

Toronto International Trade Funding Report

Date: January 6, 2017
To: Budget Committee
From: General Manager, Economic Development and Culture
City Clerk
Wards: All Wards

SUMMARY

An important approach in growing a city's economy is establishing and maintaining strong international city-to-city and city-to-region ties that foster export and trade opportunities for small and medium-sized enterprises (SME). Expanding Toronto's international trade to boost job creation and economic growth will leverage and enhance Toronto's trade performance and international presence in the global marketplace. The strategic direction to undertake and implement the trade activities was provided to the Economic Development and Culture Division (EDC) when the *Collaborating for Competitiveness* economic development strategy was endorsed by City Council in 2013.

This report outlines the funding requirements and funding source in order to expand international trade by Toronto-based companies. The funding will ensure that the City is working to its fullest potential in the areas of individual company export development, outbound trade missions, leveraging in-bound international delegations, hosting international conferences and reverse trade missions, enhancing the City's International Alliance Program and improved intelligence gathering and market research.

This report further recommends that the City enter into an international trade development partnership with the World Trade Centre-Toronto, a subsidiary of the Toronto Region Board of Trade, to best help implement the trade support activities outlined in this report.

This report recommends that Council approve an increase of \$1.4 million gross, \$0 net, to the 2017 Preliminary Operating Budget for EDC, fully funded by Toronto Port Lands Company (TPLC) dividends through an interdivisional charge to the non-program budget. This funding from TPLC was formerly provided to Invest Toronto and is no longer needed by Invest Toronto due to the formation of Toronto Global.

Export support activities in the City have been very limited to date. The goals of the added funding are to significantly increase the number of Toronto based SMEs that export by 1,200 to 2,000 companies; increase the value of Toronto exports by \$1 - 2

billion; and to generate an additional 10,000 to 20,000 new jobs in the City; and all within five years. The added funding will also increase very significantly the visibility of the City of Toronto globally and the effectiveness of the City's global relations which will further enhance trade prospects (city to city contacts, Toronto's overseas Canadian and Provincial government office relationships and much more active bi-lateral business association connections).

RECOMMENDATIONS

The General Manager, Economic Development and Culture, and the City Clerk recommend that:

1. City Council approve an increase to the 2017 Preliminary Operating Budget for Economic Development and Culture of \$1.400 million gross and \$0 net, fully funded by non-program budget revenues arising from Toronto Port Lands Company (TPLC) dividends provided to the City, and that \$0.150 million of this increase be allocated to the City Clerk's Office through internal transfer.
2. City Council direct the General Manager, Economic Development and Culture to report to Economic Development Committee on the results of all outbound trade missions within three months of the mission and to report to the Economic Development Committee annually on all international economic and cultural development activities.
3. City Council authorize the General Manager, Economic Development and Culture to negotiate and sign an agreement with the World Trade Centre-Toronto to partner with the City in providing training and trade development activities with Toronto-based SME firms as well as assisting with outbound and inbound trade missions.
4. City Council direct the General Manager, Economic Development and Culture, in consultation with the City Manager and the City Clerk, to review the City's International Alliance Program and report to the Economic Development Committee in 2017.

FINANCIAL IMPACT

The activities recommended in this report, including the partnership with the World Trade Centre-Toronto, will require a \$1.4 million, \$0 net change to the 2017 Preliminary Operating Budget for Economic Development and Culture. This is anticipated to be an ongoing activity level increase, fully funded from the non-program revenue budget by dividends provided to the City by the Toronto Port Lands Company (TPLC).

The activities will also require an allocation of \$0.150 million gross to the City Clerk's Office through internal budget transfer from Economic Development and Culture. This will provide funding for the support provided by Strategic Protocol and External Relations (SPER) staff in the City Clerk's Office on various international trade activities.

The table below provides a summary of the estimated costs associated with each component of expanding Toronto's International Trade activities (more details are provided in a second table on Page 9):

Focus Area	Proposed Budget
Company-level export development and training	\$355,000
Outbound trade missions	\$405,000
Hosting / leveraging in-bound international delegations and missions	\$250,000
Hosting international conferences and reverse trade missions	\$100,000
Enhancing the International Alliance Program	\$110,000
Intelligence gathering / Market research	\$180,000
Total	\$1,400,000

Much of the expanded trade activities would be delivered through a partnership with the World Trade Centre-Toronto (a subsidiary of the Toronto Region Board of Trade) as well as third-party data sources and the use of a customer relationship data management system. No additional City staff positions are required to carry out this strategy although significant training and staff development will be needed in both the Economic Development and Culture Division and in the Strategic Protocol and External Relations (SPER) Unit of the City Clerk's Office.

In previous years TPLC had provided annual funding to Invest Toronto of about \$2.6 million. Now the TPLC will pay these funds as dividends to the City and a portion will go to provide \$0.890 million for the City's share of the cost of Toronto Global, the new regional foreign direct investment agency replacing Invest Toronto, and most of the balance can support the \$1.400 million cost of the enhanced activities in international trade, as recommended in this report.

The Deputy City Manager & Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

The direction to undertake and implement expanded trade activities was provided to the Economic Development and Culture Division (EDC) when the *Collaborating for Competitiveness* economic development strategy was endorsed by City Council on February 20, 2013. The Council-approved plan included the following actions:

D.1.1: Increase participation of Toronto based businesses in existing sector-based export development and market-entry programs by ensuring programs are promoted and delivered in Toronto.

D.1.2: Leverage the City's relationship with our international alliance partners and friendship cities as well as with bi-lateral business associations to establish cross-border business-oriented partnerships, develop new markets and trade alliances, and act as a catalyst for new investment, as well as business, educational and cultural exchanges.

D.2.1: Proactive outreach to identify and assist Toronto-based manufacturers seeking global product mandates including accelerating necessary municipal approvals and advocating to/with other orders of government.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.ED19.4>

At its meeting on April 16, 2015, the Economic Development Committee requested that the General Manager Economic Development and Culture:

“...report to the June 23, 2015 Economic Development Committee meeting on an 18 month mission strategy that supports the enhancement of trade and export development, International Alliances and Foreign Direct Investment which support the growth of Toronto's economy, especially through its Small and Medium sized Enterprises (SMEs) and that maximizes job creation in the City.”

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED3.13>

At its meeting of September 30-October 2, 2015, City Council endorsed in principle the establishment of a strong, well-funded regional foreign direct investment (FDI) agency and the melding of Invest Toronto into the new agency, *Toronto Global*.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED6.2>

Establishment of International Alliance Program and Other International Activities

In July 1999, Council approved the policy framework for the establishment of an international city-to-city program to foster relationships with international cities based on overall economic benefits. Council directed the Commissioner of Economic Development, Culture and Tourism to develop policies and criteria to support that objective.

<http://www.toronto.ca/legdocs/1999/minutes/council/cc990727.pdf>

At its meeting of December 4, 5 and 6, 2001, City Council adopted the International Alliance Program to leverage city-to-city relationships to further Toronto's economic development, cultural, tourism, and cross-cultural community development ties internationally.

<http://www.toronto.ca/legdocs/2001/agendas/council/cc011204/edp12rpt/cl004.pdf>

In May 2002, City Council adopted an integrated policy framework for the City of Toronto's international activities. The policy framework rationalized the City's international activities and suggested ways of increasing coordination among departments and elected officials in international relations.

<http://www.toronto.ca/legdocs/2002/agendas/council/cc020521/pof8rpt/cl009.pdf>

At its meeting of February 1-3, 2005, City Council adopted the following recommendation from the Economic Development and Parks Committee:

"Council adopt the principle that if cities are added to the list of formal Partnership cities or Friendship cities, the budget be automatically increased accordingly"

<http://www.toronto.ca/legdocs/2005/agendas/council/cc050201/edp2rpt/cl001.pdf>

COMMENTS

Trade is an essential component of continued economic growth and competitiveness, and as the world economy changes and becomes increasingly competitive, trade efforts need to increase. For instance, the *Brookings Institute* identified that the Next Economy will primarily be driven by international trade. Additionally, the *Conference Board of Canada*, has calculated that for every \$100 million increase in the value of exports, 1,000 new jobs are created (one job for \$100,000 increase in value of trade). Thus, if Toronto-based operations were to increase their exports by \$1 billion, employment in Toronto-based operations would increase by 10,000 jobs. Ultimately, one of the main ways that the Toronto economy can grow is to increase the inflow of money from outside the region and one of the key mechanisms is to increase exports.

It is important to note that the activities covered by this report do not focus on actions related to attracting foreign direct investment (FDI) into the City. In the Greater Toronto Area, FDI will be led by *Toronto Global* which is funded, in part, by the City of Toronto, other regions and municipalities in the GTA, the Province and the Federal Government. EDC will work closely with Toronto Global to ensure the proper level of after care is provided to international firms locating here. Every opportunity to also support their efforts while on trade missions will be promoted.

This report recommends that Council approve an increase to the 2017 operating budget for EDC, fully funded by a portion of monies previously directed from the Toronto Port Lands Company (TPLC) to Invest Toronto, to improve and enhance the City's efforts in international trade primarily housed in EDC and the City Clerk's Office - Strategic Protocol and External Relations (SPER). A portion of TPLC's future dividend will now be directed to *Toronto Global*, the new regional foreign direct investment agency replacing Invest Toronto. The remaining dividend, to be received by the City as non-program revenue, can provide the \$1.400 million to support enhanced activities as part of expanding international trade (see Attachment).

A portion of the funds provided to EDC will be transferred to the City Clerk's Office in order to meet the extra costs that the Office will incur to support the increased international activity. The City Clerk's Office - Strategic Protocol and External Relations has a long history of playing a key role in international relations for the City. This began

in 1999 when City Council adopted the policy framework for the international city to city program, which identified Protocol's support of the program and its potential activities. The International Policy Framework, adopted by Council in 2002, recommended that the Protocol Office be positioned as the central point of contact and access for both domestic and international visitors and that all City departments work in close cooperation with the Protocol Office in preparing and executing the visits of domestic and international delegations. Protocol's functions include co-ordinating activities, producing events, and providing advice and support, to help fulfil the formal duties of the City government, its formal external relations and the ceremonial expression of Council. Protocol staff demonstrate specialized expertise in the areas of civic ceremonies, protocol procedures, flag precedence, international relations, diplomacy, and public relations.

A 2004 report further identified Protocol's role as support to position Toronto as a competitor in the global economic marketplace and to promote Toronto as a compassionate and caring City. The City Clerk's Office - Strategic Protocol and External Relations will continue to play a key role in international relations for the City, and the City Clerk's SPER will work in partnership with EDC. Further information on the role of City Clerk's SPER in international trade, including an expanded role in official outbound trade missions is included in the Attachment.

In addition to the City and the World Trade Centre-Toronto, there are many organizations other government entities and organizations that support trade activities (see Attachment). The City's programs are designed to enhance and complement these activities. The federal and provincial governments currently provide strong support services for companies looking to export, but these services frequently go unnoticed by local Toronto SMEs that are considering exporting for the first time or expanding their current low level efforts. Moving forward, EDC will continue to work with partners such as the Ontario Chamber of Commerce and the Canada-Ontario Export Forum as well as key federal and provincial departments and agencies. See the Attachment for an overview of the current City, federal, provincial and others programs. All the actions contemplated here are complementary to these other efforts and are not duplicative.

Overview of Toronto's International Trade Opportunities

The City of Toronto is in danger of falling behind other North American municipalities on the global stage. An expanded international trade focus aims to grow the city's economy by increasing international trade activities. The requested funding will ensure that the City is working to its fullest potential in the areas of export development of local firms, outbound trade missions, and better leveraging in-bound international delegations, increasing the capacity to host international conferences and reverse trade missions, enhancing the City's International Alliance Program and improved intelligence gathering and market research.

The new opportunities identified within this report, combined with the establishment of Toronto Global, also advances a key goal outlined in the City's International Policy Framework. The proposed enhancements to the City's international trade programs contribute to the Policy Framework's objective of making Toronto a competitor in the

global economic marketplace - a critical step given market dynamics, and a timely one with the move to Toronto Global.

The following is a high level summary of the activities that will be undertaken to enhance Toronto's international trade. Additional details are provided in the Attachment.

Company-level Export Development / Bilateral Trade Support

Currently, the City of Toronto, in partnership with a few federal and provincial government organizations, delivers a small export development program. The program is aimed at encouraging SMEs to consider exporting to foreign markets as a means to expand their market reach and penetration.

The City also provides limited consulting services for Toronto-based SMEs that have completed export training seminars to help them connect to federal and provincial trade development programs and services that provide additional resources and information on exporting.

According to Statistics Canada only about 13% of Ontario SMEs export their goods or services. Statistics Canada also estimates that only 4% of all SME revenue is generated from sales of goods and services abroad, leaving plenty of room for improvement.

Implementing the new funding will see a greatly increased support for new and existing firms that will provide much-improved support for Toronto companies interested in initiating or expanding exports. Initiatives to provide support for branch locations to develop global product mandates from Toronto will also be provided.

Rather than develop much more intensive training, mentoring and professional advisory services in-house at the City, this report recommends forming a partnership with the World Trade Centre-Toronto (WTC-T), a subsidiary of the Toronto Region Board of Trade. WTC-T is a recently reinvigorated program area for the Board. Last year they founded the Trade Accelerator Program (TAP-GTA) that provides intensive training and applied counselling to firms that can benefit from international trade by using a variety of services and support mechanisms. They also work with government partners to ensure all services are fully utilized without duplication.

Outbound Trade Missions

The goal of outbound trade missions is to further economic development, culture, cross-cultural municipal learning and investment promotion, and to develop opportunities for the trade of merchandise and services through relationship building with government, community and business partners. This 'urban diplomacy' helps to by-pass thickening borders and the multi-level governance bureaucracies that can overly complicate trade efforts.

The key to successful business deals in most markets, especially in China, India and South America, is face-to-face contact to build relationships. Many trade deals will not be signed without the existence of a trusting relationship. The more that Toronto can do to encourage this outreach, the more trade can be developed by SMEs. For a meaningful increase in trade, there needs to be a significant increase in face-to-face selling. The WTC-T is also launching a trade mission secretariat to form missions of

their own members and to help organizations such as the City to undertake specialized trade missions. The WTC-T is also part of a network of over 300 cities that have their own World Trade Centres, many with significant local business networking systems that provide Toronto-based companies significant prospects for global connections. The City, as part of a major partnership, would utilize these services thus ensuring that a professional and specialized support service is always available.

Implementing the trade strategy will expand the City's participation in all outbound economic development missions to maximize business development opportunities for Toronto-based operations in alignment with Global Affairs Canada, Ontario Ministries of International Trade and Economic Development and Growth, Toronto Global, etc. EDC and WTC-T will also work with ethnic business organizations as channel partners to build international networks to identify priority markets to boost business opportunities and job creation for local companies. City Clerk's SPER will continue to provide strategic mission planning and in-mission diplomatic support on international missions involving the Mayor to ensure that the inter-governmental aspects of 'urban diplomacy' efforts are appropriately performed.

In addition, the international trade activities contained in this report, can help to inform the City's objectives for non-trade related outbound missions that seek to promote capacity building and good governance. Such missions are contemplated in the City's broader International Policy Framework and are often organized as a part of the City's inter-governmental relationships (i.e. through the Federation of Canadian Municipalities).

Leveraging In-bound Trade Missions and Delegations

Probably the least leveraged element of international engagement activities are in-bound missions from countries and individual cities. These missions come to Toronto for a variety of purposes – trade and investment promotion, cultural exchanges and for study purposes to learn from Toronto's experiences. Over the past 10 years, the city has probably averaged over 100 in-bound missions annually. Some are directly hosted by the City (small proportion), some are treated as a short 'meet and greet and photo' opportunities and others are never seen by City staff. The majority of in-bound missions that involve EDC staff currently come from Toronto's International Alliance Program (Partnership / Friendship cities) and from cities that have informal agreements with Toronto. For most of the rest, EDC has little influence on the origins, make-up and mandate of these in-bound missions nor tracks or attempts to follow up on trade opportunities.

In addition to economic development driven missions, the City Clerk's Office, through SPER, co-ordinates 70-80 in-bound missions each year (part of the 100 mentioned above). Most of these missions are study tours (including those arranged via the City's existing intergovernmental relationships) which may not have an economic development component. Even though the purpose of these tours may not be intended to enhance trade relations with Toronto, there may be opportunities with these in-bound groups to advance the City's economic and cultural objectives.

In addition to the ones that 'touch' City staff or elected officials, many come to Toronto and visit with other organizations and companies.

As the City enhances its international reach and connectivity, it is anticipated that the number of inbound delegations will increase. The City needs to devote the appropriate level of resources to be able to support and host incoming delegations to the standard expected of a global city such as Toronto as well as to put a focus on follow-up activities to ensure continued interest and real trade relationships are established.

EDC will continue to work with City Clerk's SPER to enhance the City's approach to international delegations. Additionally, EDC will work with other orders of government that have staff in foreign markets to identify qualified buyers to visit Toronto to explore potential export and trade opportunities with local SMEs.

Hosting International Conferences and Reverse Trade Missions

In addition to trade missions and delegations that are generated from off shore, Toronto can be the host of significant international business conferences that are organized locally such as the Toronto Global Forum but excluding conferences run by international associations as well as reverse trade missions where the City would invite a group of key business executives to come to the City so that they can become familiar about the City (media, site advisors, etc.).

By virtue of key global business executives becoming more familiar with the City, they can then return to their home countries to promote Toronto's possibilities for trade (and investment), consistent with the other international promotion activities described here.

Enhancing the International Alliance Program

Toronto's International Alliance Program fosters formal and informal relationships with international cities to strengthen economic, cultural, tourism, and multi-cultural links and to share best practices with other municipalities where possible. The overall goal of the program is to use these relationships to stimulate inward economic investment and export development by focusing on the economic synergies between Toronto and its partnership cities. In 2005, Council set the maximum number of Partnership / Friendship Cities to ten and since then the City has also established less formal memorandums of understanding (MOUs). See the Attachment for more information on the current International Alliance Program.

EDC will work with the City Manager's Office and City Clerk's SPER to review and enhance the International Alliance Program to increase the number of international relationships with key cities around the world. Current international relationships will be reviewed and recommendations to eliminate those that no longer help achieve Toronto's economic or cultural objectives may be made to Council.

Intelligence Gathering / Market Research

A main role for the City in fostering an increase in exports by Toronto-based SMEs includes gathering intelligence to identify opportunities to strategically plan for the future. The plan proposes that business intelligence be focused on managing and analyzing data collected as part of all of EDC's contact with businesses, business associations and government departments and programs in Toronto and abroad and to utilize third-party (list) data sources to supplement data gathered directly and by

conducting broader research on economic and sector-specific trends (country and sector profiles and opportunity evaluations).

Proposed Spending Allocation

The allocation of spending by type of funding is proposed as follows:

Activity	Expense Category					Total
	Council and City Staff Travel	TRBOT WTC-T* Partnership	Data and Software	Staff Training and Development	Protocol, Marketing and Hosting	
Company Level Export Development Training		\$200,000	\$100,000	\$55,000		\$355,000
Outbound Trade Missions	\$150,000	\$150,000			\$105,000	\$405,000
Inbound Trade Missions and Delegations		\$170,000			\$80,000	\$250,000
Hosting International Conferences/ Reverse Trade Missions					\$100,000	\$100,000
Enhanced International Alliance Program	\$30,000			\$50,000	\$30,000	\$110,000
Intelligence Gathering, Market Research and Collaterals/Website		\$50,000	\$30,000		\$100,000	\$180,000
Total	\$180,000	\$570,000	\$130,000	\$105,000	\$415,000	\$1,400,000

*Toronto Regional Board of Trade's World Trade Centre-Toronto

Conclusion

Cities today compete and operate in a different world than fifty years ago. Globalization and urbanization are increasing city-to-city and city-to-region trade and are shifting economic power towards cities and regions in developing countries. Globalization and urbanization are also adding complexity and increasing competition to global supply chains. Current trends indicate that cities are moving towards much more trade and export focussed city-to-city relationships.

CONTACT

George Spezza
Director, Business Growth Services
George.Spezza@toronto.ca

Barbara Sullivan
Chief of Protocol, SPER
Barbara.Sullivan@toronto.ca

SIGNATURE

Mike Williams
General Manager,
Economic Development and Culture Division

Ulli S. Watkiss
City Clerk,
City Clerk's Office

ATTACHMENT

Details on Proposed Increase in Toronto's International Trade Activities and Background Information on Current Activities to Support International Trade

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Details on Proposed Increase in Toronto's International Trade Activities and Background Information on Current Activities to Support International Trade

Part A: Proposed Toronto International Trade Activities to Boost Job Creation and Economic Growth in Toronto

Trade is an essential component of continued economic growth and competitiveness, and as the world economy changes, so must the City's approach to trade and economic development. Economic think tanks such as the *Brookings Institute* have identified that the Next Economy will primarily be driven by international trade.

Economists distinguish between “export-based” jobs and “community-based” jobs. The former generate traded goods and services sold to buyers outside the community and bring revenue back into its own city/region. Community-based jobs serve the needs of the local population, and are largely sustained by the cycling of wealth created through trade and other sources of income. According to the *Conference Board of Canada*, every \$100 million increase in the value of exports creates 1,000 new jobs (one job for \$100,000 increase in value of trade). Thus, if Toronto-based operations were to increase their exports by \$1 billion, employment in Toronto-based operations would increase by 10,000 jobs.

Research indicates that there is an increasing demand for goods and services provided by North American-based SMEs. This demand is driven by urbanization occurring around the world, an increase in the purchasing power of the rapidly growing middle class in developing economies, and by the increasing need for supply chain inputs for multinational corporations.

Phenomenal economic growth is happening in cities not in rural regions: *McKinsey Global Institute* estimates that by 2025 approximately 60% (or \$64 trillion) of global GDP will be generated by the world's top 600 cities. When coupled with the estimated \$50 trillion that is needed for new infrastructure and housing investments world-wide due to urbanization, trade opportunities for Toronto-based businesses are huge.

A scan of literature related to current trends in economic development approaches highlights how cities all around the world are increasingly exploring export and trade opportunities directly with each other. In particular cities located in developed economies are trying to tap into economic growth occurring in developing markets in order to assist companies located within their jurisdictions. An increasing number of U.S. cities are adopting export and FDI attraction strategies. Many European cities also have leveraged city-to-city relationships to enhance trade and investment.

Protocol will continue to play a key role in international relations for the City and the Strategic Protocol and External Relations Unit of the City Clerk's Office (SPER) will work in partnership with EDC. Further information on the role of City Clerk's SPER in international trade, including an expanded role in official outbound trade missions is included in later below.

The City of Toronto is falling behind other North American municipalities on the global stage. An expanded international trade focus aims to grow the City's economy by increasing international trade activities. The expanded focus will ensure that the City is working to its fullest potential in the areas of export development of local firms, outbound trade missions, better leveraging in-bound international delegations, enhancing the City's International Alliance Program and improved intelligence gathering and market research.

Company-level Export Development

Currently, the City of Toronto, in partnership with a few federal and provincial government organizations, delivers a small export development program. The program is aimed at encouraging SMEs to consider exporting to foreign markets as a means to expand their market reach and penetration.

The City also provides limited consulting services for Toronto-based SMEs that have completed export training seminars in order to assist them in connecting with federal and provincial trade development programs and services that provide additional resources and information on exporting.

The enhanced international trade activities will see greatly increased support for new and existing firms that will provide much-improved facilitation for Toronto companies interested in initiating or expanding exports. Initiatives to provide assistance for branch locations to develop global product mandates from Toronto will also be provided.

Rather than develop much more intensive training, mentoring and professional advisory services in-house at the City, this report recommends forming a partnership with the World Trade Centre-Toronto (WTC-T), a subsidiary of the Toronto Region Board of Trade. WTC-T is a recently reinvigorated program area for the Board. Last year they founded the Trade Accelerator Program (TAP-GTA) that provides intensive training and very applied counselling to firms that can benefit from international trade by using a variety of services and support mechanisms. They also work with government partners to ensure all services are fully utilized without duplication.

Company-level Export Development / Bilateral Trade Support – Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Deliver limited number of export readiness workshops with little follow-through	<p>Partner with World Trade Centre-Toronto to increase the number of Export Training Seminars delivered annually.</p> <p>Identify and qualify SMEs that are export ready or require training.</p>	<p>Organize WCT-T to deliver much more in-depth and impactful export training seminars and workshops to many more Toronto-based SMEs with meaningful follow-up.</p> <p>Develop staff training programs to help identify and recruit course attendees</p>	<p>Toronto Regional Board of Trade Ontario Chamber of Commerce Federal and Provincial Ministries and Agencies</p>	\$0.355
Consult with 50 potential export clients in connecting them with export trade information and resources	<p>Reach out to thousands of Toronto-based SMEs about potential export projects and opportunities such as the Canada EU Trade Agreement and the Latin America Export Development Programs</p>	<p>Develop staff training programs to properly identify and guide trade possible firms.</p> <p>Develop sector specific business roundtables focused on exporting</p> <p>Organize sector specific selling missions to priority markets</p>	<p>Federal and Provincial Ministries and Agencies Industry Associations</p>	

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
<p>Member of Steering Committee of Canada- Ontario Export Forum, a coordinating body for Ontario export programs and training sessions for the three orders of government and non-profit chambers (TBOT, Ontario Chamber, etc.)</p>	<p>Participate in sector specific trade missions led by Ontario and Feds</p> <p>Participate in hosting delegations which align with established channel partners to match with local companies</p>	<p>Enhance marketing programs</p> <p>Post programs on city website</p>	<p>Federal and Provincial Ministries and Agencies</p> <p>Industry Associations</p>	
<p>Reach out to over 5,000 SMEs with information on the Exporting to Latin America program and promote top 10 companies at the Toronto Global Forum</p>	<p>Reach out to Toronto SMEs and promote 25 top companies at the Toronto Global Forum</p>	<p>Recruit companies for the Toronto Global Forum</p>	<p>International Economic Forum of the Americas</p>	
<p>Reactive program marketing identifies few companies</p>	<p>Actively identify and qualify Toronto SMEs to participate on trade development programs and missions.</p>	<p>Develop staff training programs</p> <p>Targeted outreach to companies with export potential</p>	<p>Trade and ethnic business associations</p> <p>TRBOT WTC-T</p>	
<p>None of this type</p>	<p>Establish specific priority market executive roundtables to provide guidance for entering new markets and for planning future City of Toronto trade missions</p>	<p>Coordination of industry specific roundtables</p>	<p>Ethnic Business Associations and Chambers of Commerce</p>	

Outbound Trade Missions

The goal of outbound missions is to further economic development, culture, cross-cultural municipal learning and investment promotion, and to develop opportunities for trade of merchandise and service opportunities through relationship building with government, community and business partners. This 'urban diplomacy' helps to by-pass thickening borders and the multi-level governance bureaucracies that can overly complicate trade efforts.

The key to successful business deals in most markets, especially in China and South America, is face-to-face contact to build relationships. Many trade deals will not be signed without the existence of a trusting relationship. The more that Toronto can do to encourage this outreach, the more trade can be developed by SMEs. For a meaningful increase in trade, there needs to be a significant increase in face-to-face selling. The WTC-T is also launching a trade mission secretariat to form missions of their own members and to help organizations such as the City to undertake specialized trade missions. The City, as part of a major partnership, would utilize these services thus ensuring that a professional and specialized support service is always available.

The enhanced international trade activities will expand the City's participation in all outbound economic development missions to maximize business development opportunities for Toronto-based operations in alignment with Global Affairs Canada, Ontario Ministry of International Trade, Toronto Global, Ministry of Economic Development and Growth, etc. EDC and WTC-T will also work with ethnic business organizations as channel partners to build international and diaspora networks to identify priority markets to boost business opportunities and job creation for local companies. SPER will continue to provide strategic mission planning and in-mission diplomatic support to ensure that the inter-governmental aspects of 'urban diplomacy' efforts are very appropriately performed.

Outbound Trade Missions – Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Plan, coordinate and implement outbound multi-city business missions led by the Mayor, members of council, senior management and business delegates using various staff.	Two Major Full missions led by Mayor accompanied by Toronto SMEs plus one or two other short Mayor-led trips. Four to six selling trips led by Chair Economic Development Committee and accompanied by Toronto SMEs A variety of specialized trips to pursue hot leads or	More professional planning and logistical processes using the World Trade Centre - Toronto division of the Toronto Region Board of Trade.	WTC-T Federal and Provincial Ministries and Agencies Tourism Toronto EDC Marketing	\$0.405

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
	to investigate potential markets.			
Coordinate all logistics, programs, and events related to outbound delegation and exchanges	Engage external partner to co-ordinate all planning, logistics, programs, meetings and events related to outbound missions.	Negotiate service agreement with WTC-T	WTC-T Industry associations	
Utilized Invest Toronto for marketing collaterals and website	City staff to develop city-specific marketing collaterals and supportive website information.		Tourism Toronto	
Limited engagement with Federal and Provincial trade missions	Increase co-ordination with Federal and Provincial trade missions	Reach out to Federal and Provincial Ministries and Agencies to get information on future trade missions and potential for collaboration.	Federal and Provincial Ministries and Agencies In-market representatives	

Leveraging In-bound International Missions

Probably the least leveraged element of international engagement strategies are in-bound missions from countries and individual cities. These missions can come to Toronto for a variety of purposes – trade and investment promotion, cultural exchanges and for study purposes to learn from Toronto’s experiences. Over the past 10 years, the City has averaged over 100 in-bound missions annually. Some are directly hosted by the City (small proportion), some are treated as a short 'meet and greet and photo' opportunities and others are never seen by City staff. The majority of in-bound missions that involve EDC staff currently come from Toronto's International Alliance Program (Partnership / Friendship cities) and from cities that have informal agreements with Toronto. For most of the rest, EDC has little influence on the origins, make-up and mandate of these in-bound missions nor tracks or attempts to follow up on trade opportunities.

The City Clerk’s Office, through CCO SPER, co-ordinates 70-80 in-bound missions each year. Most of these missions are study tours which may not have an economic development component. Even though the purpose of these tours may not be intended to enhance trade relations with Toronto, there may be opportunities with these in-bound groups to advance the City’s economic and cultural objectives.

In addition to the ones that 'touch' City staff or elected officials, many come to Toronto and visit with other organizations and companies.

As the City enhances its international reach and connectivity, it is anticipated that the number of inbound delegations will increase. The City needs to devote the appropriate level of resources to be able to support and host incoming delegations to the standard expected of a global city such as Toronto as well as to put a focus on follow-on activities to ensure continued interest and real trade relationships are established.

EDC will continue to work with City Clerk's SPER to enhance the City's approach to international delegations. Additionally, EDC will work with other orders of government that have staff in foreign markets to identify qualified buyers to visit Toronto to explore potential export and trade opportunities with local SMEs.

Leveraging In-bound International Missions – Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Average 15 / year economic-focussed delegations and 70 - 80 study missions	Improved hosting facilities and increased volumes (upwards of 50 economic missions) and over 100 study missions	Develop protocol and evaluation criteria to determine economic opportunities and appropriate City staff to meet with delegation Participate in City review of international protocols.	TRBOT WTC-T Ontario Investment Trade	\$0.350
Coordinate and implement inbound business missions led by heads of state, municipal leadership and business delegates. Develop program itinerary to include cultural, business and institutional tours, speaking engagements, receptions etc	WTC-T to be lead inbound co-ordinator of economic missions	Develop database of contacts that can host in-bound missions.	Federal / Provincial Reps WTC-T Ethnic Business Associations / Chambers Ontario Chamber of Commerce Business Community Stakeholders	
Interact and communicate with international	For business aspects, WTC-T to be lead	Develop criteria to evaluate economic and / or cultural	WTC-T	

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
delegations relating to social, political, and economic issues of relevance to the particular delegation		impact of in-bound delegations		
Coordinate all logistics, programs, and events Prepare briefing notes for Mayor and city officials.	Prepare briefing notes for Mayor and City officials	Discussion with SPER to determine roles and responsibilities	WTC-T	
	Organize three reverse trade missions annually Facilitate meetings and familiarization tours for inbound delegations.		World Trade Centre Tourism Toronto Toronto Global	
	Proactive in-market follow-up with various members of in-bound delegations.	EDC and City Clerk's SPER to develop system to better track number of delegations and objectives	Federal / Provincial in-market reps. Toronto Consular Corps	
	Work with Tourism Toronto to provide experiential depth beyond business meetings			

Hosting International Conferences and Reverse Trade Missions

In addition to trade missions and delegations that are generated from off shore, Toronto can be the host of significant international business conferences that are organized locally such as the Toronto Global Forum (e.g. excluded from this category are conferences run by international associations) as well as reverse trade missions where the City would invite a group of key business executives to come to the City so that they can become familiar about the City (media, site advisors, etc.).

By virtue of key global business executives becoming more familiar with the City, they can then return to their home countries to promote Toronto's possibilities for trade (and investment), consistent with the other international promotion activities described here.

Hosting International Conferences and Reverse Trade Missions – Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Sponsor Toronto Global Forum, International Forum of the Americas	Focus on Export programs		Toronto Global Forum	\$0.100
	Identify other export supportive conferences to hold			
	Explore opportunity to host International Co-operation and Exchange Forum.	Coordinate with partner cities	Protocol Office Friendship Cities	
	Develop a Toronto Centre of Excellence for International Cooperation.		Academia TRBOT WTC-T	
	Research opportunities to support additional international conferences		TRBOT WTC-T Tourism Toronto	

Enhancing the International Alliance Program

Toronto's International Alliance Program fosters formal and informal relationships with international cities to strengthen economic, cultural, tourism, and multi-cultural links and to share best practices with other municipalities where possible. The overall goal of the program is to use these relationships to stimulate inward economic investment and export development by focussing on the economic synergies between Toronto and its partnership cities. In 2005, Council set the maximum number of Partnership / Friendship Cities to ten and since then the City has also established less formal memorandums of understanding (MOUs). See further below for more information on the current International Alliance Program.

EDC will work with the City Manager's Office and City Clerk's SPER to review and enhance the International Alliance Program to increase the number of international relationships with key cities around the world. Current international relationships will be reviewed and recommendations to eliminate those that no longer help achieve Toronto's economic or cultural objectives may be made to Council.

International Alliance Program – Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
<p>4 Partnership Cities 6 Friendship Cities 5 MOUs</p>	<p>Seek out additional City to City agreements in targeted markets that have a strong export development and investment component.</p>	<p>Review City's international agreements to identify the necessary resources required to reactivate dormant ones that can assist the City in meeting its economic objectives</p> <p>Eliminate dormant agreements that do not meet City's economic objectives. Amend existing agreement to better fit City trade objectives.</p>	<p>Federal / Provincial Ministries and Agencies Ethnic Business Associations / Chambers of Commerce</p>	<p>\$0.110</p>
<p>Maintain the established relationships with counterparts representing the international alliance program abroad</p>	<p>Maintain the established relationships with counterparts representing the international alliance program abroad</p>	<p>Assign specific staff to be proactive on each relationship</p>	<p>Partner / Friendship Cities Ethnic Business Associations In-market channel partners</p>	

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Develop and manage Partner and Friendship City exchanges, projects, activities and events, including programming and budget requirements	<p>Increase the number of “Smart Trade” agreements linking Toronto Universities and Colleges with international Governments and businesses interested in R&D and training programs.</p> <p>Review and decide on any changes to approach</p>	Undertake review and report to Committee and Council	Partner / Friendship Cities	
Promote community awareness of Partner and Friendship City initiatives through media relations, signage and maintaining a web presence	Review and decide on any changes to approach	Undertake review and report to Committee and Council	Partner / Friendship Cities	

Intelligence Gathering / Market Research

A main role for the City in fostering an increase in exports by Toronto-based SMEs includes gathering intelligence to identify opportunities to strategically plan for the future. The plan proposes that business intelligence be focused on managing and analyzing data collected as part of all of EDC’s contact with businesses, business associations and government departments and programs in Toronto and abroad and to utilize third-party (list) data sources to supplement data gathered directly and by conducting broader research on economic and sector-specific trends (country and sector profiles and opportunity evaluations). Other activities include:

- Tracking international trends in relation to international trade agreements and markets with high growth potential.
- Researching and identifying new export / trade markets.
- Creating and maintaining databases containing contact information for international trade commissions and consulates located in Toronto.
- Implementing and maintaining a divisional Customer Relationship Management database to track company interactions and key company profile information.

- Tracking and data collection of foreign companies, export, relocations, expansions and investment activity for local companies.
- Recording and analyzing key performance measures of various programs and activities related to employment and economic activity, while providing insight on program improvements.
- Maintaining and developing a directory of various government support programs and information products to provide support and information for business growth.

Intelligence Gathering / Market Research - Current and Enhanced Activities

Current Activities	Enhanced Activities	Implementation Actions	Potential Partners	Budget (\$Millions)
Missions reports for major missions.	Mission reports for all missions Annual report on international activity	Report to Economic Development Committee	Service Providers TRBOT Ethnic business associations Academia	\$0.25
Little ongoing analyses	Track and analyze international economic statistics and trends to identify opportunities and challenges for Toronto SMEs.	Identify data / information sources.	Federal and Provincial Ministries and Agencies Service Providers	
	Develop a database with information on Toronto SMEs that are ready to export / expand their trade activity.	Implement CRM solution i.e. salesforce.com.		

Measuring Success

Below are broad level outcomes and performance measures that could be used to track the progress of the investment, trade and export, International Alliances and in-bound missions. In the case of specific target markets and trade missions, distinct performance measures will be developed in each case to track the activity and feed into the overall performance of the City’s export and trade activities. A preliminary set of targets are shown below for the export element of the strategy. The exact set of targets need to be developed in the context of budgets and with input from stakeholders.

Outcomes	Performance Measures
More Toronto businesses entered into new export markets.	1,200 - 2,000 new SMEs exporting within five years. Increase value of exports by \$1 - \$2 billion within five years. 500 new businesses participating in export development seminars each year.
More jobs are created by companies that have entered into new export markets.	Generate 10,000 - 20,000 new jobs within the next five years

Some specific measures that could be customized and used to report on export and trade activities include:

- Percent of globally connected entrepreneurs in the community.
- Number of international trade shows participated in.
- Number of trade missions and diversity of countries visited.
- Number of deals secured.
- Number of city relationships actively cultivated and established.
- Number of companies contacted.
- Number of companies assisted.
- Number of companies proceeding with exporting or expanding into new markets.
- Number of new jobs created by companies that are now exporting.

Relationship with the New Regional FDI Agency (Toronto Global)

As noted, a new regional foreign direct investment (FDI) attraction agency has recently been formed called Toronto Global. The new agency will focus its activities outwardly in attracting new FDI to the Toronto Region and will not include export trade promotion. Municipalities in the Toronto Region will continue to focus on export and trade development activities within their jurisdictions. Staff working for the new FDI Agency will be responsible for the management of business leads from identification, through fulfillment to closing. Local municipal economic development operations will be responsible for after-care customer service related to new investments. As Toronto Global is ramped up it is anticipated that the City of Toronto will experience an increase in the number of inquiries from the new regional organization. The City will work closely with Toronto Global to ensure no duplication of effort and to maximize the leveraging of Toronto Global's activities.

Part B: Background Information on Other Current Activities to Support International Trade

In Canada, all orders of government and a variety of public private organizations and institutions have a role to play in export development activities. This Attachment describes the current programs and services offered by government and related agencies.

The Federal government and Province of Ontario currently provide local support services for companies looking to export, but these services frequently go unnoticed by local firms that are considering exporting for the first time as other orders tend to focus more on other areas of the province or the country that are deemed to be more in need of assistance. Thus, more needs to be done by the City and its partners to encourage, train and support trade development ambitions by Toronto-based SMEs (larger firms are felt to be sophisticated enough on their own but in some cases this is not true or they need help in selling Toronto as a location for world product mandates to increase inter-company shipments to other countries). The key role for the Province and Federal governments that cannot be replaced by local efforts is what they do in the target markets outside Canada.

The Federal and Provincial governments operate commercial consulates and trade offices in countries all over the world. In-market representatives act as agents to develop trade opportunities for Canadian companies and promote Canada and Ontario as a destination for investment.

The following is a high-level synopsis of the trade related services provided by the different orders of government, government agencies and crown corporations and non-government business organizations.

Federal

Generally, the Federal government is responsible for negotiating trade agreements with other nations i.e. the North American Free Trade Agreement (NAFTA), the Canada and European Union Comprehensive Economic and Trade Agreement (CETA) and the Canada Korea Free Trade Agreement. Included in those agreements are regulations governing trade tariffs, dispute resolutions, visa requirements, etc. The federal government also maintains an extensive network of embassies and consulates around the world that have as one of their main purpose, the promotion of trade by Canadian firms to that country or part of the country served by Canada's official presence. This is an extremely key role in many markets for new entrants from Canada as these offices can assist with identifying opportunities and in educating Canadian companies on the rules and regulations involved in market entry to a particular country. Several crown and related federal organizations also play a vital role in export development including Export Development Canada and Canadian Commercial Corporation which assist, but in different ways, with financing elements involved in exporting. In December 2016, the Government of Canada announced the creation of an Invest in Canada Hub that will be focussed on attracting new foreign direct investment.

The following provides a high-level overview of federal departments and agencies that provide services to advance Canada's international trade objectives.

Global Affairs Canada

Formally known as Department of Foreign Affairs, Investment, Trade and Investment, the new department, Global Affairs Canada, is now overseen by three ministers; the Minister of Foreign Affairs, the Minister of International Trade and the Minister of International Development and La Francophonie. The department collaborates closely with other federal entities, provincial, territorial, and municipal governments and engages with Canadian and international stakeholders.

The following is a brief listing of the export and trade related services provided by Global Affairs Canada:

- Opening new markets for Canadian products by negotiating and maintaining trade agreements with other countries;
- Promoting trade through the Canadian Trade Commissioner Service;
- Providing Canadian companies with on-the-ground intelligence and introductions;
- Organizing trade missions;
- Delivering the "Go Global" export workshop series (The City and WTC-T are active with these);
- Providing information on export and import controls on various goods and services;
- Reporting and advising on international trade and economic issues;
- Delivering the CanExport Program – providing \$50 million over five years in direct funding to SMEs seeking and developing new export opportunities (the City and WTC-T will help promote this program to local firms);
- Providing opportunities, resources and support to export ready or active Canadian business women; and
- Providing advice and assistance to help resolve trade-related disputes.

Innovation, Science and Economic Development (ISED)

The department was previously known as Industry Canada. ISED works in all areas of the economy and in all parts of the country to improve conditions for investment, enhance Canada's innovation performance, increase Canada's share of global trade and build a fair, efficient and competitive marketplace. As the name suggests the department provides many services aimed at improving innovation, commercialization as well as research and development in Canada. The department also provides services related to international trade. As appropriate, the City and WTC-T will ensure Toronto-based firms are well aware and utilize these services.

- Maintains web based searchable database of Canadian companies;
- Customized export / import reports by product or industry;
- Statistics and data on small businesses trends in Canada;
- Provide information on how to export;
- Information on how to start a business; and
- Information on protecting intellectual property rights.

Crown Corporations and Agencies

The following are other Canadian government arms-length agencies and organizations that play a role in delivering trade related services (The City and WTC-T will ensure these are as fully utilized by Toronto-based firms as possible):

Export Development Canada (EDC)

- Canada's export credit agency, offering financial and risk management solutions to help Canadian businesses expand abroad.

Canadian Commercial Corporation (CCC)

- Assists Canadian companies maximize export opportunities, particularly with government markets by guaranteeing payment.

Business Development Bank of Canada (BDC)

- A federal Crown corporation, wholly owned by the Government of Canada, BDC's mandate is to help create and develop Canadian businesses through financing, growth and transition capital, venture capital and advisory services, with a focus on small and medium-sized enterprises. Sometimes export opportunities are part of BDC's financing evaluations.

Provincial

In September 2013, Ontario announced a new trade strategy: Ontario Going Global. Recently, the Province established the Ministry of International Trade which is devoted to trade development. The City and WTC-T will work closely with provincial colleagues to leverage activities to make it even easier and more cost effective to help local companies expand globally.

Key activities include:

- The Province operates 12 International Marketing Centres in key countries around the world to promote goods and services produced in Ontario: China (3), U.S. (2), Germany, Japan, Brazil, Mexico, France, India, UK.
- Ontario also has in-market representatives in five (5) countries: Brazil, Chile, Mexico, Singapore and United Arab Emirates to provide Ontario based exporters with customized market intelligence and access to local buyers and distributors.
- The Global Growth Fund is a series of funding programs designed to assist Ontario companies to become ready to export, as well as, helping existing exporters expand into new markets.

The Province has programs to help companies export goods and services. Some of this assistance is helping organize sector and country specific trade missions. In the past, promotional activities tend to focus on assisting areas of the Province outside the City of Toronto.

City of Toronto

In addition to the activities outlined above in part A of this attachment, the following provides more detail on the formal programs the City has with cities in other countries and several other joint initiatives.

International Alliances Program

The purpose of the International Alliance Program is to foster formal and informal relationships with international cities to strengthen economic, cultural, tourism, and multicultural links and to share best practices with other municipalities where possible. The program also aims to forge informal international relationships and networks for the purpose of investment attraction and to expand export and trade opportunities for Toronto-based businesses.

In 2005, Council reduced the number of partnership and friendship cities in the International Alliance Program to a quota of 10. During the Pan Am Games, the City signed a Friendship City Agreement with Rio de Janeiro. The agreement with Rio de Janeiro brings the total number of traditional City Agreements (called Friendship Cities and Partner Cities) with Toronto to 10; the maximum allowed. There are also several new arrangements that are less traditional but still have formal Memorandums of Understanding. The three categories are further described below:

- Official Friendship City activities are initiated and driven by the community and endorsed by the City through a Council Representative. Friendship City activities include preparing official letters of greeting and flag-raising ceremonies on dates of significance to the Friendship City. Over the past several years, Friendship City activities have had a more robust economic development focus.
- Partnership City activities are project-oriented and driven by municipal staff. They focus heavily on economic development goals such as building business links, increasing Toronto’s profile, cultural exchanges, and promoting trade.
- Memorandums of Understanding (MOU) between Toronto and other municipalities are agreements outlining the sharing of information and contacts for mutual benefit and for a greater understanding of business potential.

Unlike the Partnership and Friendship City agreements, MOUs are usually organization-to-organization arrangements and are not City Council approved. Partnership / Friendship cities are permanent agreements and cannot be dismantled without Council approval. MOUs are non-binding contracts that do not require City Council approval. In all cases there is no formal evaluation framework and very rarely a sunset clause. The accompanying report recommends that these relationships be evaluated to ensure that they are still appropriate for both parties and to determine how best to ensure ongoing monitoring and evaluation to ensure that these are worthwhile economically and/or culturally in the future.

The following table provides a summary of Toronto’s current international municipal agreements by type of agreement.

Partnership City	Friendship City	Signed Memorandum of Understanding
Chongqing, China (1986)	Warsaw, Poland (established in 1990)	City of Beijing, (2008)
Frankfurt, Germany (1989)	Sagamihara, Japan (established in 1991)	Thrace (Trakya) Regional Development Agency, Turkey (2014)
Chicago, USA (established in 1991)	Kyiv, Ukraine (established in 1992)	Invest Sao Paulo, Brazil (2015)
Milan, Italy (established in 2002)	Ho Chi Minh City, Vietnam (established in 2005)	Austin, Texas (Music) (2013)
	Quito, Ecuador (established in 2007)	Media Section of the Federation of Indian Chambers of Commerce and

Partnership City	Friendship City	Signed Memorandum of Understanding
	Rio de Janeiro, Brazil (Signed July 2015)	Industry (FICCI) (2015) Hong Kong Trade Development Council (2016) Dubai Investment Development Agency (2015) Foreign Affairs Office of Shenzhen Municipal People's Government (China) (2016) Uruguay XXI (Investment and Export Promotion Agency) (2016) Federation of Canadian Municipalities - Partnership for Local Economic Development and Democratic Governance Program (PLEDDG) (2016) COMCE NORESTE (Consejo Mexicano de Comercio Exterior del Noreste) (2016) Several more are under active discussion at the start of 2017.

Along with the above-listed relationships, Toronto partners with the Ontario Media Development Corporation and Film Ontario, to operate a film office in Los Angeles, to promote Toronto as a filming centre, attract new productions to film in the city and promote Toronto's post-production capabilities.

This partnership is of key importance in attracting foreign production to Toronto/Ontario and in assisting its industry stakeholders to access the Los Angeles marketplace. The continued mutual sharing of industry-related intelligence enables all parties to stay current and responsive to industry issues. The LA Film Office provides consistent messaging of the competitive advantages of Toronto/Ontario for service production, post-production and digital effects. Funds allocated to the LA Office contribute to specific LA marketing material and activities, staff fees and operating costs.

Joint

The City participates in a long-established group, the Canada-Ontario Export Forum (COEF) most recently as a member of the Steering Committee. This group works to share information and promote activities between the three orders of government and their agencies.

Other Municipal

In November 2014 the Department of Global Affairs Canada, formally known as the Department of Foreign Affairs, Trade and Development Canada (DFATD), and the Federation of Canadian Municipalities (FCM) renewed their Joint Working Group on International Trade. Toronto is a participant on the working group, and Toronto Councillors sit on the FCM Board of Directors and its Standing Committees.

The countries involved tend to need economic development help and generally are not target markets for exports by Toronto-based firms.

Key objectives of the joint working group include:

- Developing joint initiatives to provide municipal officials with trade promotion tools including trade and investment programs and services, and activities and practical information regarding international trade agreements and opportunities;
- Engaging FCM and its members on issues related to trade and investment, including market access and barriers to trade;
- Identifying areas of collaboration; and
- Reporting annually to the President of FCM and the Minister of International Trade.

Other Key Stakeholders and Export Support Providers Active in Toronto

In addition to the services supplied by the three orders of government and related agencies, there are a range of more specialized organizations that have a member base, ethnic focus or sector focus that also support trade. The main ones are:

Bi-lateral trade organizations such as the Brazil Canada Chamber of Commerce, Italian Chamber of Commerce of Ontario and the Canada China Business Council. There are many of these organizations and most are based in Toronto. Their goal is to foster trade and other links already established between the two countries but these organizations do little to develop trade from new Toronto-based entrants. They are important sources of contacts in foreign markets for the City's and WTC-T's efforts.

Foreign consulates (Consular corps) mostly assist their home country companies export into Toronto but are also available to Canadian companies interested in exporting to their country. In most of these latter cases, the Toronto firm has to be well-versed in exporting to take advantage of a local consuls services.

Ontario Chambers of Commerce has an Export Market Access program designed to assist small to medium size organizations to access and expand their growth in foreign markets. Export Market Access is an initiative of the Ontario Chamber of Commerce, with support and funding from the Government of Ontario and the Government of Canada.

Toronto Financial Services Alliance (TFSA) is a unique, public-private partnership dedicated to growing the Toronto region's financial services. TFSA works collaboratively with industry and government, building international awareness of the advantages offered by the Toronto region and working with financial services companies from around the world that are exploring business opportunities in Toronto.

Toronto Global, a new regional FDI organization, will not be involved with export promotion but will collaborate with its member cities and regions to maximize opportunities. Given that inbound and outbound trade missions inevitably can involve both trade and investment promotion, all initiatives discussed in the report will be sure to maximize any leverage to assist Toronto Global.

Toronto International Film Festival (TIFF) In this context, TIFF is a major, but highly specialized, trade support program for the film industry.

Tourism Toronto focuses on selling Toronto to potential visitors that will stay in local hotels. This is one of the City's key sector support organizations as tourism is a major 'trade'-based sector.

World Trade Centre-Toronto (WTC-T) a subsidiary of the Toronto Regional Board of Trade, provides international trade development services for companies located within the GTA called TAP GTA or Trade Accelerator Program for the GTA. In this Report, the WTC-T is suggested as a key partner for the City in the delivery of trade promotion activities.