

The Toronto Economic Development Landscape

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To:	Economic Development Committee
From:	General Manager, Economic Development and Culture Division
Wards:	All
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SUMMARY

The purpose of this report is to give an overview of the landscape of organizations interested in economic development in the city and region. It focuses on the major changes since amalgamation, and the organizations with the greatest influence over the Toronto region's economic development policy.

Virtually all City divisions, ABCCs, provincial and federal ministries, as well as a myriad of other organizations have an impact on the quality of life in Toronto and its competitive position. This paper attempts to briefly describe the most prominent players who focus on economic development directly. This report describes 14 City divisions, nine provincial or federal ministries, 21 arm's length organizations, and 12 independent organizations.

Financial Impact

There are no financial implications resulting from the receipt of this report.

DECISION HISTORY

This report is a response to the Economic Development Committee's request (ED 1.2) to provide an overview of the historical decisions which affect the landscape of economic development in the City of Toronto and the region.

INTRODUCTION

There are a greater number of organizations, and a more complex web of interconnections than can be shown in this brief report. Virtually all City divisions, ABCCs, provincial and federal ministries, as well as a myriad of other organizations have an impact on the quality of life in Toronto and the city's competitive position. This paper attempts to briefly describe the most prominent players that focus on economic development directly; however, it must be recognized that every factory, corner store, labour group and coordinated business community shapes the economy, influences policy, and creates employment for the region's residents. This report describes only 14 City divisions, nine provincial or federal ministries, 21 arm's length organizations (of which five are private-public partnerships), and 12 independent organizations.

The five most significant policy and organizational changes to the economic development landscape since amalgamation are:

- The formation of the Greater Toronto Marketing Alliance (1998)
- The City of Toronto's amended corporate structure and direction for greater inter-divisional collaboration (2005)
- The City of Toronto Act (2006), giving the City of Toronto broader powers to license and regulate businesses, broader authority to undertake economic development opportunities and more flexibility to raise revenue in addition to property tax
- The review and reorganization of Economic Development and Culture Division (2007-2008)
- The reformulation of Toronto Economic Development Corporation (TEDCO) into Toronto Port Lands Company, and the founding of Invest Toronto and Build Toronto (2008-2009)

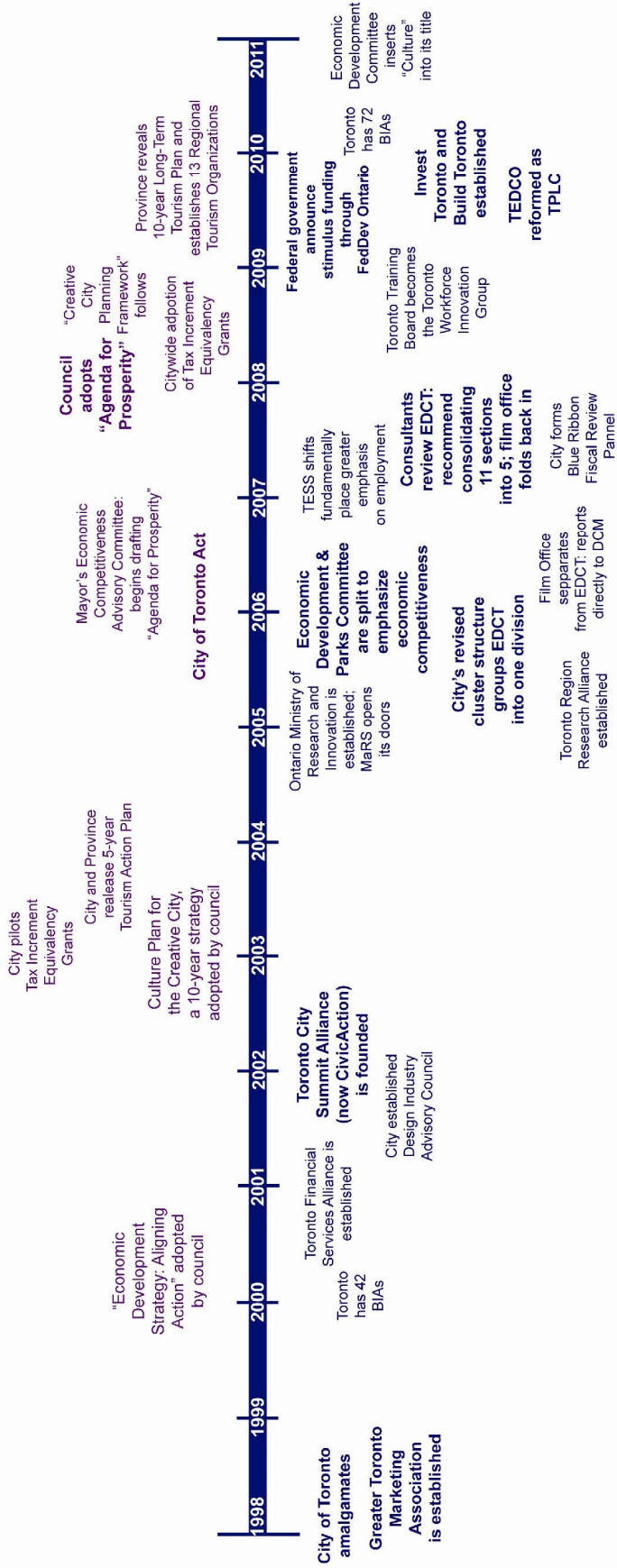
Two recent federal and provincial policies that significantly influence economic development in Toronto are:

- The formation of The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) to distribute stimulus funding to help communities and businesses diversify and strengthen their local economies (2009)
- The Ontario Ministry of Tourism and Culture designation of 13 Tourism Regions. The Ministry names Tourism Toronto as the region's organization responsible to enhance and grow the industry (2010)

With a greater understanding of the range of players and their interactions, Toronto City Council and the Economic Development Committee can most effectively direct the City's resources for the betterment of its residents, businesses and visitors, as well as those of the Greater Toronto Area.

TIMELINE: MAJOR CHANGES IN TORONTO'S ECONOMIC DEVELOPMENT LANDSCAPE

Policy



Organizations

TORONTO REGION ECONOMIC DEVELOPMENT LANDSCAPE:

Major Organizations and their Zones of Influence



FEDERAL GOVERNMENT & PARTNERSHIPS

- Seven ministries and agencies including DFAIT, FedDev Ontario (stimulus funding), and Industry Canada

INDEPENDENT ORGANIZATIONS

- Bi-lateral country trade organizations
- Canada trade and business associations
- Consulates



PROVINCIAL GOVERNMENT & PARTNERSHIPS

- Infrastructure Ontario
- Ministry of Economic Development & Trade
- Ministry of Research & Innovation
- Ministry of Training, Colleges & Universities
- Ontario Ministry of Food & Rural Affairs

INDEPENDENT ORGANIZATIONS

- Life Sciences Ontario (TBI)
- MaRS

REGIONAL



REGIONAL GOVERNMENT & PARTNERSHIPS

- 2015 PanAm Games
- Greater Toronto Marketing Alliance
- GTA Economic Development Partnership
- Municipal and regional economic development divisions (approx. 25)

INDEPENDENT ORGANIZATIONS

- Design Industry Advisory Committee
- Toronto Financial Services Alliance
- Toronto Region Research Alliance
- Tourism Toronto

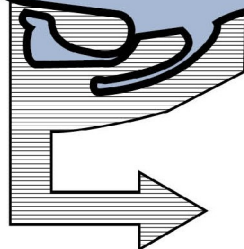


CITY GOVERNMENT

- Economic Development & Culture and 13 other divisions
- Invest Toronto
- Build Toronto

INDEPENDENT ORGANIZATIONS

- CivicAction
- Toronto Association of BIAs
- Toronto Board of Trade



TORONTO WATERFRONT ORGANIZATIONS

- Exhibition Place (City of Toronto)
- Ontario Place (Province)
- Toronto Port Authority (Government of Canada)
- Toronto Port Lands Corporation (City of Toronto)
- Waterfront Secretariat (City of Toronto)
- Waterfront Toronto (tri-governmental collaboration)

MAJOR PLAYERS IN THE TORONTO REGION'S ECONOMIC DEVELOPMENT LANDSCAPE

This section of the report outlines the major players in the economic development landscape of the Toronto region. It starts at the centre with the City of Toronto's Council- and Mayor-approved strategies, followed by City of Toronto divisions, and the ABCCs. It then moves outward to local independent organizations, regionally-focused bodies, and other orders of government.

1. City of Toronto

A. Council and Mayor

Toronto City Council's first major economic development policy after amalgamation was the "Economic Development Strategy: Aligning Action," approved in 2000. This strategy was the first in Canada to introduce a cluster-based approach and focus on the new role of major urban centres in the global marketplace. The strategy sought to direct the City's efforts to globally compete for talent, recognizing the people who live and work in the city as the primary focus for economic growth. As its title indicates, it emphasized the importance of regional collaboration and encouraged public, private, institutional and community organizations within the Toronto region to find ways to work in a more cooperative and integrated manner to stimulate economic growth.

In 2003, Council approved the "Culture Plan for a Creative City," a broad based 10-year action plan to guide the City's cultural development. It outlines 63 recommendations aimed at positioning Toronto as an international cultural capital and placing culture at the heart of the City's economic and social agenda.

2003 also saw Council pass the "Five Year Tourism Action Plan" in conjunction with the Province of Ontario. The plan outlines five key needs: (1) a shared vision, (2) a raised industry profile, (3) an enhanced product, (4) an investment-friendly Toronto, and (5) the increased impact and reach of tourism marketing effort. This was followed in 2007 with Toronto's Premier-Ranked Tourist Destination Project to provide a means for Toronto to define its competitive position within the tourism marketplace.

In 2005, on the recommendation of the Governing Toronto Advisory Panel, the Economic Development Committee was established as separate from Parks and Environment Committee to put a greater focus on economic development in Toronto. Mayor Miller, in June of 2006, convened the **Economic Competitiveness Advisory Committee** to provide advice on ways to improve the quality of life in Toronto by stimulating economic growth. The Committee put creativity at the heart of the economic development strategy and aimed to create greater opportunities for business investment and marginalized groups. The Committee was comprised of the Mayor, 25 senior executive business, labour and academic leaders, and four members of Council. One of its primary products was the Council approved "Agenda for Prosperity" (2008), which

positions Toronto as a global business city, a hub for innovation, a beacon of diversity and cohesion, and a centre for education. The Agenda's four pillars are: to (1) achieve a proactive business climate to create jobs; (2) promote international investment, trade, tourism and education; (3) focus on key sectors and innovation; and, (4) provide mechanisms for economic opportunity and inclusion.

These strategic plans emphasized the benefits of greater collaboration and partnerships within the City, with other orders of government, between the public and private sectors including labour and academia.

B. Divisions

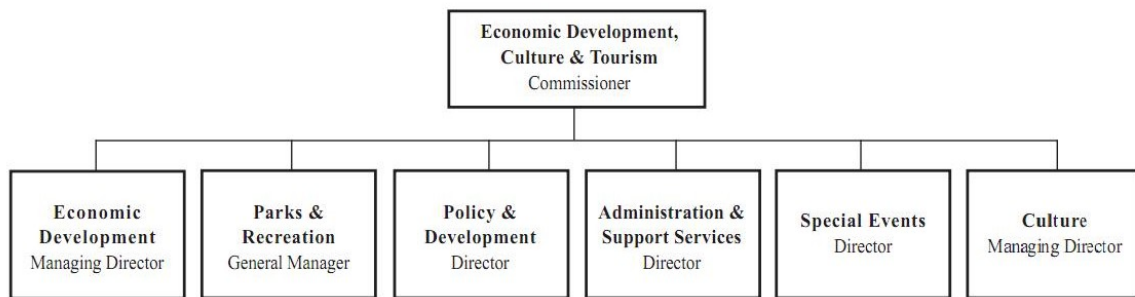
Many City of Toronto divisions influence the City's economy and businesses. Alongside the **City Manager's Office, Municipal Licensing & Standards, City Planning, Corporate Finance, Toronto Building, Toronto Water, Toronto Environment Office, Transportation Services, Solid Waste Management Services, Public Health, Toronto Employment and Social Services (TESS), Social Development, Finance and Administration (SDFA), Waterfront Secretariat and Economic Development & Culture (EDC)** are 14 divisions that have a significant impact on economic development. However, many others play a role in creating a productive economy while balancing other public priorities. Collaboration between these and other divisions lays the foundation for effective policies that can enable local and regional economic development. This section only outlines the three divisions reporting to the Economic Development Committee: SDFA, TESS and EDC.

SDFA reports to the Economic Development Committee primarily in regards to its youth employment responsibilities. The SDFA Division has played a role in youth employment since 1983 when the City and federal governments forged a collaborative partnership to address the high levels of unemployment among youth during the recession of that period. This relationship has continued and for the 30% of funding the City provides for two of its main initiatives, it receives double in return. The overall aim of this work has been to identify service gaps unique to the City of Toronto once Provincial and Federal programs have rolled out. The focus of this work has been on youth who face personal or systemic barriers in accessing employment, education or training.

Toronto Employment and Social Services (TESS) reports on its employment-related responsibilities to the Economic Development Committee. In keeping with its core mandate, TESS has focused on strengthening the planning, management and delivery of employment services and supports to unemployed city residents, employers and communities. In 2008, Council approved TESS's plans for putting in place concrete strategies that directly engage employers and leverage community resources to improve labour market outcomes for city residents. In 2010, TESS served one in ten city residents with a range of employment, financial and social supports. 52,000 residents used TESS' Employment Centres, and the division contracted with over 100 community agencies to provide pre-employment and skills training, plus employment placements. TESS has been working jointly with EDC to promote integrated approaches to workforce

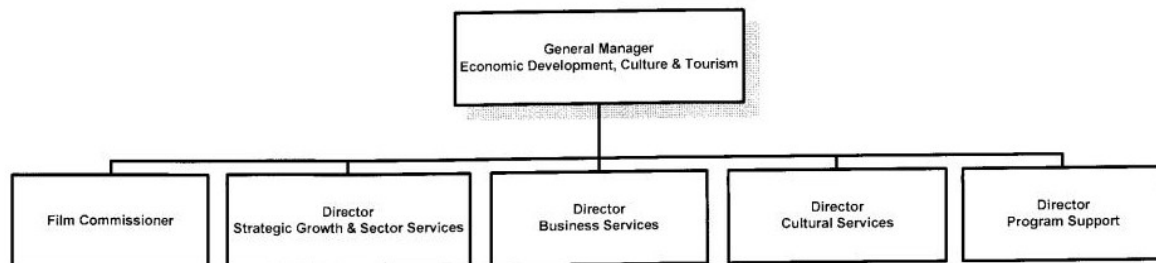
development, effectively connecting city employers to city residents in need of employment.

After amalgamation, the City of Toronto had a corporate structure where divisions were organized through six commissioners rather than today’s three clusters. In 1999, Joe Halstead was the Commissioner of Economic Development, Culture and Tourism, which included the Parks and Recreation Division.



As part of the City’s corporate restructuring from a six commissioner model to three clusters—headed by Deputy City Managers (DCMs)—the **Economic Development, Culture and Tourism (EDCT)** Division was formed in 2005 and placed under the responsibility of one General Manager, reporting to the DCM - Cluster A. In 2007, the EDCT Division underwent a deep program review by two external consultants to test the effectiveness of City programs. The review was launched with a view to determine how best to position the Division to implement the economic and cultural agenda needed for Toronto's continued prosperity and growth. The program review was informed by simultaneous work on the “Agenda for Prosperity.”

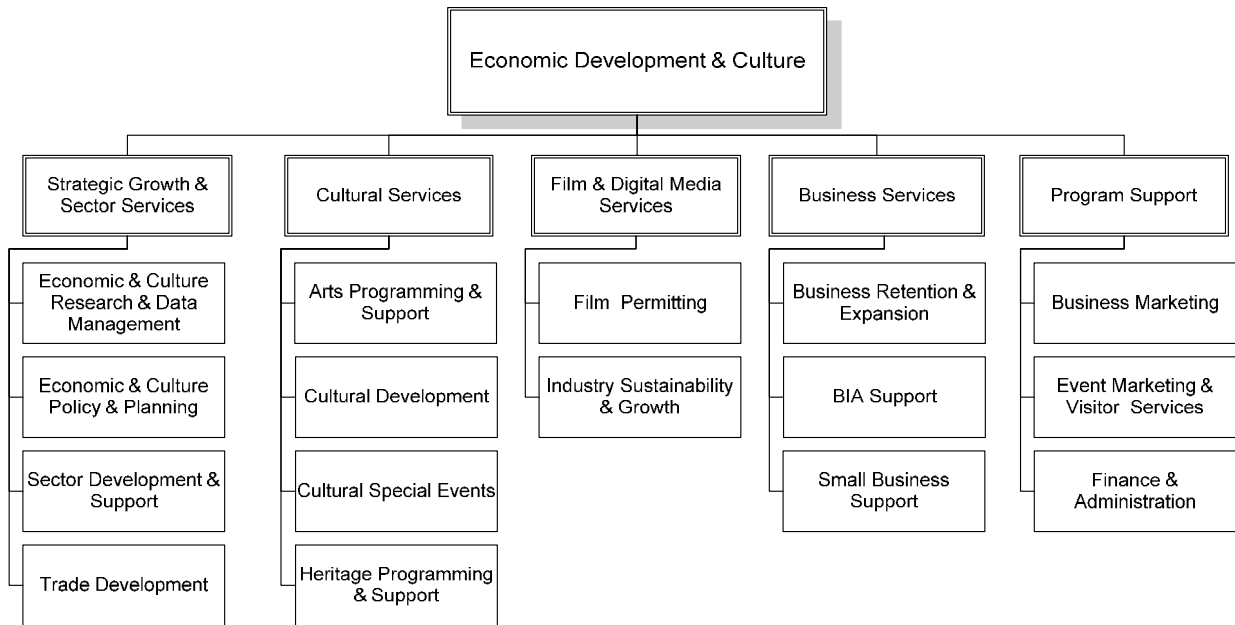
The outcome confirmed that all of the Division’s activities and services were valued by stakeholders and should be continued. The consultants also found that the Division lacked a unifying strategy and that its mandate was too broad. Moreover, its internal and external relationships needed strengthening and stronger leadership was required. A new organizational structure was recommended and has since been implemented. 11 units were reduced to the five seen below:



The new organizational model was also instituted to maximize the impact of the Division’s resources to deliver on the “Agenda for Prosperity.” Key features of the

reorganization are for greater capacity and flexibility internally, and more resources to develop partnerships with external and internal stakeholders. For example, greater efficiencies were achieved by consolidating the various marketing departments within the previous units into a single office.

Below is a graphic representing EDC’s organizational chart:



C. Agencies, Boards, Commissions & Corporations

One of the most significant changes to the economic development landscape in the last 30 years has been the creation of a number of arm’s length agencies to promote economic growth and property investment. These include TEDCO, Invest Toronto, Build Toronto and Waterfront Toronto.

The former City of Toronto’s wholly-owned corporation was established in 1986 to act on behalf of the City at the speed of business. TEDCO’s portfolio included business development functions and over 400 acres of land in the port lands and along the waterfront. Following amalgamation, TEDCO’s mandate was revised along with many other ABCCs to be more accountable to City Council.

As part of the implementation of the “Agenda for Prosperity,” TEDCO’s role changed and two new corporations were established in 2008-2009. TEDCO’s brownfield lands (abandoned industrial sites, often with contaminated soils) remained with TEDCO but was renamed the **Toronto Port Lands Corporation (TPLC)** with a role to manage the priorities in the portlands under the general guidance of and coordination with **Waterfront Toronto**.

Invest Toronto is an arm's length organization, established in 2009, whose sole shareholder is the City of Toronto. Its primary role is to enhance Toronto's economic competitiveness by attracting investment from outside Canada. This includes branding and advertising, organizing investment attraction missions, and providing market advice to Build Toronto, City divisions, and other relevant ABCCs. Invest Toronto acts in conjunction with private sector and other public sector partners to promote Toronto as a destination for businesses to invest, grow and prosper.

The City of Toronto is also the sole shareholder of **Build Toronto**, an arm's length organization that was also established in 2009. Its main function is to manage, develop, value, market, and sell many of the City's surplus land holdings, not currently being used as City facilities. Closely aligned with the City from a public policy perspective, Build Toronto acts as a catalyst for the development of infrastructure.

The Toronto Waterfront Revitalization Project is a tri-government partnership established to revitalize Toronto's waterfront. The governments of Canada, Ontario and Toronto established the Toronto Waterfront Revitalization Corporation, better known as **Waterfront Toronto**, to plan and expedite the revitalization. The City **Waterfront Secretariat**, coordinates the City's involvement in waterfront renewal, liaises with Waterfront Toronto and senior government partners, as well as orchestrates efforts among the **TPLC**, the **TTC**, the **Toronto and Region Conservation Authority (TRCA)**, and **Exhibition Place**.

2. Toronto-focused independent and partnership organizations

The Greater Toronto **CivicAction** Alliance (formerly Toronto City Summit Alliance) is a coalition of civic leaders that emphasizes key issues and works toward building civic leadership in the Toronto region. They engage action-oriented leaders from all sectors to advance the Toronto region. Their 2002 Summit, and subsequent 2003 report entitled, "Enough Talk: An Action Plan for the Toronto Region," introduced the Alliance as a player in economic development landscape. CivicAction has hosted three summits since 2002 and launched partnerships focusing on key initiatives such as, Greening Greater Toronto, Diverse City, the Emerging Leaders Network, the Toronto Region Research Alliance, and the Toronto Region Immigrant and Employment Council.

The **Toronto Board of Trade** advances the interests of its more than 10,000 members by facilitating opportunities for knowledge sharing, networking, business development, and city building. In their 2010 report, the Board of Trade focused on four goals: (1) fixing the City's finances; growing the city and regional economy; promoting social cohesion and economic inclusion; and improving civic democracy. There are dozens of other chambers of commerce that influence economic development and policy in the Toronto region. These include, but are not limited to the provincial and federal level chamber of commerce counterparts, as well as chambers that represent business groups with relationships to other countries and regions of the world. Such as the Canada China Business Council, the Canada India Business Council, the Toronto Hispanic Chamber of

Commerce, and the European Union Chamber of Commerce in Toronto, and positioned to stimulate international investment and trade as well as address local regional issues.

The **Toronto Associations of Business Improvement Areas (TABIA)** began in 1980 as a non-profit umbrella organization working with Toronto's BIAs. TABIA represents more than 27,000 business and property owners. It promotes the needs and causes of BIAs, and regularly partners with the City. TABIA also encourages joint initiatives and collaboration that are mutually beneficial to groups within the BIA community, such as marketing research. They facilitate exchange among BIAs, and work to pool resources. TABIA functions as an advocacy organization, working to influence BIA-related policy.

The **Toronto Workforce Innovation Group (TWIG)**, since 2009) formerly the Toronto Training Board (established in 1997), is a not-for profit organization. TWIG works to match the skills in demand with the supply of workers available covering all sectors with the aim of building a resilient, competitive and talented workforce.

Beyond its annual Vital Signs report, the **Toronto Community Foundation (TCF)**, convenes community builders and fund-holders, and builds cross-sector partnerships. TCF, established in 1981, has funded youth-focused employment and micro-loan programs, piloted affordable housing programs, and hosted a three-part series on Toronto's fiscal future with the **Institute on Municipal Finance and Governance (IMFG)**, at the University of Toronto. IMFG develops solutions to the fiscal problems facing Canada's large cities and city-regions. It focuses on economic competitiveness, governance and tax policy.

3. Regionally-focused organizations

A. Regional independent and partnership organizations

Outside of the City of Toronto, economic development offices and corporations exist within both regional and local municipalities. The directors of municipal economic development divisions in the Toronto region work to coordinate priorities, share input, and discuss proposed policy changes. Established in 1990, the **GTA Economic Development Partnership** has been an effective forum for regional collaboration.

The **Greater Toronto Airport Authority (GTAA)** assumed responsibility for the management, operation and maintenance of Lester B. Pearson International Airport on December 2, 1996, pursuant to the terms of a Ground Lease between the GTAA and the Federal Government, for a period of 60 years, with one renewal term of 20 years. It is a private, not-for-profit corporation without share capital. The mandate of the GTAA is to operate and develop Toronto Pearson Airport; work towards an efficient system of airports in south-central Ontario; use the airport system to enhance regional economic growth and development; and to confer regularly with communities and governments on the above matters.

The **Toronto Port Authority** (TPA), established in 1999, is a federal public authority providing transportation, distribution, storage and container services to businesses. The TPA owns and operates the Billy Bishop Toronto City Airport, two Marine Terminals, and the Outer Harbour Marina.

The **Greater Toronto Marketing Alliance (GTMA)** serves as a point of contact for businesses exploring opportunities in the Greater Toronto Area (GTA). The partnership brings together the 29 municipalities and regions in the Greater Toronto Area, the Governments of Ontario and Canada, several not-for-profit organizations, and a broad cross section of private sector corporations. The GTMA actively promotes the GTA internationally, and provides companies with professional assistance in evaluating, planning and implementing an expansion or move to the GTA.

The **Intergovernmental Committee for Economic and Labour Force Development** (ICE Committee) was established in 1997 by officials in the Government of Canada, the Province of Ontario, and the City of Toronto. All three governments share in the funding of ICE. The ultimate goal of the ICE Committee is to achieve the effective delivery of programs in Toronto. ICE provides a forum for vertical collaboration among the three orders of government in the same way the GTA-EDP and C-11 facilitate horizontal collaboration within the Toronto region and across Canada respectively. ICE has played a key role over the last ten years in bringing together critical players to share information on their respective programs and projects. ICE has played a role over the last ten years by sharing information on various organizations and governments' respective programs and projects.

The **Toronto Region Research Alliance** (TRRA) is a partnership supported by the Governments of Ontario and Canada, and a range of regional stakeholders from the private sector, universities, colleges, and research hospitals. TRRA is a regional organization promoting increased investment in research and innovation to further economic prosperity. TRRA's efforts are grouped into four sectors: advanced manufacturing and materials; bio life sciences; energy and environment; and, IT and communications. They work to attract global R&D businesses in these sectors to open businesses and become entrenched in Toronto. They also work to direct foreign investment to college, university and hospital research projects.

4. Sector-based organizations

Toronto Convention and Visitors Association, better known as **Tourism Toronto**, is a not-for-profit partnership of public and private organizations, and represents 1200 members. It is the official destination marketing organization for Toronto's tourism industry and focuses on promoting and marketing the Toronto region (defined for them as Toronto, Mississauga and Brampton) as a remarkable destination for tourists, convention delegates and business travellers. Tourism Toronto is the regional organization named by the **Ontario Ministry of Tourism and Culture** responsible for working with tourism partners to enhance and grow the region's tourism product.

The **Greater Toronto Hotel Association**, founded in 1925, enables competing hotels to work together on issues of public policy and charitable ventures. It provides information and service to its members, and advocates raising its own profile as a component of Toronto's tourism industry.

The **Toronto Financial Services Alliance** (TFSA) is a collaborative initiative representing the financial services industry and its trade associations, all orders of government and academic institutions. Its mandate is to enhance and promote the competitiveness of Toronto as a premier North American financial services centre. Established in 2001 by the City of Toronto, the organization has worked in partnership with the City to produce research describing Toronto's financial services industry, to promote the attractiveness of the City as a business location, and to identify key issues that affect its competitiveness.

The **Toronto Film Board**, reporting to Council through the Economic Development Committee, is comprised of councillors and industry leaders. It was initiated to advise Council and the Mayor, as well as to give a stronger voice locally, provincially and nationally to the film, television and digital media industry. In 2007, Council approved the “Film Strategy” that recommended implementing policies to enable the continued growth of the local industry in the face of tough international competition.

The **Design Industry Advisory Committee** (DIAC) is a think tank and cross-disciplinary research group established in 2001 by the City of Toronto. The activities of DIAC promote the strategic value of design and promote the contribution of designers from all disciplines to economic, social and environmental goals. The City of Toronto worked in collaboration with industry leaders and the other orders of government to produce “Design Matters,” a 2004 report outlining ways to bolster the design industry in Ontario. DIAC has a regional and provincial focus but operates mostly in Toronto. They conduct their work through the **Design Exchange** (DX), Canada’s non-profit design centre and museum with a mission to promote the value of design.

Life Sciences Ontario (LSO) represents and promotes the benefits of life science technologies and encourages their commercial success. It facilitates economic development and promotion of the industry locally and nationally. Its focus is on policy, government relations and knowledge transfer. The **Toronto Biotechnology Initiative** (TBI), an organization formed in 1989 to grow the biotechnology industry in Toronto was reformed with a broader focus as LSO in April 2010. Today, TBI is a subsidiary of LSO responsible for administering activities and events, networking, professional development workshops, mentoring, education and communications in the Toronto area.

Partners in Project Green (PPG) is a community of businesses working together to green their bottom line by creating an ‘eco-business zone’ around Toronto Pearson International Airport. They aim to improve energy and waste efficiency, green spaces, employee health and productivity. It was founded as a partnership between the GTAA and the TRCA. It has representation from businesses and councillors in Toronto, Brampton, Mississauga and Peel.

5. Provincial and federal ministries and organizations

The **Government of Ontario** influences economic development in the Toronto region in profound ways. At least eight Ministries have policies that closely touch upon economic development in the region. Special events also act as catalysts for infrastructure building, as well as economic, cultural and social development. For example, the **2015 Pan Am Games** represent a significant opportunity for employment, workforce development, and the growth of the region's professional and recreational sport infrastructure.

The **Ontario Ministry Economic Development & Trade**'s mission is to grow the economy for the benefit of all Ontarians. They encourage and support businesses of all sizes, and help them innovate to compete in today's fast changing global economy. The Ministry also attracts new growth and investment to the province and promotes Ontario goods and services abroad.

The **Ontario Ministry of Tourism and Culture** undertakes research, markets Ontario, and works with organizations in the tourism and culture industries. In 2009, the ministry released a report entitled, "Discovering Ontario: a report on the future of tourism." The report proposes 20 strategies and recommendations including the creation of 13 regional bodies to strengthen tourism in all parts of the province. In 2010, the Ministry implemented the Regional Tourism Organization structure and named **Tourism Toronto** as the industry-led not-for-profit responsible for the Toronto region.

The **Ontario Media Development Corporation (OMDC)** is mandated to support and promote the development of Ontario's cultural media cluster – film, television, music, books, magazines and interactive digital media. An agency of the Ontario Ministry of Tourism and Culture, the OMDC's works with the cultural media industry to attract investment, promote employment, and facilitate production opportunities. They also administer provincial tax credit programs and initiatives that support cultural media development.

Launched in 2005, the **Ontario Ministry of Research and Innovation (MRI)** was formed to make innovation a driving force of the provincial economy and showcase Ontario nationally and internationally. MRI is helping to transition Ontario into an idea- and innovation-based economy to create and grow new industries, and new jobs.

The **Ontario Ministry of Training, Colleges and Universities (MTCU)** administers various acts with respect to education and preparation for work, and manages provincial programs to support workplace preparation, including apprenticeship, career and employment preparation, and adult literacy and basic skills. It also produces labour market research and planning documents. MTCU works in conjunction with the **Ontario Ministry of Citizenship and Immigration (MCI)** to help recent immigrants find work.

The **Ontario Ministry of Municipal Affairs and Housing (MAH)** oversees land-use planning and housing issues. The ministry also provides opportunities for supportive programs for low-income tenants and housing for special-needs tenants, and supports the creation of affordable housing.

The **Ontario Ministry of Agriculture, Food and Rural Affairs**, invests in Ontario's food and beverage industry, one of Toronto's economic drivers.

Infrastructure Ontario is an arm's length crown corporation dedicated to the renewal of the province's hospitals, courthouses, roads, bridges, water systems and other public assets. Among many other services, Infrastructure Ontario provides long-term financing to help municipalities and non-profits renew infrastructure and develop housing, training and education facilities.

MaRS opened in 2004 as a not-for-profit. It advances and incubates entrepreneurship in the science, technology and social sectors. MaRS provides resources (which include people, programs, physical facilities, funding and networks) to advance innovation.

At least seven Ministries and Agencies of the **Government of Canada** directly influence economic development policy and outcomes in the Toronto region. There are many others not listed here that contribute to the economy either through direct grants to organizations or through policy affecting populations and markets.

Most explicitly, however, the **Federal Economic Development Agency for Southern Ontario (FedDev Ontario)**—formerly known as Southern Ontario Development Agency (SODA), launched in 2009—helps Southern Ontario communities and businesses diversify and strengthen their local economies. They administered stimulus funding and infrastructure projects focussed on productivity and global competitiveness.

The **Department of Foreign Affairs and International Trade (DFAIT)** works with local partners to bring businesses to Canada.

Industry Canada oversees federal business incorporation, business development services, and provides research, policy and consumer information.

The **Business Development Bank of Canada (BDC)** is an arm's length corporation of the federal government that offers financing, consulting, and early stage venture capital to businesses in Southern Ontario and across the country.

Export Development Canada is the country's arm's length export credit agency, offering financing, insurance and risk management services to help Canadian exporters and investors expand their international business.

The **Canadian Commercial Corporation** is a Crown corporation that acts as Canada's international contracting and procurement agency. Among other duties, they help foreign government buyers benefit from Canada's export capabilities.

The directors of economic development for the 11 largest cities in Canada meet in conjunction with the **Federation of Canadian Municipalities. C11**, as this group is known, meets once or twice per year, for the same reasons as the GTA Economic Development Partnership, to share information and strategy.

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ATTACHMENTS

Attachment 1: Appendix A: Acronyms and Abbreviations

Acronyms and Abbreviations

ABCC	Agencies, Boards, Commissions and Corporations
BIA	Business Improvement Area
DFAIT	Department of Foreign Affairs and International Trade
DIAC	Design Industry Advisory Committee
EcDev	Economic development
EDC	Economic Development and Culture Division (2008-present)
EDCT	Economic Development, Culture and Tourism Division (2005-2008)
GTMA	Greater Toronto Marketing Association
LSO	Life Sciences Ontario
MAH	Ontario Ministry of Municipal Affairs and Housing
MCI	Ontario Ministry of Citizenship and Immigration
MEDT	Ontario Ministry of Economic Development and Trade
MRI	Ontario Ministry of Research and Innovation
MTCU	Ontario Ministry of Training, Colleges and Universities
OMDC	Ontario Media Development Corporation
OMFRA	Ontario Ministry of Food and Rural Affairs
PPG	Partners in Project Green
TBI	Toronto Biotechnology Initiative
TCSA (Civic Action)	Toronto City Summit Alliance
TEDCO	Toronto Economic Development Corporation
TESS	Toronto Employment and Social Services
TFSA	Toronto Financial Services Alliance
TPLC	Toronto Port Lands Company
TRRA	Toronto Region Research Alliance
TRCA	Toronto and Region Conservation Authority
TTC	Toronto Transit Commission
FedDev (Ontario)	Federal Economic Development Agency for Southern Ontario
SODA	Southern Ontario Development Agency
SDFA	Social Development, Finance & Administration