

INVEST TO SUCCEED. INVEST TORONTO.

Economic Development Committee
June 2, 2011



INVEST Toronto





INVEST TORONTO

Agenda

Invest Toronto Overview

Global Investment Methods and Marketing

Dot Toronto Introduction



Invest Toronto

Overview of the Corporation



INVEST TORONTO

Invest Toronto is the City of Toronto's arms length sales and marketing corporation that presents the global business opportunities found in Toronto. As the company responsible for attracting inbound foreign direct investment into the City of Toronto, we offer one-on-one consultations to organizations and site selectors making global business investment decisions.

Our Services:

- Complimentary **concierge** service for businesses
- **Answer** all questions and enquires on investment in Toronto
- **Facilitate** interactions with sector experts and all three levels of government
- **Provide guidance** on site location and selection
- Facilitate **business-to-business** linkages
- Provide industry and economic benchmarking **analysis**
- **Connect** clients to qualified professional service individuals



The Model

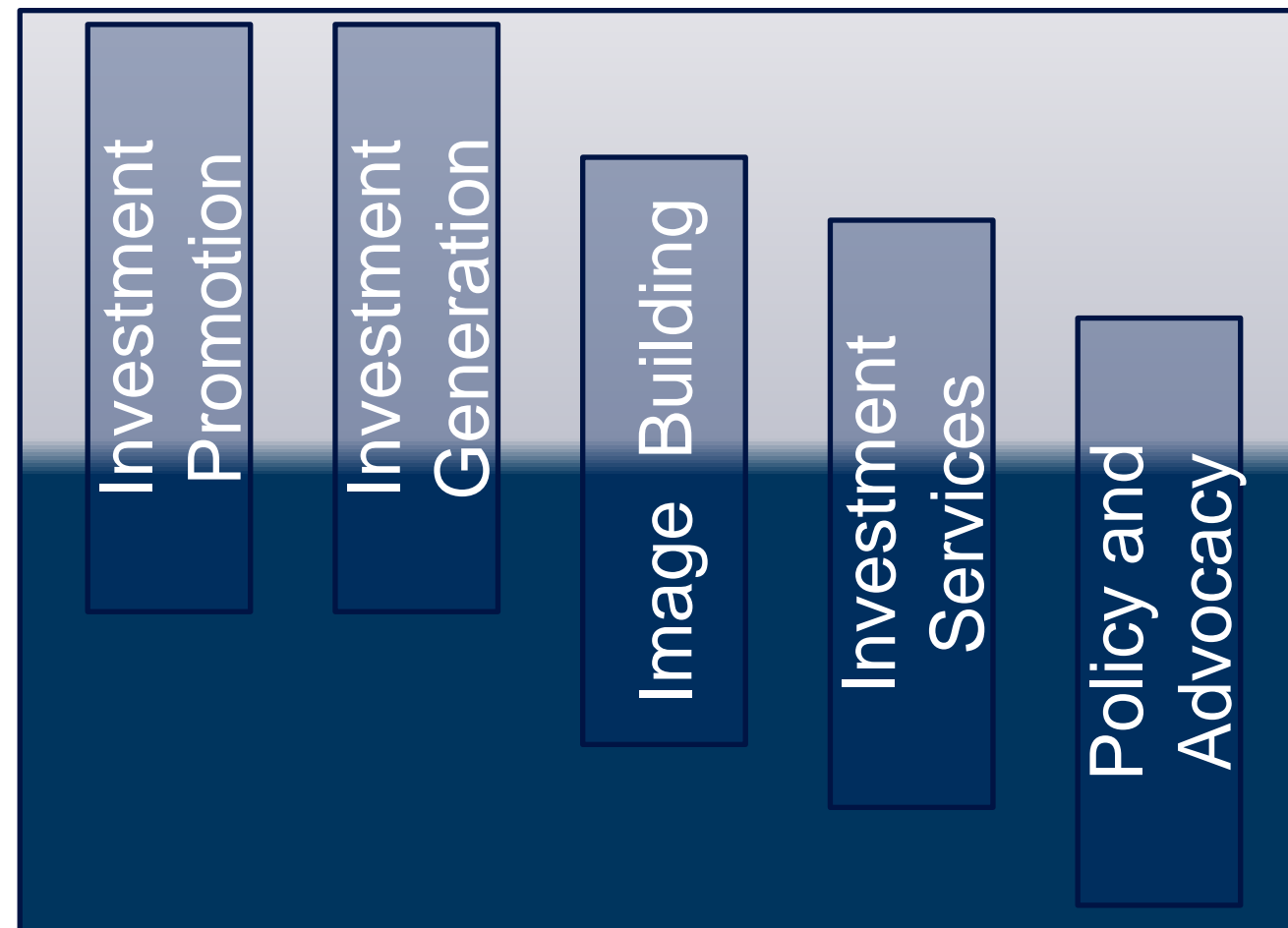


PERFORMANCE MANAGEMENT
METRICS & GOVERNANCE



ENERGY
DIRECTION
THOUGHT
LEADERSHIP

IT Delivers
Partners Deliver



Jobs



FEEDBACK
LEARNING
ADAPTION

Investment



Targeting Toronto



Department of Foreign
Affairs and Trade (DFAIT)



Ministry of Economic
Development and Trade (MEDT)



Greater Toronto
Marketing Alliance
(GTMA)

Toronto Regional Research
Alliance (TRRA)

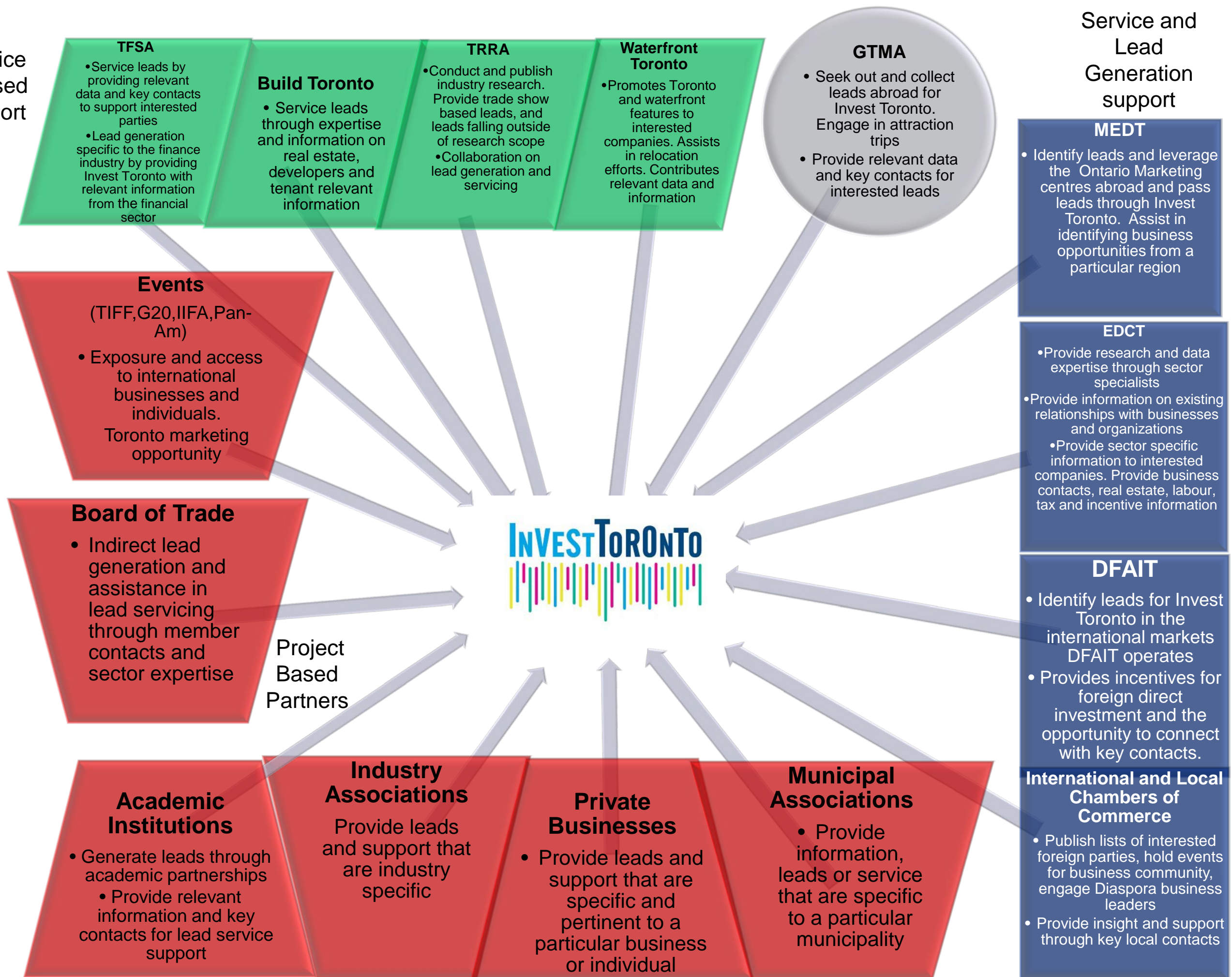


Economic Development
and Culture (EDC)

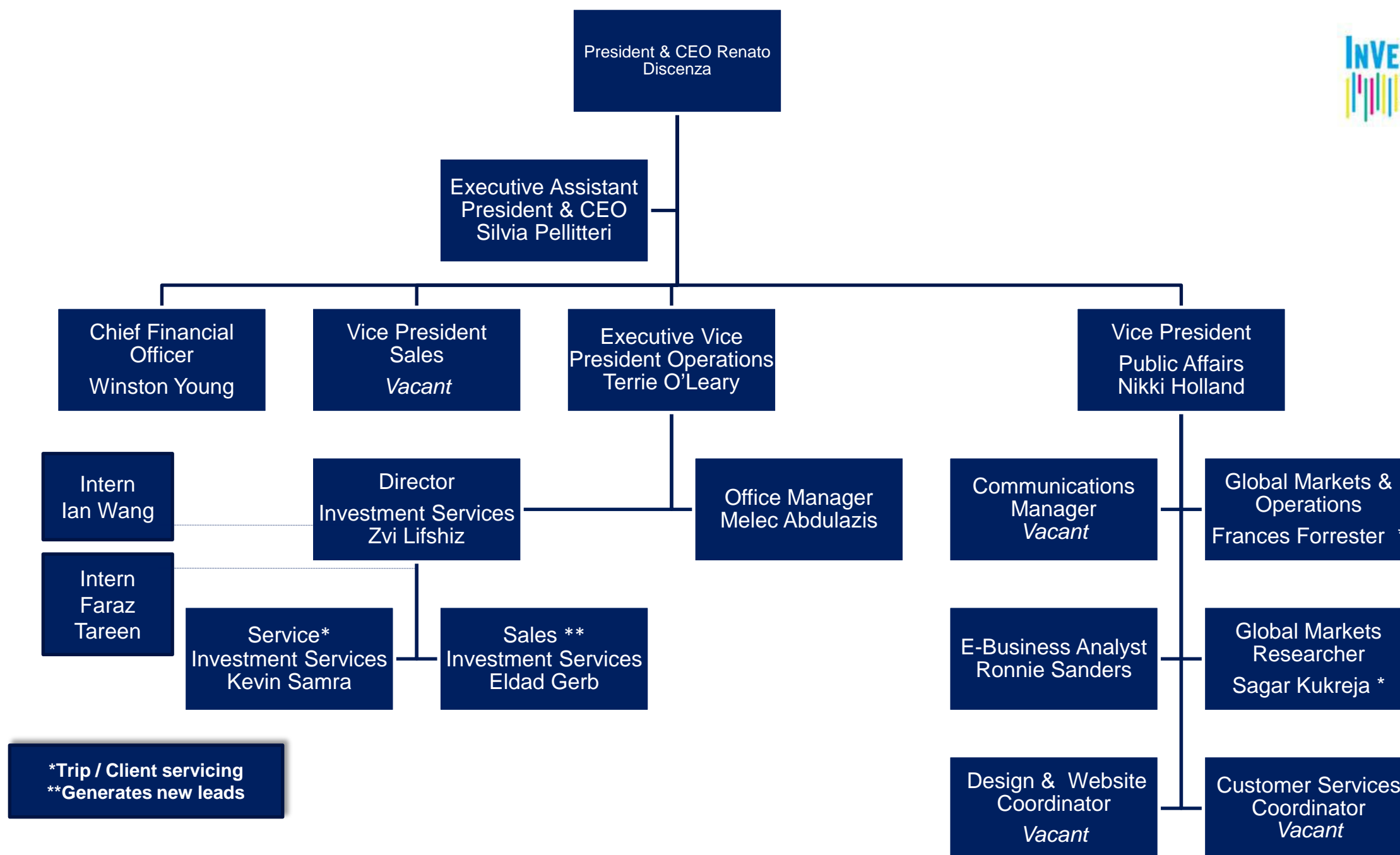
Toronto Financial
Services Alliance
(TFSA)



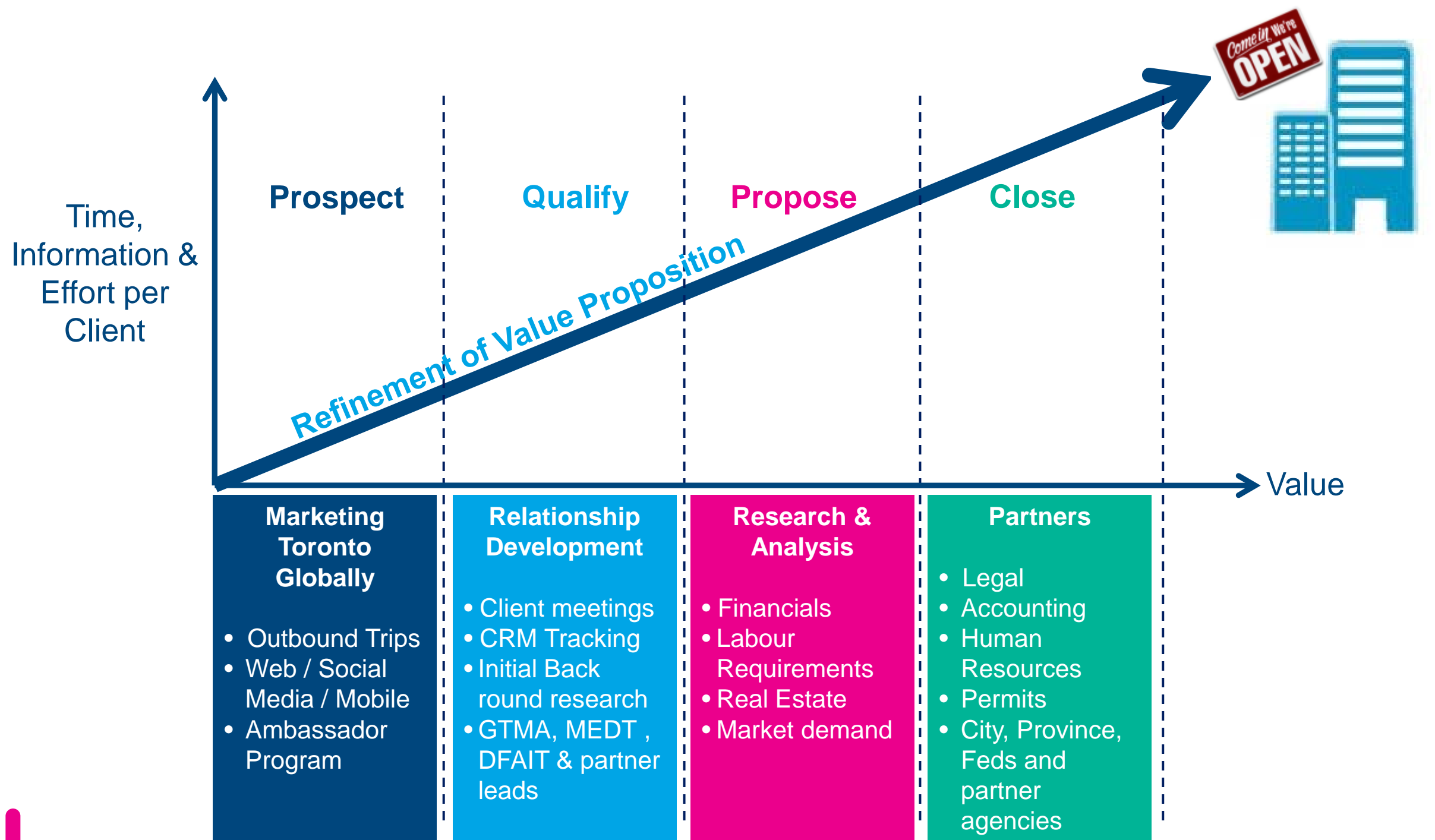
Service
focused
support



Invest Toronto Organizational Chart



The Toronto value proposition is refined through the sales cycle - Prospect, Qualify, Propose, Close



Key Programs

- Outbound international missions and C-Suite calls
- Web marketing (site and apps)
- Channel Management (MEDT, DFAIT, Private sector, etc)
- International Event Support (i.e. G20, IIFA)
- Site selector bid support
- Ambassador Program (in development)
- Dot Toronto (in development)
- Top 200 HQ call (in development)
- Infrastructure Capital Attraction (potential)
- High Net Worth Investor (HNWI), Ultra High Net Worth Attraction (UHNWI), Family Foundations (potential)

Building the Company

February 2010 Invest had 3 employees and was not operational. Since then we have created **process and **capacity** to **market** for **Companies** and **Capital**: Some key activities:**

- Handled **255** clients: **210** new jobs potential of growing to **440** jobs
- Outbound missions to Western Europe, South America, Israel, China, India (2)
- Implemented Customer Relationship Management (**CRM**) tracking and process
- Formulated a strategy and approach to marketing and sales
- Created marketing value proposition and assembled database of information for selling and marketing
- Created and rolled out corporate brand and identity
- Creating leading edge website and mobile site
- Built up team to 13 employees to service clients
- Secured and set up professional office space to engage clients and delegations
- Established important linkages to MEDT, DFAIT, Site Selectors, International Media, International Trade groups and governments, Private Sector, other ED agencies and other stakeholders



Cities of Opportunity Promote Themselves

City

San Francisco
Paris
Singapore
Los Angeles
Johannesburg
Shanghai
Sydney
Hong Kong
Tokyo
Seoul
Beijing
Abu Dhabi
Mexico City
Moscow
Santiago
Istanbul
Sao Paulo
Madrid
Toronto
Stockholm
London
Houston
Berlin
Mumbai
New York
Chicago

Investment Promotion Agency

Office of Economic & Workforce Development
Invest in Paris
Singapore Economic Development Board
LAEDC
joburg
Investment Shanghai
SYDNEY
InvestHK
Tokyo Metropolitan Government
Seoul Industry Promotion Foundation (SIPRO)
Invest Beijing International (IBI)
Abu Dhabi Investment Council
Mexico City experience
Invest in Moscow
City specific does not exist (Invest in Chile)
Invest in Istanbul
Invest SP
PromoMadrid
Invest Toronto
Invest Stockholm
Think London
Greater Houston Partnership
Berlin Partner GmPh
City specific does not exist (Invest in India)
NYC EcoDev
World Business Chicago

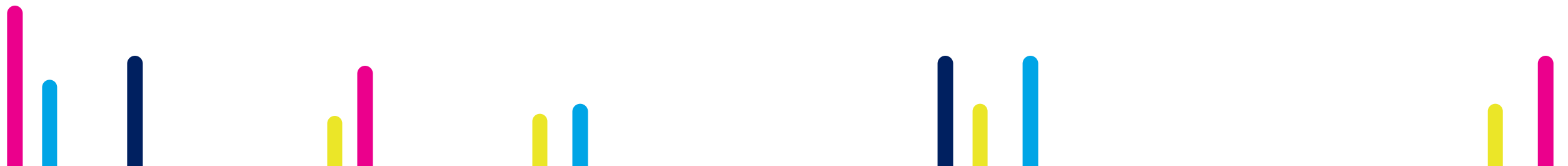
Targeting Global Investors

Methods and Approaches



Report	Source	Global Standing
Cities of Opportunity, 2011		<p>Toronto, along with New York and San Francisco, ranks in the top 3 of global cities.</p> <p>On the sub-indices Toronto ranked:</p> <ul style="list-style-type: none"> • #1 globally for the number of skyscraper construction projects underway as of April 2011 • 2nd for the quality of its Intellectual Capital and Innovation • 2nd for Health, Safety and Security • In the top five internationally for sustainability
EIU Liveability Ranking, 2011		Toronto is ranked in the top 5 cities globally on the Economist Intelligence Unit's Liveability Index
EIU Business Environment Ranking, 2011		Canada is the best place for doing business in the G7 over the next 5 years (2011– 2014)
American Cities of the Future, 2011		<p>Toronto ranked in the top ten:</p> <ul style="list-style-type: none"> • American Cities of the Future 2011/2012 • North American Cities of the Future 2011/12 • Major Cities of the Future • Major Cities, Economic Potential • Major Cities, FDI Strategy • Major Cities, Infrastructure • Major Cities, Quality of Life
The Knight Frank Global Cities Index, 2011		<p>Toronto is ranked in the top 10 on the Knight Frank Global Cities Index.</p> <p>Toronto is one of the most appealing cities in North America to Asian investors that are seeing improving fortunes</p>
Competitive Alternatives, 2010		Toronto had lower business costs than all 22 large US cities included in the study
Competitive Alternatives: Special Report on Tax, 2010		Toronto ranked as the 5th best out of 41 global cities in terms of total corporate tax costs

Innovation Cities Top 100 Index, 2010		Toronto is ranked top 5 in the America's as a Nexus city. Nexus cities are centers of innovation across economic and social segments
Global Competitiveness Report, 2010/2011		World Economic Forum has rated Canada's banks the soundest in the world 3 years in a row and 1 st in the G7 on the quality of management schools
Doing Business, 2011		Canada is one of the top 10 countries to do business in
AON Consulting, People Risk Index, 2010		Toronto is the city with the lowest risk in the world to recruit, employ and relocate employees
Human Development Index, 2010		The Human Development Index ranks Canada #2 in the G7 and #8 in the world in human development based on life expectancy, education levels and GDP per capita
World Economic Outlook, 2010		Canada leads the G7 in economic growth. The International Monetary Fund says that this will continue for the next 2 years. Canada also has the lowest net debt-to-GDP ratio in the G7
Capital Access Index, 2010		Canada offers the best access to business capital among 122 countries
Global Cities Index, 2010		Toronto's human capital is in the top 10 of all cities studied in the report
OECD Territorial Review, Toronto Canada, 2010		Among OECD countries, Canada has one of the most educated populations as measured by university degrees

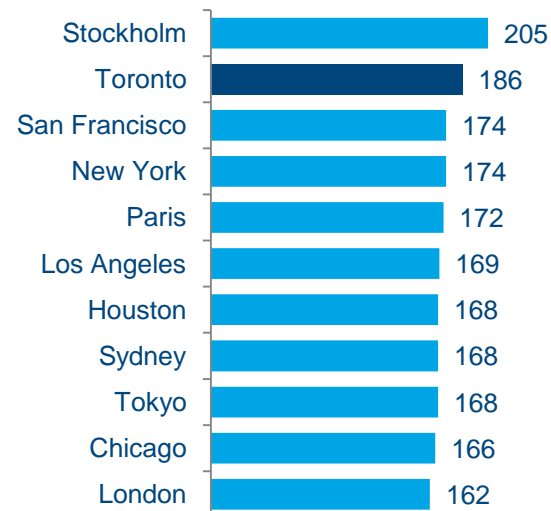


Toronto: City of Opportunity

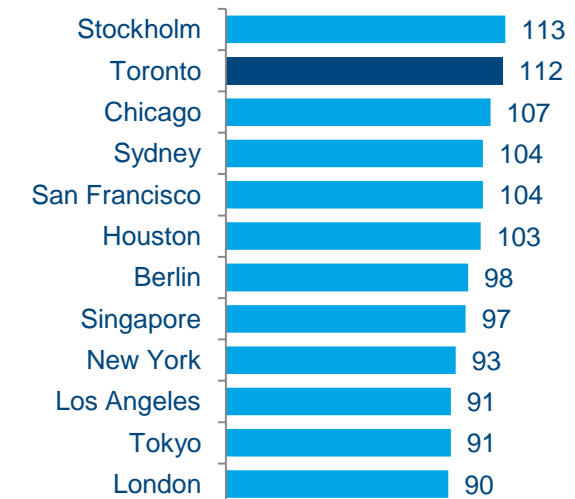
Cities of Opportunity



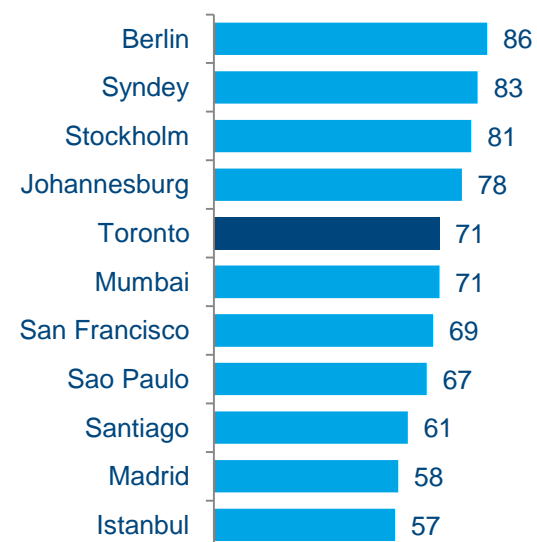
Intellectual Capital and Innovation



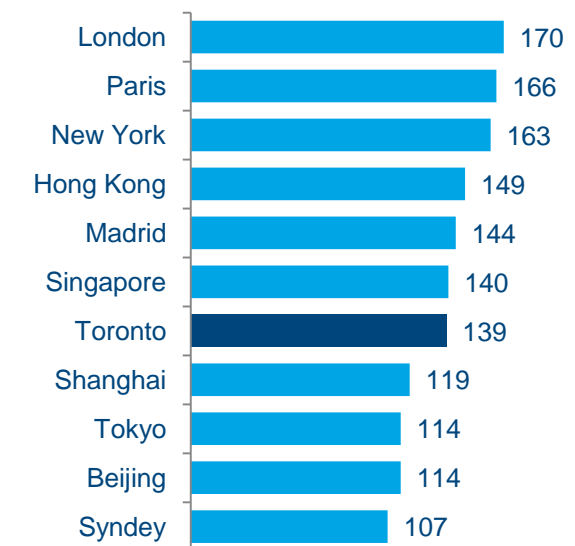
Health, Safety and Security



Sustainability



Economic Clout

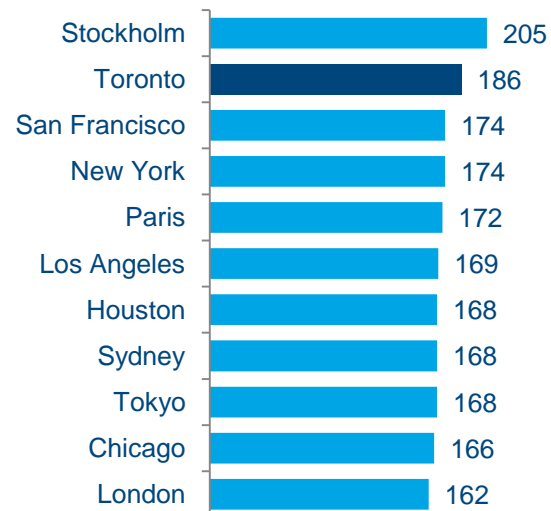


Source: PwC, Cities of Opportunity, 2011

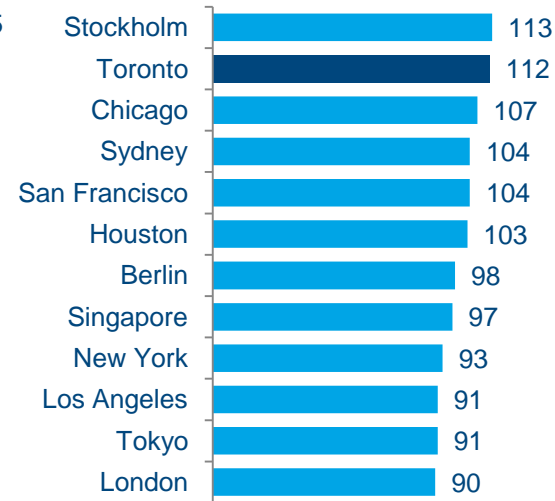
Comparing Ourselves Globally

Competitive Advantages

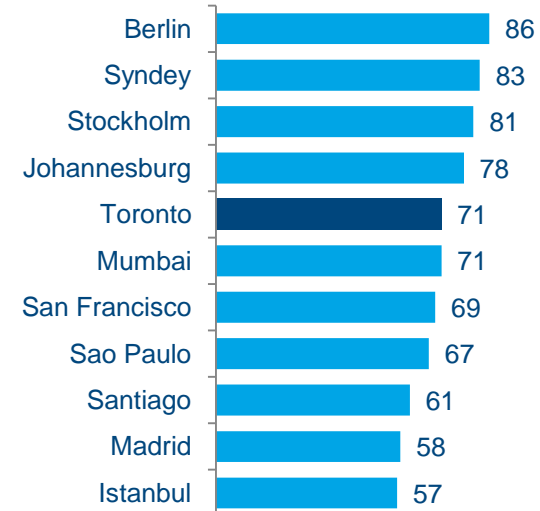
Intellectual Capital and Innovation



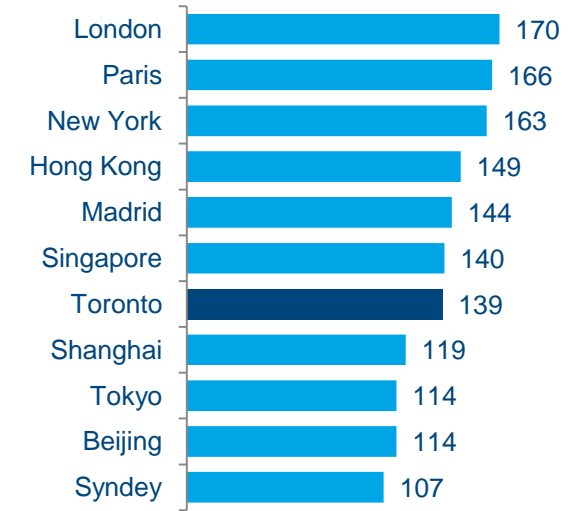
Health, Safety and Security



Sustainability

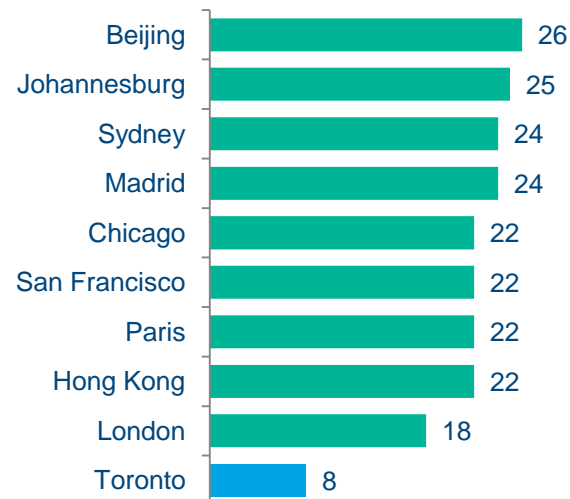


Economic Clout

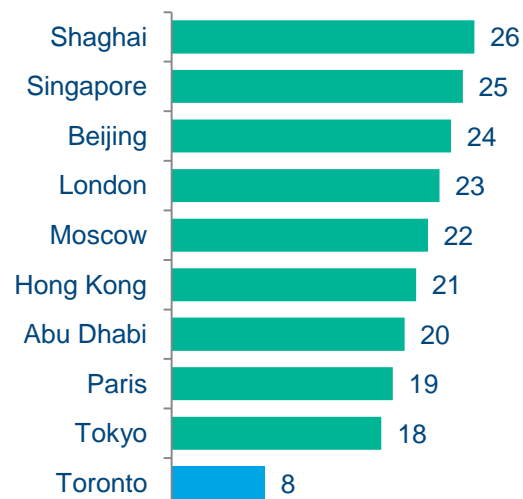


Competitive Disadvantages

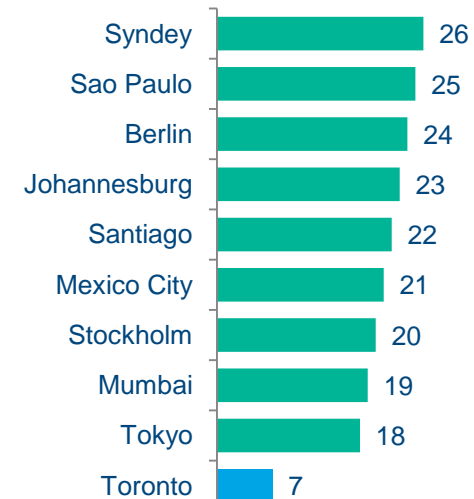
Airport to CBD Access



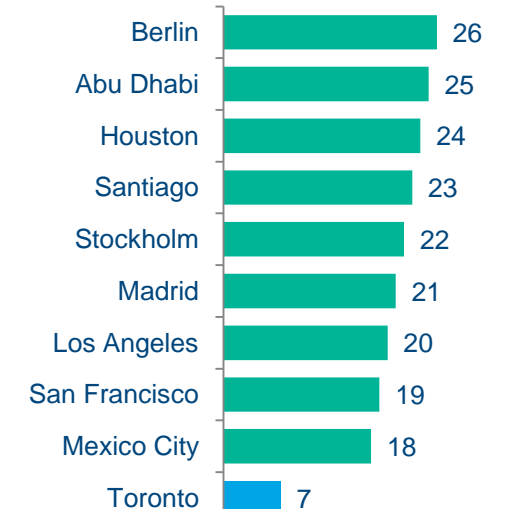
Attracting FDI: Capital Investment



City Carbon Footprint



Commute time



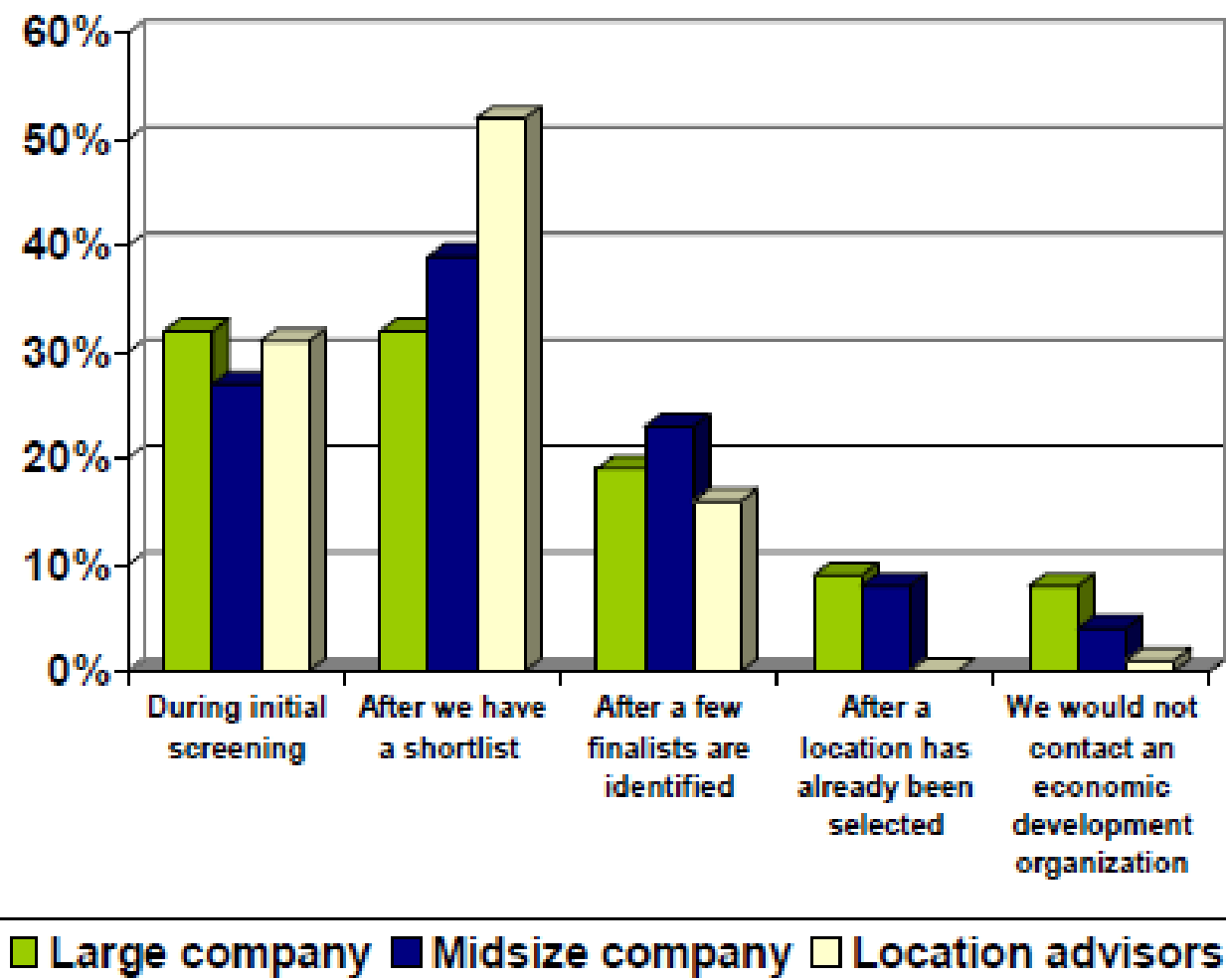
Source: PwC, Cities of Opportunity, 2011

Investor Profile

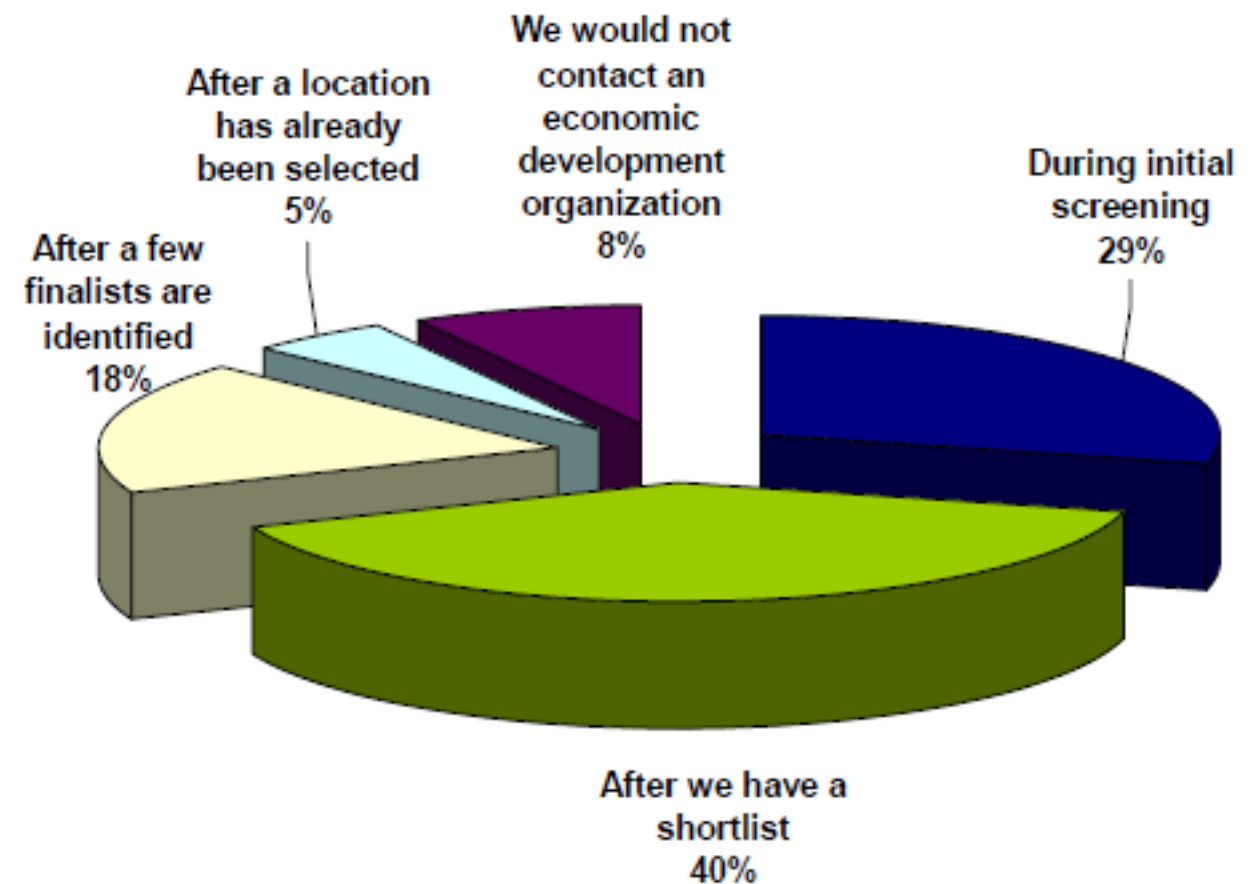
Investor Type	Looking For	What we Sell
SME: Breakout Market Location	First reference market, Talent, Capital	Talent, TSX, Taxes, R&D, NAFTA Market
Operational Expansion: North America Beach Head	Markets, Talent, Cost Structure	Toronto's Location, Canada low corporate tax, NAFTA Market, Toronto Talent
Global Supply Chain Expansion	M&A for Tech transfer, Market Access, Management Team, Ready to Buy	Technology Companies, R&D, Market Reach
Private Ultra High Net Worth (UHNW) or High Net Worth Investor (HNW)	Projects to inject Capital	Opportunity to package infrastructure, Real Estate and Iconic City Building Projects

First Contact

First Contact with Economic Development Groups
(Response based on respondent type)



First Contact with Economic Development Groups



*DCI Winning Strategies Report

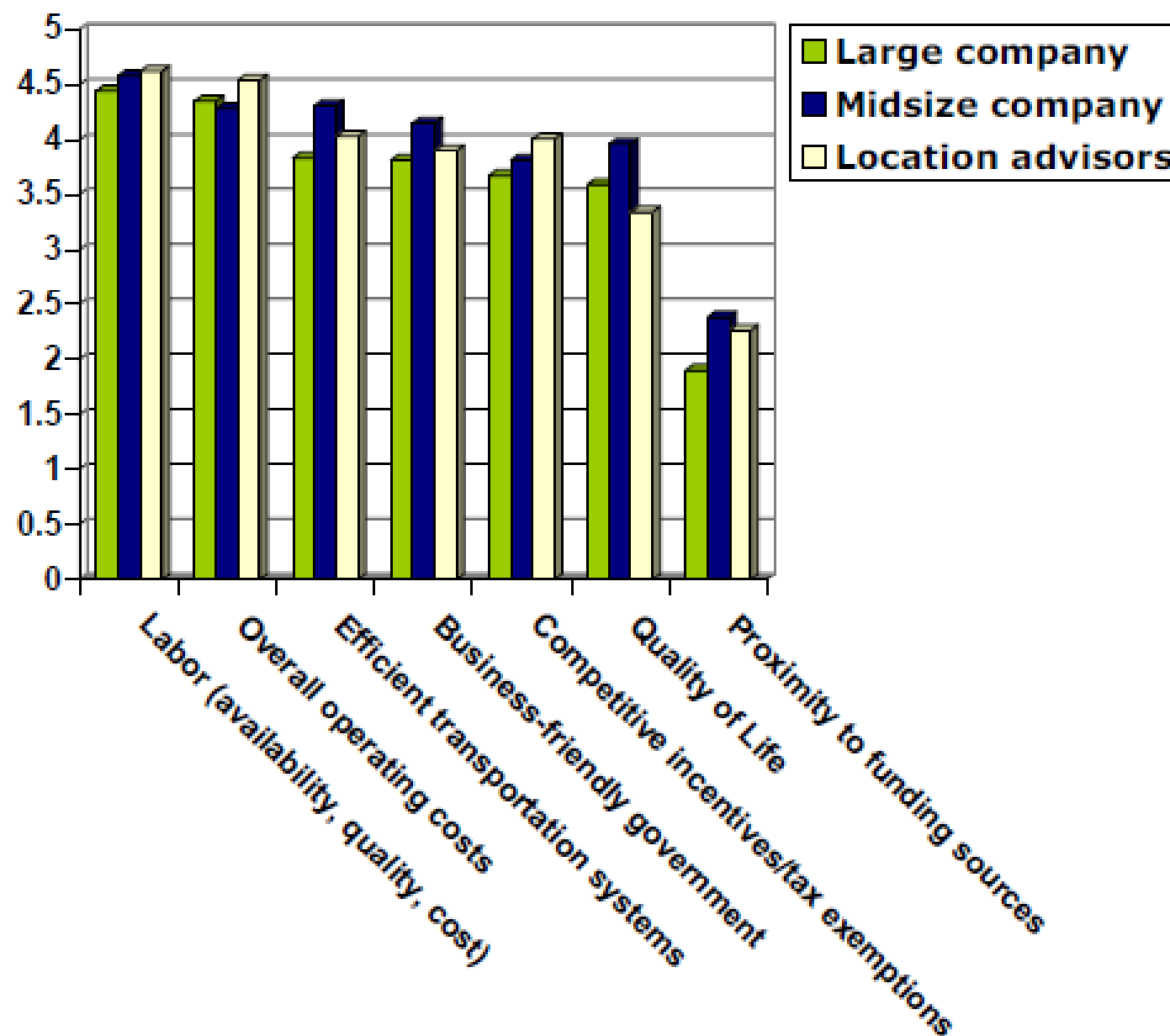
Factors Important to HQ Decisions



Source: Arthur D. Little

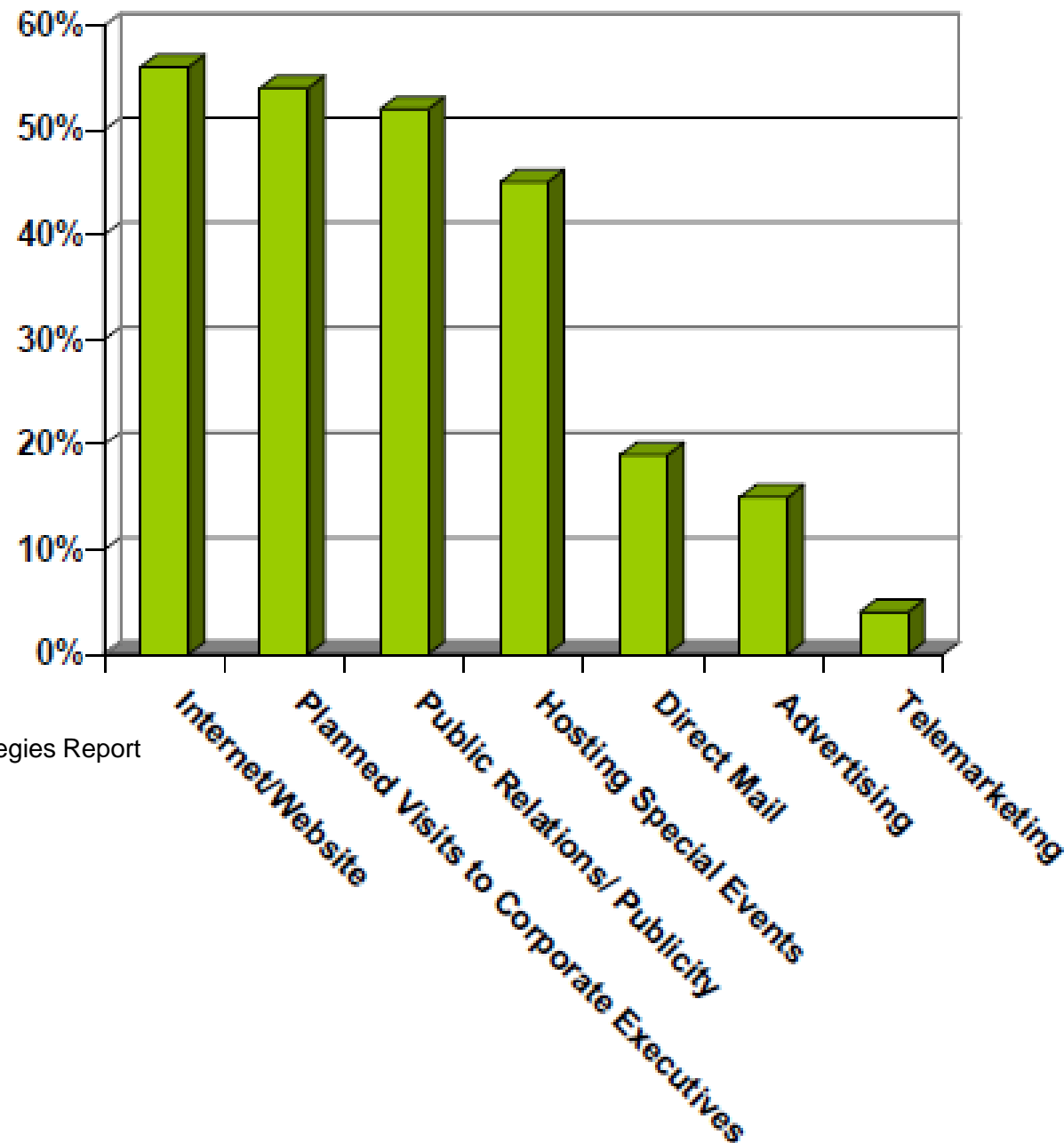
What Business Investors Want

Importance of Factors in Business Location Decisions
Mean score on a scale of 1 (low) to 5 (high)
(Response based on respondent type)



What Works

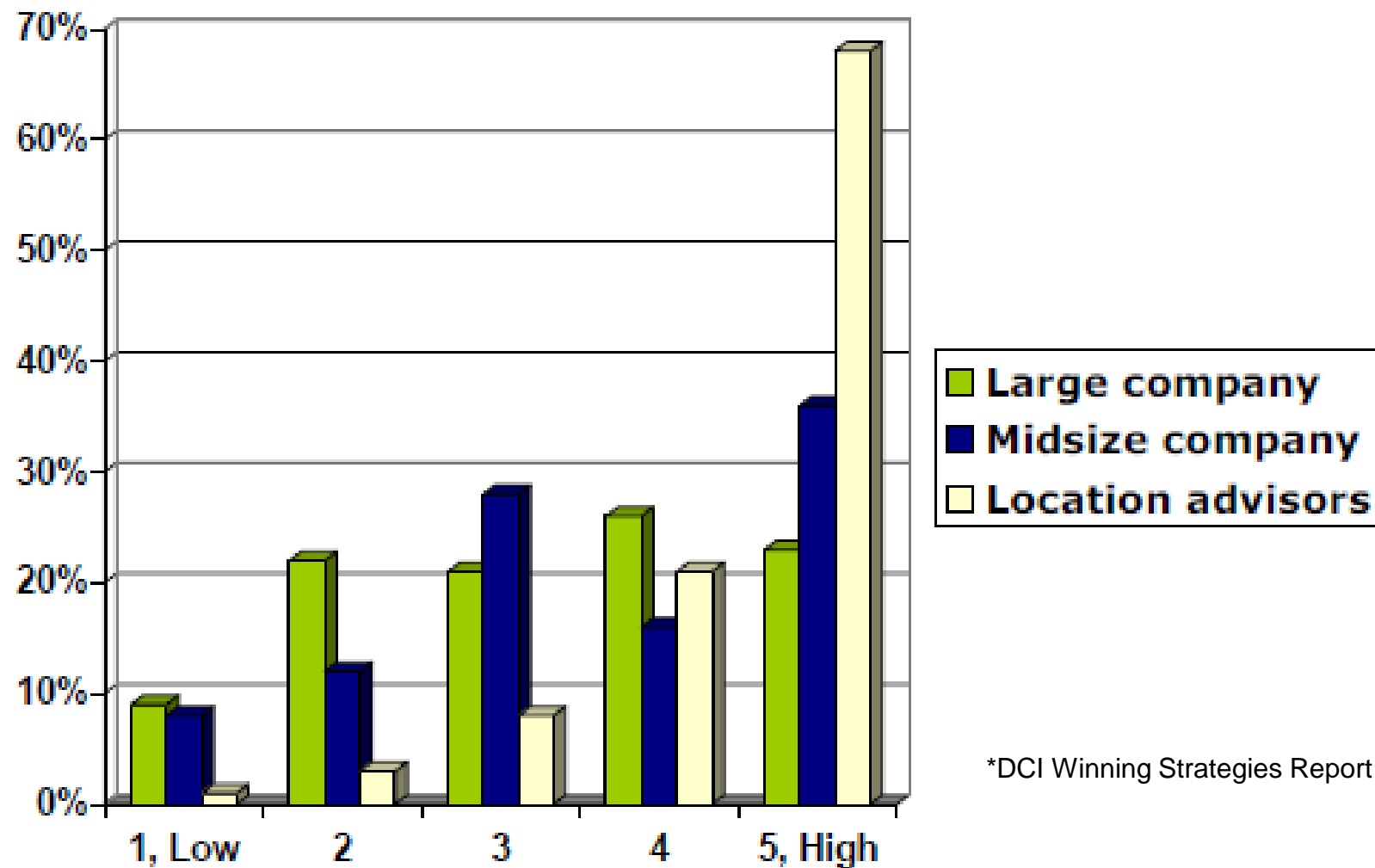
Most Effective Marketing Techniques
(% Rating 4 or 5 on a 5-point scale, 2008)



*DCI Winning Strategies Report

Importance of World Class Website

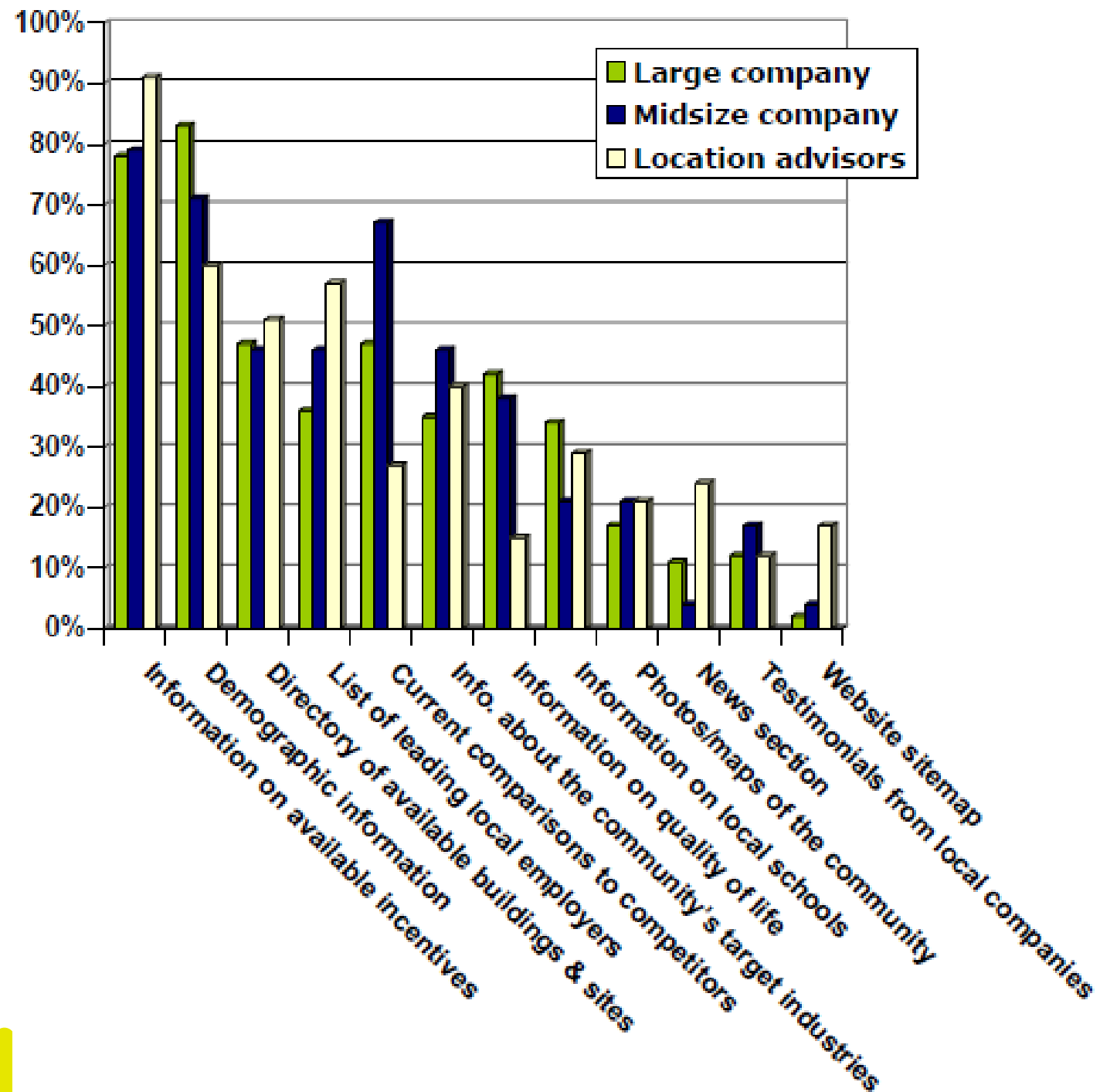
**Likelihood of Visiting an Economic Development Organization's Website
during Next Site Location Search**
Distribution of responses on a 1-5 scale where
"1" = "Low" and "5" = "High"
(Response based on respondent type)



*DCI Winning Strategies Report

What Info are Decision Makers Seeking?

Most Useful Features
of an Economic Development Organization's Website
(Response by respondent type)



*DCI Winning Strategies Report



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WORLD CLASS TALENT

GLOBAL HUB

QUALITY OF LIFE

NEWS & REPORTS

EXPERIENCE INDIA IN TORONTO: JUNE 2011

- Pravasi Bharatiya Divas: June 9-10
- Annual Indo-Canada Chamber of Commerce Gala Dinner: June 11th
- FICCI IFFA Business Forum & International Indian Film Awards (IIFA) Weekend: June 23-25

1 2 3 4 5 6

Toronto is proud
to be the

1st

North American
host of the IIFA
Academy Weekend
& Awards



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A great way to keep track of
important information and liaise
with our team.

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YOUR INVESTOR TOOLKIT

STARTING A BUSINESS » More



Everything you need to know
about establishing a business in
Toronto

WHY TORONTO? » More



Discover why more businesses
than ever before are calling
Toronto home.

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Toronto business news:

- Target unveils six Toronto locations
- Huffington Post Canada launches with blogs from David Suzuki, Elizabeth May
- Ontario Government Joins Forces With Global Leader
- Going global Canadian style

SUCCESS STORIES » More



SickKids

Scotiabank

SIDE EFFECTS
SOFTWARE

Global
Business

Energy conservation startup plugs
into growing green market

For ecobee Inc., opportunity runs both



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Toronto's Cost Advantages

Business Costs

Incentives

Tax Advantages

Access to Capital

Real Estate

CONTACT AN ADVISOR

Invest Toronto's advisors are available to answer your questions.

Tel: +1 (416) 981-3888

Skype ID: investtoronto

Send us an email

DOWNLOAD OUR MOBILE SITE



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TWITTER FEED

1 reason Invest Toronto is presenting at the mini-PBD

Toronto's Cost Advantages

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TORONTO'S COST ADVANTAGES

DISCOVER WHAT MAKES TORONTO THE BEST PLACE IN THE WORLD TO DO BUSINESS.

CONNECTING YOU TO THIS VIBRANT CITY [Contact Us to Expand Your Business Opportunities](#)

Generating almost 1/5 of Canada's GDP, \$248 billion (Toronto Board of Trade, 2009), Toronto is Canada's financial and business capital. Rated as one of the top 5 global cities with economic clout (PwC, 2010), and one of the top 5 cities for economic potential and infrastructure (Fdi Magazine, 2007), Toronto is a dynamic, diverse, vibrant city that provides the ideal business environment for companies looking for competitive advantages.

The story of Toronto's competitiveness begins with the creativity of its people. The quality of Toronto's diverse and creative work force is unparalleled - nearly 50% of the population is foreign born and the workforce is one of the most educated in the world.

[Show More](#)



Business Costs

Costs impact the profitability of any business. Fortunately, Toronto is a low cost jurisdiction that offers easy access to

FEATURED ITEMS



Download the FDI REPORT

Report highlights:

- North American Cities of the Future
- Major Cities of the Future
- Economic Potential
- FDI Strategy

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THE PLACE FOR BUSINESS. THE PLACE FOR LEADERS.

Toronto is a leading business environment
that welcomes new investment.

LET US WELCOME YOU

1 2 3 4 5 6

Photo Credit: www.torontowide.com

#1

for the number
of skyscraper
construction projects
underway as of
April 2011



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Toronto business news:

- Target unveils six Toronto locations
- Huffington Post Canada launches with
blogs from David Suzuki, Elizabeth
May
- Ontario Government Joins Forces
With Global Leader
- Going global Canadian style

SUCCESS STORIES

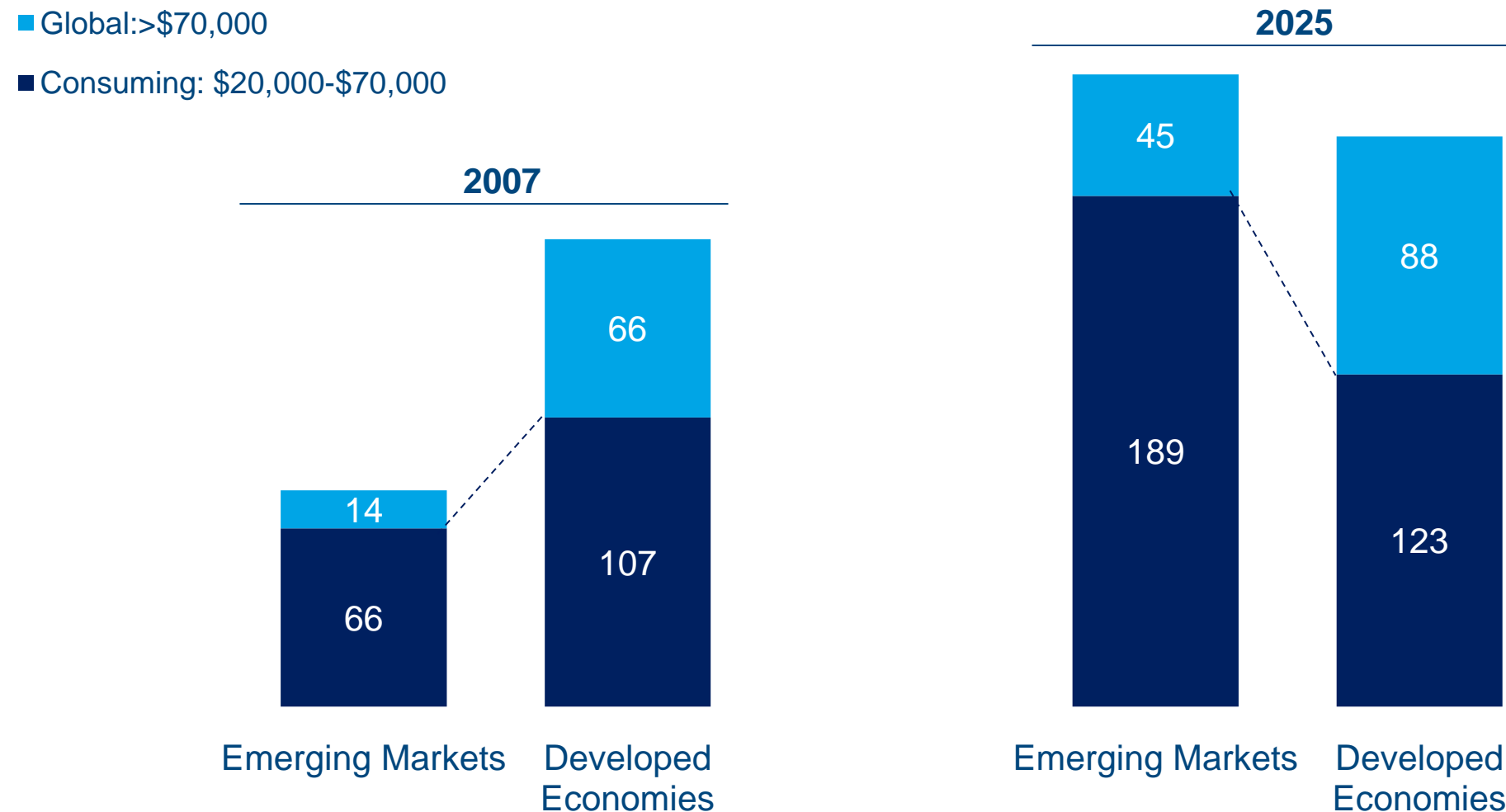
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Energy conservation startup plugs
into growing green market

For ecobee Inc., opportunity runs both

As Economic Power Shifts East, Economic Integration With Emerging Markets is Critical

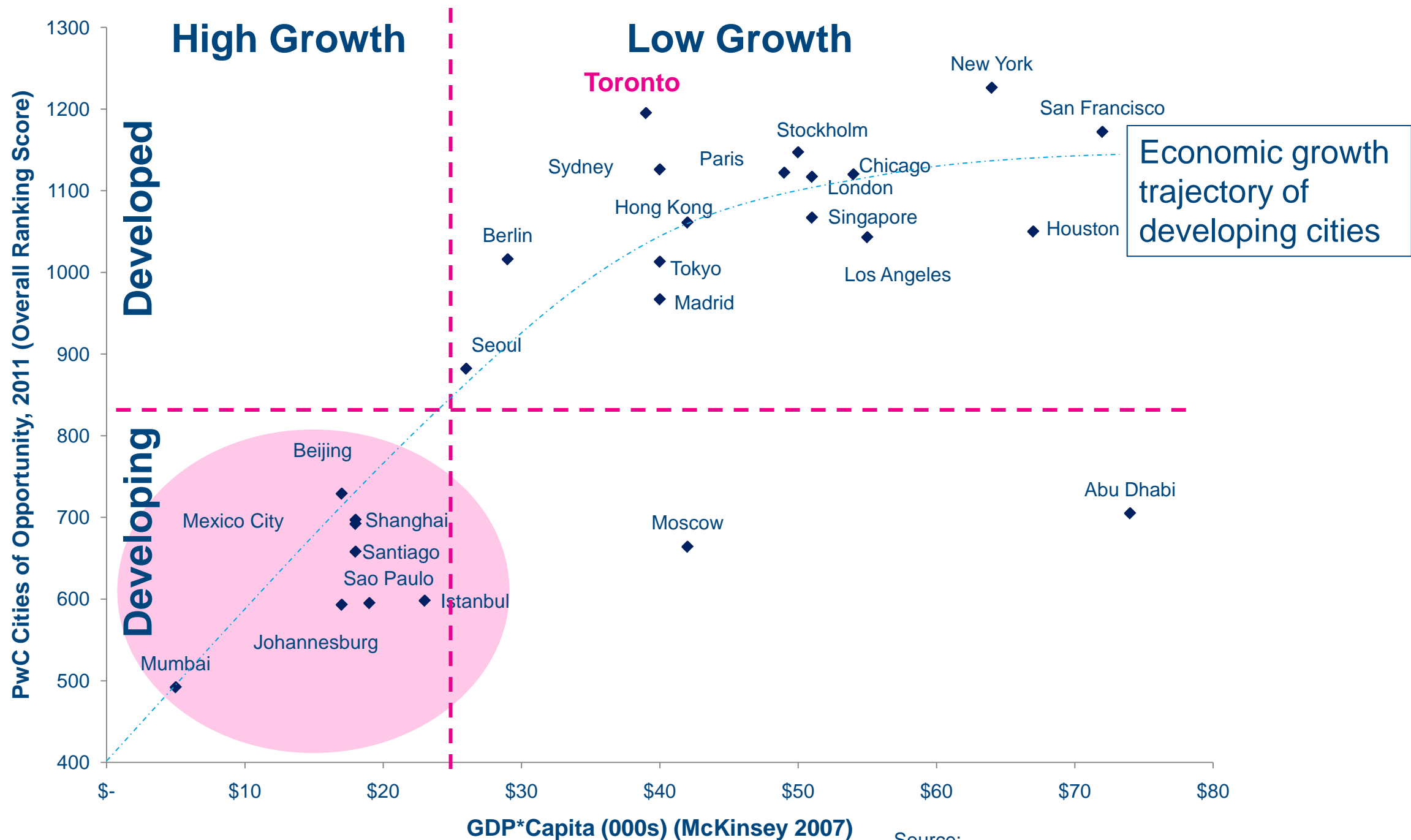


Global Cities of Future, 2011, McKinsey Quarterly

By 2025, emerging markets will have more households with incomes of \$20,000 or above than will developed economies

Source: Urban world: Mapping the economic power of cities, McKinsey, 2011

Where to Prospect and Qualify



Source:
Urban world: Mapping the economic power of
cities, McKinsey, 2011
PwC, Cities of Opportunity, 2011

How Invest is Selling Toronto Abroad: Feb 2010 to date

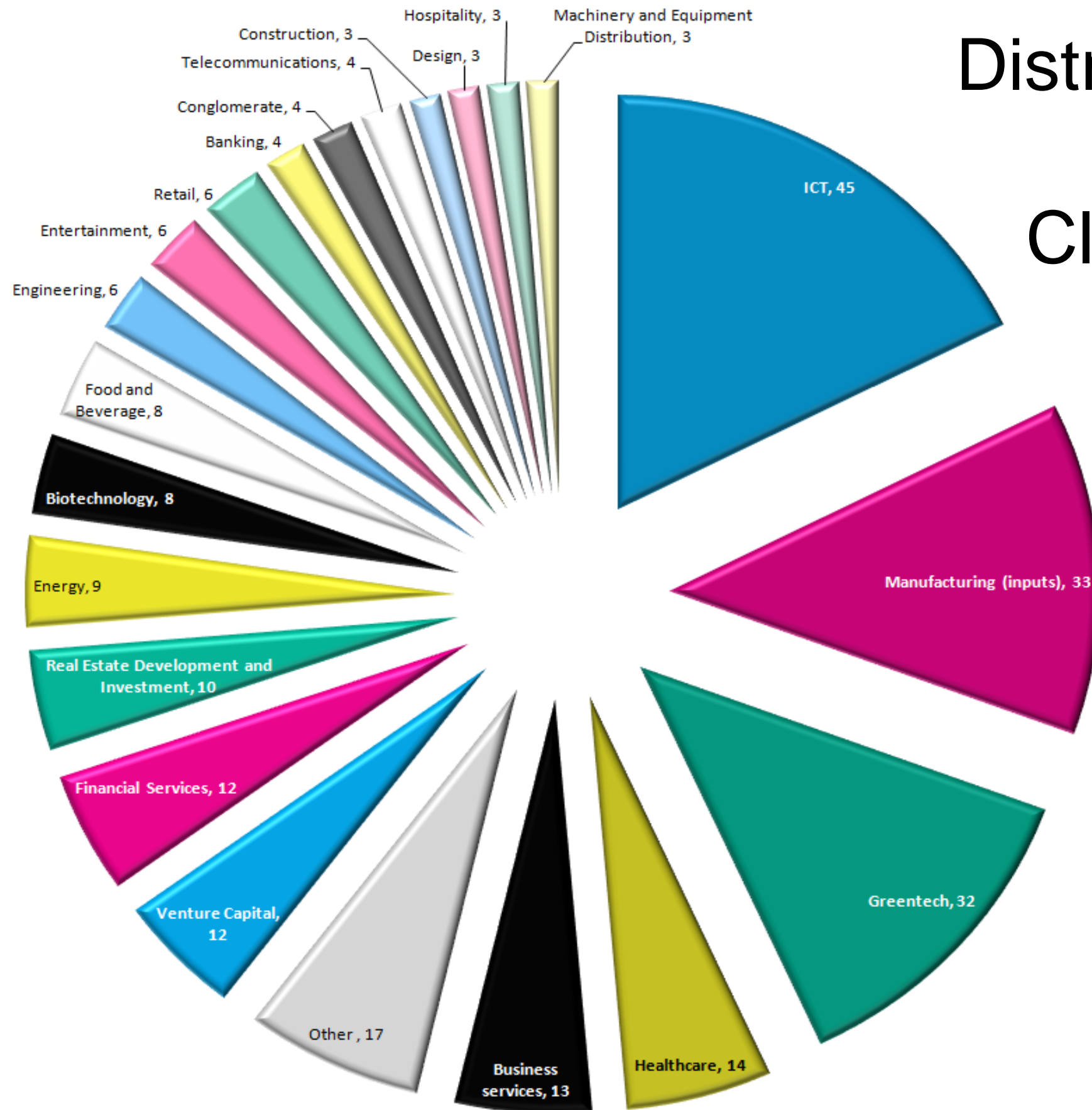
As part of our overall strategy we have and will continue to conduct **targeted B2B meetings** in overseas markets. These meetings allow Invest Toronto to **engage directly** with foreign companies who are interested in opening or expanding their business into North America. Invest also meets with local **influential business organizations** as well as the Canadian federal and provincial representatives in markets to establish positive working relationships for future investment opportunities in Toronto.

Each trip is preceded by **months of lead preparation** to ensure success. Invest Toronto staff members meet with the Federal and Provincial officials in Toronto to discuss the best time and location and opportunities for international travel, they communicate with the OIMC and DFAIT offices abroad to ensure that coordination of opportunities and potential meetings are leveraged and they open dialogue with key Toronto business stakeholders to gain insightful information and contacts.

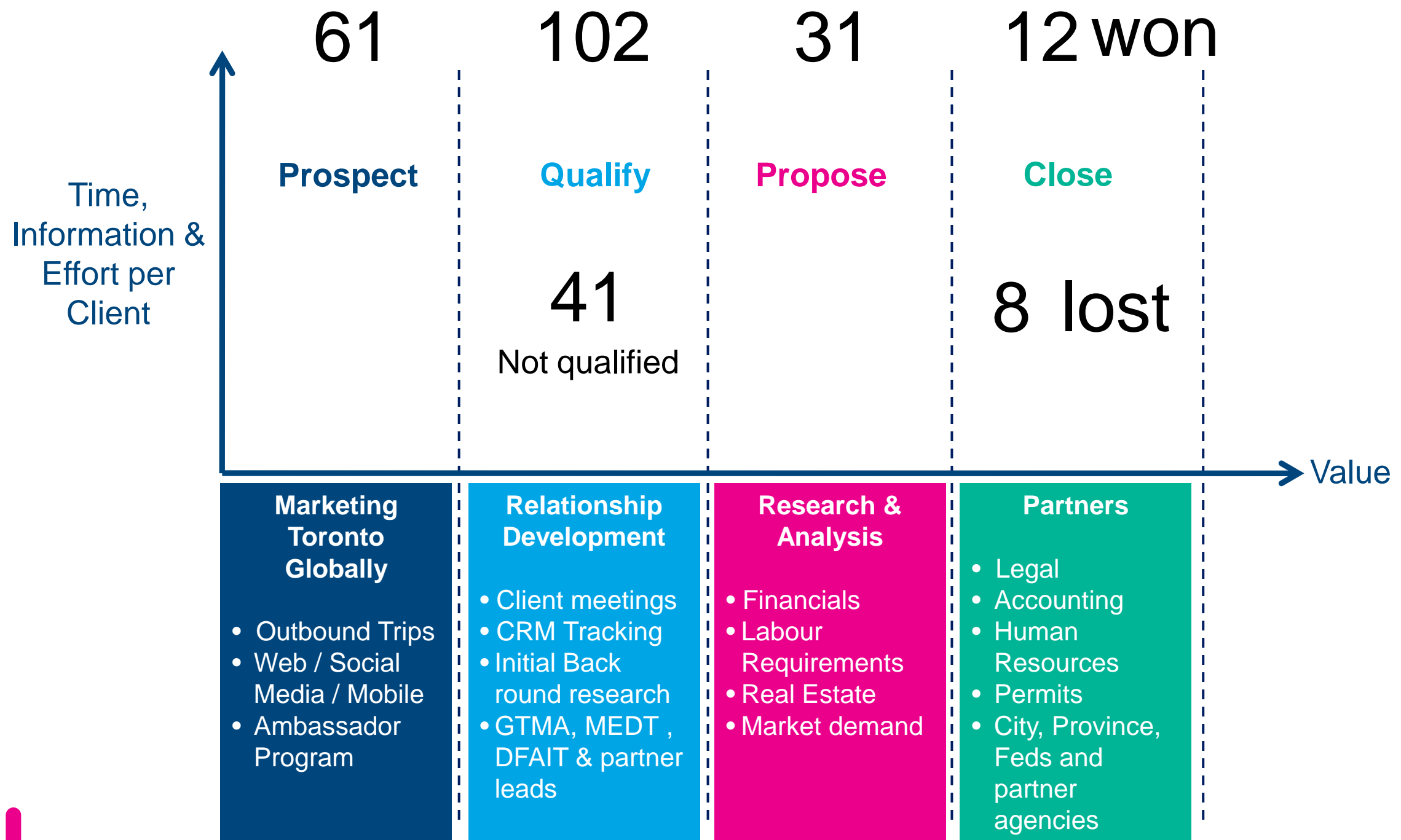
B2B Meetings	
49	India
34	Israel
18	Germany
16	Brazil
19	France
12	UK
12	Chile
5	Spain
5	UAE
12	Italy
29	China



Distribution of Clients



Since February 2010: 255 Clients



How Invest Markets Toronto...



FACT SHEETS

Delivers a quick, concise presentation of Toronto's value proposition and ranking amongst other large metropolitan cities.



BROCHURES

Presents Toronto's value proposition by providing proof points that validate the City's global position. To service our international clients, the brochures are printed in several different languages: English; French; Italian; Portuguese; Spanish; Traditional Chinese and Simplified Chinese



SOCIAL MEDIA

Invest Toronto currently uses social media to engage local and international business leaders and influencers interested in knowing Toronto's business story. One of the more successful social media tools Invest Toronto has deployed is its twitter account which is updated daily by our President and CEO and currently has 556 followers.

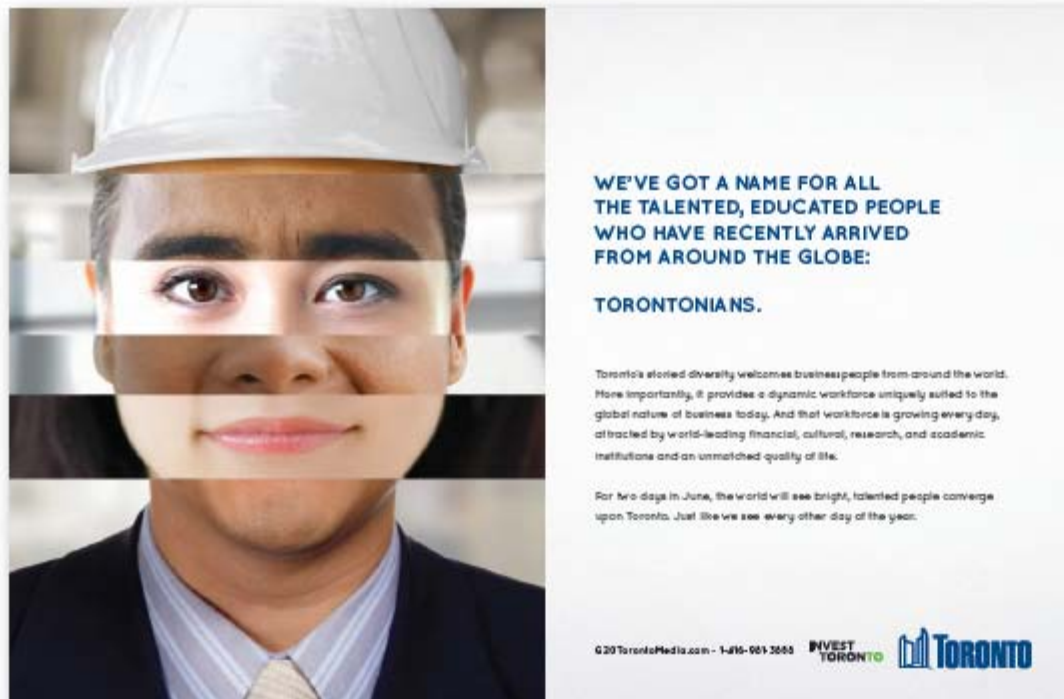
www.twitter.com/invest_toronto

How Invest Markets Toronto



CUSTOM EVENT FLYERS

These flyers are used as a marketing tool for clients who may have an interest in attending specific seminars, conferences or meetings organized in conjunction with partner organizations.



ADVERTISING

Invest created a "Diversity" advertisement campaign for the G20 Summit in Toronto, which appeared in the official G20 publication, on the Ricoh Coliseum billboard, on the video screens at Pearson Airport luggage pick up and gate lounges, and on two billboards on the Gardiner Expressway.

Creating Legend: Have Others Tell Your Story



Success Stories

"Working with Invest Toronto proved a game changer for EIC. It was the Invest Toronto team that suggested EIC locate in the Toronto port lands. Having introduced us to the Toronto Port Lands Corp, Build Toronto, assisted us during the zoning process, helped EIC executives understand the fundamentals of the cities RFP process and even reached out to prospective customers such as MetroLinx to help arrange introductions...it's fair to say that without Invest Toronto, EIC would be a fundamentally different company, having achieved a fraction of our success to date. As a true testament to the invaluable guidance Invest Toronto has provided, on January 12, 2011, EIC received a 2,000,000 litre biodiesel purchase order from Turtle Island Recycling. This simply would not have happened without Invest Toronto. Small businesses in Canada face far too many obstacles on the road to success; Invest Toronto simply made achieving that success far easier."

- Jon Dwyer CEO EICvW

"A big thank you to the team at Invest Toronto for your presentation. We were most impressed with your due diligence on our company".

"Invest Toronto made us understand what are the advantages and relevant issues that we should consider to open our new company in Toronto, Canada. With detailed, accurate and accessible information, provided by caring and highly professional people, they answered all our questions quickly, enabling us to pursue our business plan."

- Mauricio and Marina Ghetler i4Pro

"Invest Toronto has been an invaluable resource and a constant line of support for my business' move from the UK to Toronto. I am completely amazed at the advice and key contacts that they have connected me with and have raved to the small business community in the UK about what they are missing. Efficient, friendly and excellent service is all part of the package and I can't thank them enough."

-Lisa Sanguedolce: La Dolci Founder

"Invest Toronto, thanks for your good work to grow our economy and create jobs. You are building a stronger Toronto for us and our kids"







-Dalton McGuinty
via twitter

dotToronto

An Opportunity to Own
Cyber Real Estate
Globally





	The Internet Now	The Internet in the Future
ICANN	Coordinates the Internet's addressing system • Governance of Top Level Domain (TLDs) System	
Top Level Domains (TLDs)	280 TLDs Delegated • .com • .ca • .net • Registry Operations: Maintain DNS and Domain Name Registry	>500 TLDs Delegated • .com • .ca • .toronto • .nyc • Registry Operations: Maintain DNS and Domain Name Registry
Registrars	• Manage the reservation of domain names in accordance with the guidelines of the designated by the TLD Operator   	Vertical Integration • Manage the reservation of domain names in accordance with the guidelines of the designated by the TLD Operator    .toronto
User Applications	<ul style="list-style-type: none">• Advertising• e-Commerce• Business Information• Marketing• Government Services <div>• Limited Choice • Hard to Get Desired Name</div>	<ul style="list-style-type: none">• Advertising• e-Commerce• Business Information• Marketing• Government Services <div>• New Services • Innovation • Choice</div>



dot Toronto

SEARCH

LIVING IN TORONTODOING BUSINESSVISITING TORONTOACCESSING CITY HALL

Doing Business in Toronto

Helping you to build your business and **invest in opportunities**. Toronto's **competitive advantage** and high **quality of life**. Start with **business licensing** and **incentives**.

Business opportunities bulletin board



Business opportunities bulletin board

The City has launched a new, free online listing of opportunities for Toronto businesses and investors to make connections. [The Bulletin Board](#) is your source for business and investment opportunities in Toronto. Peruse the Toronto Business Opportunities Bulletin Board regularly to ensure you keep up with opportunities as they present themselves.

Headlines



Toronto Employment & Labour Market Information

The [Toronto Employment & Labour Market Information \(TELMI\)](#) website provides one-stop access to updated information to help you make informed decisions on career or job seeking, education, growing your business, labour market trends/conditions. You'll also find listings of a wide variety of community support resources.

Featured programs



Take pride of place
toronto

.toronto
Identify yourself as a Torontonians with a [.toronto](#) domain

Featured highlights



Invest in Toronto

Your business [location of choice](#).



BizPaL

Online [business permits and licences](#)



Call documents

dot Toronto



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Business Environment
Key Business Sectors
Establishing a Business
Professional and Government Services


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Invest Toronto's advisors are available to answer your questions.
Tel: +1 (416) 981-3888
Skype ID: investtoronto

Business Toronto > Establishing a Business

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Establishing a Business in Toronto



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[Registration with Canada Revenue Agency](#)
[Workers Safety Insurance Board \(WSIB\)](#)
[Permits and Licenses](#)
[Immigration](#)
[Useful Resources](#)

YOUR INVESTOR TOOLKIT

All levels of government recognize the importance of making Toronto, Ontario and Canada welcoming to new business investments. According to the World Bank, Canada is ranked 2nd overall for starting a business (Doing Business, 2010).

Establishing a business in Toronto is an efficient and inexpensive process that is regulated by either the federal or provincial government. When establishing a business in Toronto, businesses determine whether to incorporate provincially or federally, and which licences, permits and insurance to obtain.

Making Toronto Business Glo-cal

tiff.toronto

Chinatown.toronto

NEWS.toronto

KPMG.toronto

see.toronto



How other regions are using their TLD



How other regions are using their TLDs



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