



FORWARD TOGETHER

ANNUAL REPORT 2019-2020

CONTENTS

- 2 Message from the CEO & Chair
- 3 A Focus on Recovery: The Board's Response to COVID-19
- 6 Our Members & Network
- 8 A Collaborative Approach to Growth
- 10 Thank You to Our Speakers
- 12 Thank You to Our Sponsors
- 13 Our Leadership

In February, the Board welcomed hundreds of the region's entrepreneurs, innovators and business leaders to a celebration of our 175th anniversary.

The evening's program centered on a single question: following decades of historic growth, what's next for Toronto?

No one could have predicted what, in fact, was just around the corner. A global pandemic, supply chain disruptions, massive layoffs and an economic downturn that may rival the Great Depression. From large firms adjusting to new work-from-home norms to smaller businesses struggling to pivot to e-commerce, no enterprise has been spared from the impacts of COVID-19 and the efforts to slow its spread. The timeframe for returning to "normal" business is still unclear, and the period between now and a vaccine is expected to be fragile and uneven – months, possibly years away.

Yet for as unclear as our future seems, so much is certain. We know, for instance, the fundamentals to repairing our economy: growing job-creating businesses, developing talent and spurring innovation. Looking back to past global recessions, regions able to adapt and move the ball forward on these fronts led the pack when it came to rebounding.

Another constant: the Board's mission to make Toronto the most competitive and sought-after business region in the world. When the pandemic began, we concentrated on understanding where the pain-points were for our members. We launched a comprehensive outreach effort including new questionnaires, committees, a dedicated portal and campaigns – details of which are found in this report. In a time of crisis, we made a call for collaboration and unity. Our members answered that call in full force, and together we helped governments design aid packages with businesses needs in mind. On this, the flexibility and collaboration of our government partners should also be commended.

Now, as we turn from economic relief to recovery, these strong connections between the Board, its members and public institutions are vital. We launched Reimagining Regional Recovery, a framework that charts the path forward for the region's economy and the businesses that power it. All the components of this recovery framework – from new services offered through the World Trade Centre Toronto, to regional mapping from our Economic Blueprint Institute – are rooted in expert insights and in partnership with government leaders, industry partners and allies beyond the region, such as Canada's Innovation Corridor Business Council and Canadian Global Cities Council.

This may be the most significant challenge that Toronto's business community has faced in the Board's 175-year history, but together – with a plan, our members and the right partners – it is also one that we can overcome.



Jan De Silva

Jan De Silva
President and CEO



Leo Salom

Leo Salom
Chair

A FOCUS ON RECOVERY

The Board's Response to COVID-19

COVID-19 has created an unprecedented crisis for the economy, presenting new challenges to the day-to-day operations of every business. The Toronto Region Board of Trade is, as always, focused on supporting its members through advocacy, information and programs. Since the start of the pandemic, the Board has:

1 Established New, Direct Lines of Communication with Businesses

To understand specific pain points and concerns facing the region's businesses, the Board partnered with the City of Toronto to create **Business Insights Questionnaires**. These questionnaires are check-ins with businesses to stay current on their needs and identify relief measures for now and in a post-COVID-19 recovery period.

Data from the first two questionnaires (March 24 and April 19) revealed that to stay afloat during the pandemic Toronto businesses urgently needed help with liquidity and commercial rent, as well as supply chain stability. These results shaped the Board's advocacy on these topics, and informed important government aid packages including the *Canada Emergency Wage Subsidy* (payroll support), the *Canada Emergency Business Account* (interest-free loans) and the *Canada Emergency Commercial Rent Assistance* (rent relief).

2 Built a Centralized Resource Featuring Live Support

As revealed in the first questionnaire, businesses were aware of new public and private supports in general, but they were less sure about how to access or directly benefit from them.

In response, also in partnership with the City, the Board created supportbusiness.bot.com. The online portal is a dynamic communications tool that, through various stages of the pandemic, has provided updates on best practices, insights on how to sustain a business through lockdown, information about safely re-opening a business among much else. Business agents are also ready to chat live or take calls through the portal to further help businesses navigate supports. No other region in the country established this kind of service as quickly.

From April 7 to May 31, 2020, supportbusiness.bot.com had more than:

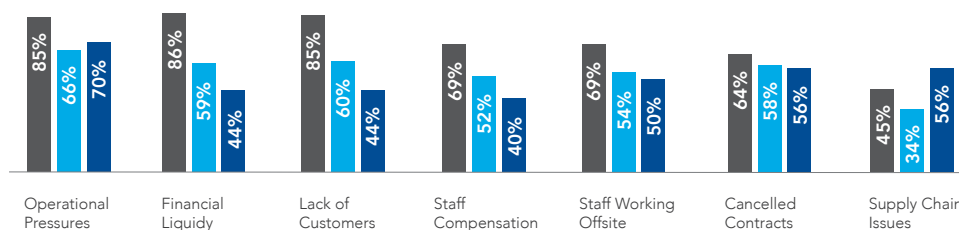
 **40,000**
page views

 **20,500**
unique visitors

 **3,600**
searches

 **500**
businesses
connected to a
business agent
through live chat

What type of impact do you see for your business due to COVID-19?



March 24, 2020, Business Insights Questionnaire

BUSINESS SIZE BY REVENUE

SMALL

< \$2M

MEDIUM

> \$2M - < \$100M

LARGE

\$100M+

“Terrific to see that the Board of Trade is doing what it can to provide support for young professionals.”

Sascha Priewe, Associate Vice President, Royal Ontario Museum

3 Identified Talent Gaps and Opportunities for Young Professionals

Many young professionals have never lived through an economic downturn before. As companies continue to implement layoffs and hiring freezes, young professionals and recent graduates are the first to be shut out. In fact, around 200,000 young people in Ontario lost their jobs in March alone.

The Board’s Young Professionals Network, a business-focused platform for emerging leaders, will help alleviate these anxieties by providing a suite of programs – titled **Future Forward** – that includes peer-to-peer mentorship as well as webinars on financial planning, managing stress, working remotely, virtual communication and intrapreneurship.

In an [April 2020 Board questionnaire](#), young professionals identified areas they are looking to improve during the pandemic, including:



4 Continued to Engage Members Virtually

Just as before the pandemic, the Board remains committed to providing thought leadership and expert content to its members. As such, the Board pivoted from live events to virtual events for the first time ever – ensuring it could continue to deliver high-calibre events during a time of social distancing.

These events, branded as a new **Business Continuity Series** and then **Road to Recovery Series**, offer: timely, relevant advice to help businesses manage challenges; thought-provoking discussions on what’s next for the economy; and opportunities for businesses to ask questions directly to politicians, experts and peers. These events have included broadcasted interviews, panel discussions and presentations of practical advice and strategies.

In just March, April and May 2020, the Board has hosted:

18
virtual events

+4,600
online attendees in total

1,160
attendees in a single webcast, more than double what the Board’s physical space would have allowed

5 Pivoted to Recovery

At the start of the pandemic, the Board convened a **Business Continuity Advisory Group** of Toronto business and public health leaders. The group was central to sharing best practices when it came to business disruption plans, employee policies and other impacts during the early stages of the pandemic.

Now, the Board is helping the region pivot from reacting to the pandemic to encouraging recovery. Driven by our mission and informed by our members, the Board's new [Reimagining Recovery](#) framework is rooted in expert insights, designed in collaboration with government and industry leaders and organized around six priority work tracks essential to our shared success.

This *Reimagining Recovery* is led by a steering cabinet made up of senior leaders who can help inform the framework's direction, guide its impact and support its action. They will help foster collaboration across the Innovation Corridor, assist the Board with government advocacy and help activate "postcard projects" for big problem areas where a broader plan is required.

"The Board never fails to amaze me. They do such a wonderful job adapting to current economic situations."

Payman Afshar, Business Development Specialist, RBC Insurance

WORK TRACK ONE

Recovery Stages

How do we re-open our economy and what does recovery look like in pre and post vaccine times?

WORK TRACK TWO

Sector Recovery Plans

How does re-opening and recovery differ by sector and what supports do they need?

WORK TRACK THREE

Retrofitting our Urban Region

How do we retrofit and redesign our physical spaces, buildings and infrastructure in a new COVID-19 reality?

WORK TRACK FOUR

Cities and Corridor Blueprint

Based on emerging data and trends, what are the opportunities to reimagine and reboot our economy?

WORK TRACK FIVE

Business Recovery Programs

How can companies build digital readiness capabilities to deal with a new normal?

WORK TRACK SIX

Getting Back to Trade

How can we reduce trade barriers and instill a sense of confidence in businesses looking to expand into new markets?

REIMAGINING RECOVERY STEERING CABINET

Jan De Silva
Toronto Region Board of Trade

Scott Beck
Tourism Toronto

Diane Brisebois
Retail Council of Canada

Mark Cohon
Toronto Global

Deborah Flint
Greater Toronto Airports Authority

Michael Friisdahl
Maple Leaf Sports & Entertainment

Eric Gales
Amazon Web Service Canada

Meric Gertler
University of Toronto
(& on behalf of Corridor Universities)

Richard Joy
Urban Land Institute Toronto

Iain Klugman
Communitech

Tony La Mantia
Waterloo Region Economic
Development Corporation

Mohamed Lachemi
Ryerson University

Joseph S. Mancinelli
LIUNA

Farah Mohamed
Toronto Region Board of Trade

Calin Rovinescu
Air Canada

Anne Sado
George Brown College
(& on behalf of Corridor Colleges)

Chad Schella
Canada Post

Chuck Scott
Cushman & Wakefield

Michael Serbinis
League

Godyne Sibay
McCarthy Tétrault LLP

Luc Vilandré
TELUS Health and Payment Solutions

Mike Williams
Economic Development & Culture
Division, City of Toronto

Yung Wu
MaRS Discovery District

Ex-officio:

Giles Gherson
Ministry of Economic Development,
Job Creation and Trade, Government
of Ontario

James Meddings
FedDev Ontario,
Government of Canada

Saad Rafi
Office of Recovery and Rebuild,
City of Toronto

OUR MEMBERS & NETWORK

During a time of physical distancing, it's more important than ever to stay connected with others. After all, we're stronger together. In fact, the Board's members – a community of entrepreneurs, innovators and business leaders – have united to show support and offer help where needed. Members have stayed engaged through:

Video Interviews

Several members spoke to the Board about how they're overcoming daily challenges, and what others can learn from their experiences. Member businesses like [Tea Horse](#) are reaching new domestic markets through small-scale production, and [Hamill Machine Company](#) talked about applying for financial support and keeping employees safe to keep production on track during COVID-19.

Advocacy Campaigns

Members' needs have always been core to the Board's work with government. With the pandemic, vocalizing those needs has become even more important – with many members becoming directly involved with outreach and campaigns. When the federal government first released its 10 per cent wage subsidy, for instance, the Board's members rallied to make clear that wouldn't be enough to keep employees on payroll. Shortly after, that subsidy was raised to 75 per cent.

"Within our core beliefs, InnVest values community and the power of relationships. The Board of Trade provided an opportunity to support both pillars. We look forward to taking even more advantage of our membership."

Lydia Chen, President and CEO, InnVest Hotels

Social Good & Mentorship

During the pandemic, members from all industries have stepped forward to offer their services at reduced or complimentary rates. The Board has featured these promotions in its weekly newsletter, as well as its online marketplace and COVID-19 portal. For example, the Board's telecommunications members have made generous donations to the City recognizing the importance of Internet access during the pandemic. One member, Cisco Canada, donated hundreds of permanent mobile access points helping connect 25 large apartment buildings in low-income neighbourhoods with free internet access for the next year.

Other members are giving back by collaborating with the Board's Young Professionals Network, coaching the younger workforce in how to turn a global economic downturn into new opportunities.

OUR NETWORK



13,500+
Members



3,200+
YPN Members



14,5k+
Twitter Followers



13,5K+
LinkedIn Followers



35 Million
Social Media Impressions

OUR IDEAS, INFLUENCE & ADVOCACY

10

Reports & Position
Papers

60%

Increase in Media
Mentions from
Previous Year

5

Policy Committees

+140

Committee and
Working Group
Members

OUR EVENTS

FROM APRIL 1, 2019 - MAY 31, 2020

16K+

Event Attendees

5

Small Business
Program Events

5

Marquee Events

33

Professional
Development Workshops
and Roundtables

3

Summits

10

Young Professionals
Network Events

27

Podium Events

18

Virtual Events

A COLLABORATIVE APPROACH TO GROWTH

Together, the Toronto Region Board of Trade and World Trade Centre Toronto host several programs. Recognizing the “all hands on deck” approach that the post-COVID-19 economic recovery will demand, as well as the new realities of social distancing, these programs have pivoted to better support the region’s business competitiveness.

THIS PAST YEAR

TO SUPPORT THE REGION'S ECONOMIC RECOVERY



The **Trade Accelerator Program (TAP)** is designed to accelerate the strategic development of small and medium-sized businesses and prepare them for strategic expansion into international markets.

This past year TAP leveraged the initial year’s funds from a \$6.7 million investment from the Government of Canada to significantly expand the program into new national regions – such as the Prairies and Atlantic Canada – as well as Ontario cities outside of the Greater Toronto Area.

Average exports revenue increased by as much as 38 per cent for TAP graduates, and more than half of TAP companies are owned or operated by groups underrepresented in corporate leadership (such as women or new Canadians).

To support the region’s economic recovery TAP will continue to help businesses reach new markets but will shift to delivering the program online – creating a digital platform that hosts resources, chatrooms and peer-to-peer support functions – until it is possible to resume classroom delivery.

This will allow TAP to continue its goal of reaching businesses in communities outside of large metropolitan areas, as well as accommodate further work from home or social distancing instructions.

economic blueprint institute

The **Economic Blueprint Institute (EBI)** is a strategic initiative of the of the Toronto Region Board of Trade with a goal of developing an economic blueprint for the Toronto region.

This past year the EBI collaborated with Statistics Canada to create a data-driven view of the Innovation Corridor’s economic structure, talent supply and innovation ecosystem –exploring the strengths, pain points and opportunities that exist when looking at the Toronto region not just as a collection of municipalities but as an interrelated economic zone.

To support the region’s economic recovery EBI will continue its regional analysis to understand COVID-19 recession impacts and develop sector-specific advice for governments to mitigate those impacts.

EBI will also work closely with cities across the Innovation Corridor to help co-ordinate a regional strategy that identifies economically enabling priorities to expedite recovery.

THIS PAST YEAR

TO SUPPORT THE REGION'S ECONOMIC RECOVERY



The **Scale-Up Institute Toronto** provides a series of curated program offerings to help high-growth firms overcome barriers to continued growth and elevate their growth trajectories.

This past year the Institute officially launched, expanding on the work of the Board's report, *Defying Gravity: Building a Scaleup Ecosystem* (available at scaleup2019.trbot.ca). The report found that fewer than 0.1 per cent of small Canadian firms grow to mid-size, and two per cent of mid-sized to large.

To help change these trends, the Institute designed a series of curated programs to help high-growth firms overcome barriers to scale and accelerate their expansion trajectories – including the Growth Development Program (GDP). The program will launch in the coming year factoring in new ways to help SMEs accelerate their growth in a post-COVID-19 economy.

To support the region's economic recovery the Institute will develop programs in addition to GDP to help companies build digital readiness capabilities in their business and prepare for sustained or future phases of physical distancing.

For instance, the Institute will pilot the new, first-of-its kind Recovery Activation Program (RAP) offering businesses insights, mentorship and workshops from industry leaders to harness technology and digitally transform their operations, allowing them to leverage new business opportunities in these evolving landscapes.



The **Market Activation Program (MAP) and Trade & Investment Services Office (TISO)** focus on growing businesses in international markets and fostering bilateral trade and investment between Toronto and other city regions.

This past year MAP took the lead on seven outbound trade missions to explore market opportunities in Mexico, the U.K., France, Germany, Singapore, Spain and the U.S. In total, 75 delegates attended these missions. Participating companies reported an average increase in export revenues of nearly 55 per cent following participation on a MAP trade mission.

TISO convened 37 events with nearly 1,500 total attendees and hosted inbound trade delegations from 18 different countries throughout Europe, Asia and the Americas – creating business development opportunities for Toronto region businesses throughout the globe.

To support the region's economic recovery, MAP and TISO teams have redirected their focus onto ensuring the region's businesses understand and are taking advantage of public and private aid packages.

This includes the creation of a portal (supportbusiness.bot.com) that brings these resources together with live chat functionality to the MAP and TISO teams, as well as the establishment of virtual content channels to connect with and advise the region's businesses on international trade best practices or opportunities through recovery. Both teams remain closely connected to all levels of government.

THANK YOU TO OUR SPEAKERS

DAVID ABBOT

Director of Community & Indigenous Relations, Bruce Power

MARK AGNEW

Director of International Affairs, CCC

BRIAN AKERSTREAM

Director of Business Development, KF Aerospace

ANNE BABCOCK

President & CEO, WoodGreen

ANA BAILAO

Deputy Mayor & Ward 9 Councillor, City of Toronto

DENISE BALKISSOON

Columnist, The Globe & Mail

DANY BEAUCHAMIN

Co-Head of Global Investment Banking & Canadian Corporate Banking, Scotiabank

SCOTT BECK

CEO, Tourism Toronto

ELLIOT BENDER

Vice President of Business Development, Brampton Brick Ltd.

JANE BIRD

Senior Business Advisor, Bennett Jones

ALBY BOCANEGRA

Vice President of Urban Tech Partnerships, Mastercard

SHEILA BOTTING

Partner & Canadian Real Estate Leader, Deloitte

GUILLAUME BOUTHILLIER

Vice President & Head of Global Partnerships, Bombardier

JOHN BOYNTON

President & CEO, Torstar

SCOTT BRADLEY

Vice President of Corporate & Government Affairs, Huawei

TABATHA BULL

Chief Operating Officer, Canadian Council of Aboriginal Business

PAUL BURROUGHS

Director of Project Management, OPG

NORIE CAMPBELL

Group Head of Customer & Colleague Experience, TD Bank

TONY CHAHINE

CEO, Myrant Inc.

SARAH CHESWORTH

Technology Canada Operations Lead, Accenture

DALE CLARK

Executive Vice President Infrastructure Services, SNC-Lavalin

THE HONOURABLE STEVE CLARK

Minister of Municipal Affairs & Housing

SHAWN CLIFFORD

Vice President Business Banking, Meridian

GEORGE COHON

Founder, McDonald's Restaurants of Canada

MARK COHON

Chair, Toronto Global

MIKE COLLEDGE

President of Canadian Public Affairs, Ipsos

JOHN COMMACHIO

Senior Vice President & CIO, Teknion

CHIP CONLEY

Global Head of Hospitality & Strategy, Airbnb

EHREN COREY

CEO, Infrastructure Ontario

HER WORSHIP BONNIE CROMBIE

Mayor of Mississauga

ROLA DAGHER

President, Cisco Systems Canada

JOE DALE

Former CEO, Ontario Disability Employment Network

KERI DAMEN

Managing Director, University of Toronto Entrepreneurship

PATRICK DEANE

President, McMaster University

THERESA DEKKER

Vice President Corporate Business Development Strategy, OPG

STEPHEN DIAMOND

Chair, Waterfront Toronto

DAN DOCTOROFF

Chairman & CEO, Sidewalk Labs

GARY DOWNIE

Chief of Major Projects, Toronto Transit Commission

JANET ECKER

President, Kilwaughter Consulting

HIS WORSHIP FRED EISENBERGER

Mayor of Hamilton

HOWARD ENG

President & CEO, Greater Toronto Airports Authority

DOUG ETTINGER

President & CEO, Canada Post

RICHARD EYRAM

Head of Canada, Salesforce

BILAL FAROOQ

Associate Professor of Engineering, Ryerson University

THE HONOURABLE VIC FEDELI

Minister of Economic Development, Job Creation & Trade, Government of Ontario

HEATHER FERGUSON

Senior Vice President of Corporate Affairs, OPG

ANITA K. FERRARI

Chair, CPA Ontario Council

SEAN FINN

Executive Vice President of Corporate Services & Chief Legal Officer, CN

THE HONOURABLE PIERRE FITZGIBBON

Minister of Economy & Innovation, Government of Quebec

RICHARD FLORIDA

Author of The New Urban Crisis and Professor, University of Toronto

JON FRANK

Director of Clean Energy Business Development, Vancity Community Investment Bank

BARRY FRANKLIN

Head of Risk, Zurich Insurance Group

THE HONOURABLE CHRYSTIA FREELAND

Minister of Foreign Affairs, Government of Canada

EDWIN FRIZZELL

Regional Vice President, Accor Central Canada & General Manager, Fairmont Royal York

ANDREW FULLER

Associate Vice President of Marketing & Sales, CN

IAN GALLAGHER

Industry Solutions, Cisco Canada

SERGE GATTESCO

Partner, PwC Canada

RYAN GARIEPY

Co-Founder & CTO, Clearpath Robotics

ANDREW GIBBONS

Director of Government Relations & Regulatory Affairs, WestJet

PAUL GOGAN

Managing Principal, HoK

HIS WORSHIP RICK GOLDRING

Mayor of Burlington

DANIEL-ROBERT GOOCH

President, Canada Airports Council

JONATHAN HACK

Strategic Technology and IP Lead, Bombardier Aerospace

IAN HAMILTON

President & CEO, Hamilton Port Authority

KEN HARTWICK

President & CEO, OPG

JESSE HIRSH

Futurist

KEITH HOEY

President & CEO, Burlington Chamber of Commerce

ERIC HOVEST

National Markets Executive, Accenture Industry X.0

THE HONOURABLE AHMED HUSSEN

Minister of Immigration, Refugees & Citizenship, Government of Canada

BLAKE HUTCHESON

President & Chief Pension Officer, OMERS

SIMON IRISH

CEO, Terrestrial Energy

ACHYUTT JAJOO

Vice President & General Manager of Manufacturing, Salesforce

MATT JAMIESON

President & CEO, Six Nations of the Grand River Development Corporation

HER WORSHIP LINDA JEFFREY

Mayor of Brampton

MICHELLE JOBIN

Contributor, CTV

SUNIL JOHAL

Policy Director, Mowat Centre

AMBER KANWAR

Anchor, BNN Bloomberg

GEORGE KARAYANNIS

Vice President CityNOW, Panasonic North America

JOHN KASARDA

Director of Air Commerce, UNC Kenan-Flagler Business School

DIANE KAZARIAN

Managing Partner GTA, PwC Canada

MARGARET KENEQUANASH

CEO, Watayinkanyap Power

BILAL KHAN

Managing Partner & Head of Data, Deloitte

DAVID HARRIS KOLADA

Venture Partner, Greensoil Investments

CINDY KOU

Business Law Associate, Gowling WLG

RAMI LAMA

Canadian Group Director, Fjord Design & Innovation

PIERRE LAVALLÉE

President & CEO, Canada Infrastructure Bank

TODD LETTS

CEO, Brampton Board of Trade

AVNER LEVIN

Director, Ryerson University Law Centre and Privacy & Cyber Crime Institute, Ryerson University

ADAM LEWINBERG

Partner, Gowling WLG

MICHAEL LEWIS

Managing Director National Growth, Marsh Canada Ltd.

PAUL LEWIS

Managing Director, Scottish Development International

STEVEN LISS

President of Research & Innovation, Ryerson University

TO NOTE: April 1, 2019 – April 1, 2020. All titles correspond to when they spoke at the Board of Trade, not presently.

KEANIN LOOMIS

President & CEO, Hamilton Chamber of Commerce

SCOTT MACDONALD

Co-Founder & Managing Partner, McRock Capital

MARK MACHIN

CEO, Canada Pension Plan Investment Board

JEFF MACKAY

Vice President Global Business Payments, Corporate & FI Sales North America, Scotiabank

REBECCA MACKENZIE

President & CEO, Culinary Tourism Alliance

BOB MAGEE

Vice Chair, Next Generation Manufacturing Canada

JOE MANCINELLI

International VP & Regional Manager of Central and Eastern Canada, LiUNA

DANIEL MARCO

Director General for Innovation & Digital Economy, Government of Catalonia

NICOLAS MARCOUX

CEO, PwC Canada

CRAIG MARSHALL

President, Marshall Holmes

THE HONOURABLE HEIKO MASS

Minister of Foreign Affairs, Government of Germany

MAITHILI MAVINKURVE

Founder & COO, Sightline Innovation Inc.

BRUCE MCCUAIG

Senior Vice President & Canada Transportation Business Line Leader, AECOM

CATHERINE MCINTYRE

Reporter, The Logic

IAN MCLEAN

President & CEO, Greater Kitchener-Waterloo Chamber of Commerce

SHAWN MCMAHON

President, Day & Ross Dedicated Logistics

LYNN MCNEIL

COO, ChipCare Corporation

DOMINIQUE MINERE

President of Nuclear, OPG

SIR TERRY MORGAN

Former Chairman, Crossrail

THE HONOURABLE BILL MORNEAU

Minister of Finance, Government of Canada

SEAN MORRISON

President, Ontario Real Estate Association

THE HONOURABLE CAROLINE MULRONEY

Minister of Transportation, Government of Ontario

MARK MULRONEY

Vice Chairman Global Investment Banking, Scotiabank

JOHN MURPHY

National Managing Partner & CEO, BLG

KITHIO MWANZIA

CEO, Guelph Chamber of Commerce

MWARIGHA

Vice President Housing & Homelessness Services, Asset Sustainability & Development, WoodGreen

FARAH NASSER

Anchor, Global News

DARREN NIPPARD

Partner & Ontario Consulting Marketplace Leader, Deloitte

NEIL PAKEY

CEO, Nieuport Aviation Partners

ANGELA PAPPIN

Vice President of Technology, ArcelorMittal Dofasco

ADRIAN PELLE

Managing Director, Marsh

AVVEY PETERS

CSO, Communitech

JOSIPA PETRUNIC

Executive Director & CEO, Canadian Urban Transit Research & Innovation Consortium

DAVID PICCINI

Parliamentary Assistant to the Minister of Training, Colleges and Universities, Government of Ontario

THE HONOURABLE ROD PHILLIPS

Minister of Finance, Government of Ontario

ANDY POTTER

Partner, Deloitte

MATTHEW PRICE

General Manager, Uber Canada

SHANNON QUINN

Vice President of Science, Technology & Commercial Oversight, Atomic Energy of Canada

ANDREW REDDEN

Vice President of Partnerships, NPower Canada

MIKE RENCHECK

President & CEO, Bruce Power

DARREN REYNOLDS

Director of Business Development Sales & Marketing, CN

MARK RICHARDSON

CTO & Technical Lead, Rich Analytics & HousingNowTO.com

SARAH ROBSON

CEO, Marsh Canada Ltd.

DANIEL ROWE

Practice Leader for Monitor, Deloitte Canada

JENNIFER ROWE

Senior Vice President Corporate Affairs, OPG

JJ RUEST

President & CEO, CN

HIS WORSHIP DAVE RYAN

Mayor of Pickering

LEO SALOM

Group Head, Wealth Management & TD Insurance, TD Bank Group

ELLIOT SANDER

President Americas, Bombardier

DAVID SANTI

Dean of Engineering Technology in Aviation, Mohawk College

THE HONOURABLE PRABMEET SARKARIA

Associate Minister of Small Business & Red Tape Reduction, Government of Ontario

SHOSHANNA SAXE

Assistant Professor, Department of Civil & Mineral Engineering, University of Toronto

THE HONOURABLE LAURIE SCOTT

Minister of Infrastructure, Government of Ontario

VASUDHA SETH

General Manager of Marketing, ArcelorMittal Dofasco

JAD SHIMALY

Chairman & CEO, EY Canada

GODYNE SIBAY

Managing Partner for Ontario, McCarthy Tétrault

ABDULLAH SNOBAR

Executive Director, The DMZ at Ryerson University

JULIA STEFANISHINA

Senior Vice President, EY Canada

BATIA STEIN

Partner, EY Canada

JANICE STEIN

Founding Director, Munk School of Global Affairs

RAZOR SULEMAN

CEO & Co-Founder, Elevate

THE HONOURABLE KINGA SURMA

Associate Minister of Transportation, Government of Ontario

BARBARA SWARTZENTRUBER

Executive Director of Strategy, Innovation & Intergovernmental Services, City of Guelph

RICK TACHUK

National Chairman, American Chamber of Commerce Canada

YOSHIKI TANAKA

Director of Business Development, SoftBank

CATHERINE THORN

Senior Director of Community Energy Planning, Enwave

HIS WORSHIP JOHN TORY

Mayor of Toronto

HEATHER TREMAIN

CEO, Options for Homes

MIKE TREMBLAY

President & CEO, Invest Ottawa

AMAR VARMA

Co-Founder & COO, Autonomic Inc.

PHIL VERSTER

President & CEO, Metrolinx

AJAY VIRMANI

CEO, Cargojet

HIS WORSHIP BERRY VRBANOVIC

Mayor of Kitchener

EILEEN WAECHTER

Director of Airport Planning, Greater Toronto Airports Authority

MATTHEW WARD-CLOSE

Managing Director, PwC Canada

SEAN WILLY

President & CEO, Des Nedhe Development

ALEX WITTENBERG

Executive Director Insights, Marsh & McLennan Companies

KATHY WOODS

Partner, Consulting & Human Capital, Deloitte

THE HONOURABLE JEFF YUREK

Minister of Transportation, Government of Ontario

DANIELE ZANOTTI

President & CEO, United Way Greater Toronto

THANK YOU TO OUR SPONSORS

PRINCIPAL SPONSORS

Scotiabank.

Ryerson University

Ted Rogers
School of
Management

THE GLOBE AND MAIL

MAJOR SPONSORS

accenture

CANADA POST
POSTES CANADA

EDC

**ONTARIO POWER
GENERATION**

TD

AECOM

CCC
Canadian Commercial Corporation
Corporation Commerciale Canadienne

**Innovate
Cities.**

pwc

Toronto Pearson

AIR CANADA

Chambers Plan
Employee Benefits

JPMORGAN CHASE & CO.

RBC

TORONTO STAR

bdc

CN

LiUNA!

RICHTER
AUDIT. TAX. CONSULTING.

TURKISH AIRLINES

BLG
Borden Ladner Gervais

CPA
CHARTERED
PROFESSIONAL
ACCOUNTANTS
ONTARIO

MARSH

ROGERS

ups

BOMBARDIER

Deloitte.

ODGERS BERNDTSON

SNC • LAVALIN

wipro

Bruce Power

Innovation at work

OTHER VALUED SPONSORS

Aon

eBay

Mariposa Cruises

Power Workers Union

Bell

ESET

MaRS Discovery District

Purdys Chocolatier

BlackBerry

EY Law

McMaster University

Region of Waterloo

Cameco

Fragomen

McMaster Innovation Park

Toronto Police Services

CBRE

HOK

Menkes

University of Waterloo

City of Cambridge

Huawei Canada

Meridian Credit Union

WGAMES

City of Hamilton

Humber College

Motorola Solutions

Wilfred Laurier

City of Kitchener

Imagica

Nieuport Aviation

York University

City of Waterloo

Imperial Oil

Oliver & Bonacini Catering

Zurich

Canadian Pacific Railway

Intact Insurance

Options for Homes

Delta Airlines

Kinamark

OREA

Durham Region

KPMG

PNC Bank

OUR LEADERSHIP

EXECUTIVE TEAM

Jan De Silva

President and Chief Executive Officer

Brenda Gardiner

Chief Operating Officer and Chief Financial Officer

Bambina Marcello

Chief Commercial Officer

Farah Mohamed

Senior Vice President, Strategic Initiatives, Policy, Economic Blueprint Institute and Public Affairs

Leigh Smout

President, World Trade Centre Toronto

Marcy Burchfield

Vice President, Economic Blueprint Institute

Milton Chan

Chief of Staff and Corporate Secretary

Sharon Fernandes

Associate Vice President, Human Resources

Aimee Lazarus

Vice President, Marketing, Commercial Planning and Events

Neil Levine

Vice President, Public Affairs

Shawn Mangroo

Vice President, Digital Transformation and Technology Services

Andrea Merluzzi

Vice President, Membership and Sponsorship

BOARD OF DIRECTORS

Chair

Leo Salom

Group Head, Wealth Management and TD Insurance, TD Bank Group

Co-Vice Chair

John Boynton

President and Chief Executive Officer, Torstar and Publisher, Toronto Star

Co-Vice Chair

Darren Nippard

Managing Partner, Deloitte Canada

Treasurer

Serge Gattesco

National Managing Partner (Retired), PwC Canada

Janet Bannister

Managing Partner, Real Ventures

Kris Depencier

Regional President, Greater Toronto Region, RBC

Sebastian Distefano

Regional Managing Partner, GTA, KPMG LLP

Paul Golini

Executive Vice President and Co-Founder, Empire Communities

Godyne Sibay

Managing Partner, Ontario Region, McCarthy Tétrault LLP

Andrea Stairs

Head of Marketing, eBay North America and President, eBay Canada Ltd.

Lloyd Switzer

Chief Procurement Officer, TELUS

Salim Teja

Partner, Radical Ventures

Kevin Teslyk

Executive Vice President, Canadian Commercial Banking, Scotiabank

Tom Turner

Senior Vice President, Sales, Rogers for Business, Rogers Communications Inc.

Yung Wu

Chief Executive Officer, MaRS Discovery District



The Toronto Region Board of Trade is one of the largest and most influential chambers of commerce in North America and is a catalyst for the region's economic growth agenda. Backed by more than 13,500 members, we pursue policy change to drive the growth and competitiveness of the Toronto region, and facilitate market opportunities with programs, partnerships and connections to help our members succeed – domestically and internationally. We want Toronto to be recognized as one of the most competitive and sought-after business regions in the world, and believe this reputation starts with our businesses. Learn more at bot.com and follow us at @TorontoRBOT.

STAY CONNECTED TO US!

BOT.COM  

