

TFSA

TORONTO FINANCIAL
SERVICES ALLIANCE

MOBILIZING TORONTO'S FINANCIAL SECTOR FOR GLOBAL ADVANTAGE



Update on the TFSA and the Toronto Financial Sector

Briefing for the City of Toronto's
Economic Development Committee,
September 18, 2012

Agenda

- 1. State of the Sector**
- 2. TFSA Background**
- 3. Catalyst for Collaboration**
- 4. Key Objectives & Achievements**
- 5. Toronto in the World**
- 6. Investment Attraction – Project Pipeline**
- 7. Added Value - Business Attraction**
- 8. Added Value - Project Development**
- 9. Added Value - Reporting & Metrics**
- 10. Added Value - Grow & Retain**
- 11. Current Areas of Activity**
- 12. Appendices**

State Of The Sector

- **220,000 employed in FS sector. Second largest in North America by direct employment behind New York**
- **Recovery in region's FS sector employment has outpaced that in peer U.S. cities**
- **The ratio of FS employment to total employment is higher than in key U.S. financial centres**
- **The FS sector is the second largest employer for the Toronto region after manufacturing**
- **The sector's contribution to the regions GDP has risen from over 10% in the late 90s to 14% in 2011**
- **The importance of the sector to Toronto is even greater with the sector contributing 19% of the City's GDP up from 16% in the late 1990s**

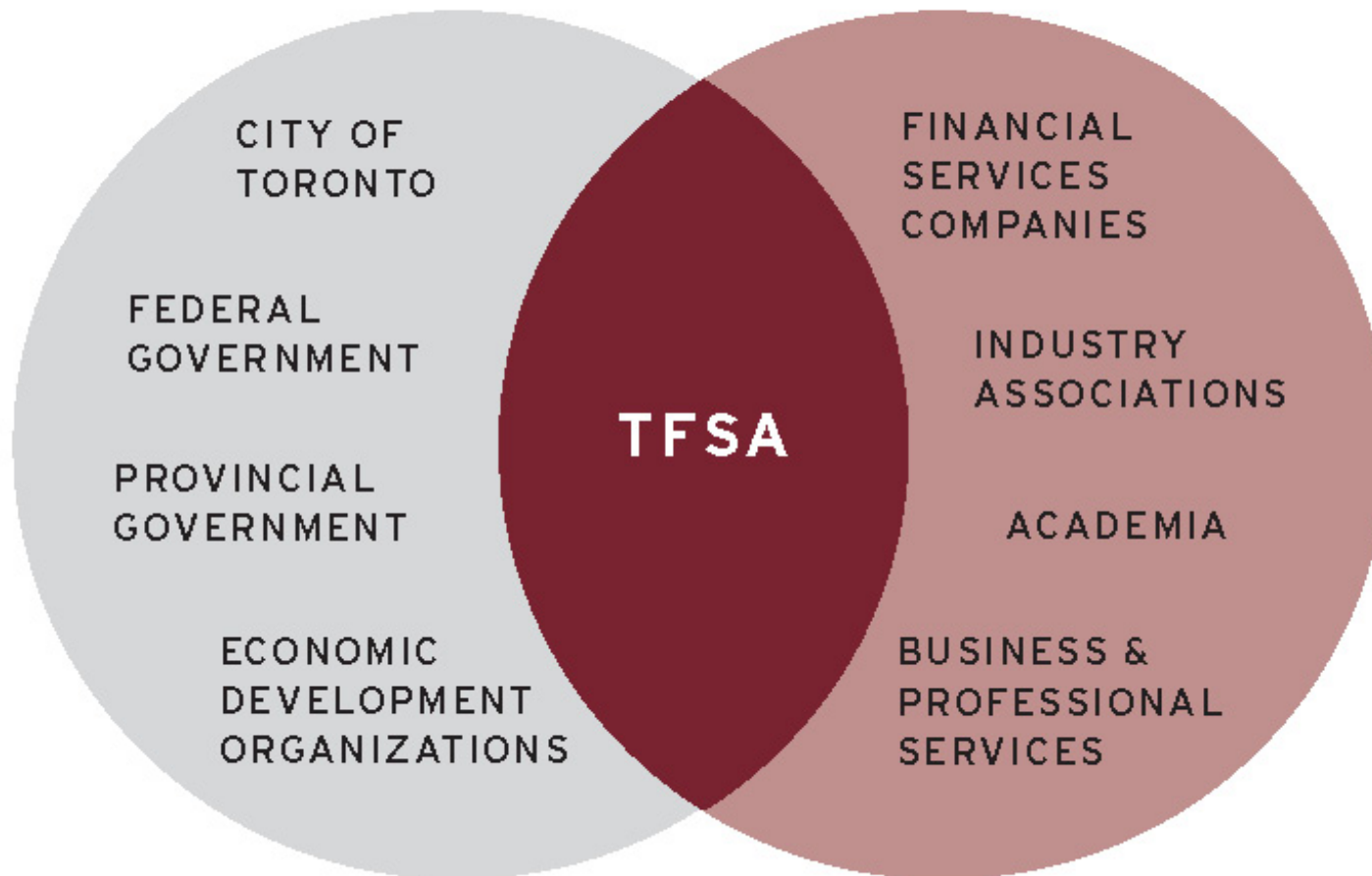
TFSA: A Unique Public-Private Partnership

Dedicated to growing Toronto's financial services cluster and building its profile as a Top Ten global financial hub

- **Established in 2001 by the City of Toronto in partnership with the financial services industry, the TFSA works on behalf of the entire financial services cluster including business and academia**
- **TFSA's Leadership Council is made up of CEOs from 15 of the largest financial organizations in the country, and senior leadership from all three levels of government**
- **"TFSA 2.0" was launched in 2011 as part of a 3 year "global hub" strategy primarily focused on attracting, growing and retaining businesses and jobs. The City of Toronto has been a key partner in this initiative**

TFSA: The Catalyst For Collaboration Between The Public And Private Sectors

LEVERAGING A KEY PARTNERSHIP



TFSA's Objectives

- 1. Attract, grow and retain businesses and jobs**
- 2. Develop and tell the Toronto region's financial services sector story**
- 3. Attract, develop and leverage our talent to support sector growth**
- 4. Identify cross-industry issues that impact growth, talent and Toronto's reputation as a global financial hub**

TFSA's Achievements

- 1. Established the Global Risk Institute in Financial Services to leverage the sector's global reputation for stability**
- 2. Established the Center of Excellence in Financial Services Education to capitalize on the Toronto region's human capital advantages**
- 3. TFSA's collaborative work with economic development partners has been recognized as a successful model for public-private partnerships. For example recognition by the WEF for its approach to talent**
- 4. Established Corporate Engagement Program with City of Toronto. Model will be rolled out to other EDOs in Ontario**

TFSA: The World Has Also Started To Take Notice

Global Financial Centre Index (GFCI) ranking

Rank	Sept. 2010	March 2011	Sept. 2011	March 2012
1	London	London	London	London
2	New York	New York	New York	New York
3	Hong Kong	Hong Kong	Hong Kong	Hong Kong
4	Singapore	Singapore	Singapore	Singapore
5	Tokyo	Tokyo*	Shanghai	Tokyo
6	Shanghai	Shanghai*	Tokyo	Zurich
7	Chicago	Chicago	Chicago	Chicago
8	Zurich	Zurich	Zurich	Shanghai
9	Geneva	Geneva	San Francisco	Seoul
10	Sydney	Toronto*	Toronto	Toronto
11	Frankfurt	Sydney*	Seoul	Boston
12	Toronto	Boston	Boston	San Francisco
13	Boston	San Francisco	Geneva	Frankfurt
14	Shenzen	Frankfurt	Washington D.C.	Geneva
15	San Francisco	Shenzen	Sydney	Washington D.C.

The Banker's ranking

Rank	2009	2010	2011
1	London	New York	New York
2	New York	London	London
3	Frankfurt	Singapore	Singapore
4	Singapore	Paris	Frankfurt
5	Paris	Luxembourg	Hong Kong
6	Sydney	Hong Kong	Paris
7	Zurich	Toronto	Toronto
8	Dubai	Sydney	Dubai
9	Tokyo	Zurich	Zurich
10	Toronto	Amsterdam	Luxembourg
11	Luxembourg	Dubai	Sydney
12	Amsterdam	Frankfurt	Tokyo
13	Dublin	Tokyo	Amsterdam
14	Boston	San Francisco	Dublin
15	Melbourne	Boston	Copenhagen

By 2017, Toronto is projected to have more employment in its financial services industry than London.

Moody's Analytics

Among the world's top 26 centres for Finance, commerce and cultural, Toronto ranked second overall – just behind New York
PWC – Cities of Opportunity Report

“Canada is ranked as the soundest banking country in the world for five years in a row”
World Economic Forum

*Tied

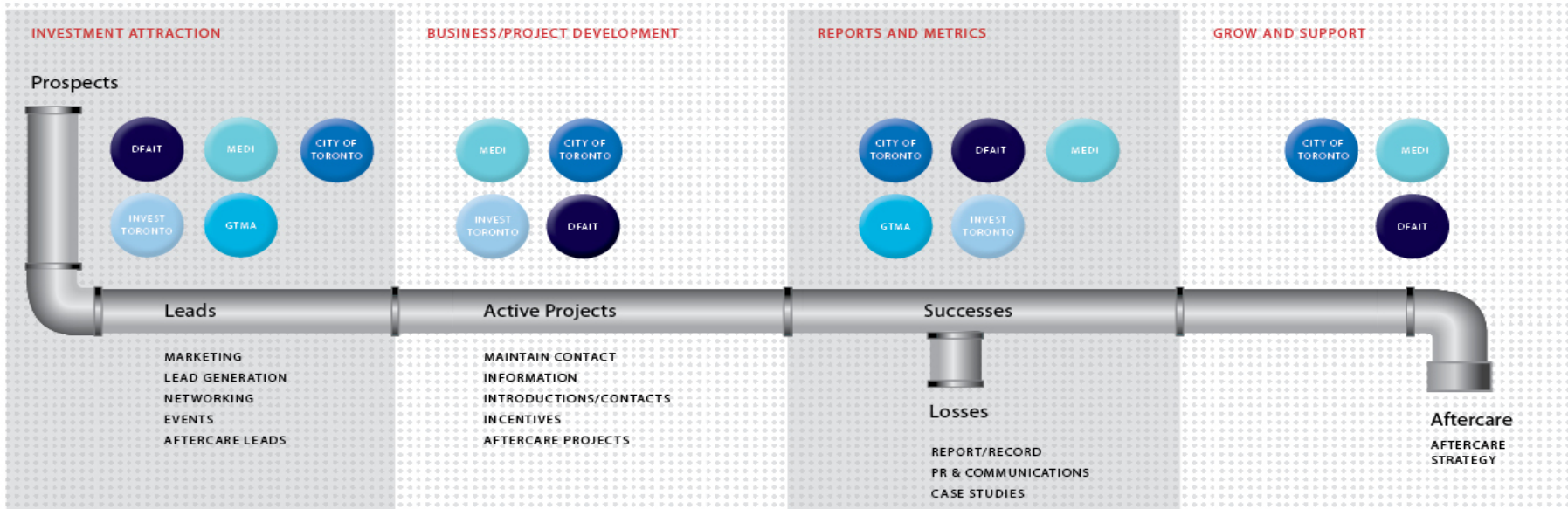
Canadian Banks Dominate World's 10 Strongest Banks (Bloomberg May 2012)

“Through to 2014, Canada will be one of the best countries in the world to do business”
Economist Intelligence Unit

Canada is the best country to do business in (up from 4th last year)
Forbes

TFSA: Adding Value - Business Attraction, Retention & Growth

Project Pipeline



THE ROLE OF TFSA

- Top company targets
- Sector Research
- Proposition Marketing
- Business Ambassadors
- International Events
- Revamped Website
- Blogs & Social Media
- Talent
- Business Propositions
- Track FS Projects
- Leverage Contacts & Membership
- Commercial Partners
- Government/Public Sector Relations
- Talent
- Promote "wins"
- Case Studies
- Social Media
- Newsletters
- Annual Report
- Agree Metrics & Definitions
- CRM
- Talent
- Aftercare Strategy & Support Delivery
- Membership Activities
- Policy
- Government/Public Relations
- Talent

TFSA: Adding Value – Business Attraction

- 1. Market segmentation research - developing specific value propositions and sales tools**
- 2. Proposition marketing – identifying procurement/supply chain gaps**
- 3. International events e.g. London and New York**
- 4. Revamped marketing including social media outreach**
- 5. Developing Business Ambassadors program**
- 6. Promoting talent advantage**

TFSA: Adding Value – Project Development

- 1. Tracking and monitor projects**
- 2. Developing tailor-made business propositions**
- 3. Leveraging membership and business contacts**
- 4. Government & public sector relations**
- 5. Leveraging talent strengths/network**

TFSA: Adding Value – Reporting & Metrics

- 1. Identifying and Agreeing Common Metrics & Definitions**
- 2. Reporting results**
- 3. Developing success case studies**
- 4. Analysing losses and adapting strategy**

TFSA: Adding Value – Grow & Retain

Corporate Engagement Program with City of Toronto

- 1. Developed an agreed approach and where appropriate hold joint meetings with companies on TFSA Leadership Council/Board and other key TFSA members**
- 2. Developing a comprehensive investor development/aftercare list and a joint agreement on how best to contact all companies on this list**
- 3. Sharing forward call plans on a quarterly basis and where possible informing the other partner where unscheduled meetings arise. Securing a similar arrangement with DFAIT overseas.**
- 4. Sharing meeting reports for financial services companies and relevant information from meetings with professional association in Toronto**

TFSA: Current Areas of Activity

- 1. Market segmentation research of key sectors and sub sectors to refine sales message and tools e.g. Financial Services Technology**
- 2. Developing specific value propositions in other key areas**
- 3. Accelerating growth of TFSA membership to increase engagement of financial sector**
- 4. Strengthening project tracking to improve quality of sales funnel and facilitate “closing the deal”**
- 5. Continuing to develop corporate engagement strategy with City of Toronto and key Economic Development Organisations in the Toronto Region**
- 6. Developing plan for “TFSA 3.0”**

APPENDICES

Appendix I: Leveraging our Reputation in Risk Management - The Global Risk Institute in Financial Services (GRi)

GRi Mandate:

- The creation and dissemination of knowledge and understanding of risk and its management in the financial services sector

Board:

Chair: *Paul Cantor*, Senior Advisor, Bennett Jones

William Black – Corporate Director, Bank of Canada

Alister Campbell – CEO, The Guarantee Company of North America

Janet Ecker – President, TFSA

Tim Hodgson – Managing Partner, Alignvest Capital Management

Malcolm Knight – Vice-Chair, Deutsche Bank

Paul Langill – Chief Operating Officer, TD Securities

Bev Margolian – Chief Strategy Officer, Manulife

Michael Nobrega – President and CEO, OMERS

David Pelletier – Corporate Director, Equitable Life

Leslie Rahl – Managing Partner, Capital Market Risk Advisors

Susan Wolburgh Jenah – President and CEO, IIROC

Carol Hansell – Partner, Davies Ward Phillips & Vineberg LLP

Eli Dadouch – President and CEO, Firm Capital Mortgage Investment Corporation

President and CEO, Dr. Michel G. Maila

- A financial economist with over 30 years of international finance experience in Middle East, Europe, North America, Latin America, Asia
- Elected to the Board of the International Risk Governance Council
- Served as Vice President, Risk Management at the International Finance Corporation, World Bank Group
- Served as the Acting World Bank Group Chief Information Officer
- Executive VP, Marketing and Operational Risk; Corporate Risk Management, BMO
- MBA in International Business and Ph.D. in International Finance from University of Chicago



**Global Risk
Institute**
IN FINANCIAL SERVICES

Appendix II: Leveraging our Talent Advantage

- The Centre of Excellence in Financial Services Education (CoE)

CoE Mandate:

- Acts as a catalyst to strengthen and expand Toronto's financial services talent pool and elevate the region's global stature as a financial services capital
- Aggregates research and information on Toronto's talent and educational strengths for the benefit of educators, employers and job seekers
- Works with employers and educators to improve the focus and quality of education programs
- Works with employers and educators to attract local and global talent into the industry
- Encourages cross-sector dialogue on talent and education-related issues, and showcases the region's strengths and career opportunities
- Led by Executive Director Dr. Catherine Chandler-Crichlow

Recognition by World Economic Forum

- Approach adopted by CoE to deal with issues of talent mobility was recommended as a "good practice to emulate" by the World Economic Forum (WEF), January, 2012
- One of five, in-depth case studies highlighted in a report published by the WEF in collaboration with Mercer
- A unique multi-stakeholder collaboration platform focused on effective sharing of talent mobility good practices to strengthen and expand the financial sector's talent pool



Appendix III: TFSA's Financial Services Leadership Council

Hon. Michael H. Wilson, Chair	Barclays Capital Canada Inc.
Charles Brindamour	Intact Financial Corporation
Ed Clark	TD Financial Group
Dean Connor	Sun Life Financial
William Downe	BMO Financial Group
Dwight Duncan	Minister of Finance – Ontario
Jim Flaherty	Minister of Finance – Canada
Rob Ford	Mayor, City of Toronto
Blake Goldring	AGF Management
Donald Guloien	Manulife Financial
Tom Kloet	TMX Group
Jim Leech	Ontario Teachers Pension Plan
Gerald McCaughey	CIBC
Dalton McGuinty	Premier of Ontario
Gord Nixon	RBC
Michael Nobrega	OMERS
Charles Sims	Mackenzie Financial
Maurice Tulloch	Aviva
Richard Waugh	Scotiabank
Mark Wiseman	CPP Investment Board

Appendix IV: TFSA Membership

Domestic-based Financial Institutions

- AGF
- BMO
- CIBC
- CPP Investment Board
- Intact
- Great-West Life
- Mackenzie
- Manulife
- OMERS
- Ontario Teachers Pension Plan
- RBC
- Scotiabank
- Sun Life
- TMX
- Toronto Dominion
- Zurich

Global Financial Institutions

- Aviva
- Citigroup
- HSBC
- Primerica
- State Street

Industry Associations

- Association of Canadian Pension Management
- Advocis
- Canadian Bankers Association
- Canadian Depository for Securities
- Canadian Life and Health Industry Association
- Canadian Securities Institute
- Certified General Accountants of Ontario
- Certified Management Accountants of Ontario
- Financial Planning Standards Council
- Insurance Bureau of Canada
- Institute of Chartered Accountants of Ontario
- Investment Funds Institute of Canada
- Investment Industry Association of Canada
- Toronto CFA Society

Accounting/Consulting Legal/IT/Other

- Accenture
- BLG
- Deloitte
- Faskens
- KPMG
- Oliver Wyman
- PwC
- Robert Half

Universities and Colleges

- Centennial
- George Brown
- Humber
- Rotman
- Ryerson
- Seneca
- Sheridan
- Waterloo
- York