TORONTO REGION
RESPONSE TO AMAZON HQ2 RFP
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 7.8 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.** We have the most educated workforce in the OECD and are 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. Thirty-nine percent of the Toronto Region—and 51% of Toronto proper—are born outside of Canada. We welcome more new immigrants than prominent U.S. metros like LA, Washington, Chicago, San Francisco and Boston. We speak over 180 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 corporate tax rate is 26.5%, on average 13% lower than most U.S. jurisdictions. 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 is in the fourth year of its 13-year USD $154.5 billion infrastructure spend, the largest investment of its kind in North America. The province is keen to study 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 are a testament to that.

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.

We are 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

October 19, 2017
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184 YOUR PARTNERS
188 TEAM
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 directed 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

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,

[Signature]
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 sciences, 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.

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 coordinate 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
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.

INTRODUCTION

The labour force of tomorrow lives and moves here.

Toronto is the fourth largest city in North America. At 7.8 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. Thirty-nine 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 90,000 immigrants last year alone. Immigration is a solution in our country, not a problem.

We have the most highly-educated workforce in the OECD. 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.

FUTUREPROOFED TALENT PIPELINE

Welcome to Canada
INTRODUCTION

The Toronto Region is your partner in business, growth, and innovation. Our business environment offers highly-competitive values are being challenged around the world, we control is accessible. We have universal healthcare and robust public schools. At a time when humanistic 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.

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 2017 Quality of Life Survey 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.

CONNECTED TRANSPORTATION NETWORK

Connected every which way.

Toronto Pearson International Airport is the second largest international airport in North America. Through its doors, passengers have access to 67% of the world’s GDP and 72 destinations in the U.S., with the capacity to grow. It only takes 25 minutes to get there from downtown Toronto on the Union-Pearson Express Train. With over 250,000 passengers travelling through it everyday, Downtown Toronto’s Union Station is the busiest, most important multi-modal transportation hub in the country. We move 2.25 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.

SITES

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 townhomes 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.
INTRODUCTION

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 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.

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.

Looking south to downtown Toronto along Yonge Street. Photograph by NormLi.

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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.

Looking south to downtown Toronto along Yonge Street. Photograph by NormLi.
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.

“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
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

As of 2016, the Toronto Region was home to 7.8 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 36%; we are projected to grow to 9.5 million by 2031 and more than 11 million by 2041.

CBRE’s 2017 Scoring Tech Talent Report puts Toronto’s millennial population growth rate at 9.5%, just behind Seattle’s and tied with San Francisco’s.

Population growth is occurring across all age categories. The Toronto Region experienced a five-year percentage increase in the population of its Children (1.8%), Youth (2.7%), and Adult (5.0%) 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. Thirty-nine 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 180 languages and dialects. We are home to over 230 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 over 40,000 Syrian refugees. More than 190,000 people immigrated to Ontario in the last year alone, with over 90,000 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.

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

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—Mark Halinaty, President & CEO, Thales Canada
“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.

**IMMIGRATION POLICIES**

The Toronto Region attracts international students in droves. More than 80,000 international students were enrolled in our post-secondary institutions in Fall 2015. Total international student enrolment has grown 52% 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.

**WELCOMING SYRIANS TO CANADA**

Welcoming Syrians to Canada at Toronto Pearson International Airport
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 the third-largest tech hub in North America, and growing at a staggering pace. In the last year alone, the city created 22,500 new tech jobs—twice the number of new jobs as in New York City, 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. Amongst the 12 major North American tech markets, the Toronto Region is only second to New York when it comes to jobs in Computer, Engineering, and Science and Natural and Applied Sciences as well as Business and Financial Operations occupations.

The Toronto Region has almost 400,000 people working in Management occupations, nearly 150,000 more than Seattle. Amazon can rest assured that we have the required volume—and right kind of talent—to staff HQ2.

LABOUR FORCE

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

Source: World Council on City Data

TOTAL LABOUR FORCE SIZE

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

Source: World Council on City Data, July 2017

LABOUR FORCE

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

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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

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

<table>
<thead>
<tr>
<th>Metro</th>
<th>Business, Management, and Public Administration</th>
<th>Mathematics, Computer, and Information Sciences</th>
<th>Architecture, Engineering, and Related Technologies</th>
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<tr>
<td>Charlotte</td>
<td>133,288</td>
<td>23,373</td>
<td>81,352</td>
</tr>
<tr>
<td>Chicago</td>
<td>322,371</td>
<td>71,983</td>
<td>378,467</td>
</tr>
<tr>
<td>Dallas</td>
<td>291,280</td>
<td>82,531</td>
<td>258,467</td>
</tr>
<tr>
<td>Denver</td>
<td>177,052</td>
<td>39,750</td>
<td>123,561</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>321,972</td>
<td>69,584</td>
<td>247,125</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>233,174</td>
<td>69,394</td>
<td>164,690</td>
</tr>
<tr>
<td>San Francisco</td>
<td>283,879</td>
<td>97,387</td>
<td>286,498</td>
</tr>
<tr>
<td>Seattle</td>
<td>171,056</td>
<td>70,780</td>
<td>101,221</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>364,311</td>
<td>141,287</td>
<td>304,125</td>
</tr>
<tr>
<td>Montreal</td>
<td>486,030</td>
<td>88,065</td>
<td>397,265</td>
</tr>
<tr>
<td>Vancouver</td>
<td>246,785</td>
<td>50,975</td>
<td>195,610</td>
</tr>
</tbody>
</table>

### HIGHER EDUCATION DEGREES PER 100,000 PEOPLE, 2011

The Toronto Region has the most highly-educated population 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-seven percent of the population have a post-secondary degree—a higher percentage 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—second only to New York City—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.)

### 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 top 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.”

The Toronto Region salaries are highly competitive in every category.
UNIVERSITY ENROLMENT & CONFERMENT IN THE TORONTO REGION

SARA DIAMOND, PRESIDENT
OCAD UNIVERSITY

Toronto’s OCAD University, the largest and most comprehensive art and design university in Canada, is a leader in STEM + design 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 health, machine learning or blockchain, Interdisciplinary Business Innovation Studios, Platform (UPP), Imagination Catalyst Incubator, and the Internet of Things, visual analytics, design for health, machine learning or blockchain, and 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 students (one in three), qualify for free tuition this school year. Programs such as the Repayment Assistance Program, debt management policies, and other initiatives have also seen steady growth, as indicated by the tables on the left.

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 60% of Ontario’s overall post-secondary enrolment.

Total enrolment in the Toronto Region’s post-secondary institutions continues to rise, however, growth in Computer Science programs from 13,000 to more than 17,000 students in the last four years is especially remarkable. Computer Science enrolment growth within our universities alone has nearly doubled from 5,300 to 9,900 students since 2012, and represents 70% 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.

POST-SECONDARY INSTITUTIONS

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

<table>
<thead>
<tr>
<th>Post-Secondary Institution</th>
<th>Campus Location(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Toronto</td>
<td>Toronto</td>
</tr>
<tr>
<td>York University</td>
<td>Toronto</td>
</tr>
<tr>
<td>Ryerson University</td>
<td>Toronto</td>
</tr>
<tr>
<td>University of Ontario</td>
<td>Toronto</td>
</tr>
<tr>
<td>Trent University Durham</td>
<td>Durham Region</td>
</tr>
<tr>
<td>Ontario College of Art &amp; Design University Toronto</td>
<td>Toronto</td>
</tr>
<tr>
<td>McMaster University</td>
<td>Hamilton</td>
</tr>
<tr>
<td>University of Guelph</td>
<td>Guelph</td>
</tr>
<tr>
<td>University of Waterloo</td>
<td>Waterloo</td>
</tr>
<tr>
<td>Wilfrid Laurier University</td>
<td>Waterloo</td>
</tr>
<tr>
<td>Seneca College</td>
<td>Toronto</td>
</tr>
<tr>
<td>Humber College</td>
<td>Toronto</td>
</tr>
<tr>
<td>George Brown College</td>
<td>Toronto</td>
</tr>
<tr>
<td>Centennial College</td>
<td>Toronto</td>
</tr>
<tr>
<td>Durham College</td>
<td>Durham Region</td>
</tr>
<tr>
<td>Sheridan College</td>
<td>Hamilton</td>
</tr>
<tr>
<td>Mohawk College</td>
<td>Hamilton</td>
</tr>
</tbody>
</table>

These institutions offer a number of programs across diverse subjects of relevance to Amazon’s HQ2, including but not limited to Business and other STEM-related programs of importance to Amazon. Each of the Toronto Region’s post-secondary institutions offer a number of programs across diverse subjects of relevance to Amazon’s HQ2.
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.

<table>
<thead>
<tr>
<th>School</th>
<th>Type</th>
<th>Metro</th>
<th>2018 QS World University Rankings - Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIT</td>
<td>Private</td>
<td>Boston</td>
<td>1</td>
</tr>
<tr>
<td>Stanford</td>
<td>Private</td>
<td>San Francisco</td>
<td>2</td>
</tr>
<tr>
<td>Harvard</td>
<td>Private</td>
<td>Boston</td>
<td>3</td>
</tr>
<tr>
<td>University of Chicago</td>
<td>Private</td>
<td>Chicago</td>
<td>9</td>
</tr>
<tr>
<td>Cornell</td>
<td>Private</td>
<td>New York</td>
<td>14</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>Private</td>
<td>Washington, DC</td>
<td>17</td>
</tr>
<tr>
<td>Columbia</td>
<td>Private</td>
<td>New York</td>
<td>18</td>
</tr>
<tr>
<td>University of Pennsylvania</td>
<td>Private</td>
<td>Philadelphia</td>
<td>19</td>
</tr>
<tr>
<td>Duke</td>
<td>Private</td>
<td>Charlottesville</td>
<td>21</td>
</tr>
<tr>
<td>University of California Berkeley</td>
<td>Public</td>
<td>San Francisco</td>
<td>27</td>
</tr>
<tr>
<td>Northwestern</td>
<td>Public</td>
<td>Chicago</td>
<td>28</td>
</tr>
<tr>
<td>University of Toronto</td>
<td>Public</td>
<td>Toronto Region</td>
<td>31</td>
</tr>
<tr>
<td>Carnegie Mellon</td>
<td>Private</td>
<td>Pittsburgh</td>
<td>47</td>
</tr>
<tr>
<td>New York University</td>
<td>Private</td>
<td>New York</td>
<td>52</td>
</tr>
<tr>
<td>University of Washington</td>
<td>Public</td>
<td>Seattle</td>
<td>61</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>Public</td>
<td>Atlanta</td>
<td>70</td>
</tr>
<tr>
<td>University of North Carolina-Chapel Hill</td>
<td>Public</td>
<td>Charlotte</td>
<td>80</td>
</tr>
<tr>
<td>Boston University</td>
<td>Private</td>
<td>Boston</td>
<td>81</td>
</tr>
<tr>
<td>Penn State (Main Campus)</td>
<td>Public</td>
<td>Pittsburgh</td>
<td>93</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>Public</td>
<td>Washington, DC</td>
<td>129</td>
</tr>
<tr>
<td>McMaster University</td>
<td>Public</td>
<td>Toronto Region (Hamilton)</td>
<td>140</td>
</tr>
<tr>
<td>University of Waterloo</td>
<td>Public</td>
<td>Toronto Region (Waterloo)</td>
<td>152</td>
</tr>
<tr>
<td>University of Colorado-Boulder</td>
<td>Public</td>
<td>Denver</td>
<td>182</td>
</tr>
</tbody>
</table>

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 #25 in the world for agriculture and forestry, and Ryerson University is home to DMZ, the leading university-based incubator in North America.

**SELECTION OF TOP 200 UNIVERSITIES IN MAJOR NORTH AMERICAN TECH MARKETS - QS WORLD 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.

**TOTAL ENROLMENT AT TOP 200 UNIVERSITIES, 2016**

Total enrolment, along with degrees conferred, in select Top 200 universities within each MSA were compared. With more than 145,000 students enrolled at our Top 200-ranked institutions, Toronto Region leads the pack.

**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 2018 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 #15, #24, and #101, respectively, confirming that the Toronto Region produces high-quality, work-ready graduates that Amazon can tap to build its future workforce.

We have more than 145,000 students enrolled at our three Top 200-ranked universities—40% 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
The Toronto Region produced over 3,500 graduates in Business & Management studies from its three Top 200 Universities in 2015. The Toronto Region’s Top 200 Universities awarded 65% more Business Bachelor degrees (2,188) in 2015 than NYC.

The Toronto Region produced over 850 graduates in Computer Science from its three Top 200 Universities in 2015. Computer Science Rankings:
- University of Toronto: #10
- University of Waterloo: #31

The Toronto Region produced over 4,700 graduates in Engineering from its three Top 200 Universities in 2015, including more than 3,000 bachelor degrees — nearly twice as many as NYC. Engineering Rankings:
- University of Toronto: #34
- University of Waterloo: #60

The Toronto Region conferred more than 1,400 Math degrees in 2015, nearly 25% more than NYC. With University of Toronto and University of Waterloo ranking #16 and #34 globally for Math, the Toronto Region produces a high volume of high-quality Math graduates.
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 enrols 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

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>DESCRIPTION</th>
<th>PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vector Institute for Artificial Intelligence</td>
<td>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.</td>
<td>Industry</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government &amp; Academic partners</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>Industry</td>
</tr>
<tr>
<td>Siemens Canada Engineering &amp; Technology Academy (SCETA)</td>
<td>Industry</td>
<td>Siemens Canada</td>
</tr>
<tr>
<td></td>
<td>Government &amp; Academic partners</td>
<td>University of Waterloo, McMaster University, Sheridan College, Seneca College, Mohawk College, Centre for Advanced Manufacturing and Design Technologies.</td>
</tr>
<tr>
<td></td>
<td>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).</td>
<td>Industry</td>
</tr>
<tr>
<td>Centre for Advanced Manufacturing and Design Technologies</td>
<td>Academic</td>
<td>Sheridan</td>
</tr>
<tr>
<td></td>
<td>Baker McKenzie LLP is taking an “R&amp;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.”</td>
<td>Industry</td>
</tr>
<tr>
<td>Whitespace Legal Collaboration Lab</td>
<td>Academic</td>
<td>University of Toronto School of Law, University of Waterloo Legislation Lab, York University’s Schulich School of Business</td>
</tr>
</tbody>
</table>

“"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 Paynter, 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 #1 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.

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.

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 for K-12 in one area in particular: STEM.

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.
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 are the ideal cultural community that will enable 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 Thomson Reuters, Google Sidewalk Labs, Fujitsu Laboratories, GM, Booking.com, and Slack have recently come to 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 combined 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.

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COMPETITIVE BUSINESS CLIMATE

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.

ECONOMIC CONTEXT

MARKET ACCESS

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 will begin 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.

LOW-COST, HIGH-QUALITY BUSINESS ENVIRONMENT

Stability & Growth

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.

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.

Market Access

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

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.

ECONOMIC CONTEXT

GDP GROWTH COMPARISON

(2012-2016)

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.

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

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 will begin 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.

LOW-COST, HIGH-QUALITY BUSINESS ENVIRONMENT

Stability & Growth

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.

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.
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 that the cost of doing business in the Toronto Region is 22-30% less than in the U.S.

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

Companies operating in Ontario are also subject to lower Corporate Income Tax (CIT) rates. The combined federal and provincial CIT is 26.5%, lower than both the G7 average of 30.8% and the U.S. average of 38.9%.

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.
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 here, 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 US 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.”
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.

**INCENTIVES**

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>DESCRIPTION</th>
<th>FORM &amp; FUNDING AMOUNT</th>
<th>PROCESS &amp; APPROVALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario’s Jobs &amp; Prosperity Fund (JPF)</td>
<td>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&amp;D, capital costs, and training.</td>
<td>Grant or loan (or combination) funding amount is discretionary and calculated based on the scale of investment commitments.</td>
<td>Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development &amp; Growth</td>
</tr>
<tr>
<td>Canada’s Strategic Innovation Fund</td>
<td>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.</td>
<td>Grant or (loan or combination) funding amount is discretionary and calculated based on the scale of investment commitments.</td>
<td>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.</td>
</tr>
<tr>
<td>Federal &amp; Provincial stackable R&amp;D Tax Incentive Programs</td>
<td>Tax incentive programs that encourage Canadian companies to conduct research and development in Canada that will lead to innovative products or processes.</td>
<td>Income tax credits (combination of repayable and non-repayable).</td>
<td>Credits are filed at tax return time. Non-refundable tax credits can be carried forward for 20 years.</td>
</tr>
<tr>
<td>Canada-Ontario Job Grant</td>
<td>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. Employees must contribute one-third of eligible costs.</td>
<td></td>
<td>Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development &amp; Growth</td>
</tr>
<tr>
<td>Co-operative Education Tax Credit</td>
<td>Financial assistance for companies to hire Ontario university and college students enrolled in a post-secondary co-operative education program. Covers 25% to 35%, refundable up to USD $2,440.</td>
<td></td>
<td>Dedicated Amazon Help Desk at the Provincial Ministry of Economic Development &amp; Growth</td>
</tr>
</tbody>
</table>

**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.
The regional food and beverage sector is the largest. Waterloo’s Perimeter Institute for Theoretical Physics.
The Toronto Region is home to North America’s. Located along a corridor of innovation that runs.
The Vector Institute for Artificial Intelligence, Institute for Quantum Computing (ICQ).

COMPETITIVE BUSINESS CLIMATE

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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.

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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.

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 from the Vector Institute to 1,000 within five years. Major international companies are establishing R&D labs in the Toronto Region to take advantage of this deep pool of knowledge to develop new commercial applications.

• The 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, Loblaw, Accenture, Thomson Reuters, Magna International, NVIDIA, Uber, Air Canada, and all five major Canadian banks.

• Thomson Reuters has opened a new “Toronto Technology Centre” to house their cognitive computing activities. The decision was driven by the Region’s technology strengths in data visualization and artificial intelligence.

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)
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, set 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. It was recently named by Detlas as 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.

Uber is launching a research group affiliated with the University of Toronto devoted to a driverless car technology, creating a third hub—the first one outside the U.S. An expert in machine learning and computer vision, Dr. Raquel Urtasun is a walking example of University of Toronto’s—and Canada’s—prowess in the field of artificial intelligence. It is a key reason why Silicon Valley giants like Uber and Google are setting up research labs across the country.

“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

“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
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 70% 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
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.

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

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 2017 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.

“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
COMPETITIVE BUSINESS CLIMATE

PHARMACEUTICAL CLUSTER

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 2016, investment in Toronto’s domestic and foreign film, television, and digital productions rose to an all-time record of USD $1.68 billion.

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. More than 34,000 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 offers 250,000 square feet of production space on a 20-acre site in Downtown Toronto. Its twelve stages include North America’s largest purpose-built soundstage: the 46,000 square-foot Mega Stage.
- For 50 years, Sheridan College in Oakville has been considered one of the best computer 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 tax credit available to eligible Ontario-based Canadian corporations of 35% of qualified Ontario labour expenditures for eligible film and television production.
- The Ontario Production Services Tax Credit (OPSTC) is a refundable tax credit to eligible Ontario-based Canadian and foreign-controlled corporations of 21.5% of qualified Ontario production expenditures for eligible film and television productions.

- The Ontario Computer Animation & Special Effects (OCASE) Tax Credit is a refundable tax credit to Ontario-based Canadian and foreign-controlled corporations of 18% of 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, 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 adapting 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.

- 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 16 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, BiogenIdec, InspireCure, 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, the 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 neighboring the financial centre of Canada, will deliver great opportunities and impact for merging biotechnology entrepreneurs.”
QUALITY OF LIFE: WHY YOU WILL LOVE IT HERE

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 2017 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 who 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 Weekend. Jamie Oliver. 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.

“"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

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The Toronto Region 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 WILL LOVE IT HERE

HOMICIDES PER 100,000 PEOPLE, 2016

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.

SAFEST CITIES INDEX, 2017

Source: The Economist

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.

SAFETY & CRIME

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.

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.

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.

Starting in January 2018, Ontario will be 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.

WELFARE & WELLBEING

“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

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Canada as a whole is ranked favourably relative to the U.S. in the 2016 World Risk Report (UNU-EHS) 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.”

HEALTHCARE

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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. The pace of new condominium development in the Toronto Region has been steady over the past ten years, with an average of 14,000 new units annually. Annual housing starts range from 38,000 to 42,000, and in this past year alone, condo construction hit a record high with the launch of 41 new projects, totaling 11,849 units.

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
(Exchange: $1CAD = $0.80 USD)

<table>
<thead>
<tr>
<th>Single Family Detached</th>
<th>Single Family Attach</th>
<th>Townhouse</th>
<th>Apartment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>$874,200</td>
<td>$619,150</td>
<td>$489,285</td>
</tr>
<tr>
<td>Mississauga</td>
<td>$778,915</td>
<td>$531,202</td>
<td>$427,561</td>
</tr>
<tr>
<td>Brampton</td>
<td>$542,247</td>
<td>$442,982</td>
<td>$300,659</td>
</tr>
<tr>
<td>York</td>
<td>$834,907</td>
<td>$524,335</td>
<td>$419,874</td>
</tr>
<tr>
<td>Halton</td>
<td>$75,465</td>
<td>$535,614</td>
<td>$394,910</td>
</tr>
<tr>
<td>Durham</td>
<td>$492,349</td>
<td>$381,917</td>
<td>$295,453</td>
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</tbody>
</table>

### AVERAGE RENT ($USD), PER MUNICIPALITY
(Exchange: $1CAD = $0.8USD)

<table>
<thead>
<tr>
<th>One Bedroom</th>
<th>Two Bedroom</th>
<th>Three Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>$1,532</td>
<td>$2,147</td>
</tr>
<tr>
<td>Mississauga</td>
<td>$1,351</td>
<td>$1,645</td>
</tr>
<tr>
<td>Brampton</td>
<td>$1,910</td>
<td>$2,440</td>
</tr>
<tr>
<td>York</td>
<td>$1,301</td>
<td>$1,668</td>
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<tr>
<td>Halton</td>
<td>$1,288</td>
<td>$1,717</td>
</tr>
<tr>
<td>Durham</td>
<td>$1,285</td>
<td>$1,457</td>
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</table>

**Condo towers in Downtown Toronto**
**Key Centers of Growth in Toronto Region**

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

<table>
<thead>
<tr>
<th>Region</th>
<th>Singles</th>
<th>Semi</th>
<th>Rows</th>
<th>Apartments</th>
</tr>
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<tbody>
<tr>
<td>Toronto</td>
<td>150,000</td>
<td>50,000</td>
<td>50,000</td>
<td>200,000</td>
</tr>
<tr>
<td>York</td>
<td>125,000</td>
<td>75,000</td>
<td>75,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Durham</td>
<td>175,000</td>
<td>75,000</td>
<td>75,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Peel</td>
<td>150,000</td>
<td>50,000</td>
<td>50,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Halton</td>
<td>125,000</td>
<td>75,000</td>
<td>75,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Hamilton</td>
<td>100,000</td>
<td>50,000</td>
<td>50,000</td>
<td>100,000</td>
</tr>
</tbody>
</table>

**Future Condominium Inventory**

Source: Urbanation, 2016

- 49%: 975,485 units high-density apartment buildings with 5+ storeys
- 28%: 473,300 units low-density apartment buildings with 2-5 storeys
- 23%: 463,485 units low-density single detached and semi-detached

**Residential Dwelling Form**

Source: Statistics Canada 2011 Census, Growth from CMHC, Toronto CMA

- Low-density single detached and semi-detached: 547,380 units
- High-density apartment buildings with 5+ storeys: 49%
- Medium-density town, row, & duplex: 23%

Toronto Region’s residents reside in roughly 2 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.

Berczy Park, Toronto

Typical tree-lined residential street in Toronto
QUALITY OF LIFE: WHY YOU WILL LOVE IT HERE

Lake Ontario
Georgian Bay
Lake Erie
Lake Simcoe
Toronto
Niagara
Kitchener-Waterloo
Wellington
Guelph
Caledon
Dufferin
Simcoe
Halton
Durham
Kawartha Lakes
Northumberland
Peterborough
York
Hamilton
Brantford
Haldimand
Brampton
Mississauga

SOUTHERN ONTARIO PARKS & RECREATION

N

Niagara Escarpment
UNESCO Biosphere Reserve
Greenbelt
Oak Ridges Moraine

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

DAYS WITH MEASURABLE BRIGHT SUNSHINE

Source: The Weather Network
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 LGBTQ storytellers for 26 years.

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


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 Runnalls. 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.

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

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 scoring 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 28 years, and our fans have gone from rookies of the year to knowledgeable MVPs. They are our sixth man.”
MUSEUMS & ART GALLERIES

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.

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  
The 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 1.6 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 $941 million.

“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
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 67% of the world’s GDP and 72 destinations in the U.S., with the capacity to grow. It only takes only 25 minutes to get there from Downtown Toronto on the Union-Pearson Express (UP) Train.

With over 250,000 passengers travelling through it everyday, Downtown Toronto’s Union Station is the busiest, most important multi-modal transportation hub in the country.

We move 2.25 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, and 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.

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

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

—Howard Eng, President and CEO of the Greater Toronto Airports Authority (GTAA)
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, utilizing 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 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 the regional rail, GO Train (operated by Metrolinx), subway, streetcar, 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 2.25 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 region.

<table>
<thead>
<tr>
<th>CITY</th>
<th>TRANSIT SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
<td>84</td>
</tr>
<tr>
<td>San Francisco</td>
<td>80</td>
</tr>
<tr>
<td>Toronto</td>
<td>78</td>
</tr>
<tr>
<td>Boston</td>
<td>74</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>71</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>67</td>
</tr>
<tr>
<td>Chicago</td>
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</tr>
<tr>
<td>Seattle</td>
<td>57</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>54</td>
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<tr>
<td>Denver</td>
<td>47</td>
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<tr>
<td>Atlanta</td>
<td>44</td>
</tr>
<tr>
<td>Dallas</td>
<td>39</td>
</tr>
<tr>
<td>Charlotte</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Source: Walkscore
The City of Toronto has the third-best transit score when compared to other prominent cities and major tech markets in North America. With 37% of City of Toronto residents commuting to work by transit (and 23% in the Toronto CMA), we place second only to New York City.

With nearly 1.7 million daily riders, the TTC is the third-most heavily-used urban mass transit system in North America, after 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, it 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 Draft 2041 Regional Transportation Plan is currently undergoing consultations and plans to add 966 miles 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.

### Toronto Region’s Mass Transit Network

<table>
<thead>
<tr>
<th>Operator</th>
<th>Features</th>
<th>Ridership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go Transit (Metrolinx)</td>
<td>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.</td>
<td>Annual: 70.8 million (2015) Daily: 314,000</td>
</tr>
<tr>
<td>Toronto Transit Commission (TTC)</td>
<td>The TTC is made up of 272 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.</td>
<td>Annual: 538.1 million (2016) Daily: 1.69 million</td>
</tr>
<tr>
<td>MiWay</td>
<td>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.</td>
<td>Annual: 374 million (2015) Daily: 182,000</td>
</tr>
<tr>
<td>York Region Transit (Viva)</td>
<td>YRT/Viva offers local and rapid transit services in all nine York Region municipalities. Almost 160 routes keep residents connected within York Region, as well as connecting services in the City of Toronto and the Regions of Peel and Durham.</td>
<td>Annual: 22.8 million (2016) Daily: 77,000</td>
</tr>
</tbody>
</table>

Source: Metrolinx

#### WALKING DISTANCE TO FREQUENT RAPID TRANSIT

<table>
<thead>
<tr>
<th>People</th>
<th>2011</th>
<th>2041*</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>36%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jobs</th>
<th>2011</th>
<th>2041*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2%</td>
<td>46%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Metrolinx

0.25 miles from Priority Bus, BRT and LRT Lines and 0.5 miles from Subway and 15 minute GO station
A good measure of a city’s urbanity is the number of people who walk to work. The latest available statistics indicate that 4.6% of people within the City of Toronto walk 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](image)

## CITY AVERAGE COMMUTE TIME

<table>
<thead>
<tr>
<th>City</th>
<th>Average Commute Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pittsburgh</td>
<td>24</td>
</tr>
<tr>
<td>Denver</td>
<td>25</td>
</tr>
<tr>
<td>Charlotte</td>
<td>26</td>
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<td>Atlanta</td>
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<td>Boston</td>
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<tr>
<td>Washington, DC</td>
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<tr>
<td>Toronto</td>
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<td>San Francisco</td>
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</tr>
<tr>
<td>Chicago</td>
<td>35</td>
</tr>
<tr>
<td>New York</td>
<td>41</td>
</tr>
</tbody>
</table>

### CONNECTED TRANSPORTATION & INFRASTRUCTURE

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. The overall regional average commute time is 27 minutes (33 minutes within the Toronto CMA), ranking ahead of San Francisco, New York, and Seattle.

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 1330 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.

### ACTIVE TRANSPORTATION

<table>
<thead>
<tr>
<th>City</th>
<th>Walk Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>100</td>
</tr>
<tr>
<td>New York</td>
<td>89</td>
</tr>
<tr>
<td>San Francisco</td>
<td>86</td>
</tr>
<tr>
<td>Boston</td>
<td>81</td>
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<tr>
<td>Philadelphia</td>
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<td>Seattle</td>
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<td>Atlanta</td>
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</tr>
<tr>
<td>Dallas</td>
<td>46</td>
</tr>
<tr>
<td>Charlotte</td>
<td>26</td>
</tr>
</tbody>
</table>

### ROAD & HIGHWAYS

The 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.

![Regional Rail (GO Transit) Major Toronto Region Highways](image)
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 47 million travellers last year, a passenger volume that is among the largest in North America (see “Total Passenger Volume 2016” chart on page 98). 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.

Pearson’s passenger volume continues to grow. According to Airports Council International, passenger traffic growth at the world’s airports averaged 5.5% last year. Toronto Pearson’s total passenger traffic grew by 8%—the strongest percentage growth at the airport in the past ten years.

INTERNATIONAL

Toronto Pearson’s international passenger traffic increased by 8.8% in 2016. Pearson provides same-plane service to over 174 destinations around the globe. Through its doors, passengers have access to 67% of the world’s GDP by a daily direct flight.

It was also 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 like Atlanta, Los Angeles, Miami, and New York (JFK).

Pearson also processes 45% of Canada’s air cargo, with more than 400,000 tonnes of cargo going through the airport in 2016. It operates 240 truck loading doors, 12 million square feet of on-airport warehouse space, and 24/7 customs clearance.

UNIFIED STATES

Toronto Pearson International Airport is the fourth-largest global entry point into the U.S. It boasts 253 daily U.S.-bound flights to 72 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 the preclearance location 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 easy for existing airlines to add more direct routes as demand warrants.

FROM YYZ/YTZ TO: # DAILY FLIGHTS

<table>
<thead>
<tr>
<th>Destination</th>
<th># Daily Flights</th>
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<tbody>
<tr>
<td>New York (JFK, EWR, LGA)</td>
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<tr>
<td>Washington, DC (IAD, DCA)</td>
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<tr>
<td>San Francisco area (SFO, OAK, SJC)</td>
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</tr>
<tr>
<td>Seattle (SEA)</td>
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</table>
CONNECTED TRANSPORTATION & INFRASTRUCTURE

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 $9.88 one-way. It’s the swiftest and most reliable way to travel.

The Greater Toronto Airports Authority has also committed to investing up to USD $400 million to build a regional transit centre at Toronto Pearson by 2027, 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.

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.

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.

TELECOMMUNICATIONS CONNECTIVITY

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.”
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 6 million jobs and grow to 11 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.
PERCENTAGE OF POPULATION USING TRANSIT TO GET TO WORK

PROXIMITY OF SITES TO MAJOR INTERNATIONAL AIRPORTS

Source: U.S. Data, Deloitte from OpenFlights.org (2017) and FAA.gov (2015 and 2016) Canadian Data: Greater Toronto Airports Authority and Billy Bishop Toronto City Airport

REGIONAL INFRASTRUCTURE

AIR CONNECTIVITY - TOTAL PASSENGER VOLUME 2016 (MILLIONS)

PERCENTAGE OF POPULATION USING TRANSIT TO GET TO WORK

Source: Statistics Canada, 2011

REGIONAL TRAIN SYSTEM

Regional transit systems
1 - DOWNTOWN TORONTO
“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 shear 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

- Existing GO Transit
- In Delivery LRT/BRT
- Highway/Road
- Existing Subway
- Existing Streetcar
- Union Station 13.4 miles to Pearson Airport
- 2.7 miles to Billy Bishop Airport.
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.
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

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
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.
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.

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
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.
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<td>180,000 SF</td>
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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 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
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 all the amenities of a vibrant city centre including direct access to a multi-modal public transit hub.

Mayor of Vaughan, Maurizio Bevilacqua

“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 headquarters 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
SITE TRANSIT INFRASTRUCTURE

- Toronto - York Spadina Subway Extension (TYSSSE)
- Finch West LRT
- Regional Express Rail

Distances:
- 12.2 miles to Pearson Airport
- 12.3 miles to Downtown Toronto
- 12.9 miles to Billy Bishop Island Airport

Transportation Layers:
- Frequent Rapid Transit
- Existing Subway / Transitway
- In Delivery Subway / Transitway
- GO Rail
- In Delivery LRT / BRT
- In Development LRT / BRT
- Proposed Subway / Transitway
- Proposed GO Rail / BRT
- Proposed Priority Bus

Urban Growth Centres:
- Vaughan Metropolitan Centre
- Richmond Hill Langstaff Gateway
- Downsview Park
- Toronto North York Centre
- University Avenue
- Rutherford Road
- Islington Avenue
- Union Station
V*Vaughan is Toronto North’s most robust market, exhibiting the lowest vacancy rate in comparison to North York West and North York 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 OFFICE MARKET**
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.

**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.

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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.
4 - MARKHAM CENTRE
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 (GOTravel), 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 area’s 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

- Existing GO Rail
- Proposed GO Rail
- Existing Subway / Transitway
- In Delivery Subway / Transitway
- Proposed Subway / Transitway
- In Development Subway / Transitway
- GO Rail
- In Delivery LRT / BRT
- In Development LRT / BRT
- Proposed LRT / BRT
- Proposed GO Rail - 15-min
- Proposed Priority Bus

18.3 miles to Pearson Airport.
13.7 miles to Downtown Toronto.
14.2 miles to Union Station.
15.4 miles to Billy Bishop Airport.

Map showing various transportation layers and distances to key locations.
THE SITES

22 miles to Billy Bishop Airport

20 miles to Union Station

24 miles to Pearson International Airport

UNIONVILLE GO TRAIN 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 finance 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 west, 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%.

“Downtown Markham” 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.
THE SITES
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

Highway 407
Pearson International Airport (4.2 miles)

Highway 410

Etobicoke Creek

Office Towers

Phase 1:
1 million square feet

Convention Centre

Hotel

Mid-Rise Offices

5 - BRAMPTON
POWERADE CENTRE

Highway 407
Pearson International Airport (4.2 miles)

Highway 410

Etobicoke Creek

Office Towers

Phase 1:
1 million square feet

Convention Centre

Hotel

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POWERADE CENTRE

Highway 407
Pearson International Airport (4.2 miles)

Highway 410

Etobicoke Creek

Office Towers

Phase 1:
1 million square feet

Convention Centre

Hotel

Mid-Rise Offices
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.

“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

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

- Frequent Rapid Transit
- Existing Subway / Transitway
- Proposed Mass Transit
- Proposed LRT/BRT
- Highway
- Proposed BRT for Amazon HQ2
- Proposed Site for Amazon HQ2

Amazon Fulfillment Centre
Amazon Fulfillment Centre
Dixie Rd
HWY 401
HWY 407
Airport Rd
Kennedy Rd
Queen St
Pearson International Airport
Hurontario St
Dixie Rd
Main St
Malton Etobicoke North

- Amazon Shuttle
- Highway 410
- Steeles Ave
- Derry Rd
- Pearson
- Amazon Fulfillment Centre
- Brampton
- Bramalea
- Frequent Rapid Transit
- Existing Subway / Transitway
- Proposed Mass Transit

16.3 miles to Union Station
4.2 miles to Pearson Airport
15.6 miles to Billy Bishop Airport
16.1 miles to Downtown Toronto

In Delivery LRT/BRT
Proposed Mass Transit
Proposed LRT/BRT
Highway/Road

200m
8 million sf. office space
1.5 million sf. convention center
2 million sf. open space
Phase 1: Up to 1 million sf.
6 - PICKERING SEATON LANDS
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.

“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
SITE TRANSIT INFRASTRUCTURE

THE SITES

In Delivery Priority Bus Highway/Road

PICKERING

AJAX GO STATION

401

407 412

AJAX

0 2 4 km

Frequent Rapid Transit Existing Subway / Transitway

In Delivery Subway / Transitway

GO Rail

In Delivery LRT / BRT

In Development LRT / BRT

Proposed Subway / Transitway

Proposed GO Rail - 9 km

Proposed Priority Bus

Other Transportation Layers

Existing Streetcar

Highway

Urban Growth Centre

28.5 miles to Pearson Airport

22 miles to Union Station

21.6 miles to Downtown Toronto

23.3 miles to Billy Bishop Airport.
THE SITES

7 - AJAX

CARRUTHERS CREEK
INTRODUCTION

The Carruthers Creek Business Park is located within the Town of Ajax in the Region of Durham to the east of the City of Toronto. At a population of nearly 130,000, the Town of Ajax is one of the larger communities in the Region and attractive for its supply of relatively affordable, family-oriented housing in close proximity to the City of Toronto. Like most communities outside of the downtown, Ajax has grown considerably over the last 20 years.

The Carruthers Creek Business Park

The Carruthers Creek Business Park offers Amazon the opportunity for a 120-acre pre-zoned, pre-serviced, “shovel-ready” greenfield site that could potentially be developed into a campus-like setting with flexible design-build or ownership arrangements.

The property is located 1.9 miles from Downtown Ajax, 29.5 miles from Downtown Toronto, and 34 miles to Toronto Pearson International Airport. The site is connected to the wider highway network with Highway 2 located less than 1 mile away, Highways 412 and 401 located less than 1.5 miles away, and Highway 407 located less than 5 miles away. Durham Region Transit Bus Service connects the site directly to the Metrolinx GO Station for access to the Toronto Region and Downtown Toronto.

The Carruthers Creek area offers a significant amount of potential greenfield “shovel-ready” lands in a variety of site sizes to accommodate a range of end-user requirements. The location is uniquely accessed by two main artery roads: Salem Road with an interchange link at Highway 401, and Harwood Avenue, the ceremonial highway directly through the entire north-south length of the Town. On the eastern boarder of the property runs Carruthers Creek, with a small tributary that runs through the centre of the site. This water feature and 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 Carruthers Creek site could be very well-suited to accommodating Amazon’s longer-term development requirements within the Toronto Region. As with the Innovation Corridor in the City of Pickering, the cost of real estate in Ajax is some of the most competitive in the Toronto Region. Affordable real estate and excellent quality of life, combined with relative proximity to existing population centres and the Toronto Pearson airport make this location attractive to accommodate Amazon’s future office or industrial-type space requirements.
8 - MILTON
401 FRONTING LAND
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.

“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
SITE TRANSIT INFRASTRUCTURE

- Frequent Rapid Transit
- Existing Subway / Transitway
- GO Rail
- In Delivery Subway / Transitway
- Proposed Subway / Transitway
- Proposed GO Rail -15 min
- Proposed Priority Bus
- Existing Streetcar
- In Development LRT / ABT
- Proposed LRT / ABT
- Urban Growth Centre

- Highway
- Highway / Road

- 24.3 miles to Downtown Toronto
- 23.5 miles to Billy Bishop Airport
- 1.9 miles to Pearson Airport

- 24.4 miles to Union Station
9 - OAKVILLE
TRAFALE GAR & 407

THE SITES

Sixth Line
Burnhamthorpe Rd E
Eighth Line
Burnhamthorpe Rd W
Ninth Line
Lower Base Line W

- 407
- 403

- 407 ETR
- 407 EIR
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

- Burnhamthorpe Rd. W
- Trafalgar Rd.
- Highway 407
- Highway 403
- QEW

Priority Bus
Priority Rapid Transit
Existing Subway / Transitway
In Delivery Subway / Transitway
GO Rail
In Delivery LR T / BR T
In Development LR T / BR T
Proposed Subway / Transitway
Proposed GO Rail - 15 min
Proposed Priority Bus

Other Transportation Layers
Existing River/Lake
Highway
Urban Growth Centre

20.2 miles to Pearson Airport
13.2 miles to Union Station
19 miles to Billy Bishop Airport
20.4 miles to Downtown Toronto
20.2 miles to Union Station
0 miles to Billy Bishop Airport

Frequent Rapid Transit
Existing Subway / Transitway
In Delivery Subway / Transitway
GO Rail
In Delivery LR T / BR T
In Development LR T / BR T
Proposed Subway / Transitway
Proposed GO Rail - 15 min
Proposed Priority Bus
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

- QEW
- Dundas St. W
- Appleby Line
- Burloak Dr
- Lakeshore Rd.
- HWY 407
- Appleby GO Station
- Bronte GO Station
- Bus Route

- Frequent Rapid Transit
- Existing Subway / Transitway
- Proposed Subway / Transitway
- Proposed LRT / BRT
- Proposed GO Rail - 15 mins
- Proposed Priority Bus

Other Transportation Layers:
- Existing Streetcar
- Urban Growth Centre

25.7 miles to Union Station
20.7 miles to Pearson Airport
24.4 miles to Billy Bishop Airport
26 miles to Downtown Toronto
YOUR PARTNERS
ON BEHALF OF TORONTO GLOBAL, WE LOOK FORWARD TO HOSTING YOU.
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.

Deloitte LLP / Doblin, one of Canada’s leading professional services firms, provides audit, tax, consulting and financial advisory services to a wide range of Canadian and international clients. Deloitte LLP / Doblin is the Canadian member firm of Deloitte Touche Tohmatsu Limited, which is a network of member firms, each of which is a legally separate and independent entity.

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PARTISANS is an award-winning Toronto-based architecture studio that specializes in the integration of design and programming, invention and activation, installations and creative services. We are a diverse team of architects, artists, storytellers, entrepreneurs, and cultural enthusiasts devoted to a cause: smart, high-impact design combined with deft programming that subverts expectations and creates meaningful built experiences. Architecture is not just the act of designing a building; it’s a way of seeing, thinking, and making that expands and even revolutionizes our experience of the world. To that end, PARTISANS intersects disciplinary lenses to offer a holistic approach to everything from saunas, restaurants, arts festivals, private homes, and train stations, to visioning documents, books on architecture and development, lighting, furniture, and art installations. The wide-ranging scope of our projects and ambitions defy categorization and clichés. PARTISANS is participatory. Our intentions are earnest, our enthusiasm, unblinking. Don’t hire us. Join us.