

# TORONTO REGION

## RESPONSE TO AMAZON HQ2 RFP



UPDATED NOVEMBER 2018

# COVER LETTER

October 19, 2017

Dear Amazon,

The Toronto Region is the economic engine of both Ontario and Canada and a critical driver of the North American economy. Home to 7.7 million people, we are a vibrant, innovative, inclusive, and thriving region of connected, interdependent cities. We are ready to become the home for Amazon's HQ2.

Amazon is a knowledge company. Your lifeblood is skilled and creative people. Your RFP is not simply a request for real estate opportunities; it is a call out for a partner who can ensure your most vital and greatest asset of all: talent.

The difference between the Toronto Region and everywhere else is that we have the unparalleled ability to grow, attract, and retain talent—a massive, futureproofed pipeline of highly-educated and diverse talent that Amazon requires to fulfill its strategic objectives.

This submission makes an extensive business case for the advantages our Region offers to meet and exceed your ambitions. In this letter, we present the case for why we can supply Amazon with the quantity and quality of talent you require, at a cost that gives you a competitive edge.

**We grow talent.** Canada has the most educated workforce in the OECD and the Toronto Region is home to some of its best schools. Ontario is making North America's biggest investments in first-class education. We are already one of the leading jurisdictions in STEM talent, and we are doubling down. The Ontario Government has taken accelerated steps to make a firm commitment to Amazon and all other businesses in the province: It will increase the number of post-secondary students graduating in STEM disciplines by 25% over the next five years, from 40,000 to 50,000 graduates, and the number of Master's students graduating in applied artificial intelligence disciplines to 1,000 within five years. We are building the workforce of the future.

**We attract talent.** Our growth has been built on immigration. Forty-three percent of the Toronto Region—and 51% of Toronto proper—is born outside of Canada. We welcome more new immigrants than prominent U.S. metros like Los Angeles, Washington, Chicago, San Francisco and Boston. We speak over 170 languages and dialects. Toronto is heralded as the most multicultural city in the world, and our labour force and economy benefit directly from our diversity and inclusivity. We build doors, not walls. And those doors open to highly-skilled economic immigrants and international students who can easily become permanent residents and citizens.

**We retain talent.** The Toronto Region leads North America on almost every important quality of life metric, including safety, crime, healthcare, education, housing, culture, and entertainment. Millennials are settling here at the same rate as in San Francisco. We are progressive and exciting, which is why our Region's companies retain talent. People want to live here.

Our business case for you is strong. We offer highly competitive advantages that make it cost-effective to operate here instead of anywhere else. Our talent is more affordable—almost 40% less than New York for a software developer. Our 26.5% combined provincial and federal corporate tax rate is amongst the most competitive in North America. Our healthcare is universal, which, based on our calculations, means you stand to save up to USD \$600 million per year by simply choosing to locate in Canada.

Ontario's 13-year USD \$154.5 billion infrastructure spend is the largest investment of its kind in North America. The province is keen to find ways of accelerating existing infrastructure projects that would service Amazon's selected site.

In choosing its HQ2, Amazon is making one of the largest corporate decisions in history. It is not one that any company would take lightly. The future is always uncertain, but in choosing the Toronto Region, Amazon is choosing one of the most futureproofed locations on the planet. Our past track record, present trajectory, and ongoing stability testify to our status as one of the world's best and brightest cities.

Toronto Global was founded by three levels of government in order to represent our remarkable qualities and advantages to international businesses. It is our job to make your investment decisions fast and easy. We are your quarterback.

The Toronto Region is thriving, inclusive, and future-facing. We have the talent you need in a uniquely tolerant society. We are now and tomorrow. Join us.

Sincerely,



Mark Cohon, O.Ont  
Chairman  
Toronto Global



Toby Lennox  
CEO  
Toronto Global





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October 13, 2017

Dear Jeff:

There is no better place to do business than Canada. In an increasingly complex and uncertain world, Canadians have embraced change while staying true to their values. Canadians are bold innovators and good neighbours, bound together by a spirit of openness and hard work. Every day we demonstrate that these values are sources of strength, and that better is always possible. I can imagine no better place for Amazon to call its second home.

As the first country in the world to adopt a policy of multiculturalism, we have shown time and time again that a country can be stronger not in spite of its differences, but because of them. Diversity is a fact, but inclusion is a choice. Canada has made its decision and our cities have become windows to the world.

We believe in building a clean-growth economy that is as inclusive as it is innovative. We have embraced technological change, while also helping our citizens adapt to the changing nature of work. That is why we have boosted investment in skills and training and introduced an ambitious Innovation and Skills Plan to make Canada a world-leading centre for innovation.

This plan includes actions that will benefit everyone, from students looking to get work experience to adult workers hoping to improve their skills. It delivers simpler and more efficient support to entrepreneurs, while making it easier for both domestic and global companies to invest in Canada and Canadians. We have simplified our business support programs and designed strategic funds to spur innovation and support high-quality business investments. Our government is a ready and willing partner, with the tools already in place, to make bold and strategic investments to create high-quality jobs.

Mr. Jeff Bezos  
Amazon  
410 Terry Avenue  
Seattle, Washington  
98109  
United States of America

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Canada is also committed to reinforcing our strengths in education. Our world-class colleges and universities have graduated the most highly educated workforce within the OECD. In the new economy, however, we recognize that we must also have access to the best talent in the world, wherever it is. We have therefore introduced dedicated immigration services, allowing companies to attract highly-skilled global talent through an expedited review process to quickly recruit for the skills they need.

Canadian cities are progressive, confident, and natural homes for forward-thinking, global leaders. They are consistently ranked as the best places to live, work, and play in the world. They are welcoming, walkable communities with vibrant arts and culture scenes, connected by ever-improving public transportation networks. Canadians enjoy a universal health care system and a robust public pension plan which help support our excellent quality of life and also mean lower costs for employers. Our cities offer welcoming and predictable business environments, with the lowest overall business costs in the G7, underpinned by the soundest banking and legal systems in the world. They are great places to work, invest, and live – all with unmatched global market access and within a short flight of major American cities.

Throughout our history, it is in one another that Canada and the United States have found their closest friend and ally. We enjoy the longest, most peaceful, and mutually beneficial relationship of any two countries in the world. Canada is the largest foreign customer for goods and services made in the United States. We are the number one customer of the majority of American states, and among the top three customers of 48 states. Our economic integration and partnership are unparalleled.

As Amazon decides on the location for its second North American headquarters, I am certain that Canada will stand out. With all our advantages and a government that is willing to invest in the future, the business case is simple.

Amazon has already established roots in Canada, creating thousands of good jobs, and taking advantage of leading technologies in areas such as artificial intelligence and drones. We are grateful for the confidence Amazon has placed in our cities and people. We look forward to growing this partnership.

The Government of Canada is committed to working closely with Canadian cities in providing Amazon a second home. The full support of our government stands behind them.

Please accept my warmest regards.

Sincerely,

The Premier of Ontario

Legislative Building, Queen's Park  
Toronto, Ontario M7A 1A1



La première ministre de l'Ontario

Édifice de l'Assemblée législative, Queen's Park  
Toronto (Ontario) M7A 1A1

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October 11, 2017

Mr. Jeff Bezos  
President, CEO and Chairman of the Board  
Amazon  
410 Terry Avenue North  
Seattle, Washington  
98109 USA

Dear Mr. Bezos:

I am very pleased to commit the full and enthusiastic support of the Government of Ontario to bring Amazon's HQ2 to Ontario.

Ontario's commitments to you and your company are straightforward:

- We will provide you with all of the outstanding talent that the HQ2 will require, at a cost that you will not find in any other competitive jurisdiction.
- Your workers will want to live and flourish in our communities, where they will share with other Ontarians, and our federal and provincial governments, core values of tolerance, inclusion, diversity and mutual support.
- Finally, we will provide you with attractive sites for the HQ2 at a highly competitive cost.

To support these commitments, our government has made several decisions that I am pleased to share with you. Though these decisions will be implemented regardless of whether or not the HQ2 comes to Ontario, we believe that these decisions provide the foundation for the HQ2's success in Ontario:

1. Ontario will increase the number of postsecondary students graduating in the science, mathematics, engineering and technology disciplines by 25 per cent over the next five years, from 40,000 graduates to 50,000 graduates. Based on today's numbers, this increase will make Ontario the number one producer of STEM graduates per capita in North America.
2. Ontario will increase the number of master's students graduating in applied artificial intelligence disciplines to 1,000 within five years.

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3. Ontario and the Government of Canada will work together to: (i) expedite the immigration process for temporary workers with required skills, and (ii) increase the number of international students in required disciplines; and provide both groups with a path to permanent residency.
4. Ontario is in the fourth year of its 13-year US\$154.5 billion infrastructure investment, the largest of its kind in North America. The province will consider ways to accelerate existing infrastructure projects that would service Amazon's selected site.
5. Ontario's Secretary of the Cabinet, the head of Ontario's public service, will serve as Amazon's point of contact, to ensure that Amazon's engagement with all levels of government is seamless and successful.
6. Amazon will have access to all of Ontario's business support programs, through which our government has assisted many major international firms to make large investments in Ontario.

Our commitments and the decisions I outlined above are possible because of Ontario's many structural advantages, including the most educated workforce in the OECD, a strong publicly funded education system and world-class postsecondary institutions. We are also making college and university more accessible by providing free tuition to hundreds of thousands of students who may not otherwise be able to afford a higher education.

Ontario already boasts a robust single-payer health care system that insures everyone. Starting in January, we are making the biggest expansion to medicare in our province in a generation by making prescription medication free for everyone under the age of 25.

I look forward to working closely with you and your team to make Amazon's HQ2 a success in Ontario. Please accept my best wishes.

Sincerely,

Kathleen Wynne  
Premier



**7.7 MILLION PEOPLE**

↑  
N  
**TORONTO REGION**  
Data from 2016 Census

# INTRODUCTION

## FUTUREPROOFED TALENT PIPELINE

### The labour force of tomorrow lives and moves here.

Toronto is the fourth largest city in North America. At 7.7 million and growing every day, the Toronto Region comfortably exceeds Amazon's requirement for a metro region of 1 million people. Our growth as a nation has been built on immigration. Forty-three percent of the Toronto Region is born outside of Canada and 51% of Toronto proper is foreign-born, giving us a significant talent edge over cities like New York, San Francisco, Boston, Denver, and Seattle. Toronto is heralded as the most multicultural city in the world, and our labour force and economy benefit directly from our diversity and inclusivity.

We develop, attract, and retain local and international talent like no other location on the continent. Why? Because we build doors, not walls. And those doors open to highly-skilled economic immigrants as well as world-leading academic institutions and academic-industry partnerships. The Region welcomed over 94,000 immigrants last year alone. Immigration is a solution in our country, not a problem.

Canada has the most educated population in the OECD and the Toronto Region is home to some of its best schools. We are also being far-sighted by placing the highest priority on futureproofing our talent. In light of Amazon's RFP, the Ontario Government has accelerated a critical announcement: the province has made a firm commitment to increase the number of post-secondary students graduating in STEM disciplines by 25% over the next five years and the number of Master's students in artificial intelligence disciplines to 1,000 within five years.

The dynamism, diversity, and size of the Toronto Region's skilled labour force is the answer to Amazon's most pressing need: more, and better, talent.

Toronto Global's submission on behalf of the Toronto Region makes an extensive case for the singular advantages we offer to meet Amazon's existing ambitions and yet-to-be-imagined pathways for additional growth. But our overall story is simple: the Toronto Region is Amazon's safest and smartest bet because of our unrivaled track record on five key drivers: talent, business climate, quality of life, transportation, and sites. Together, these drivers combine to create an ideal environment that continues to draw and retain economic immigrants, local and international students, and Fortune 500 businesses in unparalleled numbers.



Welcome to Canada

## COMPETITIVE BUSINESS CLIMATE

### A blue chip investment.

The Toronto Region has developed an international reputation for being one of the most attractive places in the world to establish a new business or headquarters. We are one of the most diverse economies in North America. The diversity of our sectors is a major reason why our GDP is strong and stable. We represent a significantly lower-risk investment proposition than either the U.S. or Mexico across all the key metrics that matter to Amazon.

Our business environment offers highly-competitive advantages that make it cost-effective to be here instead of anywhere else. Amazon can access our educated talent at a fraction of the cost compared to any other top tech market in North America. You stand to save up to USD \$600 million per year because of our universal healthcare. We are robust across diverse industries rooted in technology and innovation that offer endless opportunities for new creative partnerships that will boost your current and future lines of business.

The Toronto Region is your partner in business, growth, and innovation.

## QUALITY OF LIFE

### Safer, healthier, and more fun than anywhere else.

From safety, crime, healthcare, and education, to housing, culture, and economic as well as geophysical stability, the Toronto Region leads North America on every important quality of life metric. Mercer's 2018 Quality of Living Index puts Toronto ahead of all American cities, including San Francisco, Boston, New York, Seattle, Chicago, and Washington, D.C. The Economist recently ranked Toronto the safest city in North America and the fourth safest city in the world.

But what makes us truly different in the North American context is our values. Ontario was the first province in Canada to legalize same-sex marriage in 2003. We remain signatories to the Paris Climate agreement. We believe in—and enforce—gun control. Abortion is in no danger of being repealed, and birth control is accessible. We have universal healthcare and robust public schools. At a time when humanistic values are being challenged around the world, we remain staunchly liberal and tolerant. These values are precisely what help ensure that companies in the Toronto Region attract and retain talent.

We are also fun. The Toronto Region is home to the most thriving arts, culture, sport, and entertainment scene in the country. From the bustle of the urban core to the sprawling countryside and everything in between, the Toronto Region offers something for everyone. We love it here. So will you.



Toronto Pride Parade

## CONNECTED TRANSPORTATION NETWORK SITES

### Connected every which way.

Toronto Pearson International Airport is the second largest international airport in North America. Through its doors, passengers have access to 68% of the world's GDP and 58 destinations in the U.S., with the capacity to grow. It's a short 25-minute train trip from Pearson to downtown Toronto—the region's business epicentre—on the Union-Pearson (UP) Express Train. With over 300,000 passengers travelling through it everyday, Downtown Toronto's Union Station is the busiest, most important multi-modal transportation hub in the country. We move 2.27 million people daily on buses, trains, and subways throughout the Toronto Region.

The City of Toronto has approved a 15-year Transit Network expansion plan that includes improvements to commuter rail services, new light-rail lines, and broadened access to different parts of the city. And Ontario is in the midst of rolling out a USD \$154.5 billion infrastructure spend, a third of which is targeted for transportation. The Province has also announced that it is keen to find ways of accelerating existing infrastructure projects that would service Amazon's selected site.

Amazon can rest assured that the Toronto Region is highly connected across all modes of transportation: planes, trains, and automobiles, as well as subways, express commuter trains, and bikes. Huge volumes of people move efficiently across all transit options every day, multiplying possibilities when it comes to choosing where people want to live in relation to where they work.



### Our sites offer range, breadth, and vision.

Commercial real estate development in the Toronto Region is booming. In the wake of the 2008-09 financial crisis, Canada emerged as one of the most stable economies and banking systems in the world. International investors started to park their money in Canada and the Toronto Region specifically, and development spiked. For the past several years, the Toronto Region has been delivering an average of 40,000 new homes annually, including everything from condos and high-rise apartments, to townhouses and single-family dwellings.

There are ample real estate development opportunities across all property types in the Toronto Region to meet Amazon's space requirements. This includes a range of options in Downtown Toronto with access to mass transit and amenities, including existing office towers with vacant space and multiple development sites that can deliver up to 40 million square feet. Alternately, Amazon can consider the Region's developing urban centres and new downtowns, including those with subway and GO Transit access, in addition to developing greenfield areas that can accommodate a range of major office and prestige industrial activities.

Simply put, we have options.

Amazon needs more than a city. It needs a region and a partner whose evergreen talent pipeline, cost-competitive climate, enviable quality of life, and excellent transportation systems will create the conditions for you to write the next chapter in your storied book and expand your horizon for ongoing success and market leadership.

Powered by our people, our growth, and our vitality, the Toronto Region is uniquely positioned to be that partner. We meet—and exceed—your requirements. We are one of the most global cities on the planet. We are already robust and growing in any metric that matters to Amazon, and we have policies to ensure that that growth will continue. The Toronto Region is the present and the future. Join us.



Looking south to downtown Toronto along Yonge Street. Photograph by Norm Li Studio

## TORONTO GLOBAL

Toronto Global is a not-for-profit organization funded by the federal, provincial, and municipal governments that supports and attracts foreign direct investment to the Toronto Region. We work with companies outside of Canada that have expansion plans to promote the opportunities of establishing a location here.

Toronto Global represents the cities of Toronto, Mississauga, and Brampton, and the Regional Municipalities of Durham, York, and Halton. For the purposes of this submission, Toronto Global was determined to put our best regional foot forward, which entailed partnering with our neighbouring cities, Guelph and Waterloo Region.

## A NOTE ON RATIONALE & METHODS

After several close readings of Amazon's RFP and your eight preferences and decision drivers, our team concluded that we could answer the requirements in five streamlined chapters. These chapters tell the Toronto Region story and address every RFP requirement, leaving no stone unturned.

The Toronto Region data highlighted throughout this document is benchmarked to Seattle and other U.S. metro areas to highlight how it compares across Amazon's preferences and decision drivers. Historically, comparing Canadian and U.S. cities for site selection has been a challenge due to differences in data collection methods and data availability. To overcome this challenge, Toronto Global sought expert guidance and input from the Global Cities Institute at the University of Toronto and used the World Council on City Data in the development of comparative data sets. These two institutions have been instrumental in the development of ISO 37120, the first international standard for city data.

Throughout this document, the Toronto Region refers to the cities of Toronto, Mississauga, and Brampton, and the Regions of Durham, York, and Halton as well as the neighbouring municipalities of Guelph, Waterloo Region, and Hamilton, unless otherwise stated. From the perspective of business, culture and creative partnerships, and commuter flows, this region is truly interconnected and interdependent.

For consistency purposes, we have included all dollar amounts in USD, based on an estimate conversion rate of 1.25.



Convocation ceremony at York University

# FUTUREPROOFED TALENT PIPELINE

“Ontario is the perfect place for Amazon’s HQ2. Our talent is second-to-none and available at a lower cost than in any other competitive jurisdiction. And most importantly, Amazon’s employees will want to work and raise their families in Ontario—in a community that values diversity, high-quality education and healthcare for all.

— Kathleen Wynne, Premier of Ontario

Amazon’s search for a second North American corporate headquarters is a search for turnkey real estate with expansion opportunities in a city with a stable economy and cost-competitive business environment. Yet, with the company’s unbridled growth and projected need for 50,000 new employees, it is clear that Amazon is ultimately on a search for talent—a deep pool of futureproofed talent that will become the turbine that propels its business into the 21st century. There is only one place in North America that can offer Amazon access to the quantity and quality of talent the company needs to thrive. That place is the Toronto Region.

**The Toronto Region offers the most educated and diverse talent for the lowest cost relative to top tech markets in North America.**

We develop, attract, and retain local and international talent like no other location on the continent. Why? Because of our favourable immigration policies, our excellent academic institutions, the caliber and cost of education, and our internationally-renowned industry-academic partnerships.

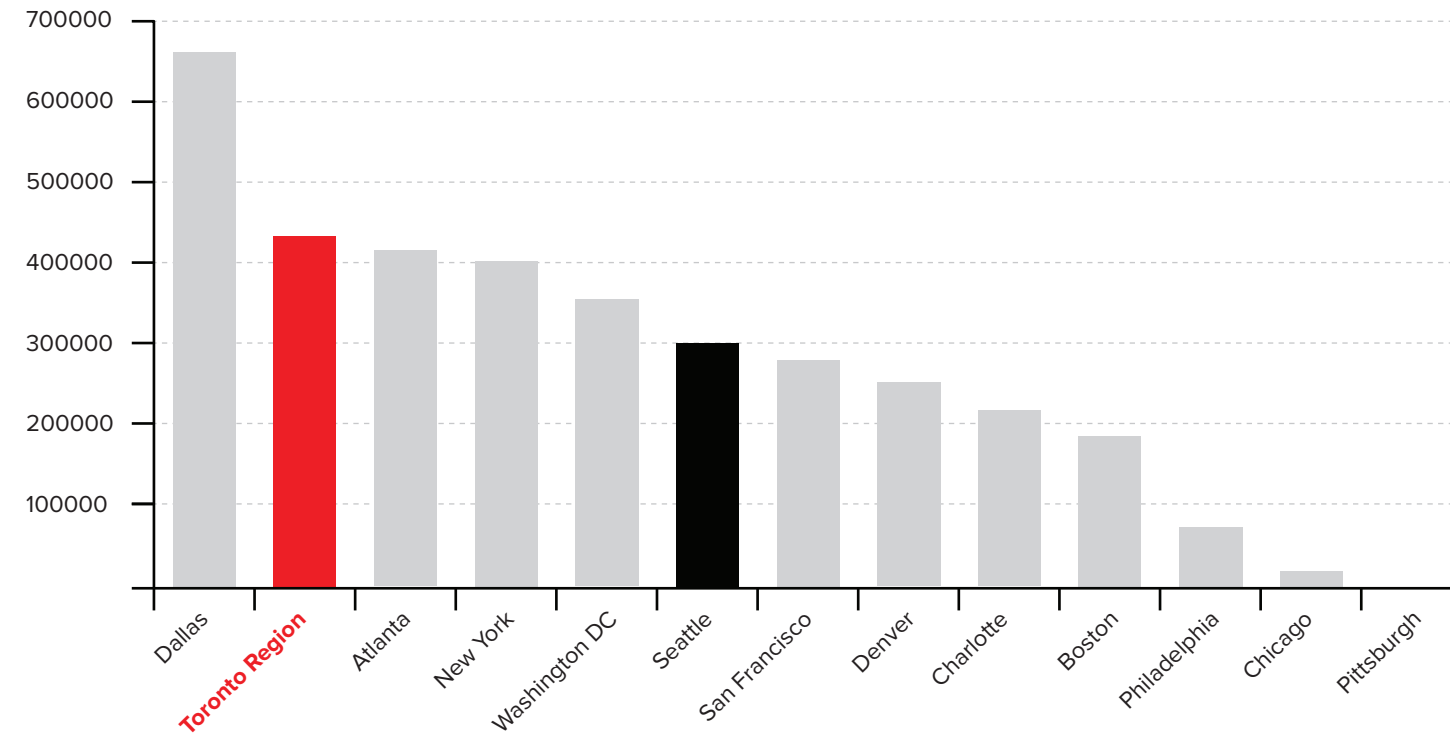
We also have our provincial government to thank for its ongoing dedication to improving access to our public institutions and futureproofing our curricula. Based on today’s numbers, Ontario is poised to become the number one producer of STEM graduates per capita in North America. We can make this commitment because in Ontario, our universities are publicly funded.

We are already building the workforce of the future. With our dynamism, diversity, and size, our labour force is the answer to Amazon’s search for the world’s best talent.

### POPULATION CHANGE, 2011-2016

Source: Statistics Canada 2016 Census, US Census Bureau, American Community Survey 2016

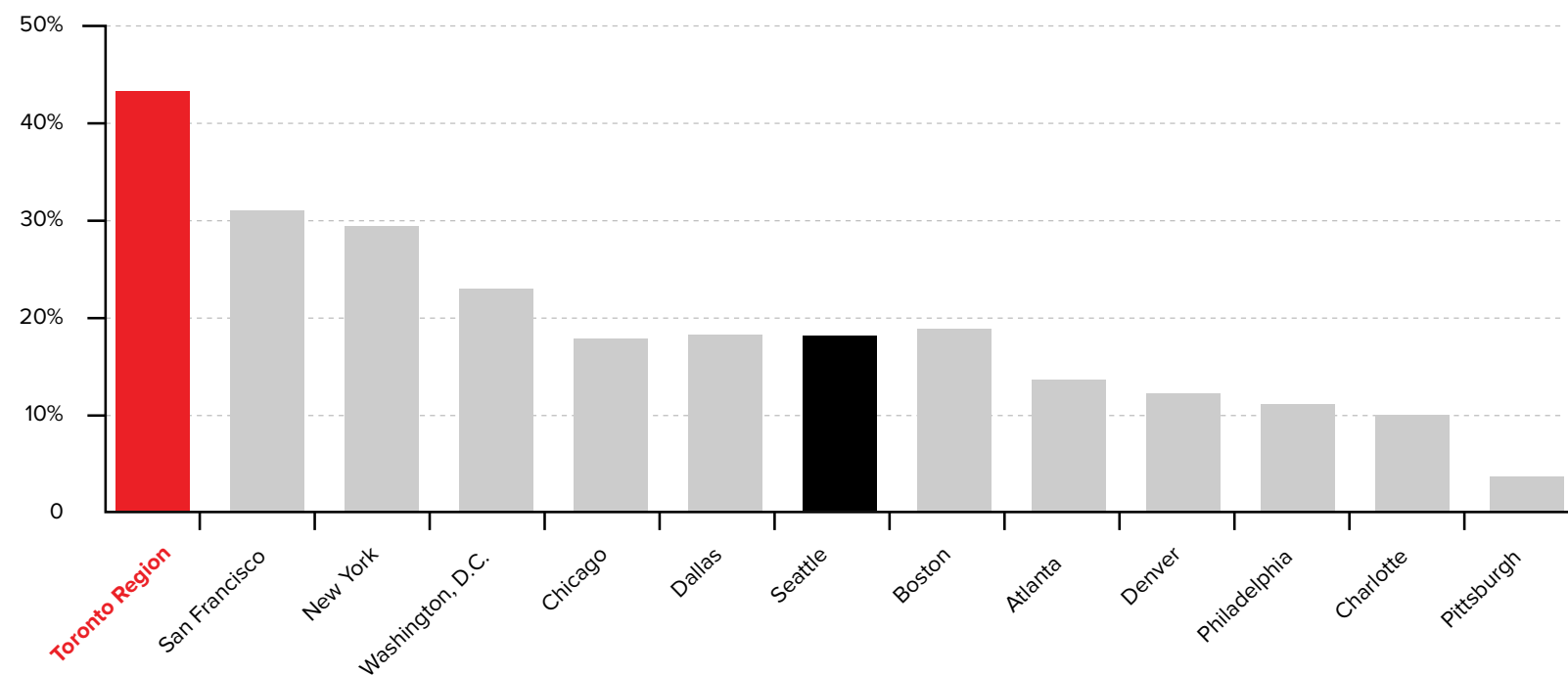
Over the last 5 years, the Toronto Region added 433,537 people, 100,000 more than Seattle over the same period.



### PERCENT OF POPULATION FOREIGN-BORN

Source: Statistics Canada 2016 Census, US Census Bureau, American Community Survey 2016

Toronto Region's foreign-born population is significantly higher than other prominent North American cities.



## POPULATION & IMMIGRATION

As of 2016, the Toronto Region was home to 7.7 million people, exceeding Amazon's requirement for a metro region of 1 million people by several magnitudes. Over the last two decades, the Region has grown by more than 37%; we are projected to grow to 9.9 million by 2031 and more than 11 million by 2041.

**CBRE's 2018 Scoring Tech Talent Report puts Toronto's millennial population growth rate at 7.2% between 2011-2014—nearly twice the U.S. average.**

Population growth is occurring across all age categories. The Toronto Region experienced a five-year percentage increase in the population of its Children (1.5%), Youth (2.5%), and Adult (4.7%) age categories between 2011 and 2016. We are in an excellent position to replenish your workforce into the future.

The Toronto Region's vibrancy and economic opportunities attract highly-skilled talent from around the world. Forty-three percent of the Toronto Region was born outside of Canada. At 51%, the City of Toronto's foreign-born population is significantly higher than other prominent North American cities, such as New York, San Francisco, Boston, Denver, and Seattle. We speak over 170 languages and dialects. We are home to over 250 ethnicities. Toronto has been heralded as the most multicultural city in the world.

At a time when the U.S. and the rest of the world is shutting down their borders, Canada continues to welcome a high-volume influx of educated immigrants that is unrivaled in the rest of North America. Since November 2015, Canada has welcomed nearly 58,000 Syrian refugees. More than 112,000 people immigrated to Ontario in the last year alone, with over 94,000 settling in the Toronto Region. Our tolerance is unparalleled and our immigration policies are a major reason why our talent pipeline will become the cornerstone of Amazon's growth.

### BOOKING.COM - TORONTO OFFICE

When Booking.com opened its first customer service centre in 2017—an operation that specifically required skilled multilingual talent—Toronto's multicultural and customer-centric workforce, coupled with its regional connectivity, were the key drivers in their decision to choose Toronto over any other city in North America after a continent-wide search

"We are thrilled to be opening our new facility in downtown Toronto where we can attract highly skilled talent from one of the most multicultural cities in the world. This year, we aim to hire more than 200 individuals for various operational management roles, as well as front-line customer service executive positions to work with our customers around the world, providing service in a variety of languages, including English, French, Arabic, Mandarin, Brazilian Portuguese and Russian."

—Robert Ahearn, Regional Director Customer Service, Americas, Booking.com

**"Fortunately, one of our strengths in Ontario is diversity, which not only brings different ideas to the table, but also helps us overcome recruitment challenges if we need to do international installations. The Ontario Government has also helped Thales bring in key immigrants with the specialized skills required to deliver the company's complex products."**

—Mark Halinaty, President & CEO, Thales Canada



Welcoming Syrians to Canada at Toronto Pearson International Airport

## IMMIGRATION POLICIES

**“Canada is committed to working hand in glove with Ontario to meet Amazon’s talent needs through temporary and permanent resident pathways now and into the future. We are also committed to working with Ontario to dramatically increase the number of international students needed and to create permanent residency pathways for them.”**

— The Honourable Ahmed Hussen, Canada’s Minister of Immigration, Refugees and Citizenship

We do not simply attract quantities of people; we attract quality. As a result of robust federal policies, Canada has a strong economic class of permanent residents—highly skilled people who contribute demonstrably to Canada’s labour force and economic growth. Amazon stands to benefit from Toronto Region’s high-calibre international talent pool.

The federal and provincial governments work in concert to implement the following immigration programs, which help companies recruit and retain highly-skilled international talent.

### ONTARIO IMMIGRANT NOMINEE PROGRAM

The Ontario Immigrant Nominee Program (OINP) creates permanent immigration pathways for technology workers and entrepreneurs. The Ontario Government provides increased talent attraction services and programs for employers seeking to make investments.

### GLOBAL SKILLS STRATEGY

Of particular relevance to Amazon is Canada’s new Global Skills Strategy (GSS), a fast-track visa program that makes it easier for companies to bring in highly-skilled temporary foreign workers. GSS offers 10-business-day work permit processing for such talent.

As a designated Referral Partner for GSS, Toronto Global has the ability to fast-track companies to the Dedicated Service Channel (DSC) in the Ministry of Immigration, Refugees and Citizenship. The DSC provides employers making significant investments in Canada with personalized support in navigating the immigration system.

**Immigration is not a problem in our country. It’s a solution.**

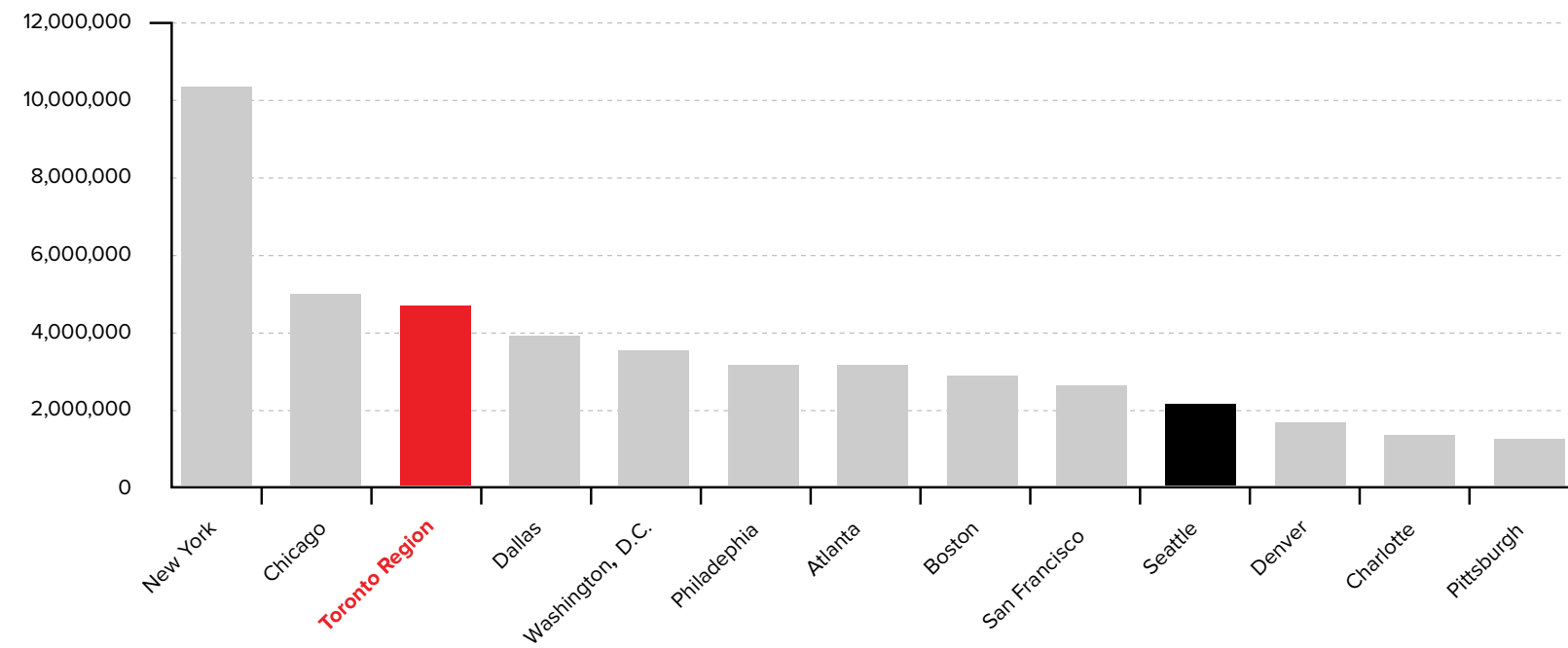
We know first hand that diversity and inclusion lead to creativity, innovation, and economic growth. No other city in North America competes with our inclusiveness, our openness to newcomers, and our singular ability to produce, attract, and retain first-rate local and international talent, across all sectors. Immigration is essential to our prosperity. It has always been the bedrock upon which we have built our society, and international businesses like Amazon are now seeing this as their unique advantage.

**The Toronto Region attracts international students in droves. More than 63,000 international students were enrolled in our post-secondary institutions in 2016-2017. Total international student enrolment has grown 61% since 2012. International student visas allow graduates to stay and work in Canada for three years after graduation, giving companies the ability to capture newly-trained, diverse talent. Between 2011 and 2015, 77% of the international graduate students nominated through OINP completed a degree in STEM fields.**

## TOTAL LABOUR FORCE SIZE

Source: Statistics Canada Labour Force Survey, July 2018, US Bureau of Labour Statistics, July 2018

The Toronto Region's total labour force is more than twice that of Seattle.



## EMPLOYMENT BY OCCUPATION

Source: Statistics Canada 2016 Census; US Census Bureau; 2016 American Community Survey

Occupation Chart 1: Computer, Engineering, and Science / Natural & Applied Sciences		Occupation Chart 2: Business and Financial Operations		Occupation Chart 3: Management	
New York	526,370	New York	580,524	New York	1,096,926
Washington, DC	372,584	Chicago	278,432	Chicago	512,178
<b>Toronto Region</b>	<b>323,540</b>	Washington, DC	261,411	<b>Toronto Region</b>	<b>468,880</b>
San Francisco	274,503	<b>Toronto Region</b>	<b>238,510</b>	Washington, DC	468,220
Chicago	271,150	Dallas	215,305	Dallas	415,669
Boston	243,285	Philadelphia	183,010	San Francisco	340,625
Dallas	229,204	Atlanta	180,356	Atlanta	338,325
Seattle	213,369	San Francisco	175,513	Philadelphia	330,590
Philadelphia	191,087	Boston	174,979	Boston	319,332
Atlanta	186,360	Seattle	119,234	Seattle	249,680
Denver	129,857	Denver	100,179	Denver	200,846
Pittsburgh	74,159	Charlotte	77,297	Charlotte	142,726
Charlotte	67,523	Pittsburgh	66,423	Pittsburgh	115,811

## LABOUR FORCE

### THE VOLUME ARGUMENT

The Toronto Region provides quality talent in large numbers at a competitive cost that will squarely meet Amazon's employee requirements.

**Toronto is among the largest tech hubs in North America, and growing at a staggering pace. Between 2012-2017 Toronto added 82,100 tech jobs—more than any other tech market, according to the latest CBRE research. Toronto was recently named the world's fastest growing tech market.**

We boast the quantity of talent Amazon requires across three of its most relevant job categories for staffing HQ2. The Toronto Region has over 320,000 people employed in Computer, Engineering, and Science occupations, more than Chicago, San Francisco and most other major North American tech markets.

The Toronto Region has almost 470,000 people working in Management occupations, over 200,000 more than Seattle. Amazon can rest assured that we have the required volume—and right kind of talent—to staff HQ2.



**JIM SMITH, PRESIDENT & CEO,  
THOMSON REUTERS**

"Toronto was a natural fit for our Technology Centre. We needed a location that offered us the same incredible diversity as our customers and employees, a bright, energetic workforce with the right mix of emerging technology skills and a celebrated, established and robust infrastructure. We are really excited about the opportunity to contribute to the growing momentum of a very vibrant region, made possible by the commitment from all levels of government to make jobs, innovation and the knowledge economy a top priority."

## HIGHER EDUCATION DEGREES BY SPECIALIZATION

Source: Statistics Canada 2016 Census; US Census Bureau; 2016 American Community Survey

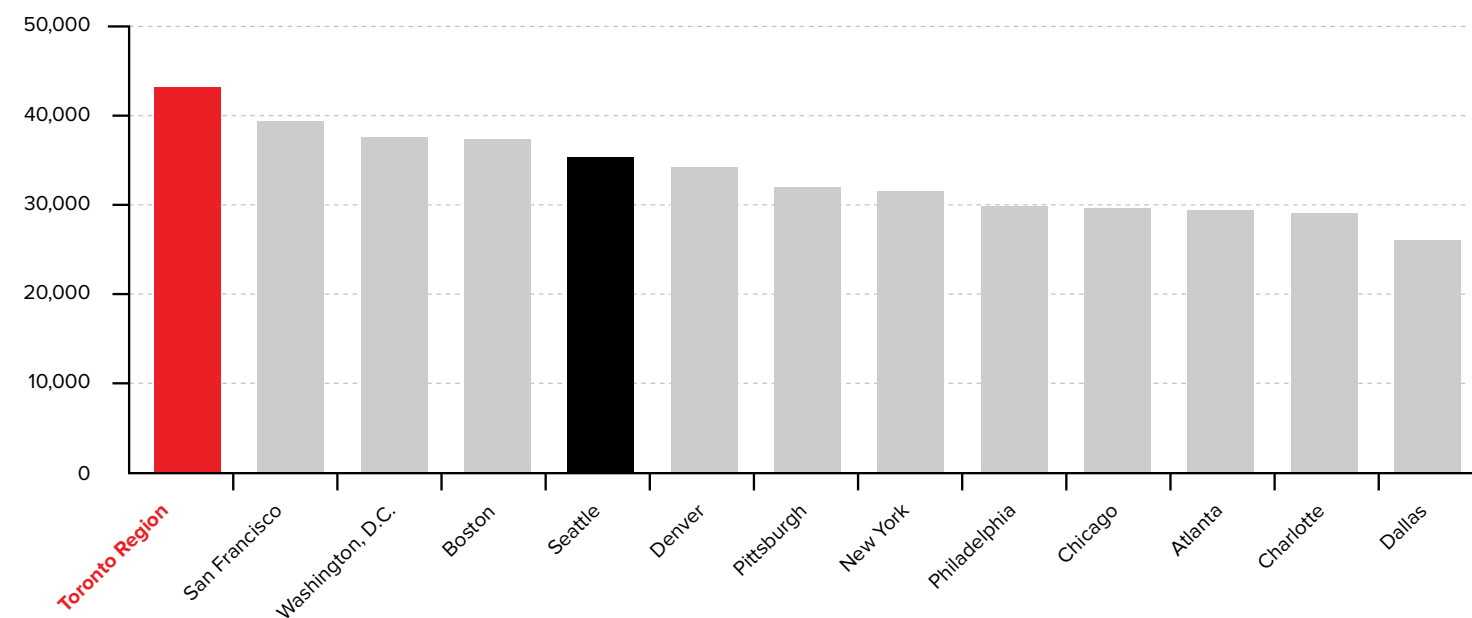
The numbers in this table refer to the number of people who hold a bachelor degree or higher specializing in (a) Business, Management and Public Administration, (b) Computers, Mathematics and Statistics, and (c) Architecture, Engineering, and Related Technologies.

Metro	Business	Computers, Mathematics and Statistics	Architecture, Engineering, and Related Technologies
New York	1,162,741	301,265	855,268
Chicago	559,129	128,440	419,188
<b>Toronto Region</b>	<b>364,590</b>	<b>111,810</b>	<b>403,285</b>
Washington, DC	393,458	163,312	333,626
San Francisco	296,780	131,827	313,411
Dallas	433,134	102,691	291,889
Boston	301,397	89,627	286,570
Philadelphia	327,636	73,115	276,538
Atlanta	395,689	88,661	244,212
Seattle	193,319	90,342	233,817
Denver	194,148	43,323	145,734
Pittsburg	124,127	30,291	120,342
Charlotte	156,289	31,892	90,462

## HIGHER EDUCATION DEGREES PER 100,000 PEOPLE, 2016

Source: Statistics Canada 2016 Census; US Census Bureau; 2016 American Community Survey

The Toronto Region has one of the most highly-educated populations in the OECD, with more higher education degrees per 100,000 people than any of our U.S. comparator cities.



## THE QUALITY ARGUMENT

Ontarians are among the best-educated people in the world. Sixty-three percent of the population have a post-secondary degree. Canada's post-secondary education attainment is higher than any other country in the OECD. More people within the Toronto Region have higher education degrees per 100,000 people than any other major U.S. city we have included in our comparator set.

When you break down the number of higher education degrees by programs of relevance to Amazon's hiring requirements, the Toronto Region excels. We are strong across all categories illustrating the extent to which we are labour-ready for Amazon's HQ2 needs.

## THE COST ARGUMENT

If Amazon's selection criteria boiled down to operational costs alone, the Toronto Region would come out on top. When we compare average salaries across a number of different positions and seniority levels in each of the job categories Amazon has identified for HQ2 (Management; Engineering, with a preference for Software Development Engineers [SDE]; Legal, Accounting; and Administrative), the Toronto Region salaries are the most competitive in every category by an average of 17-33%. (See pages 43-45 in "Competitive Business Climate" for the breakdowns and comparisons.)

**The Toronto Region salaries are highly competitive in every category.**



### STEPHEN LAKE, CEO, THALMIC LABS

Stephen Lake, a serial entrepreneur from the age of 12, is the CEO of Thalmic Labs, known for innovating in the area of human-computer interaction. Based in Waterloo Region, Lake enjoys the proximity of their headquarters to a major metropolitan city (Toronto), while appreciating the cost and lifestyle of a much smaller city.

"From an engineering talent perspective, University of Waterloo is second to few places in the world, and on par with MIT or Stanford. And given the immigrant-friendly nature of our culture, we have been highly successful in bringing in top talent from dozens of countries from around the world."

"It's remarkable that only in the past few months, we have had team members move here from San Francisco, Austin, San Diego, Mexico, Israel, Pakistan, India and elsewhere."



**SARA DIAMOND, PRESIDENT  
OCAD UNIVERSITY**

Toronto’s OCAD University, the largest and most comprehensive art and design university in Canada, is a leader in STEAM + D education and research, integrating art, design, design thinking and out-of-the-box creativity face-to-face with science and technology. Whether interface, user experience design, inclusive design, design for the Internet of Things, visual analytics, design for health, machine learning or block chain, OCAD University is able to offer its talent to the technology sector. OCAD University also offers partnership opportunities via its Partnership Platform (UPP), Imagination Catalyst Incubator, and Interdisciplinary Business Innovation Studios.

“Amazon has always relied on powerful design, integrated with leading-edge technology to anticipate markets and reach new markets. Partnership with Amazon would supply them with top-tier digital and design talent and provide research possibilities and career opportunities for students.”

**UNIVERSITY ENROLMENT & CONFERMENT IN THE TORONTO REGION**

Source: Common University Data Ontario (2017)

Universities include: University of Toronto, Ontario College of Arts and Design University, Ryerson University, University of Ontario Institute of Technology, York University, University of Waterloo, Wilfrid Laurier University, University of Guelph, McMaster University

Computer Science		
	Total Enrolment	Total Degrees Conferred
2016	10,626	1,563
2015	9,493	1,327*
2014	8,735	1,295
2013	7,938	1,212
2012	7,147	1,039

Math		
	Total Enrolment	Total Degrees Conferred
2016	9,897	1,733
2015	8,821	1,610*
2014	8,083	1,650
2013	7,468	1,564
2012	7,124	1,397

Engineering		
	Total Enrolment	Total Degrees Conferred
2016	34,479	6,364
2015	33,045	5,875*
2014	31,794	5,664
2013	30,304	5,510
2012	28,965	5,049

Business		
	Total Enrolment	Total Degrees Conferred
2016	46,325	10,214
2015	43,880	8,790*
2014	42,782	9,132
2013	41,884	9,210
2012	39,769	8,978

\* University of Guelph not reported

**A SUPERIOR UNIVERSITY SYSTEM**

Ontario’s publicly-funded colleges and universities are among the best and most innovative in the world. Boasting 18 colleges and universities in its jurisdiction—with three new campuses to open in Brampton, Milton, and Markham—the Toronto Region harbours an exceptional range of highly-ranked post-secondary institutions that produce precisely the kind of talent Amazon needs across relevant sectors. More than 400,000 students are enrolled across these 18 institutions, accounting for 75% of Ontario’s overall post-secondary enrolment.

Total enrolment in the Toronto Region’s post-secondary institutions continues to rise; however, growth in STEM programs from 83,000 to more than 110,000 students in the last four years is especially remarkable. Computer Science enrolment growth within our universities alone has risen from 7,100 to 10,600 students since 2012, and represents 68% of the province’s total computer science enrolment.

**In the last year alone, Ontario graduated 40,000 Science and Engineering students.**

University enrolment and degrees conferred across Business and other STEM-related programs of importance to Amazon have also seen steady growth, as indicated by the tables on the left.

**ONTARIO’S COMMITMENT TO ACCESSIBLE EDUCATION**

Helping to futureproof the labour force, the Ontario Government has created post-secondary education that hinges on the ability to learn, not the ability to pay. Ontario was one of the first jurisdictions in North America to offer free tuition to students in financial need. The Ontario Student Assistance Program (OSAP) provides significant financial support, including free tuition for hundreds of thousands of low- and middle-income students.

Over 210,000 full-time Ontario college and university students, are receiving free tuition. Making post-secondary education more affordable is part of Ontario’s plan to create inclusive opportunity during this period of rapid economic change. And it’s working. This commitment to affordable education has led to a 10% increase in applications across the province. Programs such as the Repayment Assistance Program, debt management policies, and interest-free OSAP loans will continue to decrease overall student debt, making post-secondary education accessible to all.

**TORONTO REGION POST-SECONDARY INSTITUTIONS**

Each of the Toronto Region’s post-secondary institutions offer a number programs across diverse subjects of relevance to Amazon’s HQ2.

Post-Secondary Institution	Campus Location(s)
University of Toronto	Toronto Mississauga
York University	Toronto Markham (Future)
Ryerson University	Toronto Brampton (Future)
University of Ontario Institute of Technology	Durham Region
Trent University Durham	Durham Region
Ontario College of Art & Design University	Toronto
McMaster University	Hamilton Halton Region
University of Guelph	Guelph
University of Waterloo	Waterloo
Wilfrid Laurier University	Waterloo Toronto Milton (Future)
Seneca College	Toronto Mississauga
Humber College	Toronto
George Brown College	Toronto
Centennial College	Toronto
Durham College	Durham Region
Sheridan College	Halton Region Mississauga Brampton
Mohawk College	Hamilton
Conestoga College	Waterloo

## SELECTION OF TOP 200 UNIVERSITIES IN MAJOR NORTH AMERICAN TECH MARKETS - QS WORLD UNIVERSITY RANKINGS

Source: 2019 QS University Rankings

To get a sense of the relative strength of the university systems across the major North American tech markets, total enrolment, along with degrees conferred, was compared for the universities in each of these markets that were within the Top 200 QS World University Ranking.

School	Type	Metro	2019 QS World University Ranking - Overall
MIT	Private	Boston	1
Stanford	Private	San Francisco	2
Harvard	Private	Boston	3
University of Chicago	Private	Chicago	9
Princeton University	Private	New York	13
Cornell	Private	New York	14
Yale University	Private	New York	15
Columbia	Private	New York	16
University of Pennsylvania	Private	Philadelphia	19
John Hopkins University	Private	Washington, DC	21
University of California Berkeley	Public	San Francisco	27
University of Toronto	Public	Toronto Region	28
Northwestern University	Private	Chicago	34
New York University	Private	New York	43
Carnegie Mellon	Private	Pittsburgh	46
University of Washington	Public	Seattle	66
Georgia Tech	Public	Atlanta	69
University of North Carolina - Chapel Hill	Public	Charlotte	83
Boston University	Private	Boston	93
Penn State (Main Campus)	Public	Pittsburgh	95
University of Maryland - College Park	Public	Washington, DC	126
University of Pittsburgh	Public	Pittsburgh	136
McMaster University	Public	Toronto Region (Hamilton)	146
Emory University	Private	Atlanta	148
University of Waterloo	Public	Toronto Region (Waterloo)	163
University of Colorado - Boulder	Public	Denver	190

Other post-secondary institutions across the Toronto Region are also internationally-recognized for a wide variety of specializations. Sheridan college, for example, is among the Top 20 schools in the world for visual effects, animation, and game design, the University of Guelph is ranked #17 in the world for agriculture and forestry, and Ryerson University is home to DMZ, the leading university-based incubator in North America.

## WORLD-LEADING INSTITUTIONS

The quality of university education in the Toronto Region is second to none. Amazon will have access to a steady stream of top students across relevant disciplines who excel across North American and global metrics.

Three of the Toronto Region's universities—University of Toronto, Waterloo University, and McMaster University—make top grades worldwide, cracking the Top 200 in the 2019 QS Global University Rankings and placing among the highest-ranked public universities in North America. Notably, those same three institutions rank even higher in terms of employability at #12, #25, and #93, respectively, confirming that the Toronto Region produces high-quality, work-ready graduates that Amazon can tap to build its future workforce.

We have nearly 150,000 students enrolled at our three Top 200-ranked universities—22% more than New York does in its Top 200 institutions. And for key subjects of interest to Amazon—Business, Computer Science, Engineering, and Math—the Top 200-ranked Toronto Region universities conferred the highest or second-highest number of Bachelor degrees in 2015.

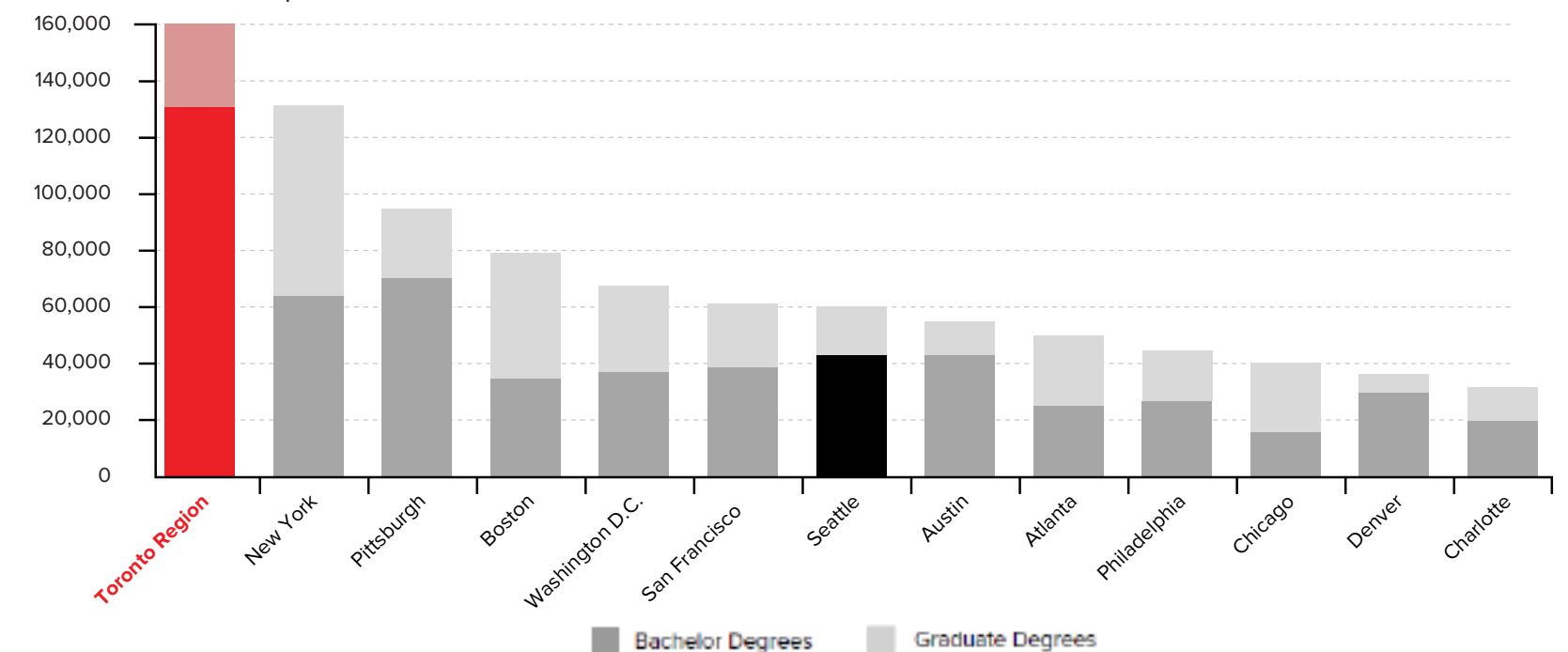
**“Ontario is a hotspot for mathematicians, computer scientists and software engineers. Ontario universities give us access to tremendous, well-educated STEM talent, and we take full advantage by hiring co-op students every year.”**

— Sherry Shannon-Vanstone, President & CEO, TrustPoint Innovation Technologies

## TOTAL ENROLMENT AT TOP 200 UNIVERSITIES, 2016

Source: 2019 QS University Rankings, Common University Data Ontario (2017), Integrated Postsecondary Education Data System (2017)

Total enrolment, along with degrees conferred, in select Top 200 universities within each MSA were compared. With nearly 150,000 students enrolled at our Top 200-ranked universities, Toronto Region leads the pack.



## TOP RANKED SCHOOLS COMPARISON 2016 DEGREES CONFERRED IN RELEVANT PROGRAMS

Source: 2019 QS University Rankings, Common University Data Ontario (2017), Integrated Postsecondary Education Data System (2017)

The Toronto Region produced over 3,600 graduates in Business & Management studies from its three Top 200 Universities in 2016. The Toronto Region's Top 200 Universities awarded 75% more Business Bachelor degrees (2,330) in 2016 than NYC.

Metro	Business - Bachelor	Business - Graduate	Total
Pittsburgh	2719	1112	3831
<b>Toronto Region</b>	<b>2330</b>	<b>1295</b>	<b>3625</b>
New York	1320	4997	6317
Seattle	1276	590	1866
Austin	1142	1253	2395
Washington, DC	1086	1698	2784
Philadelphia	939	1138	2077
Boston	912	2686	3598
Atlanta	807	817	1624
Denver	772	226	998
Charlotte	386	816	1202
San Francisco	338	1182	1520
Chicago	26	2931	2957

The Toronto Region produced over 4,400 graduates in Engineering from its three Top 200 Universities in 2016, including 2,800 bachelor degrees—nearly twice as many as NYC. Engineering & Technology Rankings:

- University of Toronto: #43
- University of Waterloo: #70

Metro	Engineering - Bachelor	Engineering - Graduate	Total
<b>Toronto Region</b>	<b>2827</b>	<b>1582</b>	<b>4409</b>
Pittsburgh	2777	1931	4708
Atlanta	2141	1520	3661
New York	1698	2708	4406
Washington, DC	1345	1349	2694
San Francisco	1305	1784	3089
Austin	1216	643	1859
Boston	922	1375	2297
Seattle	876	546	1422
Denver	654	545	1199
Philadelphia	417	366	783
Chicago	348	458	806
Charlotte	32	10	42

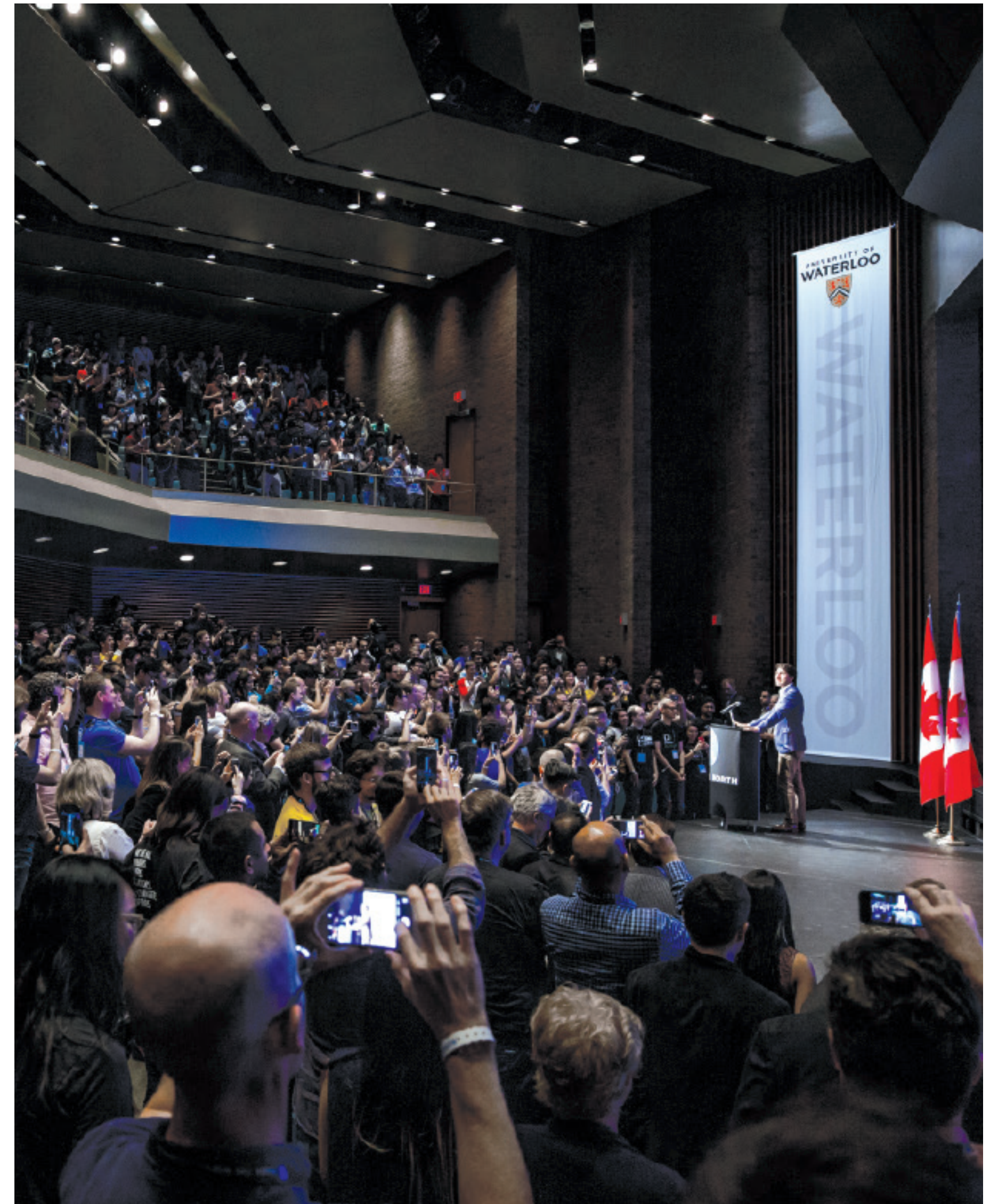
The Toronto Region produced over 1000 graduates in Computer Science from its three Top 200 Universities in 2016 Computer Science Rankings:

- University of Toronto: #10
- University of Waterloo: #31

Metro	Comp.Sci - Bachelor	Comp.Sci - Graduate	Total
Pittsburgh	1030	1296	2326
<b>Toronto Region</b>	<b>871</b>	<b>177</b>	<b>1048</b>
Seattle	760	395	1155
New York	709	1426	2135
San Francisco	639	409	1048
Boston	515	643	1158
Austin	464	159	623
Washington, DC	447	510	957
Atlanta	404	432	836
Philadelphia	229	238	467
Charlotte	167	98	265
Denver	140	73	213
Chicago	134	259	393

The Toronto Region conferred nearly 1,500 Math degrees in 2016, more than double most other comparative metros. With University of Toronto and University of Waterloo ranking #19 and #39 globally for Math, the Toronto Region produces a high volume of high-quality Math graduates.

Metro	Math - Bachelor	Math - Graduate	Total
<b>Toronto Region</b>	<b>1153</b>	<b>340</b>	<b>1493</b>
San Francisco	391	242	633
Pittsburgh	381	117	498
Boston	352	313	665
New York	343	996	1339
Seattle	340	140	480
Austin	278	67	345
Chicago	191	276	467
Washington, DC	190	160	350
Charlotte	143	55	198
Denver	115	43	158
Philadelphia	108	67	175
Atlanta	90	109	199



Canadian Prime Minister Justin Trudeau addressing students and faculty at the University of Waterloo. Photograph from the Prime Minister's Office.



### UNIVERSITY OF TORONTO

The University of Toronto is truly a global institution. With three campuses across the Toronto Region, it is home to 88,000 students. The downtown St. George campus alone has 14,000 faculty and 60,000 students, making it the single largest campus university in the U.S. or Canada.

- #10 for Computer Science in the world
- 17,000+ international students from 168 countries
- Among Top 5 public universities in North America
- Globally-recognized as a leader in Artificial Intelligence (AI) research; home to Geoffrey Hinton, “the god-father of AI”



### UNIVERSITY OF WATERLOO

The University of Waterloo is recognized as one of the world’s most innovative institutions. Its unique creator-owned intellectual property policy is credited for spinning off major multinational corporations, like Open Text and Blackberry.

- #4 in the world for employer partnerships
- Home to the largest post-secondary co-operative education program in the world, with nearly 20,000 students
- Received Amazon’s Alexa Fund Fellowship for AI
- Home to 88 researchers who specialize in cryptography, security, and privacy. Notably, Elliptic Curve Cryptography (ECC), which is used in Blackberry smartphones and by U.S. National Security Agency (NSA), was invented in Waterloo.



### DR. MERIC GERTLER PRESIDENT, UNIVERSITY OF TORONTO

Professor Meric Gertler, a renowned urban theorist and policy practitioner, is President of the University of Toronto, the 9th ranked public university in the world, and fourth in North America.

Dr. Gertler is proud to point out that the University of Toronto is a research, education, and entrepreneurial powerhouse. He notes that, in 2016 alone, the faculty and students at the University of Toronto published more scholarly research than any other institution in the world except for Harvard. These publications involved more than 9,000 international collaborations, connecting Toronto to the world and bringing talent, ideas, businesses, and international investment.

Dr. Gertler goes on to boast that the University of Toronto enrolls 85,000+ students a year, and according to the London-based Times Higher Education employability ranking, they are the top-ranked graduates among public institutions in North America (and 6th globally). Moreover, since 2013, the University of Toronto community has created more startup companies than any single institution in North America

“U of T is a powerful driver for local and national prosperity,” says Gertler. “But it doesn’t do it alone. Toronto’s cultural vibrancy, economic dynamism, and high quality of place make for a remarkable partnership with its world-class university. It is a collaboration few regions can match.

I challenge Amazon to find a stronger pipeline of future talent, partners, and innovations than those created by universities in the Toronto Region.”

## EXAMPLES OF INDUSTRY-ACADEMIC PARTNERSHIPS

INITIATIVES	DESCRIPTION	PARTNERS
<b>Vector Institute for Artificial Intelligence</b>	Backed by USD \$120M in public and industry funding, this group is dedicated to graduating the most machine-learning PhDs and Masters students in deep learning and machine learning globally. The Government of Ontario is working with the Vector Institute to establish a new Master's program in applied science that will increase AI grades to 1,000 in the next five years.	<p><b>Industry</b> More than 25 industry partners, including: Google, Shopify, Loblaws, Accenture, Thomson Reuters, Magna International, NVIDIA, Uber, RBC, BMO, TD, Air Canada.</p> <p><b>Government &amp; Academic partners</b> Province of Ontario Government of Canada Canadian Institute for Advanced Research University of Toronto</p>
<b>Siemens Canada Engineering &amp; Technology Academy (SCETA)</b>	This initiative was developed with several post-secondary institutions to actively support the development of job-ready students for Siemens and other companies that require technical engineering talent.	<p><b>Industry</b> Siemens Canada</p> <p><b>Government &amp; Academic partners</b> University of Waterloo McMaster University Sheridan College Seneca College Mohawk College</p>
<b>Centre for Advanced Manufacturing and Design Technologies</b>	Robotics and automation equipment maker ABB Canada is partnering with Sheridan College to create a new robotics centre in the Centre for Advanced Manufacturing and Design Technologies (CAMDT).	<p><b>Industry</b> ABB Canada</p> <p><b>Academic</b> Sheridan</p>
<b>Whitespace Legal Collaboration Lab</b>	Baker McKenzie LLP is taking an "R&D" approach to how it will deliver legal services in the future with the opening of its Whitespace Legal Collaboration Lab. The collaboration will bring in academics from nearby universities, as well as business and technology professionals and those involved in design thinking to work together on addressing challenges "at the intersection of business, law and technology."	<p><b>Industry</b> Baker McKenzie IBM Canada</p> <p><b>Academic</b> University of Toronto iSchool University of Waterloo Problem Lab York University's Schulich School of Business</p>

**"This is the best of both college and industry: creating together an optimized experience for students and industry professionals is the value-added of a partnership between ABB and Sheridan."**

— Chris Poynter, Vice President & General Manager, Discrete Automation and Motion Division, ABB Canada

## INDUSTRY-ACADEMIC PARTNERSHIPS

Industry-academic partnerships have a long and successful history in Ontario, setting precedents for integrated talent development, launching innovative projects, and preparing students to enter the workforce. These partnerships are critical to companies like Amazon who will benefit from talent that graduates industry-ready.

### CO-OPERATIVE EDUCATION

Our impressive employability rankings derive in no small part from the pioneering efforts of the Toronto Region academic institutions that have developed a culture of work-integrated learning under the rubric of "co-operative education programs." Several Toronto Region universities and colleges, including University of Guelph, McMaster University, Ryerson University, University of Toronto, Wilfrid Laurier University, University of Waterloo, Conestoga College, Humber College, Mohawk College, and Seneca College, all feature co-op programs.

Co-ops provide students with up to two years of field-specific work experience while they are earning their degrees. They are also supported by a provincial tax credit that would allow Amazon to claim 25% of salaries and wages paid to a student on a work placement.

**The University of Waterloo has the largest co-op program in the world and places #4 globally for employer partnerships. Its students graduate with two years of work experience with more than 6,700 employers across 65 countries.**



# K-12: PREPARING THE WORKFORCE OF TOMORROW

With the establishment of HQ2, Amazon needs readily-available talent in large numbers. But you are also looking to place a reliable, long-term talent bet. Our strategic investments in K-12 students is evidence that we are futureproofing the labour force of tomorrow and will be able to meet Amazon's ongoing demands for a steady talent pipeline.

The number of K-12 graduates has increased significantly in Ontario over the last several years. We have raised our high school graduation rate from 68% in 2003 to 86.5% in 2016, translating into an additional 217,000 graduates.

The Ontario Government has been developing integrated strategies across the Ministry of Education

and Ministry of Advanced Education and Skills Development to prepare students to succeed in a fast-paced economy that demands talent for technology and knowledge-based jobs. This vision is backed by a USD \$98 million Technology and Learning Fund, along with a USD \$26 million fund to support the Broadband Access for all Students initiative.

The Technology and Learning Fund creates new opportunities for students to learn coding and other computer skills through extracurricular coding clubs and programs like FIRST Robotics Canada, which is a robotics competition for elementary and high school students that saw approximately 65,000 Ontario students participate.

**As one of the leading jurisdictions for education in the world, Ontario understands the needs of the future and has been making a targeted investment in K-12 in one area in particular: STEM.**

**The Ontario Science Centre—one of the first dedicated science centres established in the world—is a public centre for innovative thinking and education on science, technology, and society. The Centre hosts more than one million visitors each year with over 175,000 Ontario school students and approximately 100,000 people through community access programs.**



## COMPUTATIONAL THINKING & COMPUTER SCIENCE

Ontario K-12 curriculum highlights:

- **Kindergarten:** Since 2016, Ontario's Kindergarten Program introduces learners to aspects of computational thinking, beginning with sorting and patterns.
- **Math:** Since 2005, Grades 1-8 include a strong focus on problem solving, including problem-solving models, computational strategies, and the use of algorithms to understand or process data beginning in Grade 1.
- **Science & Technology:** Since 2007, Grades 1-8 curriculum breaks down silos and supports teachers to integrate Information and Communication Technology tools throughout their pedagogical practices.
- **Technology Education:** Since 2009, Grades 9-12 learn about computer technology, including programming. The curriculum recognizes that the power, reach, and rapid evolution of technology requires students to become technologically-literate so that they can understand, work with, and benefit from a range of technologies.

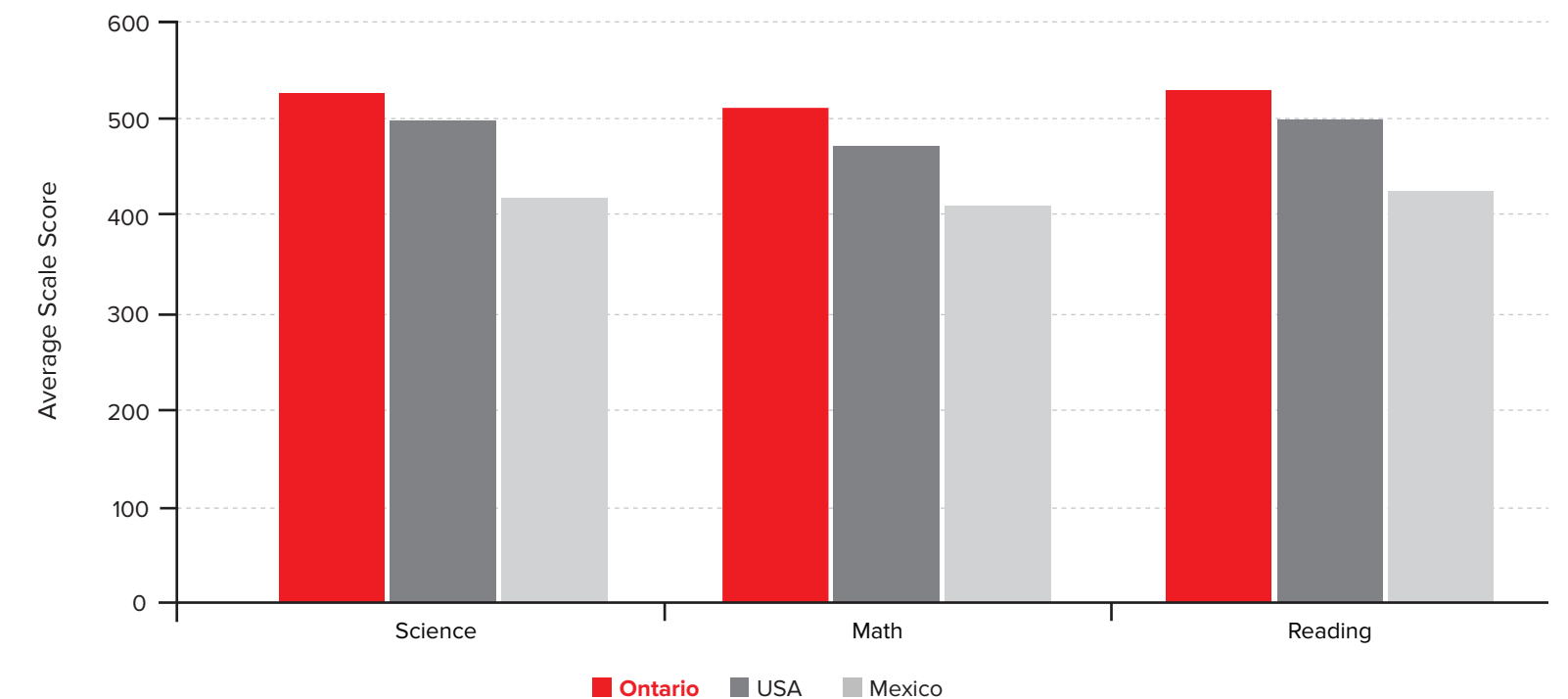
- **Computer Studies:** Since 2008, Grades 9-12 curriculum builds a foundation for students to pursue specializations in areas such as computer programming, database analysis, computer science, education, computer engineering, software engineering, information technology, and game development.

**Ontario students continue to outperform their U.S. counterparts and the OECD average in all three PISA domains: Science, Reading, and Mathematics. Ontario's 15 year-olds ranked in the Top 10 globally in Science and Reading, according to the 2015 PISA results.**

## HIGH SCHOOL STUDENT ASSESSMENT SCORES

Source: OECD 2015 Programme for International Student Assessment (PISA)

Ontario students continue to outperform their U.S. counterparts and the OECD average in all three PISA domains: science, reading, and mathematics. Ontario's 15 year-olds ranked in the top 10 globally in science and reading, according to the 2015 PISA results





Downtown Toronto. Photograph by NormLi.

# COMPETITIVE BUSINESS CLIMATE

**“The American dream has not died. It just exists in Canada.”**

— Ed Clark, Former CEO of TD Bank, Chair of the Vector Institute & Business Advisor to Ontario Premier Kathleen Wynne

**“If you are looking for a country that has the diversity, the resilience, the positivity and the confidence that will not just manage this change [the next industrial revolution] but take advantage of it, there has never been a better time to look to Canada.”**

— Prime Minister Justin Trudeau, Davos, January 2016

In an age of divisiveness and unrest, Canada is a beacon of stability, tolerance, talent, and opportunity. We are one of the most sound and robust economies in the world and represent a significantly lower-risk investment proposition than either the U.S. or Mexico across all the key metrics that matter to Amazon.

Our business case for Amazon is strong. We offer highly-competitive advantages that make it cost-effective to be here instead of anywhere else. Amazon can access our talent at a fraction of the wage cost compared to any other top tech market in North America. Based on our calculations, you also stand to save up to USD \$600 million per year in employee benefits and healthcare by simply choosing to locate in Canada. We boast the ideal economic circumstances for enabling all of Amazon’s lines of business to innovate and flourish.

Our three levels of government are committed to offering Amazon a cost-competitive atmosphere for business operations and unprecedented access to a highly-skilled talent pool. Major international companies like Samsung,

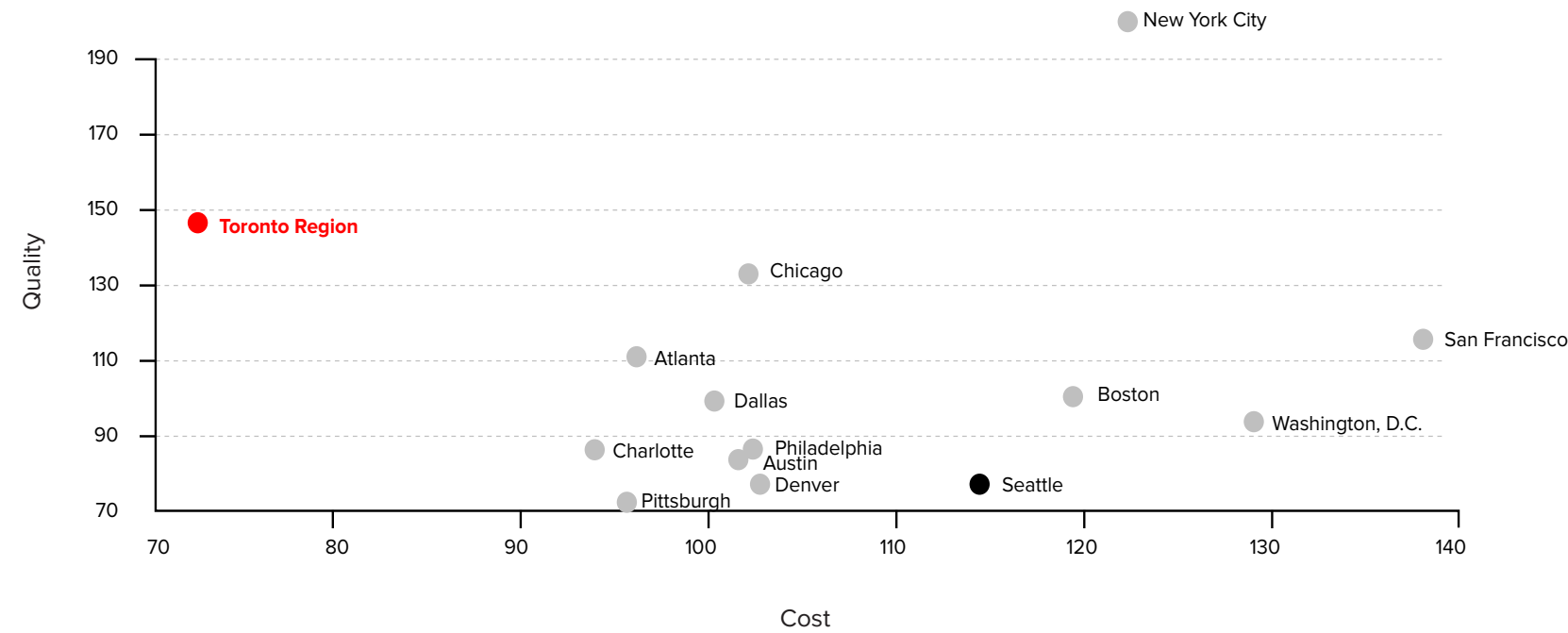
Uber, Nvidia, Etsy, Microsoft, Thomson Reuters, Sidewalk Labs, Fujitsu Laboratories, GM, Booking.com, and Slack have recently come to or expanded operations in the Toronto Region precisely because our business climate enables them to achieve their goals and plan for their futures. The diversity of our industries is key to our economic stability, and our immigration policies and excellent university system supply the educated talent that becomes the bedrock of their prosperity.

Characterized by vitality and innovative partnership opportunities, the Toronto Region is drawing international talent and investment in droves. Our global currency is the result of a longstanding record of smart economic and immigration policies mixed with a soaring entrepreneurial spirit across sectors. This combination has created a value proposition that businesses like Amazon cannot ignore—an unrivaled North American springboard from which companies can operate cost-effectively, scale, and thrive to lead the way into the economies of the future.

## LOW-COST, HIGH-QUALITY BUSINESS ENVIRONMENT

Source: fDi Benchmark (2017) — based on an operation with 5,000 employees (across various positions) and 500,000 square feet of office space.

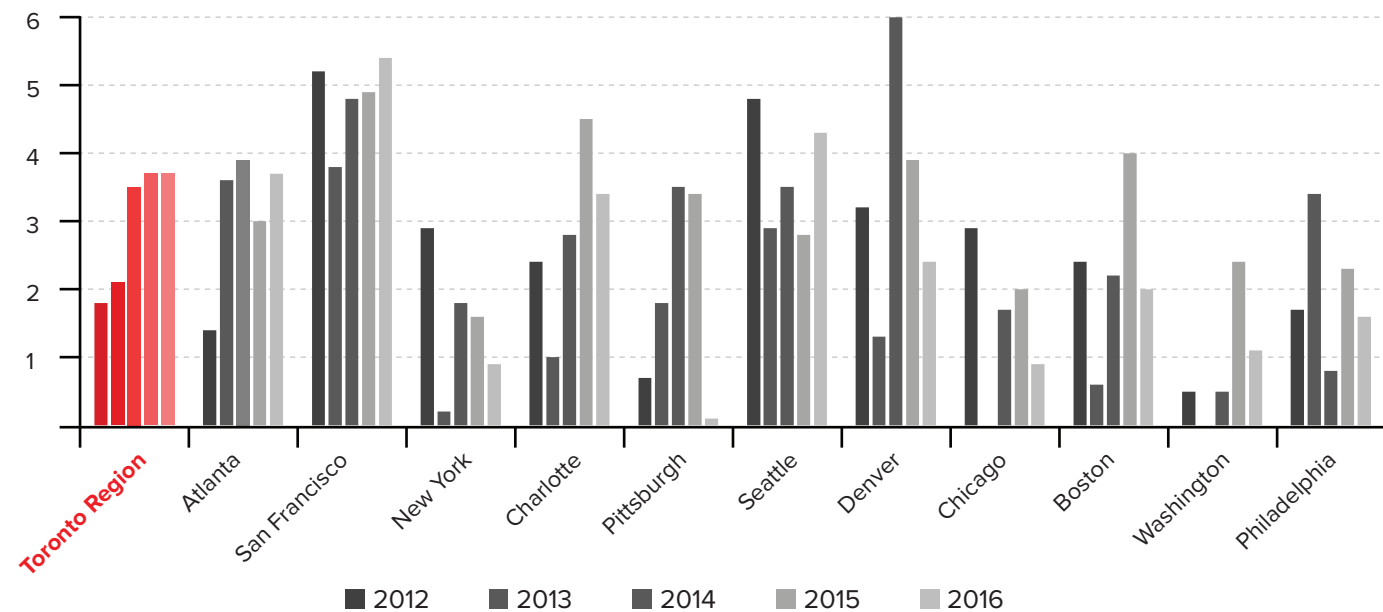
In the case of the Toronto Region, lower costs does not equate with lower quality. The Toronto Region offers the highest quality for the lowest cost, when compared to other prominent cities in the U.S.



## GDP GROWTH COMPARISON

Source: American figures Provided by Deloitte (Bureau of Economic Analysis, 2016). Toronto Region from the Conference Board of Canada.

The Toronto Region's GDP numbers illustrate stability, which comes into even sharper focus when juxtaposed with the volatility of comparable U.S. cities, such as New York, Seattle, and Denver.



## ECONOMIC CONTEXT

### STABILITY & GROWTH

As Canada's economic centre, the Toronto Region boasts strong and steady GDP growth. The Toronto Region's economy represents 20% of Canada's GDP—more than any other metro region or province.

For eight years in a row, Canada ranked as having the soundest banking system in the world, according to the World Economic Forum. During the 2008-09 financial crisis, no Canadian bank or insurer failed, and none required bailouts. Canada has posted the fastest employment growth of all G7 countries since 2009, and all jobs that were lost during the recession have been recouped.

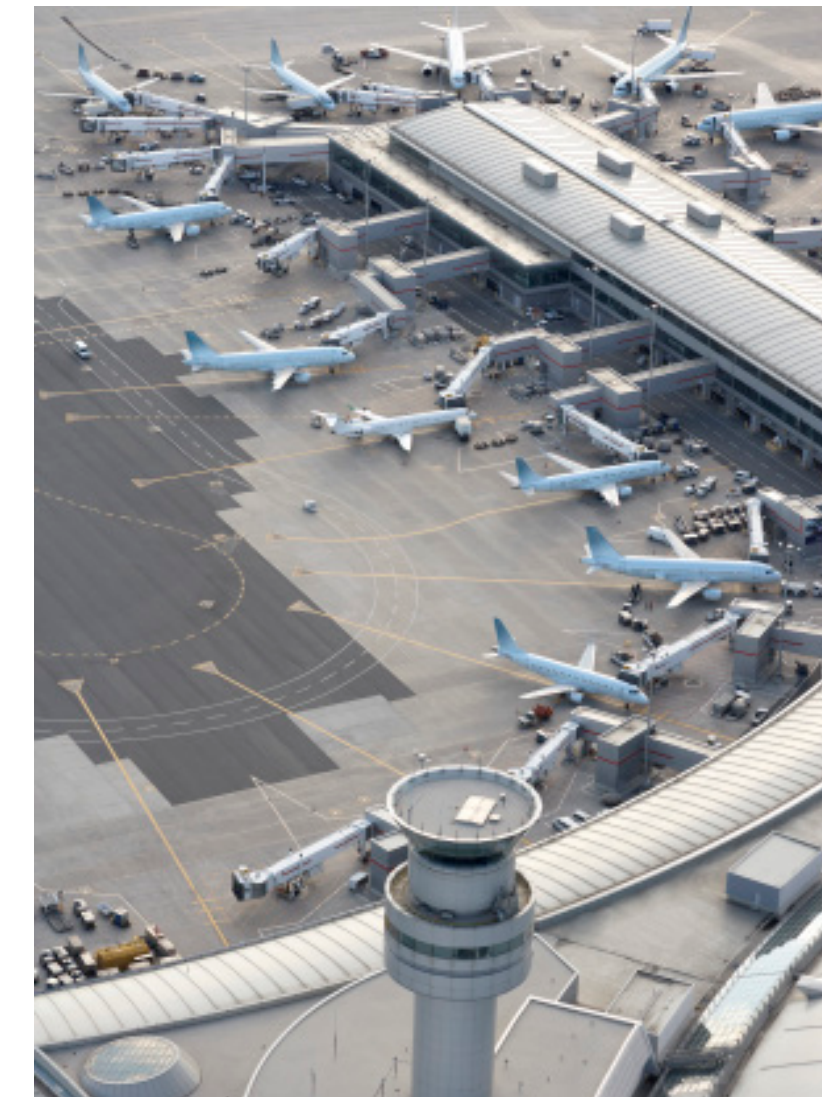
The Toronto Region's economic track record and forecast illustrate a reliable and consistent business environment. In an unpredictable world, our resilience and stability are reassuring.

### MARKET ACCESS

The Toronto Region represents all the clear benefits of being located in Canada and all the major advantages of being a top North American and international trade partner. In choosing the Toronto Region, Amazon is effectively choosing to grow its global footprint.

Nearly USD \$2 billion worth of goods and services and 400,000 people cross our shared border each day. This is all made possible by both countries' enduring collaboration on border management, with related programs covering law enforcement, entry and exit information, energy, the environment, as well as land and maritime transportation.

**Canada is the top international destination for exports from 36 American states.**



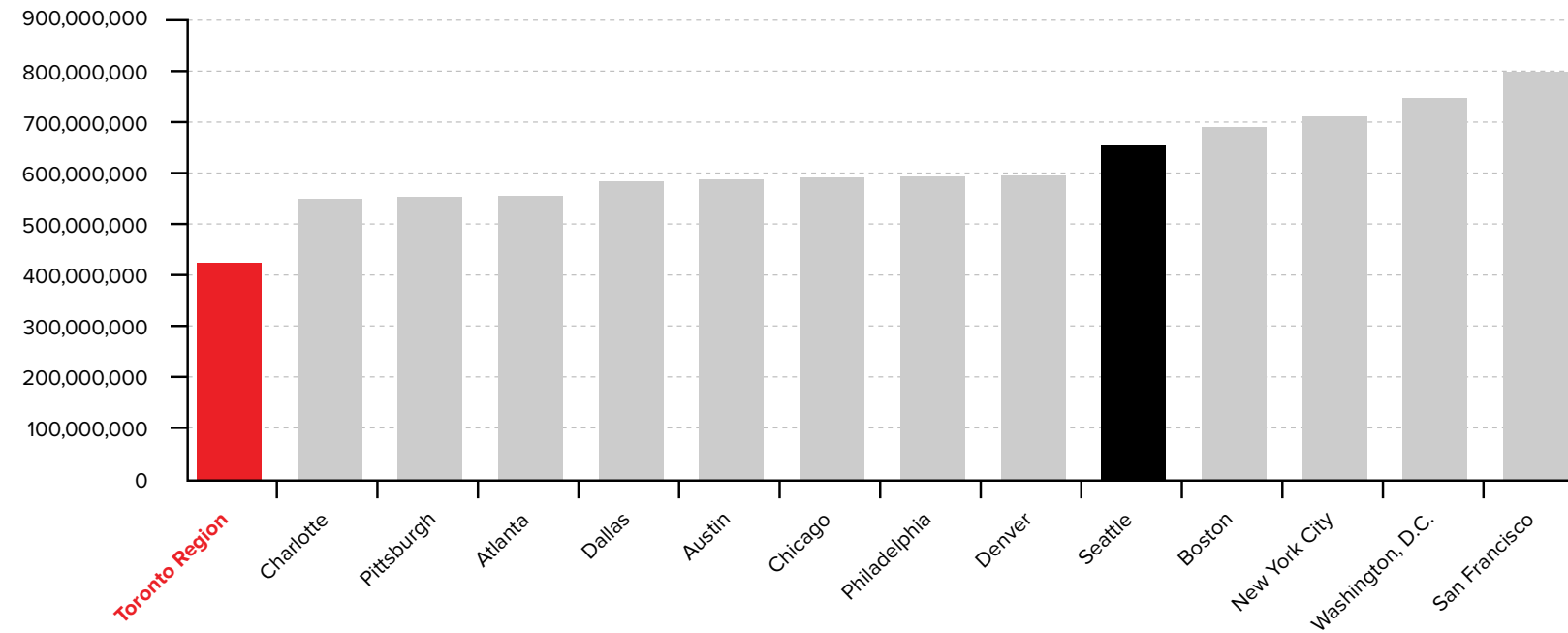
Our prime location provides businesses with excellent North American and international market access:

- A North American market of 480 million consumers, with a combined GDP of USD \$21 trillion;
- A European market through the Canada-European Trade Agreement (CETA), which came into effect in October 2017. With the addition of CETA to our network of 13 Free Trade agreements, covering 44 countries, we offer businesses guaranteed preferential access to 1.2 billion consumers and USD \$41 trillion combined GDP—nearly 55% of the world's output of goods and services. The federal government has begun talks to draft similar agreements with China and India in 2017/18;
- Proximity to a market of 130 million people within a 500-mile radius;
- New York, Chicago, Boston, and Washington, D.C. via daily flights—all less than 90 minutes away—from Pearson International Airport and Billy Bishop City Centre Airport.

### OPERATING COST COMPARISON

Source: fDi Benchmark (2018) — based on an operation with 5,000 employees (across various positions) and 500,000 square feet of office space.

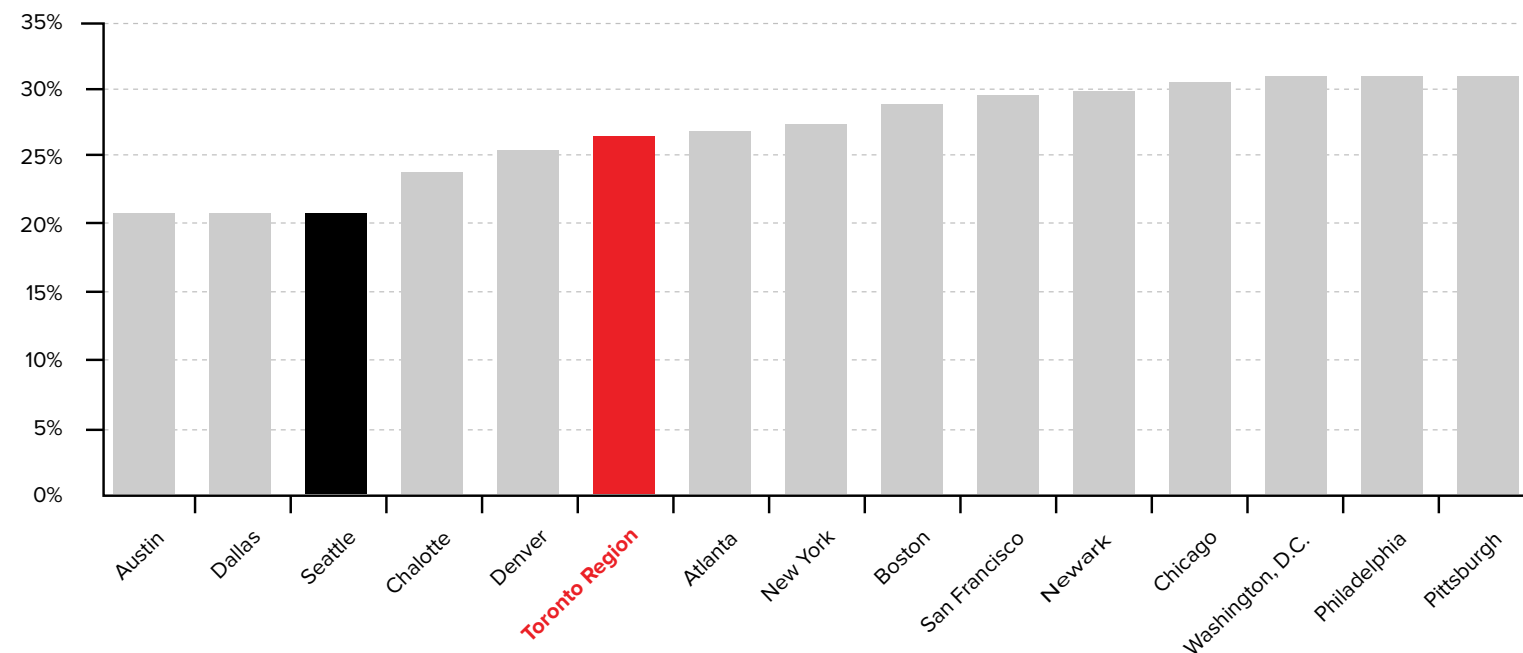
Operating costs in the Toronto Region are an average 26% lower than comparable tech markets.



### CORPORATE INCOME TAX COMPARISON

Source: Tax Foundation Facts and Figures 2018 (U.S.), Canada Revenue Agency (Ontario)

Despite the U.S. federal corporate income tax rates decreasing from 35% to 21% on Jan 1, 2018, Ontario's corporate income tax rates remain competitive—holding steady at 26.5% since 2012.



## CAPITAL & OPERATING COSTS

Amazon's ambitious plans for HQ2 requires a cost-competitive environment to achieve its vision.

**The federal and provincial governments have been working hand in glove over the last decade to implement policies that ensure the cost of doing business in the Toronto Region is competitive.**

These cost advantages translate into substantial savings in key sectors related to Amazon's core lines of business, from services to manufacturing, and will expedite the company's ability to scale in meaningful ways.

Operating costs in the Toronto Region are on average 26% lower than those associated with comparable global tech markets across North America. This number accounts for costs associated with labour, property, and utilities, and is based on an office facility of 500,000 square feet with 5,054 employees across 33 job titles that align with Amazon's stipulated needs.

### LABOUR

If labour costs were Amazon's only evaluation criteria, Toronto Region wins. Toronto Region salaries are the most competitive in every category.

The charts on the following page compare average salaries across a number of different positions and seniority levels in each of the job categories Amazon has identified will be required for its headquarters: Management; Engineering, with a preference for Software Development Engineers (SDE); Legal, Accounting, and Administrative.

### HEALTH CARE

Salaries are only part of the equation. Labour cost savings are amplified significantly by our lower employee benefits costs, which are 3 times lower here than in the U.S., and savings in health care. Whereas U.S. employers pay an average of 37% of payroll to health care and benefits, Canadian employers only pay an average of 25% to cover those same costs.

**This translates for Amazon into a savings of up to USD \$600 million per year on benefits and healthcare for an operation that employs 50,000 people at an average annual salary of USD \$100,000.**

### TAXES

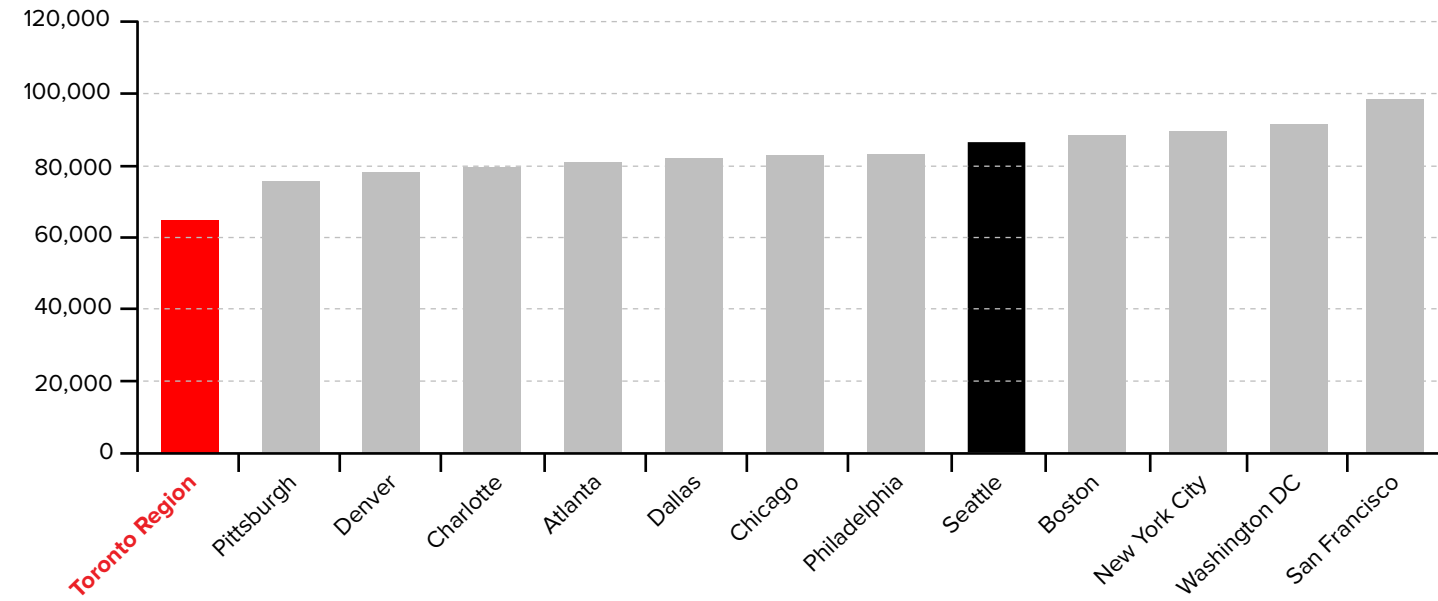
To ensure a competitive business cost advantage, the federal and provincial governments steadily reduced corporate income tax rates from the combined rate of 44.6% in 2000 to 26.5% in 2012. The combined corporate income tax rate has held steady at 26.5% since 2012.

### EXCHANGE RATE

The lower value of the Canadian dollar decreases operating costs and makes the cost of doing business in the Toronto Region favourable for American companies.

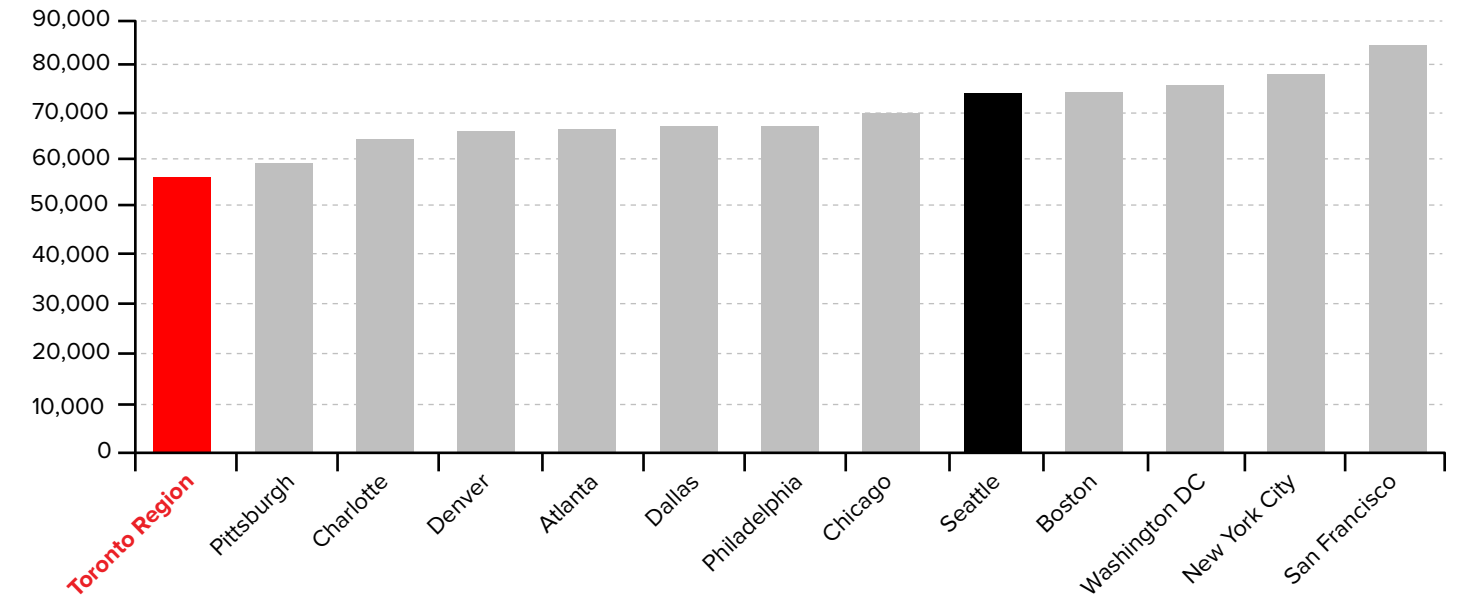
### AVERAGE SALARY (\$USD), LEGAL (2017)

Source: Toronto Global (data sourced from Payscale.com)



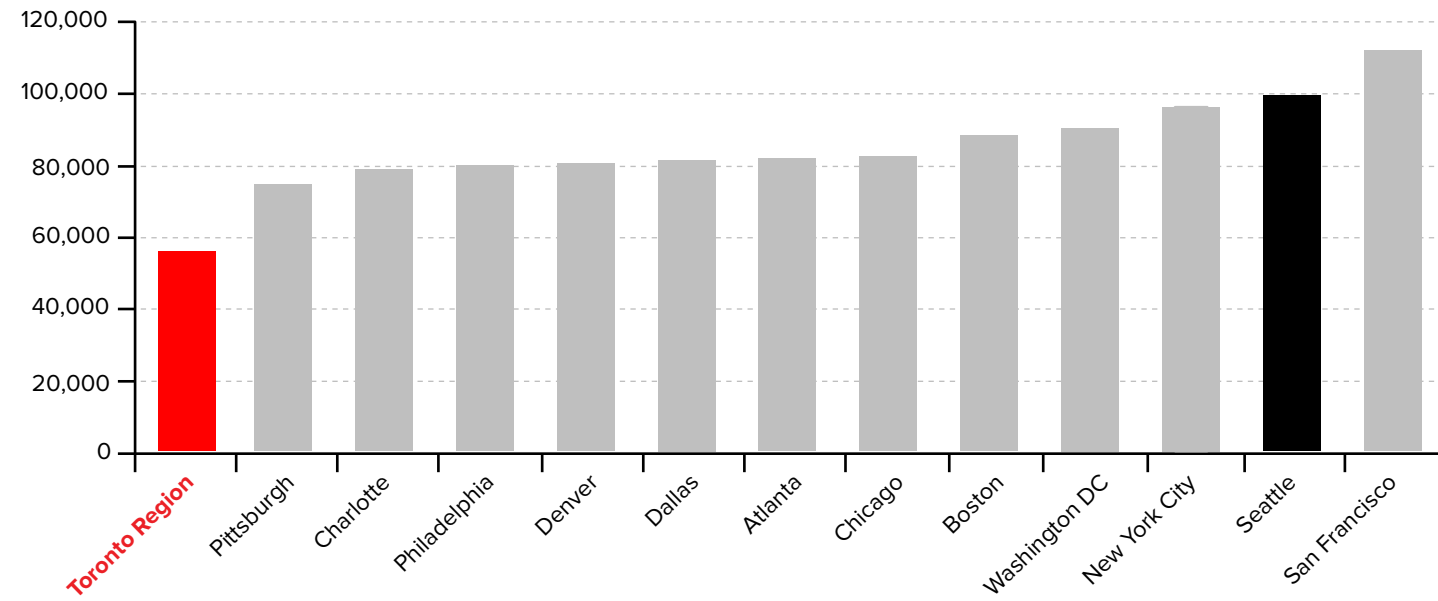
### AVERAGE SALARY (\$USD), ACCOUNTING (2017)

Source: Toronto Global (data sourced from Payscale.com)



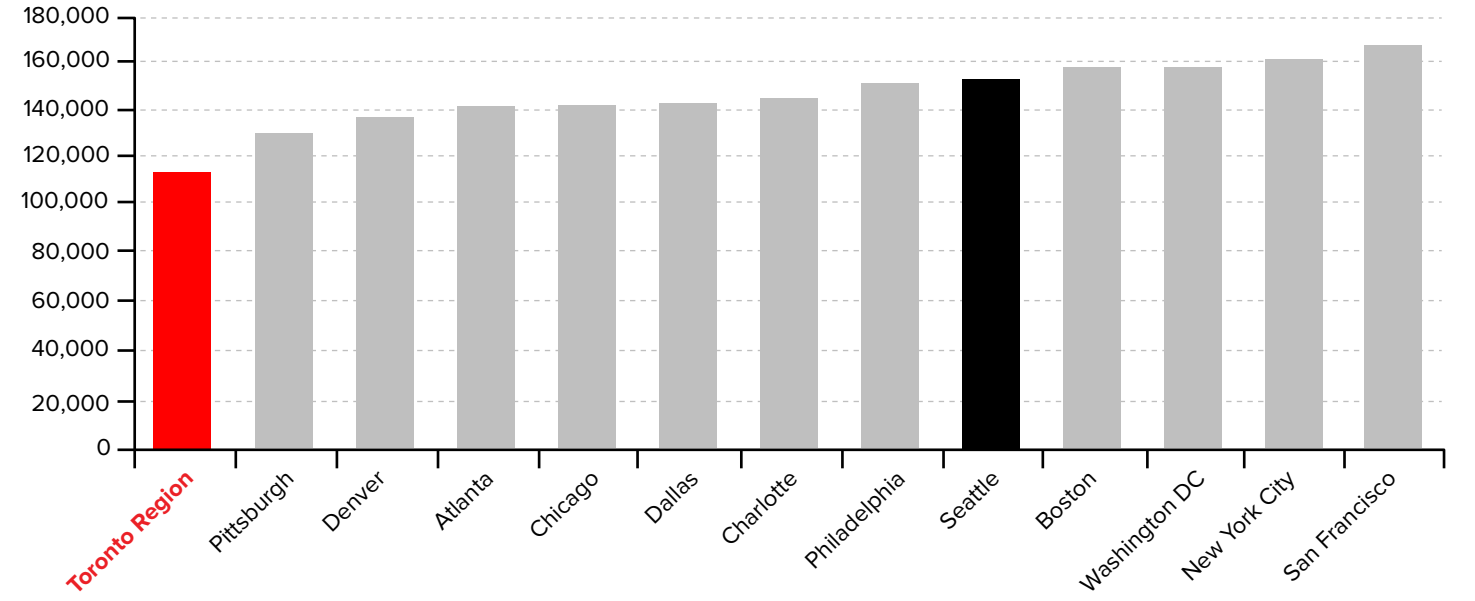
### AVERAGE SALARY (\$USD), ENGINEERING (2017)

Source: Toronto Global (data sourced from Payscale.com)



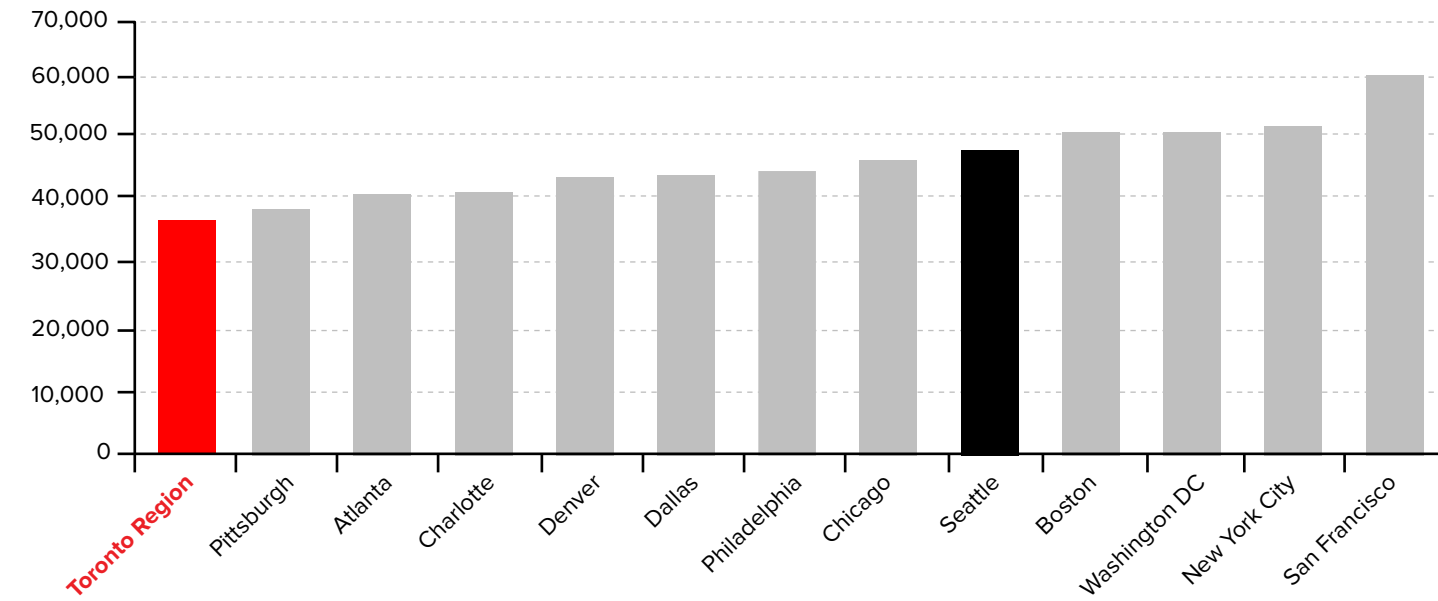
### AVERAGE SALARY (\$USD), MANAGEMENT (2017)

Source: Toronto Global (data sourced from Payscale.com)



### AVERAGE SALARY (\$USD), ADMINISTRATION (2017)

Source: Toronto Global (data sourced from Payscale.com)



#### NICOLE VERKINDT, FOUNDER, OMX

Nicole Verkindt is the founder of OMX, a global platform that manages and tracks infrastructure projects related to procurement. Having grown up in her family's manufacturing business with factories in both Canada and the U.S., she speaks to the advantages of setting up a business in the Toronto Region, where companies don't have to worry about healthcare.

"It was amazing how cost effective it was to have our staff in Canada as opposed to the US, because health care was covered," says Verkindt. "But in our U.S. factories, we were racking up health care bills."

"When starting my company, I wasn't afraid of the housing market crashing, that my access to capital might choke, or that the government would get distracted," says Verkindt. "The stability offered here is one of our biggest assets and worth everything to us."

# INCENTIVES

The Canadian and Ontario Governments are committed to supporting economic growth and innovation. The following programs have been selected as potential opportunities for Amazon’s HQ2.

PROJECT NAME	DESCRIPTION	FORM & FUNDING AMOUNT	PROCESS & APPROVALS
<b>Ontario’s Jobs &amp; Prosperity Fund (JPF)</b>	The JPF program supports major investments in Ontario, prioritizing projects that drive innovation, productivity, and export development across the Ontario economy. Eligible costs can include R&D, capital costs, and training.	Grant or loan (or combination) funding amount is discretionary and calculated based on the scale of investment commitments.	Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development & Growth.
<b>Canada’s Strategic Innovation Fund</b>	Introduced in July 2017, the USD \$1.05 billion Strategic Innovation Fund represents a shift in Canadian industrial policy. The fund allocates repayable and non-repayable contributions to firms of all sizes across all of Canada’s industrial and technology sectors. Supporting innovation and attracting foreign direct investment are key components of the program.	Grant or loan (or combination) funding amount is discretionary and calculated based on the scale of investment commitments.	Ministry of Innovation, Science and Economic Development has developed a common set of terms and conditions, with a streamlined approach to expedite companies accessing the Fund.
<b>Federal &amp; Provincial stackable R&amp;D Tax Incentive Programs</b>  <b>Ontario Research &amp; Development Tax Credit (ORDTC)</b>  <b>Scientific Research &amp; Experimental Development Program (SR&amp;ED)</b>	Tax incentive programs that encourage Canadian companies to conduct research and development in Canada that will lead to innovative products or processes.  Canada’s SR&ED program is among the most generous tax incentives for R&D in the industrialized world.	Income tax credits (combination of repayable and non-repayable).  A Canadian-controlled private corporation can earn a refundable ITC at the rate of 35% on SR&ED expenditures, up to a maximum threshold of USD \$2.44 million. Other corporations can earn a non-refundable ITC of 15%.  Tax credit percentages vary based on company size and revenue.	Credits are filed at tax return time.  Non-refundable tax credits can be carried forward for 20 years.
<b>Canada-Ontario Job Grant</b>	Direct financial support to employers purchasing training for their employees. Available to businesses with a plan to deliver short-term training to employees.	Covers two-thirds of the direct training costs, up to USD \$8,130 per trainee. Employers must contribute one-third of eligible costs.	Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development & Growth.
<b>Co-operative Education Tax Credit</b>	Financial assistance for companies to hire Ontario university and college students enrolled in a post-secondary co-operative education program.	Covers 25% to 30%, refundable up to USD \$2,440.	Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development & Growth.

# GOVERNMENT STRUCTURE & AMAZON HELP DESK

This submission is actively supported by all three levels of government—Canada, Ontario, and the Toronto Region’s municipalities. Toronto Global, your municipal point of contact, will be working seamlessly with Steve Orsini, the Secretary of the Cabinet and Head of the Ontario Public Service, who will coordinate with the corresponding government representatives at the appropriate levels to streamline and expedite access to information, resources, and contacts whenever needed. This “Amazon Help Desk” will offer personalized service regarding everything from immigration and transportation to education and healthcare as a coordinated, combined, and effective response unit for you.

**“It was a one-window approach. We always felt like we were working with the province, the region and the municipality, and that everyone was providing information, data and insight. It was fantastic.”**

—Kim Warburton, VP of Communications & Public Affairs, GE Canada



Prime Minister Justin Trudeau at the official opening of Amazon Canada’s new warehouse and distribution center in Brampton, Ontario, in 2016. Photograph from the Prime Minister’s Office.

## INDUSTRIES & INNOVATION

Amazon has demonstrated that it is a disruptive force, constantly seeking new opportunities. The Toronto Region is a fertile ground for Amazon to explore emerging technologies and opportunities.

We represent one of the most diverse economies in North America. Technology is a core pillar of our economy, converging with our other key industries—film and television; food, beverage, and agriculture; financial services; and life sciences—to fuel efficiency, innovation, and growth. This diversity underpins our economic stability as a region and complements Amazon’s diverse lines of business, such as Amazon Web Services, Prime Video, Whole Foods, and Twitch. We can help you grow existing or future services, products, and platforms.

From robotics, film and television production, gaming and animation, machine learning, artificial intelligence, and quantum computing, to logistics, fintech, specialty foods, clinical trials, cybersecurity, autonomous vehicles, and more, innovation at every scale is happening here. Underpinning this growth are some of the most prominent industry sectors in North America.

- Toronto’s technology sector is the fifth largest in North America, behind only Washington, DC, Los Angeles, New York, and Silicon Valley. The sector is fueled by more than 24,000 companies and nearly 300,000 skilled workers.
- As Canada’s financial capital, the Toronto Region is the second largest and fastest growing financial services centre in North America.
- The regional food and beverage sector is the largest of its kind in North America.
- Located along a corridor of innovation that runs between Toronto and Waterloo, the Region’s automotive sector is leading research initiatives in Canada’s manufacturing heartland.
- The Toronto Region is home to one of North America’s largest combined life sciences sectors, with nearly 1,800 companies employing over 40,000 people.

Across the Toronto Region, there are boundless opportunities to conceive, design, test, and build just about anything, for just about any market, with just about any partner you can imagine. With an economy this diverse, the future is unlimited.

The following sector profiles highlight and provide examples of initiatives and expertise that exemplify this diversity. Toronto Global’s Investment Attraction team is a trusted resource that can bring further insight into the Region’s industries and facilitate connections in areas of interest to Amazon and its individual business lines.

### QUANTUM COMPUTING, ARTIFICIAL INTELLIGENCE & CYBERSECURITY

The Toronto Region, and Waterloo in particular, is at the forefront of quantum computing. We are also leading the world in artificial intelligence and innovating in cybersecurity. International companies are moving here to partner with our preeminent researchers and labs. Amazon will have the opportunity to tap into our brightest minds and best institutes to establish partnerships that have the potential to change the world.

#### Quantum Computing

- **Institute for Quantum Computing (IQC)** at the University of Waterloo is the world’s largest centre for quantum information. Founded by Blackberry’s Mike Lazaridis in 2002, IQC is developing breakthroughs in quantum information science that is leading to new commercial technologies and applications. The Institute’s research focuses on: quantum information theory; quantum algorithms; quantum complexity; quantum error correction and fault tolerance; optical, nano-electronics and spin-based quantum information processing; and quantum cryptography.
- **Waterloo’s Perimeter Institute for Theoretical Physics** is the world’s largest hub devoted to theoretical physics research, training, and educational outreach. Founded in 1999, its mission is to advance our understanding of the universe at the most fundamental level, stimulating the breakthroughs that could transform our future.



Accenture’s AR-enabled DAQRI Smart Helmet on display at the opening of the Vector Institute.

#### Artificial Intelligence

The launch of the Vector Institute for Artificial Intelligence has put a spotlight on the outstanding quality of globally recognized AI talent that lives right here in the Toronto Region. The Ontario Government has committed to sustaining its leadership in AI by increasing the number of Master’s students graduating in the province to 1,000 within five years. Hardly a month goes by with a major international company announcing they are establishing an AI lab in the Toronto Region. Since the original release of this bid book, the likes of Samsung, Etsy, NVIDIA, Uber, and LG have all joined Toronto Region’s ecosystem to take advantage of this pool of knowledge to develop new commercial applications.

- **The Vector Institute for Artificial Intelligence**, led by Chief Scientific Advisor and “Godfather of AI” Geoffrey Hinton, is establishing Toronto Region as a global epicentre for R&D in AI. Backed by more than USD \$120 million in public and corporate funding, Vector is driving educational change to meet emerging market needs. The Institute’s collaboration with industry, academia, and government is turning us into the world’s leading producer of deep learning graduates. Notable corporate partners are Google, Shopify, Loblaws, Accenture, Thomson Reuters, Magna International, NVIDIA, Uber, Air Canada, and all five major Canadian banks.

**Ontario is committed to sustaining its leadership in AI by increasing the number of Master’s students graduating in applied artificial intelligence disciplines to 1,000 over the next five years.**

**“Canada has the potential to become a global leader in advancing AI research, development and commercialization, and all of Canada stands to benefit as a result. I’m a proud Canadian who grew up in [the Toronto Region] and graduated from the University of Waterloo. I am excited about returning home to help lead these efforts with the Vector Institute.”**

—Dr. Garth Gibson, CEO, Vector Institute for Artificial Intelligence (Professor and Associate Dean of Computer Science, Carnegie Mellon University)



Dr. Raquel Urtasun, Head of Uber ATG, Associate Professor at University of Toronto.

- Uber is betting big on Toronto's strengths in AI, investing \$200M and increasing its total headcount in the region to over 500. The investment will build on Uber's Advanced Technologies Group led by U of T's Raquel Urtasun, which is applying machine learning and computer vision toward autonomous driving research.

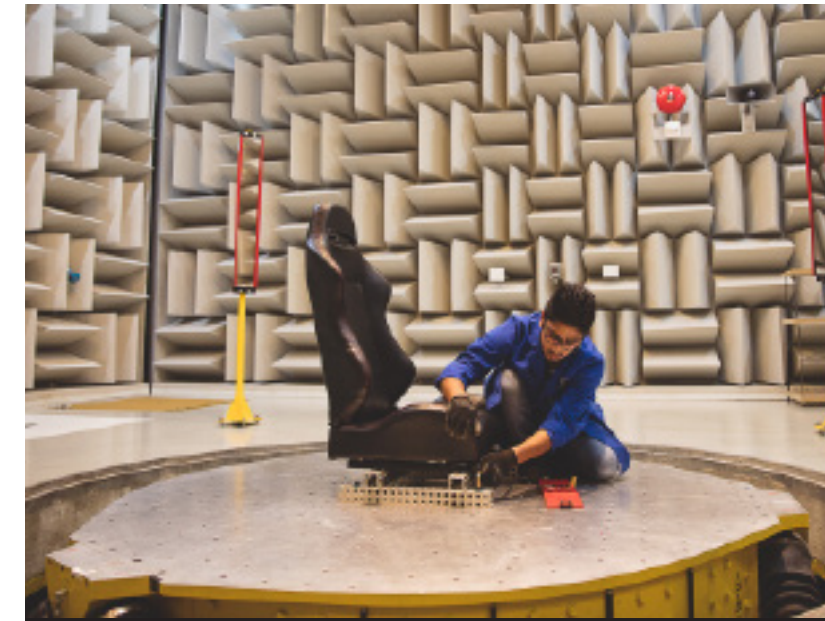
**"For the past two decades, Toronto and Canada have been at the forefront of AI, and that's the expertise we're bringing to Uber."**

— Dr. Raquel Urtasun, Head of Uber ATG, Associate Professor at University of Toronto

- **General Motors** has opened its new R&D facility, Canadian Technical Centre - Markham Campus, with a focus on autonomous vehicle and connected car technologies. GM is joining one of the largest ICT clusters in North America in the heart of York Region. This initiative will employ more than 700 engineers. In 2016, General Motors opened GM2908, an innovation lab at Communitech in Waterloo, focused on urban mobility, car sharing, and mobile app innovation.

**"We selected Canada for this expansion because of its clear capacity for innovation, proven talent, and strong ecosystem of great universities, startups, and innovative suppliers."**

—Mark Reuss, Executive Vice President, General Motors



### The Automotive Centre of Excellence (ACE)

The ACE is a proven development centre known for excellence in engineering, testing, and prototyping. It is the first testing facility of its kind in Canada and, in many respects, sets the bar for facilities of this kind in the world. It is owned by the University of Ontario Institute of Technology (UOIT) in Oshawa, in partnership with General Motors and the Province of Ontario.

The ACE research and testing facility offers chambers and technology for climatic, structural durability, and life-cycle testing. Facilities include one of the largest and most sophisticated climatic wind tunnels (CWT) on the planet. ACE's chambers are used to test automotive and aerospace products, improve the performance of elite athletes, and provide services to many other markets, including the Unmanned Aerial Vehicle industry, film and television, and motorsports.

### Cybersecurity

Cyber risk is a growing concern across all industries. The Toronto Region's strength in technology and financial services has supported the development of a strong cybersecurity cluster. In fact, Canada as a whole is a rapidly growing cybersecurity hub. In 2016, Deloitte named it the fourth largest cybersecurity hub in the world by VC deal flow.

The growing development of cybersecurity expertise in the Toronto Region is reinforced by strong government policies and innovative post-secondary programming:

- **Privacy and Big Data Institute**, led by Ryerson University, pursues and promotes research, innovation, and commercialization in the fields of privacy, security, and data analytics.
- **Blockchain Institute** is a multi-million dollar research institute, funded by private and public sectors, that launched in 2017 to explore blockchain application.
- **The University of Ontario Institute of Technology's (UOIT) Master of Information Technology Security (MITS)** program is the first of its kind in Canada and one of few specialized IT security graduate degree programs available in the world.
- IBM has recently announced the launch of **IBM Z**, a new system designed to encrypt large volumes of data and protect corporations from data breaches. As part of this launch, IBM has also announced it will open the **IBM Blockchain Global Data Centre** in Toronto.
- **The Waterloo Cybersecurity and Privacy Institute** leverages 88 world-leading researchers with strengths in cryptography, security, and privacy.

## FOOD, BEVERAGE & AGRICULTURE

In light of Amazon's recent acquisition of Whole Foods, our thriving food and beverage sector offers an abundance of agricultural synergies for exploration. The Toronto Region is home to a major food processing industry. More than 75% of all agricultural products grown on farms outside the area are processed within the Region, a testament to our strength in this sector.

- **Agricultural Assets**

Rich in agricultural lands and a stable food supply, the Toronto Region supports the production of more than 200 agricultural commodities. There are over 125 agricultural farms in York Region's Holland Marsh—known as "Ontario's Salad Bowl"—which sit on some of the most fertile growing soils in the world. In Durham Region, agriculture has grown from traditional commodity crops to include new biomass crops for the next generation of energy, biofuels, and chemicals.

- **The Centre for Food (CFF) at Durham College**

\ is a vertically integrated "field-to-fork" program that trains people on the harvesting, storage, processing,

packaging, sale, and consumption of food, with a particular focus on the production of local food for local consumers.

- **Ontario Agriculture College (OAC) at the University of Guelph**

Established in 1874, the Ontario Agriculture College is Canada's largest, most renowned agriculture college. Encompassing a province-wide network of campuses, field stations, and research facilities, OAC is a global leader in education, research and service in agriculture, food, environmental sciences, and rural community development.

- **Truleaf**

Truleaf Sustainable Agriculture Ltd. has begun construction of a 50,000 square foot vertical farm facility in Guelph, which is slated to be operational in 2018. This indoor facility will be integrating sensor technology to create a high-performance crop growing environment.



Vertical farming

## FINANCIAL SERVICES

The head offices of Canada's five largest banks all live in the Toronto Region, cementing our status as the country's financial capital. In the post-2008 global business environment, Toronto has emerged as the second-largest financial centre in North America and ranks as a "Top Ten" global financial centre, according to the 2018 Global Financial Centres Index.

As the world continues to adopt the use of online payments, a strong fintech industry has developed in the Toronto Region. Companies here are leveraging new technologies, such as artificial intelligence and big data, to design and deliver the financial services solutions of the future.

- BMO and the DMZ at Ryerson University recently launched the "DMZ-BMO Fintech Accelerator" program to find and incubate Canada's most innovative fintech companies to scale and fuel the next generation of innovative financial services.

- Ontario Centres of Excellence (OCE) will soon be able to provide free access to critical data and resources for qualifying fintech SMEs and start-ups throughout Ontario as part of its new partnership with FinTech Sandbox. This partnership will see 32 industry-leading partners making their services available in Ontario, among them Amazon Web Services, S&P Global Market Intelligence, Factset, Morningstar, Yodlee, and Associated Press.

### Amazon Go: Union Station

Union Station is Canada's busiest transit hub. In the midst of a major revitalization plan that will see the Station become a destination for compelling cultural, culinary, and retail experiences, Union is a natural fit for Amazon Go.

Healthy, quick-access food for people on the fly, Amazon Go would be a coveted retail offering for the 225,000 passengers who hustle through the station daily. Osmington Inc. administers commercial leases for Union Station. Through Toronto Global, the development company has confirmed their desire to lease Amazon Go the space it needs to build its first Canadian home.



DMZ at Ryerson University

**"At RBC, we employ some of the best and brightest, thanks to universities like the University of Waterloo and the University of Toronto. Their excellence in research in areas such as machine learning and AI, and their focus on experiential learning, help generate a deep talent pool, ready for the new world of work."**

—David McKay, CEO, Royal Bank of Canada

## FILM & TELEVISION PRODUCTION / DIGITAL MEDIA

In 2017, the Toronto Region welcomed the cast and crew of Prime Video's American Gods. We have been a major North American force in film and television production for years because of our attractive tax credits, lower dollar, and massive, highly-skilled labour force. In 2017, \$1.44 billion was invested in domestic and foreign film, television, commercial, and digital productions in Toronto. This is the third consecutive year this important sector has contributed more than \$1.2 billion to Toronto's economy.

Amazon stands to benefit from our longstanding prominence as a dynamic and affordable hub for production, broadcasters, creative and digital service firms, videogame developers, and marketing and multi-platform producers. We are home to global game developers, including Ubisoft, Rockstar Games, and Capcom Mobile. Nearly 9,000 students are enrolled in digital gaming-related programs across Ontario, and more than 75% of them are in the Toronto Region.

- Pinewood Studios in Toronto broke ground on a 200,000 square foot expansion in October 2018. With this expansion it becomes the largest production studio in Canada with 525,000 square feet overall and will be better able to support its growing roster of domestic and international film and television clients.
- For 50 years, Sheridan College in Oakville has been considered one of the best animation schools in the world. Sheridan alumni have taken home Emmys and Golden Globes. In 2015, three Sheridan alumni were nominated for Oscars, one of whom won for "Big Hero 6."

Apart from our top-notch talent, array of first-class studios, and endless choice of diverse shoot locations, the Ontario Media Development Corporation offers excellent tax incentive programs to support film and television production and animation.

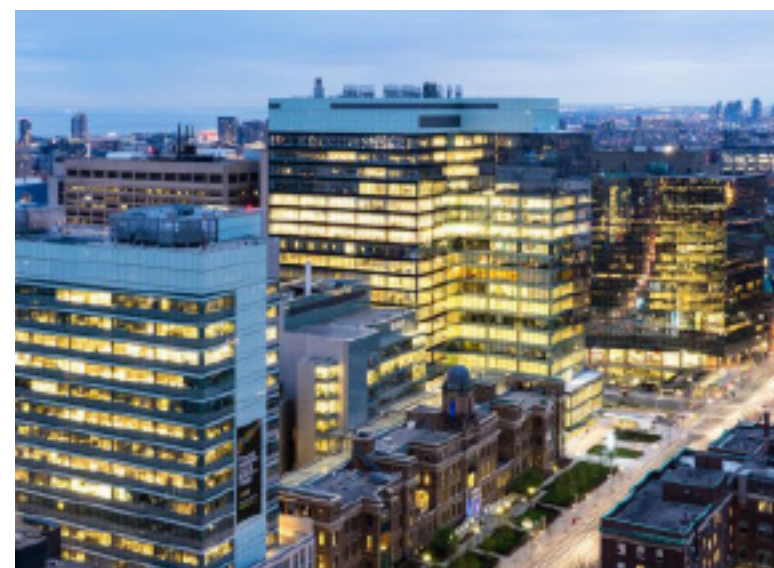
- **The Ontario Film & Television Tax Credit (OFTTC)** is a refundable 35% tax credit available to eligible Ontario-based Canadian corporations for qualified Ontario labour expenditures for eligible film and television production.
- **The Ontario Production Services Tax Credit (OPSTC)** is a 21.5% refundable tax credit available to eligible Ontario-based Canadian and foreign-controlled corporations for qualified Ontario production expenditures for eligible film and television productions.

- **The Ontario Computer Animation & Special Effects (OCASE) Tax Credit** is a refundable 18% tax credit available to Ontario-based Canadian and foreign-controlled corporations for qualifying Ontario labour expenditures for digital animation and digital visual effects created in Ontario for film and television productions.

## LIFE SCIENCES AND HEALTH CARE

Canada and the Toronto Region are internationally recognized for pioneering innovations in life sciences and R&D. Our large multi-ethnic population, public health care system, and competitive costs in this sector make the Region the ideal location to conduct groundbreaking research through clinical trials. The Region's life sciences sector strengths include medical research, biotechnology, medical devices, regenerative medicine, pharmaceuticals, and other medical and life science fields. The strong presence of innovative companies and research institutes has created a dynamic ecosystem that is constantly developing and adopting new technologies that support efficient and effective patient care.

Ontario is driven to reduce costs and improve efficiency in the healthcare system and has recently appointed a Chief Health Innovation Strategist. This office is focused on being a catalyst to help accelerate health technology commercialization efforts in Ontario. OCHIS works on behalf of health technology innovators to remove barriers and improve access to Ontario's health care system.



MaRS Discovery District

- **Toronto's Discovery District**

The Toronto Region is home to the "Discovery District," Canada's largest biotechnology cluster. Located in Downtown Toronto, the District comprises Canada's largest concentration of research institutes, business incubators, and business support services. It covers 1.6 square miles and is home to more than 7 million square feet of facilities, including the University of Toronto and more than 30 medical and related research centres.

- **Ontario Brain Institute (OBI)**

OBI is a provincially-funded, not-for-profit research centre maximizing the impact of neuroscience through convergent partnerships between researchers, clinicians, industry, patients, and their advocates to foster discovery and deliver innovative products and services that improve the lives of those living with brain disorders.

- **North America's First Digital Hospital**

At Humber River Hospital in Toronto, the use of digital goes well beyond electronic health records or telemedicine. From medicine delivery to physician tracking, this facility has established a seamless, paperless, connected experience for patients, staff, and clinicians.

- **Pharmaceutical Cluster**

After Downtown Toronto, Mississauga is Canada's most prominent life sciences and pharmaceutical cluster. Conveniently located near Toronto's Pearson International Airport, this pharma cluster is ideally positioned for logistical and transportation requirements and counts an impressive number of industry leaders, including: Sanofi Pasteur, Baxter, Astellas Pharma, AstraZeneca, Bayer, Janssen, Eli Lilly, Takeda, Boehringer Ingelheim, EMD Serono, GlaxoSmithKline, Roche, Pfizer, Celgene, Amgen, Stellar Pharmaceuticals, CIPHER Pharmaceuticals, and TEVA.



### MELINDA RICHTER HEAD OF JLABS @ TORONTO

In 2016, Toronto's Discovery District became Janssen Labs' first location outside of the U.S. The facility was developed in partnership with the Ontario Government, the University of Toronto, and MaRS Discovery District.

JLABS @ Toronto is home to early-stage companies advancing pharmaceutical, medical device, consumer, and digital health programs.

"The Toronto Region is home to a vibrant and prolific healthcare and life sciences community led by academic hospitals, world-class research institutions, top scientists, and a strong startup ecosystem. For these reasons, Toronto is a natural choice for our first international expansion of JLABS. The Johnson & Johnson Family of Companies has long been active within the Toronto community, forming many important collaborations. Our new location, within a University of Toronto site, close to our hospital collaborators, and neighbouring the financial centre of Canada, will deliver great opportunities and impact for merging biotechnology entrepreneurs."



Toronto Pride Parade with (left to right) First Nations National Chief Perry Bellegarde, Toronto Mayor John Tory, Ontario Premier Kathleen Wynne, and Canadian Prime Minister Justin Trudeau. Photograph from the Prime Minister's Office.

# QUALITY OF LIFE: WHY YOU'LL LOVE IT HERE

**"This is one of the greatest film festivals in the world and you are amazing; you're real moviegoers. We feel very privileged to bring our film. I just realized what TIFF actually stands for: Toronto is f\*\*king fantastic."**

—Idris Elba, Actor, Producer & Musician

The Toronto Region leads North America on almost every important quality of life metric, from safety, crime, healthcare, and education, to housing, culture, entertainment, and economic as well as geophysical stability. Mercer's 2018 Quality of Life Survey Index puts Toronto ahead of all American cities, including San Francisco, Boston, New York, Seattle, Chicago, and Washington, D.C. Toronto is popular with software developers who vote it the "Best City to Live & Work" (teleport.org), and established trendsetters like Vogue have declared West Queen West the second coolest neighbourhood in the world.

The story behind our enviable quality of life rankings is simple but significant: we are progressive, we are diverse, we are inclusive, and we are stable. Liberals and conservatives alike care about social issues, and we are able to enact meaningful change without civic upheaval.

Ontario was the first province in Canada to legalize same-sex marriage in 2003. We remain signatories to the Paris Climate agreement. We believe in—and enforce—gun control. Abortion is in no danger of being repealed, and birth control is accessible. Your employees will love our universal healthcare and robust public schools. Millennials, who place high priority on value-driven work and lifestyle, are settling here at the same rate as in San Francisco. At a time when humanistic values are being challenged world-wide, we remain staunchly liberal and tolerant. These values are precisely what help ensure that companies in the Toronto Region attract and retain talent.

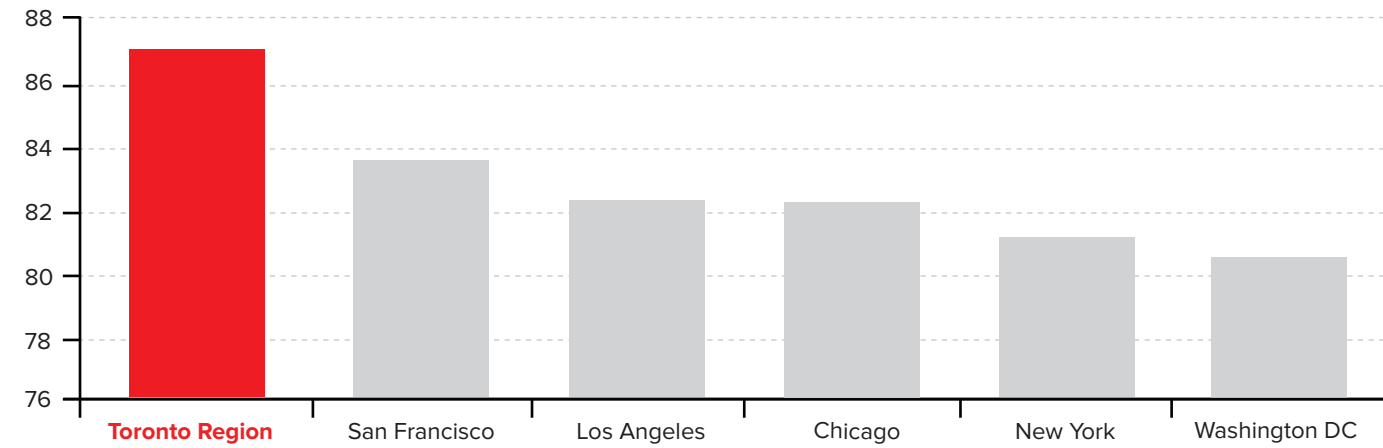
We are also fun. The Toronto Region is home to the most thriving arts, culture, sport, and entertainment scene in the country. Drake. Raptors. TIFF. The Weeknd. Jamie Kennedy. Parklands, beaches, and lakes. The Region is a hotbed of year-round activity. During festivals like TIFF, Pride, Sound of Music, and the Toronto Caribbean Carnival, we swell by tens, if not hundreds of thousands of international visitors.

Although the City of Toronto is an anchor for arts, culture, food, and entertainment, it is only the beginning of what the Region has to offer. Brampton and Markham are renowned for their authentic Indian and Chinese culinary scenes, respectively, and the Niagara Escarpment, which frames part of the Region, features an abundance of breathtaking waterfalls and hiking trails. Lakes, beaches, ski hills, microbreweries, farmers' markets, theatre festivals, and provincial parks abound and make for easy day trips from any location within the Toronto Region.

Our unparalleled quality of life underpins the Region's attractiveness to homegrown and international talent. From the bustle of the urban core, to the sprawling countryside, and everything in between, the Toronto Region offers something for everyone. We love it here. So will you.

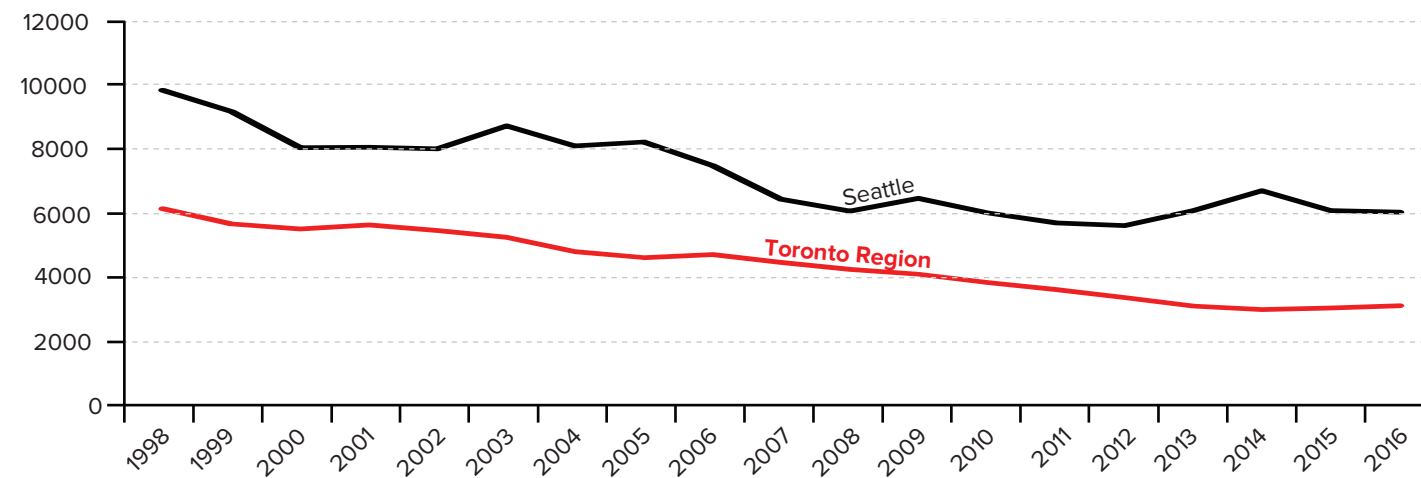
### SAFEST CITIES INDEX, 2017

Source: The Economist



### CRIMES PER 100,000 PEOPLE, 2016

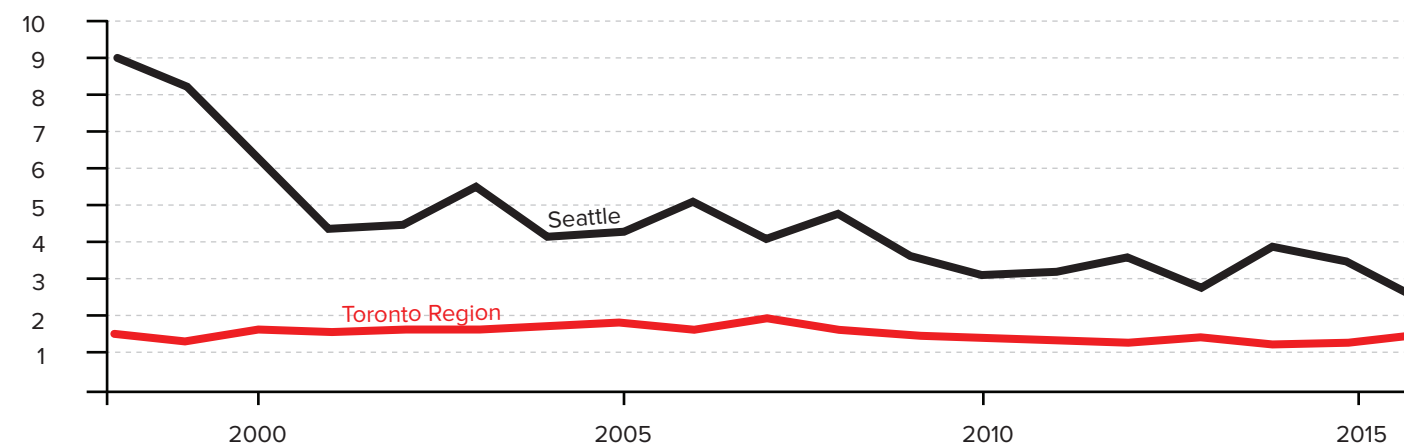
Source: Statistics Canada, United States Census Bureau



### HOMICIDES PER 100,000 PEOPLE, 2016

Source: Statistics Canada, Uniform Crime Reporting Statistics (FBI)

The Toronto Region is one of the safest cities in North America. Despite population growth, homicide rates per 100,000 people are low and stable relative to Seattle.



## WELFARE & WELL-BEING

**“We live in a great city, with diverse ethnic neighborhoods, great schools, low crime and free healthcare. We never worry about violence, we walk the streets without concern.”**

— Richard Florida, Urban Theorist & Director, Martin Prosperity Institute, University of Toronto

### SAFETY & CRIME

Toronto consistently ranks as one of the Top 5 best places to live. When ranked among cities of comparable size, it is consistently named one of the safest cities in North America. This ranking also holds true across global comparators. In 2017, The Economist ranked Toronto the safest city in North America and the fourth safest city in the world, based on four key factors: digital security, health security, infrastructure safety, and personal safety.

**In 2017, The Economist ranked Toronto the safest city in North America.**

Toronto boasts the lowest crime rates of any city of comparable size in North America. Despite significant population growth in the Toronto Region, overall crime rates have been on a steady decline for two decades. When compared to other major North American tech markets, our crime rates are especially low.

### HEALTHCARE

Canada’s universal healthcare system will provide Amazon peace of mind. All citizens and permanent residents in Ontario can access universal healthcare services under the Ontario Health Insurance Plan, which covers the full cost of doctor examinations, medical testing, emergency care, and hospital care.

In January 2018, Ontario became the first province in Canada to offer free pharmacare for children. Youth 24 years of age and younger will have access to free prescription medications when they show their Ontario health card number with a valid prescription. Coverage will be automatic, with no upfront costs.

### LOW-RISK LOCATION

If Amazon is considering geophysical stability as a factor in their search for an ideal HQ2 location, the Toronto Region is a blue chip investment. Geographically and geologically speaking, the Region’s location is free of fault lines and floodplains. We represent a secure, low-risk environment for anyone establishing a business or moving a family.

Canada as a whole is ranked favourably relative to the U.S. in the 2017 World Risk Report due to lower exposure to natural hazards, such as earthquakes, storms, floods, droughts, and rising sea levels.

**“Toronto’s developed infrastructure, financial system and public services [are] not likely to be affected by rising sea levels or water shortages.”**

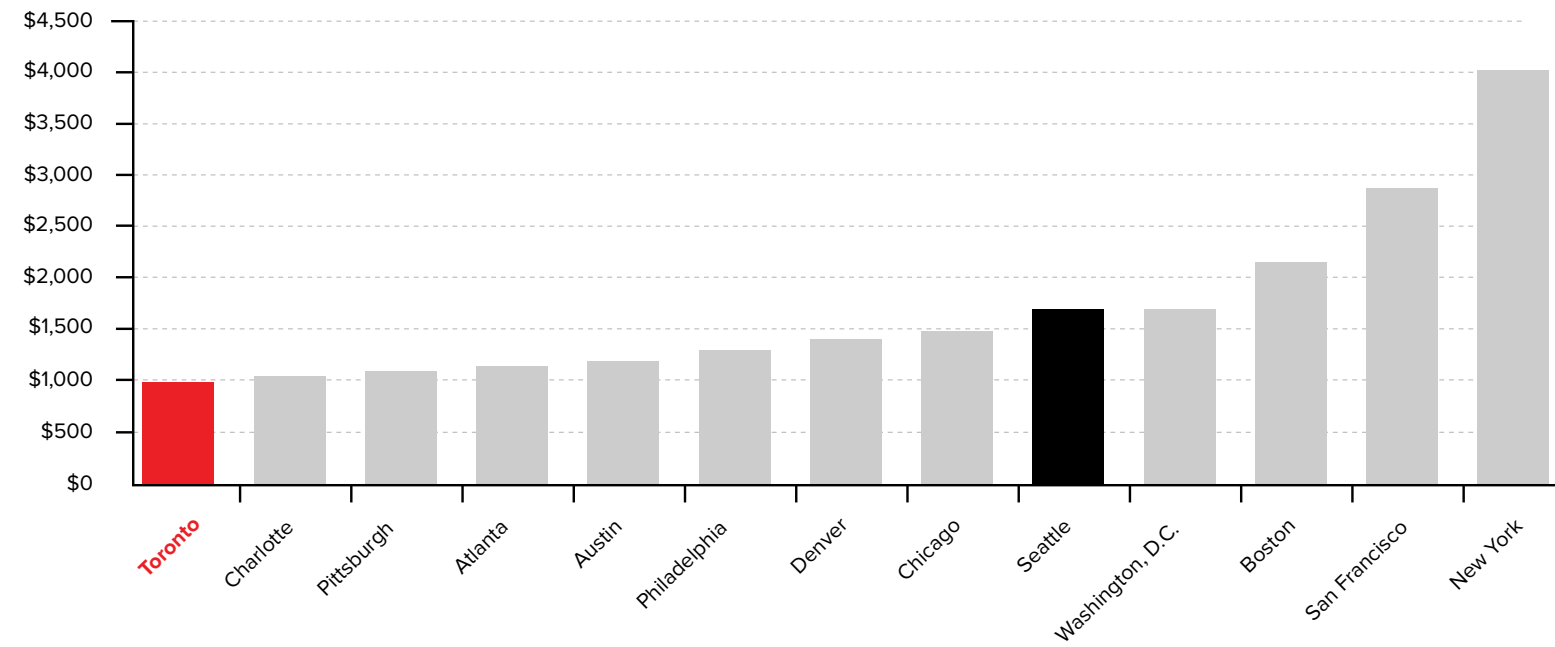
—New York Times, 2016



### TECH WAGE-TO-RENT RATIO ACROSS NORTH AMERICAN TECH MARKETS

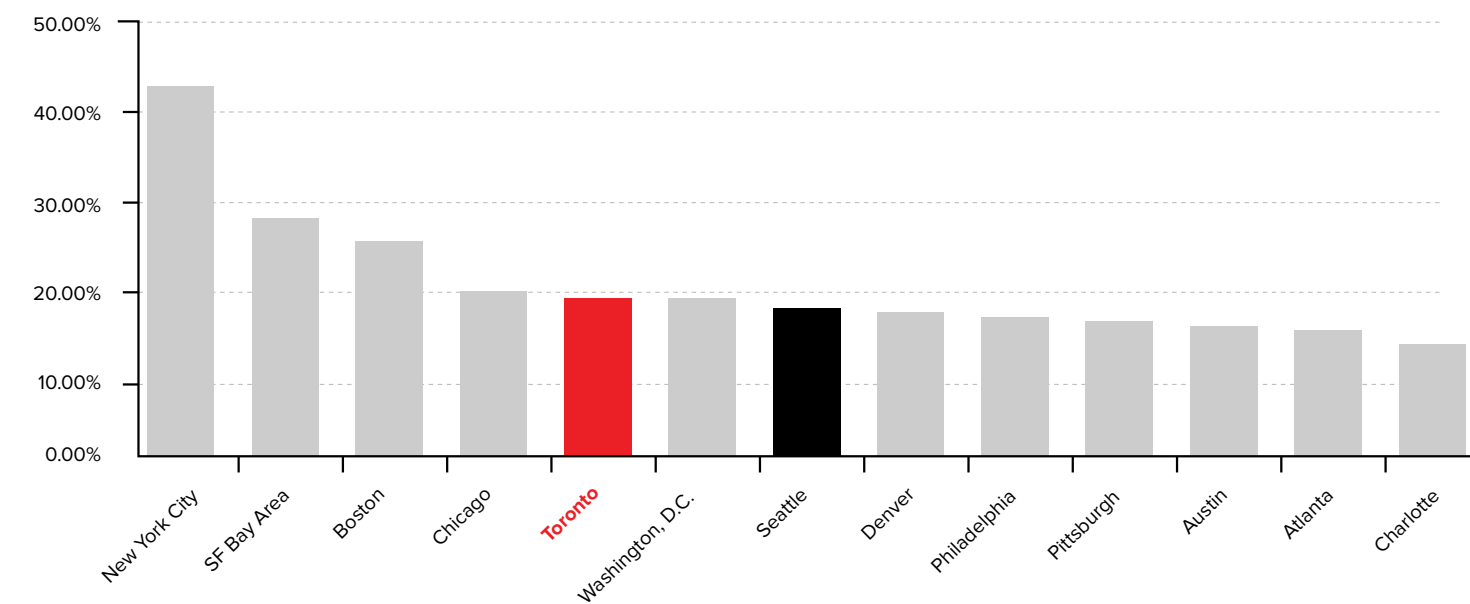
Source: CBRE, Exchange: \$1CAD = \$0.75USD

With the lowest monthly apartment rents among North American tech markets, tech salaries go farther in the Toronto Region than anywhere else.



### AVERAGE MONTHLY APARTMENT RENT

Source: CBRE, Exchange: \$1CAD = \$0.75USD



## HOUSING

From urban to suburban to rural, the Toronto Region offers choice in location, cost, and residence type for Amazon's future employees.

The inventory of residential housing stock is growing to accommodate the steady influx of newcomers and immigrants to the Region. In 2017 there were nearly 50,000 new housing starts—half of them apartment units. In Q2 2018 there were a record 63,904 condo units under construction.

Housing choices abound in the Toronto Region. Our stock accommodates for affordability, fluctuating demographic patterns, and changing urban lifestyles. The majority of units are currently low-density, followed by high-density residential. New projects continue to multiply as the Region's population continues to grow. In the next thirty years, the majority of development will be focused on high-density residential projects.

When comparing the cost of apartment rentals across key tech markets in North America, Toronto comes out ahead in terms of affordability, based on tech wages and the percentage of wage spent on residential lease rates.

### AVERAGE PRICE (\$USD), PER MUNICIPALITY

Source: Toronto Real Estate Board Q2 2018, MLS Home Price Index. Exchange: \$1 CAD = \$0.75 USD.

	Single Family Detached	Single Family Attached	Town-house	Apartment
Toronto	\$825,375	\$654,075	\$471,900	\$400,200
Mississauga	\$735,150	\$504,300	\$411,525	\$321,600
Brampton	\$520,725	\$429,225	\$337,650	\$262,200
York	\$737,175	\$550,725	\$460,875	\$366,300
Halton	\$707,100	\$515,550	\$378,525	\$354,225
Durham	\$451,800	\$363,375	\$280,500	\$304,425

### AVERAGE RENT (\$USD), PER MUNICIPALITY

Source: Toronto Real Estate Board, Rental Market Report Q2 2018. Exchange: \$1 CAD = \$0.75 USD.

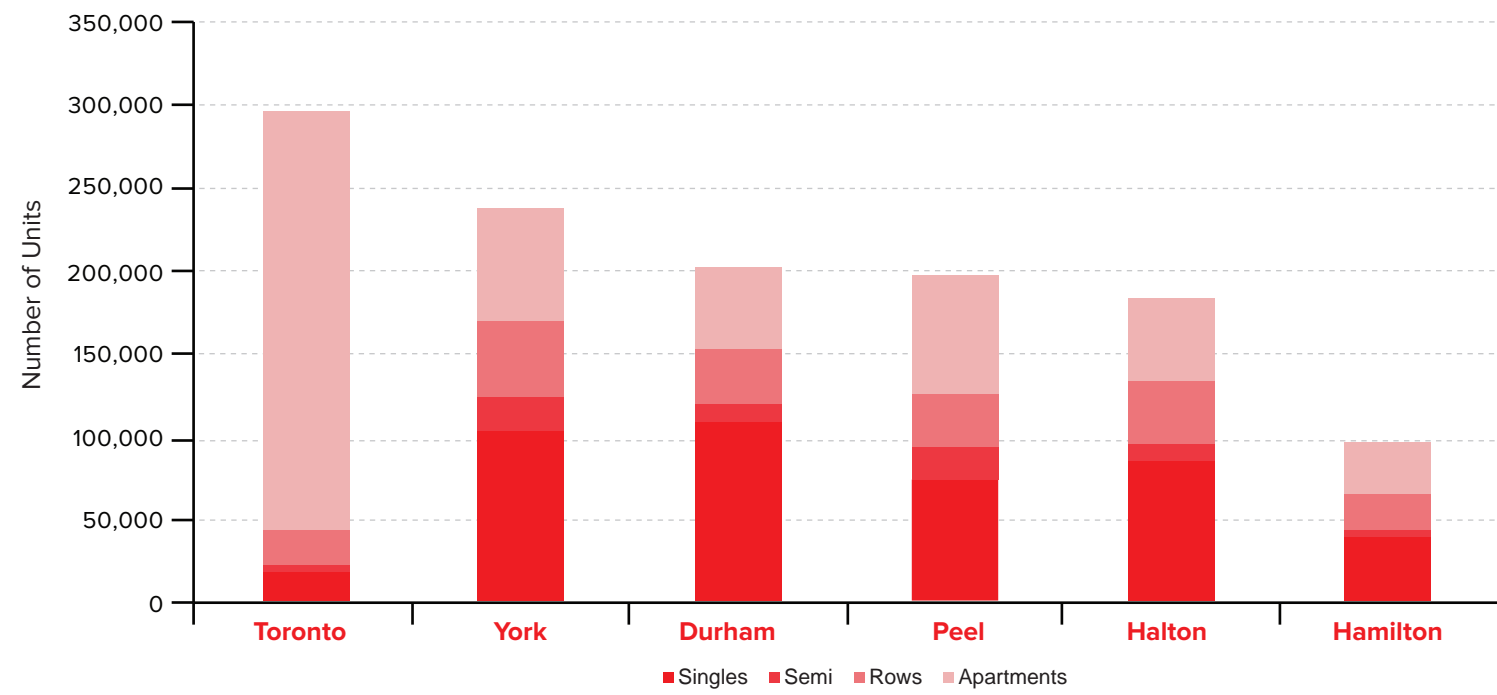
	One Bedroom	Two Bedroom	Three Bedroom
Toronto	\$1,649	\$2,198	\$2,846
Mississauga	\$1,418	\$1,718	\$2,056
Brampton	\$1,227	\$1,471	\$1,439
York	\$1,310	\$1,619	\$2,044
Halton	\$1,303	\$1,619	\$2,044
Durham	\$1,247	\$1,371	\$1,350



Condo towers in Downtown Toronto

### KEY CENTERS OF GROWTH IN THE TORONTO REGION

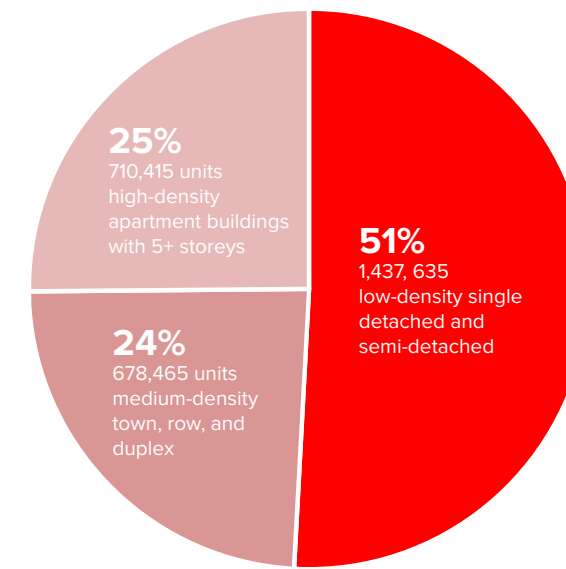
Source: Greater Golden Horseshoe Growth Forecasts to 2041, Hemson Consulting Ltd.



### RESIDENTIAL DWELLING FORM

Source: Statistics Canada, 2016 Census, Growth from CMHC.

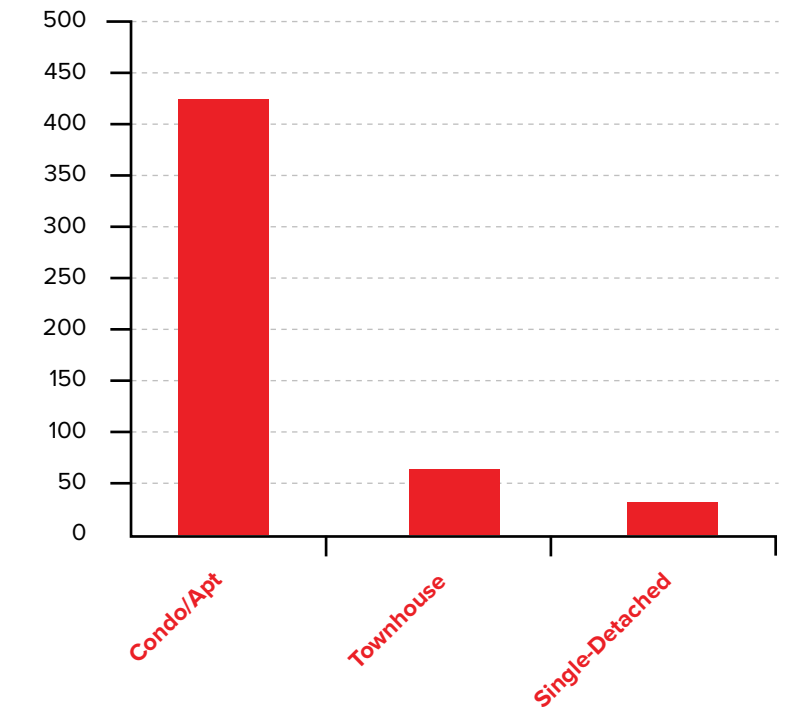
Toronto Region's residents reside in roughly 2.8 million private dwelling units, the majority of which are in the low-density form. It is projected that in the next thirty years the majority of development will be focused on high-density residential projects.



### ANNOUNCED RESIDENTIAL DEVELOPMENT PROJECTS

Source: BuzzBuzzHome.com, March 2018

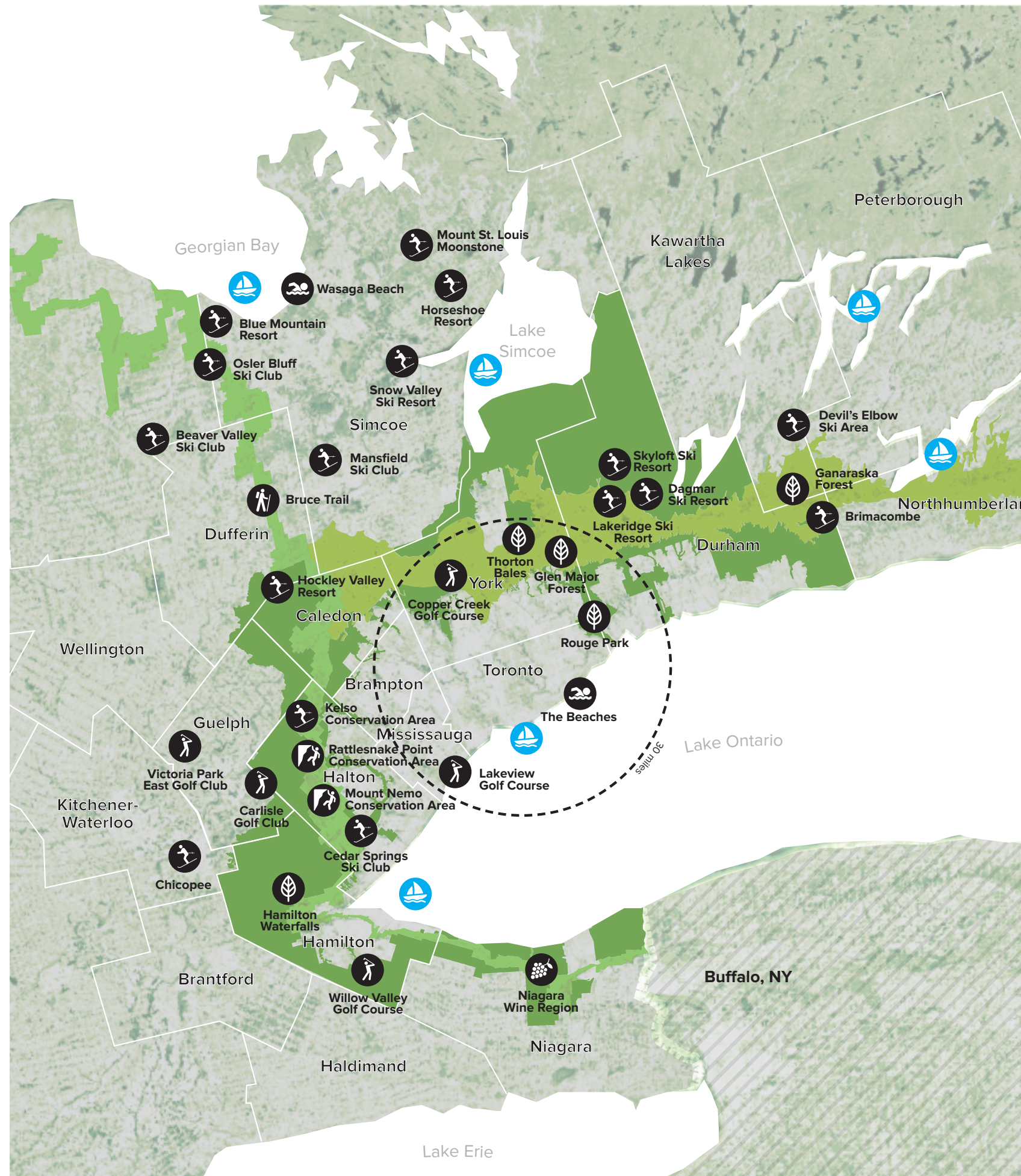
High rise developments make up nearly 60% of current residential developments across the region.



Typical tree-lined residential street in Toronto



Berczy Park, Toronto



## RECREATION & LEISURE

Stretching from the shores of one of North America's Great Lakes to the province's protected Greenbelt conservation zone, the Toronto Region's cities and suburbs are replete with beautiful green spaces, parklands, trails, and lakes.

In the City of Toronto alone, there are more than 1,600 parks and 20,000 acres of parkland. Thirteen percent of the city is occupied by parks and natural spaces that welcome over a million visitors every week.

**Toronto has been recognized as one of the greenest cities in the world by MIT's SENSEable City Lab's 2017 Green View Index. Our index score of 19.5 is comparable to Seattle's score of 20.**

### TORONTO REGION FACTS

- Most residents in the Toronto Region, including the City of Toronto proper, live within a five to ten minute walk from a park
- We have more than 70 dog parks
- There are more than 700 sports fields
- We are home to 150+ conservation areas within 60 miles
- There are 15+ ski resorts within a 2-hour drive



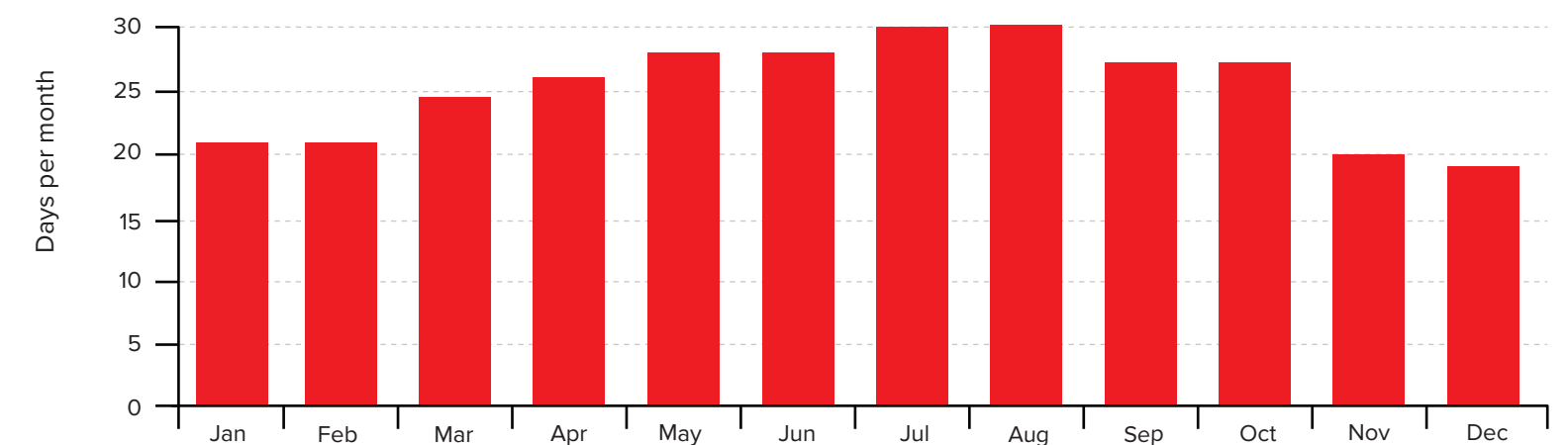
Toronto Islands, a short ferry ride from Downtown Toronto



Skating near the waterfront in Downtown Toronto

### DAYS WITH MEASURABLE BRIGHT SUNSHINE

Source: The Weather Network





Toronto International Film Festival

## ARTS, CULTURE, SPORTS & FESTIVALS

From movies and music to sports and food, the Toronto Region is a year-round hub of international and local festivals and celebrations. Amazon's employees will enjoy some of the largest and most vibrant art, culture, sports, and entertainment events in all of North America.

### FILM

Home to more than 200 film festivals, the City of Toronto hosts the Toronto International Film Festival (TIFF), one of the largest, most influential film festivals in the world. In 2017, TIFF featured 339 films from over 74 different countries. The city is also home to Hot Docs (North America's largest documentary film festival), Reel Asian Film Festival (Canada's largest Asian film festival), and Inside Out, which has been showcasing queer film and supporting LGBT storytellers for 26 years.



### ZAIB SHAIKH FILM COMMISSIONER CITY OF TORONTO

"TIFF is an important partner in helping to build Toronto's global brand. At most festivals, you can't just walk up to the stars with your backpack. But you can here. It's really one of those live events that brings the city together. We are so lucky to be in one of the world's most liveable cities and a place where we champion global diversity and inclusion on behalf of the 51% of the population that's born outside of the country. That's the kind of city I want to be from and be in 24/7."

### MUSIC

**"When you're from an unknown place like Brampton, it's hard to believe it's possible. You think you have to go to L.A. or New York to make it, but it's not true. I'm glad to be an example that you can make it from where you are. All you need is talent and hard work."**

—Alessia Cara, Singer

In 2016, Toronto featured more concert stops after New York than any other city in North America, including Pollstar's top tours: Coldplay, Bruce Springsteen, Beyoncé, Justin Bieber, Guns n' Roses, Adele, Luke Bryan, Kenny Chesney, Muse, Paul McCartney, Maroon 5, Carrie Underwood, Iron Maiden, and Florida Georgia Line.

The city and the Region are also famous for their homegrown music festivals, including:

#### OVO Fest

The Drake-helmed festival continues to bring a blockbuster lineup, including the likes of Jay-Z, Kanye West, Stevie Wonder, The Weeknd, and Rihanna.

#### Field Trip

Championing creativity and community in its many forms, Field Trip is a celebration of diversity, featuring some of the city's most beloved and popular artists, like Feist and Broken Social Scene, as well as world-famous acts like The National, De La Soul, and Alabama Shakes.

#### Hillside

One of the province's most eco-friendly festivals is out on an island near Guelph.

#### Sound of Music Festival

Canada's largest free music festival happens on Burlington's waterfront.

## FESTIVALS & CELEBRATIONS

Our internationally-renowned festivals and celebrations draw people from all over the world.

### Pride Toronto

Thousands of local and international spectators march in one of the world's largest Pride festivals, including Prime Minister Justin Trudeau and his spouse Sophie Gregoire-Trudeau, and Ontario Premier Kathleen Wynne and her spouse Jane Rounthwaite. In 2014, Toronto won the bid to host WorldPride.

### Toronto Caribbean Carnival

Billed as North America's largest street festival, the Toronto Caribbean Carnival is a festival that celebrates Caribbean culture and traditions.

### EDIT

Inaugurated by Canada's Design Exchange in 2017, Expo for Design, Innovation and Technology (EDIT) is a 10-day immersive festival established in partnership with the United Nations Development Programme. The showrunners transformed a 150,000-square-foot abandoned soap factory into a space where design,

innovation, and technology tackled some of the world's greatest challenges. A roster of speakers, including Bruce Mau, David Suzuki, Richard Florida, Emily Haines, Ian Campeau of A Tribe Called Red, and punk queen Odile Decq, addressed and solved for social, environmental, and global issues.

### Carassauga Festival

Carassauga Festival is Mississauga's annual festival of culture, featuring 31 pavilions and representing 70 countries. In 2017, the festival attracted over 380,000 visitors.

### Nuit Blanche

Nuit Blanche is an annual city-wide event that brings together the City of Toronto and its arts community to transform the city into a contemporary art experience for one sleepless night. Since its start in 2006, Nuit Blanche has featured more than 1,400 art installations by 4,900 artists, and has generated over USD \$250 million in economic impact for Toronto.



Toronto Caribbean Carnival

## SPORTS

**“The energy in Toronto is palpable. It’s the first thing I noticed after moving here in 2015. That energy is fueled by the vibrant communities that make up the fabric of our city. It’s those same people and communities that fill our ballpark with pride and enthusiasm every March to October.”**

—Mark Shapiro, President & CEO of the Toronto Blue Jays

Jose Bautista's bat flip. We The North. Original Six. From baseball to basketball to hockey (and then some), the Toronto Region is a cradle of major sporting events and sports fanatics. Amazon's employees will have year-round opportunities to attend Jays, Raptors, Leafs, and Argos games, the Rogers Cup, or watch the World Cup in Toronto's Little Italy or Little Portugal with diehard soccer fans from around the world.

## TORONTO REGION'S PROFESSIONAL SPORTS TEAMS

Team	League
Toronto Blue Jays	Major League Baseball (MLB)
Toronto Maple Leafs	National Hockey League (NHL)
Toronto Raptors	National Basketball Association (NBA)
Toronto Argonauts	Canadian Football League (CFL)
Hamilton Tiger-Cats	Canadian Football League (CFL)
Toronto Rock	National Lacrosse League (NLL)
Toronto Marlies	American Hockey League (AHL)
Toronto FC	Major League Soccer (MLS)
Toronto FC II	United Soccer League
Brampton Beast	East Coast Hockey League
Raptors 905	NBA G-League
Toronto Wolfpack	Rugby League Championships



### MASAI UJIRI, PRESIDENT TORONTO RAPTORS

“Toronto really is one of the great sports cities in North America. We have thriving major league franchises, decades of sporting history and a diverse, dedicated fan base, which makes my job as Raptors president both challenging and rewarding. It’s challenging because our team wants to reach our own goal, an NBA championship, but the reward comes when I see our fans completely invested in our success. We really want to deliver for them. Toronto has been an NBA city for 23 years, and our fans have gone from rookies of the year to knowledgeable MVPs. They are our sixth man.”



Royal Ontario Museum, Toronto



Bar Raval, Toronto

## FOOD

**“The fact that over 50% of Torontonians are not from Canada, that is a good thing, creatively, and for food especially. That is easily a city’s biggest strength, and it is Toronto’s unique strength.”**

—Anthony Bourdain, Chef, Author & TV Personality

Toronto’s rich cultural heritage is reflected in the cuisine of its neighbourhoods and restaurants, from Little Italy and Little India, to Chinatown and Greektown, to trendy dining options in Yorkville and the Distillery District. Toronto nabbed 5 of the country’s Top 10 on the annual list of Canada’s Best Restaurants, with Alo Restaurant placing #1.

### Taste of Asia

Taste of Asia is one of the largest Asian festivals in Canada, running over three days. With over 200,000 yearly attendees and 150 food vendors, it brings together culinary, cultural, and community experiences, and regularly features Asian celebrities.

### Night it Up!

Hosted in Markham, Night It Up! is a non-profit community food festival showcasing a mosaic of Asian street foods, local cuisine, and cultural performances. Organized by Power Youth Organization, Night It Up is an event driving youth leadership and community togetherness, with proceeds going directly to charity causes.

### Taste of Toronto

The Taste of Toronto is the city’s four-day curated food festival. With 25,000 attendees, visitors find themselves captivated with events like Master Classes, live cooking demonstrations, world-class chef appearances, taster sessions, and an additional array of over 60 food and drink exhibitions.

### Taste of the Danforth

Taste of the Danforth is Canada’s largest street festival, celebrating the Danforth’s Greek heritage as well as Canada’s multiculturalism. Running for 24 years, it attracts approximately 1.65 million attendees who come not only for the food, but for the culture, activities, and entertainment. In 2016 alone, the Festival’s economic impact in a single weekend was \$94.1 million.

## MUSEUMS & ART GALLERIES

The Toronto Region is home to some of the largest, most prominent museums and art galleries in North America. Moreover, boutique, independent attractions are found throughout the Region, bringing local arts communities together.

### The Royal Ontario Museum (ROM)

With a recent addition by Daniel Libeskind, the ROM is the largest museum in Canada and one of the largest in North America. It features art, world culture, and natural history, and attracts more than one million visitors every year.

### The Art Gallery of Ontario (AGO)

With a collection of more than 90,000 works of art, the Frank Gehry-designed institution is among the most distinguished art museums in North America.

### The Aga Khan Museum

Devoted to showcasing the artistic, intellectual, and scientific heritage of Muslim civilizations across the centuries, the Aga Khan Museum houses collections of Islamic art and heritage, including artefacts from the private collections of His Highness the Aga Khan. Its mission is to foster a greater understanding and appreciation of the contribution that Muslim civilizations have made to world heritage and foster dialogue, tolerance, and mutual understanding among peoples.

### McMichael Canadian Art Collection

Located in the charming village of Kleinburg, the McMichael focuses on Indigenous and Canadian art, both historical and contemporary, with a permanent collection of Group of Seven artworks that includes 6,400 pieces.

### The Robert McLaughlin Gallery (RMG)

The RMG is a vibrant, engaging public art museum located in downtown Oshawa. It is the largest gallery in Durham Region and home to a permanent collection of over 4,500 works. Featuring five galleries of diverse and changing contemporary and historical exhibitions, the RMG holds an important collection of modern Canadian abstraction and the largest holdings of works by Painters Eleven.

### The Art Gallery of Burlington (AGB)

The AGB is an interactive and creative space, providing art education programs and public tours for people of all ages. Spanning over 44,000 square feet, the AGB space boasts eight studios, three galleries, a one-of-a-kind gift shop, an exhibition courtyard, and year-round conservatory.



# CONNECTED TRANSPORTATION & INFRASTRUCTURE

**“With plans to integrate into high-growth cities like Mississauga, Brampton, and Waterloo, we have committed to investing up to \$400M USD to build a regional transit centre at Toronto Pearson by 2027 to connect all the surrounding communities.”**

—Howard Eng, President and CEO of the Greater Toronto Airports Authority (GTAA)

The interconnected urban area that is the Toronto Region has the necessary population, labour force, and infrastructure that will meet Amazon’s transportation needs and seamlessly attract talent from every corner of the Region to fill the anticipated 50,000 jobs over the next 10-15 years.

Toronto Pearson International Airport is the second-largest international airport in North America. Through its doors, passengers have access to 68% of the world’s GDP and 58 destinations in the U.S., with the capacity to grow. It is a short 25-minute train trip from Pearson to Downtown Toronto—the region’s business epicentre—on the Union-Pearson Express (UP) Train.

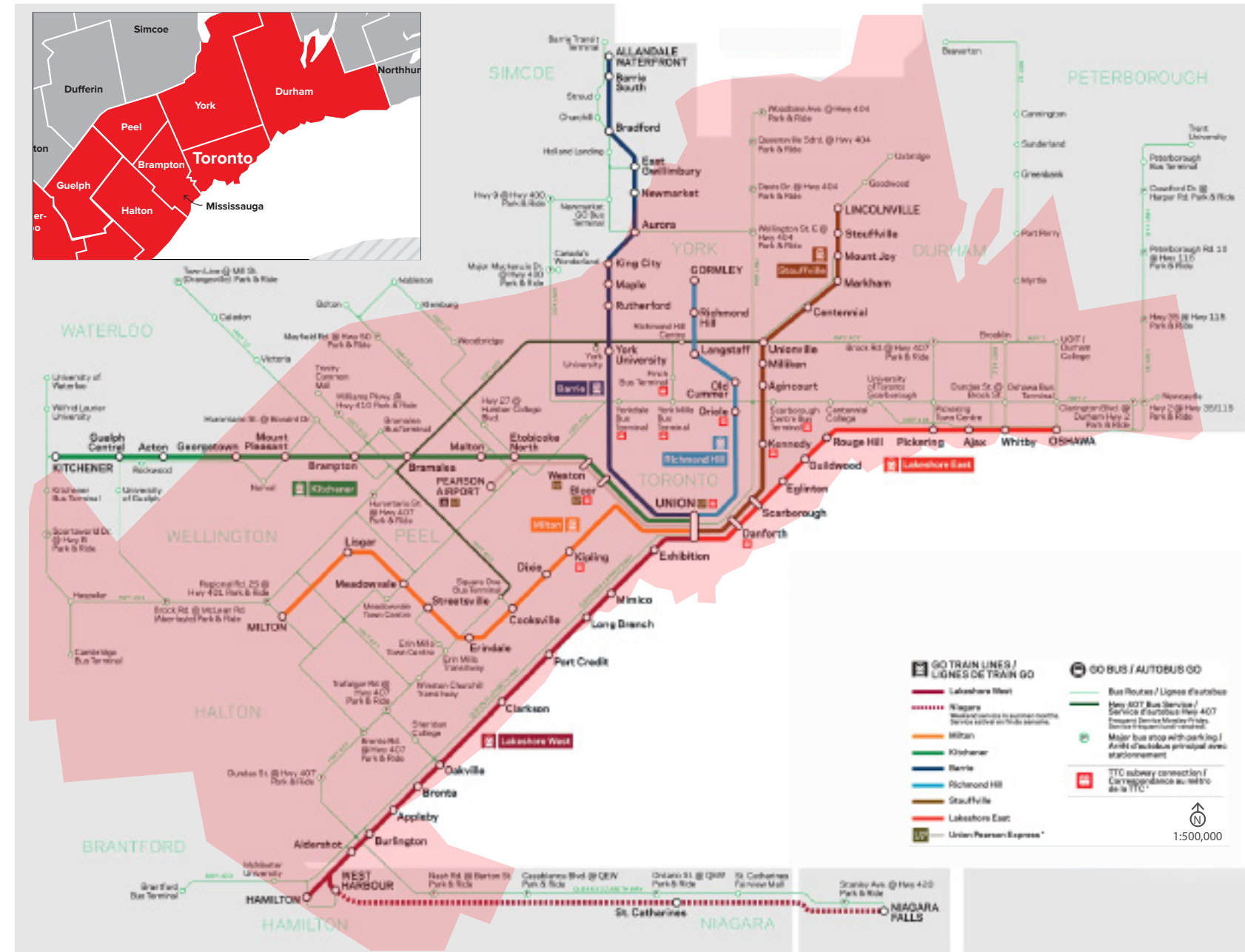
With over 300,000 passengers travelling through it each day, Toronto’s Union Station is the busiest, most important multi-modal transportation hub in the country. Overall, we move 2.27 million people on buses, trains, and subways throughout the Toronto Region every day.

Ontario is in the midst of rolling out a USD \$154.5 billion infrastructure spend, a third of which is targeted for transportation. The City of Toronto has approved a 15-year Transit Network expansion plan that includes improvements to commuter rail services, new light rail lines, and broadened access to different parts of the city. In April 2018, the Greater Toronto Airports Authority (GTAA), operator of Pearson, and Metrolinx announced that they are working together to study potential transit connections to Pearson as a first step towards the development of “Union Station West,” a second major transportation hub for the region.

Amazon can rest assured that the Toronto Region is highly-connected across all modes of transportation. Huge volumes of people move efficiently across all transit options, multiplying possibilities when it comes to choosing where people want to live in relation to where they work.

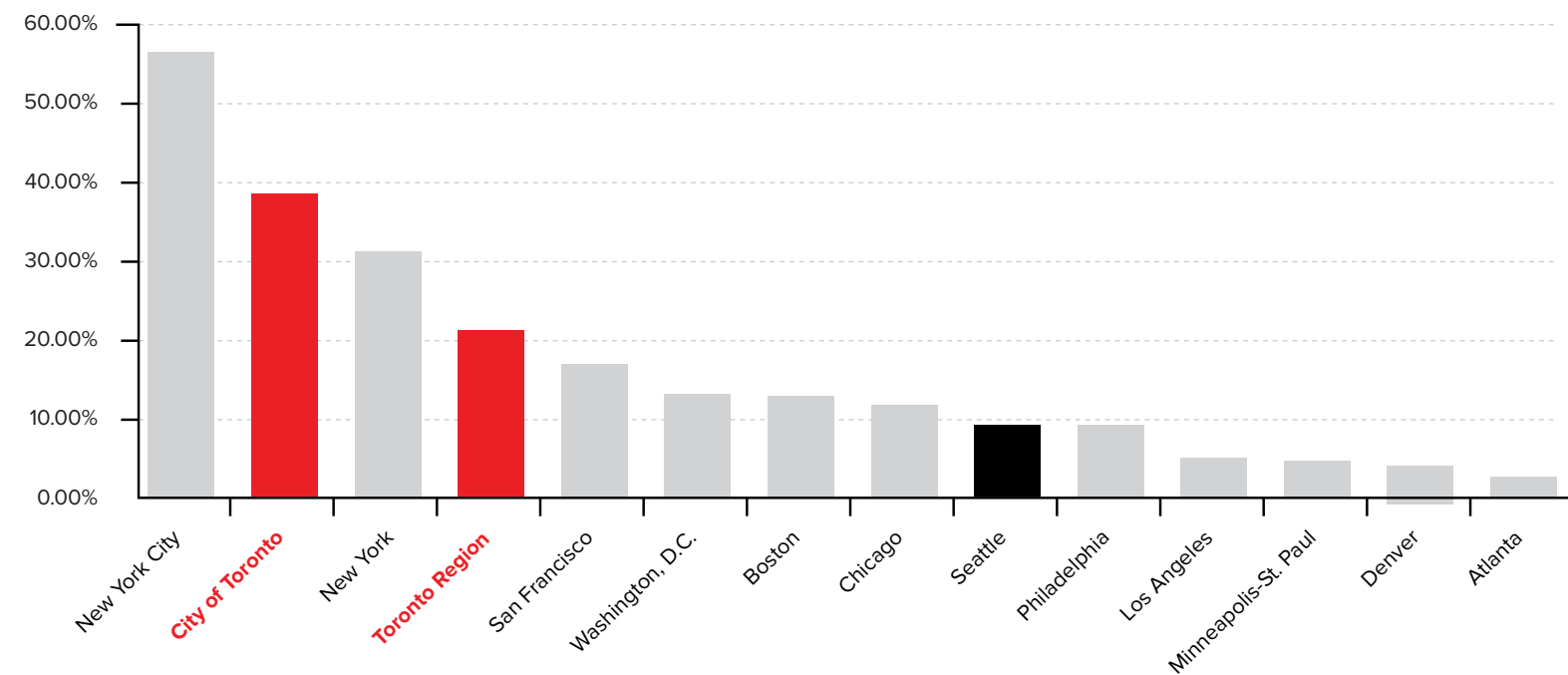
## REGIONAL TRAIN SYSTEM

Source: Metrolinx, 2017



## PERCENTAGE OF POPULATION USING TRANSIT TO GET TO WORK

Source: Census 2016, Statistics Canada, US Census Bureau, American Community Survey, 1-Year Estimates, S0801: COMMUTING CHARACTERISTICS BY SEX



## LOCAL LOGISTICS: GETTING TO WORK

Ninety-eight percent of the commuter flow into Downtown Toronto each day comes from across the Toronto Region.

People living in Durham, Halton, Hamilton, Waterloo, and Guelph use the GO Train to get to and from work in Downtown Toronto. Nearly 1.7 million people use the Toronto Transit Commission (TTC) daily to get around the City of Toronto and connect to neighbouring municipalities. Many drive from east to west or north to south, while others take an active approach to commuting, availing themselves of the Region's extensive network of cycling routes, bike lanes, or bike share programs.

It is important to note that commuters do not only travel downtown, but also to the Region's several employment megazones. Among the largest in Canada, these megazones include: Downtown Toronto, Mississauga, and two in York Region, which are home to 4,300 tech companies. Commuters also travel to various other employment areas across the Region.

### Mass Transit

The Toronto Region is served by an interconnected mass transit system.

Metrolinx is the regional transportation agency responsible for coordinating and integrating all modes of transportation and transit providers across the Toronto Region. It plays a critical role in planning and delivering a seamless, integrated transit network, allowing people to use public transit to travel easily from Hamilton to Newmarket to Oshawa.

The integrated rapid transit network includes regional rail, GO Train (operated by Metrolinx), subways, streetcars, light rapid transit, and bus services (operated by the TTC), bus rapid transit (MiExpress in Mississauga and Viva in York Region), and Light Rail Transit (LRT) in Waterloo, along with municipal bus systems within cities comprising the Toronto Region. The entire system moves approximately 2.27 million people on any given day. The corresponding map on the left and table on the next page outline the major rapid transit systems currently operating (and in development) across the Toronto Region.

### TRANSIT SCORE

Source: Walkscore.com (accessed September 2018)

CITY	TRANSIT SCORE
New York	85
San Francisco	80
<b>Toronto</b>	<b>78</b>
Boston	73
Washington, DC	69
Philadelphia	67
Chicago	65
Seattle	60
Pittsburgh	54
Denver	48
Atlanta	46
Dallas	40
Charlotte	28



Boarding the GO Train



Regional GO Train in Downtown Toronto

The City of Toronto has the third-best transit score when compared to other prominent cities and major tech markets in North America. With 38.5% of City of Toronto residents commuting to work by transit (and 22% of the Toronto Region as a whole), we place second only to New York City.

With approximately 1.7 million daily riders, the TTC is the third-most heavily-used urban mass transit system in North America, after the New York City Transit Authority and Mexico City Metro. It was ranked Best Overall Transit System in North America in 2017 by the American Public Transportation Association.

Over the next eight years, more than USD \$24 billion is being invested in rapid transit infrastructure. This investment is aimed at improving and expanding transit by heavy rail, including the GO RER program and Union-Pearson (UP) Express, Light Rail Transit (LRT), Bus Rapid Transit (BRT), and subway system throughout the Toronto Region.

Perhaps most notably, this infrastructure spend will fund the transformation of GO Transit from a commuter-focused service into a Regional Express Rail, with 15-minute service all day in both commuting directions.

The Ontario Government is also committed to identifying ways to help accelerate existing infrastructure projects that would service Amazon’s selected site.

The region is already looking even further ahead. The 2041 Regional Transportation Plan plans to add 1156 miles—20 times the current length—of frequent rapid transit to the network over the next 25 years, which will bring rapid transit closer to more people and more jobs. The percentage of people and jobs within walking distance to frequent rapid transit will grow significantly. By 2041, half of all jobs will be within 0.5 miles of frequent rapid transit.

**WALKING DISTANCE TO FREQUENT RAPID TRANSIT**

Source: Metrolinx

0.25 miles from Priority Bus, BRT, and LRT Lines and 0.5 miles from Subway and 15-minute GO station service

	2011	2041*
People	9%	38%
Jobs	21%	49%

**TORONTO REGION’S MASS TRANSIT NETWORK**

Source: Metrolinx, MiWay, York Region Transit

Operator	Features	Ridership
<b>Go Transit (Metrolinx)</b>	GO Transit trains and buses serve a population of more than 7 million and an area of more than 4,250 square miles with 64 train stations across the Toronto Region.	Annual: 69.2 million (2016) Daily: 303,000
<b>Toronto Transit Commission (TTC)</b>	The TTC is made up of 252 miles of subway and streetcar routes, along with 4225 miles of bus routes. It is the third largest transit system in North America by ridership.	Annual: 533.2 million (2017) Daily: 1.7 million
<b>MiWay</b>	As Ontario’s third largest municipal transit service provider, MiWay serves a growing population of 752,000 across 69 square miles in Mississauga, including MiExpress Bus Rapid Transit.	Annual: 39.8 million (2017) Daily: 188,000
<b>York Region Transit/Viva</b>	YRT/Viva offers local and rapid transit services in all nine York Region municipalities. Almost 140 routes keep residents connected within York Region as well as to the City of Toronto and the Regions of Peel and Durham.	Annual: 23.1 million (2017) Daily: 78,000

# ACTIVE TRANSPORTATION

A good measure of a city's urbanity is the number of people who walk to work. The latest available statistics indicate that 12.3% of people within the City of Toronto actively commute to work, putting Toronto among the highest of all major urban metros on this metric across North America, behind only New York and Boston.

Walkscore gives Downtown Toronto a perfect walkscore of 100 and calls the city "a walker's paradise." This perfect score is at least partly attributable to the underground PATH system that connects more than 50 buildings and office towers, twenty parking garages, six subway stations, two major department stores, eight major hotels, and Union Station, the city's major transit hub. The Guinness World Records ranks the PATH as the world's largest underground shopping complex, with 30 km (19 miles) of retail and dining options.

The Toronto Region has an extensive network of cycling routes, and there are aggressive plans to expand the network. Active transportation plans are in place throughout the region. The City of Toronto itself has an annual capital budget of USD \$12.8M to construct a ten-year cycling network plan. The province also supports cycling with an annual budget of USD \$33.7M for the Ontario Municipal Cycling Commuter Program.



Bicycle paths on Bloor Street, Toronto

## WALK SCORE

Source: Walkscore.com (accessed September 2018)

City	Walk Score
<b>Downtown Toronto</b>	<b>100</b>
New York	89
San Francisco	86
Boston	81
Philadelphia	79
Chicago	78
Washington, DC	77
Seattle	73
Pittsburgh	62
Denver	61
Atlanta	49
Dallas	46
Charlotte	26

# ROADS & HIGHWAYS

The Toronto Region is interconnected by an extensive road network consisting of 365 miles of major provincial highway networks and five municipal highways. Toronto was recently ranked the fourteenth best city in the world to drive, ahead of all U.S. locations in a study that considered 500 cities around the world.

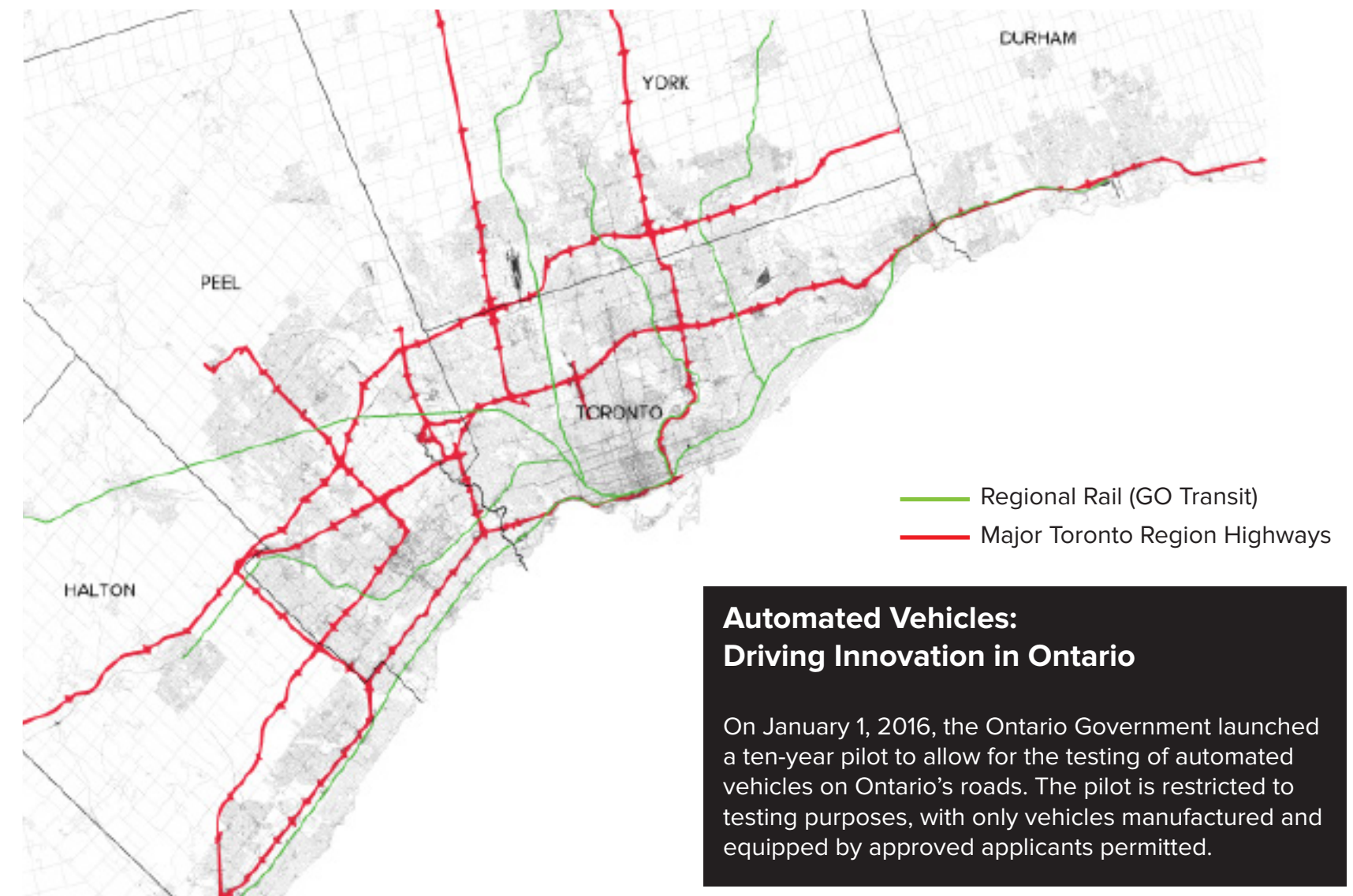
The Toronto Region has a congestion level of 30%, according to data from TomTom, based on GPS vehicle tracking. While commute times vary, the overall regional average commute time is 32 minutes, ranking ahead of Washington, DC, and New York.

In an effort to further improve congestion levels by encouraging people to carpool, Metrolinx's 2041 Draft Regional Transportation Plan will grow the Toronto Region's current 110 km (68 miles) of High Occupancy Vehicle (HOV) lanes to 1,130 km (700 miles). Ontario is also piloting High Occupancy Toll (HOT) lanes throughout the Toronto Region to provide more choice to commuters at a cost of USD \$48 per month.

## AVERAGE COMMUTE TIME

Source: Census 2016, Statistics Canada, US Census Bureau, American Community Survey, 1-Year Estimates, S0801: COMMUTING CHARACTERISTICS BY SEX

City	Average Commute Time
Pittsburgh	27
Denver	27
Charlotte	27
Dallas	29
Seattle	31
Boston	31
Chicago	32
Atlanta	32
<b>Toronto</b>	<b>32</b>
San Francisco	34
Washington, DC	35
New York	37



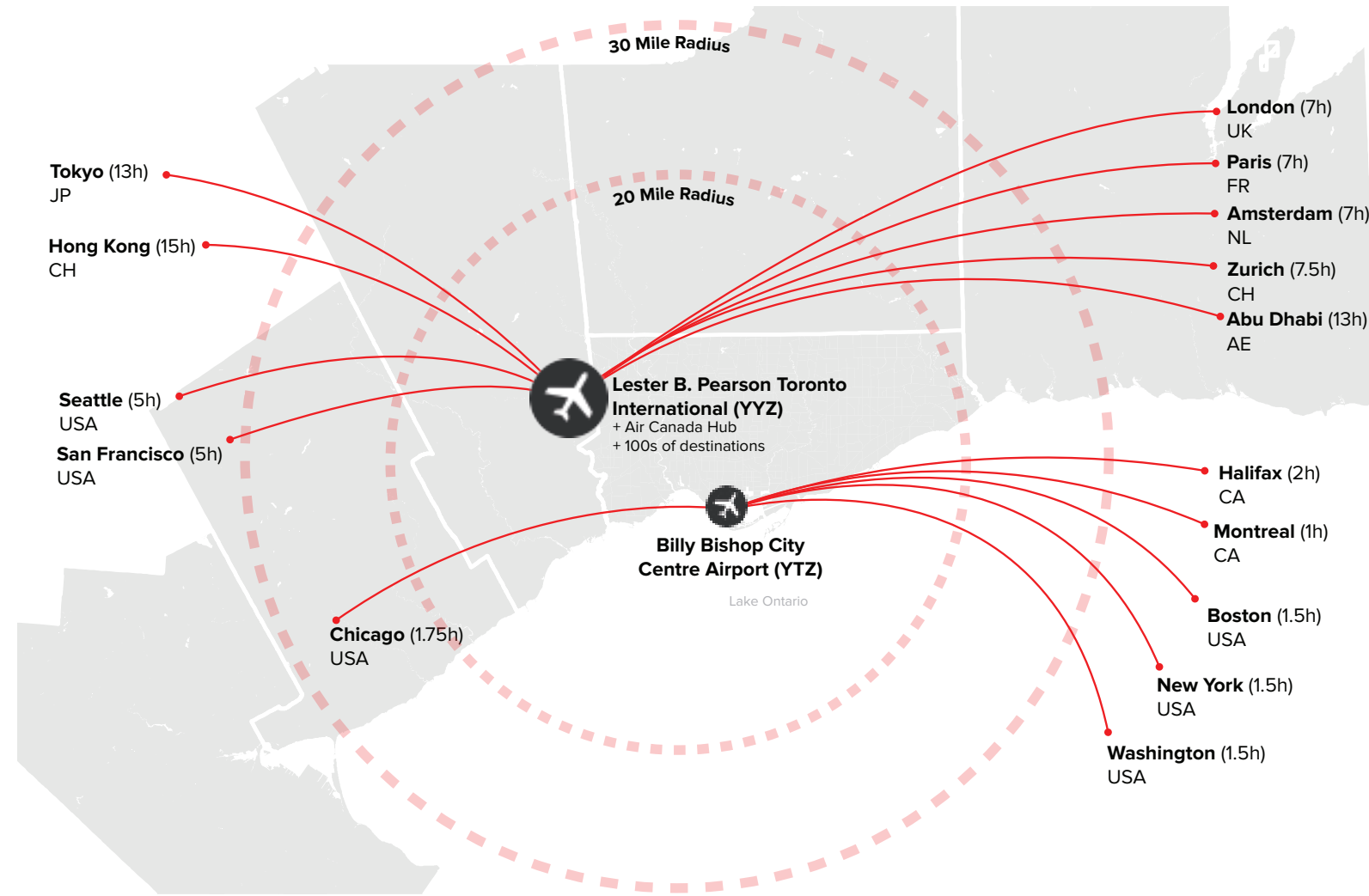
Toronto Region Highway System

### Automated Vehicles: Driving Innovation in Ontario

On January 1, 2016, the Ontario Government launched a ten-year pilot to allow for the testing of automated vehicles on Ontario's roads. The pilot is restricted to testing purposes, with only vehicles manufactured and equipped by approved applicants permitted.

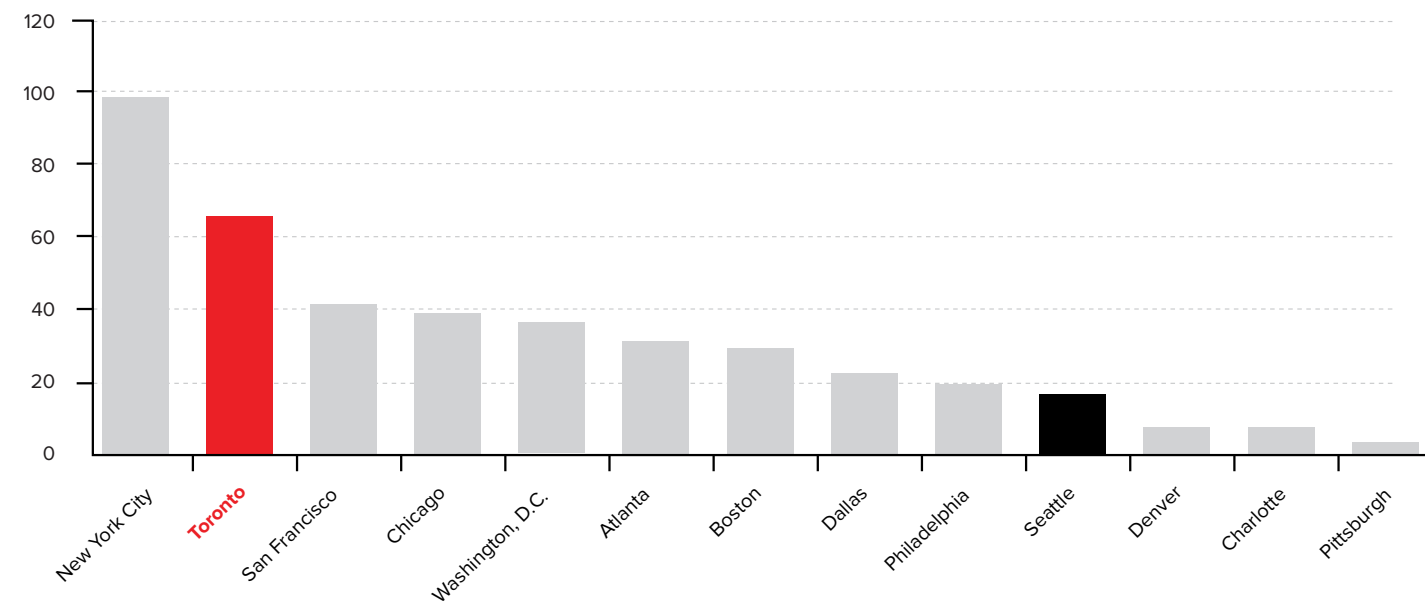
## FLIGHT TIMES TO MAJOR DESTINATIONS

Source: Toronto Global



## INTERNATIONAL DESTINATIONS

Source: Greater Toronto Airports Authority (GTAA), provided October 2018



\*Excludes U.S., Canada, Mexico, Caribbean, and Central America

## AIR CONNECTIVITY

The Toronto Region is served by two international airports: Lester B. Pearson Toronto International (YYZ), the second largest international airport in North America, and Billy Bishop City Centre Airport (YTZ), which provides direct service to several American cities, including New York, Boston, Chicago, and Washington, D.C. Billy Bishop is two miles from Downtown Toronto, serving the city's financial core.

Together, both airports welcomed nearly 50 million travellers in 2017. Pearson International is a hub for Air Canada, its Star Alliance Partners (including United Airlines), and WestJet, Canada's low-cost carrier, and is serviced by all mainline American carriers. In 2018, Pearson was awarded Best Large Airport in North America amongst airports serving more than 40 million passengers.

Pearson's passenger volume continues to grow. Although the latest statistics from Airports Council International show the average growth of North American passenger traffic to be 3.8%, Pearson's total passenger traffic grew by 6.2% in 2017. Over the last 10 years, passenger traffic at Pearson has grown more than twice the rate of the Canadian GDP. Pearson is a strong catalyst for international business in the Toronto Region.

### INTERNATIONAL

In addition to being one of North America's largest airports, Pearson is also one of the most internationally connected, supporting non-stop flights to over 180 destinations around the globe. Through its doors, passengers have access to 68% of the world's GDP via daily direct flights. It's no wonder that international passenger traffic grew 8% in 2017.

Pearson was recently ranked fifth on OAG's annual list of the Top 50 International Megahubs in the World (second in North America), which means that connectivity to international destinations surpasses that of other North American airports, including Atlanta, Los Angeles, Miami, and New York (JFK).

Pearson processes nearly half of all international air cargo leaving or entering Canada; 534,500 tonnes of cargo went through the airport in 2017. It operates 240 truck loading doors, 1.2 million square feet of on-airport warehouse space, and 24/7 customs clearance.

### UNITED STATES

Toronto Pearson International Airport is the fourth-largest global entry point into the U.S. It boasts more than 230 daily U.S.-bound flights to 58 destinations and more than 12 million trans-border passengers annually. These destinations include Seattle, San Francisco, New York, and Washington, D.C.

Preclearance travelers pass through U.S. Immigration and Customs, Public Health, and Agriculture inspections before boarding their aircraft, ship, or train. This process streamlines border procedures, reduces congestion at ports of entry, and facilitates travel between Pearson and U.S. airports unequipped to handle international travelers. Passengers traveling from a preclearance port arrive in the U.S. as domestic travelers.

A new agreement has been established that expands preclearance to all modes of transportation, allowing Canada and the U.S. to strengthen their relationship and enhance mutual security, prosperity, and economic competitiveness across all transportation modes. The joint Canada-U.S. NEXUS program now includes 1.5 million pre-approved travelers and is growing every day. U.S. preclearance is available at both Pearson International and Billy Bishop airports.

Between Toronto Pearson and Billy Bishop, the Toronto Region offers 80 daily flights from the Toronto Region to Washington, D.C., New York, and the Bay Area. These destinations are served by six Airlines: Air Canada, American Airlines, United Airlines, West Jet, Delta, and Porter. Because Pearson is a major hub, it is attractive for existing airlines to serve with additional routes as demand warrants.

FROM YYZ/YTZ TO:	# DAILY FLIGHTS
New York (JFK, EWR, LGA)	53
Washington, DC (IDA, DCA)	18
San Francisco area (SFO, OAK, SJC)	6
Seattle (SEA)	2

## GETTING TO THE AIRPORT

The Union Pearson (UP) Express is a dedicated rail link that departs from Union Station and Toronto Pearson International Airport every 15 minutes. The journey takes just 25 minutes and costs USD \$9 one-way. It's the swiftest and most reliable way to travel. The downtown airport, Billy Bishop, is serviced by a free shuttle that takes passengers to and from Union Station in about 15 minutes.

The Greater Toronto Airports Authority has also committed to build a regional transit centre at Toronto Pearson, which will integrate a number of proposed transit lines across various municipal systems that will serve to further improve the flow of people and goods throughout the region.

**NEXUS** is a partnership program between Canada Border Services Agency (CBSA) and the U.S. Bureau of Customs and Border Protection (CBP) that allows members to clear the border faster in both countries when travelling between the U.S. and Canada.

**CANPASS** is a CBSA program that allows members to clear the border faster when travelling into Canadian airports.



UP Express departing Toronto Pearson International Airport

## TELECOMMUNICATIONS CONNECTIVITY

### CELLULAR COVERAGE

LTE Advanced (4G) cellular coverage is widely available throughout the entire Toronto Region from six providers: Bell, Chatr, Freedom Mobile, Koodo Mobile, Telus, Rogers, and their subsidiaries. The Cellular Coverage Map (see page 93 in "Sites") provides information on cellular availability for each submitted site. For more detailed information on cellular coverage by site and provider, see [opensignal.com](http://opensignal.com).

### FIBRE ACCESS

Fibre optic network is widely available throughout the Toronto Region, with multiple providers offering access to the Region's sites. The Region's providers are committed to continuing to expand the network and provide users with greater access to fibre.



**GEORGE COPE, CEO, BELL**

"Bell has been driving communications innovation in Toronto since 1880 and our wireless and fibre broadband networks are delivering the superfast speeds to put Canada's largest city out front as a world-class Smart City. With Bell's LTE-A wireless network, Toronto has access to some of the fastest wireless speeds in North America, while our rapidly expanding gigabit fibre network – Canada's biggest gigabit infrastructure project – will soon reach more than a million homes and businesses across the city, part of a national fibre-to-the-home network that will reach more than 3.7 million residential and business locations by the end of 2017."



# THE SITES

## INTRODUCTION

For many years, the Toronto Region has been one of the fastest growing urban areas in North America, owing largely to high levels of international and domestic immigration. We are expected to add 1 million jobs and grow to 11.2 million people by 2041, which would make the Toronto Region the third largest metropolitan area on the continent, behind Mexico City and New York.

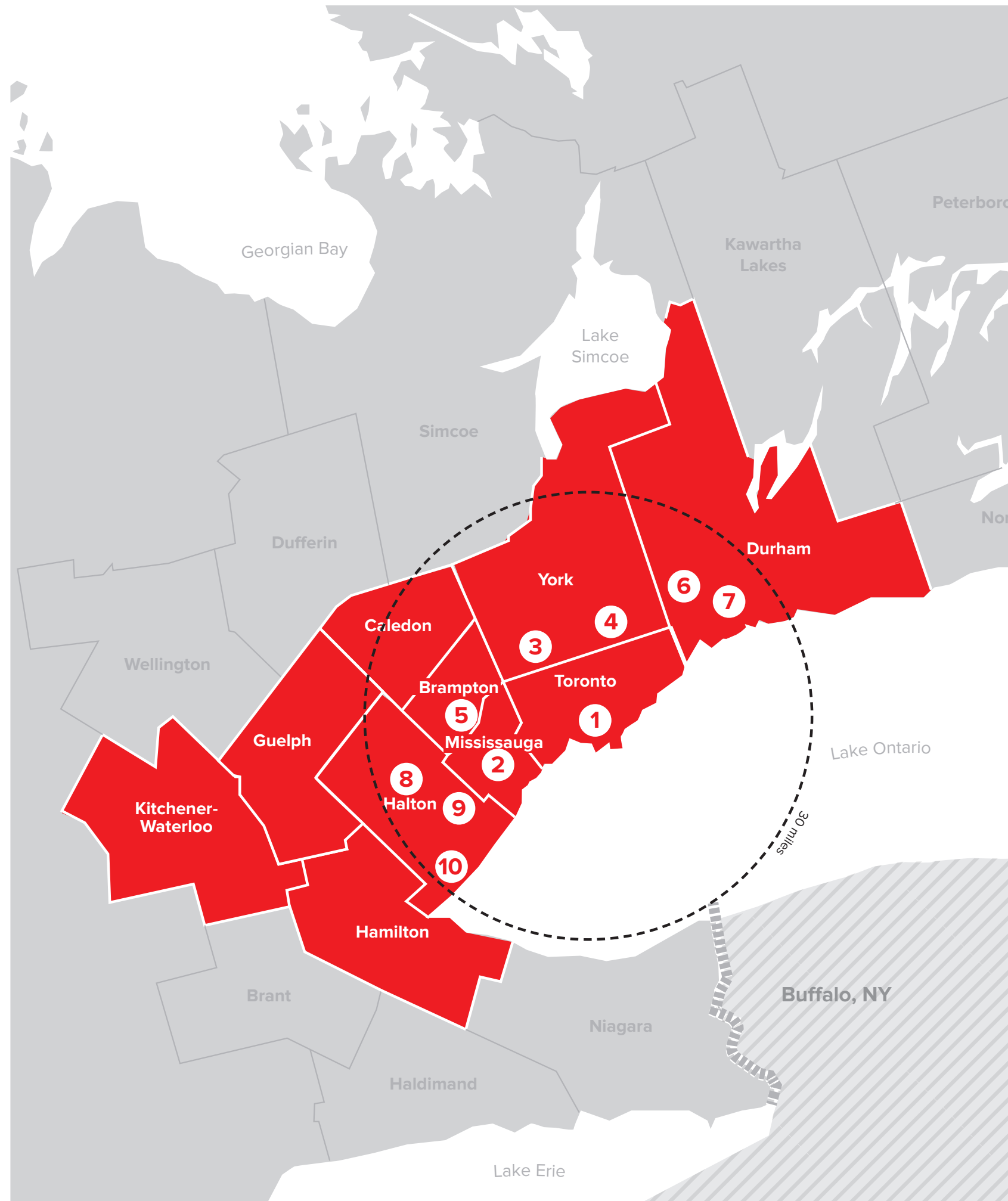
Future growth in the Toronto Region will drive demand for a significant amount of new development, including roughly 1.5 million new housing units, nearly 70 million square feet of new offices, and 400 million square feet of industrial space. In accommodating this growth, Ontario and local municipalities continue to focus on increasing densities, and building more liveable, inclusive, walkable, and transit-friendly communities. Most important, local governments have committed to significant levels of infrastructure investment to support our communities and broader public objectives for the greater urban vision.

There are ample real estate development opportunities across all property types in the Toronto Region to meet Amazon's space requirements. This includes a range of options in Downtown Toronto with access to mass transit and amenities, including existing office towers with vacant space and multiple development sites that can deliver up to 40 million square feet. Alternately, Amazon can consider the Toronto Region's developing urban centres and new downtowns, including those with subway and GO Transit access, in addition to developing greenfield

areas that can accommodate a range of major office and prestige industrial activities. To address housing requirements for its growing population, the Toronto Region market has been delivering an average of 40,000 new homes annually, including everything from condos and high-rise apartments, to townhouses and single-family dwellings across the Region.

Canada's real estate community offers tremendous depth and breadth in order to deliver any and all of Amazon's requirements within the Toronto Region. Our region boasts some of the world's most sophisticated real estate developers, operators, and investors, many of whom have led some of the most ambitious and comprehensive projects around the world. Pension fund capital and private equity are active across the Toronto Region marketplace, fueled by strong economic fundamentals, significant population and employment growth, and a growing focus on city building and sustainability. The Toronto Region repeatedly outranks other international locations in its ability to conduct business and maintain competitiveness in light of its multi-sector economic strengths, strong transportation network, and significant cost and tax advantages.

Within this trailblazing and competitive environment, we are capable of meeting all of Amazon's real estate requirements and then some.



# SELECTED SITES



**1 - TORONTO DOWNTOWN TORONTO**



**2 - MISSISSAUGA DOWNTOWN**



**3 - VAUGHAN METROPOLITAN CENTRE**



**4 - MARKHAM CENTRE**



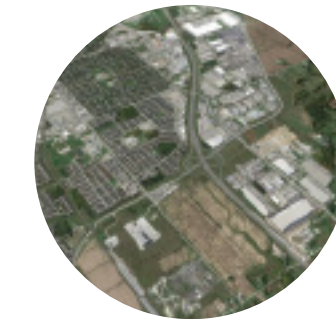
**5 - BRAMPTON POWERADE CENTRE**



**6 - PICKERING SEATON LANDS**



**7 - AJAX CARRUTHERS CREEK**



**8 - MILTON 401 FRONTING LAND**



**9 - OAKVILLE TRAFALGAR & 407**



**10 - BURLINGTON BRONTE MEADOWS**



One of the key elements to be considered in any alternative location analysis is the range of real estate options potentially available to the end-user. For Amazon, it will be important to consider locations not only for the new headquarters, but also additional sites that could present opportunities for growth and expansion across other business lines, now and in the years to come. Accordingly, Deloitte was retained to provide an independent review and strategic assessment of potential real estate options within the Toronto Region.

Toronto Region municipalities collectively submitted potential sites for consideration to Toronto Global. Deloitte then designed a screening and assessment framework based on Amazon's stated preferences and decision drivers. The framework was then applied to the submitted sites. Based on Deloitte's review, the sites were reviewed to determine immediate suitability for development as well as longer-term development potential.

The sites had to align with Amazon's requirements for a new headquarters facility:

- An ability to supply 500,000 square feet of office space within a dense, downtown urban environment;
- A wide range of amenities for employees, including restaurants, cultural amenities, retail shopping, education centres, etc;

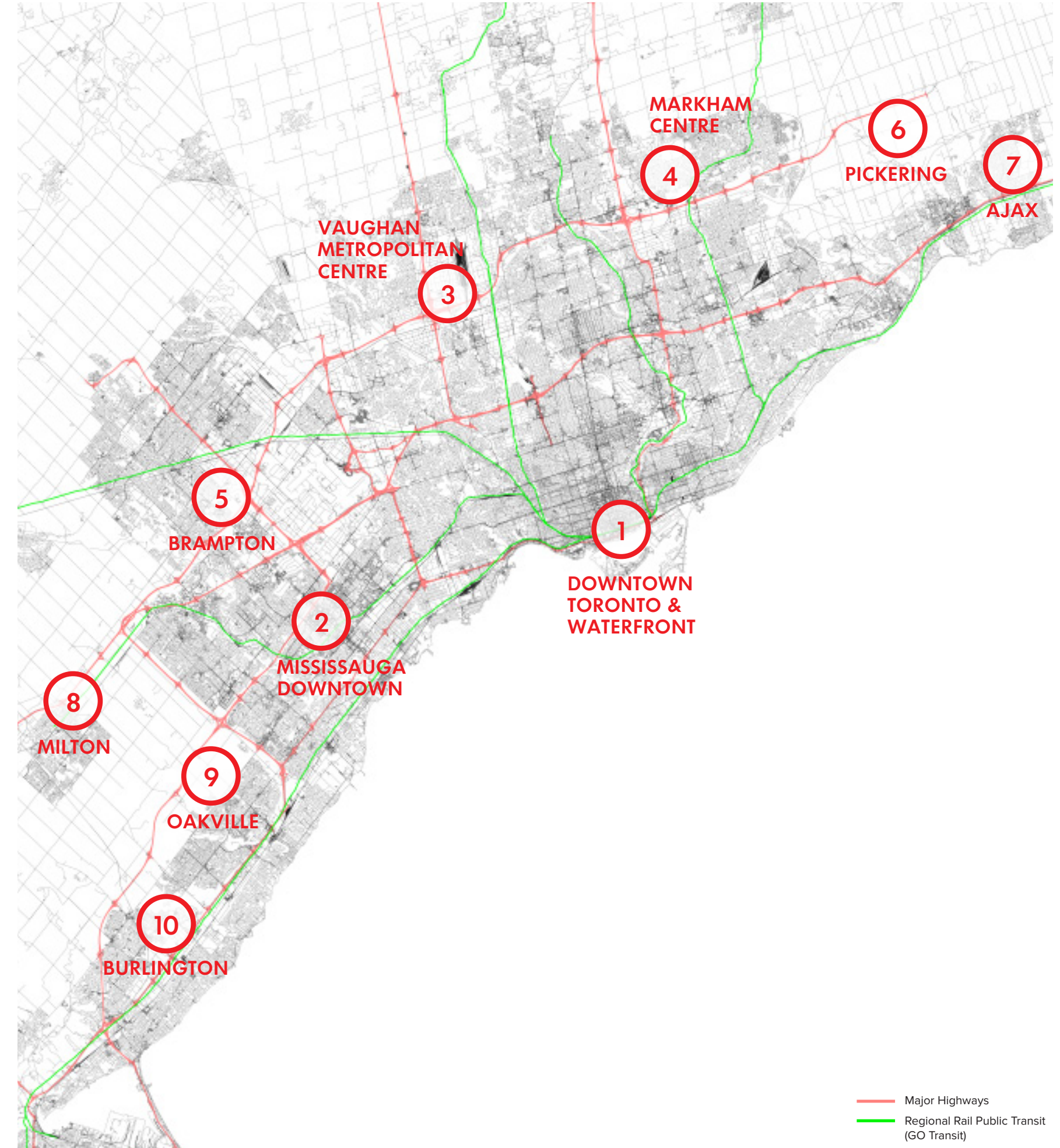
- A mass transit system capable of moving significant numbers of Amazon employees to/from their affordable homes across the region; and
- Centralized access to Toronto's system of major highways and roads that offer direct access to regional facilities, including Pearson International Airport.

Given the wide range of real estate options in the Toronto Region, the ability to accommodate longer-term space requirements of up to 8,000,000 square feet beyond 2027 is generally not considered a constraint.

Sites that could be made available for Amazon's growth and expansion in the Toronto Region, either for office or industrial-type uses, were determined to be those with the potential to supply Amazon's short-term office space requirement of 500,000 square feet (although the exact timing of the supply may be uncertain), proximity to the Pearson International Airport (within 35 miles), and access to mass transit, particularly GO rail lines and superior highway and arterial road access.

Within this framework, the relative merits of each of the potential real estate options becomes clear, either as an immediate location for the new headquarters or as an option to accommodate the space needs of Amazon's different lines of business as they continue to expand over the years to come.

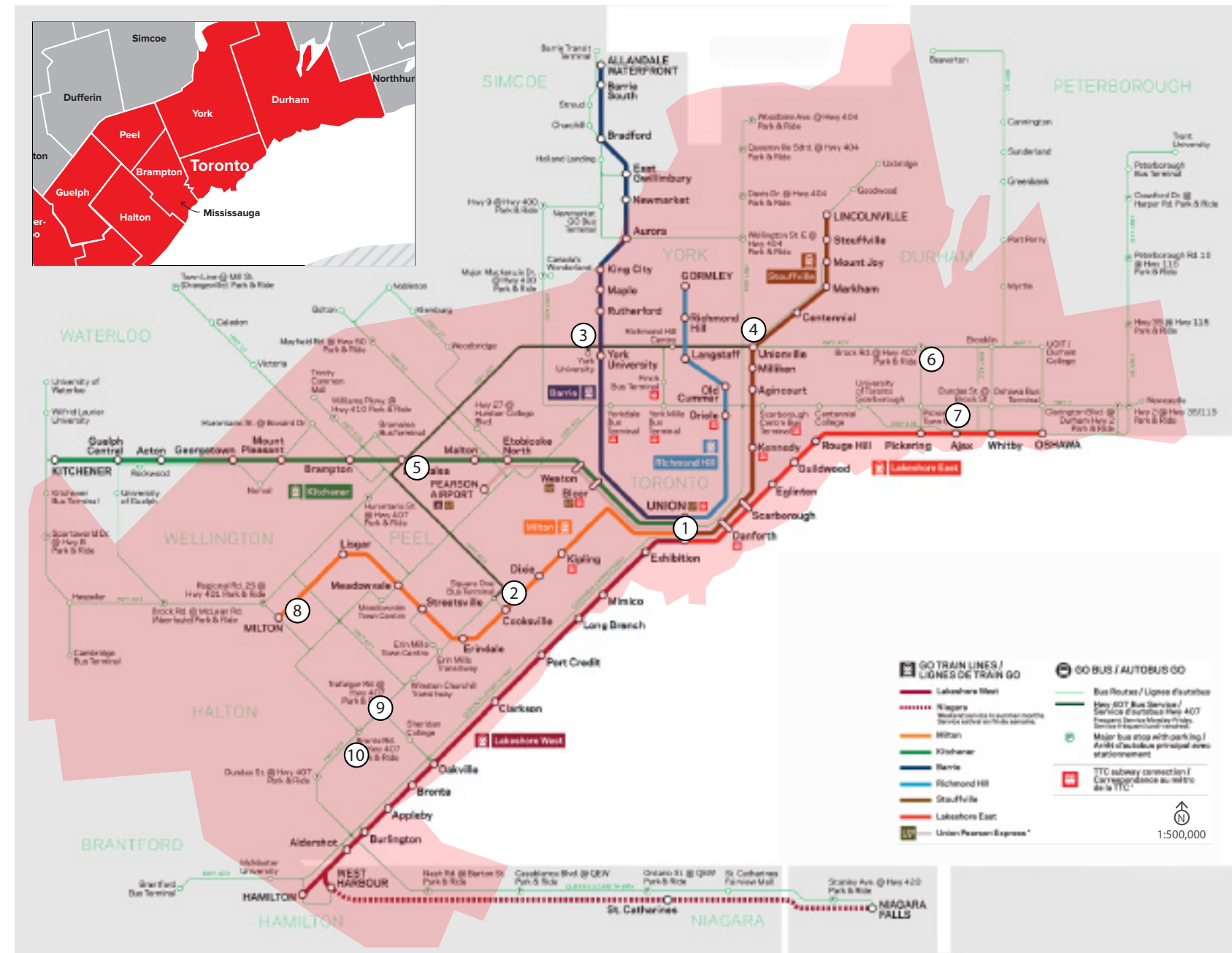
# SELECTION PROCESS



— Major Highways  
— Regional Rail Public Transit (GO Transit)

## REGIONAL TRAIN SYSTEM

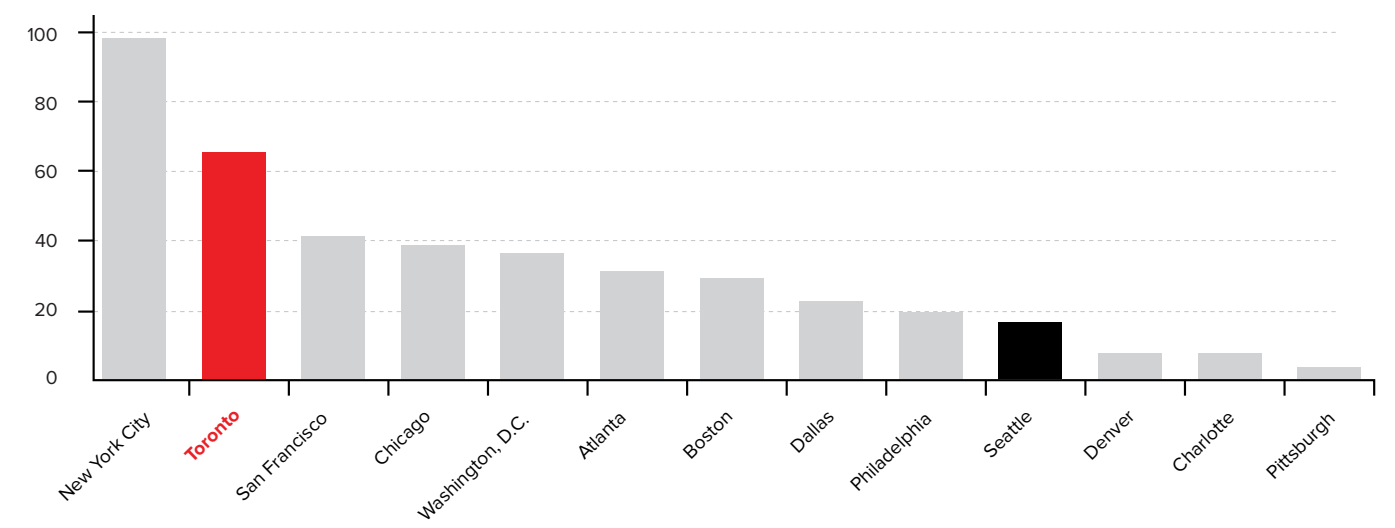
Metrolinx, 2017



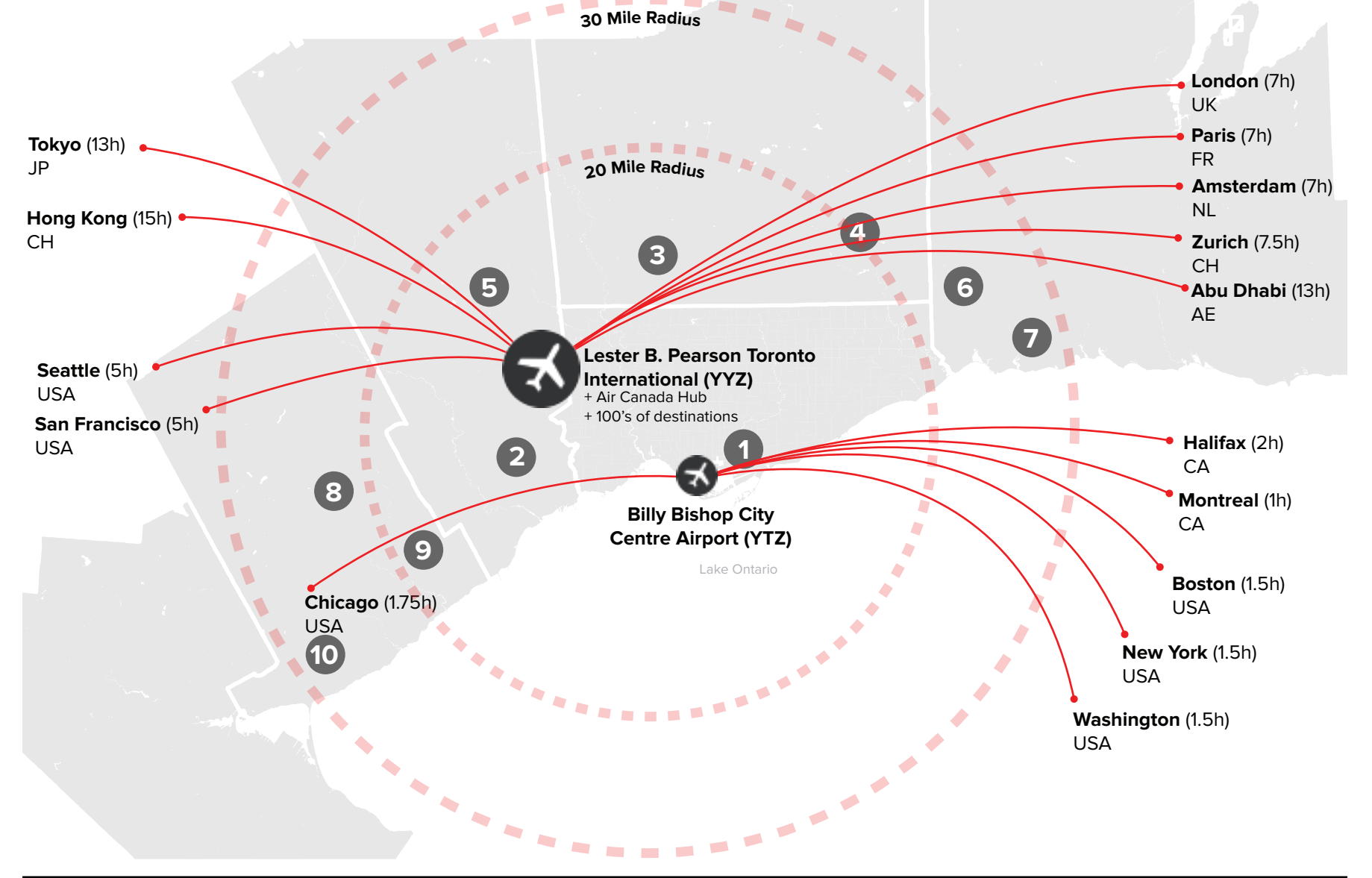
# REGIONAL INFRASTRUCTURE

### AIR CONNECTIVITY - TOTAL PASSENGER DEPARTURES 2017 (MILLIONS)

Source: Greater Toronto Airports Authority (GTAA), provided October 2018

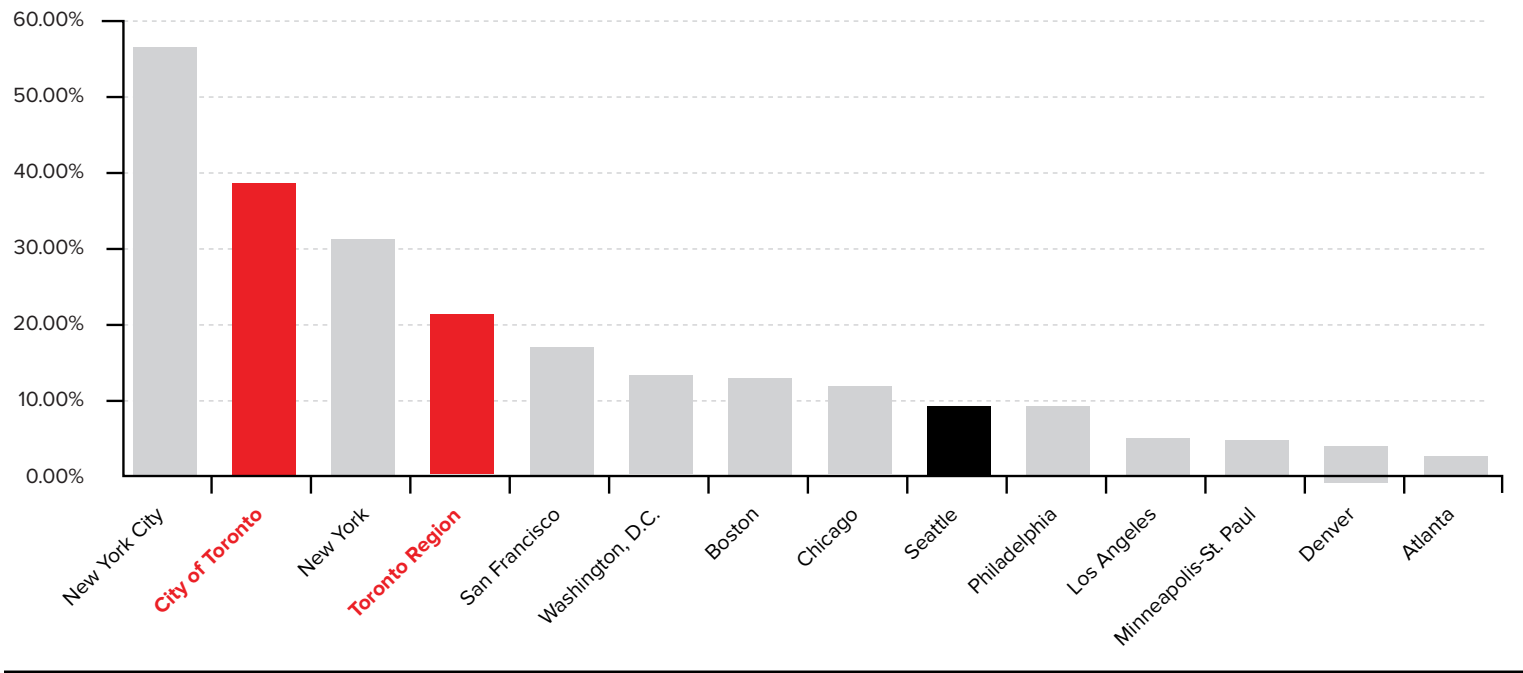


### PROXIMITY OF SITES TO MAJOR INTERNATIONAL AIRPORTS



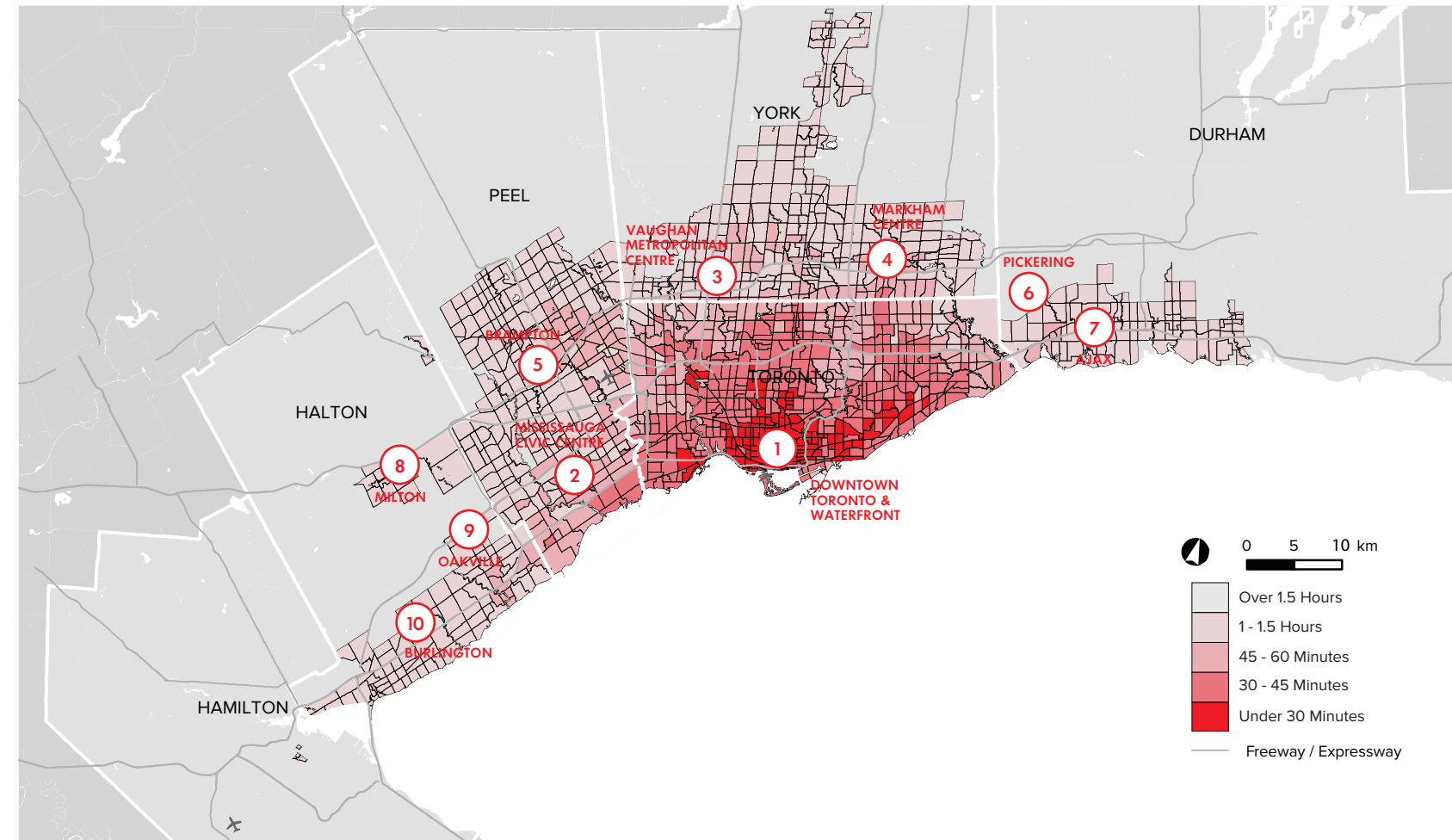
### PERCENTAGE OF POPULATION USING TRANSIT TO GET TO WORK

Source: Census 2016, Statistics Canada, US Census Bureau, American Community Survey, 1-Year Estimates, S0801: COMMUTING CHARACTERISTICS BY SEX



### AVERAGE TRANSIT TRAVEL TIME TO UNION STATION IN 2011

Source: Metrolinx, 2017



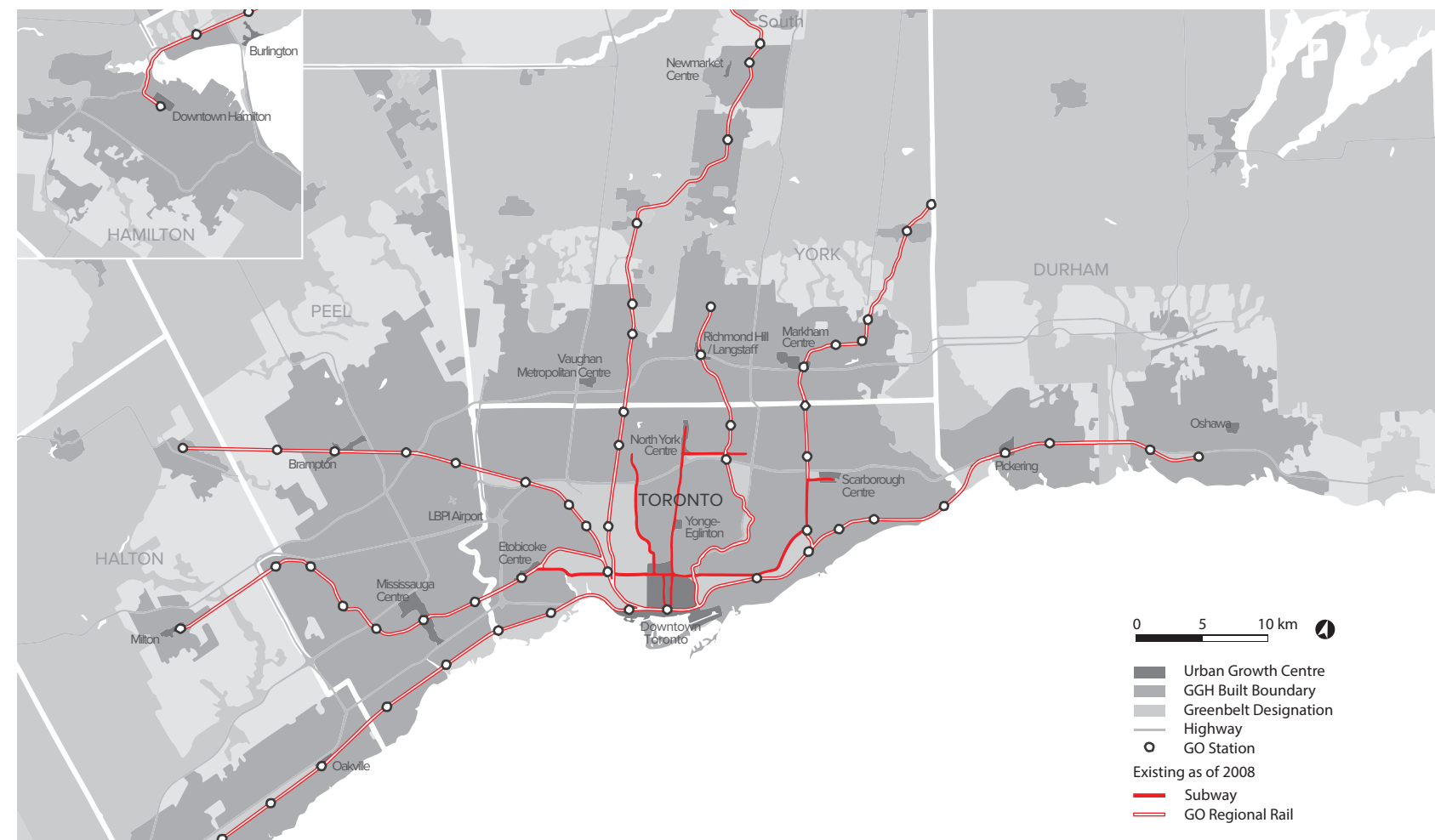
### TORONTO REGION CELL COVERAGE

Source: Bell, Rogers, Telus, Fido, Freedom, 2017



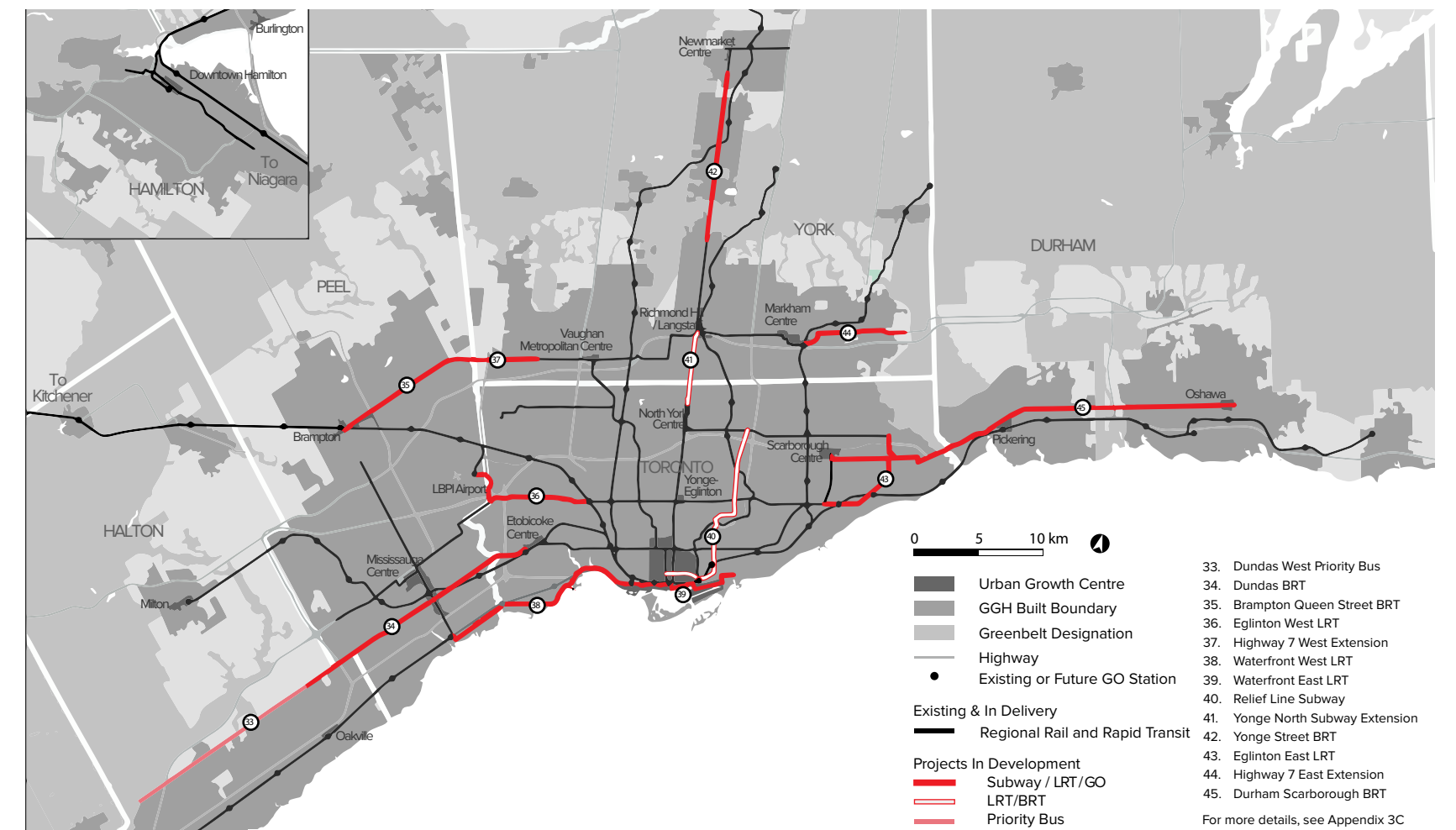
### 2008 REGIONAL RAIL AND RAPID TRANSIT NETWORK

Source: Metrolinx, 2017



### RAPID TRANSIT PROJECTS IN DEVELOPMENT

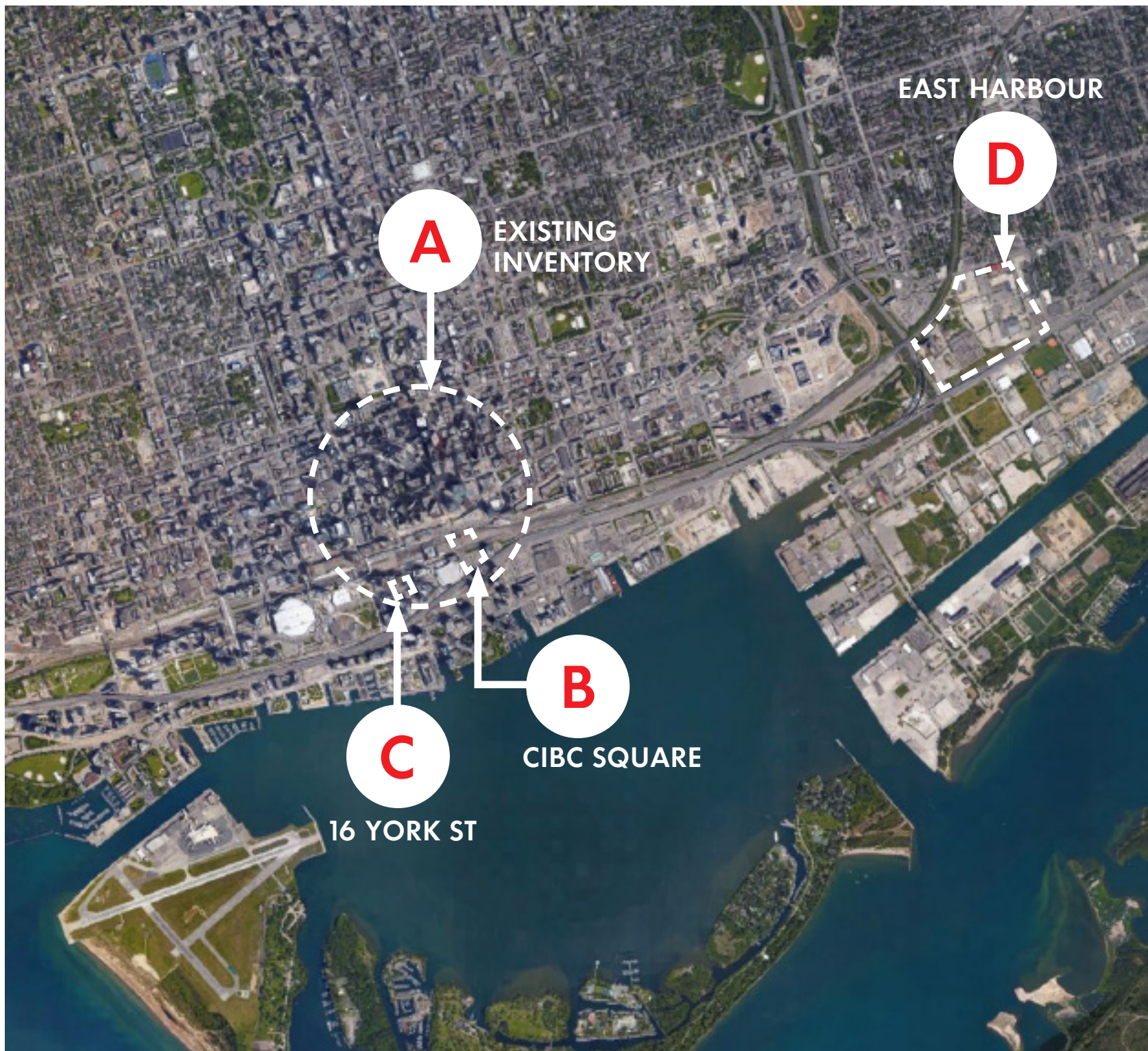
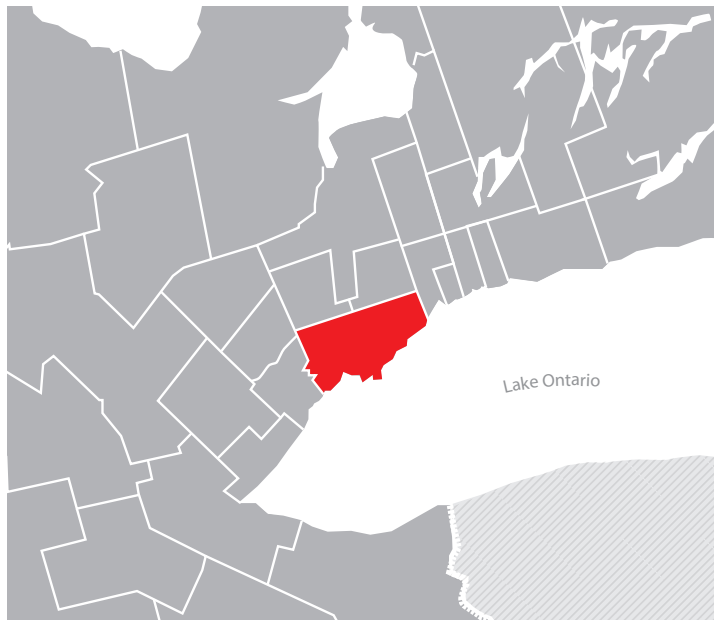
Source: Metrolinx, 2017



# 1 - DOWNTOWN TORONTO



DOWNTOWN TORONTO LOOKING TO THE WEST



"I will be Amazon's champion in making sure this is the fastest, easiest place to do business, and ensuring that the company's success is driven by our city's success."

"There's no place in the world that has greater talent, diversity, ambition and accomplishments than Toronto and its surrounding region."

"This is the place for any company looking to tap into the potential of a truly global marketplace and a stable, innovative, forward-looking economy."

—Mayor of Toronto, John Tory



## INTRODUCTION

The Downtown Toronto precinct offers a range of office alternatives for Amazon to consider in its growth strategy. With 2.7 million people, the City of Toronto is one of the largest central city population centres in North America. In recent years, employment has grown rapidly and the city has 1.5 million jobs, with some 500,000 located in the downtown core. Downtown Toronto boasts a diverse base of office occupiers from a wide range of industries including financial and professional services along with retail, information, communication & technology, fashion, film, tourism and life sciences industries to name a few. Amazon is currently situated in Downtown Toronto and fully understands the benefits that this dynamic office market offers.

Amazon has many options to choose from across Downtown Toronto to ensure that its business requirements are clearly addressed. For example, a number of existing buildings have vacant space that together could accommodate Amazon today – creating a precinct similar to the Seattle campus. Alternately, Downtown Toronto currently has fourteen high quality office developments that offer roughly 18 million square feet of new space that could be delivered between 2019 to 2026. Downtown Toronto also offers an abundance of additional development sites that could deliver up to 42 million square feet downtown should Amazon require a wider range of alternatives.

In terms of environment and amenities, Downtown Toronto is the business, financial and cultural capital of Canada, and boasts a vibrant and diverse community - surrounded by liveable, walkable, bike-friendly, turn of the century residential neighbourhoods with access to a large number of hospitals, universities, colleges, restaurants, and entertainment. Downtown Toronto provides the potential for an urban campus very similar to the current Seattle location, including access to mass transit, the

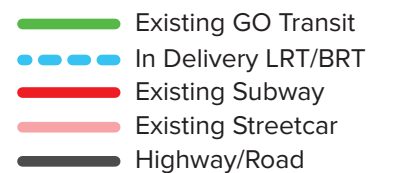
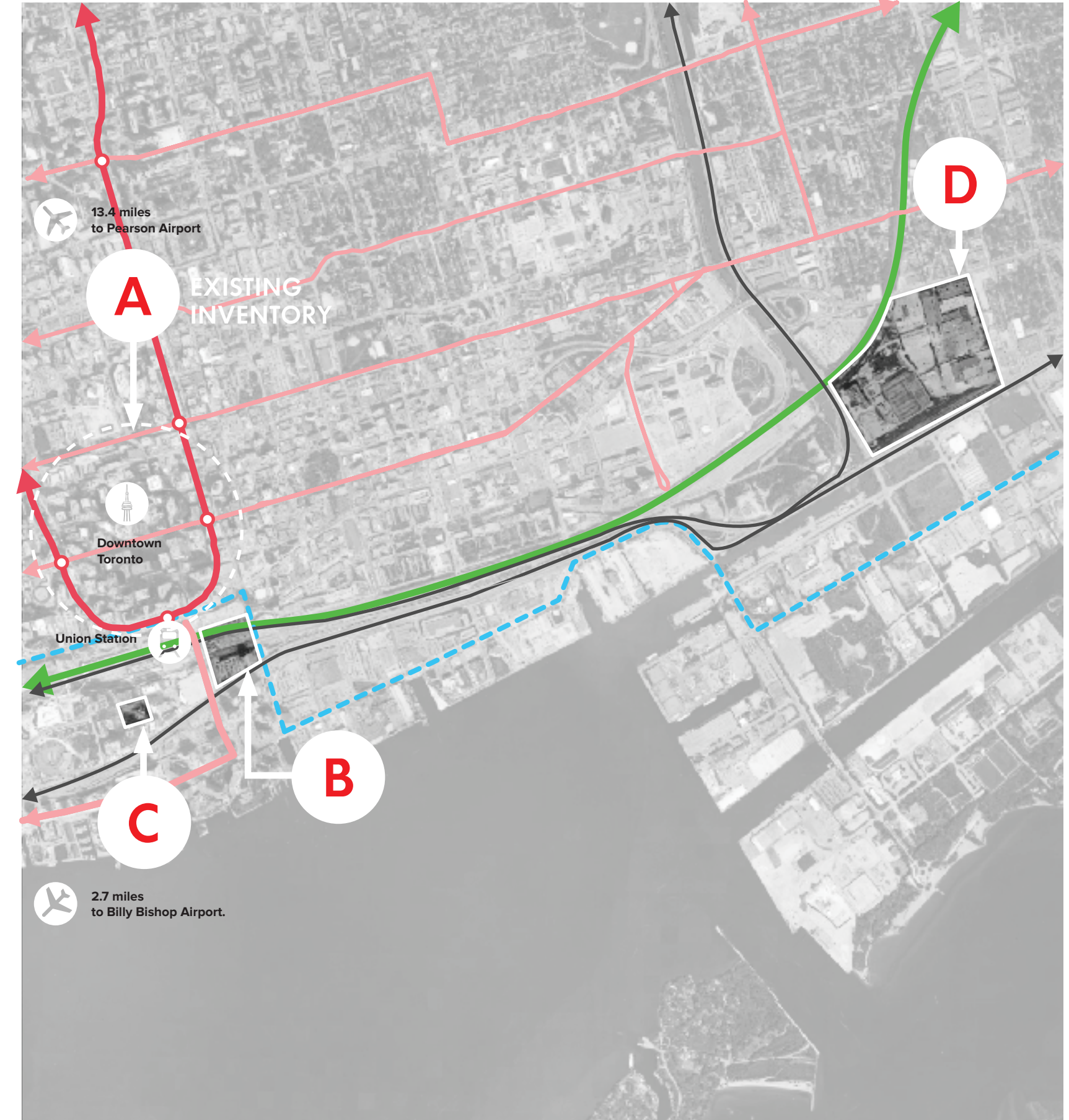
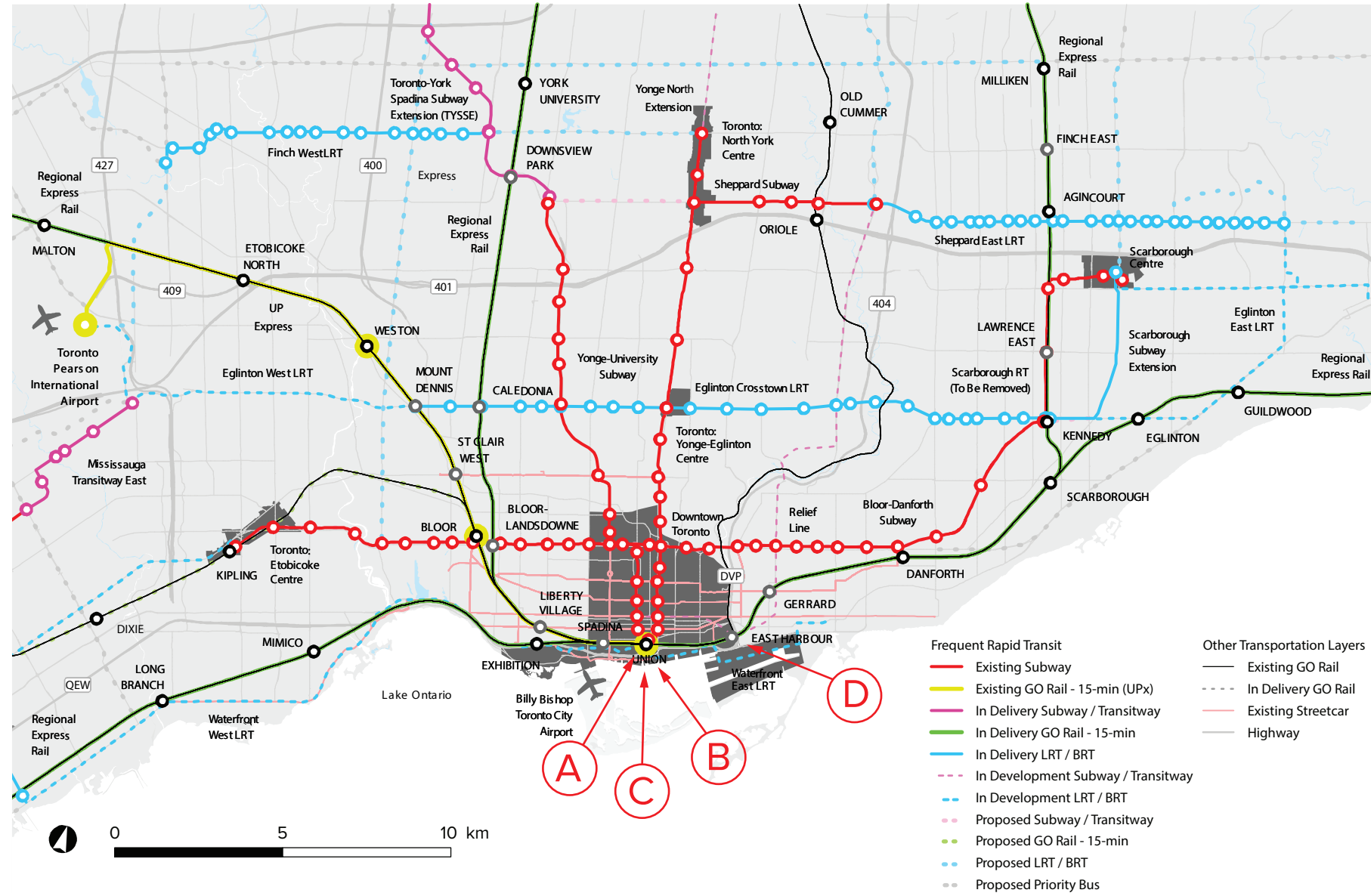
waterfront, and regional air travel at the Billy Bishop Toronto City Airport, as well as close proximity and a direct rail link to the Lester B. Pearson International Airport in Mississauga. The sheer number of recent and pending state-of-the-art office buildings are a clear indication of the city's renewed attraction for new business investment.

Downtown Toronto offers tremendous mass transit access to employees across the Toronto Region. Union Station provides employees direct access to Metrolinx's GO Transit rail and bus service, along with the Toronto Transit Commission (TTC)'s subway and buses throughout the city. This enhanced access allows employees choice for their place of residence – from Downtown Toronto lifestyles, through to suburban or rural communities sprinkled across the region.

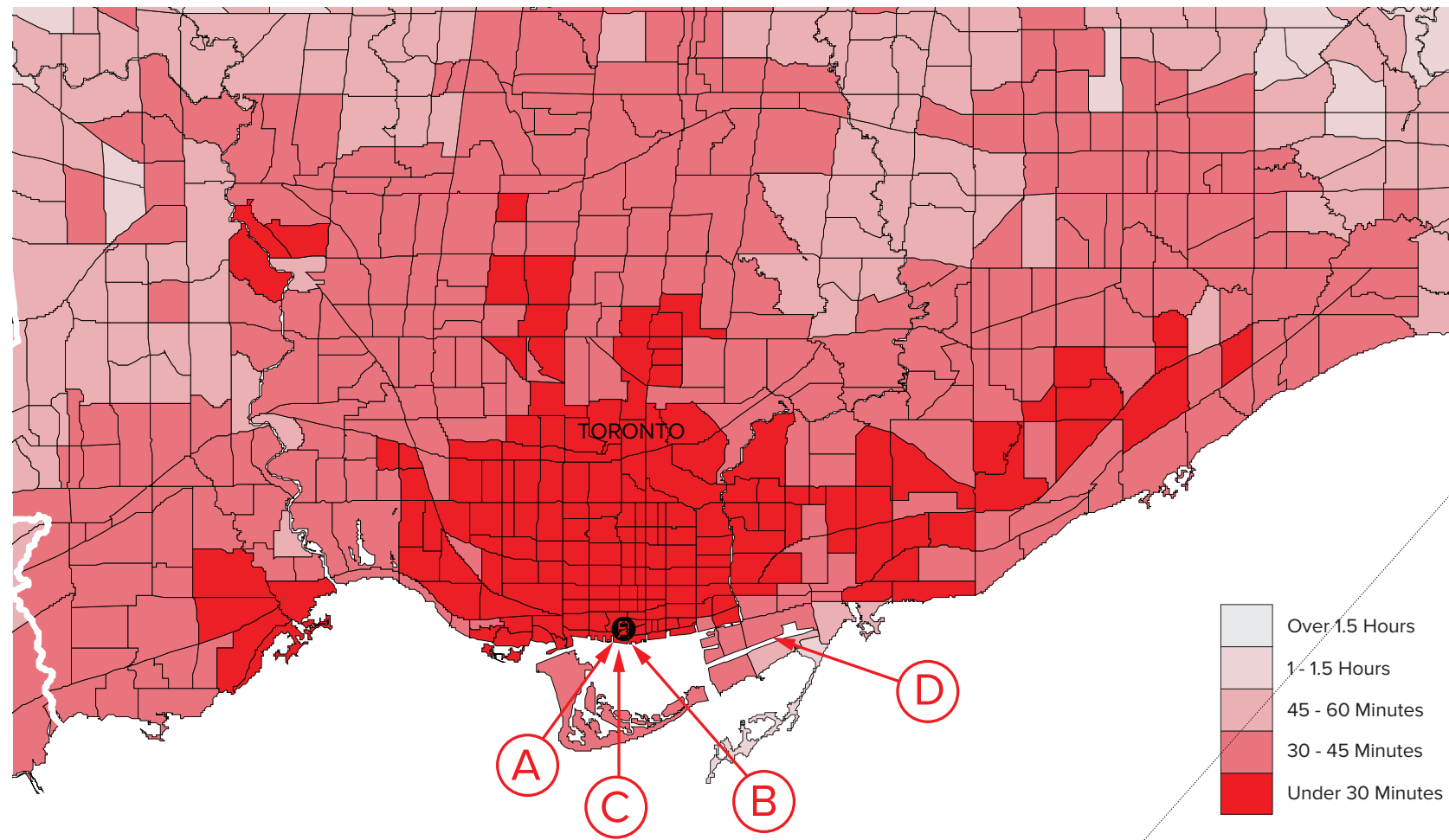
In addition, Downtown Toronto benefits from access to the "PATH System" which is the largest continuous underground pedestrian system, as well as the largest underground shopping complex in the world that links offices, hotels, shopping centres, and tourist, entertainment and business attractions. The PATH provides the central connection network across the city and in turn, through mass transit, across the region.

Downtown Toronto locations also provide a unique urban culture and access to a large and rapidly growing community of young urbanites who enjoy the work-life balance and amenities that the city offers. Downtown Toronto and surrounding areas also provide a high concentration of cultural facilities, including major sporting event and performing arts venues, museums, and a varied local arts landscape.

# SITE TRANSIT INFRASTRUCTURE

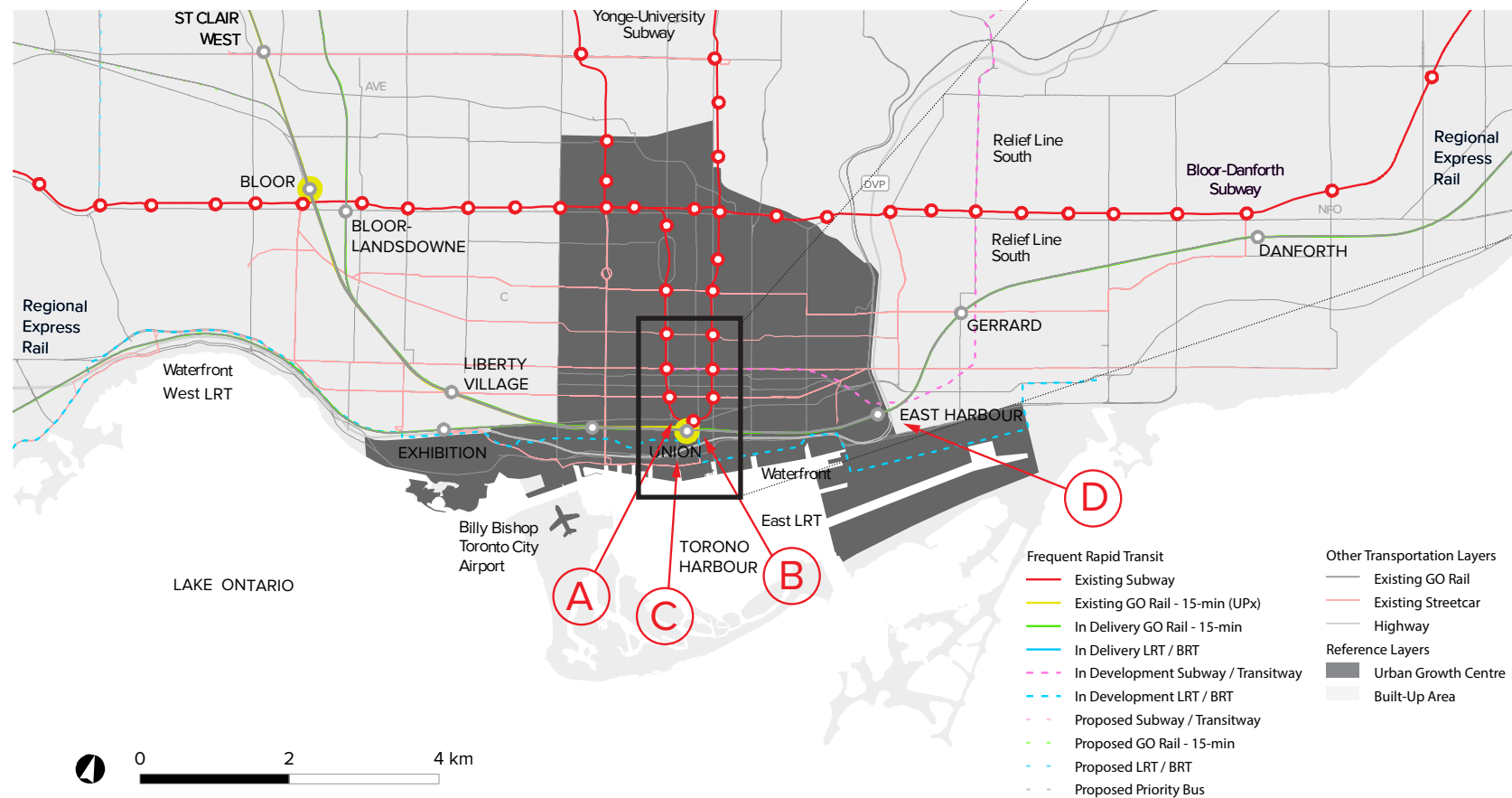


300m



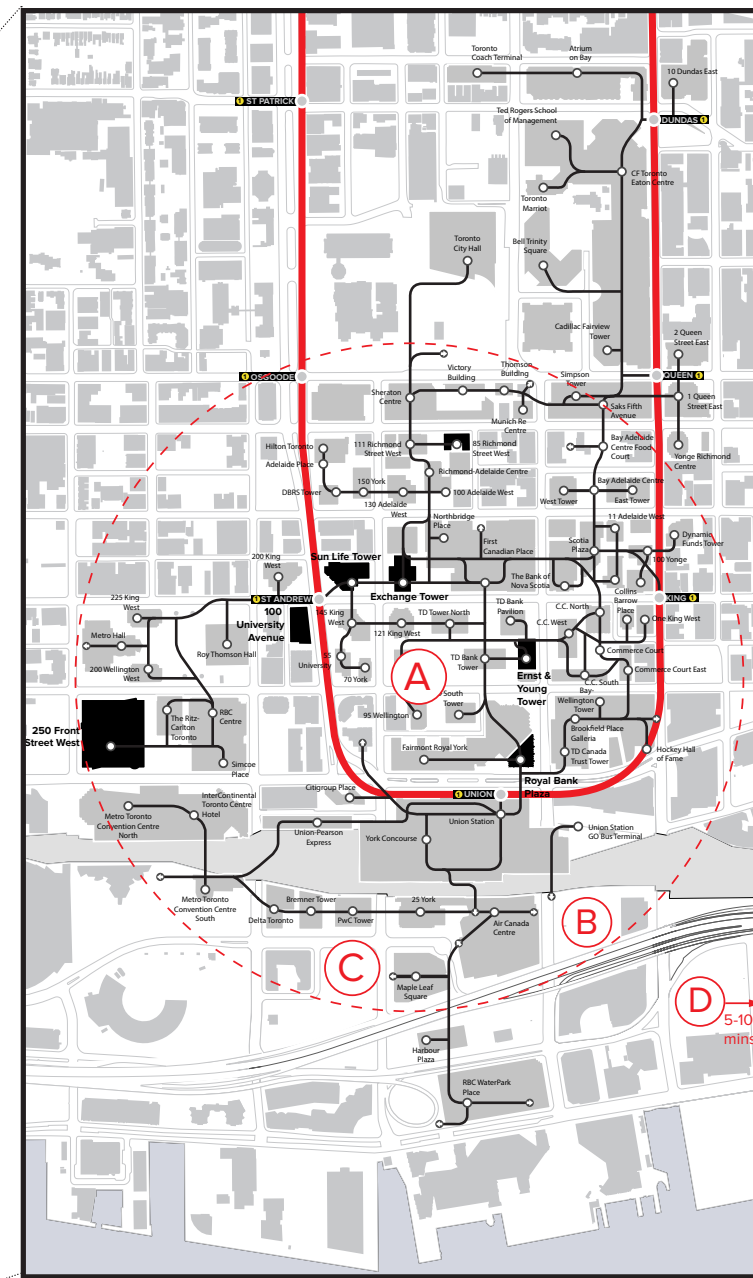
AVERAGE TRANSIT TRAVEL TIME TO UNION STATION IN 2011

Source: Metrolinx, 2017

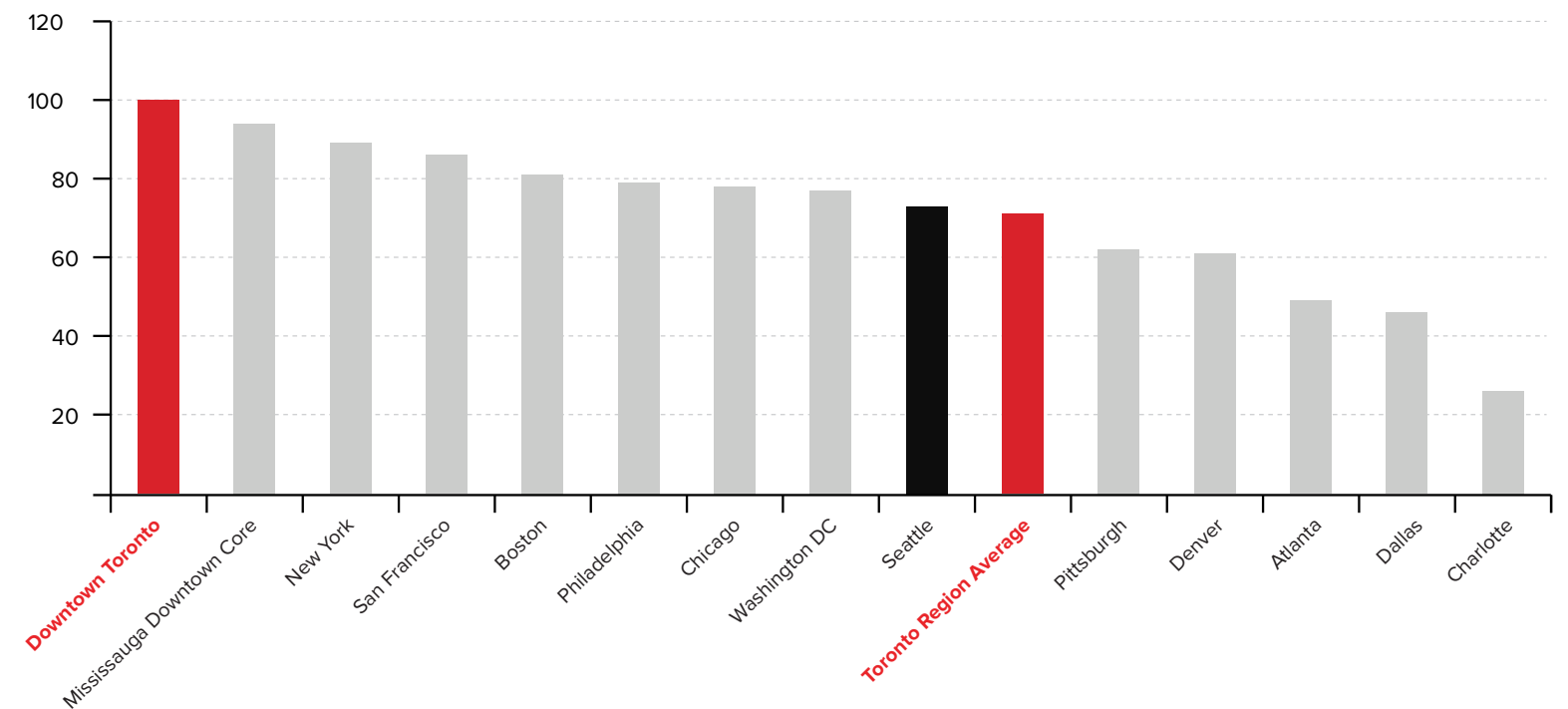


FREQUENT RAPID TRANSIT NETWORK IN TORONTO

Source: Metrolinx, 2017



UNDERGROUND PATH NETWORK



WALK SCORE

Source: US: American Community Survey, 2016, CAN: National Household Survey, 2013

Downtown Toronto is one of the most accessible office nodes in the region due to the vast MetroLinx train network and Toronto Transit Commission (subway), LRT, and buses. Union Station provides direct connections and offers employees access to housing choices across the Toronto Region. Union Station is Canada's busiest and most important multimodal passenger transportation hub, and serves a quarter-million people every day. Union Station remains a major focal point for Downtown Toronto and allows employees easy access to homes across the Region. In 1975, Union Station was designated as a National Historical Site as it is the country's finest example of a classical beaux-arts-style railway station and the largest urban train station.



# A DOWNTOWN TORONTO - EXISTING INVENTORY

### 150 KING WEST

Sun Life

1984

**\$33 + 30/SF**  
AVAILABLE Q3 2017

**UNIT 4-8,11**  
117,399 SF  
OF 556,058 SF

28

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### EXCHANGE TOWER

Brookfield Office Properties

1981

**\$27 + 30/SF**  
AVAILABLE Q4 2018

**UNIT 3,4,9,17,19,33,34**  
204,725 SF  
OF 1,029,000 SF

36

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### 121 BLOOR STREET WEST

Credit Suisse

1982

**\$24 + 23/SF**  
AVAILABLE Q3 2018

**UNIT 8-15**  
129,594 SF  
OF 231,709 SF

17

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### 100 UNIVERSITY AVENUE

Manulife

1996

**\$27 + 20/SF**  
AVAILABLE Q2 2018

**UNIT 3-6**  
105,845 SF  
OF 282,901 SF

12

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### RICHMOND-ADELAIDE CENTRE

Oxford Properties

1923

2010

**\$33 + 23/SF**  
AVAILABLE Q4 2019

**UNIT 01-11**  
172,237 SF  
OF 172,237 SF

11

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### CANADIAN BROADCASTING CENTRE

CBC

1992

**\$28 + 20/SF**  
AVAILABLE Q2 2018

**UNIT 2,5,6**  
131,415 SF  
OF 1,400,000 SF

10

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### ERNST & YOUNG TOWER

Cadillac Fairview Corporation Limited | Ontario Pension Board

1969

1992

**\$30 + 32/SF**  
AVAILABLE UP TO Q3 2018

**UNIT 18-26**  
173,581 SF  
OF 512,363 SF

31

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### UNION STATION (EAST WING)

Osmington Inc. | City of Toronto

1873

1970

2009-18

**\$ - /SF**  
AVAILABLE Q3 2017

**UNIT 1-4**  
105,000 SF  
OF 105,000 SF

4

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

### ROYAL BANK PLAZA

Canadian Pension Plan Investment Board | Oxford Properties

1979

2009

**\$34 + 33/SF**  
AVAILABLE Q3 2019

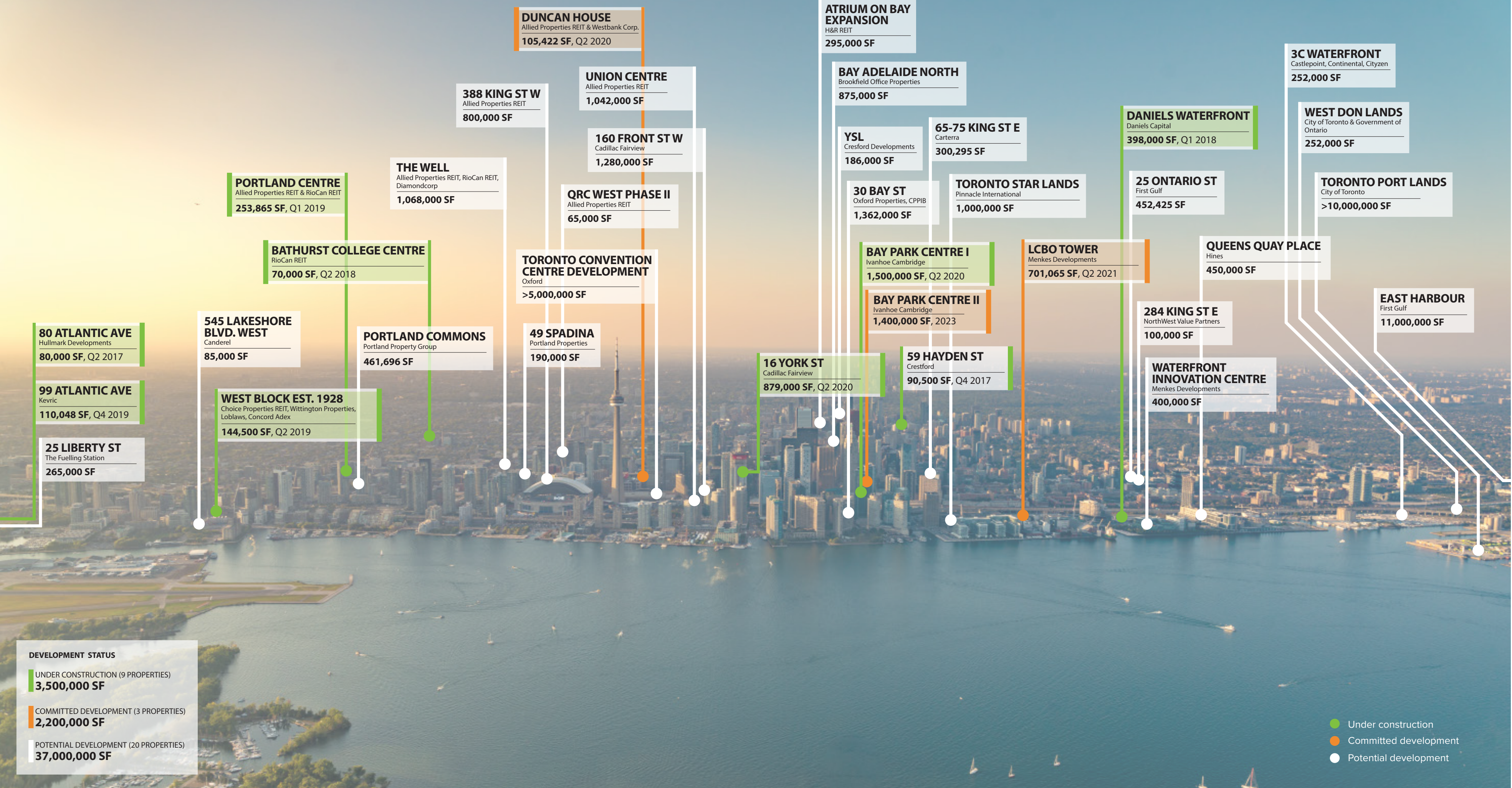
**UNIT 33-38**  
169,795 SF  
OF 1,019,750 SF

40

Icons: P, \$, X, GYM, POST OFFICE, RESTAURANT, CHILD CARE, CONNECTION TO PATH

<p><b>BUILDING DATA</b></p> <p>1969 1992</p> <p>YEAR BUILT &amp; YEAR RENOVATED</p> <p><b>\$28 + 20/SF</b> AVAILABLE Q2 2018</p> <p>RENTAL RATE + ADDITIONAL RATE DATE AVAILABLE</p> <p><b>UNIT 11-20</b> 500,000 SF OF 1,000,000 SF</p> <p>20</p> <p>BUILDING HEIGHT (FLOORS)</p> <p>AVAILABLE AREA (SF) TOTAL BUILDING AREA (SF)</p>	<p><b>RETAIL ECOSYSTEM</b></p> <p>GYM</p> <p>DRY CLEANING</p> <p>PARKING</p> <p>POST OFFICE</p> <p>BANK</p> <p>GROCERY</p> <p>RESTAURANT</p> <p>MEDICAL CLINIC</p> <p>CHILD CARE</p> <p>CONNECTION TO PATH</p>	<p><b>EXISTING INVENTORY</b></p> <p><b>1,309,591 SF</b> OF 5,309,018 SF</p> <p>FROM 9 SELECTED PROPERTIES</p>
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# FUTURE OPPORTUNITIES



**DEVELOPMENT STATUS**

- UNDER CONSTRUCTION (9 PROPERTIES)  
**3,500,000 SF**
- COMMITTED DEVELOPMENT (3 PROPERTIES)  
**2,200,000 SF**
- POTENTIAL DEVELOPMENT (20 PROPERTIES)  
**37,000,000 SF**

- Under construction
- Committed development
- Potential development

# B CIBC SQUARE - CURRENT

## Background

The CIBC Square is a two-phase office and retail development at 81 and 141 Bay Street. Phase 1 at 81 Bay is anticipated to accommodate a 49-storey, 1,300,000 square foot office tower. Phase 2 at 141 Bay will comprise of a 54-storey, 1,400,000 square foot office tower. The project will also include a retail podium, underground parking garage, and bus terminal at street level.

**Developer** Ivanhoe Cambridge & Hines

## Total Development Potential

Total: 2,700,000 square feet  
 Office: 2,500,000 square feet  
 Retail/Cultural/Institutional: 200,000 square feet

## Timeline

The first building will be a retrofit and addition to an existing building, to be completed in 2019 and can accommodate the initial 500,000 square foot requirement  
 Phase 1 (Existing Building): 2019  
 Future plans can be delivered in 2023



# B CIBC SQUARE - PROPOSED DEVELOPMENT

## Distance to Population Centre

CIBC Square is located in the south Financial core with direct access to Union Station, a new GO Bus Terminal and a park on the south end of the site.

## Distance to Airport

16 Miles from Toronto Pearson International  
 1 Mile from Billy Bishop Airport



## C 16 YORK STREET - CURRENT



## C 16 YORK STREET - PROPOSED DEVELOPMENT

Cadillac Fairview is constructing an office tower in Downtown Toronto “without any pre-leasing.” They are teaming up with the Ontario Pension Board and plan to move ahead with its development without any pre-lease tenants. The 32-storey, 879,000-square foot building will cost \$479 million.

In the immediate area the neighbourhood features a wide selection of restaurants, hotels and great shopping. The Air Canada Centre, Rogers Centre, and the Metro Toronto Convention Centre are all nearby.

### Total Development Potential

Total: 894,500 square feet

Office: 879,000 square feet

Retail/Cultural/Institutional: 15,500 square feet

**Developer** Cadillac Fairview

**Timeline** The building is expected to be completed in Q2 2020 and can accommodate expansion beyond the initial 500,000 square foot requirement.

**Centralized Location** 16 York is just steps away to Union Station. The property is accessible no matter the weather via 16 York’s direct connection to PATH. Toronto’s international airport can be accessed by express transit from Union Station in 25 minutes, while Billy Bishop Airport is just a 10 minute cab ride away.



# D EAST HARBOUR - EXISTING BUILDINGS

**Soap Factory** 150,000 square feet  
 Opportunities to expand this building to as much as 500,000 square feet by adding to the original structure.

**Existing Warehouse** 220,000 square feet

**Film Studio** 125,000 square feet  
 Comprised of a combination of office space and film studio/sound stage space. Opportunities to create mezzanine space within the studio/sound stage areas to create additional leaseable area.

There are also a handful of smaller buildings of between 5,000-20,000 square feet each. These could theoretically add another 40,000-50,000 square feet of leaseable area.

**Timeline**  
 The first building will be a retrofit and addition to an existing building, to be completed in 2019, and can accommodate the initial 500,000 square foot requirement.



# D EAST HARBOUR - PROPOSED DEVELOPMENT

A master planned, 100-acre site in Downtown Toronto, East Harbour will become a vibrant new urban destination comprising 17-million square feet of urban office, retail, restaurants, cultural, and entertainment uses, as well as spectacular parks, public spaces, and 4,000 units of housing. New development will be seamlessly integrated with a regionally-connected transit hub, and will accommodate leading-edge sustainable infrastructure and technology. Rising from its industrial past, East Harbour represents the next generation of the workplace. It is an unparalleled site that provides the advantages of being part of the city, as well as all the amenities and customization potential of a purpose-built corporate campus.

**Total Development Potential**  
 Total: 17 million square feet  
 Office: 11 million square feet  
 Retail/Cultural/Institutional: 2 million square feet  
 Residential: 4 million square feet

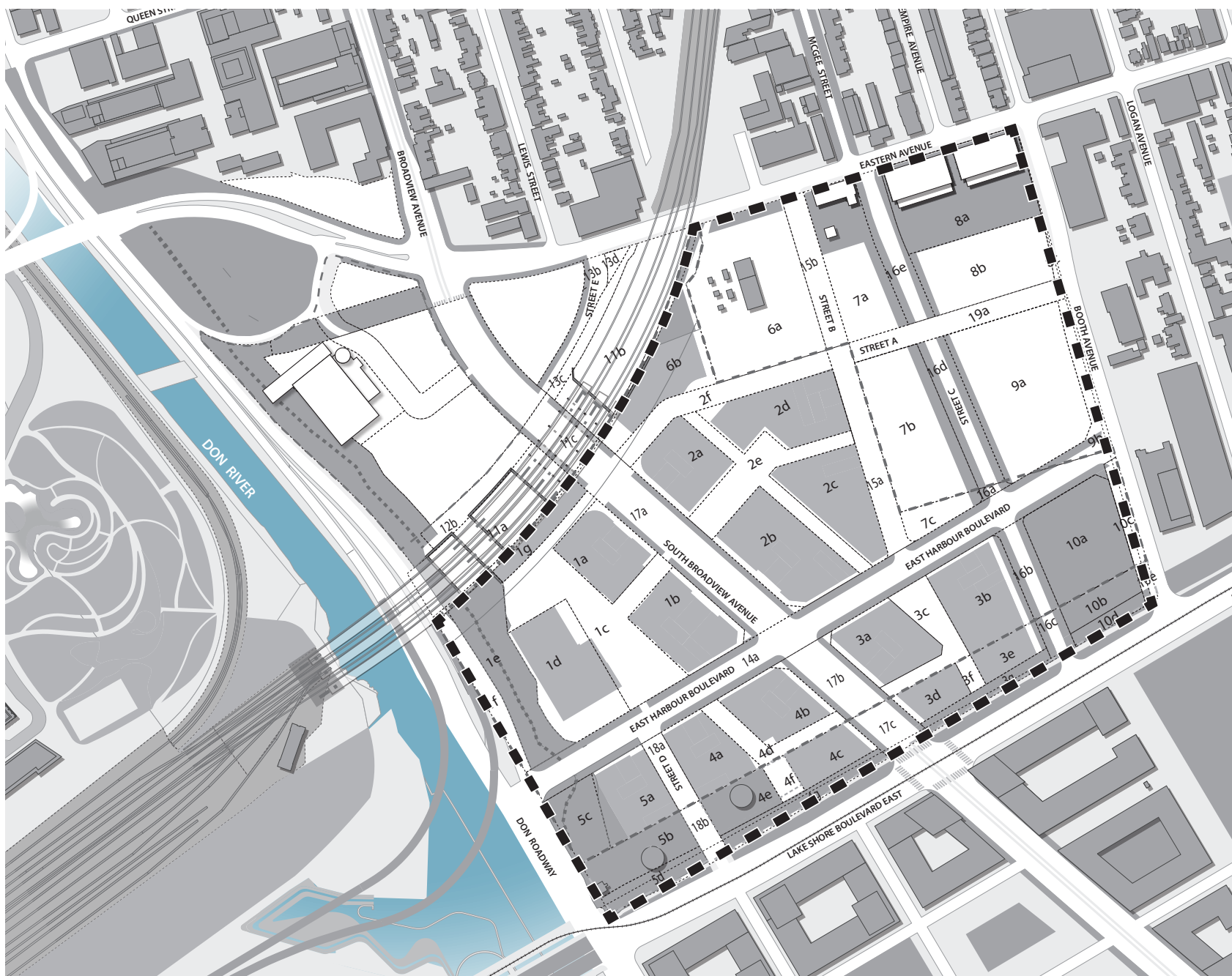
**Timeline**  
 The first building will be a retrofit and addition to an existing building, to be completed in 2019 and can accommodate the initial 500,000 square foot requirement.  
 Phase 1 (Existing Building): 2019  
 Future plans can be delivered in 2023

**Developer** First Gulf





EAST HARBOUR LOCATION MAP



EAST HARBOUR DEVELOPMENT PLAN



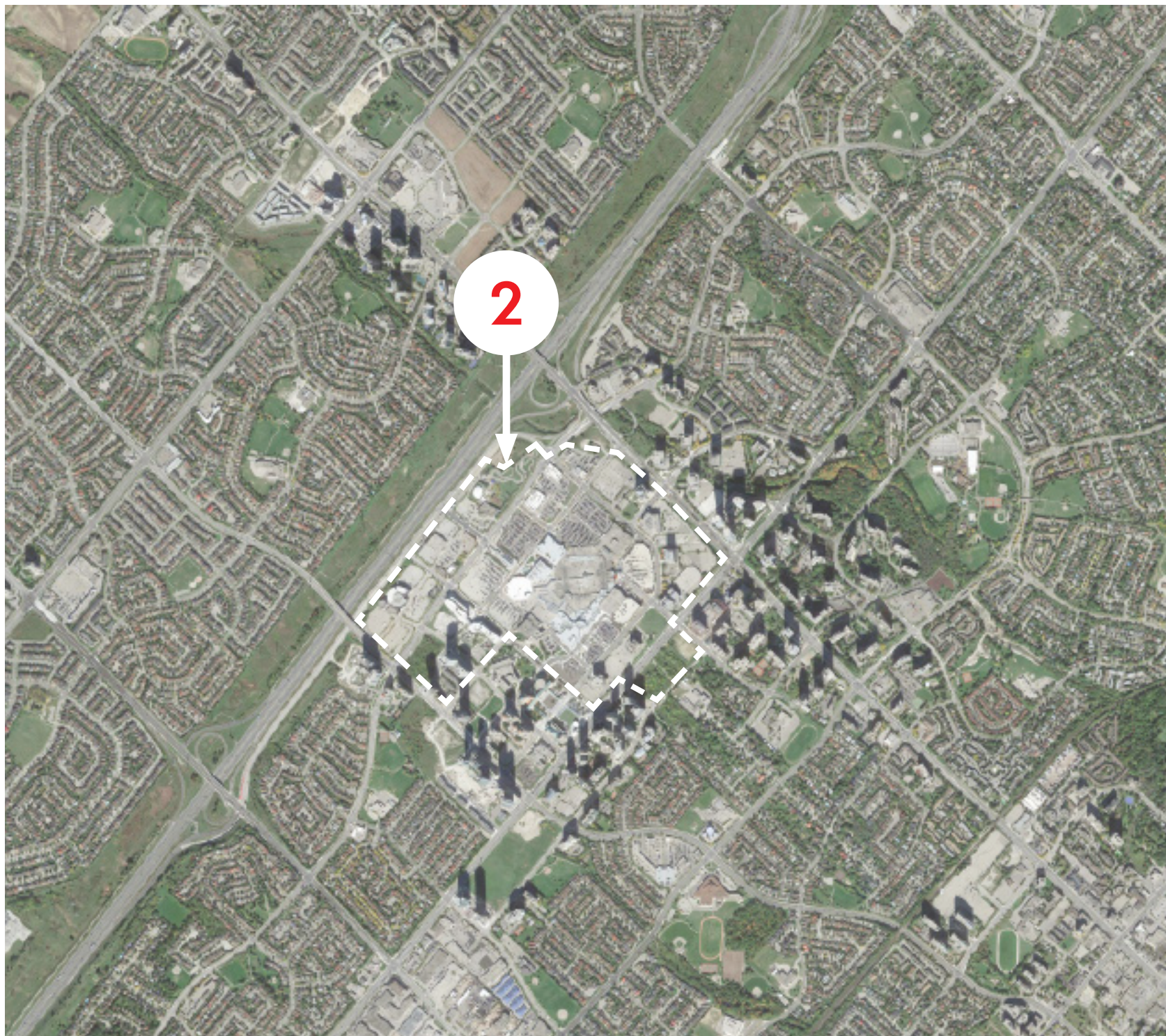
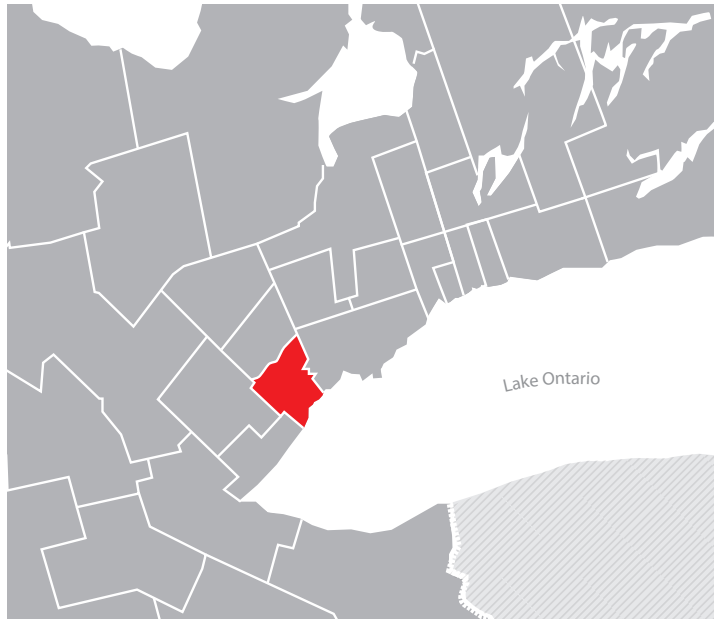
EAST HARBOUR DEVELOPMENT PERSPECTIVE



EAST HARBOUR DEVELOPMENT PERSPECTIVE

# 2 - MISSISSAUGA DOWNTOWN





**"Home to over 70 Fortune 500 regional headquarters, the City of Mississauga is no stranger to hosting globally-connected companies. Without question, this is the leading destination for Amazon to invest. Mississauga and the Toronto Region have highly-skilled talent, national infrastructure, and access to international markets. We are committed to working with other cities across the region and our federal and provincial partners to welcome Amazon."**

**—Mayor of Mississauga, Bonnie Crombie**



## INTRODUCTION

Mississauga's Downtown site provides an urban campus in a mature suburban location situated to the west of the City of Toronto. Mississauga has a population of some 766,000 residents within the larger Toronto Region population of 7.4 million. It also boasts some 86,000 businesses that employ 428,000 people within the larger regional network. The city is home to the University of Toronto Mississauga Campus, and Sheridan College Institute of Technology and Advanced Learning.

Mississauga is directly adjacent to Toronto's Pearson International Airport. It offers an extensive highway network that serves the region and provides access to both Canadian and U.S. markets of some 141 million consumers. Mississauga also offers direct mass transit access to the City of Toronto through the newly developed/developing GO rail and LRT transit system.

With a current population of over 700,000, the City of Mississauga is one of the largest municipalities within the Toronto Region and attractive for its supply of relatively affordable, family-oriented housing.

### Mississauga's Downtown site

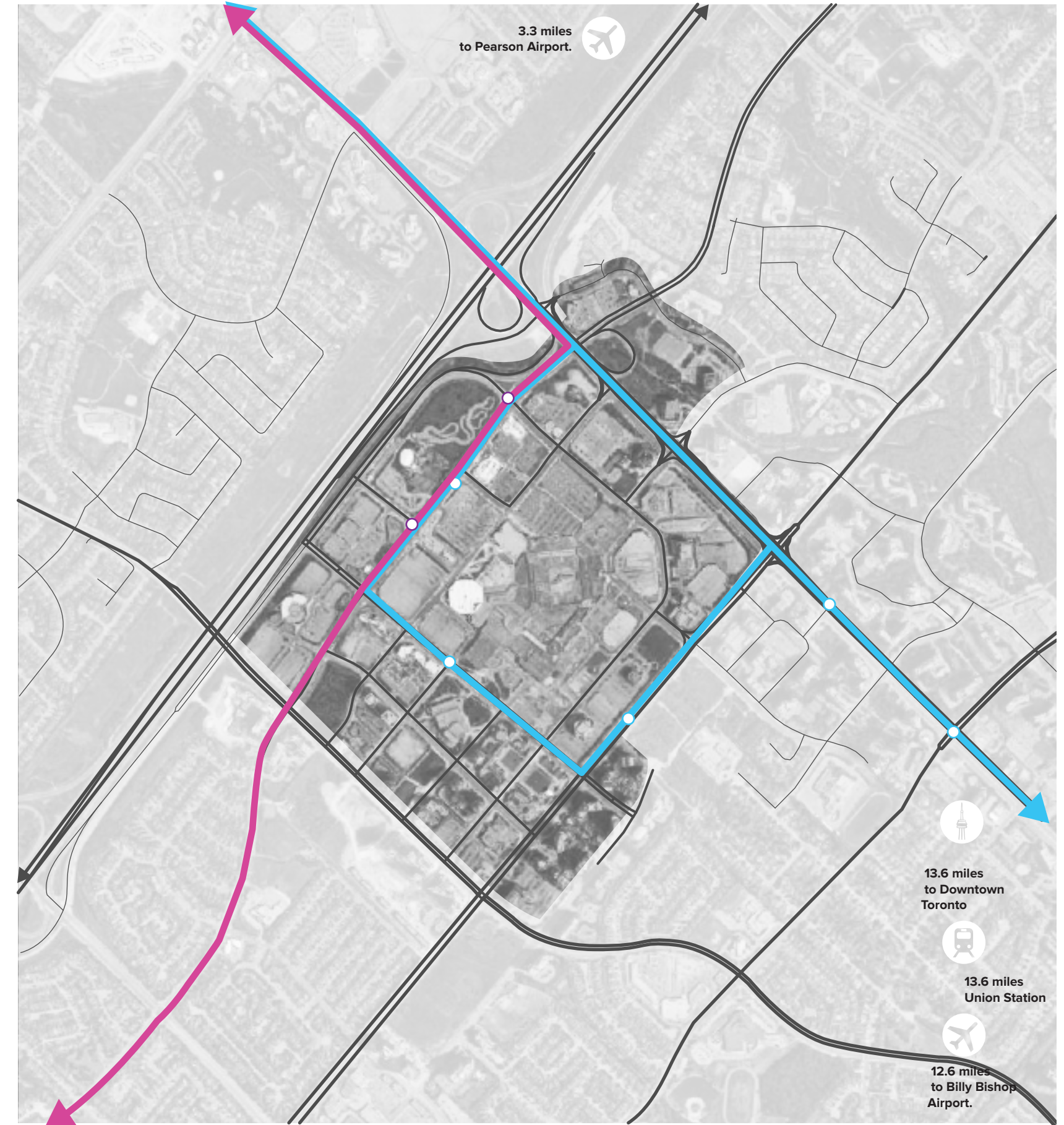
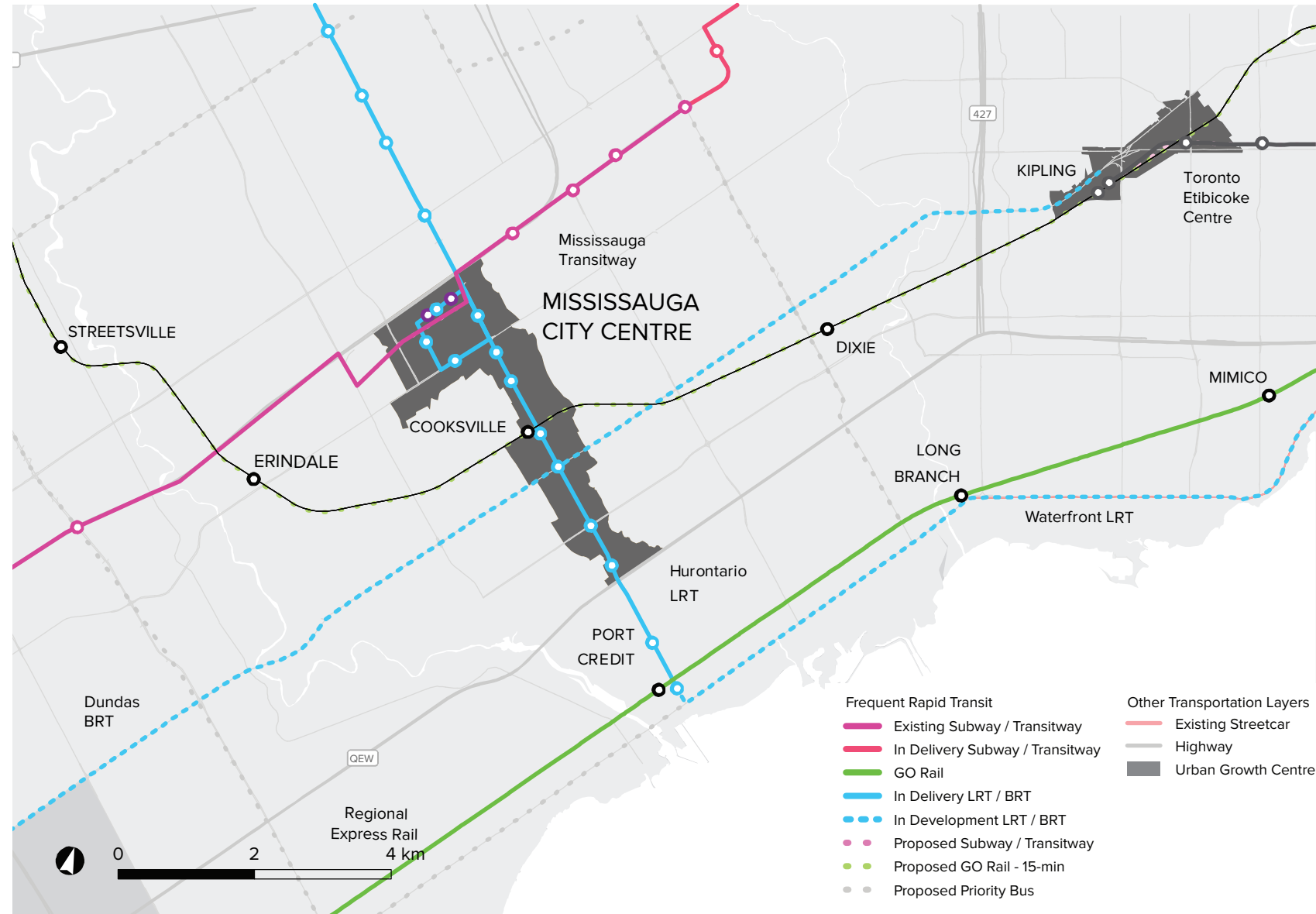
Mississauga's Downtown site offers Amazon the opportunity of nearly 180 acres of potential development lands located within its mixed-use downtown. The site is adjacent to the substantial Square One Shopping Centre, a major regional retail and commercial destination hub, along with Mississauga City Hall, the Performing Arts Centre and Art Gallery, Sheridan College, and multiple restaurants and amenities. The City Centre office district has 3 million square feet within the larger 36 million square foot Metro West marketplace, and can readily accommodate Amazon's 500,000 square foot requirement and provides an opportunity to develop a campus similar to the Seattle layout.

Mississauga's Downtown site enjoys major highway frontage and is adjacent to a number of major arterial and collector roads, and other interchanges. The site has immediate proximity to the City Transit Hub that provides direct access to GO Transit rail and bus, along with light rail and bus rapid transit stops, a regional bus station, and local bus services. Over time, there is also the potential to incorporate new transit terminals integrated into the office development, as well as to provide larger blocks of potential development lands to provide flexibility for development and phasing.

The total existing office inventory in Mississauga's Downtown site is 3.3 million square feet but potential office inventory capacity could reach some 12 million square feet, which comprises of City Centre North, City Centre West, and the Exchange district precincts. As shown in the table that follows, there are a number of existing buildings downtown that could be leased to accommodate the required Phase 1 target of 500,000 square feet. Depending on the site, many of these locations could expand through infill on the existing site or development on adjacent properties.

Mississauga's main attraction within the metropolitan area is to younger professionals and families with a desire to live in an urban setting close to but not necessarily within central Toronto. Mississauga's Downtown site provides the opportunity for a downtown campus in a more mature urban growth centre, close to one of the largest concentrations of employment in the metropolitan area outside Downtown Toronto. Available properties in the downtown area provide the opportunity to develop a campus similar in layout to the current Seattle facilities, including significant opportunity for infill office development throughout the area. Mississauga's Downtown site, along with surrounding employment areas are some of the strongest nodes in the Toronto marketplace.

# SITE TRANSIT INFRASTRUCTURE



**SUSSEX CENTRE - PHASE I**  
 50 Burhamthorpe Rd W  
 1987  
 \$17 + 17/SF  
 -- SF 14  
 OF 319,936 SF

**SUSSEX CENTRE - PHASE II**  
 90 Burhamthorpe Rd W  
 1989  
 \$17 + 17/SF  
 -- SF 15  
 OF 299,129 SF

**THE UCO BUILDING**  
 151 City Centre Dr  
 1972  
 \$17 + 17/SF  
 -- SF 9  
 OF 81,999 SF

**PHH CENTRE - PHASE I**  
 350 Burhamthorpe Rd W  
 1987  
 \$17 + 17/SF  
 -- SF 10  
 OF 148,413 SF

**4080 CONFEDERATION PARKWAY**  
 4080 Confederation Parkway  
 2013  
 \$17 + 17/SF  
 -- SF 7  
 OF 55,793 SF

**77 CITY CENTRE DR**  
 77 City Centre Dr  
 1969  
 \$17 + 17/SF  
 -- SF 8  
 OF 196,194 SF

**201 CITY CENTRE DR**  
 201 City Centre Dr  
 1979  
 \$17 + 17/SF  
 -- SF 11  
 OF 232,134 SF

**55 CITY CENTRE DR**  
 55 City Centre Dr  
 1972  
 \$17 + 17/SF  
 -- SF 11  
 OF 172,761 SF

**CITY CENTRE PLAZA - PHASE I**  
 1 City Centre Dr  
 1990  
 \$17 + 17/SF  
 -- SF 16  
 OF 285,394 SF

**33 CITY CENTRE DR**  
 33 City Centre Dr  
 1977  
 \$17 + 17/SF  
 -- SF 6  
 OF 257,591 SF

**MISSISSAUGA EXECUTIVE CENTRE II**  
 2 Robert Speck Pky  
 1978  
 \$17 + 17/SF  
 -- SF 15  
 OF 284,458 SF

**MISSISSAUGA EXECUTIVE CENTRE I**  
 1 Robert Speck Pky  
 1991  
 \$17 + 17/SF  
 -- SF 15  
 OF 247,990 SF

**4230 SHERWOODTHORNE BLVD**  
 4230 Sherwoodthorne Blvd  
 1987  
 \$17 + 17/SF  
 -- SF 3  
 OF 18,320 SF

**MISSISSAUGA EXECUTIVE CENTRE IV**  
 4 Robert Speck Pky  
 1983  
 \$17 + 17/SF  
 -- SF 15  
 OF 289,549 SF

**MISSISSAUGA EXECUTIVE CENTRE III**  
 3 Robert Speck Pky  
 1987  
 \$17 + 17/SF  
 -- SF 15  
 OF 291,594 SF

**4250 SHERWOODTHORNE BLVD**  
 4250 Sherwoodthorne Blvd  
 N/A  
 \$17 + 17/SF  
 -- SF 3  
 OF 18,180 SF

**4240 SHERWOODTHORNE BLVD**  
 4240 Sherwoodthorne Blvd  
 N/A  
 \$17 + 17/SF  
 -- SF 4  
 OF 42,195 SF

**REMAX**  
 4310 Sherwoodthorne Blvd  
 N/A  
 \$17 + 17/SF  
 -- SF 4  
 OF 60,246 SF

**BUILDING DATA**

1969 1992 YEAR BUILT & YEAR RENOVATED

\$28 + 20/SF RENTAL RATE + ADDITIONAL RATE

15 BUILDING HEIGHT (FLOORS)

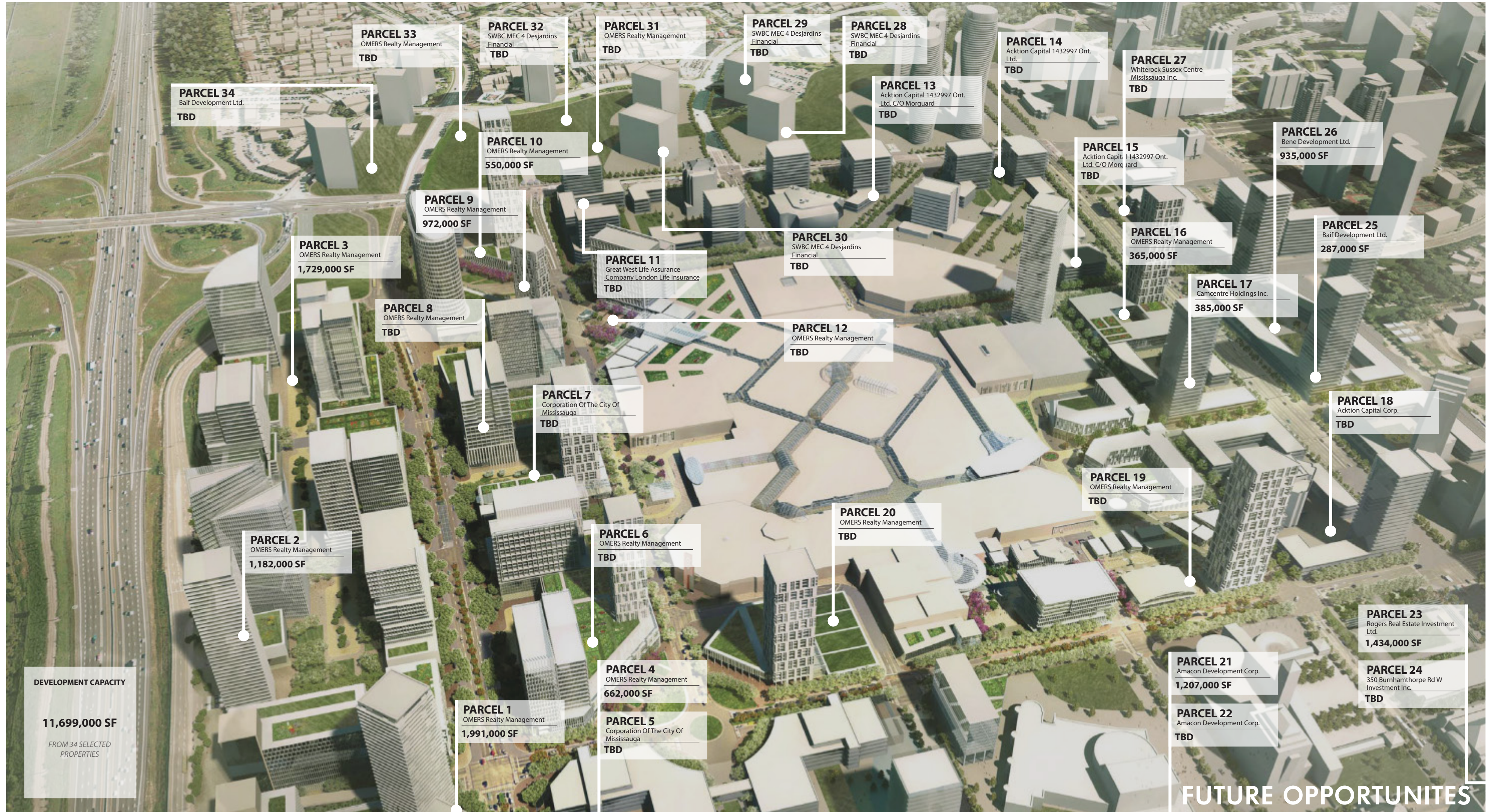
10,000 SF AVAILABLE AREA (SF)  
 OF 200,000 SF TOTAL BUILDING AREA (SF)

**EXISTING INVENTORY**

550,000 SF  
 OF  
 3,302,000 SF

FROM 18 SELECTED PROPERTIES

EXISTING INVENTORY



## SQUARE ONE DEVELOPMENT MASTERPLAN RENDERINGS

### Background

Downtown21 represents an ongoing endeavor in which virtually the entire community can become involved. Downtown Mississauga is a proven and successful market with over 30,000 residents and 20,000 jobs within walking distance of the major centre of civic government, cultural amenities and an established regional retail facility. Expanding on this substantial base, Downtown21 is designed to promote the continued evolution of a livable, compact, accessible, sustainable downtown centre for the entire

city, and will enhance Mississauga's reputation as a forward-looking community.

The overall Framework Plan establishes a clear foundational structure for Downtown's made up of a network of streets and blocks, the integration of new transit, an expanded public realm of parks, squares, and trails including city-wide and regional linkages, and elements of community infrastructure needed to support an expanded downtown population. It provides a key focus on place-making with quality



## SQUARE ONE DEVELOPMENT MASTERPLAN RENDERINGS

public spaces and lays the framework within which individual building projects will contribute to a greater downtown as a whole.

### Existing Development

Total Existing Office: 3,300,000 square feet

Total: 11,700,000 square feet

### Timeline:

There are a number of existing buildings in the downtown which could be leased to accommodate the required Phase 1 target of 500,000 to 1,000,000 square feet.

### Land Size:

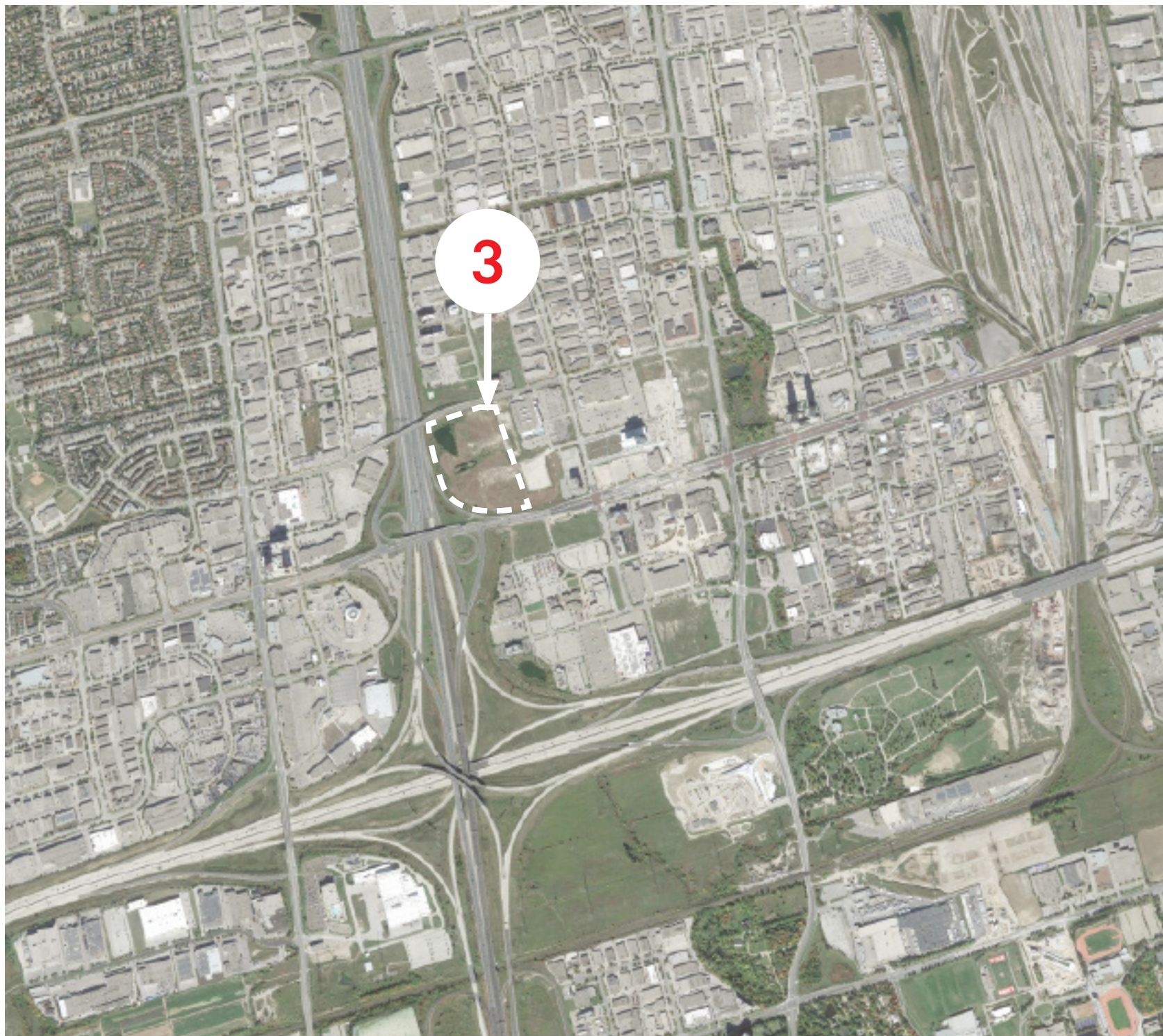
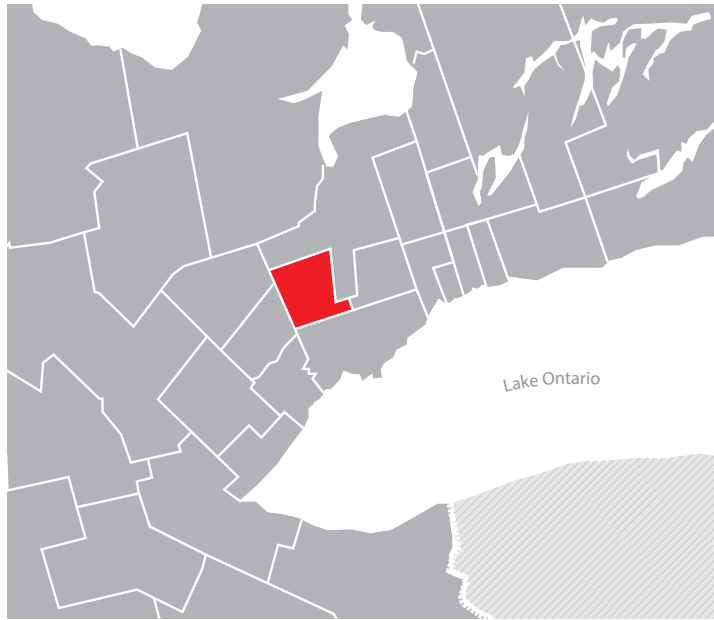
Total Land: 178.2AC

Total Vacant Land: 166.6AC



# 3 - VAUGHAN METROPOLITAN CENTRE





“York Region is a natural fit for Amazon in the Toronto Region. Home to 1.2 million residents, York Region has the highest concentration of technology companies in the country and is already a top Canadian headquarter location for global companies such as IBM, AMD, Huawei, Honda, Toshiba, J&J, BMW, Allstate and Adidas.

As Ontario’s fastest-growing large municipality, we are committed to creating world-class communities that attract and retain top global talent, including a \$4.7 billion investment in capital infrastructure projects over the next decade. With top quality of life, a mix of housing options and world-class transportation including the new subway extension opening this December York Region is where talent and opportunity intersect.”

—Chair, Region of York, Wayne Emmerson



Mayor of Vaughan, Maurizio Bevilacqua

## INTRODUCTION

Located only 16 miles north of downtown Toronto at the intersection of Highways 400/407, and a short 10-minute drive from Toronto Pearson International Airport, the Vaughan Metropolitan Centre (VMC) is an emerging urban core within the Toronto Region. This planned downtown for the City of Vaughan will provide all the amenities of a vibrant city centre including direct access to a multi-modal public transit hub.

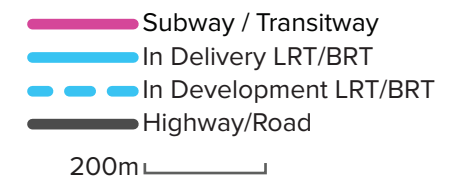
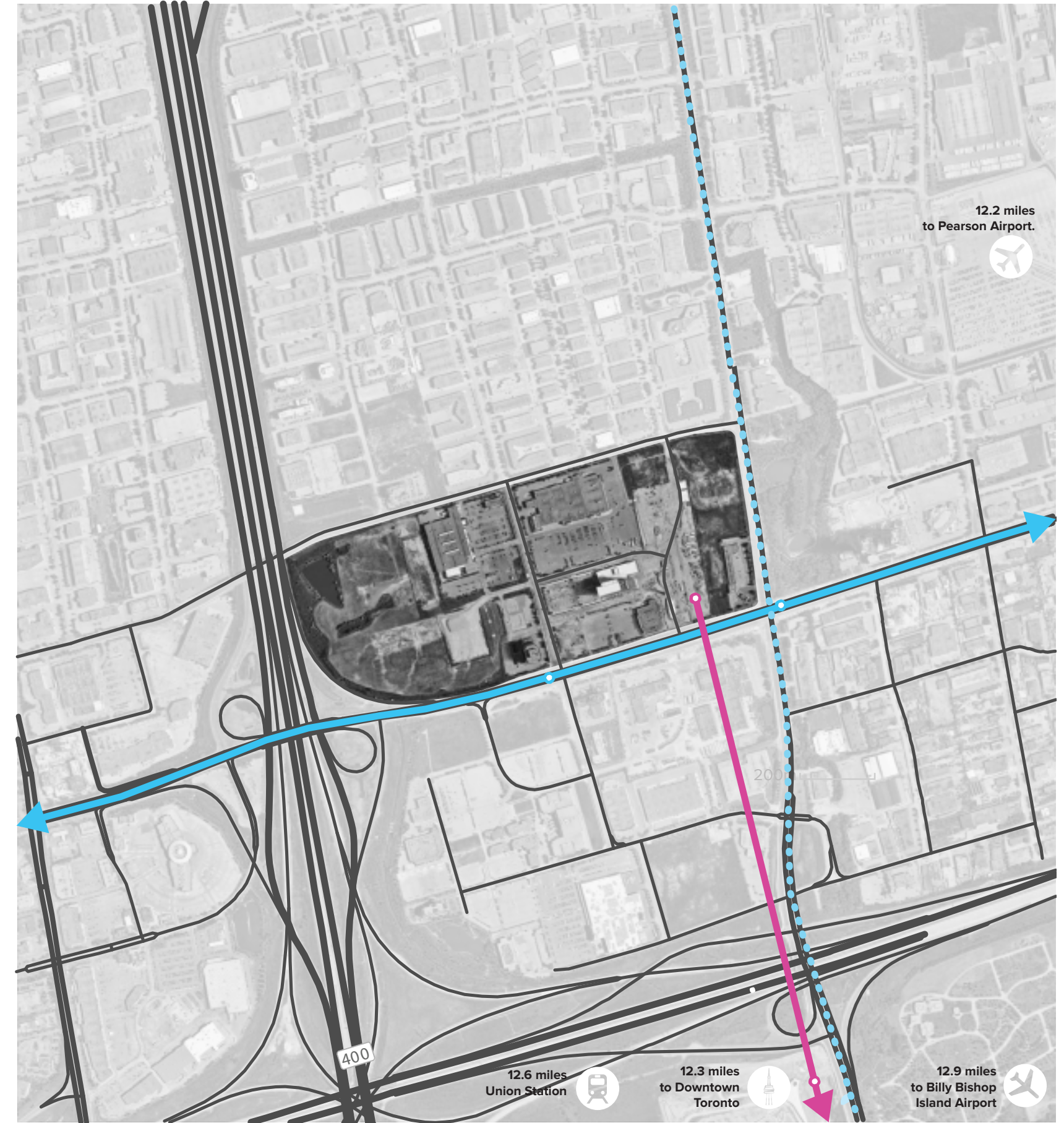
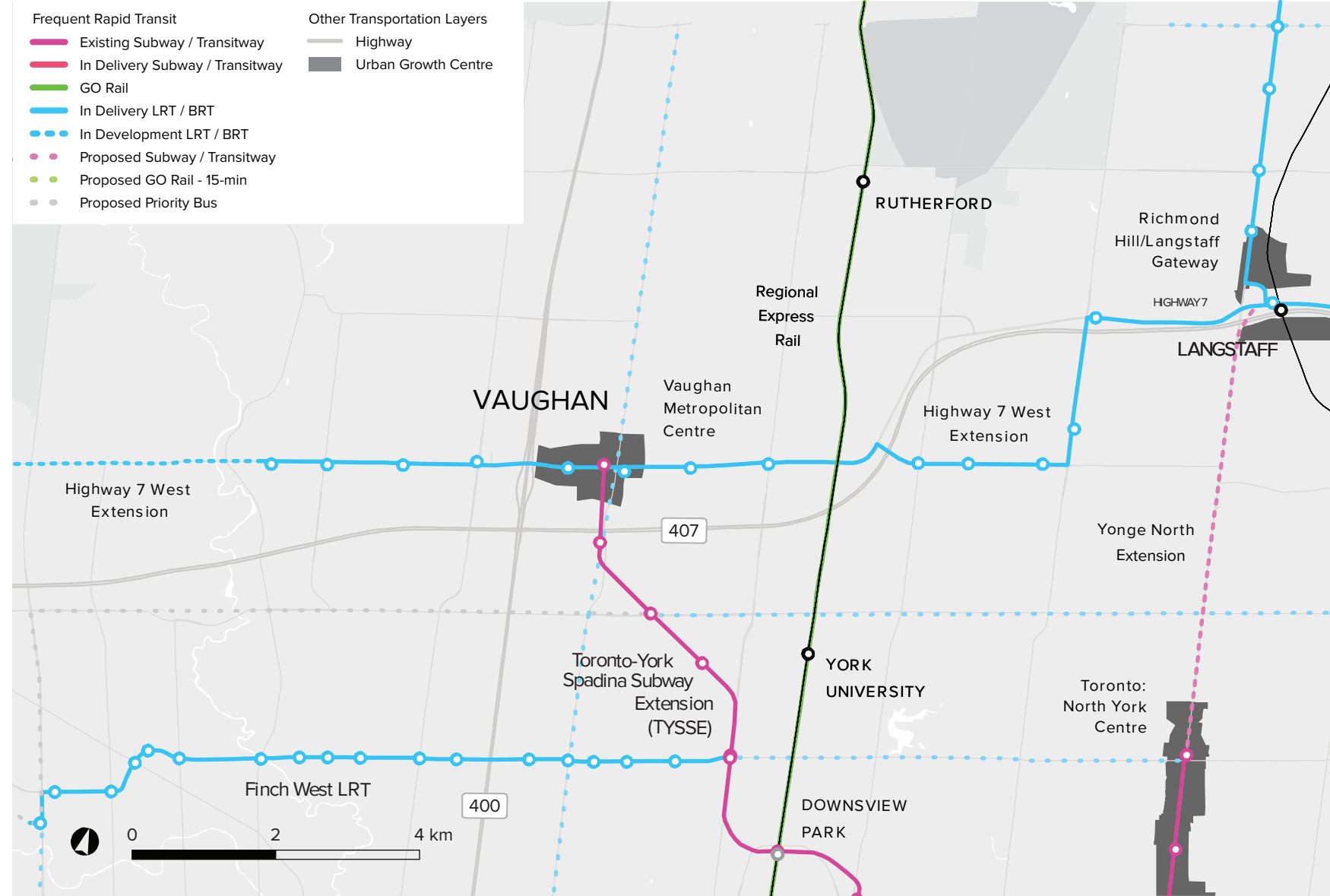
The VMC is one of Canada’s largest master planned communities, complemented by a world-class transit system offering residents and businesses seamless connectivity throughout the Toronto Region. The VMC is served by a direct subway line to/from Downtown Toronto, a York Region Rapid Transit bus terminal, a Viva Bus Rapidway transit system, and the 400 series highway network within the GTA.

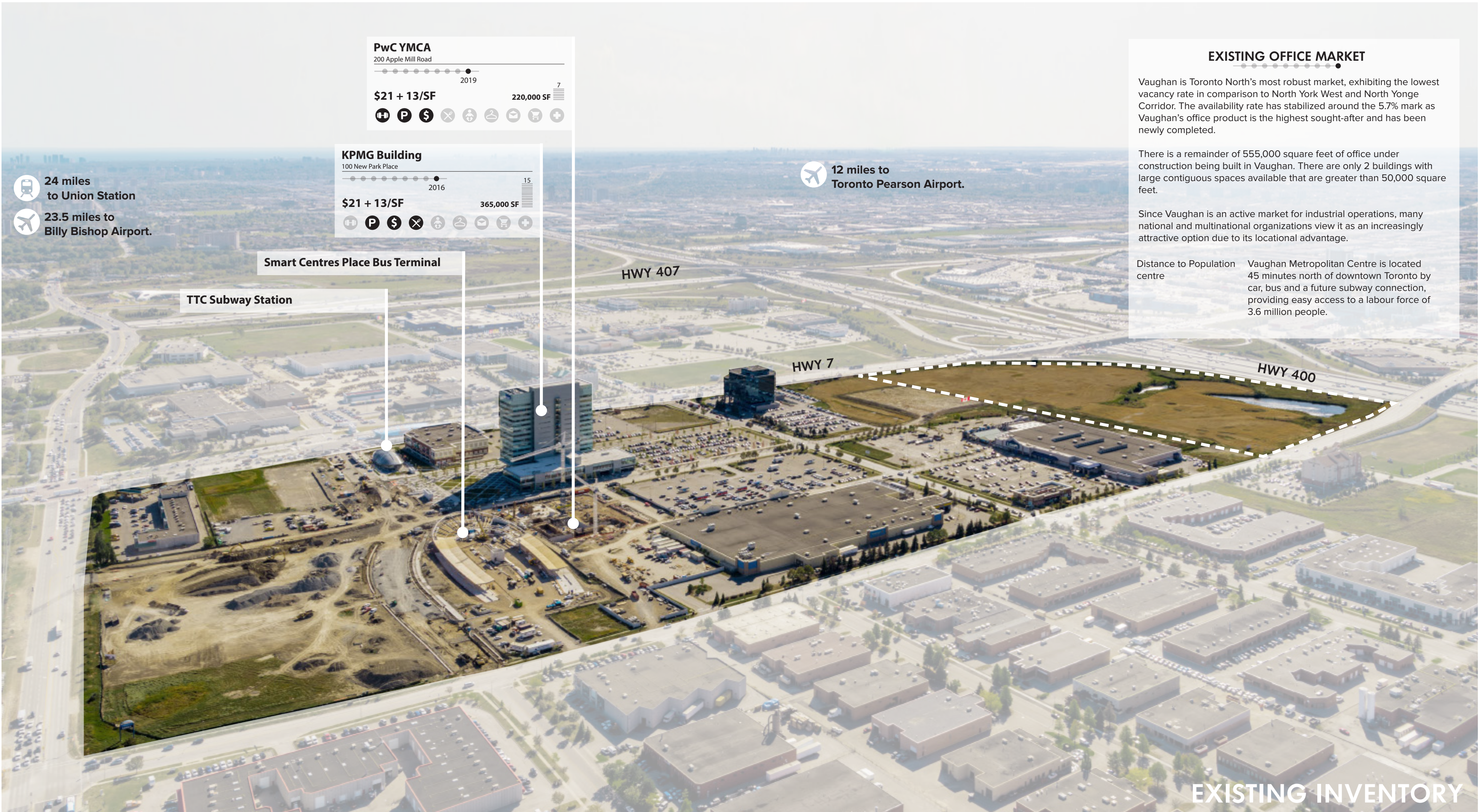
A crucial concept underpinning the VMC is that adjacent housing and urban amenities are being leveraged by top employers to attract talent. Among those employers

are KPMG, which has located more than 600 staff in the VMC’s first office building, the 15-storey KPMG Tower at SmartCentres Place. Other tenants that have moved into the area include Miller Thomson, GFL Environmental, and the head office of Harley-Davidson Canada. An adjacent mixed-use regional office for PwC is also under development. These companies leverage Vaughan’s well-educated workforce, part of the wider York Region community of 1.2 million residents, including the highest technology workforce concentration in the Toronto-Waterloo Corridor.

At the forefront of the VMC’s master plan is the creation of a signature nine-acre central park surrounded by office, residential and retail development. The park will form the central axis of the development and will provide residents, workers, and visitors a place to gather and enjoy. The SmartCentres Place master plan contemplates over 2 million square feet of new retail development which will be in immediate walking proximity to all VMC occupants.

# SITE TRANSIT INFRASTRUCTURE





**PwC YMCA**  
200 Apple Mill Road

2019

**\$21 + 13/SF**      **220,000 SF**

Icons: P, \$, X, person, envelope, shopping cart, +

**KPMG Building**  
100 New Park Place

2016

**\$21 + 13/SF**      **365,000 SF**

Icons: P, \$, X, person, envelope, shopping cart, +

**24 miles to Union Station**

**23.5 miles to Billy Bishop Airport.**

**12 miles to Toronto Pearson Airport.**

**Smart Centres Place Bus Terminal**

**TTC Subway Station**

**HWY 407**

**HWY 7**

**HWY 400**

**EXISTING OFFICE MARKET**




Vaughan is Toronto North's most robust market, exhibiting the lowest vacancy rate in comparison to North York West and North Yonge Corridor. The availability rate has stabilized around the 5.7% mark as Vaughan's office product is the highest sought-after and has been newly completed.

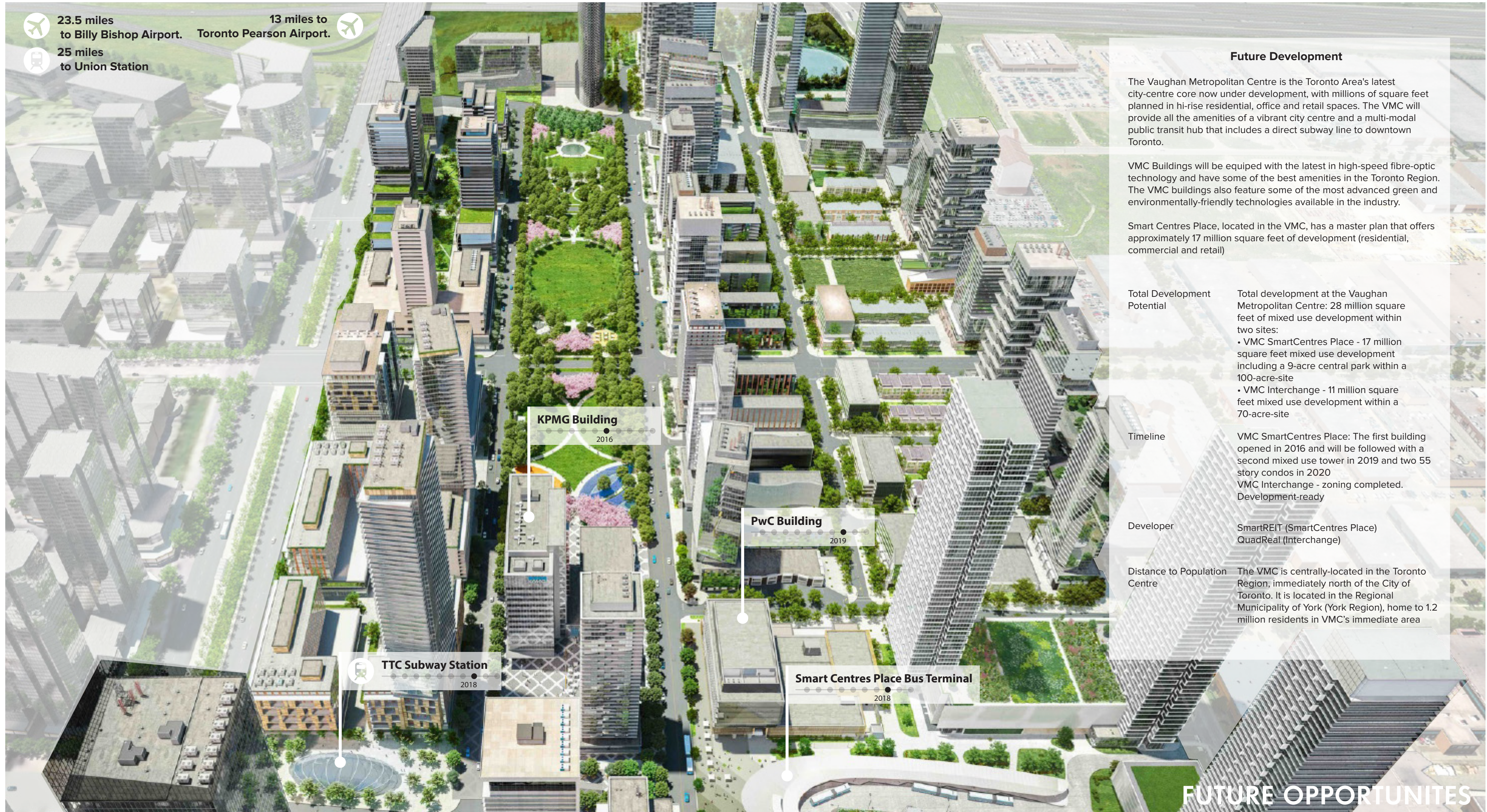
There is a remainder of 555,000 square feet of office under construction being built in Vaughan. There are only 2 buildings with large contiguous spaces available that are greater than 50,000 square feet.

Since Vaughan is an active market for industrial operations, many national and multinational organizations view it as an increasingly attractive option due to its locational advantage.

Distance to Population centre      Vaughan Metropolitan Centre is located 45 minutes north of downtown Toronto by car, bus and a future subway connection, providing easy access to a labour force of 3.6 million people.

**EXISTING INVENTORY**

 23.5 miles to Billy Bishop Airport.  13 miles to Toronto Pearson Airport.  
 25 miles to Union Station



**Future Development**

The Vaughan Metropolitan Centre is the Toronto Area's latest city-centre core now under development, with millions of square feet planned in hi-rise residential, office and retail spaces. The VMC will provide all the amenities of a vibrant city centre and a multi-modal public transit hub that includes a direct subway line to downtown Toronto.

VMC Buildings will be equipped with the latest in high-speed fibre-optic technology and have some of the best amenities in the Toronto Region. The VMC buildings also feature some of the most advanced green and environmentally-friendly technologies available in the industry.

Smart Centres Place, located in the VMC, has a master plan that offers approximately 17 million square feet of development (residential, commercial and retail)

**Total Development Potential**

Total development at the Vaughan Metropolitan Centre: 28 million square feet of mixed use development within two sites:

- VMC SmartCentres Place - 17 million square feet mixed use development including a 9-acre central park within a 100-acre-site
- VMC Interchange - 11 million square feet mixed use development within a 70-acre-site

**Timeline**

VMC SmartCentres Place: The first building opened in 2016 and will be followed with a second mixed use tower in 2019 and two 55 story condos in 2020  
 VMC Interchange - zoning completed. Development-ready

**Developer**

SmartREIT (SmartCentres Place)  
 QuadReal (Interchange)

**Distance to Population Centre**

The VMC is centrally-located in the Toronto Region, immediately north of the City of Toronto. It is located in the Regional Municipality of York (York Region), home to 1.2 million residents in VMC's immediate area

**KPMG Building**

2016

**PwC Building**

2019

**TTC Subway Station**

2018

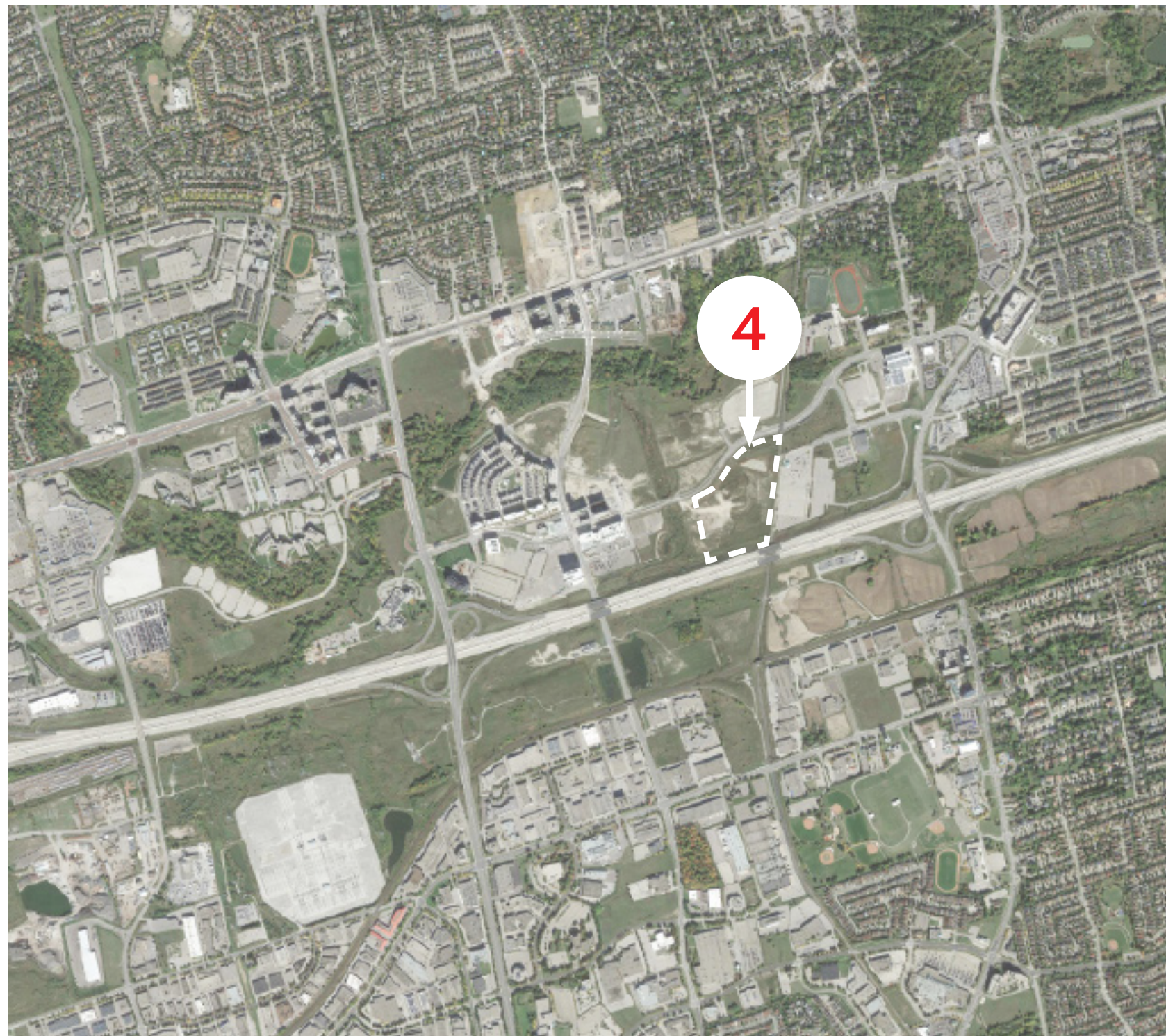
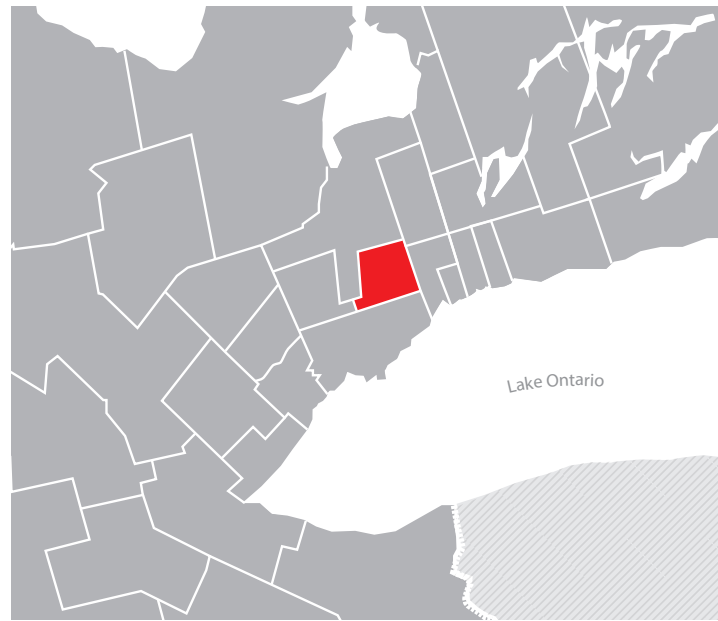
**Smart Centres Place Bus Terminal**

2018

**FUTURE OPPORTUNITIES**

# 4 - MARKHAM CENTRE





Mayor of Markham, Frank Scarpitti

## INTRODUCTION

The City of Markham downtown offers between 25 and 55 acres of vacant development lands as part of a larger 243-acre project within a master-planned high density residential, retail and commercial development. All new buildings are required to be minimum LEED silver certified with district energy incorporated into future developments. The site is zoned and 'shovel-ready' with utilities in place and available for immediate development and has direct access to mass transit including rail (GO Transit), and a dedicated surface transit route (the Viva Rapidway).

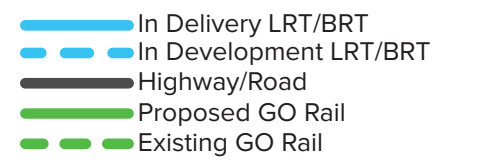
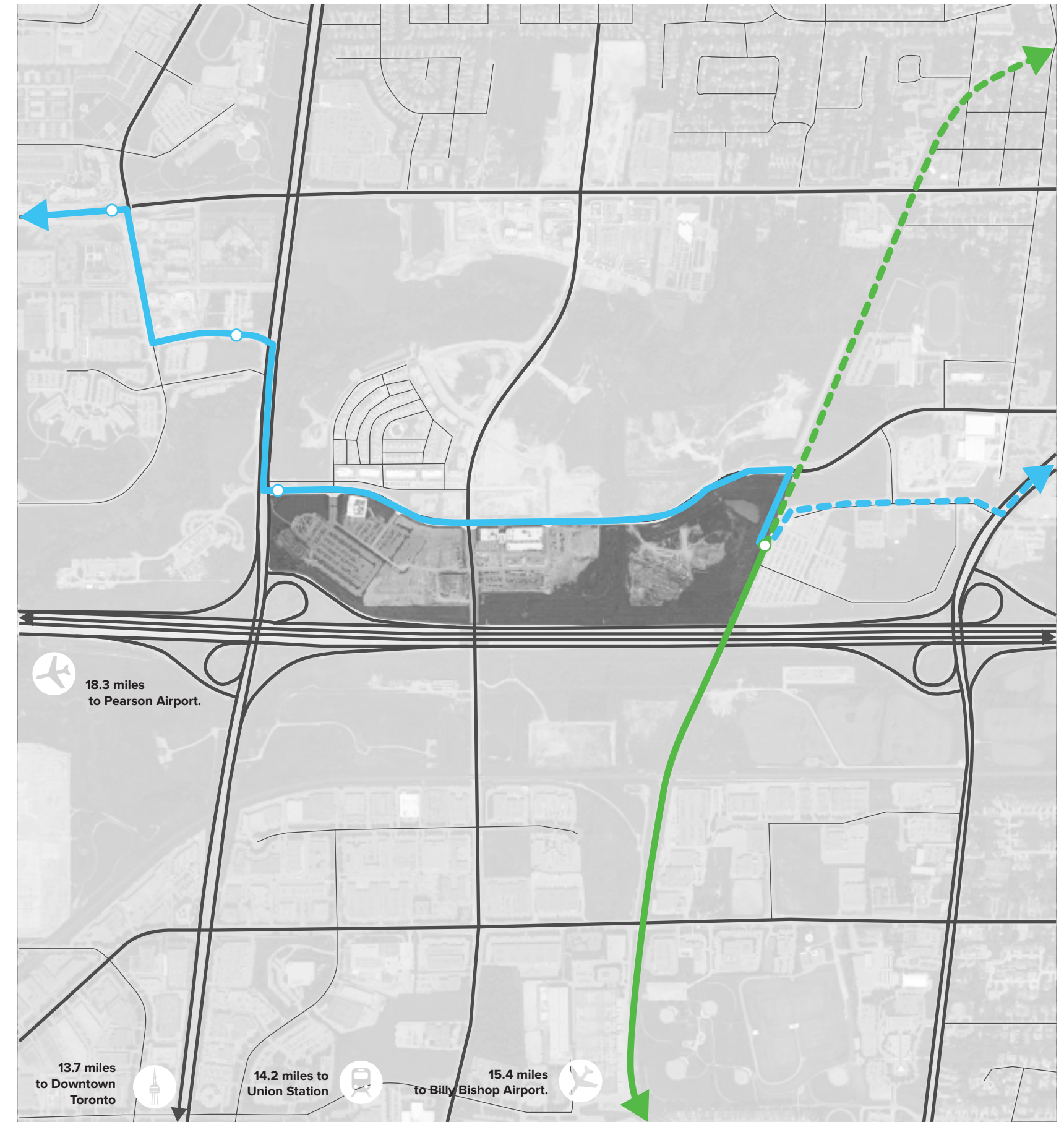
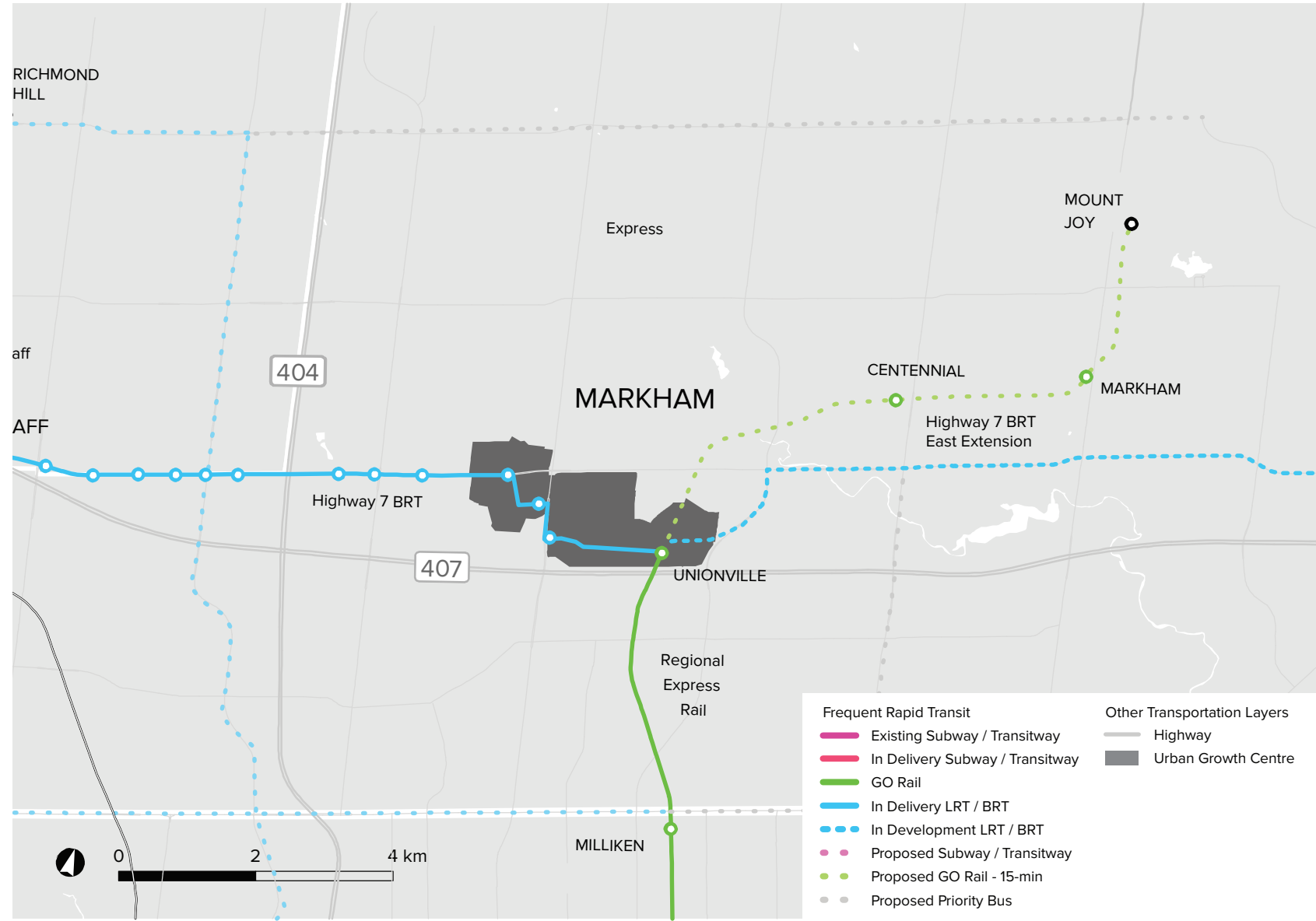
Another key feature of the Markham Downtown is a new campus for York University, which will open in 2021. Downtown Markham is located in southern York Region, adjacent to a major urban office node located near the intersections of Highways 404 and 407 as well as major arterial roads such as Highway 7. The City of Markham is a rapidly growing urban centre and is the focal point of York Region's technology cluster; home to 4,300 high-tech companies, this represents the highest concentration of tech companies in Canada. The combination of a central Toronto Region location, thriving technology ecosystem, direct access to mass transit and a future post-secondary education facility on-site position Downtown Markham well to accommodate Amazon's requirements within the Toronto Region.

By 2021, Downtown Markham is anticipated to accommodate 4,000 new high-rise residential units, 563,000 square feet of retail space and 1 million square feet of new office space. The broader Markham office

market, including adjacent areas to the west, comprise over 130 buildings and 11 million square feet. There are more than 400 Canadian head office facilities including AMD, Qualcomm, IBM, Huawei Technologies, Toshiba, and Aviva Insurance. A number of major leading financial services and data centres operate in Markham to facilitate Amazon's future operations. Downtown Markham substantially satisfies Amazon's stated locational requirements, including the potential to accommodate a short-term development capacity of 500,000 square feet. Longer term potential, proximity to a major population centre and international airport and direct access to existing and pending mass transit, major highways, and arterial roads.

Downtown Markham is envisioned to grow into a downtown urban mixed-use community with a significant office component over time. Available properties in the area provide the opportunity to meet the overall long-term space requirements, though perhaps in a somewhat different layout compared to the current Seattle facilities. The parcel is vacant and ready for development. A large base of technology-related firms within a major existing office node, access to protected open space and a future university further contribute to the areas' attractiveness for offices over the longer-term. The strong existing concentration of technology firms and an established employment base in southern York Region make downtown Markham attractive for new development compared to many other emerging growth areas beyond the existing urbanized area.

# SITE TRANSIT INFRASTRUCTURE



200m

22 miles to Billy Bishop Airport  
 20 miles to Union Station

24 miles to Pearson International Airport

UNIONVILLE GO TRAIN STATION

HWY 407

20 miles to Union Station

**EXISTING OFFICE MARKET**

“Downtown Markham” is a unique urban hub that offers greenfield opportunities for development strategically aligned with the local technology cluster. Markham is one of the most innovative office markets with more than 10,400 companies and 400 Canadian head offices including AMD, Qualcomm, IBM, Huawei Technologies, Aviva Insurance. Major leading financial services and data centres operate in Markham, providing the infrastructure for technology companies such as Amazon. Markham North/Richmond Hill and Markham South together comprise of 132 buildings and 11 million square feet. Of the 11 million, Markham North consists of 7.8 million sf and Markham South is 3.2 million. Markham North/Richmond Hill is bounded by 16th Avenue to the north, Markham Road to the East, Highway 407 to the south and Yonge street to the west. Markham South is bounded by Highway 407 to the north, McCowan Road to the east, Steeles Avenue to the south and Highway 404 to the west. Markham South is one of the strongest submarkets in the Suburban Toronto Region with vacancy rates at 7.1%.

**Distance to Population centre** Markham Downtown is located 40 minutes north of downtown Toronto by car, bus and GO Regional Train, providing easy access to a labour force of 3.6 million people.

**EXISTING INVENTORY**



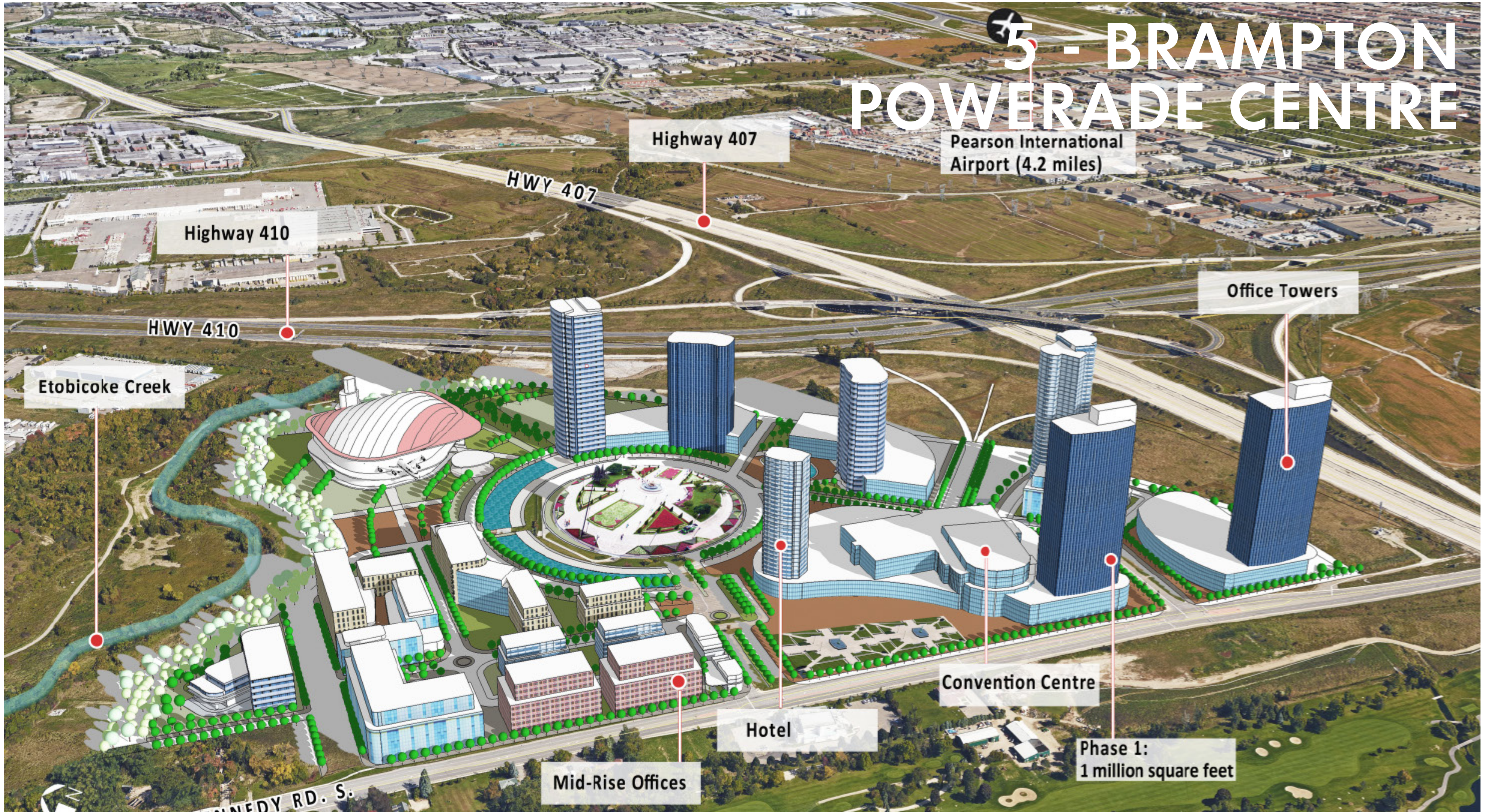
**BUILDINGS L & M**  
Remington Group  
90,000 SF

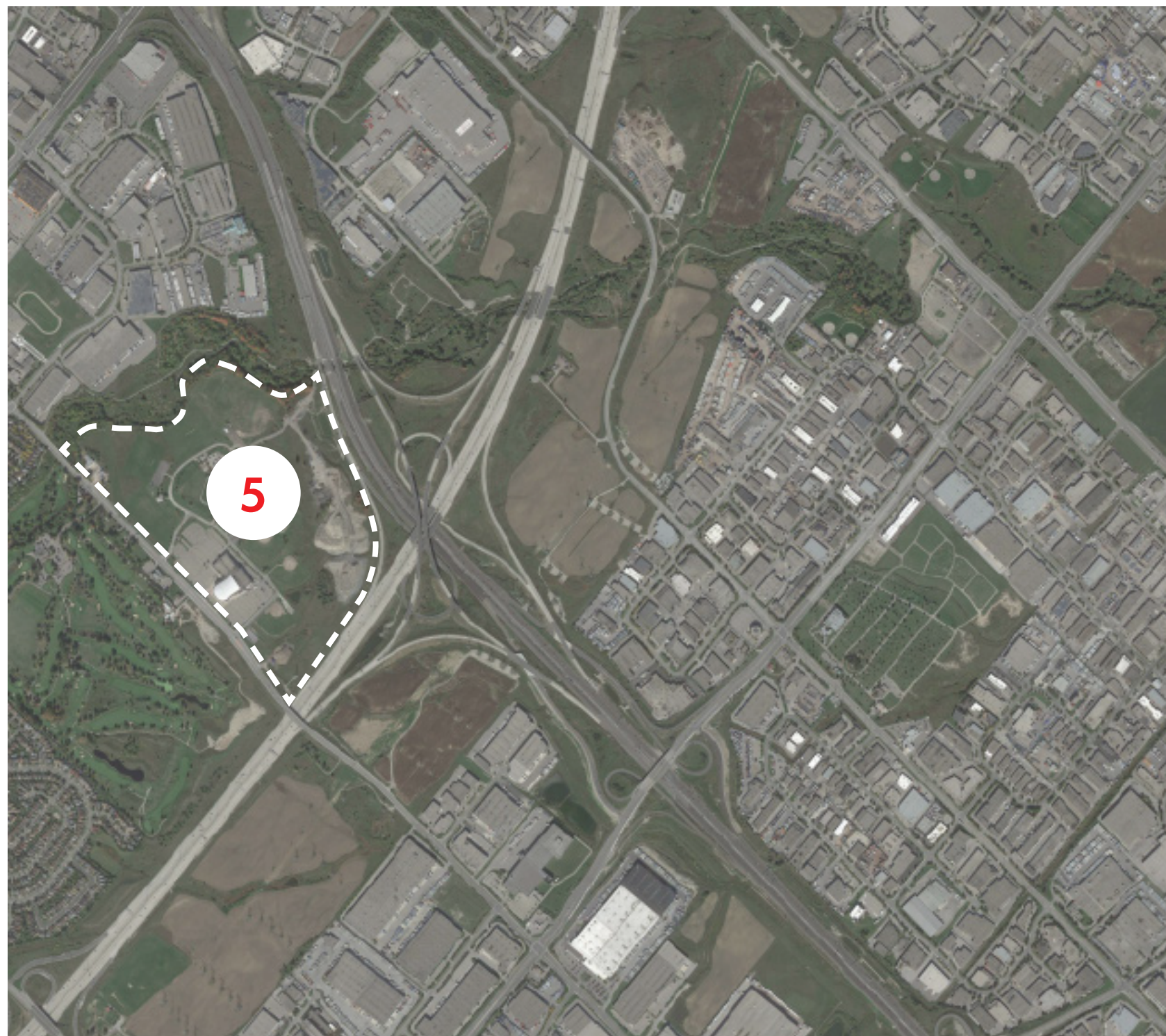
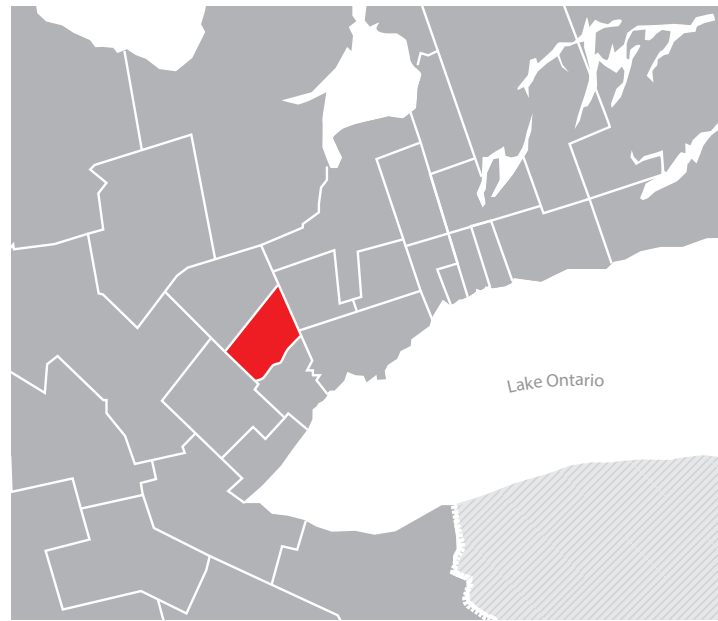
**YORK U CAMPUS**  
N/A  
2020-21

DEVELOPMENT CAPACITY  
**3,400,000 SF**  
OVER 243 ACRES

**FUTURE OPPORTUNITES**

# 5 - BRAMPTON POWERADE CENTRE





“One year ago, we celebrated the opening of Amazon’s fulfillment centre in Brampton – the largest in Canada,” says Mayor Linda Jeffrey. “Our youth, diversity and quality of life continue to make Brampton a great place for business to invest. And the City has invested too, committing up to \$150 million to a new STEM-focused university and innovation hub in Brampton, in partnership with two of Canada’s leading post-secondary institutions, Ryerson University and Sheridan College. The future is bright for Brampton.”

—Mayor of Brampton, Linda Jeffrey



## INTRODUCTION

The City of Brampton’s site offers 112 acres of City-owned, fully-serviced, shovel-ready land strategically located at the junction of Highways 410 and 407, and only four miles from Canada’s largest international airport.

Brampton will soon be home to a new STEM-focused university and innovation hub in partnership with two of Canada’s leading post-secondary institutions, Ryerson University and Sheridan College. Brampton is also only 25 miles from Toronto.

Brampton has the fastest-growing transit system in Canada. The site is served by Brampton’s Züm Bus Rapid Transit system providing direct access to GO Transit rail and other major transit systems in the region. As well, upcoming GO Transit and Light Rail Transit expansions will directly benefit the site and enhance connections to the Innovation Corridor connecting to talent from Waterloo to Toronto.

The lands are fully-serviced, including fibre-optics for telecommunications, and service expansions are easily achievable. The potential for access ramps to Highways 410 and 407 will reduce the already short travel times to the airport and improve connections within the region. While the site is partially-occupied by a sports arena and associated parking, it can be easily transformed to accommodate Amazon’s short-term and long-term development requirements.

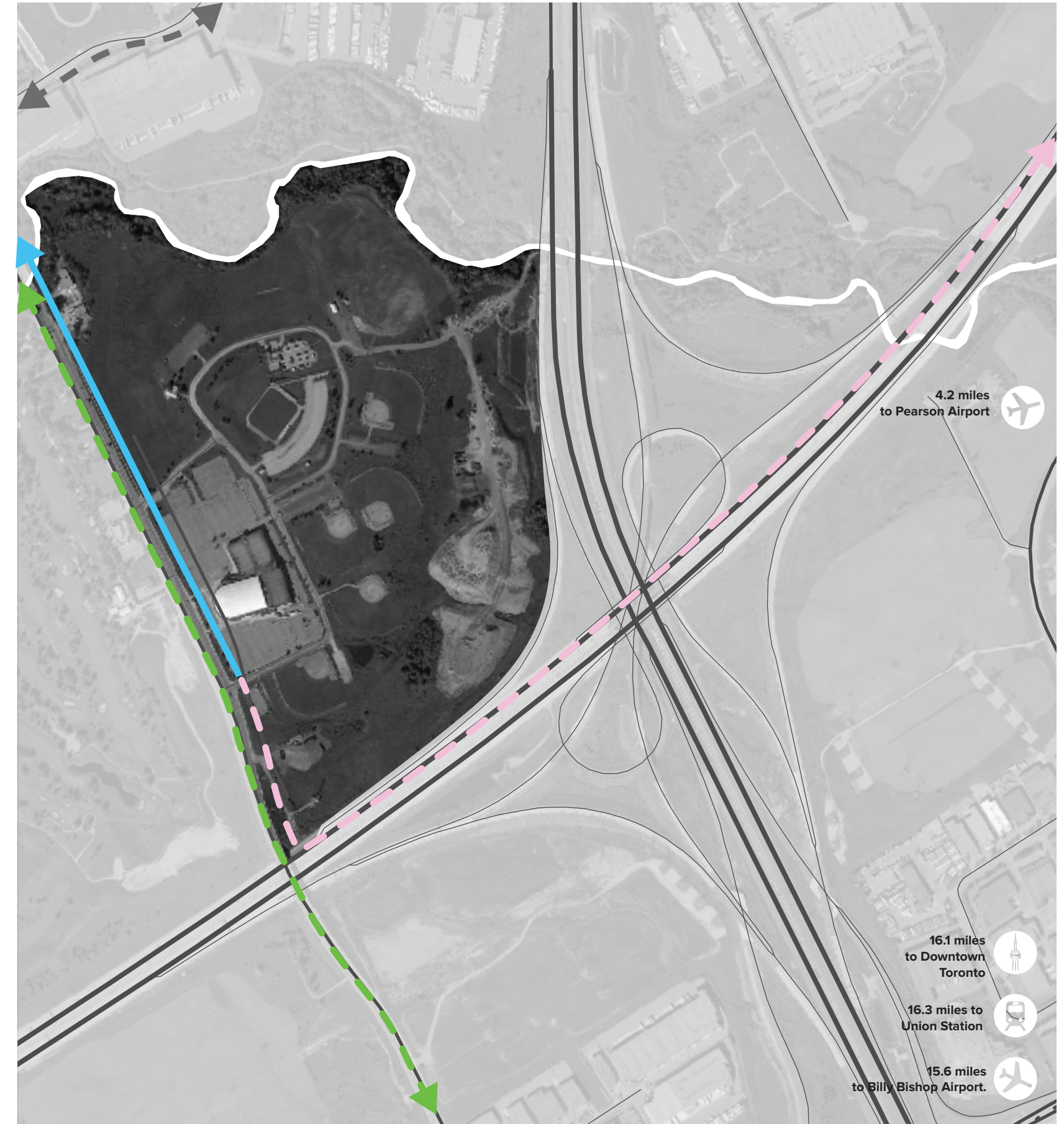
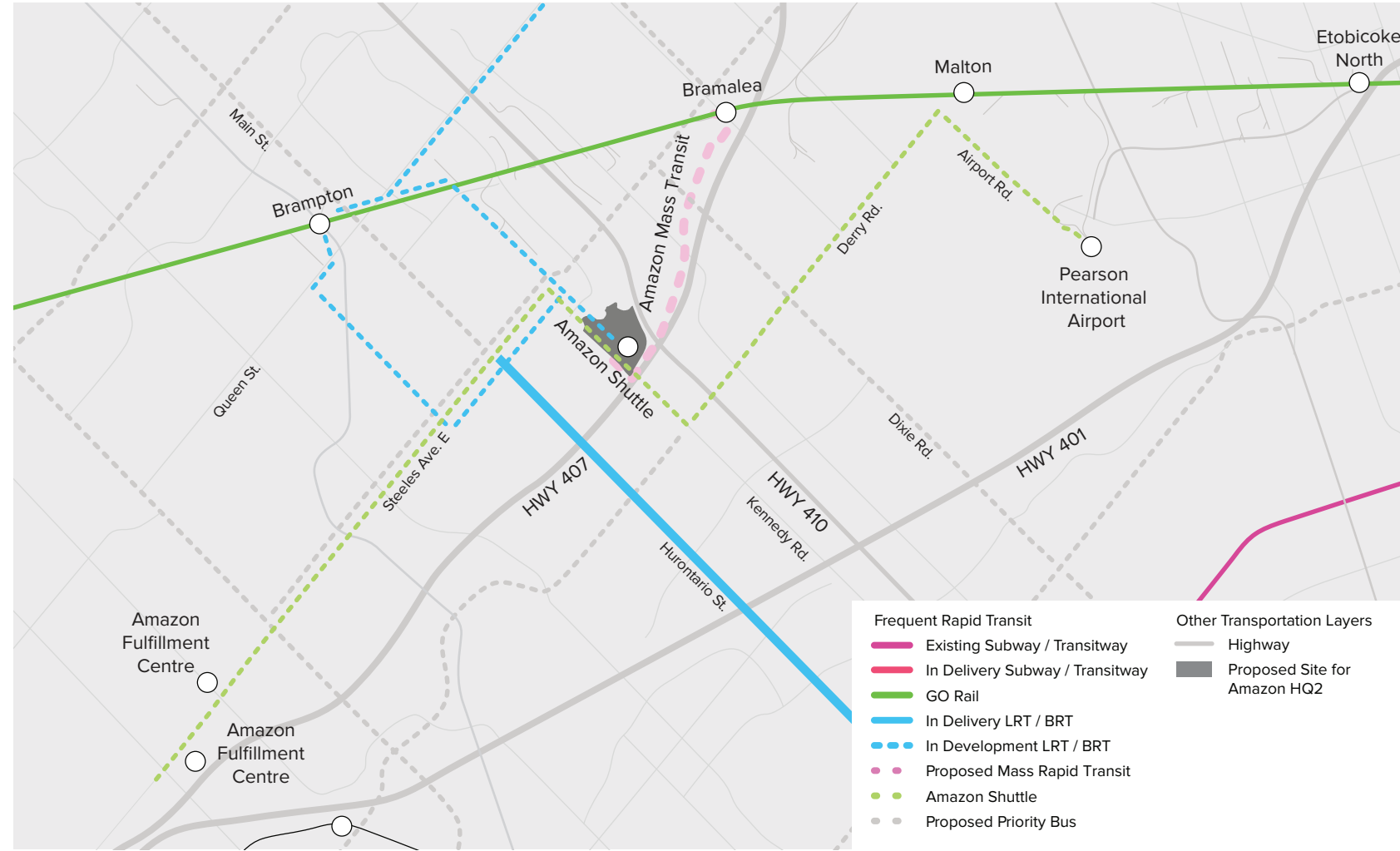
The Etobicoke Creek – a beautiful natural environment feature – runs through the site and has a multi-use pathway for biking and walking that stretches to Lake Ontario and the Waterfront Trail. This pathway is part of a 167-mile trail network across Brampton. The north side of the site is next to the 18-hole Brampton Golf Club, providing the potential for additional expansion.

Within a three-mile radius of the site there are more than 200 restaurants, 25 supermarkets and grocery stores, eight recreation centres, two libraries, and more than 3,000 businesses to support Amazon’s future workforce.

Brampton offers an urban setting surrounded by natural environments, making it attractive to young professionals and families. Brampton’s housing is competitively-priced with many amenities such as green space, cultural institutions and events, rapid transit, recreation centres, and sport facilities.

The City’s ownership of the property, our willingness to expedite development, and the cost-effectiveness of greenfield development make the site an attractive location that meets Amazon’s short-term and long-term requirements.

# SITE TRANSIT INFRASTRUCTURE



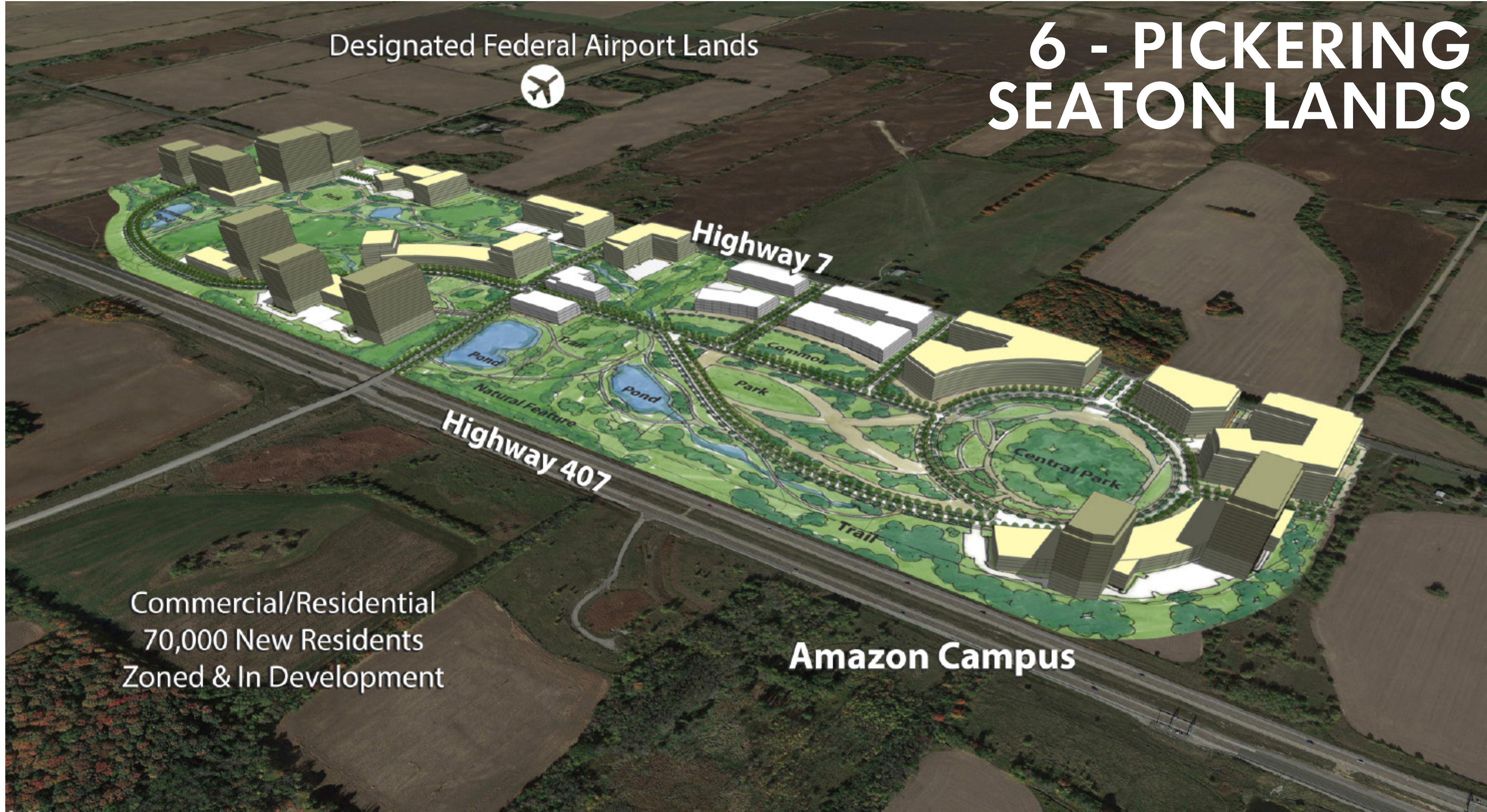


8 million sf. office space  
1.5 million sf. convention center  
2 million sf. open space  
Phase 1: Up to 1 million sf.

BRAMPTON MASTERPLAN

# 6 - PICKERING SEATON LANDS

Designated Federal Airport Lands



Commercial/Residential  
70,000 New Residents  
Zoned & In Development

**Amazon Campus**



"Durham Region is geographically the largest municipality in the Toronto Region, featuring an impeccable blend of natural spaces and urban amenities. Durham's excellent quality of life and commitment to environmental sustainability attract a highly-skilled and educated labor pool. Our post-secondary institutions are internationally-recognized for innovative, market-driven programming, generating a steady stream of bright and competent graduates. As the eastern gateway of the Toronto Region, Durham is on track to reach one million residents by 2031, and offers ready access to a diverse market of over six million people. The Region's affordable real estate, low cost commercial and industrial land and competitive development charges make it an attractive choice for businesses and families."

—Chair of Durham, Roger Anderson



## INTRODUCTION

The Pickering Innovation Corridor consists of 320 acres of greenfield lands with direct access and exposure to Highway 407. The sites are directly adjacent to 9,600 acres of designated federal airport lands, as well as the Seaton community, which is being developed as an urban area. At full development, Seaton will be home to an estimated 35,000 jobs and 70,000 residents in a range of housing types and densities to support a diverse population. Retail and other community activities will be linked by a network of parks and open spaces that complement the extensive Natural Heritage System of forests, fields and streams. The community is particularly appealing to young professionals and families who desire a pedestrian-friendly, transit supportive development that is fully integrated with trails, walkways, bicycle paths and roads, mixed-use corridors, and employment areas.

The Province of Ontario owns the sites and is committed to expediting development. The municipality will assign a dedicated team to ensure that the necessary infrastructure is in place by January 2019.

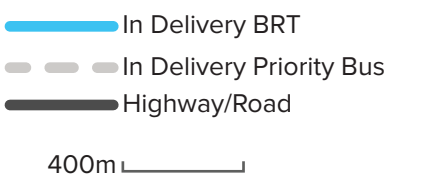
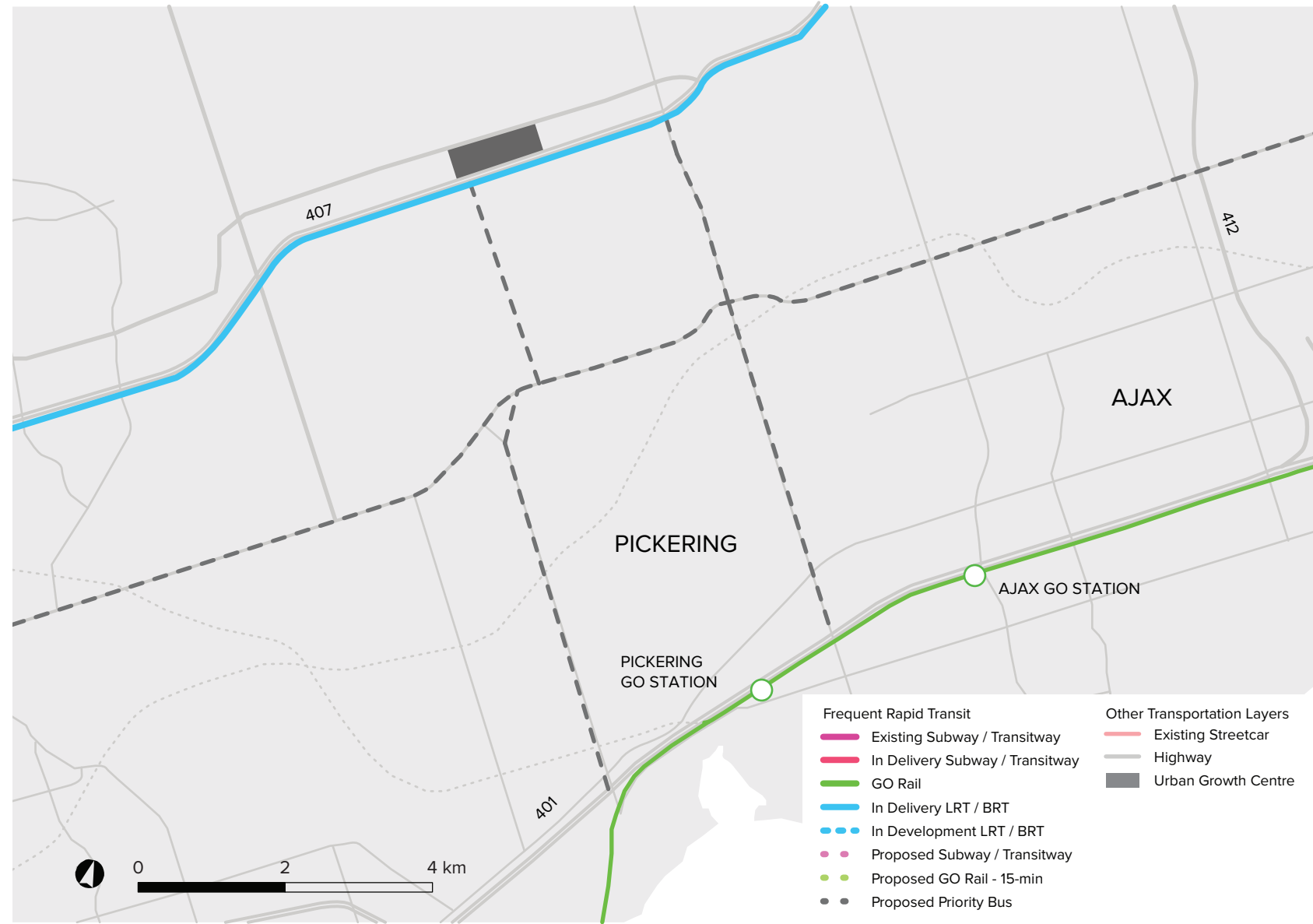
The Pickering site satisfies Amazon's stated location requirements, including the potential to accommodate a short-term development capacity of 500,000 square feet and longer-term potential. The property is located within an integrated transportation network, including high capacity roads such as Highways 401, 407, 7 and 2); Metrolinx GO Bus and Train; rail services such as CNR and CPR railways; two international airports and the municipal Oshawa Executive airport, a designated future airport site; and a deep sea port access in nearby Oshawa. Over time, both major and minor transit corridors will serve Seaton, with the potential to develop a higher order service with

exclusive right-of-way and inter-regional travel routes.

The City of Pickering has a strong reputation as a dynamic location to invest and grow businesses. The Intelligent Community Forum has named Pickering one of the world's Smart21 communities of 2017, recognizing its commitment to leverage technology to create a more connected, engaged, inclusive, and sustainable community. Another significant advantage is the overall cost of doing business – vacant land prices are significantly less than elsewhere in the GTA. For a 100-acre parcel of land within Durham Region, the savings would be a minimum of \$30 million. This is an opportunity to set the standard for an emerging business park. This concept is envisioned as the flagship destination for Pickering's newest employment area that would provide a minimum of 8.5 million square feet of office space, with room for a commercial precinct connected by pedestrian and cycling routes, and surrounded by natural features within close proximity to hiking trails, golf courses, and planned transportation corridors. Green spaces would be characterized by sustainability technologies, including stormwater reclamation, sustainable Low Impact Development (LID) approaches, and bioswales.

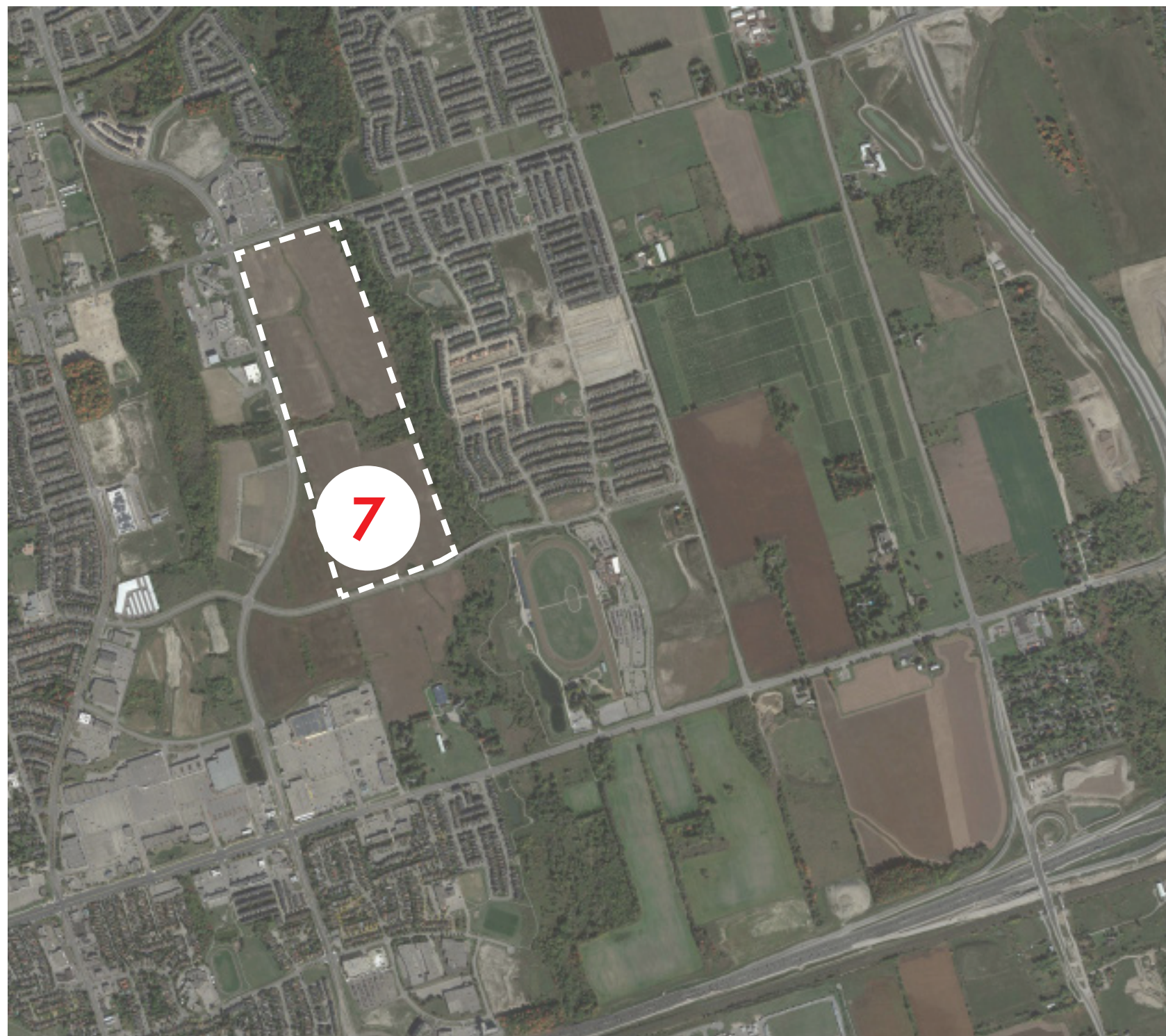
Pickering benefits from a high quality of life and proximity to a major urban core. Local post-secondary education institutions have been recognized for their collaborative research, leading-edge innovation, and market-driven academic programming, and are continuously attracting young talent to the City. The Pickering Innovation Corridor offers compelling advantages as a greenfield site that can be developed to meet Amazon's current and future needs.

# SITE TRANSIT INFRASTRUCTURE



# 7 - AJAX CARRUTHERS CREEK





## INTRODUCTION

The Carruthers Creek Business Area offers the opportunity to capitalize on 120 acres of vacant, zoned and serviced, “shovel-ready” greenfield that could be developed into a modern campus setting with lifestyle amenities. The site can accommodate a minimum of 8.5 million square feet of office space, with the ability to scale to 10,000,000+ square feet, if required. The Ajax property is located within an urban community with a broad range of social, institutional, and recreational facilities, including restaurants, arts and cultural venues, parks, childcare centers, places of worship, and health care services. Approximately 2.3 million people reside within a 15 to 20 minute drive of the site. The diverse and growing immigrant population also makes for genuine and unique cultural experiences across the region.

The development concept envisions a dynamic mixed-use office campus with related commercial activities. Landmark buildings are strategically sited to take advantage of the area’s natural setting. Two generous green ‘commons’ provide opportunities to congregate that could include water features for viewing or a favorite Canadian winter past-time, ice skating. A tree-lined central boulevard contributes to a sense of place, defined by dynamic building facades, active pedestrian spaces and cycling trails. Buildings are characterized by three-story podiums that provide weather protected pedestrian comfort along a tree-lined boulevard.

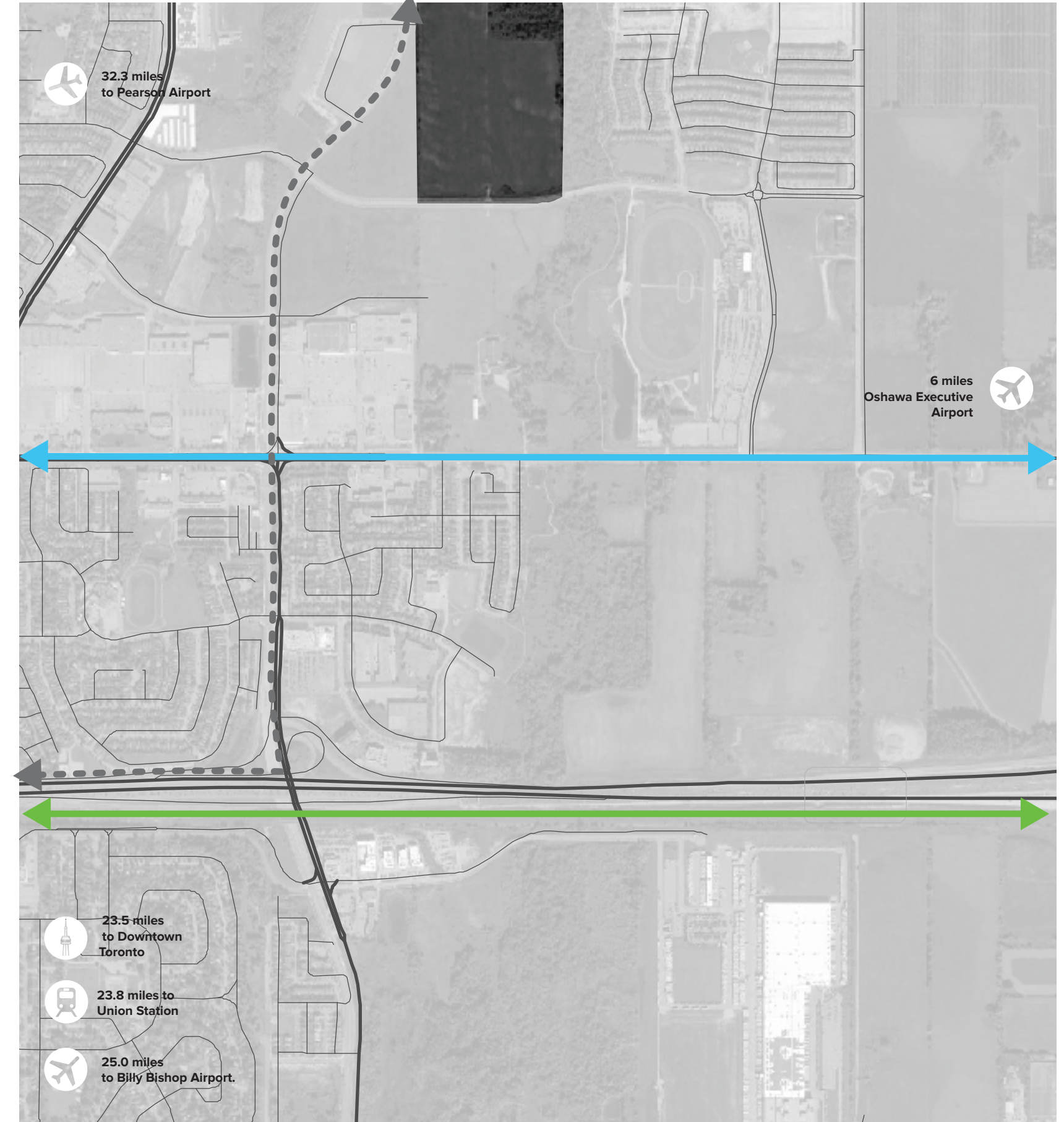
Opportunities to implement Low Impact Development (LID) techniques include the reclamation of stormwater and other sustainable technologies. A natural corridor would cross the site to provide natural connections between the forested wetland and the Carruthers Creek valley. This green space offers the opportunity to incorporate attractive natural heritage features within a new campus with modern building design elements and a close connection to nature.

The site can be directly accessed by two main arterial roads: Salem Road with an interchange link at Highway 401, and Harwood Avenue, which connects the entire town of Ajax from north to south. The site also abuts Uptown Ajax to the northeast and provides access to numerous restaurant and shopping options. With both sidewalk and bike lanes already in place, active transportation access to local amenities are easy and convenient.

The site is located two miles from downtown Ajax, 30 miles from downtown Toronto, and 34 miles to Toronto Pearson Airport. The site is connected to the highway network with Highway 2 located less than one mile away, Highways 412 and 401 located approximately one mile away, and Highway 407 located less than five miles away. High frequency local transit service is currently in place, connecting the site directly to the Metrolinx GO Station for access to the broader GTA.

The Region of Durham has commitments in place from local developer/builders confirming their ability to construct to Amazon’s specifications within the required timeframes, and would assign a dedicated Amazon team to expedite development permit applications. As with other properties within the Region of Durham, the cost of real estate in Ajax is some of the most competitive in the GTA. Vacant land prices are significantly less than elsewhere in the GTA. Housing prices are also the lowest in the GTA, with Durham’s communities offering a full range and mix of housing types, including executive and estate housing. Affordable real estate, outstanding quality of life, and relative proximity to existing population centers make this an attractive location to accommodate a greenfield Amazon campus development.

# SITE TRANSIT INFRASTRUCTURE





# 8 - MILTON 401 FRONTING LAND

Esquesing Line

Fifth Line

Sixth Line

Hornb

Boston Church Rd

James Snow Pky N

Steeles Ave

Steeles Ave E

Thompson Rd N

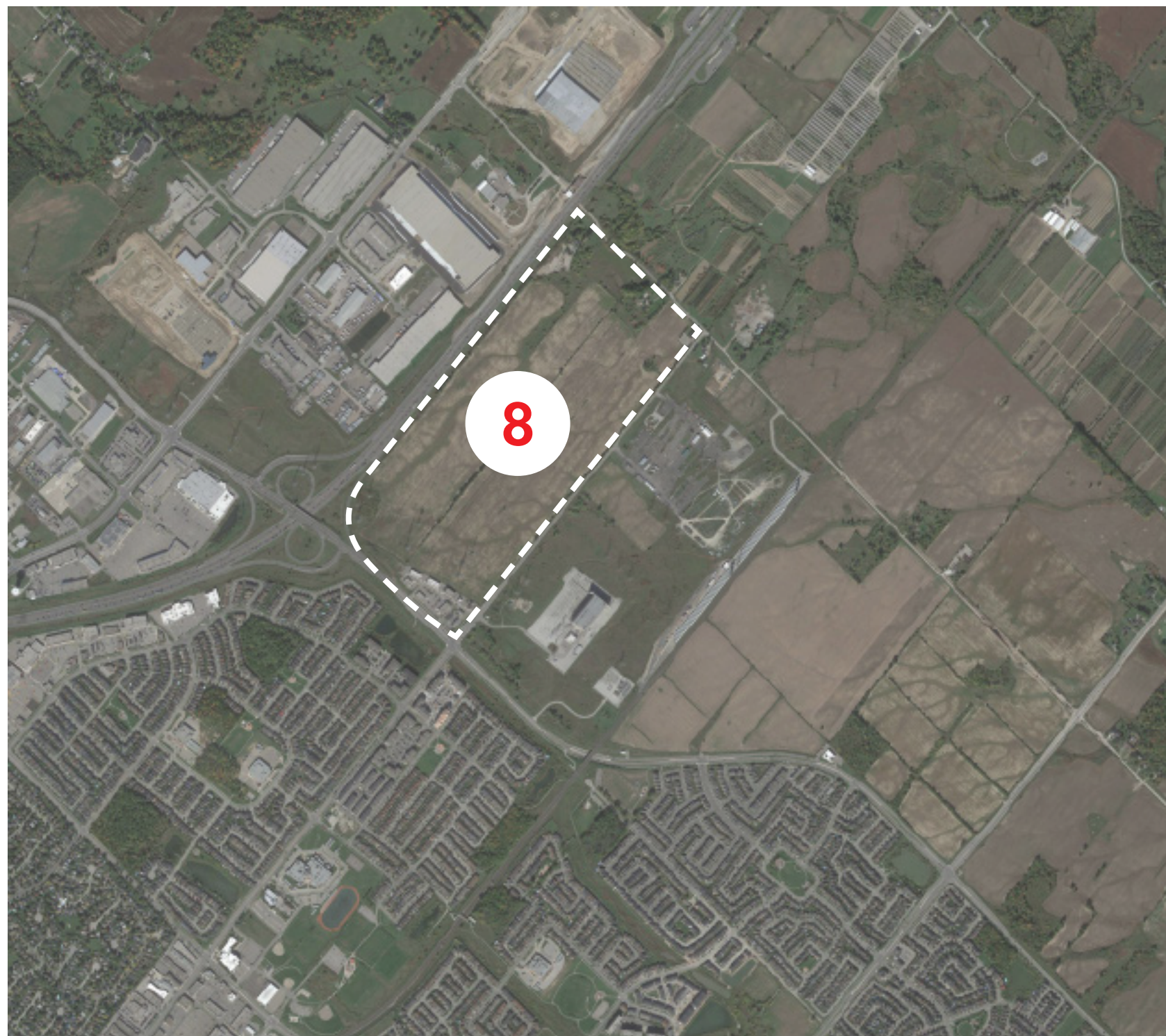
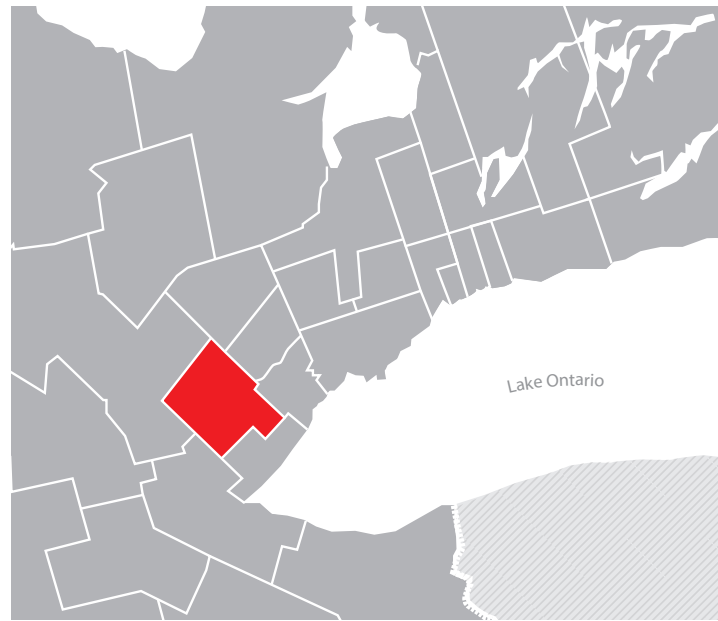


Main St E

Sixth Line

Fifth Line

James Snow



"As a former professional hockey player, I have had the privilege of traveling across North America while playing in Michigan, Boston, and Quebec City. The greatest privilege, however, has always been coming home to Halton Region, one of the most welcoming and fastest-growing communities in Canada. Halton is consistently ranked as one of the of the safest places to live in North America, with some of the country's most beautiful landscapes such as the Niagara Escarpment and Lake Ontario, open spaces and state-of-the-art recreational areas. Halton also offers the added benefit of major transportation corridors and close proximity to major city centres. What better place to welcome Amazon than a community which offers an exceptional quality of life for your future employees? Halton truly is a great place to live, work, raise a family, and retire."

—Chair of Halton, Gary Carr



## INTRODUCTION

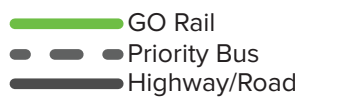
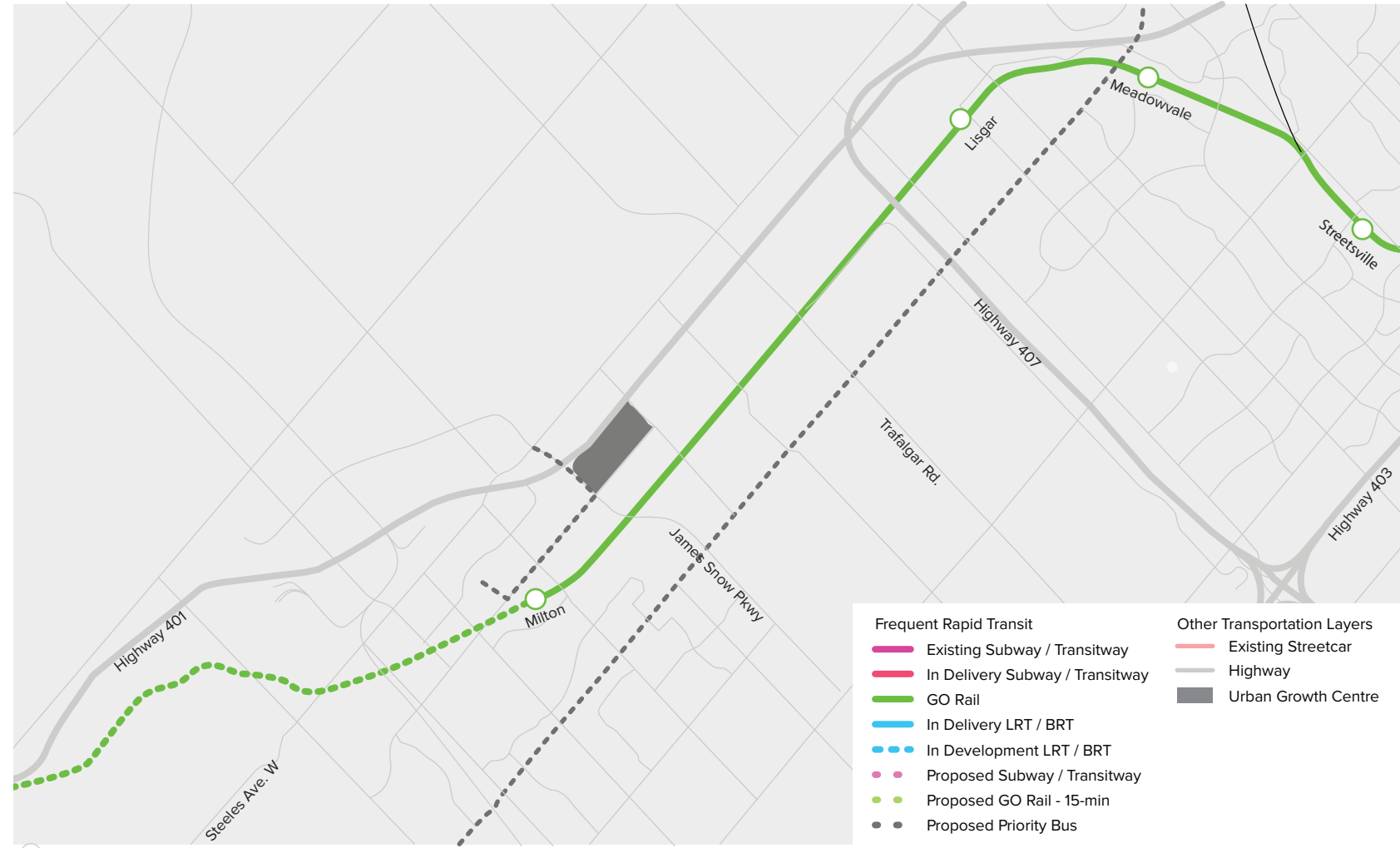
The Town of Milton Derry Green Business Park site offers approximately 114 acres (USD \$800,000/acre) of greenfield development located along Highway 401 and Main Street East, with high visibility and immediate access to the interchange at James Snow Parkway. The site is part of a much larger 2,000 acre Greenfield business park in the east Milton Urban Expansion area, adjacent to a number of established residential and commercial areas and associated retail services and amenities. Currently, there are no municipal services to the property. A number of planning and technical studies would need to be completed to secure the approvals necessary to accommodate new development, the timing of which is uncertain.

The Derry Green site is located approximately 21 miles away from the Pearson International Airport. The site has excellent access to Highway 401 and could potentially form a gateway location to the larger business park.

Access to Highways 403 and 407 through the Town of Milton further contribute to the site's highway transportation access. Other infrastructure, such as telecommunications, is available in the broader community but would need to be extended to the site. Transit access is currently limited to surface bus routes to local GO Transit stations, providing access to Downtown Toronto.

The Derry Green business park location, as with the many other developing greenfield locations in the Toronto area, could be very well-suited to accommodating Amazon's longer-term requirements. Given the likely time required to complete the necessary studies and secure approvals, accommodating Amazon's short-term space requirements may not be possible at this location. However, given the sites highly-accessible gateway location relative to Highway 401 within a major new employment area, the site could be attractive to accommodate Amazon's longer-term space requirements for office facilities.

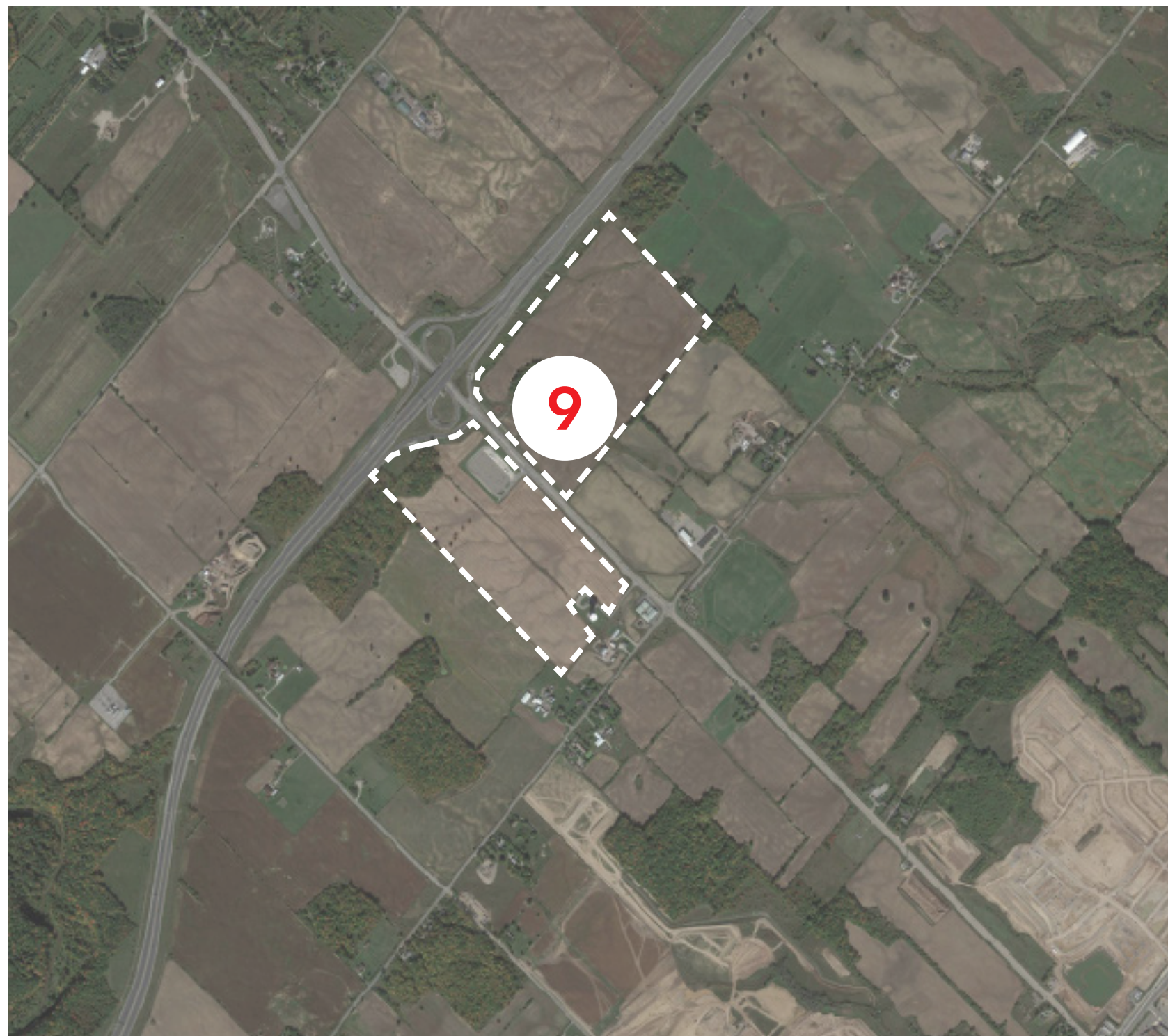
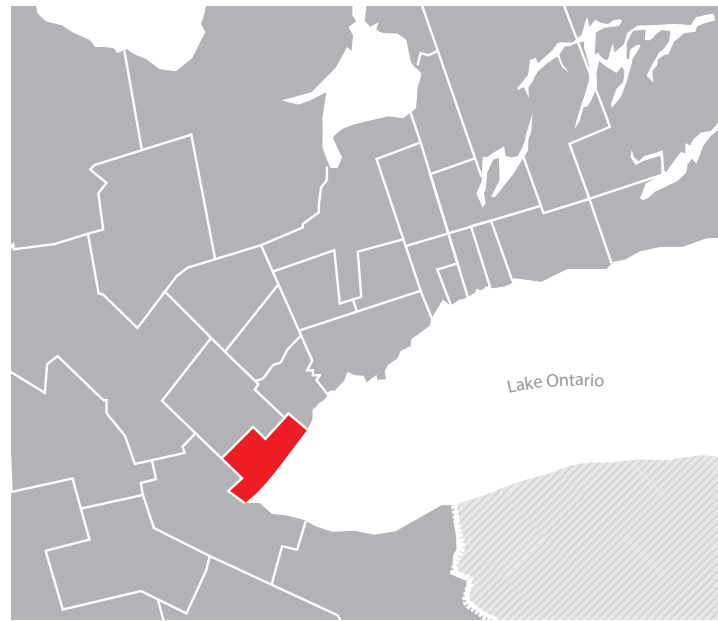
# SITE TRANSIT INFRASTRUCTURE



200m

# 9 - OAKVILLE TRAFALGAR & 407





## INTRODUCTION

The Town of Oakville is situated on the western side of the Toronto Region and benefits from substantial infrastructure, including a sophisticated highway and road network along with mass transit including GO Transit trains and buses.

Within Oakville, at the northern development edge, a prime development site of some 145 acres (USD \$560,000/acre) is offered to Amazon for its office and business requirements. This site is located at the Trafalgar Road and Highway 407 area. The site comprises two separate parcels south of 407: approximately 50 acres of land on the west side of Trafalgar Road, adjacent to a GO surface bus transit stop; and approximately 95 acres on the east side of Trafalgar Rd. Both parcels are designated for a mix of employment uses including major office and prestige industrial. Currently, there are no municipal services for either property. It is estimated that approximately two years would be required to secure the approvals necessary to accommodate new development.

The Trafalgar site is located 19 miles from Pearson International Airport and 25 miles west of downtown Toronto and with access to Highway 407, one of many major highways providing access to the central Toronto Region and United States. The site is located in the North Oakville Expansion area, the city's last major urban expansion area south of the Greenbelt. Although largely vacant today, the site is anticipated to accommodate significant new population and employment growth over time. Transit to the site is limited to surface bus routes; however, this location has been identified in the North

Oakville Secondary Plan for a future transit terminal to service future rapid transit along Highway 407.

Along with Burlington, the Oakville office market forms part of one of the three major office nodes in the Toronto Region outside the City of Toronto and has also been performing well for a number of years. There are currently 4 million square feet of office space inventory in the Oakville market with 906,626 square feet of vacant space that is immediately available as of Q3 2017, which could readily meet Amazon's short-term space requirements. A range of retail services and amenities are available within approximately two miles of the site, which could meet the needs of Amazon staff, similar to other mid-sized communities in the Toronto Region west.

The Trafalgar Road and Highway 407 site could be very well-suited to accommodating Amazon's longer-term development requirements within the Toronto Region. Given the time required to complete the necessary studies and secure approvals, accommodating Amazon's short-term space requirements may not be possible. However, given the site's location within a major new greenfield community, with access to major arterial roads, highways and future transit upgrades, the site could be attractive to accommodate Amazon's longer-term space requirements for office facilities. Although transit upgrades are identified in current plans for the area, their timing is uncertain and in any event are likely to be longer term propositions within broader investment plans for the metropolitan area.

# SITE TRANSIT INFRASTRUCTURE

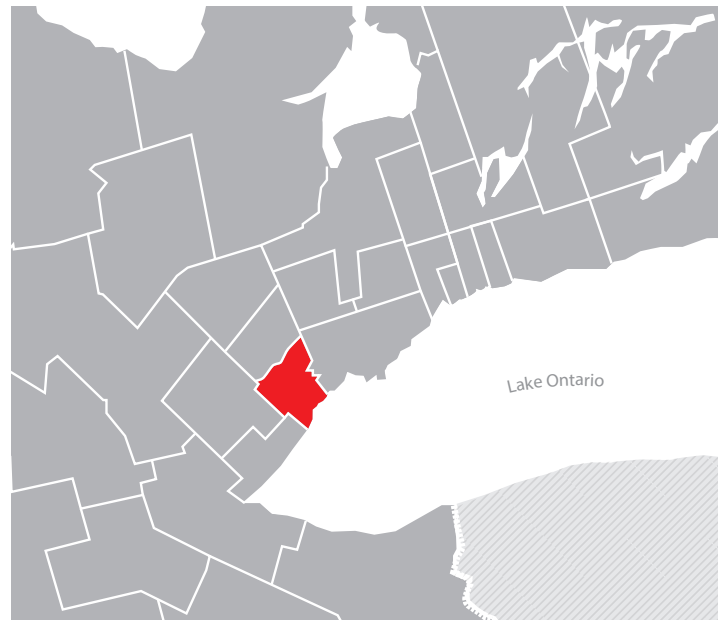


Priority Bus  
Highway/Road

200m

# 10 - BURLINGTON BRONTE MEADOWS





## INTRODUCTION

The City of Burlington continues to boast its status as the #1 Best mid-sized city to live in Canada. Money Sense magazine continues to report that Burlington is the Best Place to live for new immigrants, giving Burlington top marks for “mild weather, low unemployment, high incomes, low crime, and a thriving arts community.” Maclean’s magazine also ranked Halton Region, Burlington’s home, as the safest regional municipality in Canada.

Burlington also reports a diverse business base that includes sector concentrations across information technology, financial services, advanced manufacturing, and earth and medical services. Major global employers include RBC Financial, Boeringher Ingleheim, Cogeco Cable, UPS, Fedex, Purolator, and the Cumis Group, to name a few.

### **Burlington site – Bronte Meadows**

Situated along the eastern edge of Burlington, just north of the major highway the Queen Elizabeth Way, Bronte Meadows offers 184 acres (USD \$1.2 Million/acre) that could potentially accommodate a campus-style development within the urban context. The overall site comprises two separate parcels, which could be

combined, and are zoned to permit a range of commercial uses, including office, warehousing, and industrial use. Services and utility infrastructure are close to the property boundary for easy development.

Abutting the site are a number of established single family and multi-unit residential communities and the Bronte Creek Provincial Park, providing a large and readily-accessible natural heritage feature. The Metrolinx GO Transit rail station is nearby at either the Bronte or Appleby GO Stations, with bus connections directly from the site.

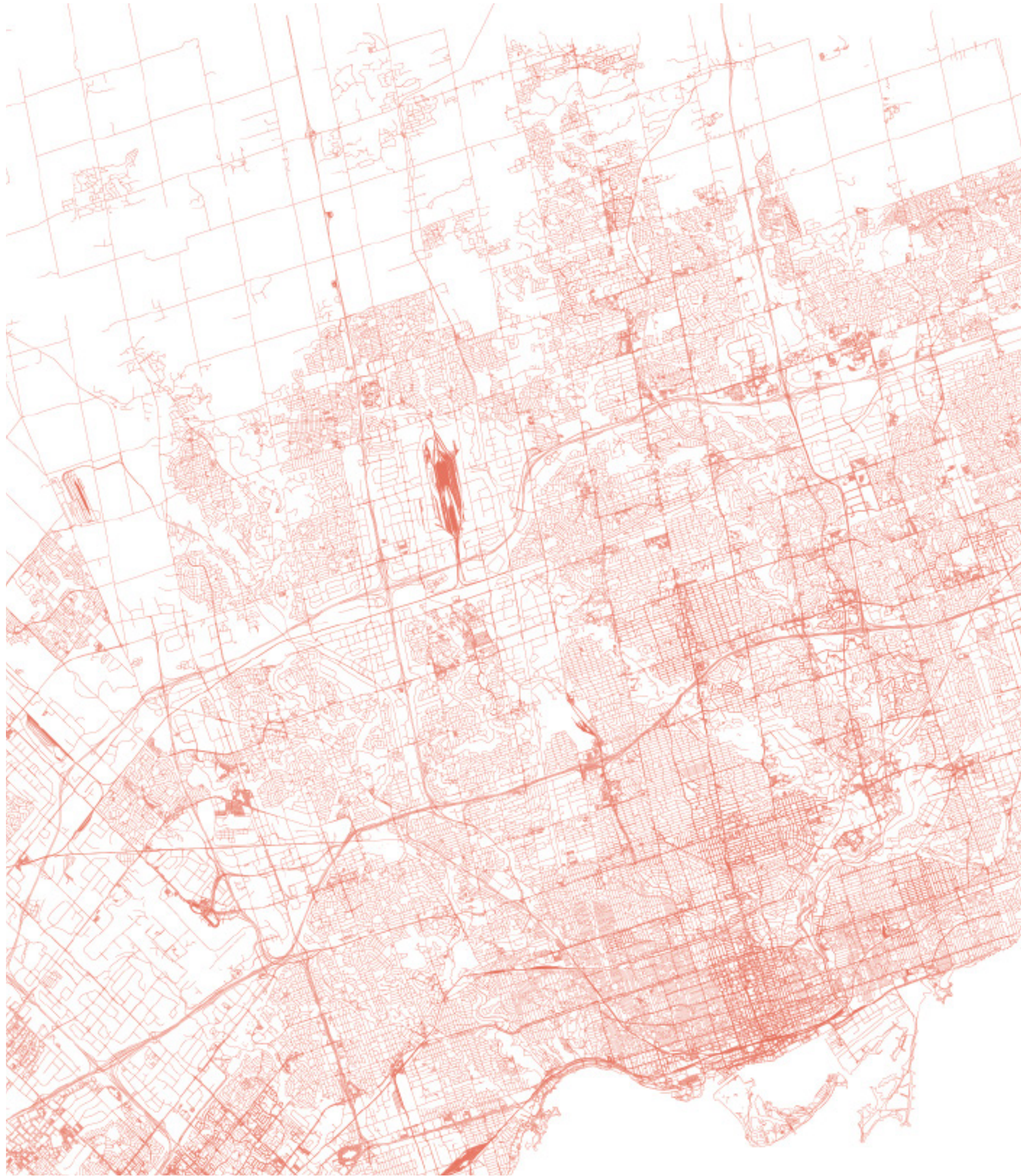
The Burlington office market forms part of one of the major nodes in the Toronto Region outside the City of Toronto that has been performing well for a number of years. There are currently 3.6 million square feet of office space inventory in the Burlington market with 474,297 square feet of vacant space that could be made available to meet Amazon’s immediate space requirements. A range of retail services and amenities are located approximately one mile south east of the site in the downtown area to serve the needs of the local employment base. The city is also home to internationally-recognized McMaster University.

# SITE TRANSIT INFRASTRUCTURE



Highway/Road

150m



ON BEHALF OF TORONTO GLOBAL,  
WE LOOK FORWARD TO HOSTING YOU.



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**TERRIE  
O'LEARY**  
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## SUBMISSION PACKAGE TEAM:

Toronto Global worked with Deloitte and PARTISANS to produce the Toronto Region's response to Amazon's HQ2 Request for Proposals. Toronto Global staff led research and content development. Deloitte evaluated the ten sites put forward from across the Toronto Region and assisted with research efforts. PARTISANS oversaw the writing, visualization, and creative direction of the book. A special thanks also goes out to all of the Toronto Region municipalities, the Province of Ontario, and the Government of Canada for providing invaluable information, support, and guidance throughout the process.



Toronto Global's team of experienced business advisors is ready to help you access the most dynamic and innovative region in the world. We actively seek global companies interested in expanding to the Toronto Region and connect investors with the right opportunities that will facilitate the successful growth of their business. Your success is our business.

As an arms-length organization representing municipalities in the region, we work with our partners in the Ontario and Canadian governments to provide a comprehensive, customized service that allows for a smooth transition for international companies wishing to do business here. Toronto Global is dedicated to understanding our clients' business needs and delivering tailored, innovative solutions that will set the stage for their success in the Toronto Region.

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