



TORONTO
REGION
BOARD OF TRADE



BUILDING MOMENTUM

2022.2023
ANNUAL REPORT

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Opening Message

2022 will be remembered as the year we fully emerged from COVID lockdowns, eager to return our city to a new normal. For many in the business community, including those of us at the Toronto Region Board of Trade, this was a year of renewed purpose. We saw what the pandemic had wrought and committed ourselves to returning stronger than ever. Our comeback efforts over the past year have helped to underscore our purpose as a convenor, champion of solutions, and catalyst for the Toronto region's growth.

In its 178-year history, the Board has always strived to build a better city for business and last year was no exception. As the Board celebrated moving to our stunning new headquarters on the waterfront, our members also navigated their return to office, slowly but surely bringing our business community back together and, through our rapid testing program, we continued to support their road to recovery.

In its 178-year history, the Board has always strived to build a better city for business and last year was no exception.

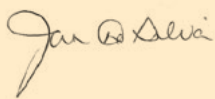
It was a year where we gathered for dozens of in-person events, shaking hands and sharing tables once again to solve some of our region's most pressing challenges, from housing to a growing talent shortage. We also turned our attention to new opportunities for the region. In that vein, the Board worked to redefine the key ingredients for regional competitiveness, examining the mobility of goods and people, transit fare integration, land use planning for employment and housing, talent attraction and development, and exciting opportunities related to the emerging climate economy. To get there, we will need to clear some very tall hurdles.



Toronto faces some of our country's biggest productivity gaps and cost-of-living challenges. But we at the Board will do what we've always done – roll up our sleeves and get to work, listening to our members, and convening thought leaders, to provide the leadership our community deserves, and that our region needs.

We are proud of the work of the Board over the past year, and we are already well into rolling out exciting projects for 2023, including a new five-year strategic plan that will chart the way to a more productive and prosperous future.

2022 was defined by building the momentum needed to prepare our region for a new era of growth. We invite you to join us on the journey.



Jan De Silva
President & CEO



Yung Wu
Chair

A Special Message from the Chair

After eight and a half impactful years as President and CEO, Jan will be stepping down, making 2022/23 her last full year leading the work of the Toronto Region Board of Trade. On behalf of the Board, our valued members, and the broader business community, we celebrate and thank Jan for her exceptional leadership and service.

Jan's notable achievements include: the reactivation of the World Trade Centre Toronto, whose TAP program has helped 2,500+ SMEs become export ready; Co-founding the Canadian Global Cities Council & Canada's Innovation Corridor Business Council, which drive economic growth and development; and the Reimagining Recovery Framework, a widely praised, largescale recovery initiative to support the region and business community during the pandemic. Jan's impact and advocacy have helped grow the Toronto region into the economic powerhouse it is today, and I have no doubt that her influence will continue in years to come.

Giles Gherson, EVP and Chair of the Economic Blueprint Institute, will be stepping in as the Board's new President and CEO in September 2023. As Jan passes the baton to Giles, we know he will continue to pursue a path to take the organization and our economy to greater success.



Who We Are

For 178 years, the Toronto Region Board of Trade has been a catalyst for the region's growth and a voice for the business community. As one of the largest and most influential chambers of commerce in North America, we pursue policy change to drive the competitiveness of the Toronto region, facilitate market opportunities, and create new partnerships and connections to help our members succeed – domestically and internationally.

WHAT WE DO

Our Vision

To make Toronto one of the most competitive and sought-after business regions in the world.

Our Mission

To be a catalyst for a vibrant, globally competitive Toronto region business community.

HOW WE ADD VALUE

Convene

We bring bright minds, innovative thinkers and dynamic leaders together to unpack the region's greatest challenges and identify bold, actionable solutions that drive our economic growth.

Connect

We believe a connected business community is a strong business community. By connecting people, we help businesses to grow. By connecting ideas with shared challenges, we enhance regional collaboration, identify opportunities and create efficiencies.



Champion

We advocate for real solutions to real problems, working with all three levels of government to develop and drive policy solutions that pave the way for a more competitive region. We do this because businesses can't succeed without the right conditions to grow.

The Board by the Numbers



Connect

11,500+
Members

75
Events

5,190+
Attendees

“As a developer focused exclusively in Toronto, I was personally committed to supporting the TRBOT’s vision to continue to position Toronto as one of the most sought-after cities for business growth and opportunity.”

- Sean Menkes, Vice-President, Office/Retail, Menkes Developments



+13%

New Corporate Membership Accounts year over year

16,400+

Twitter Followers

20,100+

LinkedIn Followers

5,100+

In the Young Professionals Network

99

TAP Graduates

32

GDP Graduates

37

MAP Participants

248

Executive Certificates

Convene

HIT GO
MAYORAL ELECTION
CAMPAIGN

5

Op-eds published
in the Toronto Star

4.8M

Audience Reach

487

Media Mentions

5

Roundtables

13

Outlets Covered
the Mayoral
Debate

POLICY INITIATIVES

5

Policy Committees

118+

Committee Members

16

Regional Leaders in
the Climate Economy
Strategic Council



Champion

37

Companies
Taken on Trade
Missions

OUTREACH

4K+

Media Citations

5.2M+

Social Media
Impressions

71K+

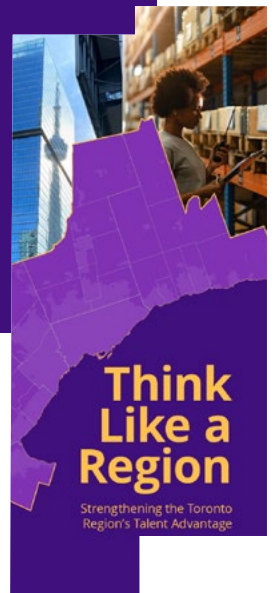
Social Engagements

88K+

Website Visitors

31

Reports,
Statements,
and Position
Papers



“The Toronto Region Board of Trade helps VCIB make connections with innovative businesses that are working to advance the low-carbon economy. The TRBOT policy committees bring together the right people to advance these important issues in Canada.”

- Jennifer Hutcheon, Vice President, Vancity Community Investment Bank



TRBOT's 100 Queens Quay E. ribbon cutting, November 8, 2022

100 Queens Quay East

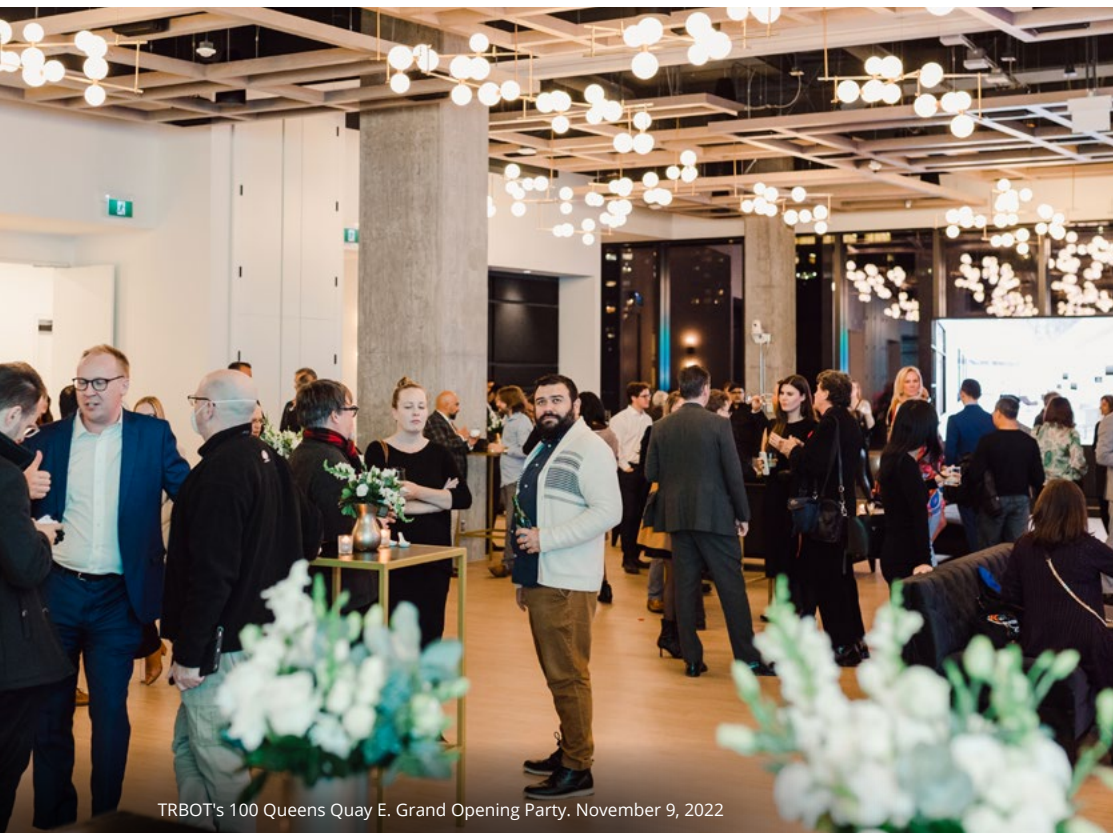
Home Sweet Home, once again

Over a hundred years ago, the Board commissioned a building that was seven stories high on Toronto's waterfront – then considered a skyscraper. These new headquarters would stand as a symbol to all that Toronto had grown into an internationally competitive city. Since that time, the Toronto Region Board of Trade has grown in and out of its offices, helping to establish new business destinations across the city. In September, after 47 years at First Canadian Place, the Board returned to the waterfront, moving our staff offices and establishing a new, state-of-the-art events venue. Our 38,000 sq. ft facility at 100 Queen's Quay East is more than double the size of our previous space and delivers extraordinary value to members for first-class events, networking, digital production, and business meetings.

To celebrate, the Board hosted two days of launch events to **convene** the city's most influential leaders, **connect members** to each other and the Board, and **champion** our shared successes. Over **800 guests experienced** the potential of the space firsthand and helped us to celebrate one of the city's premier event venues.



TRBOT's 100 Queens Quay E. Grand Opening Party. November 9, 2022



TRBOT's 100 Queens Quay E. Grand Opening Party. November 9, 2022

Located on the east waterfront, minutes away from Union Station, our event space offers breathtaking panoramic views of Toronto's skyline. The venue space features a large gala room (that can be partitioned into three separate event spaces), four large stand-alone meeting rooms, break-out spaces, a 22,000 sq. ft. outdoor terrace, and a state-of-the-art digital studio.



Toronto Region Board of Trade office in 1890, northeast corner of Yonge St. and Front St.



TRBOT Green Room, 100 Queens Quay. E



CONVENE

By coming together, leaders of industry unlock our potential and catalyze growth for our region.



Stronger Than Ever: Annual Luncheon, June 23, 2022

By coming together, leaders of industry unlock our potential and catalyze growth for our region. In 2022, we gathered in person once again, convening to conceive big ideas and reconnect as a community. Over a year of carefully curated events - from half-day podiums and exclusive roundtables to policy committees and full-day summits - our members came together to challenge the status quo, tackle the productivity crisis, seize the climate economy opportunity, and move beyond recovery into a renaissance.

Stronger Than Ever: Annual Luncheon 2022 | Jun 23

After a two-year hiatus, the Board held its 6th annual lunch presented by Toronto Pearson, our first large in-person event post-pandemic, with more than 300 attendees. The energy in the room was electric as many business leaders from across the city met face-to-face for the first time in years. In the sold-out event, Mayor John Tory laid out his vision for a stronger Toronto economy and outlined his focus on jobs to ensure Toronto stays competitive and achieves its full potential as Canada's economic engine.

Hosting David L. Cohen, US Ambassador to Canada | Sep 29



US Ambassador Event, September 29, 2022

In September, the Board in collaboration with Toronto Global, hosted David L. Cohen, US Ambassador to Canada. Cohen shared a powerful message about the importance of diversity and inclusion in business. The event was attended by more than 80 business leaders from advanced manufacturing, financial and professional services, bio sciences and the innovation economy. Also in attendance were Canada's Minister of International Trade, Export Promotion, Small Business and Economic Development Mary Ng, Ontario Minister of Finance Peter Bethlenfalvy, and Ontario Minister of Economic Development, Job Creation and Trade, Vic Fedeli.



Climate Economy Summit, November 24, 2022



The Hon. Todd Smith, Minister of Energy, Government of Ontario, Giles Gherson, EVP & Chair of the Economic Blueprint Institute, Climate Economy Summit, November 24, 2022

Climate Economy Summit | Nov 24

In November the Board hosted our inaugural Climate Economy Summit in partnership with the University of Toronto Climate Positive Energy Initiative. We welcomed more than 300 guests and 30 expert speakers for a discussion on actionable solutions toward achieving net-zero — because climate is not just a problem to solve, it is a multi-trillion-dollar economic opportunity.

Sessions covered Canadian cleantech success stories, global COP27 insights, deep dives into financing, sustainable construction, hydrogen fuel supply, the EV evolution and greening heavy industry.



Sandra Odendahl, SVP and Head of Sustainability and Diversity, BDC, Tom Rand, Managing Partner, ArcTern, Ventures, Kris Depencier, Regional President, Greater Toronto Region, RBC Royal Bank, Climate Economy Summit, November 24, 2022



Jan De Silva, President & CEO, Toronto Region Board of Trade, Meric Gertler, President, University of Toronto, Climate Economy Summit, November 24, 2022

“The event was one of the most professionally run and incredibly insightful conferences I’ve attended. I was chatting with a colleague who referred to it as ‘The Event of the Year’ – what an amazing and well-deserved remark.”

- Sayyeda Masood, U of T, co-organizer

Climate Economy Strategic Council: Reaching Net-Zero by 2050

The journey to net-zero is a monumental task set out for our country and our region, one that presents an opportunity for leadership, innovative thinking and immense collaboration.

To catalyze this opportunity, the Climate Economy Strategic Council (the Council) continued in their work to address the barriers standing in our path to net-zero. Co-chaired by the Board's President and CEO, Jan De Silva, and MaRS CEO and TRBOT Board Chair, Yung Wu, the Council focused on climate projects with the potential to accelerate our pace to net zero by harnessing technology and advancing our economic priorities. Bringing together both cleantech innovators and large emitters, the Council represented a cross section of thought leaders and practitioners invested in solving for the cleantech adoption necessary for the Toronto region to lead in the climate economy. Over the coming years, the Board's focus on climate will continue and the Council will recalibrate to identify projects that can be tackled with measurable results and adopted at scale to reduce carbon impact and unlock cleantech growth across our region.

“The climate economy is incredibly important to the City of Toronto. The climate economy provides opportunities for Toronto residents to work in the green tech sector, which not only contributes to job creation in the region but also facilitates the transition to net zero.”

- Jennifer McKelvie, Toronto's Deputy Mayor

THE TORONTO REGION'S Climate Economy

Climate is not just a problem to solve, it's a multi-trillion-dollar economic opportunity

THE GLOBAL CLEANTECH MARKET BY 2022

US \$3.3 TRILLION **2% GDP** anticipated globally

The Canadian Opportunity

CA \$30 BILLION added to the Canadian economy by 2070 from investing in clean energy

CANADIAN CLEAN TECHNOLOGY SECTOR BY 2025

TOP FIVE EXPORTS **CA \$20 BILLION** in annual exports

CANADIAN HYDROGEN INDUSTRY BY 2050

CA \$50 BILLION in annual exports **350,000 JOBS**

How the Toronto region is leading in the North American climate economy

INNOVATIVE CLEANTECH SOLUTIONS
Toronto-Waterloo Corridor is one of the world's top cleantech startup ecosystems, as ranked by Startup Genome.

#1 IN CANADA **6TH** IN NORTH AMERICA **12TH** IN THE WORLD

Local clean technology developers, like E-zinc, ecobee, and Li-Cycle, have already proven their capacity for practical, results-driven innovation.

ONTARIO'S CLEANTECH SECTOR BY THE NUMBERS

5,000 cleantech & environment companies **117,000** employees **\$25.6B** contribution to GDP **\$6.6B** in annual exports

STRONG FOREIGN INVESTMENT
\$16B in recent private sector investments in Ontario to accelerate the production and adoption of electric vehicles.

CLEANER BUILDINGS
1,128 certified green buildings and projects in Toronto.
58.16 M sq ft of LEED Certified space in Toronto.
Canada was **#2** in the world for LEED Certified Buildings in 2021.

BETTER, FASTER PUBLIC TRANSIT
\$26.8 billion in provincial and federal funding for public transit projects in the Toronto region in 2021.

FINANCIAL BACKING
The Toronto Atmospheric Fund (TAF) helps the City achieve its net zero targets by providing grants to non-profits and investing in GHG-reducing projects.

APPENDIX
Deloitte, Delivering the climate technologies needed for net zero
ES&C, Canada's cleantech future looks bright
ES&C, Report from Canada's Economic Strategy Table: Clean Technology
Natural Resources Canada, Hydrogen Strategy for Canada
ES&C, Ontario's Electricity Grid
ES&C, Decarbonization and Ontario's Electricity System
GRI, Toronto City Profile
Ontario Energy Association, Net Zero 2050 Report
Government of Ontario, News Release
City of Toronto, Financial Services
TAF, 2021 GHG Carbon Emissions Inventory

Visit bot.com/initiatives/Climate-Economy

Gateway to Growth Summit | Mar 6

2022 focused the region's attention on an area that is often overlooked despite its critical role in our regional – and even national – economy: the Pearson Economic Zone.

This Zone is Canada's second-largest concentration of employment after downtown Toronto. It is home to more than 400,000 jobs and, combined with Downtown's 550,000 jobs, these two regions make up more than one-third of the jobs across the Innovation Corridor.

However, coordination across the zone is no easy task. Despite its size and consequence, the Zone in its entirety does not have a strong identity or champion as it lies at the intersection of four municipalities: Mississauga, Toronto, Brampton, and Vaughan.

On March 6, 2023, the Board's Economic Blueprint Institute (EBI) convened its inaugural [Gateway to Growth Summit](#) attended by more than 300 business leaders and government officials, as well as local and international experts, for dynamic presentations and conversations. Ontario Minister of Finance Peter Bethlenfalvy and Minister of Infrastructure Kinga Surma spoke about the province's role in ensuring there is a regional approach to infrastructure investment. Leaders of municipalities within the Pearson Economic Zone, including Mississauga Mayor Bonnie Crombie, Brampton Mayor Patrick Brown, and City of Toronto Economic Development Committee Chair and Councillor Shelley Carroll spoke about how regional collaboration and coordination can maximize infrastructure investments. The Summit kicked off the Board's critical Pearson Economic Zone initiative, a multi-pronged strategy to unlock the potential of an area that serves as a microcosm of our region as a whole. Together, the Board and its partners aim to catalyze cross-municipal planning and administrative models that can be extended across the Toronto region, making the Zone a living lab for regional collaboration.



Joe Berridge, Partner, Urban Strategies, Leslie Woo, CEO, CivicAction. Gateway to Growth Summit, March 6, 2022



Patrick Brown, Mayor of Brampton, Bonnie Crombie, Mayor of Mississauga. Gateway to Growth Summit, March 6, 2022

PEARSON ECONOMIC ZONE

400K JOBS

Canada's **second largest employment zone** after downtown Toronto (550K)



The Zone contributed **\$53.4 billion** to Ontario's economy



1 in 10 large companies in Ontario are located in the Zone



55% of workers in the PEZ are immigrants, relative to 31% across Ontario



Transportation Symposium, February 8, 2023

Transportation Symposia | Feb 8 & Mar 30

Transit and transportation have always been a top priority for the Board, and for our members. Last year, Toronto was named the third most congested region in North America, which represents an immense threat to our region's livability, economic growth and competitiveness. Lost productivity due to congestion costs our region \$6 billion each year.

To keep this critical issue top of mind, the Board held a two-day transportation symposium on February 8 and March 30th. The first day – *The Economic Benefits of World-Class Transit* – saw industry and government leaders come together to discuss the urgent need to build a world-class transit system in the region.

Highlights included Ontario's Minister of Transportation Caroline Mulroney discussing the government's plans to address congestion and implement the GO Expansion Program, and a fireside chat with TTC CEO Rick Leary on solving Toronto's transit challenges.

Day two – *Connecting our Region's Economy to the World* – focused on the broader challenges of connecting our region to the world, including opportunities for better rail transportation, using the region's waterways to improve supply chains, an innovation showcase that featured new transportation and infrastructure technology, and the government's plans to implement transit-oriented communities.

As more people flock to our region every year – more than any other region in North America – the Board will remain vigilant in its policy efforts and advocacy for a fully developed transit and transportation system that gets both goods and people moving.



Ontario's Minister of Transportation Caroline Mulroney. Transportation Symposium, February 8, 2023



Above the Radar: Annual Dinner, March 23, 2023

Annual Dinner Above the Radar | Mar 23

After a three-year hiatus, the Board's 'Above the Radar' Annual Dinner presented by Odgers Berndtson in March was a rousing success! The event brought together more than 1000 of the region's most influential leaders and city builders to connect and celebrate changemakers who built their profiles globally and are unlocking our region's full potential. Regional leaders enjoyed the opportunity to connect at a VIP reception sponsored by LiUNA. Our keynote speaker, Mark Barrenechea, CEO & CTO of OpenText, delivered an inspirational speech on how companies from our region can compete, innovate, and grow on a global scale. Joanna Griffiths, Founder & CEO of Knix, was the recipient of this year's Region Builder Award. Joanna shared her story of growing Knix into one of the fastest-growing companies in Canada.



Brad Beveridge (l), President of Odgers Berndtson, Carol Wilding, President & CEO of CPAO, Anthony Batchelor, Chief Commercial Officer of Odgers Berndtson



Yung Wu, Chair, Toronto Region Board of Trade



Mark Barrenechea, CEO & CTO of OpenText



Joanna Griffiths, Founder & CEO of Knix

TRBOT Events



Path to Net Zero, Green Ribbon Panel report release sponsored by Bruce Power June 24, 2022



Stronger Mayor, Stronger City Event, September 28, 2022



Roundtable with Sean Fraser, Minister of Immigration, Refugees and Citizenship, to discuss the federal government's Immigration Level Plans, November 1, 2022



Curse of Politics Provincial Election Live event, May 25, 2022

Members Drive Our Agenda

Forming the backbone of our ambitious policy efforts are the Board's policy committees. These are comprised of industry leaders and influencer-level business members volunteering their expertise to advance high-impact enablers.

Energy & Climate Committee

Helping strengthen the climate economy and maintain a sustainable, reliable and affordable energy system in the Toronto region.



Housing & Land Use Committee

Helping develop abundant, diverse, and affordable housing to enable further growth.



Transportation & Infrastructure Committee

Helping improve the region's physical infrastructure and transit-oriented communities to keep pace with tremendous growth.



Innovation Economy Committee

Helping improve the region's reputation for innovation and technology adoption.



Talent Ecosystem Committee

Helping facilitate a diverse, competitive, inclusive and resilient talent ecosystem in the region.





CONNECT

Connecting our members, connecting sectors,
and connecting the dots across the challenges
facing our region is where the strategic influence
of the Board brings solutions to the table.

Membership

In speaking with our members, 2022 was a year of renewal and returning to normal life. After two years of members expressing feelings of loss over the inability to network or perform business development in-person, feedback from our valued community was unanimous. Our members were thrilled to be reunited in the same room and help their businesses thrive through collaborative growth.

At the Board, our members always get more. Beyond our 20+ in-person member workshops, we hosted a Holiday Kickoff party in December and two World Cup watch parties in our stunning new events space at 100 Queens Quay East. Our Young Professionals Network's Fall Fest Social at Craft Beer Market and Valentine's event at Real Sports were also great opportunities for Toronto's young professionals to connect.

We are proud to connect more than 11,500 members to opportunities to advance their businesses, foster new partnerships, and share knowledge to help each other recover, compete, and grow.

“We’re proud to be a member of the TRBOT because it enables us to foster trusted relationships with business leaders, and work together to build a strong and vibrant economy across the Greater Toronto Area.”

- Lana Paton, Vice-Chair and Managing Partner of the Greater Toronto Area, and Southwestern Ontario Region, PwC Canada



MEMBERSHIP BY THE NUMBERS

The membership department's fall acquisition campaign was a great success, growing new business by approximately 20%

+13%

Year-over-Year (YoY) in Corporate Membership Accounts

86.4%

Member Retention Rate, up 3.5% YoY

90%+

Satisfaction from Corporate Members

13.1

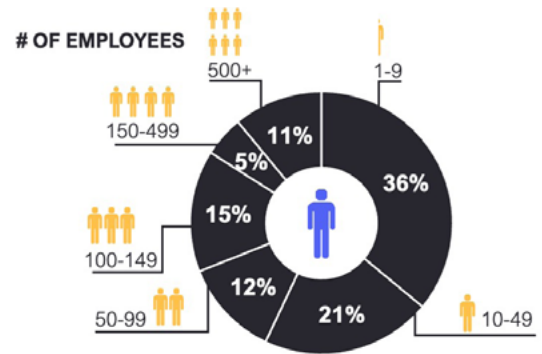
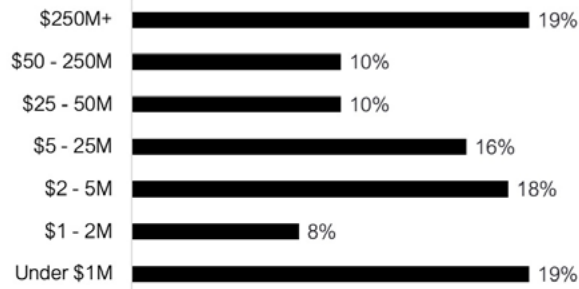
Net Promoter Score, up from 4.1 in FY22

5,100+

YPN Members, up 24% YoY

A BREAKDOWN OF OUR MEMBERSHIP

ANNUAL REVENUE \$



INDUSTRY / SECTOR %



INSIGHTS SHARED

In 2022, the Board launched a new Insights blog, offering up a new channel to connect with and share timely stories with regional media, members and our partners. With new content posted regularly and highlighted across social channels, blog followers have access to post-event recaps, advocacy campaign updates, real time accounts of growth and competitiveness activity and issues across the region and insightful case studies highlighting our members' success stories and business community best practices.



World Trade Centre Toronto

The World Trade Centre Toronto (WTC-T) continues to support the growth of the Canadian economy by providing comprehensive programs, expertise and resources to companies, empowering them to achieve their full potential. WTC-T's recent initiatives, including two new scale-up programs – the Growth Development Program and Executive Certificates – have equipped Canadian businesses with the necessary tools and connections for successful growth strategies.

Through its expertise, time-relevant and action-oriented programs and trade missions, WTC-T has been able to help Canadian businesses accelerate their growth and trade while building capacity, experience and partnerships. Overall, WTC-T's contribution to the Canadian economy is significant and important in driving growth, especially during these challenging times.

WTC-T is dedicated to working with partners to upskill businesses and bridge the competitiveness gap for Canadian SMEs. Collaborative partnerships with various stakeholders, including the Government of Canada; FedDev Ontario; the Ministry of Innovation, Science and Economic Development Canada (ISED); the Ministry of Economic Development, Job Creation and Trade (MEDJCT); Heritage Canada; RBC; BDC; EDC; Scotiabank; Air Canada; and UPS have contributed to the success of WTC-T's programs, benefiting over 450 Canadian SMEs in the past fiscal year.

Trade Accelerator Program (TAP)

The Trade Accelerator Program (TAP) has been instrumental in helping Canadian SMEs overcome export challenges and expand their businesses internationally. Over the past seven years, the program has enabled more than 2,100 entrepreneurs navigate the complexities of international trade and succeed in the global marketplace.

This award-winning program has consistently achieved a high satisfaction rate of 91%. With the support of the Government of Canada, private sector experts, the Chamber network, industry and cultural associations, TAP has made a significant impact on the Canadian economy by generating new revenue streams, creating job opportunities, and enhancing efficiency.

In the upcoming fiscal year, TAP will build on its success by complementing government-led trade missions and advocating for the concepts of inclusive trade and the significance of ESG (environmental, social, and governance) through its cohort themes and program agendas. The program will continue to drive SMEs operating in the Advanced Manufacturing, Aerospace, Cleantech, and Smart Cities sectors towards prosperity and growth in international markets.



TAP empowering women-led businesses in Ontario. June 2022

KEY MILESTONES

2,195

TAP graduates from 10 Provinces and Territories across Canada*

80+

countries TAP graduates are now exporting to*

91%

overall satisfaction

205

cohorts organized*

160K+

jobs created since 2015 *

52%

of TAP graduates received additional funding to support their export plans

62%

growth in revenues 2 years after participating in the program

67%

TAP graduates owned or led by an under-represented group

*since inception



Ontario SMEs at GDP's inaugural workshop to unlock their full potential, May 2022

Growth Development Program (GDP)

A research study “Defying Gravity” published by the Board’s WTC-T in 2019 revealed that only 0.1% of Canadian small- and mid-sized firms were able to successfully grow into larger companies. In response, WTC-T piloted the Growth Development program in May 2022. The program has since organized three cohorts and empowered 32 Ontario-based companies, with 45% of them being owned or led by under-represented groups. All participants have expressed 100% overall satisfaction with the program. Based on its success, WTC-T plans to continue offering the program to companies in various industries in the next fiscal year, with a focus on the aerospace sector.

“Participating in GDP helped me narrow down my focus and identify the blind spots in my business that could impede future growth. It was a well organized, positive experience!”

- Diana Di Mauro, Co-founder, Idralink

KEY HIGHLIGHTS

32

Companies have participated in the program*

45%

companies were owned or led by a person from an under-represented group

100%

overall satisfaction

*since inception

Executive Certificates

The World Trade Centre Toronto's new Executive Certificates program offers half-day and one-day courses on crucial areas such as international sales, supply chain, e-commerce, and ESG, providing in-depth training and mentorship to help businesses grow. Launched in November 2022 due to high demand from WTC-T alumni to enhance their knowledge on critical trade topics, the program has already seen participation from over 80 entrepreneurs. With the success of the program, the WTC-T plans to offer 27 more sessions over the next two years to companies from different sectors, complementing trade missions, government initiatives and industry trade events.

KEY HIGHLIGHTS

9
sessions organized

80+
companies have
participated in the
program

“WTC-T's Executive Certificates program is a fantastic extension of their other programs - TAP & GDP. In-depth engagement and high-quality content on a specific, targeted topic for companies facing the same issue(s). The Executive Certificates courses allows companies to select the topic most relevant to them. I highly recommend these programs and will participate in more of them in the future.”

- J. Francis Cooke, President & CEO, Taste of Nature Foods Inc.



Ontario entrepreneurs master capital raising & funding strategies at Executive Certificates Program. March 2023



Canada's tech trailblazers exhibit at Smart City Expo World Congress in Barcelona with MAP's trade mission. November 2022

Market Activation Program (MAP)

The Market Activation Program (MAP) has made a significant contribution to the Canadian economy by helping Ontario businesses expand their reach into international markets. With trade missions to over 30 countries, including major markets in Europe, Asia and North America, MAP has enabled companies to develop their international selling strategies and build relationships with new customers and partners. The program has provided unparalleled access to international markets, resulting in an average 55% growth in exports within a year of participating in the program and an average of 27 new business leads and connections at a trade mission. With over 400 businesses participating in MAP trade missions, the program has helped drive economic growth in Ontario and Canada as a whole.

"With over 400 businesses participating in MAP trade missions, the program has helped drive economic growth in Ontario and Canada as a whole."

Notably, MAP's trade missions to prominent events such as the Smart City Expo World Congress and ANTAD, Mexico's largest retail and consumer goods expo, have yielded remarkable outcomes. These missions have empowered over 50 Canadian businesses to broaden their operations in Europe and Mexico, leading to increased exports and market presence.

KEY HIGHLIGHTS

30

countries visited through MAP trade missions

400+

companies have participated in the program*

3

MAP trade missions (28 missions since 2017)

55%

growth in exports within one year of participating in the program

100%

Overall satisfaction from companies that participated*

450+

total connections made by the mission delegates at the 2022 Smart City Expo World Congress

*since inception



Thank You to Our Sponsors



Government
of Canada

Gouvernement
du Canada



Ministry of
Economic Development,
Job Creation &
Trade



Scotiabank®



SUPPORTING PARTNER

Canada

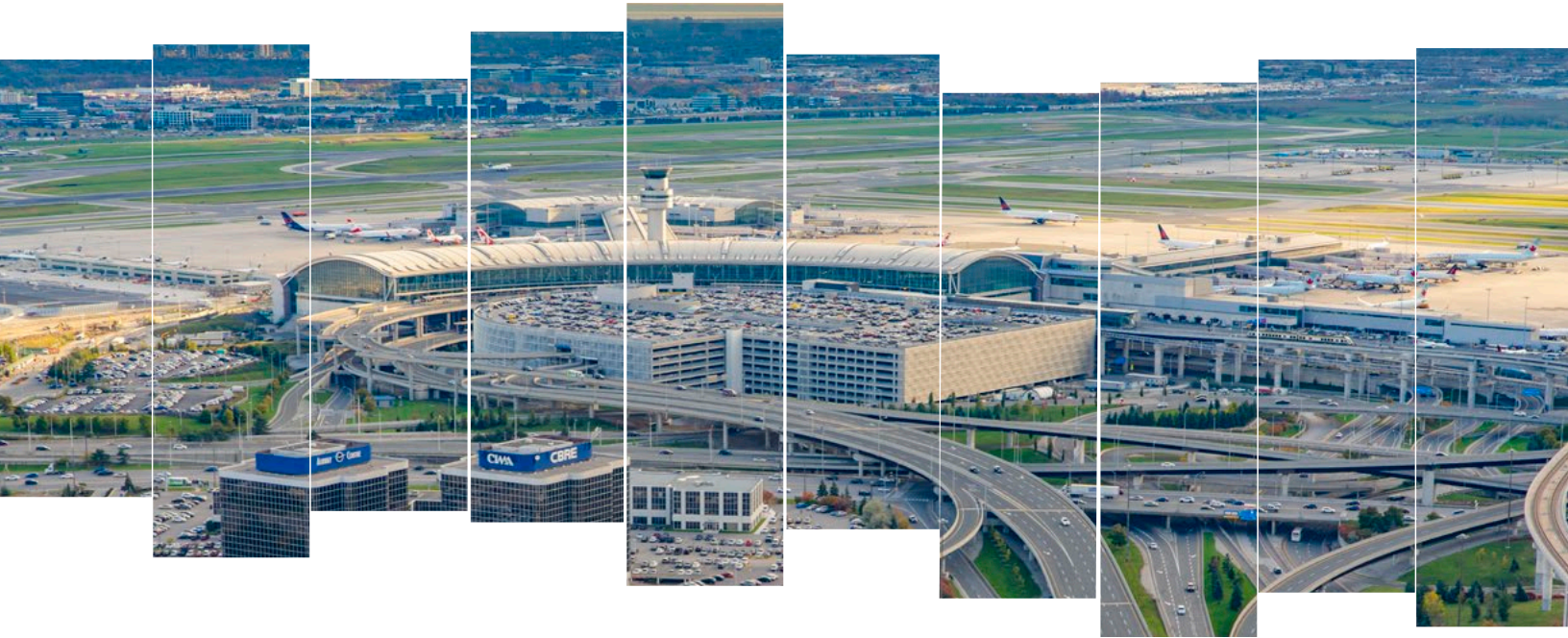
“The mission (Barcelona 2022) was overall very helpful. We made strong connections with many of the trade commissioners, and they in turn introduced us to several companies. We made connections with several companies that could help us with global expansion. The greatest benefit, however, was gaining exposure to international markets and realizing that it is possible to expand globally.”

- Ted Maulucci, President, SmartONE Solutions

The image is a collage of black and white photographs. The largest photo on the left shows a banner for the 'Transportation Symposium 2023' with the 'TORONTO REGION BOARD OF TRADE' logo. Below this banner are smaller versions of the same logo and text. On the right, a man in a suit stands at a podium, speaking into a microphone, with flags in the background. The word 'CHAMPION' is overlaid in large white letters across the center of the collage.

CHAMPION

Championing policy that will make the Toronto region the fastest-growing and most competitive place on the planet.



Policy & the Economic Blueprint Institute

As the voice and champion of business across the Toronto region, advocacy, policy solutions, and strategies to secure our region's long-term global competitiveness are core to the Board's mandate. In 2022, the Board championed policy-led solutions that would propel our region's recovery post-pandemic and build the momentum we need to capitalize on growth opportunities. Areas of focus included housing, transportation, the Pearson Economic Zone, and the climate economy.

In collaboration with our partners and policy committee members, it was a year of tremendous progress, one that starts to move the dial on critical challenges across the region and set the stage for long-term competitiveness.

“Instacart has a substantial corporate presence in Toronto, the base for our Canadian operations. As such, Instacart has a strong interest in the economic vitality of Toronto. TRBOT is an invaluable ally in championing and advocating for public policies that will support the growth and future prosperity of our community. TRBOT's ability to bring together leading public and private sector stakeholders is critical for facilitating the important discussions that we need to be having as a region.”

- Hersi Hujaleh, Head of Canadian Public Policy, Instacart



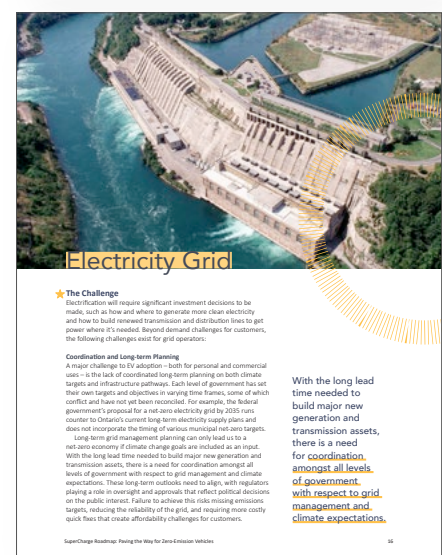
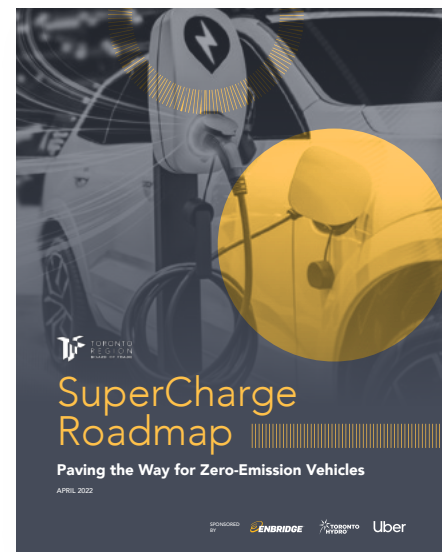
SuperCharge Roadmap


Transportation produces 35 per cent of the Toronto region's emissions and 25 per cent of Canada's emissions. With record investments in electric vehicle (EV) manufacturing in Ontario and ambitious new federal sales targets, the Toronto region is poised to become a global leader in ZEV adoption.

In April 2022, The Board released SuperCharge Roadmap: Paving the Way for Zero-Emission Vehicles (ZEV), an action-oriented road map which identifies four key areas where the federal, provincial and municipal governments can more effectively coordinate with utilities and the private sector to:

- Better support fleet transitions
- Build the necessary charging infrastructure to support mass EV adoption
- Increase our clean electricity generation capacity
- Build the infrastructure needed to support hydrogen and renewable natural gas vehicles

Our region needs improved coordination and infrastructure to lead the global green transition. The Board's SuperCharge report serves as a practical guide to policymakers as they pursue this vision.





ERASING THE LINES

Seamless Fare Integration Across the Toronto Region

MARCH 2023

Principles

Equity
 network. That means that people need to use different modes to complete trips most efficiently. Poorer people are relegated to slower modes. A person in inconvenience—you shouldn't have to for it.

Availability
 ing a trip of a similar distance should be no more than another rider just because they crossed a municipal or agency boundary.

Accessibility
 did not be denied access to jobs and services because they can't afford a fare.

Convenience
 system should be easy to use and understand—even for people who've never used transit before.

Cost
 the trip from **Rexdale to Toronto** University several times a week for both the TTC and GO. She pays \$7.96 for the TTC fare, but if she never leaves Toronto, that fare would be able to make it \$3.20.

GO Transit + TTC = \$10.20
TODAY: \$4.97 TOMORROW: \$3.20

Rishi works at the GM plant in Oshawa but lives in Pickering. Even though he is staying in Durham Region, the fastest route involves both the DRT and GO Transit, meaning he pays a premium. If fares were integrated, he would be paying \$3.20 instead of the \$4.97 he pays now.

GO Transit + TTC = \$10.20
TODAY: \$4.97 TOMORROW: \$3.20

Laure takes transit instead of her car to the Eaton Centre from Burlington. First taking the GO train then transferring to the subway in Toronto, paying a total of \$13.55 for the two separate fares. The hassle of paying the extra fare, along with the cost itself, often makes it feel like her car is the better option. Under one fare, that trip would be reduced to \$5.70, incentivizing Laura to leave her car in Burlington.

GO Transit + TTC = \$10.20
TODAY: \$13.55 TOMORROW: \$5.70

What It Will Cost

\$34 million
 REDUCTION OF FARES ON SHORT CROSS-BOUNDARY TRIPS BETWEEN TTC AND GO MUNICIPAL SYSTEMS

\$45 million
 FREE TRANSFER BETWEEN GO TRANSIT AND TTC

\$75 million
 REDUCTION IN GO TRANSIT FARES

ESTIMATED MAXIMUM FIRST-YEAR COST
\$154 million
 (Based on 100% of Metroville subsidy)

Why We Need a Comprehensive Plan

Bilateral approaches to fare integration between agencies continue to leave gaps that are confusing for riders and simply shift rather than eliminate barriers. Dozens of bilateral fare agreements between agencies add administrative complexity and expense. They are also considerably more expensive, because they do not target fare cuts for those who need them most—short-distance cross boundary riders—as the Board's plan does. Any fare plan that simply involves recognition of other agencies' transfers will not be able to integrate GO Transit, because a flat GO fare across the region will never be feasible. It also ignores the most transit-dependent population, who prefer to use passes. Comprehensive integration is better for riders and more affordable for governments.

Erasing the Lines: Seamless Fare Integration Across the Toronto Region (March 2023)

Across the region, billions are being invested in new transit infrastructure but without a fare system that's convenient, affordable and logical for riders, the true potential of those investments will never be realized. For decades riders have voiced their frustrations with the burden of paying double fares when crossing municipal boundaries, the high cost of GO fares for trips within the City, and the fact that the fastest route is often not the cheapest one.

The current fare system just doesn't make sense. Travellers are paying the price for our fragmented municipal governance system when they deserve a simple and seamless experience across the Toronto region.

In its report *Erasing the Lines*, the Board recommended unifying fare systems across the region's transit services, including the TTC by charging by zone – distance travelled – instead of by municipality. Zones would reflect current transit boundaries, and Toronto users would retain their current flat citywide fare. GO trains and busses would also fall under the new fare system, making GO Transit more affordable and unlocking underutilized routes while relieving overcrowded TTC lines. In short, riders will finally be able to use the region's transit system as a true network, tapping on and off any transit vehicle in the Toronto region, confident that their fare will be based on a simple, unified structure.

BENEFITS OF A ZONE-BASED FARE STRUCTURE

GO and TTC fares are the same or lower than today

Trips within Toronto retain single flat fare (now an A-B zone ticket)

Easy to use and understand, based on municipal boundaries

Double fare for short cross-boundary trips is eliminated

Long-distance trips pay similar fares to today to minimize revenue loss

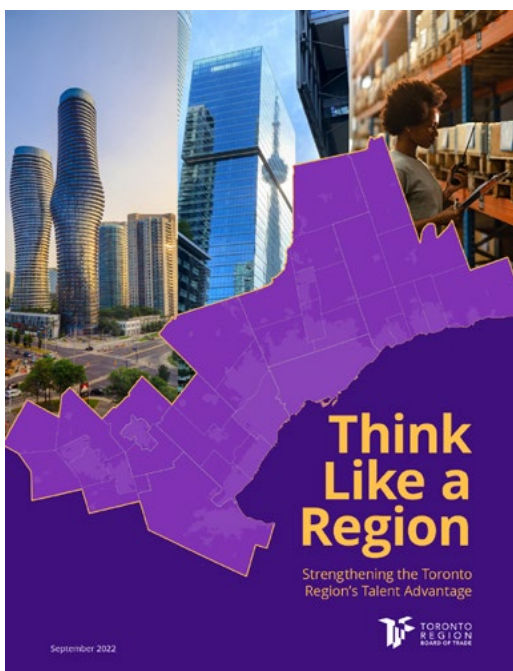
GO Transit is included in fare system, maximizing utilization of its infrastructure and shortening trips for thousands of riders per day

A Commitment to Action: Government of Ontario Makes Fare Integration Announcement at the Board's Transportation Symposium

Shortly after the Board renewed its call to unify fares across the region's transit systems, Stan Cho, Associate Minister of Transportation, chose the Board's Transportation Symposium as the venue for the Ontario government's announcement that it will integrate fares between the GO networks and municipal transit services, including the TTC. After advocating for transit fare integration for many years, the Board applauded this decision as a well-integrated, sensible transit system is key to a stronger, more attractive, and competitive region. The proposal was covered by TVO, Global News, and City News.



Stan Cho, Associate Minister of Transportation,
Transportation Symposium, March 26, 2022



Think Like a Region: Strengthening the Toronto Region's Talent Advantage

In September, the Board's Economic Blueprint Institute published *Think Like a Region, Strengthening the Toronto Region's Talent Advantage*. The report focused on the Toronto metropolitan region, home to nearly 8 million residents and 3.5 million jobs. It highlighted the crucial links between municipal cooperation, talent attraction, investment attraction, and economic competitiveness.

The report argued for the need to strengthen municipal cooperation, a unified approach to investment attraction, and a focus on liveability so we can continue to attract the talent and investments necessary to remain competitive.



Steve Clark, Ontario's Minister of Municipal Affairs and Housing, Doug Ford, Premier of Ontario, Giles Gherson, EVP & Chair of the Economic Blueprint Institute, TRBOT- Tackling the Housing Supply Crisis Event, October 25, 2022

“After years of advocating for governments to hit go on housing solutions, we congratulate this government for taking action. As housing becomes less affordable, it became harder for our region’s businesses of all sizes to attract and retain the talent they need. Today’s news includes solutions we’ve long been advocating for, like eliminating exclusionary zoning to allow missing middle housing in residential neighbourhoods.”

- Jan De Silva, President & CEO of the Toronto Region Board of Trade.

Missing Middle: Advocating for Housing Solutions for the Region

Our housing shortage is an immediate crisis with far-reaching economic consequences. When our region is unaffordable, businesses struggle to grow, workers seek out jobs in other jurisdictions, and it becomes increasingly difficult to attract net new business investment. Housing has been one of the Board’s policy and advocacy priorities for many years.

On October 25th, the Board hosted Premier Doug Ford, Minister of Municipal Affairs and Housing, Steve Clark, and the Associate Minister of Housing, Michael Parsa to announce new legislation to support the government of Ontario’s plan to build 1.5 million homes over the next decade. The More Homes Built Faster Act, 2022 includes solutions that the Board has been advocating for, including eliminating exclusionary zoning to allow missing middle housing in residential neighbourhoods.



#HitGo Mayoral Campaign

Ahead of the municipal election in October 2022, the Board launched its 'Hit Go' on Growth Campaign. We called on incoming elected municipal leaders to Hit Go on five key areas for growth in our region: housing, transportation, innovation, red tape, and thinking like a region. The Board's platform stressed the urgency to move now and offered policy suggestions on mission-critical projects that could fuel the region's economy and improve our quality of life.

The campaign included a mayoral debate, five opinion pieces in the Toronto Star reaching 4.8M readers, five roundtables, video content, and a social campaign.

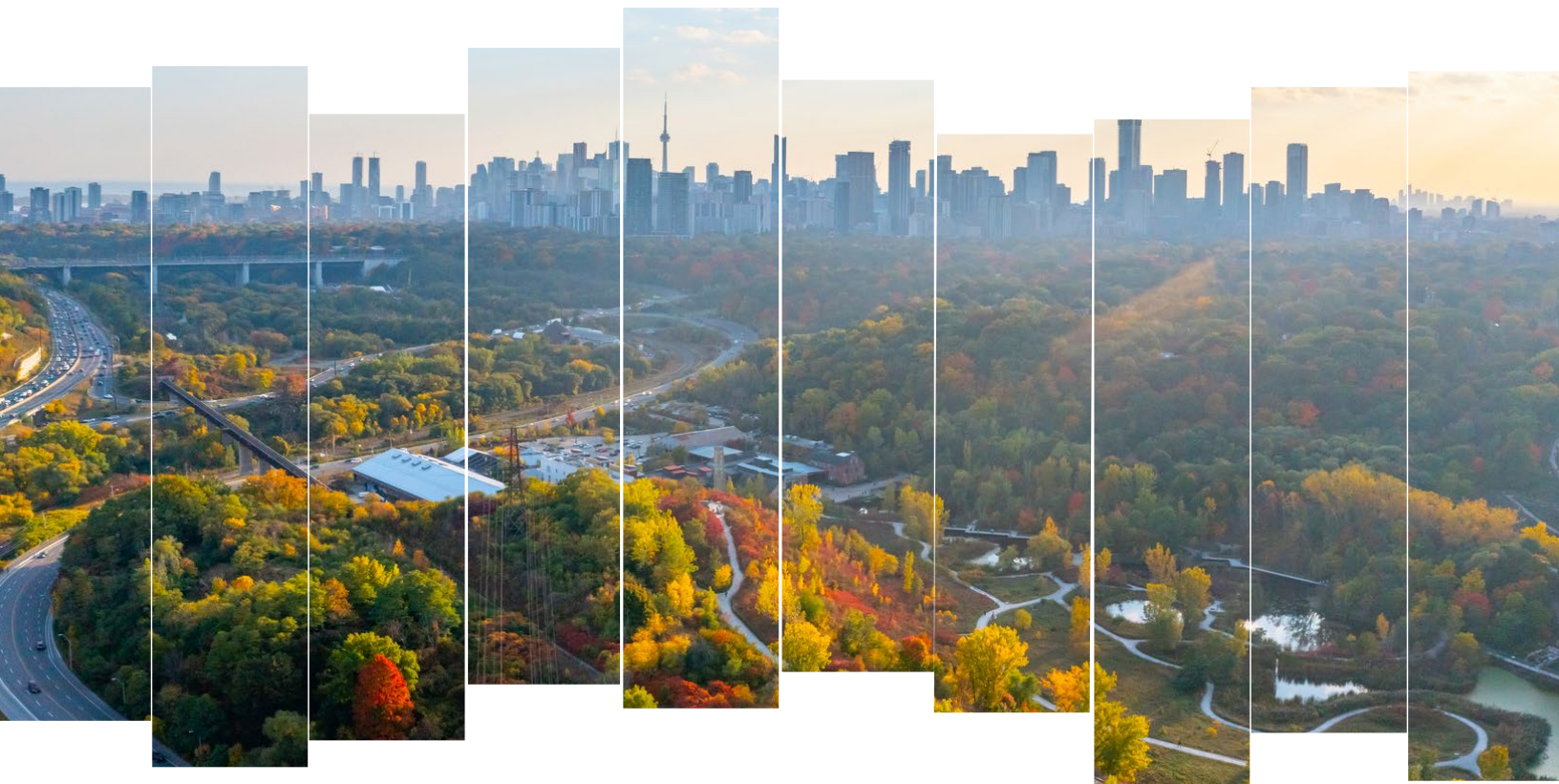
Our mayoral debate on October 17th featured five mayoral candidates, who shared their vision for a vibrant Toronto. Steve Paikin, host of TVO's The Agenda, moderated the live debate for voters on the key challenges our region must face and where they stood on the issues that mattered most to voters.

Rapid Test Distribution

The Board led on safe reopening. Rolling out rapid tests at no cost to small and medium sized business was an important step we took to support ongoing operations and reopening. By connecting businesses to this important COVID-19 mitigation tool, businesses were able to reopen their doors while keeping their employees and customers safe.

The Board, in partnership with the City of Toronto, distributed more than 2.29 million tests to more than 10,000 businesses in Toronto.

This program was part of the COVID-19 Rapid Screening Initiative that ran through 2021-2022, initially developed by the Ontario Chamber of Commerce, the Canadian Chamber of Commerce, and the provincial and federal governments.

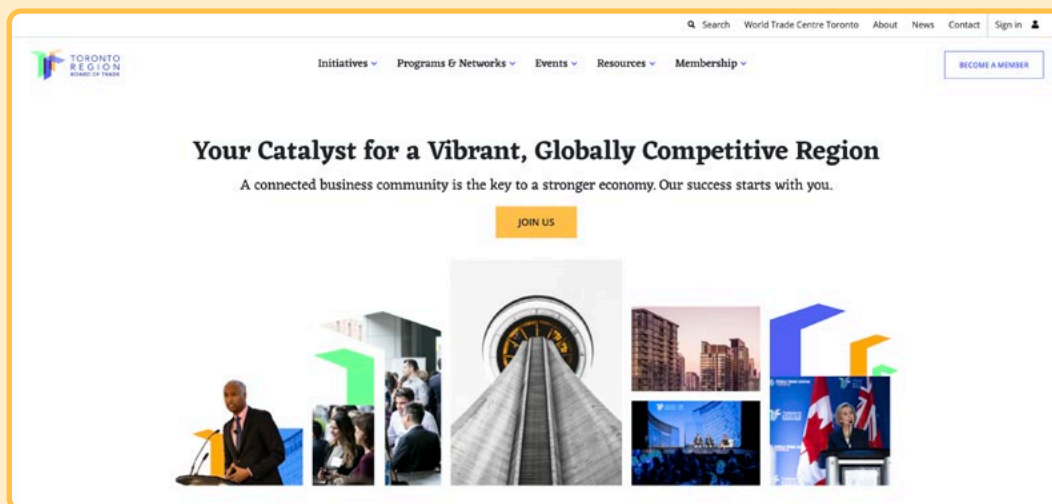


EBI Recover Tracker

In partnership with its data providers, the Economic Blueprint Institute (EBI) developed the [Recovery Tracker](#) as a tool for measuring and tracking the economic impact of the pandemic across the Innovation Corridor. Between October 2021 and May 2022, the Tracker featured insights on the labour market, movement of people, consumer spending and business financial health. The tracker provided businesses and decision-makers with timely information to advance a safe reopening and support the recovery of our economy and businesses.

“Our partnership with the Economic Blueprint Institute (EBI) at the Board helped the GTAA develop a strategy, based on research, that proposed initiatives to solve workforce development issues at the airport. The GTAA was able to leverage the research in the successful application to Ontario’s Skills Development Fund for funding that supported the recovery, reskilling, and upskilling of the Toronto Pearson workforce, one of the country’s most dynamic, multi-employer workplaces. ”

- Karen Mazurkewich, VP, Stakeholder Relations and Communications,
Greater Toronto Airports Authority



Digital Transformation at TRBOT

To serve all our stakeholders and be a catalyst for change, the Board needs to be digitally agile and provide seamless ways to engage with partners and members, acting as a steward of digitization overall. We also strive to provide our employees with processes, tools and data that create capacity for fresh insights and ideas. To that end, June 2022 marked the phase-one launch of our multi-year digital transformation project.

OUR DIGITAL-FIRST EFFORTS INCLUDE:

- a new website and member portal with a fresh look and feel reflective of our mission and vision
- a customer relationship management platform to enable us to proactively serve the needs of our members and other constituents
- an updated finance platform to provide more automation and efficiency
- a turnkey event platform with a more seamless event experience. From ticket purchase and check-in at our new event space at 100 Queens Quay East to use of a mobile event app to make networking and communication easier

A more connected and digital TRBOT means we can provide even more value to our members, partners, program attendees, and all stakeholders. We will continue our journey to transform our internal and external digital experiences, in support of our innovative region.



Looking Ahead

A New Strategic Plan

As the Board and the world reopened post-pandemic, it was important to take stock of where we stood as a region relative to other global centres. As we began to see the success of investment incentives in competing jurisdictions to bolster stronger, faster recoveries, including the CHIPS and Science Act and the Inflation Reduction Act introduced in the US, we initiated a strategic review.

How to best ensure a thriving Toronto Region in the years ahead? Over the past 12 months, our executive team worked closely with the Board of Directors and external advisors, Boston Consulting Group, to realign the Board's strategic plan for the next 5 years. The plan, which focuses on galvanizing investment in inclusive business growth and productivity, restoring our Region's unparalleled livability, adopting innovation at scale, and accelerating the transition to carbon net zero for competitive advantage, will ensure we remain a champion for solutions that truly have an impact.

On the opportunity side, this work reinforces our Region's potential to be a global player in the green manufacturing and the climate economy. Strategic investments to date in EV production, battery plants and critical minerals are already paving the way for a powerful resurgence of our region's manufacturing sector.

On the challenges side, we face severe competitiveness issues that threaten to grow as our population booms beyond our ability to keep up. From housing to the mobility of people and goods, these are challenges that the Board is determined to address. Our unique ability to engage the business community in problem solving, to connect the dots across multiple sectors and municipal boundaries, and advocate for the urgent change we need, ideally positions the Board to close this widening gap.

We are committed to working with all three levels of government to develop and pull the right policy levers for a more competitive region. 60% of large manufacturers are foreign owned. Their headquarters have a world of choice in where to invest so competitiveness matters.

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TRBOT & TVO Mayoral Debate on May 25th, 2023. Steve Paikin, moderator and host, TVO's The Agenda with Steve Paikin, mayoral candidates: Olivia Chow, Ana Bailão, Josh Matlow, Mitzie Hunter, Mark Saunders, Brad Bradford.

What's at Stake, Toronto?

As we close out the year, the City of Toronto prepares to open the door to a new mayor. Only months after our Hit Go Municipal Campaign, the Board dove in with a new municipal platform to educate voters on the real issues holding our city back. Our 'What's at Stake' mayoral by-election campaign recognizes the enormous impact Toronto's new mayor could have on our economic trajectory, and dives deeply into the city's most pressing challenges: an unsustainable fiscal framework, affordability, homelessness, public safety, and chronic congestion. The campaign featured five election issues guides, five opinion articles published with TVO, a fiscal framework event, and a live broadcasted mayoral debate with the top six polling candidates.

Together, we are building momentum for our region's future and preparing to capture the opportunities for our business community to grow and thrive. As our businesses move into a new economic landscape, the Board will be there to support our members, with the programs, advocacy and connections they need, just as we have for the past 178 years.

As our businesses move into a new economic landscape, the Board will be there to support our members, with the programs, advocacy and connections they need, just as we have for the past 178 years.

Thank You to Our Speakers



Post-Budget Discussion with Deputy Prime Minister and Minister of Finance the Honourable Chrystia Freeland, April 3, 2023

Baher Abdulhai

Professor and Director, Toronto Intelligent Transportation Systems Centre and Testbed, University of Toronto

Souheil Abihanna

Canada General Manager, Alstom Canada

Mohamed Aousamra

Senior Commercial Account Manager, Royal Bank of Canada

Bryan Adams

Senior Manager, Tax, Grant Thornton LLP

Paul Aldunate

Expeditior, Economic Development, City of Brampton

Travis Allan

Chief Legal and Public Affairs Officer, FLO EV Charging

Ben Almond

CEO, Engineering Services Canada, SNC-Lavalin

Jason Andrews

Senior Relationship Manager, Commercial Financial Services, Royal Bank of Canada

Scott Andrews

Vice President, Stesco Global Packaging

Slava Apel

President, All-Can-Trust

Katherine Arblaster

Vice President, Sustainability & Environmental, Social and Governance, Uranium Energy Corp

Dave Archer

Founder, The Export Coach

Robyn Armstrong

Business Development Officer, Women's Global Health Innovations

Shelley Babin

President and CEO, Atura Power

Ana Bailão

Head of Affordable Housing and Public Affairs, Dream REIT

Kunal Bajaj

Founder and Director, Canready Consultants Inc.

Jason Baker

Senior Vice President, Infrastructure & Regional Partnerships, Silicon Valley Leadership Group

Prabh Banga

Director of Sustainability, AECON Group Inc

Helle Bank Jorgensen

CEO, Competent Boards

Jenny Barkan

Leadership Coach & Facilitator, ACC

Mark Barrenechea

Chief Executive Officer and Chief Technology Officer, OpenText

Todd Barret

Trade Commissioner, Global Affairs Canada

Juan Bastida

Vice President, Public Sector, Geotab

Valerie Beaulieu

Relationship Manager, Business Market, Royal Bank of Canada

Eduardo Bejarano

Senior Trade Finance Specialist, Royal Bank of Canada

Geoff Bellemore

VP, FX Sales and Trading, Royal Bank of Canada

Jeff Bellerud

Director of Intermodal and Port Operations, CN

Michael Berends

Co-Founder and CEO, ClearBlue Markets

Joe Berridge

Partner, Urban Strategies

The Honourable Peter Bethlenfalvy

Minister of Finance, Government of Ontario

Brad Beveridge

President, Odgers Berndtson Canada

Sarah Billings

Account Manager, Commercial Markets, Royal Bank of Canada

Randal Blackwood

Vice-President, Financing & Advisory, BDC

Virginia Borkoski

National Transportation Market Sector Lead, Canada, SNC-Lavalin

Marc Bos

Senior Manager, Grant Thornton LLP

Nicholas Bossé

Chief Energy Transition Officer, BrainBox AI

Angela Bradley

Director - Social Enterprise & Philanthropy, Community Living Toronto

Yannick Brammer

Senior Commercial Account Manager, Royal Bank of Canada

Patrick Bray

Sales & Customer Service Manager, Near North Customs Brokers Inc.

Amy Britten

Senior Business Advisor, Ministry of Economic Development, Job Creation and Trade, Government of Ontario

Chloe Brown

Policy Analyst, Future Skills Centre

His Worship Patrick Brown

Mayor, City of Brampton

Dominic Bruce

Sales Executive, Coface

Daire Burke

Head of Swoop North America, Swoop Canada

Rick Byers

Parliamentary Assistant to the Minister of Finance, Ministry of Finance, Government of Ontario

Nazar Bylen

Senior Trade Finance Specialist, Royal Bank of Canada

Jenni Byrne

CEO, Jenni Byrne + Associates

Patrizio Calitri

Global PreSales Lead - Office of Finance, Board International

Vincent Caron

Director, Policy and Ontario Government Relations, Canadian Manufacturers Exporters

George Carras

Founder & CEO, R-LABS

Councillor Shelly Carroll

Chair of the City of Toronto Economic Development Committee

Michael Carroll

Co-Founder, Customs Broker Consultant, CANUSA Logistics

Mariela Castano-Kunst

Senior Vice-President & COO, Kunst Solutions

Joon Chai

Trade Commissioner, Global Affairs Canada, Government of Canada

Harry Chana

Tax Partner, Interantional Tax Services, BDO Canada

Karen Chapple

Director, School of Cities, University of Toronto

Andy Chisholm

Corporate Director, Royal Bank of Canada

The Honourable Stan Cho

Associate Minister of Transportation, Government of Ontario

Darryl Chow

Director, Business Development, Geosource Energy Inc

Ayman Chowdhury

Director, Programs and Advisory, Competent Boards

CHAMPION

Enza Cianciotta

Activator, Coralus

The Honourable Steve Clark

Minister of Municipal Affairs and Housing, Government of Ontario

Jermaine Clark

VP of Operations, Techify

Sarah Climenhaga

Entrepreneur, Writer, Public Speaker, Change Advocate,

Josh Colle

Senior Vice-President, EY

Elisabeth Colson

Partner, Devry Smith Frank LLP

Theresa Cooke

Vice President, Smart Infrastructure Sales and Country Business Development, Siemens

Brian Cookson

President, RDP Associates Inc.

Michelle Cooper

Senior Account Manager, BDC

Jacquelyn Corbett

Chief Builder, JC & Co

Erin Creasey

Director, Industry Development, Ontario Creates

Her Worship Bonnie Crombie

Mayor, City of Mississauga

Jeffrey Crossman

Deputy Director, Global Affairs Canada

Marco D'Angelo

President and CEO, Canadian Urban Transit Association

Mathieu Dallaire

Senior Manager, Commercial Banking, BDC

Patrick Dalzell

Head of Corporate Affairs, Bruce Power

Carl Daniel

Vice President and Chief Nuclear Engineer, AECOM

Stephanie Davies

Chief Capital Officer (GO & UP), Metrolinx

Adam Delville

Senior Manager, Initiatives & Implementation, Royal Bank of Canada

Lisa DeMarco

Senior Partner and CEO, Resilient LLP

Julianne den Decker

Senior Vice President - Project Delivery, SNC-Lavalin

Kris Depencier

Regional President, Greater Toronto, Royal Bank of Canada

Remi Desa

CEO, Pantonium Inc.

Derek Dobson

CEO and Plan Manager, CAAT Pension Plan

Scott Dodd

Director of Business Development, Enbridge

Barbara Doherty

Counsel, Gardiner Roberts LLP

Leslie Domenico

Program Director, CivicAction

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Director, Urban Policy Lab, Assistant Professor, Munk School of Global Affairs and Public Policy, University of Toronto

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Account Manager, Mid-Markets Business, Diversified Industries, Ontario Region, Export Development Canada

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Director of Aviation Infrastructure, Energy and Environment, Greater Toronto Airports Authority (GTAA)

Stacey Evoy

President, OREA

Chuck Farmer

Vice-President, Planning, Conservation and Resource Adequacy, Independent Electricity System Operator (IESO)

Jeremy Finkleman

Senior Transportation Planner, WSP

Charles Finlay

Executive Director, Rogers Cybersecure Catalyst, Toronto Metropolitan University

Erin Finlay

Partner, Stohn Hay Cafazzo Dembroski Heim Finlay LLP

Richard Florida

Professor of Economic Analysis and Policy, Rotman School of Management, Co-founder of CityLab and Founder of the Creative Class Group

Vanessa Foran

President & CEO, Asthma Canada

The Honourable Doug Ford

Premier of Ontario, Government of Ontario

The Honourable Sean Fraser

Minister of Immigration, Refugees and Citizenship, Government of Canada

Sergio Frias

President & CEO, CX Hub Smart Consulting Inc.

Paul Gaspar

Director, Small Business Segment, UPS

Marcus Gee

Columnist, The Globe and Mail

Amy Geisberger

Director, ESG Programs, Competent Boards

Johan Germishuys

Director, Digital Solutions, SNC-Lavalin

Meric Gertler

President, University of Toronto

Maria Gionas

Director of Sales, Flavour Revolution Inc.

Mike Greenley

CEO, MDA

Kayla Grey

Sports Anchor & Host and Co-Executive Producer, The Shift with Kayla Grey, TSN

Heather Grey-Wolf

Chief Development Officer, Infrastructure Ontario

Joanna Griffiths

Founder and President, Knix

Stephanie Grimbly

Founder and Customer Value Consultant, New Territory

Leandro Guimaraes

Senior Commercial Account Manager, Mid Market, BDC

Freddy Guncay

Trade Manager, Royal Bank of Canada

Peter Hawkins

Managing Director, MELLOHAWK Logistics Inc

David Herle

Owner, The Gandalf Group

Bonnie Hiltz

Vice President and Energy Practice Group Lead, Sussex Strategy Group

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Reha Hirji

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Ali Hooshyar

Assistant Professor, Energy Systems, University of Toronto

Brendan Howe

CEO, Techify

Tim Hudak

CEO, Ontario Real Estate Association

Kaj Huddart

Business Development, Transit

Martin Imbleau

President and CEO, Montreal Port Authority

Emiliano Introcaso

Knowledge Product Manager, Export Development Canada

Tony Irwin

President and CEO, Federation of Rental-Housing Providers of Ontario

Azhar Janjua

Head of Communitech Outposts, Communitech

Tamara Jensen

Principal, Tamara Jensen Strategy

Kendra Johnson

Founder, The Venned Group

Andrew Johnson

Associate, Lerner's

Michelle Johnston

President, Society of United Professionals

Steve Joseph

Commercial Account Manager, Entrepreneurship Centre, BDC

Ashley Jung

Tax Lawyer, Cassels Brock & Blackwell LLP

Katerina Juskey

Co-Founder, LOHN



Councillor Shelly Carroll, Chair of the City of Toronto Economic Development Committee. Gateway to Growth Summit. March 6, 2022

CHAMPION

Ameya Juvekar

Owner, ScaleUp42

Moe Kabbara

Director of Electrification, Transition Accelerator

Raed Kadri

Vice-President, Strategic Initiatives, Business Development and Head of Ontario Vehicle Innovation Network, Ontario Centre of Innovation

Sanjarya Kapoor

Senior Commercial Account Manager, Mid Market, BDC

Steven Karpenko

Senior Export Advisor, Ministry of Economic Development, Job Creation and Trade, Government of Ontario

Alexander Katznelson

Partner (Member), Cozen O'Connor LLP

Bella Katznelson

Senior Business Consultant, All Can Trust

Michael Kelly

Chief Legal and Corporate Affairs Officer, OMERS

Christopher Kelly

President, Sandler of Toronto, Sandler

Paul Keppen

Senior Relationship Manager, Supply Chain, Royal Bank of Canada

Doug Kerr

Business Coach, Facilitator and Owner, The Alternative Board

Jack Kim

Partner, Fragomen

Michael King

Market Sales Director, Experis

William Kitay

Executive Director, American Chamber of Commerce in Canada

Karen Klink

Director, Channel Partners & Founder Success, Communitech

Tim Kocur

Executive Director, Waterfront BIA

Nat Korol

Founding Partner, Marketing Strategy and Client Experience, Hyphen Co.

Richard Kunst

President & CEO, Kunst Solutions

Lisa Lafrate

CEO, TaLii Towels inc

Rick Lamanna

Director, Fragomen

Eliane Leale da Silva

Corporate, M&A and Securities Lawyer, Gardiner Roberts LLP

Rick Leary

CEO, Toronto Transit Commission

Richard Lee

Founding Partner, Hyphen Co.

Jeff Lem

President, Portable Intelligence Inc

Mark Lepore

Partner, Spadafora Johnson Lepore LLP

Jeffrey Liaw

General Manager, Martinrea International

Kathyn Liotta

Senior Export Advisor, Compliance & Regulatory Affairs, Ministry of Agriculture, Food and Rural Affairs, Government of Ontario

Meg Lizza

Senior Director of Talent, Radical Ventures

Stuart Lombard

Founder and CEO, ecobee

Matthew Lombardi

Managing Director, OneEleven

W. Carl Lovas

Chairman & CEO, Odgers Berndtson

Bridget Love

Founder, Care/Of

Natalie Lowe

Founder, The Sustainable Events Forum

Rob Luini

Commercial Account Director, Technology & Creative Industries, Export Development Canada

Stephen Lund

CEO, Toronto Global

Dan Lundenberg

Leader, US Tax Service Line & Partner, US Corporate Tax Services, BDO Canada

Candy Ma

Executive Sensei, Golden Jet International

Tania Macfarland

Commercial Account Manager, Royal Bank of Canada

Bill Macheras

Manager, Info Centre and Trade Commissioner, Global Affairs Canada

Joyce Mackenzie

Senior Analyst, CRTC, Government of Canada

Ronda MacPherson

Vice President, Commercial Financial Services, Royal Bank of Canada

Pina Mallozzi

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Victoria Mancinelli

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Olivier Marcil

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Karen Mazurkewich

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Vice President Finance and Administration, York University

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CEO, Miovision

John McCrudden

Partner, US Tax, BDO Canada

Debra McKinnon

Senior Relationship Manager, Mid-Market Business, Export Development Canada

Ian McLean

President & CEO, Greater Kitchener Waterloo Chamber of Commerce

Arnon Melo

President, MELLOHAWK Logistics Inc.

Justin Merced

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Anthony Simmons, Major Stations Planning Lead, Caltrain. Transportation Symposium, February 8, 2023

*Titles correspond to when they spoke at Toronto Region Board of Trade

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