions.
- **Sector Strengths:** Expertise can be found in materials development, product handling, robotics, engineered assembly systems and biotech research.

Lead Message/Vision

Key Features + Benefits Promoted

APPENDICES

- **Energy Sector:** As 'Ontario's Energy Capital,' Durham is home to numerous companies that produce and distribute power, develop new and renewable energy technologies, alternative fuels, manufacturing components and systems and provide service support to the industry.
- **R&D and Innovation:** the Durham Region is quickly becoming an internationally recognized leader in R&D and its commercialization opportunities are leading the way in modern sectors such as advanced engineering and alternative energy technologies. The **University of Ontario Institute of Technology (UOIT) Office of Technology Transfer** partners with businesses to advance industry-driven technology developments and is the host of Centres of Excellence in automotive and plastics <<http://durhambusiness.ca/corporate/investing/Education/PostSecondary/OfficeofTechnologyTransferand-Commercialization.pdf>>.

Key Channels + Tactics Used

Local Business Associations:

- The Region of Durham is a founding member and administrator of the **Durham Strategic Energy Alliance (DSEA)** – a membership-based non-profit organization of businesses, institutions and government committed to promoting and building upon Durham Region's unparalleled strengths in the energy sector <www.dsea.ca/>.
- **Durham Sustainability Stewardship Program:** A collaborative initiative between the Ontario Centre for Environmental Technology Advancement (OCETA), Canadian Centre for Pollution Prevention (C2P2), and Durham Sustain Ability to support community-based environmental stewardship, education and outreach in Durham Region <<http://www.oceta.on.ca/DSSP/>>.

Resources + Support Available

- **The Business Advisory Centre of Durham Inc. (BACD)** is a non-profit resource centre providing business start-up and development services for SMEs. BACD serves as a regional resource centre for businesses in all sectors <<http://www.bacd.ca/ns/index.html>>.

YORK REGION - AURORA, EAST GWILLIMBURY, KING, GEORGINA, MARKHAM, NEWMARKET, RICHMOND HILL, VAUGHAN, WHITCHURCH-STOUFFVILLE

Message/Vision

- The Region of York aims to support the growth of business enterprise, encourage technological innovation and identify industry clusters to promote new business investment.

Key Features + Benefits Promoted

- **Major Industry Clusters:** Biotechnology, Business Services, Information Technology, Building Construction and Services, Automotive Parts Manufacturing, Furniture Manufacturing, Materials (rubber, plastics, non-metallic, aggregates)
- **Strategic location:** York Region is a preferred destination for international corporations seeking a location for a global or Canadian corporate office.
- **Cost Competitive:** York Region is a cost competitive place to do business with the lowest property tax ratios in the Greater Toronto Area.

Key Channels + Tactics Used

International Partnerships + Economic Alliances:

York Region municipalities have established the following alliances and partnerships which create opportunities for local businesses to connect with international markets and foster both economic and cultural relations:

- Baguio, Philippines / City of Vaughan
- Cary, (Research Triangle) North Carolina, USA / Town of Markham
- Delia, Italy / City of Vaughan
- Frankfurt, Germany / Town of Richmond Hill
- Greater Boston, Massachusetts, USA / Town of Richmond Hill

- Zhongguancun Science Park, Beijing, China / Town of Markham
- Kansai Region, Japan / Town of Richmond Hill
- Lakeland, Polk Country, Florida, USA / Town of Richmond Hill
- Lanciano, Italy / City of Vaughan
- Leksand, Sweden / Town of Aurora
- Ramla, Israel / City of Vaughan
- Richmond, Virginia, USA / Town of Richmond Hill
- Sanjo, Japan / City of Vaughan
- Shijazhuang, China / Town of Richmond Hill
- Sora, Italy / City of Vaughan
- Ville de Laval, Quebec / Town of Markham
- Wuhan, Hubei Province, China / Town of Markham
- Yangzhou, China / City of Vaughan

City Initiatives:

- **Sustainable Business Network in York Region:** The Economic Development branch in York Region is researching best practices for the operation of a regional sustainable business network <www.yorkeconomicinsights.ca/sustainable-business-network>.
- **York Region Export Development Program:** Familiarizes local companies with the programs and information needed to succeed in the global marketplace
<<http://www.york.ca/business/export+development/default+export+development+initiative.htm>>
- **York Export Alliance:** A newly formed alliance comprised of the four levels of government (federal, provincial, regional and municipal), export agencies, private sector associations and Chambers of Commerce and Board of Trade that represent the export interest of York Region companies.

Resources + Support Available

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