

# GREATER TORONTO MARKETING ALLIANCE 2004-2005



One Strong Message for the World



## DELIVERING VALUE

The Greater Toronto Marketing Alliance brings its partners, clients and other stakeholders a compelling value proposition: a strong, unified marketing voice providing a single point of access to the Greater Toronto Area for the world's business leaders. As the area's information gateway and marketing focal point, the GTMA is an efficient, effective and essential growth driver for the entire region.

The Greater Toronto Area consists of 29 municipalities and regions – a total area over 2,700 square miles (7,000 square km) with a growing population of over five million.



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## ONE STRONG MESSAGE FOR THE WORLD

GTMA enables the GTA  
to more effectively compete for  
new international investment



The Greater Toronto Marketing Alliance's greatest asset is the organization's ability to put the Greater Toronto Area on an equal footing with the other big North American markets, Chris Ridabock, President and COO at J.J. Barnicke, believes.

A partnership of forward-looking corporate and government organizations, the GTMA was founded out of a desire to promote economic growth by projecting a single identity covering the cities and towns collectively seen by the outside world as one region. "Before the GTMA, there were 30 or so municipalities chasing the same business opportunities. This was very confusing to potential investors," Mr. Ridabock said.

Most of the GTA's competition for investment comes from aggressive, well-organized, U.S. jurisdictions. To compete, the GTMA goes where the investors live and presents a compelling, consistent message about the GTA. The GTMA's unified marketing approach makes it simple for investors to get information about all jurisdictions within the GTA, and to gain access to local resources. This helps create the strong identity the area needs to increase its chances of winning new international investment.

As the GTA's principal marketing voice, the GTMA's mission is to attract new foreign investment, assist investors to set up in the GTA, and provide its partners opportunities for business growth. Investors establishing new operations in the GTA often cite the GTMA's network of business partners as a unique and valuable resource to help them make their investment decision, and access the support they need to set up shop. "As a business partner, we assist the GTMA by providing research and information to potential investors," Mr. Ridabock said. "In return, the early relationships we establish with people coming to the GTA give us a head start in marketing our services to them."

"When we make it simple to get information about us, and access our local resources, we increase our chances of success."

**"Bell Canada supports the GTMA and the GTA municipalities in attracting international business to the region because it is good business for Bell, its shareholders and its employees."**

Renato Disenza, Senior Vice President, Bell Canada

## IRRESISTIBLE VALUE IS THE SAME IN EVERY LANGUAGE



Michele Smith, Vice President,  
Special Projects and  
Paul Smith, General Manager,  
SDI Media Canada

### Canadian Consulate in LA teams up with the GTMA to bring film post-production firm to Toronto

SDI Media's search for a Canadian home base ended happily in the GTA. Based in California, the world's leading provider of dubbing and subtitling translation

services to the entertainment industry needed production backup for its Los Angeles studio. It also saw that with its strong entertainment industry, Canada represented a significant growth opportunity for the company.

SDI's search began with Zulfi Sadeque, Consul & Trade Commissioner at the Canadian Consulate General in Los Angeles. Mr. Sadeque provided SDI with information about two Canadian cities, working with the GTMA as his pipeline to the Toronto area.

The GTA, with its large, active entertainment industry and incredibly diverse, educated, multi-lingual population was a natural fit for SDI. A favourable currency exchange rate, and Canadian tax credits, provided further incentives.

"The GTMA helped us tremendously," Mr. Sadeque said. "In the initial stages of our work with SDI, the GTMA provided timely answers to a number of specialized questions raised by the company. When SDI was ready for a site visit, the GTMA handled everything, including comprehensive briefings, tours and introductions to its corporate partners. They not only worked hard to close the deal, they also continued to provide client support after the decision was made."

**“The GTMA provides us with an invaluable resource in our efforts to market Canada to potential investors. They are one of our strongest partners.”**

Zulfi Sadeque, Consul & Trade Commissioner, Canadian Consulate General, Los Angeles

“The network of partners they brought to the table was especially valuable to us,” said SDI’s Vice President of Special Projects Michele Smith.

SDI chose GTMA partners J.J. Barnicke to locate its office site, Ian Martin Limited to recruit key staff, Gowling, LaFleur Henderson LLP to prepare incorporation and contract documents, Green and Spiegel Barristers & Solicitors to handle immigration issues, Herman Miller to provide office furnishings and Royal LePage Relocation Services and AMJ Campbell to relocate staff. “I believe we have used nearly every one of the partners introduced to us,” Ms Smith said.

SDI’s Canadian launch was expedited with help from the City of Toronto’s Economic Development Office and its Film Office. The GTMA also helped SDI find skilled translation staff by introducing the company to local universities, including York University’s Glendon College and the University of Toronto. “The GTMA even provided information about potential Canadian customers,” said Paul Smith, SDI’s Canadian General Manager.

SDI began searching for a Canadian home in the fall of 2004. The company made its decision in December and by April 2005, its Canadian closed caption and subtitling operations opened for business. “There is no question that we could not have gotten set up and running so quickly without the GTMA,” Michele Smith said.

**The GTMA travels the globe to build the GTA’s profile, meets with decision-makers, and generates prospective investors. Since 1999, with the GTMA’s help, 38 new foreign investors have located in the GTA, creating more than 1,000 direct new jobs and occupying 1.1 million sq. ft. of space.**

**Companies that made new investments in 2004 with the assistance of the GTMA, include:**

**Buchanan Group** – an Australian advertising company that has developed the “brand power” concept for television commercials for high volume consumer products companies. The Buchanan Group has established a studio in Toronto to use as a platform for servicing the North American market.

**Circles** – a Boston-based company that provides a concierge credit card service to platinum credit card holders around the world, opened a new call centre in Burlington. The company expects to grow to 300 employees at full operation.

**Cognizant Technology Solutions** – a global company headquartered in New Jersey, which delivers the full range of application outsourcing, business process, and consulting and systems integration services. Cognizant has secured a facility in Toronto for a software development centre that will provide ready access to their North American client base.

**Coin Co International** – a UK firm that sorts and repatriates foreign currency on behalf of charitable organizations and private corporations. Coin Co established an office in Mississauga for their North American operations and to service a new client that was initiating a fundraising campaign.

**Royal & Star Asset Management** – a financial investment company based in Tokyo, Japan, opened an office in Mississauga with TSI International, a GTMA corporate partner. TSI has been actively working with Royal & Star to attract Japanese investment in residential property development in the GTA.

**Satyam Computer Services Ltd.** – a leading global consulting and IT services company based in India. One year after establishing their Canadian head office in Toronto, Satyam opened a global development centre in Mississauga, providing software development and IT consulting services to blue chip clients in Canada and the U.S.

**SDI Media Group** – a post-production film company based in Los Angeles, California, that provides services such as subtitling, language dubbing and translation for television, film and radio broadcasting. SDI opened a post-production facility in Toronto to take advantage of the lower cost business environment and the region’s multi-lingual capabilities.



## CIRCLES DECISION A HARD-EARNED WIN FOR BURLINGTON

### Answering a GTMA RFI leads to a new call centre operation

The worldwide competition for investment has never been tougher. It is not unusual for companies to consider dozens of potential

locations, setting demanding criteria and using professional site location specialists to choose the most advantageous region for their facilities.

Such was the case for Circles, a Boston-based elite credit card concierge service looking to set up a new customer service centre. The GTMA broadcasted a request for information (RFI) to its municipal partners and engaged several of its business partners to help provide Circles' site selection consultant with detailed information on work force availability, salary rates, real estate opportunities and a wide range of call centre and business-related data. The site selector then short-listed a number of locations.

Burlington was one of 11 potential sites (in Ontario and the U.S.) under consideration, noted Jennifer Patterson, Business Development Manager at the Burlington Economic Development Corporation (BEDC). Burlington provided Circles and its site locator with extensive, targeted local information, including a customized call centre community profile, commercial real estate information, and workforce profiles. The City hosted a visit by the Circles site selection team, showing them the area, visiting potential office locations, and putting the company in contact with a local call centre representative, a local training facility and manpower specialists.

Ms Patterson believes that what won the day for Burlington was the job fair that the BEDC along with The Centre for Skills Development & Training developed expressly for Circles to test the local labour market. "We only had one week to set up the event, but we were able to attract 154 high quality candidates to attend, with many additional resumes posted on the website," Ms Patterson said. The event demonstrated to Circles that the area's workforce was ready, willing and able to meet its employee needs.

A trip to Burlington by one of Circles' founders and the company's CFO sealed the deal, and Burlington hosted another job fair to help Circles begin the hiring process. In October 2004, Circles officially opened its 33,000 square foot Canadian customer service centre with 40 employees. The company's workforce is projected to reach 300 by the end of 2005.

**"We rely on the GTMA to effectively market and generate international exposure for the Greater Toronto Area. They provide an essential link between our municipal partners and potential inward investors."**

**Jennifer Patterson,  
Burlington Economic Development  
Corporation**

## GTMA “TOP OF THE LIST” U.S. SITE LOCATION CONSULTANT SAYS

Professionalism, responsiveness and focus cited as among the organization’s greatest attributes

“As the single point of contact for the whole Toronto Area, the GTMA was extremely important to us. They provided us with an easy way to get a clear view of the total region.”

Joe Hennessey, Cushman & Wakefield

When the global real estate services firm, Cushman & Wakefield, was retained to find a location that would enable a major, multi-national consumer products manufacturer to locate a North American center of excellence for business services, it was the beginning of an exhaustive process.

Site selection began with an examination of over 300 potential locations in North America. Based on the client’s specific requirements, Cushman & Wakefield screened the list down, then issued a comprehensive request for information (RFI) to the selected cities. Five locations were selected for visits by the site selector. One of the five was the GTA.

The GTMA arranged for the site selectors to meet with local companies to gain insights into the GTA business environment. “We were very impressed with the GTMA’s ability to respond quickly to meet our tight schedule,” said Mr. Hennessey, Director, Cushman & Wakefield’s Global Consulting Group. “They listened to our needs and concerns, and tailored the material they provided.”

Following the initial visit, the site selectors returned with their client. This time, the focus

was on issues such as the quality of life in the area, the cost of living, housing and local communities.

The GTMA’s network of partners was a critical component throughout the site selection process. Human resources, tax, accounting and immigration specialists helped build a comfort level with the GTA, and provided the information necessary to make an informed decision. “The GTMA’s business alliances are unique,” Mr. Hennessey said. “The companies the GTMA brought to the table had the experience to relate to our client’s goals and to know what they needed.”

In the end, the client chose to locate in Toronto. Mr. Hennessey was not only impressed with what the GTA had to offer, but with the GTMA. “They are at the top of the list in terms of the support and resources that they brought to the table.”



Cushman & Wakefield project team visits the GTA

Jessica LeCroy,  
U.S. Consul General in Toronto  
addresses GTMA luncheon

# GTMA'S SENECA COLLEGE PROJECT BOOSTS AUTOMOTIVE SECTOR LEAD GENERATION

Pilot program develops deeper, more comprehensive intelligence on potential automotive investment



GTA SAE Committee receives the GTMA's 2004 Public Sector Partner of the Year Award

**"Students were really excited by the opportunity to do meaningful work alongside business people in a real business environment. They had an opportunity to learn valuable skills and make an important contribution at the same time."**

Tim Peters, Herman Miller Canada

A joint venture pilot project involving the GTMA, a number of its partners and Seneca College has led to a major advance in the GTMA's automotive sector investment intelligence.

The project put Seneca marketing students to work gathering information about tier 1 and tier 2 automotive manufacturers likely to make expansion and relocation decisions in the near future. The information they gathered is helping the GTMA's Automotive Investment Attraction Committee to approach investors ahead of other jurisdictions.

"The Seneca project has improved our ability to identify companies interested in moving or expanding," said Tim Peters of Herman Miller Canada. "More comprehensive information enables us to do a better job of targeting future customers," said Derek Millar of Ian Martin Limited.

GTMA partners participating in the project include Herman Miller Canada, Ian Martin Limited, Fraser Milner Casgrain LLP, and Research on Investment (ROI), as well as 10 municipal partners. GTMA and its partners worked with Seneca's School of Marketing and e-Business to build a project that would fit into the school's third-year marketing curriculum. ROI helped to train students in research techniques, while Ian Martin provided office space for the students to carry out their work.

The project gave students an opportunity to gain practical research experience and hands-on training in the marketing field, while at the same time providing corporate partners an opportunity to attract new customers. Equally important, GTMA partners had the chance to teach current practices to a new generation of potential employees.

"This initiative strengthens our ability to reach international investors at the right time – when they are beginning the expansion or relocation process," said GTMA President Karen Campbell. "It represents a model of the kind of relationship between educational institutions and the private sector that makes the GTA so attractive to international business."

The Seneca project exceeded expectations for all participants. The GTMA and its partners received better data and intelligence than was previously available, leading to the identification of 20 automotive companies considering investment in the GTA. Seneca added a new dimension to its marketing program, leading the college to make the project an ongoing part of its curriculum for third-year students. For the GTMA and its partners, the impact of this innovative marketing pilot program will be felt for many years to come.



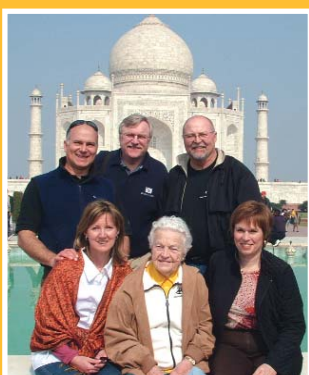


## GTMA MOUNTS EXPLORATORY MISSION TO INDIA

Delegates begin building bridges to one of the world's largest potential markets

**"India offers huge potential for Canadian business. Major multinationals are investing billions of dollars in India to gain access to one of the world's largest potential markets, and Indian companies are beginning to look for opportunities to expand abroad."**

**Sanjay Tugnait, Head - RBU Americas, (Canada, Caribbean & Latin America)  
Satyam Computer Services**



India has the second largest middle-class in the world – more than 300 million people and growing. Its businesses, especially in the services industries, are booming. Increasingly, Indian companies are investing in operations overseas. For the GTA, the opportunities are too vast to ignore.

From January 27 - February 13, 2005, the GTMA mounted its first-ever investment attraction mission to India. The 18-person-strong delegation was led by Mississauga Mayor Hazel McCallion and included GTMA Chair Emeritus George Fierheller, and representatives from business, academia, economic development officials and politicians.

The mission, supported by the Federal Government Community Investment Support Program (CISP) funding and several sponsors from across the GTA, went to learn about business opportunities in India, promote the GTA as a preferred location for new investment by Indian companies, and to begin building relationships with companies and organizations across India.

GTMA team members presented seminars and presentations in New Delhi, Bangalore, Chennai, Hyderabad and Mumbai, and followed up with match-making sessions, briefings, site visits, cultural tours, conferences, trade shows, dinners and receptions. Team members also brought the GTA message to NASSCOM 2005 in Mumbai, the annual conference of India's National Association of Software and Service Companies.

In total, the mission made over 600 contacts and attracted national and local media attention. "The strength and prestige of the GTA delegation generated considerable interest among Indian firms in the cities visited," said mission member and Town of Markham Councillor Khalid Usman.

Delegates gained insights into India's emergence as a new global economic force, and reinforced relationships with Indian companies, such as Satyam, TATA, Infosys, Polaris and Cognizant, already located in the GTA.

The GTA offers Indian companies seeking to invest in North America an attractive value proposition. The area is a cost-effective, human-resource-rich location for "near-shore" operations in close proximity to major U.S. markets. "The Toronto area has a large South Asian population with strong commercial and personal ties to India," said Sanjay Tugnait of Satyam Computer Services. "Based on my experience, Indian companies will find it easier to build business and personal relationships here."

The GTMA's mission to India put the GTA on the Indian radar screen. To follow up, the GTMA-created GTA-India Committee is planning further marketing activities, including a return mission to India in 2006 to target companies in the rapid growth IT and Business Process Outsourcing sectors.



[www.greatertoronto.org](http://www.greatertoronto.org)

## NEW WEBSITE OFFERS GLOBAL BUSINESS A NEW WINDOW TO THE GTA

The GTMA's completely redesigned website is making it easier for international business investors to access meaningful GTA information

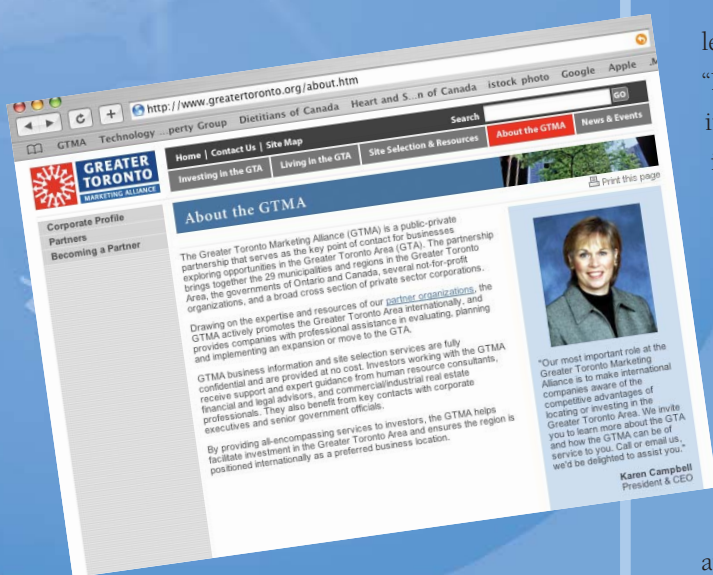
E-marketing is becoming an increasingly vital marketing tool to extend the GTMA's reach into international markets. Now, thanks to a newly-redesigned website, investors from around the world can access a storehouse of GTA information with a few clicks of the mouse.

"Our old website was already helping to generate leads and fill information requests," said GTMA President Karen Campbell. "By redesigning and enhancing the site to make it more useful, we are improving its potential to attract site locators, intermediaries and investors to the GTA."

Investors who click on the heading "Investing in the GTA" will find detailed, up-to-date economic information on the region, access regional profiles and probe key industry sectors. Selecting "Living in the GTA" takes them to a comprehensive profile including climate, health care, education, housing, recreation and transportation.

"Site Selection & Resources" helps interested investors to identify government programs that support investment, locate GTMA partners who can help them establish a GTA facility, and find maps and in-depth publications. "News and Events" and "About the GTMA" provide an inside look at the GTMA, its partners, programs and media activities.

Visiting [www.greatertoronto.org](http://www.greatertoronto.org) is the fast track to the GTMA and its network of resources.



## GTMA PARTNERS & LEADERS

The GTMA is a powerful networking vehicle, introducing its partners to potential new customers and connecting them to leading GTA companies and government organizations.

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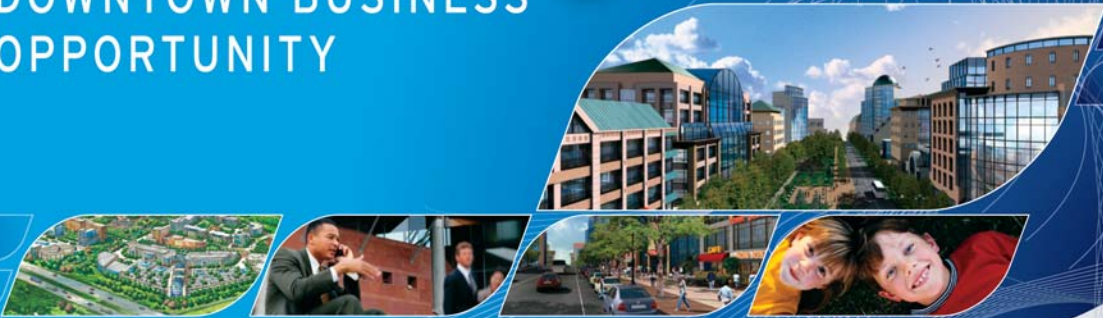
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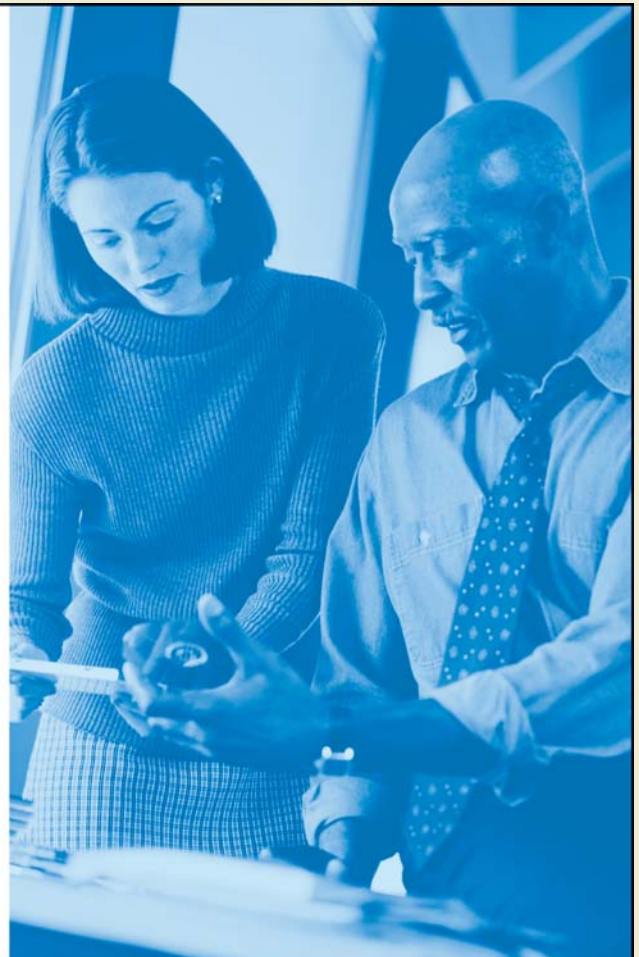


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